

**Project Title:** *Meaningful Activism, Knowledgeable Engagement and Responsible Solutions (MAKERS)*

**Project Number:** *Award ID: BIH10/00125028*  
*Output ID: BiH10/ 00119582*

**Implementing Partner:** *UNDP*

**Start Date:** *01 March 2020*      **End Date:** *1 March 2023*      **LPAC Meeting date:** *26 February 2020*

**Implementation modality:** *DIM*

### **Brief Description**

*The Project aims to improve social cohesion among various ethnic groups in partner municipalities, by improving municipal governance practices on public participation, supporting community activism and capacitating youth for leadership in their communities and beyond and promoting joint action on shared priorities.*

*To ensure maximum impact possible, institutional partners (local governments, mayors) will be actively engaged throughout the project so that ownership of project results (local dialogue platforms) is sustained. A well-coordinated public outreach campaign and targeted engagement with media professionals will focus on promoting objective reporting and positive storytelling. Therefore, if local institutions and media outlets promote and embrace content that reinforces greater social cohesion, then this will improve connectedness and enhance trust among various (ethnic) groups. The project will ensure the institutional sustainability of proposed measures and offsetting negative media rhetoric resulting in changing individual and group perceptions of the other through dialogue, skill-building and joint problem solving, and removing institutional barriers to social cohesion through political endorsement and policy change recommendations that can contribute to durable peace and stability in the country.*

*The Project's overall goal will be achieved by working on several dimension of social cohesion, most notably: civic participation, trust in people and institutions, acceptance of diversity and solidarity and voluntarism.*

#### *Linkage with SDGs:*

Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

*Linkage with EU accession agenda: EU Commission Opinion on BiH membership application from 2019*

#### *Linkage with UNDP Strategic Plan:*

SP 2018-2021: Outcome 3 Strengthen Resilience to shocks and crises

Output 3.2.1. National capacities strengthened for reintegration, reconciliation, peaceful management of conflict and prevention of violent extremism in response to national policies and priorities

Output 3.3.2 Gender-responsive and risk-informed mechanisms supported to build consensus, improve social dialogue and promote peaceful, just and inclusive societies

#### *Contributing Outcome (UNDAF/CPD):*

CPD Outcome 4. By 2019, economic, social and territorial disparities are decreased through coordinated approach by national and subnational actors;


UNDAF Outcome 2. By 2019, BiH consolidates and strengthens mechanisms for peaceful resolution of conflicts, reconciliation, respect for diversity and community security.

#### *Output/s ID (with gender marker):*

*GEN1*

<b>Total resources required:</b>	425,000.00 USD	
<b>Total resources allocated:</b>	425,000.00 USD	
	<b>UNDP TRAC:</b>	
	<b>Stiftung Auxilium/Porticus:</b>	425,000.00 USD
	<b>Government:</b>	
	<b>In-Kind:</b>	
<b>Unfunded:</b>		

Agreed by (signatures):

	UNDP
	
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Date: 11.03.2020	

## Contents

I.	Development Challenge.....	4
1.	Wider country context.....	4
2.	Sector-specific analysis.....	5
»	Ethnic and Social Divides .....	6
»	Young people as a change factor .....	6
»	Religion and ethnicity .....	7
3.	Lessons learnt from previous experiences.....	8
II.	Strategy.....	9
1.	Impact hypothesis/theory of change .....	9
2.	Relevance to international and national policies/strategies and frameworks.....	9
3.	Hierarchy of objectives .....	10
III.	Results and Partnerships .....	13
1.	Detailed description of output, activities and expected results, project durations. ....	13
2.	Target groups, beneficiaries .....	18
3.	Geographical area of intervention .....	19
4.	Partnerships .....	19
5.	Transversal themes: gender equality, social inclusion, human rights, DRR .....	19
6.	Synergies with other on-going or planned interventions.....	20
7.	Use of existing country systems, mechanisms and frameworks .....	20
8.	Sustainability and Scaling Up.....	20
IV.	Project Management .....	22
1.	Project duration.....	22
2.	Project Management.....	22
4.	Project Monitoring, Evaluation and Reporting .....	22
V.	Results Framework.....	24
VI.	Monitoring And Evaluation.....	26
VII.	Multi-Year Work Plan.....	28
VIII.	Governance and Management Arrangements .....	31
IX.	Legal Context.....	33
X.	RISK MANAGEMENT .....	34
XI.	ANNEXES .....	38

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## I. DEVELOPMENT CHALLENGE

### 1. Wider country context

During the break-up of the former Yugoslavia in the 1990s, a tragic conflict engulfed Bosnia and Herzegovina (BiH) which resulted in tens of thousands of dead and disappeared; half of its pre-war population of 4.2 million displaced both internally and externally; and the destruction of most of its infrastructure, cultural heritage and economy. The Dayton Peace Agreement (DPA) signed in November 1995 achieved what its principal architects set out to do: namely to “end a war.” But it was never meant to be a long-term solution for BiH. The DPA was a temporary settlement; yet it remains in place, burdening the country with an extremely cumbersome governance structure that – when combined with other factors – has not allowed BiH to adequately address some of the core structural challenges and underlying drivers of the conflict. The war in Bosnia and Herzegovina (BiH) in the 1990s is often referred to as the most documented conflict in history, and yet the country is no closer to a common understanding of the devastating events that continue to cast a long shadow over its citizens. Despite vast investments in reconciliation efforts, coming to terms with the past remains a distant concept in BiH.

The **complex governance structure** stemming from the DPA is highly cumbersome. The country of 3.5 million people<sup>1</sup> has 13 constitutions, 14 legal systems (state, two entities, one autonomous district and 10 cantons) and more than 150 ministries. Ineffective governance reduces the quality of public policies and slow down reforms. Following the October **2018 General Elections**, the political atmosphere in the country is in decline. The State and Entity of the Federation of BiH governments have not been formed due to political disagreements. The country entered 2020 without established governments at the State, entity<sup>2</sup> and some cantonal government levels, alongside political tensions and blocked reforms, which further slow its path towards the European Union (EU). **Corruption** continues to plague the country. Many challenges persist in relation to the **rule of law and human rights**. Overall, there is a lack of agreement among political stakeholders on a vision for Bosnia and Herzegovina, including its institutional set up. Two decades following the war, different groups within the country are still divided on how BiH should be governed and where power lies, i.e. central level or regional level (entities, cantons and municipalities) . In tandem, the DPA and its annexes are full of contradictions, ambiguities and shortcomings that are continuously exploited by various leaders, thus contributing to the overall weakness of governance in BiH. The equation of two highly autonomous, self-governing entities and a relatively diluted central level government make BiH’s state structures ineffective especially when leaders of the three communities disagree on a common way forward. When combined with the current political volatility, the country’s ability to tackle pressing policy issues and move the country in a positive direction is greatly undermined.

BiH’s current **electoral system** allows political candidates to seek votes from only one nationality to win office. The Constitution and Election Law also exclude persons who do not belong to one of the constituent peoples from being elected to the House of Peoples and to the tripartite Presidency. With no need to reach out across nationality, religious and cultural lines, this system has discouraged the need for politicians and communities to strengthen the dialogue, while working toward greater mutual understanding and seeking common, country-wide solutions. The strong links between territory and demographic divisions and political party governance – cemented first by the DPA and then by subsequent election cycles – contribute to all aspects of country’s current dysfunctionality.

Because of the above-mentioned dynamics, BiH finds itself in a constant state of political gridlock, where leaders often define almost every aspect of peacebuilding and decision-making in terms of zero-sum/us vs. them equations. Furthermore, a very splintered, media field serves to augment differences in BiH rather than support narratives of mutual understanding and inter-group cooperation.

Within the complex context above, BiH, as a middle-income country in transition, has still managed to progress from a post-war recovery state to a potential EU accession candidate. In addition, and in recent years, a strong interventionist approach of the international community has slowly transformed into greater emphasis on local ownership.

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<sup>1</sup> 2013 Census results: <http://www.popis2013.ba/popis2013/doc/Popis2013prvovzdanje.pdf>.

<sup>2</sup> Entity of the Federation of Bosnia and Herzegovina.

The scale of **international intervention** in BiH's peacebuilding and conflict prevention efforts greatly helped in some critical areas, especially at the outset of the DPA process (e.g. capturing indicted war criminals, removing obstructionist politicians in the early years; eliminating vehicle license plate symbols that accentuated differences and identified nationalist affiliations, etc). Today, a very divided international community – whose members make up a group of BiH's "guarantors" – is failing to act decisively around the country's challenges and hurdles in the way of timely progress. This prolonged dynamic is creating openings for spoilers to reintroduce war-time agendas and narratives of societal/group divisions and to issue pronouncements increasingly challenging the viability of the State. With the international community distracted and divided, the parameters of "acceptable behaviour" in BiH's peacebuilding framework are being rolled back.

## 2. Sector-specific analysis

Due to BiH's geographic position in the Western Balkans; its complex demographic structure and (in recent history) challenging political dynamics, inter-communal tensions and trends echo the loudest across this particular country, especially so when they are imported from the outside. In short, BiH is a central element in the peace and security equation in the Western Balkans which directly impacts the state of regional cohesion, its stability and progressive development. Overwhelming empirical evidence, expert analysis and independent media reporting make it abundantly clear that country-specific and region-specific contested narratives and distortion of facts continue to strike at the heart of all reconciliation efforts aiming to rebuild security, stability and an overall more positive future inside BiH and within the region will continue to remain elusive. The rhetoric of mistrust, often employed by dominantly male select public figures and/or officials, continues to be a significant amplifier of division by generating content and/or policies that exacerbate communal grievances and perpetuate tensions.

At the institutional level, social divides are perhaps best visible with the citizens' perceptions of the lack of inclusiveness in decision-making and lack of trust toward their governance institutions. Their own apathy stems from disillusionment and the overall sense that their voices don't make any difference. This is an extremely revealing dynamic which reflects the divide between citizens and their leaders. The latest regional data (RCC Barometer 2017<sup>3</sup>) shows that 45% of the population do not even discuss government decisions amongst themselves; only 3% participate in public debates, 5% comment on government decisions on the social media; and 8% protest. When asked why they aren't actively involved in these processes, 23% said they do not care about it at all, while 47% state an overwhelming sensation that an individual cannot influence decisions made by government(s). There is a worrying lack of trust in the institutions across the board (with e.g. parliaments being perceived as the least trusted institution regionally).

During the second phase of the Joint UN project "Dialogue for the Future in BiH", the UN agencies commissioned a baseline perception survey<sup>4</sup> to explore knowledge/attitudes/practices on such topics as culture, intercultural trust and cooperation, civic engagement, education, media and partnership of adolescents and young people with government representatives – among the population aged 15 to 30 years, as well as government and religious representatives. The survey found the following:

- Most respondents support cooperation between different ethnic groups, both in their municipality/city, as well as throughout the country. However, respondents perceive cooperation with local representatives to be less satisfactory than cooperation between ethnic groups in general.
- Although young people generally hold a positive view of inter-ethnic cooperation, they are not concurrently satisfied with their own levels of civic engagement. That said, female respondents in the project municipalities/cities are more likely to rate the civic engagement of young people higher than their male counterparts. Among focus group participants, the prevailing opinion is that students and

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<sup>3</sup> Regional Cooperation Council Balkan Barometer 2017:  
[https://www.rcc.int/seeds/files/RCC\\_BalkanBarometer\\_PublicOpinion\\_2017.pdf](https://www.rcc.int/seeds/files/RCC_BalkanBarometer_PublicOpinion_2017.pdf)

<sup>4</sup> The study used quantitative and qualitative research methods, with the core population groups comprising: 1) Young people aged 15-30 years; 2) The authorities at the local, cantonal, entity and state levels (executive and legislative): mayors, representatives of municipal/city youth commissions; 3) Representatives of religious communities/religious leaders.

young people are in a state of apathy and do not fight tenaciously enough to change the situation. However, respondents cite various obstacles and a lack of options for effective change as a justification for this impassiveness.

These findings concur with the alarming findings of the 2020 Youth Study<sup>5</sup>, commissioned by the Friedrich Ebert Stiftung, reaffirming the negative views young people in the country hold. The study found that social capital among young people in BiH is built on horizontal relations of kinship and family networks. Furthermore, there is only a diffuse trust towards individuals not belonging to one's immediate family (and to a lesser extent relatives and close friends).

#### » Ethnic and Social Divides

A once genuinely multi-ethnic society suffered many shocks during the conflict. Now, during the long-horizon post-conflict phase, BiH's communities are in danger of turning further inward, with new generations growing up in mono-national environments; in a polarized country; and with little knowledge about, and understanding of, 'the other(s)'. These younger generations of BiH may thus become highly susceptible to exploitative political narratives that continue to thrive in a complex environment in-country (not to mention in the region and globally).

Hostility between ethnic groups creates an environment where sporadic violent acts could occur. Similarly, feelings of repression, inequality, and discrimination, also straddle the ethnic divide for different reasons and can be a push factor for lack of dialogue among different ethnic groups, especially for the young people. The current rhetoric of political leaders and especially during a pre-elections campaigns, additionally frays with the already fragile inter-community relationships. Intensification of political relations functions as a pre-election campaign, but the electoral process is not the only reason for the frequent language of hatred and the raising of inter-ethnic tensions.

25 years after the war in BiH, the social and individual wounds of the conflict did not heal. This multi-ethnic country, home to three main ethnic groups (Bosniaks, Croats and Serbs) still suffers from **social exclusion and political insecurity**, which hamper development. The DPA put in place a political system that places a great deal of power with the Entities (and Cantons) at the expense of the State; and a complex governance system. As a result, political parties tend to define themselves along ethnic and, subsequently - religious lines rather than according to a traditional left-to-right political scale. A perpetuated rhetoric of division contributes to low levels of people-to-people interaction and trust. Although reconciliation has been at the centre of the post-conflict development assistance agenda of the international community in the country since 1996, the legacy of war is omnipresent, particularly visible in the way ethnic divides shape every aspect of life. There is a delicate relationship between the failure of the political system and the failures of the reconciliation process in the country. What has been **significantly absent in previous reconciliation efforts** is both the political messaging in this direction, as well as the vital "restorative" people-to-people approach that contribute to healing, trust-building, increased collaboration, communication and stability.

#### » Young people as a change factor

Youth engagement is paramount, young people must be engaged in programming as key partners in creating dialogue, promoting peace and most importantly prevent violence.

New generations are growing up in ethnically homogenous communities, isolated and polarized, with little knowledge or understanding of "the other(s)" and with stereotypes passed from one generation to another, shaping up a society which is vulnerable to divisive narratives and conflicts. This affects particularly young people who are growing up in a society that has undergone challenging times over the last two decades, absorbing the wartime trauma of previous generations. Economic pressure further adds strains on society, increases fear and social instability. Youth unemployment, with 38.8% of those between 15–24 years without

<sup>5</sup> Full text of the study is available here: <http://library.fes.de/pdf-files/id-moe/15262.pdf>

a job and many of those in employment working in the informal sector without job security, social security or pension provision – are further contributing to the social tensions.

According to a youth perceptions study<sup>6</sup>, “...young people in the country grow up in a context that fosters ethnonationalist sentiments and fears, discourages independent and critical thinking, and only half-heartedly addresses and responds to youth concerns and priorities. Young people have limited opportunities to voice their views and to be heard. They respond to this grim situation with a mixture of criticism, apathy and disinterest. They are fed up with being caught in the legacies of the war and want to escape ethnic, religious and geographic labels. They are interested in a life free from insecurity and economic constraints, where people are treated equally and can participate in decision-making. Political ideas and world views based on ethno-nationalism have no place in that vision.” Other survey comes to show that the lack of contact between youth of different ethnic backgrounds breeds fear of how they will be received when they do interact. Many young people had experienced resentment when travelling to a location where the majority population is of another ethnic group, although often fears appeared to be based on hearsay or media influence. Despite these anxieties, most people expressed a strong desire to meet people from other ethnic groups and other locations across Bosnia and Herzegovina more frequently in a positive environment. In addition, another recent study<sup>7</sup> found that life satisfaction and optimism of young people of Bosnia and Herzegovina on a scale from 1 to 5 stands high at 4.2, mainly inspired by European identity and positive perceptions of the EU.

## » Religion and ethnicity

BiH is a melting pot of religions: Ottomans brought Islam; Catholicism came from the west and Orthodox Christianity - from the east. The main three ethnic groups in the country are directly linked to these three main religions. For that matter, reconciliation **has also been approached by utilising religious institutions** as peace conduits, where religious leaders had a role to play in building a sense of trust, cooperation, and peace within their communities. However, research has shown that these attempts have not been successful because other parties have seen the involvement of religious figures as a threat and/or domination effort on the part of that specific religious group.<sup>8</sup>

In BiH, **cultural heritage is an emotionally and politically charged** concept. It faces the risk of being reduced to "ethnic heritage", with peoples of Bosnia and Herzegovina using culture - along with language and religion - to reinforce their separate identity, instead of valuing the common heritage while respecting their differences. Global practice comes to demonstrate that **culture can be a powerful tool** for post-conflict societal healing and that art can contribute to reconciliation by creating dialogue between opposing groups, rebuilding trust and empathy in communities. Conflict, identity and culture are inextricably linked. Culture and art interactions can encourage respect and dialogue among divided communities and can foster a shared sense of ownership of cultural heritage.

Against this backdrop of resentment between ethnic groups, tensions fuelled by political actors and economic crisis, **a renewed approach to reconciliation** is required, in tandem with the EU integration process, featuring cohesion between different communities and ethnic groups. Engaging youth in cross-community dialogue, with young people of different ethnic and religious backgrounds, is essential for a stable, peaceful future in BiH.

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<sup>6</sup> Leaving the Past Behind: The Perceptions of Youth in Bosnia and Herzegovina, Nansen Dialogue Centre and SaferWorld.

<sup>7</sup> Youth Study South-East Europe 2018/2020, Friedrich-Ebert-Stiftung.

<sup>8</sup> Religion and Reconciliation in Bosnia & Herzegovina: Are Religious Actors Doing Enough? Janine Natalya Clark, 2010.

### 3. Lessons learnt from previous experiences

The overall Project is a continuation of accomplishments and structure built during the Dialogue for the Future I and II Projects. The DFF Projects set up a ground for institutionalization of local dialogue platforms which will be further strengthened through the MAKERS Project

During the second phase of the project in Bosnia and Herzegovina, the UN agencies commissioned a baseline perception survey to explore knowledge/attitudes/practices on such topics as culture, intercultural trust and cooperation, civic engagement, education, media and partnership of adolescents and young people with government representatives – among the population aged 15 to 30 years, as well as government and religious representatives. The survey found the following:

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- Although young people generally hold a positive view of inter-ethnic cooperation, they are not concurrently satisfied with their own levels of civic engagement. That said, female respondents in the project municipalities/cities are more likely to rate the civic engagement of young people higher than their male counterparts. Among focus group participants, the prevailing opinion is that students and young people are in a state of apathy and do not fight tenaciously enough to change the situation. However, respondents cite various obstacles and a lack of options for effective change as a justification for this impassiveness.

These findings concur with the alarming findings of the 2019 Youth Study, commissioned by the Friedrich Ebert Stiftung, reaffirming the negative views young people in the country hold. The study found that social capital among young people in BiH is built on horizontal relations of kinship and family networks.

Being a Joint program and led by the BiH Presidency the DFF Project had its strengths but this has also been proved as a weak link in the implementation of local activities due to a complex coordination process. In that regard The MAKERS Project will use all of the strengths created by the DFF Project but will not be burdened by its complexity since this is UNDP led Project and it uses direct implementation methodology, thus implementation of activities on the local level will be much more easily utilized. One of the biggest challenges of previous projects, which was pointed out by the stakeholders, were the long pauses between activities, the MAKERS Project will be much more efficient and will be directed in having harmonized approach to all selected Municipalities and have just the right amount of activities implemented in those municipalities.



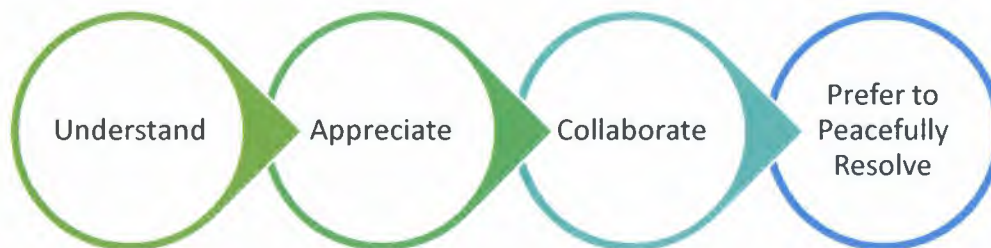
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## II. STRATEGY

### 1. Impact hypothesis/theory of change

The Project aims to improve social cohesion among various ethnic groups in partner municipalities, by improving municipal governance practices on public participation, supporting community activism and capacitating youth for leadership in their communities and beyond and promoting joint action on shared priorities.

This Theory of Change is informed by the Reflecting on the Practice of Peace (RPP) methodology and falls within the “healthy relationships and connections” whereby “peace emerges out of a process of breaking down isolation, polarization, division, prejudice and stereotypes between/among groups. According to People to People peacebuilding approach - there is an assumed progression across a scale of healthy relationships which reasons:



This project posits the hypothesis that if members from different (ethnic) groups in the country, and especially youth, are provided structured opportunities (spaces for interaction) to identify social cohesion priorities and communicate them to their elected leaders and relevant institutions through dialogue platforms, and address them through joint projects and activities, then this will improve community participation and create partnerships in pursuit of commonly identified priorities because identification of common social cohesion priorities and joint action to address them will help break down barriers among various groups and help build a sense of connectedness and understanding, which are requisite in resilience to conflict.

To ensure maximum impact possible, institutional partners (local governments, mayors) will be actively engaged throughout the project so that ownership of project results (local dialogue platforms) is sustained. A well-coordinated public outreach campaign and targeted engagement with media professionals will focus on promoting objective reporting and positive storytelling. Therefore, if local institutions and media outlets promote and embrace content that reinforces greater social cohesion, then this will improve connectedness and enhance trust among various (ethnic) groups, ensuring institutional sustainability for proposed measures and offsetting negative media rhetoric, because changing individual and group perceptions of the other through dialogue, skill-building and joint problem solving, and removing institutional barriers to social cohesion through political endorsement and policy change recommendations can contribute to durable peace and stability in the country.

### 2. Relevance to international and national policies/strategies and frameworks

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The Project is in line with the UN Action Plan for the Western Balkans: Sustaining peace through trust-building, dialogue and reconciliation. According to this document, The UN is concerned that the long-standing lack of progress on trust-building, constructive dialogue and reconciliation in the Western Balkans poses a key risk to stability in the region and beyond. Thus, based on the system-wide analysis presented in the The Regional Quarterly Review (RQR), and building upon the momentum created by the EU’s 2018

engagement strategy for the Western Balkans which prioritizes reconciliation as critical to ensuring lasting peace in the region, the UN is committed<sup>9</sup>

The Project will indirectly support BiH's application for European Union membership through supporting the European Commission goals such as obligations stemming from the stabilisation and association process - good neighbourly relations and regional cooperation<sup>10</sup>. As recommended by the Commission Opinion on Bosnia and Herzegovina's application for membership of the European Union<sup>11</sup>, BiH needs to step up the protection of fundamental rights of all citizens, including by ensuring an enabling environment for civil society and reconciliation and the protection and inclusion of vulnerable groups. It also needs to complete essential steps in public administration reform. The Project will therefore aim its activities and interventions at supporting local government and civil society organizations to achieve this goal.

Importantly, the Project will contribute to the implementation of the **Agenda 2030 and the SDGs**, specifically SDG 16: Peace, Justice and Strong Institutions. In addition, the Project contributes to the global efforts of the **Youth2030: United Nations' Youth Strategy**, which aims to contribute to young people's empowerment, development and engagement.

The Council of Europe Action Plan for BiH 2018-2021 has foreseen promoting participation and diversity as one of its objectives which is in line with the MAKERS Project. This Action plan focuses on improvements in the quality of education in BiH by helping overcome ethnic segregation in the formal education system through applying anti-discriminatory approaches based on Council of Europe standards and practices. The aim is to strengthen the capacities of education actors to bring forward policies to fight ethnic segregation and, at the same time, improve the quality of education. The above will be implemented through an integrated approach of policy and grassroots initiatives, including an assessment and initial recommendations, focus group meetings, and various outreach events to trigger discussion in society, and culminate in evidence-based recommendations<sup>12</sup>.

As for the domestic policy/strategic framework relevant to social cohesion, a document "Joint Socio-Economic Reforms for the period 2019-2022" was created as a result of one-year activity and consultations at the political and technical levels. This document, often referred to as Reform Agenda 2, was developed in cooperation with the Delegation of the European Union to BiH and with the support of the British Embassy and represents the final synchronized document between the two entity governments. As such, it has envisaged creating a more positive atmosphere for the youth in BiH especially in regards to large migration numbers of this population category. BiH does not have a national youth strategy. The National Assembly of the entity of Republika Srpska adopted the **Youth Policy 2016-2020**, and the **draft Youth Strategy** in the entity of the Federation of Bosnia and Herzegovina is pending adoption by the government. None of them, though, place joint (cross-entity) interaction and inter-cultural dialogue among young people as a priority.

### 3. Hierarchy of objectives

The Project's overall goal is to **improve social cohesion among various ethnic groups in partner municipalities, by improving municipal governance practices on public participation, supporting community activism and capacitating youth for leadership in their communities and beyond, and promoting joint action on shared priorities.**

The Project's goal will be achieved by working on several dimension of social cohesion, most notably: civic participation, trust in people and institutions, acceptance of diversity and solidarity and voluntarism.

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<sup>9</sup> A UN Action Plan for the Western Balkans: Sustaining peace through trust-building, dialogue and reconciliation

<sup>10</sup> <https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20190529-bosnia-and-herzegovina-analytical-report.pdf>

<sup>11</sup> <https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20190529-bosnia-and-herzegovina-opinion.pdf>

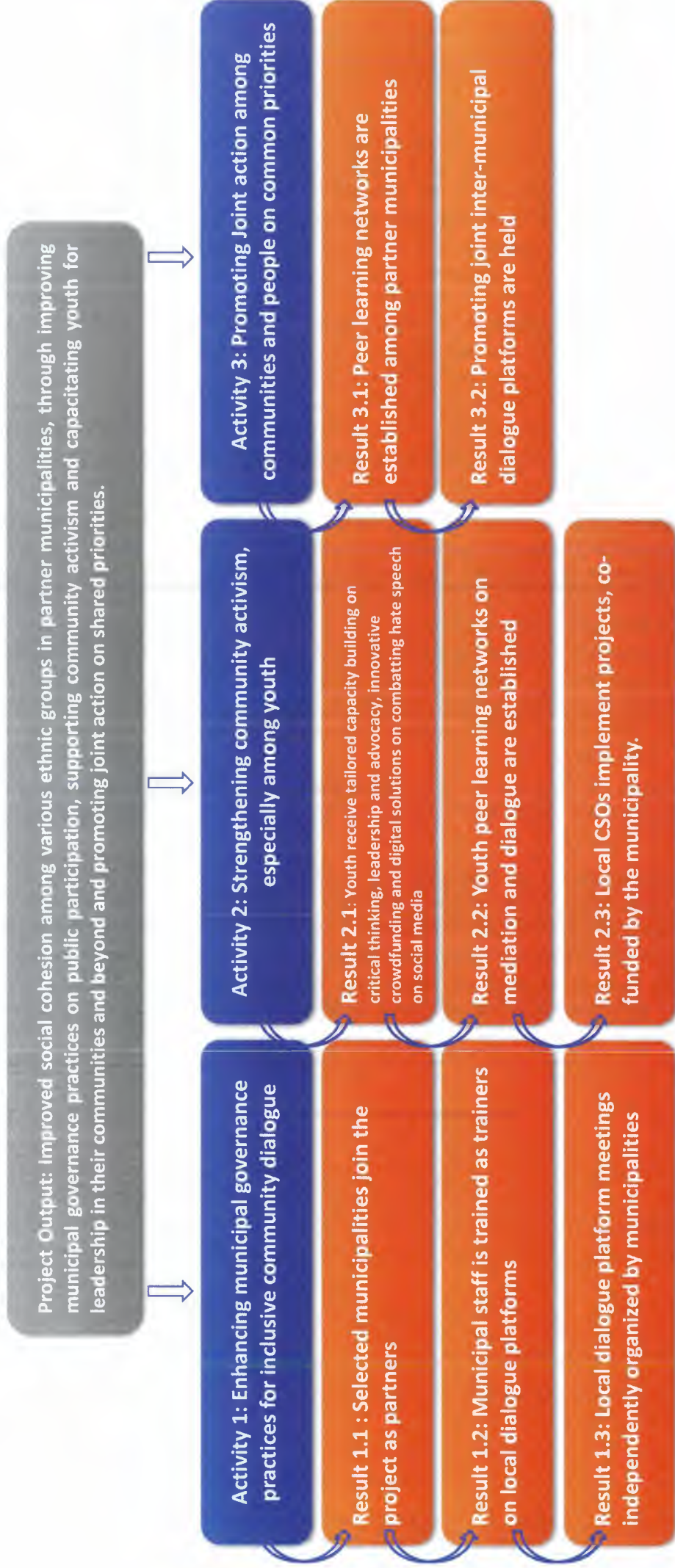
<sup>12</sup> <https://rm.coe.int/bih-action-plan-2018-2021-en/16808b7563>

In the first year of implementation, the project will work to strengthen and institutionalize the local dialogue platform mechanism in 15 of the 28 partner municipalities targeted by the UN Dialogue for the Future project (Sarajevo: Centar, Novi Grad, Novo Sarajevo, Stari Grad, Ilidza; East Sarajevo: Istocna Ilidza, Istocni Stari Grad, Istocno Novo Sarajevo, Trnovo, Pale, Sokolac; Doboj, Doboj Istok, Usora, Tesanj, Kresevo, Novi Travnik, Bugojno, Travnik, Kiseljak, Busovaca, Trebinje, Mostar, Bijeljina, Brcko District, Banja Luka – selection of 15 municipalities will be assessed and select out of these 28). This will be done through mentoring of the local dialogue platforms and empowerment of young activists to co-facilitate platform meetings in the municipality. Additionally, UNDP will work the local government to ensure local dialogue platform methodology is endorsed by the municipal council and becomes a recognized consultative mechanism. UNDP will also train municipal staff and at least two youth in each partner municipality in facilitation and moderation skills. Moreover, work at institutional change will be focusing on integrating priorities of trust building and social cohesion in regular public funding schemes (i.e. calls for proposals issued by the municipality). The project will work with the municipalities to co-fund at least 8 local initiatives that were identified in the platform meetings. The first year will explore conduct of cross-entity and inter-municipal local dialogue platforms to strengthen inter-municipal and community cooperation on common priorities (previous analysis of trends in local dialogue platforms has shown a strong presence of education theme, as well as inadequacy of youth organization at local level, so bottom up pressures and collaboration could be exploited in this segment).

In the second year of implementation, five additional municipalities will be selected to join the project. The municipalities will be selected on the basis of governance track-record with UNDP, ethnic heterogeneity or homogeneity, proximity to inter-entity boundary line or international border and experience with returnees. Through inter-municipal learning network, new municipalities will be able to learn about the benefits of local dialogue platform in the community. Based on memoranda of cooperation UNDP will sign with partner municipalities, municipal government will ensure 20% of co-funding of local and inter-municipal projects emerging from local dialogue platform discussions. Identified youth activists in the community will be supported with skill-building (advocacy, leadership, critical thinking, media and information literacy, innovative crowd-funding, SDGs, gender mainstreaming). To support implementation of platform priorities, strengthen voluntarism and solidarity in the community, open Call for Proposals will be announced (with mandatory 20% co-funding by the municipal government). The emphasis will be on finding common ground and common challenges that cross ethnic and Entity divisions, in order to strengthen social cohesion and trust building, especially acceptance of others and trust in institutions.

In the third year of implementation, five additional municipalities will be selected, totalling 25 partner municipalities in the project. Using the same principle of peer learning, municipalities will receive UNDP support and initial mentoring to establish local dialogue platform mechanism; however further learning will be assured through municipalities that have embedded platform methodology in their governance structure. Same approach will be used to building capacities and empowering youth activists in additional municipalities. A Call for Proposals targeting additional municipalities will be announced, following the aforementioned principles.

The hierarchy of project goals and objectives is presented in the table below:



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### **III. RESULTS AND PARTNERSHIPS**

#### **1. Detailed description of output, activities and expected results, project duration**

The project's main output is:

**Improved social cohesion among various ethnic groups in partner municipalities, through improving municipal governance practices on public participation, supporting community activism and capacitating youth for leadership in their communities and beyond and promoting joint action on shared priorities**

The output above will be achieved through implementation of the following activities:

##### **Activity 1: Enhancing municipal governance practices for inclusive community dialogue**

The Project team will assess partner municipalities' readiness (including political climate and commitment, level of community activism in platform meetings, availability of action plan and local priorities, codification and practice of public participation mechanisms) to integrate local dialogue platform methodology. On this basis, through regular meetings with municipal staff, mentoring and capacity building (direct mentoring and Training of Trainers), municipal staff will be capacitated in mediation and facilitation skills, based on Local Dialogue Platform methodology, developed by UNDP. Additionally, in 2021 and 2022, UNDP will select an additional 10 partner municipalities (5 in the Federation and 5 in Republika Srpska) – based on consultations with other UNDP local governance projects - with the view to expand the application and integration of local dialogue platform methodology, using inter-municipal networks that will be established in the project, peer learning and exchange of experiences. To the extent possible, the Project will work with municipal departments to encourage that public funding for CSOs also includes priorities related to improved social cohesion and inter-municipal cooperation.

This Activity has three main results as described further below:

##### **Result 1.1. Selected municipalities join the project as partners:**

By using a positive momentum created in the Dialogue for the Future Project and establishment of strong relationships with number of municipalities MAKERS Project will continue to harness those relationships and select municipalities who have capacities and who have identified priorities in line with MAKERS Project. Moreover, MAKERS Project will use previous analysis conducted as part of Joint UN Dialogue for Future Project to select those municipalities that have the most need and can benefit the most from the implementation of MAKERS Project. The preference will be given to municipalities where ethno-national tension is emphasized, where youth has less opportunities to gain knowledge and communicate with others.

This activity will result in strong partners on the institutional level who will support the Project during its implementation and will also institutionalize the approach learned during the process.

##### Sub-activities contributing to the achievement of this result are:

###### **1.1.1. Assessment of municipalities**

The Project team will conduct a desk review of results of the Dialogue for the future Project, specifically work in 28 municipalities and analyse which of the municipalities have the most capacities and can benefit the most from the Project. The desk review will be accompanied with interviews with some of the key stakeholders and will give a clear picture on the best candidates for these activities.

###### **1.1.2. Selection of 15 municipalities**

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The Project team will present results of the assessment to the Project board and recommend municipalities to be engaged in the Project. The Board will select 15 municipalities based on the results of the assessment.

###### **1.1.3. Signing of agreements with 15 selected municipalities**

Once municipalities are selected, a letter to municipality mayors will be send explaining the Project and seeking their endorsement of the Project goals. Additionally, Project team will conduct bilateral meetings with selected municipalities to ensure full understanding of the Project and obligations of both parties involved.

#### 1.1.4. Selection of 10 additional municipalities

As Project has foreseen, 10 additional municipalities will be offered cooperation in the second and third year of the Project. Same methodology for the selection of municipalities will be applied as in the first year of project implementation.

#### 1.1.5. Signing of agreements with 10 additional municipalities

The process will be done in the same manner as the selection of the first 15 municipalities.

### **Result 1.2.** Municipal staff is trained as trainers on local dialogue platforms

Considering that municipalities and their staff are already familiarized with LDP methodology and have been using it through implementation of the Dialogue for the Future Project, the MAKERS will select 30 motivated and experienced municipality personal and train them in mediation and facilitation skills. Primarily, the training is targeted on the sustainability of the dialogue process in selected municipalities but also to have a strong pool of qualified trainers who can later be used as a trainers and peer supporters in municipalities who are not involved in the implementation of this Project. The MAKERS Project will organize a quality training with very experienced lecturers and create a roster of 30 trainers from selected municipalities.

#### Sub-activities contributing to the achievement of this result are:

##### 1.2.1. Organize training of trainers for municipal staff

The Project will hire experts to prepare curriculum for the training of trainers coming from selected municipalities. Once the curriculum is approved by the Project board the training will be conducted and newly trained trainers will be on Project disposal for all future trainings on LDP methodology.

### **Result 1.3.** Local dialogue platform meetings independently organized by municipalities

Given the experience gained in previous years the Local Dialogue platforms are becoming more recognizable as a tool to address crucial problems in Municipalities that can be presented and resolved by citizens of those municipalities. Although municipalities have used this method it is not yet institutionalized and is not common practice. The MAKERS Project will provide support and mentoring to selected municipalities in organization of dialogue platforms with citizens from those municipalities

#### Sub-activities contributing to the achievement of this result are:

##### 1.3.1. Advocacy meetings with municipality representatives as a support to independent organization of 100 LDP by partner municipalities

Regular meetings with representatives of selected municipalities will be organized in order to support the organization of LDPs, as well as to strengthen their capacities to be able to organize LDPs independently

##### 1.3.2. Mentoring of the LDPs

Experts support will be given to municipalities and their representative throughout the process of institutionalizing LDPs as municipalities tool. This support will be provided in a form of mentoring given to coordinators of LDPs selected by municipalities mayors.

### **Activity 2:** Strengthening community activism, especially among youth

In partner municipalities, the Project will work with activists gathered in Local Dialogue Platforms (CSOs, youth councils, informal groups, influential citizens) to ensure adequate knowledge of public policy process and political literacy so that citizens, and especially youth, are skilled in understanding and exercising rights of public participation where draft municipal decisions and budgeting are concerned. The desired outcome is for local dialogue platforms to timely raise and advocate for priorities identified by citizens for funding through municipal budgets. Furthermore, through calls for proposals, UNDP will co-fund projects emerging from local dialogue platforms; with mandatory municipal co-funding at 20% of project value. The Project's work with youth in partner municipalities will centre around skills for critical thinking, leadership and advocacy, innovative crowdfunding and digital solutions on combatting hate speech on social media. For the latter, the Project will engage with UNDP's Accelerator Lab, local IT company and with Peace Tech Lab in advisory capacity. Additionally, the Project will take advantage of UNDP's Youth for Peace resources to advance knowledge among the community, and especially youth, on Agenda 2030, with focus on SDG 16: Peace, Justice and Strong Institutions.

**Result 2.1.** Youth receive tailored capacity building on critical thinking, leadership and advocacy, innovative crowdfunding and digital solutions on combatting hate speech on social media

The outreach conducted during the last 2 years as part of the Dialogue for the Future Project, will be used as a starting point for the selection of youth for the participation in the trainings. Depending on the selection of municipalities additional outreach will be conducted to try and get to those marginalized youth who don't have opportunities to participate in significant activities such as this one. Gender balance will be carefully managed in order to have equal attendance of both young boys and girls. The Project's work with youth in partner municipalities will centre around skills for critical thinking, leadership and advocacy, innovative crowdfunding and digital solutions on combatting hate speech on social media. For the latter, the Project will engage with UNDP's Accelerator Lab, local IT company and with Peace Tech Lab in advisory capacity. Additionally, the Project will take advantage of UNDP's Youth for Peace resources to advance knowledge among the community, and especially youth, on Agenda 2030, with focus on SDG 16: Peace, Justice and Strong Institutions.

Sub-activities contributing to the achievement of this result are:

2.1.1. Identification of youth activists

As stated above the outreach conducted during the last 2 years as part of the Dialogue for the Future Project, will be used as a starting point for the selection of youth for the participation in the trainings. Depending on the selection of municipalities additional outreach will be conducted to try and get to those marginalized youth who don't have opportunities to participate in significant activities such as this one. Support from selected municipalities will be asked during this process and from local CSOs.

2.1.2. Organization of tailored capacity building on critical thinking, leadership and advocacy for identified youth

Training methodology will be developed to address above topics. The training will lean on the methodology developed as part of the Regional Dialogue for the future Project and experiences gained in that process. In accordance with developed methodology the training will be organized for youth from selected municipalities.

2.1.3. Organization of workshop for youth on digital solutions

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The Project will engage with UNDP's Accelerator Lab, local IT company and with Peace Tech Lab in advisory capacity to organize workshop for interested youth on digital solution for different topics discussed during LDPs and trainings.

**Result 2.2.** Youth peer learning networks on mediation and dialogue are established

Throughout the implementation of Local Dialogue Platforms in previous Project it was visible that citizens who participated and especially youth need further guidance in addressing local and broader issues to relevant institutions. The focus of this output is directed at creating a sustainable mechanism of peer supporters who will be able to transfer their experiences to their peers as well as to mediate among local representatives and citizens when needed. The MAKERS project will create/select number of youth and thus create a network of peer's supporters who are knowledgeable about the LDP methodology but also are ready to use their newly acquired skills to address burning issues in their local communities and broader.

Sub-activities contributing to the achievement of this result are:

2.2.1. Identification of peer supporters among trained youth activists

As part of the training process a call will be announced for interested youth who would like to take an additional task and become peer supporters. Additional skill building exercise will be organized for those selected.

2.2.2. Mentoring for peer supporters

Once the peer supporters are selected and trained a mentoring process will be established for their peer support activities.

2.2.3. Creation of peer learning network document

Together with the mentor's peer supporters will develop a document which will serve as manual for their work as well as for the future generations of peer supporters in the community

**Result 2.3.** Local CSOs implement projects, co-funded by the municipality

The MAKERS Project envisaged contribution for the implementation of locally led projects in partner municipalities. The goal of the Project contribution to selected municipalities, in a form of small grants to CSOs from those municipalities, is to address priorities defined previously as well as those priorities that will be identified through organization of new LDP meetings. Open call for the CSOs will be published once negotiation process with municipalities is completed, where minimum of 20 % of the locally led projects must be funded by municipality. The MAKERS Project staff together with municipality members will conduct a review of received projects and select those that are addressing relevant priorities in those municipalities.

Sub-activities contributing to the achievement of this result are:

2.3.1. Meetings with municipal representatives and agreement on co-funding of the small projects

Meetings with selected municipalities mayors will be organized to secure co-funding for small projects in their local communities. The Project team will try to establish this through letters of understanding or similar document signed by both parties.

2.3.2. Creation of call for proposals for small grants facilitation in selected municipalities

The call for proposal will be published in every selected municipalities and criteria, such as eligibility, priorities and similar, for this call will be agreed with municipality representative.

2.3.3. Selection of projects funded through small grants and co-funded by partner municipalities

Together with municipalities representatives the Project team will select small projects that are in lined with the criteria listed in the call for proposal.

2.3.4. Monitoring of the small grant's implementation

The Project team will together with municipalities representative conduct monitoring of the project's implementation according to the UNDP standards of monitoring and municipalities standards if any.

**Activity 3:** Promoting Joint action among communities and people on common priorities



Under this Outcome, the Project will look emerging common trends among priorities identified in local dialogue platforms across municipalities in both Entities. Previous experience in the field has shown that communities struggle with the same challenges: lack of organized youth, spaces for youth and community activism, quality of education, absence of contact among students of different ethnicities, two schools under one roof, discrimination of vulnerable groups and environmental challenges that cross administrative borders. Where commonalities in challenges/priorities are identified, the Project will work with municipal coordinators and community activists to convene joint local or sub-regional dialogue platforms, thus encouraging recognition of shared priorities and joint action and advocacy towards higher levels of government (Canton, Entity) or inter-municipal activities to urge action on recommended solutions.

**Result 3.1.** Peer learning networks are established among partner municipalities

Sharing experiences and inter municipality cooperation has been stated by numerous representative of municipalities participated in Dialogue for the Future Project as “what works” method that can further upgrade Dialogue platforms and can contribute to better and faster implementation of set priorities for several municipalities at once. This approach has been piloted through different workshops previously but was never been institutionalized on the municipal level. At this stage, as part of MAKERS Project, activities will be steered at creation of peer learning networks on several levels which will contribute to inter municipal dialogue and approach to higher levels of governance. Number of motivated municipal representatives will be selected to act as peer supporters in the ongoing activities who will, with MAKERS support, represent a focal point and will establish a network among partner municipalities.

Sub-activities contributing to the achievement of this result are:

3.1.1. Selection of peer learning personnel for peer learning network

Among those personal that was selected by municipality mayors to support implementation of this Project as well among those who participated in the training of trainers a selection will be made to create a peer learning network.

3.1.2. Provide mentoring on peer learning

Once the personal is selected and trained a mentoring process will be established for their peer learning network activities.

3.1.3. Establish peer learning network among partner municipalities

Together with partner municipalities a agreement will be made on a experience and learning exchange which will constitute a peer learning network.

**Result 3.2.** Joint inter-municipal dialogue platforms are held

Once peer support networking is established, inter-municipal dialogue platforms will be organized with municipalities who share common interests and priorities. Where commonalities in challenges/priorities are identified, the Project will work with municipal coordinators and community activists to convene joint local or sub-regional dialogue platforms, thus encouraging recognition of shared priorities and joint action and advocacy towards higher levels of government (Canton, Entity) or inter-municipal activities to urge action on recommended solutions.

Sub-activities contributing to the achievement of this result are:

3.2.1. Negotiate inter municipal dialogue platforms among partner municipalities

Meetings with municipalities representatives will be organized to facilitate organisation of inter municipal dialogue platforms

3.2.2. Support municipal staff in organization of inter municipal dialogue platforms

Once municipalities agree on the organization of inter municipal dialogue platforms the support to municipal staff will be given by the Project.

3.2.3. Provide mentoring and counselling for organization of inter municipal dialogue platforms

Along with the financial and technical support in the organization of inter municipal platforms a mentoring and counselling form of support will be provided by experts.

## 2. Target groups, beneficiaries

Post war BiH continues to face developmental challenges, with a highly politicized media and public space, often filled with rhetoric of mistrust where the media serve as amplifiers of division and inter-ethnic tension. A baseline perception survey<sup>13</sup> was commissioned by the UN agencies in 2018 in several municipalities to explore knowledge/attitudes/practices on such topics as culture, intercultural trust and cooperation, civic engagement, education, media and partnership of adolescents and young people with government representatives – among the population aged 15 to 30 years, as well as government and religious representatives. The survey found the following:

- Most respondents support cooperation between different ethnic groups, both in their municipality/city, as well as throughout the country. However, respondents perceive cooperation with local representatives to be less satisfactory than cooperation between ethnic groups in general.
- Although young people generally hold a positive view of inter-ethnic cooperation, they are not concurrently satisfied with their own levels of civic engagement. That said, female respondents in the project municipalities/cities are more likely to rate the civic engagement of young people higher than their male counterparts. Among focus group participants, the prevailing opinion is that students and young people are in a state of apathy and do not fight tenaciously enough to change the situation. However, respondents cite various obstacles and a lack of options for effective change as a justification for this impassiveness.

These findings concur with the alarming findings of the 2020 Youth Study<sup>14</sup>, commissioned by the Friedrich Ebert Stiftung, reaffirming the negative views young people in the country hold. The study found that social capital among young people in BiH is built on horizontal relations of kinship and family networks. Furthermore, there is only a diffuse trust towards individuals not belonging to one's immediate family (and to a lesser extent relatives and close friends)

The target population is subdivided into two: municipal civil servants and youth in partner municipalities. As regards the municipal administrations in at least 25 partner municipalities in Bosnia and Herzegovina, these include the appointed municipal coordinators and other civil servants who may be working in municipal departments in charge of social affairs, CSOs, youth policy. The estimated number of municipal staff directly targeted by the project is 75, bearing in mind at least 3 municipal staff that will be engaged in the project from each partner municipality.

The project will focus on youth as part of its approach to enliven voluntarism and participation in the communities. Engagement will focus on youth that are already members of the local dialogue platforms or community organizations, as well as unaffiliated youth. Estimated number of community activists to be targeted by the project is: 375, given the average membership and turnout in platform meetings to date. The local dialogue platform meetings to date have shown that youth identify the lack of spaces for them and dedicated attention by the local administration, as well as quality of education as key priorities. Previous UNDP experience has shown that mentoring youth into new skill acquisition and providing them with opportunities to co-create and act with their peers increases their motivation for action. This principle will be followed in this project as well. The project will benefit from balancing the participation of adolescents (14-18) with students and above (18-30) for additional inter-group learning.

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<sup>13</sup> The study used quantitative and qualitative research methods, with the core population groups comprising: 1) Young people aged 15-30 years; 2) The authorities at the local, cantonal, entity and state levels (executive and legislative): mayors, representatives of municipal/city youth commissions; 3) Representatives of religious communities/religious leaders.

<sup>14</sup> Full text of the study is available here: <http://library.fes.de/pdf-files/id-moe/15262.pdf>

### 3. Geographical area of intervention

In the previous phase, as part of the Dialogue for the Future Project, UNDP has engaged with 28 partner municipalities (Sarajevo/East Sarajevo region: Centar, Stari Grad, Novi Grad, Ilidza, Novo Sarajevo, Trnovo, Pale, Sokolac, Istocni Stari Grad, Istocna Ilidza, Istocno Novo Sarajevo), Central Bosnia (Kiseljak, Usora, Vitez, Bugojno, Travnik, Novi Travnik, Busovaca, Kresevo), as well as Tuzla, Tesanj, Dobo, Dobo Istok, Banja Luka, Bijeljina, Brcko District, Mostar and Trebinje. These municipalities are highly diverse in terms of development, size and population ethnic composition. While Centar in Sarajevo is one of the most economically advanced municipalities in the entire country, Istocni Stari Grad is the smallest with population focusing mainly on agricultural production and the community organizations are focused on folklore and sector industries like farming and beekeeping. Municipalities in Central Bosnia and Mostar in particular continue to experience various forms of division, especially in the education sector through the ‘two schools under one roof’ phenomenon and existence of dual community organizations where members of one or other ethnic group affiliate. With balanced approach in the project, bringing together municipalities in different contexts could be beneficial for inter-municipal learning and a sense of commonality of challenges that could be tackled together. In the first year, the project plans to engage 15 of the 28 partner municipalities (based on assessment), as well as add another 5 in each consecutive year based on internal appraisal and cooperation with other UNDP local governance projects in BiH.

### 4. Partnerships

UNDP will work closely with partner municipalities, through already established practices of memorandum of understanding, which clarify roles and responsibilities of both partners. This project will take advantage of these partnerships for the achievement of desired results. Additionally, this project will collaborate closely with other local governance UNDP projects, specifically projects strengthening local community councils, municipal governance of grants to Civil Society Organisations - ReLOAD as well as projects supporting integrated development planning at the local level.

The project will additionally benefit from donors’ networks within the region, and other engaged partners on similar activities who are also working on local level, to ensure integration of lessons learnt and sharing of experiences.

### 5. Transversal themes: gender equality, social inclusion, human rights, DRR

**Gender equality:** The Project recognizes that long-term, sustainable development will only be possible when young women and men enjoy equal opportunity to rise to their potential. The notion of gender equality has been considered in the process of Project design, as well as mainstreamed within its activities. The Project monitoring framework is gender-sensitive and envisages sex-disaggregated data collection for all relevant indicators.

**Social inclusion:** The Project will make efforts to build inclusive communities – places where all citizens feel safe, respected, and comfortable in being themselves and expressing all aspects of their identities. Inclusive Local Dialogue Platforms will provide space for each person to share a sense of belonging with other community members. This means that beneficiaries and communities at large will have equal access to and benefit from the public services, community hubs and local participatory processes, without discrimination due to sex, ethnic group, social status. The Project will ensure that voice of the socially excluded groups (Roma, internally displaced persons, returnees, poor and single headed households, LGBTIQ population) is heard in all public processes.

**Human rights:** The Project will frame its work on the basis of the belief that people experience discrimination and poverty not only as a lack of income and lack of access to resources but also as a lack of social services, such as education or health care, stigma, or as a lack of dignity and participation in a community. Hence, the fight against discrimination in all its dimensions at the Municipal level is a matter of civil, cultural, economic, political and social rights for all people. Particular attention will be paid to addressing intersectionality’s and

the fact that characteristics- such as gender, age, ethnicity, sexual orientation, and/or disability- may accumulate and interact in such a way to create specific vulnerabilities.

## **6. Synergies with other on-going or planned interventions**

The Project will leverage information, networks and messages facilitated by the Joint UN on-going multi-country Dialogue for the Future Programme implemented by the UN in Bosnia and Herzegovina, Croatia, Montenegro and Serbia. Complementarities may be established by connecting with local dialogue platforms in selected localities and with youth networks, planning jointly large-scale events and ensure maximized outreach; as well as tapping into the existing sets of capacity development programmes for young people. In addition, the Project will utilise networks and experiences of the United Nations Country Team, specifically in relation to young people, youth networks, education, etc.

Complementarities will also be sought with the Strengthening the Role of Local Communities/Mjesne zajednice Programme, a partnership initiative by the Government of Switzerland and the Government Sweden in terms of utilising access to grass-root participatory processes and youth groups.

## **7. Use of existing country systems, mechanisms and frameworks**

The Project will, wherever possible, use the already existing systems and mechanisms for its successful implementation, including, among others, youth platforms and existing peace and reconciliation networks; education system, etc.

## **8. Sustainability and Scaling Up**

The Project design in its essence has envisaged to create a sustainable mechanism of public dialogues where local challenges will be addressed by citizens and local governance, jointly. These mechanisms will also establish a process on how to address and face the challenges of the local governments and municipalities in the social cohesion and peacebuilding processes and how to appeal and advocate to higher levels of governance the accomplishment of set goals and priorities candidate by the selected project municipalities. The project will also ensure the institutional sustainability of its interventions with special focus on offsetting negative media rhetoric which aims to change the individual and group perceptions of the other through dialogue, skill-building and joint problem solving, thus removing institutional barriers to social cohesion through political endorsement and policy change recommendations contributing to a durable peace and stability in the country. A well-coordinated public outreach campaign and targeted engagement with media professionals will focus on promoting objective reporting and positive storytelling. The proposed project activities place focus on local institutions and media outlets to promote and embrace content that reinforces greater social cohesion thus enhancing connectedness and trust among various (ethnic) groups.

Considering that municipalities and their staff are already familiarized with LDP methodology and have been using it through implementation of the Dialogue for the Future Project, the MAKERS will select 30 motivated and experienced municipality personal and train them in mediation and facilitation skills. Primarily, the training is targeted on the sustainability of the dialogue process in selected municipalities but also to have a strong pool of qualified trainers who can later be used as a trainers and peer supporters in municipalities who are not involved in the implementation of this Project.

Lastly, to ensure maximum and sustainable impact as much as possible, the institutional project partners (local governments, mayors) will be actively engaged throughout the project so that the ownership of project results (local dialogue platforms) is ensured.

## **9. Visibility and communication**

Visibility, media-presence and public information sharing of Project activities and achievements will be ensured on a regular basis, pursuing the following objectives: (i) promoting the values of trust and intercultural dialogue; (ii) publicly recognizing efforts by public, private and nongovernmental stakeholders contributing to the Project. UNDP will adopt a results-based communications approach so as the donor can clearly see the impact of their investments. The Project will utilise social media and series of events and gatherings.

All Project products, events, promotion materials will duly respect visibility requirements and standards of the UNDP. As per donor request, name and other information's about the donor are not going to be visible at any event.

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## **IV. PROJECT MANAGEMENT**

### **1. Project duration**

The total Project duration will be 3 years (36 months)

### **2. Project Management**

UNDP in Bosnia and Herzegovina will assume full responsibility and accountability for the overall management of the Project, including achieving of the results / outputs and outcomes, the efficient and effective use of resources, as well as implementation monitoring. The Direct Implementation Modality (DIM) will be applied, premised on the fact that institutional and administrative capacities within national stakeholders (line-ministries, local governments) are still not fully sufficient to undertake core functions and activities, as well as having in mind its high potential for maximum cost-effectiveness and tailored flexible capacity development of institutional partners.

UNDP Country Office Bosnia and Herzegovina employs 189 staff. These are project management and technical specialists with long-standing experience in governance, development, energy efficiency, finances, procurement, communications and political affairs.

The Project Manager and Project Assistant will be hired by UNDP. The project team also foresees a Communications Intern. Additionally, quality assurance and sectoral support will be provided by the Justice and Security Sector Leader, Programme Associate, Regional Programme Associate and M&E Specialist. To carry out its tasks, the project team will be able to rely on a number of personnel within Operations, General Services, Human Resources departments.

The Project Manager will run the project on a day-to-day basis on behalf of the UNDP and will be responsible for ensuring that the project produces the required results that can achieve the benefits defined in this document. Project Manager will ensure delivery and monitoring of project activities.

A Communications intern will provide technical assistance and support to the Project Manager in design and implementation of the communication strategies and plans, and management of public relations activities for the Project. An Admin/Finance Assistant will provide full-time administrative, logistics, financial, procurement, recruitment and data management support.

It is foreseen that the Project will deploy both national and/or international expertise in various fields as the need arises. In addition, external goods and service providers will be engaged following a competitive process to deliver technical assistance, training or other types of specific goods and/or services.

### **4. Project Monitoring, Evaluation and Reporting**

#### ***Monitoring***

The Project will be monitored and evaluated in line with UNDP corporate standards and the specific requirements of the Donor. Project monitoring will be characterised by a gender-sensitive approach. The main tools for organising the Project monitoring system encompass:

- The logical framework;
- The Project risk analysis.

#### ***Evaluation***

The Project will undertake a final participatory review to assess the results and effects, as well as to define the forward-looking vision.

#### ***Reporting***

UNDP will consolidate narrative reports, as well as detailed financial reports as per the requirements of the ACIS. Those reports will include:

- **Annual Narrative Progress Reports** submitted to the donor;
- **Annual Financial Report** submitted to the donor;
- **Final Project Narrative Report** submitted to the donor;
- **Final Project Financial Report** submitted to donor.

## V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: CPD Outcome 4. By 2019, economic, social and territorial disparities are decreased through coordinated approach by national and subnational actors; UNDAF Outcome 2. By 2019, BiH consolidates and strengthens mechanisms for peaceful resolution of conflicts, reconciliation, respect for diversity and community security.											
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: 4. 4.c Number of partnerships and networks engaged in development processes at the local/ subnational levels. 2.1.b Number of adolescents and young people actively participating in community-level initiatives aimed at promoting dialogue, peace building and appreciation of diversity											
Applicable Output(s) from the UNDP Strategic Plan: SP 2018-2021: Output 3.2.1. National capacities strengthened for reintegration, reconciliation, peaceful management of conflict and prevention of violent extremism in response to national policies and priorities <ul style="list-style-type: none"> <li>a. Number of countries with national plans of action for prevention of violent extremism (PVE) under implementation</li> <li>b. Number of countries with plans and strategies under implementation for the reintegration of displaced persons and/or former combatants</li> <li>c. Number of countries supported by UNDP, upon request, to establish or strengthen national infrastructures for peace</li> </ul> Output 3.3.2 Gender-responsive and risk-informed mechanisms supported to build consensus, improve social dialogue and promote peaceful, just and inclusive societies <ul style="list-style-type: none"> <li>a. Proportion of women in leadership positions within social dialogue and reconciliation mechanisms that promote peaceful, just and inclusive societies</li> <li>b. Number of countries with improved capacities for dialogue, consensus-building and reconciliation around contested issues, with equal participation of women and men</li> </ul>											
Project title and Atlas Project Number: Meaningful Activism, Knowledgeable Engagement and Responsible Solutions (MAKERS) - BIH10/00119582											
EXPECTED OUTPUT	OUTPUT INDICATORS <sup>15</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year ...	FINAL	
Output 1 <i>Improved social cohesion among various ethnic groups in partner</i>	# of municipalities that joined the project as partners	N/A	0	2020	15	5	5	/	/	25	- Letters of Cooperation with Municipalities
	# of Municipal staff trained as trainers on local dialogue platforms	N/A	0	2020	30	/	/	/	/	30	- Sign-up sheets from trainings

<sup>15</sup> Projects should use output indicators from the Strategic Plan IRRF and from the Country Programme Document, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.



<i>municipalities, through improving municipal governance practices on public participation, supporting community activism and capacitating youth for leadership in their communities and beyond and promoting joint action on shared priorities.</i>	# of Local dialogue platform meetings independently organized by municipalities	N/A	0	2020	50	25	25	/	/	100	- Meeting minutes - Sign-up sheets
	# of youth who received tailored capacity building on critical thinking, leadership and advocacy, innovative crowdfunding and digital solutions on combatting hate speech on social media	N/A	0	2020	100	75	75	/	/	250	- Signup sheets and attendance records - Training materials
	# of youth peer learning networks on mediation and dialogue established	N/A	0	2020	1	2	/	/	/	3	- Peer learning network document
	# of local CSOs implemented projects, co-funded by the municipality.	N/A	0	2020	2	3	3	/	/	8	Signed project agreements - Project reports
	# of peer learning networks established among partner municipalities	N/A	0	2020	/	1	1	/	/	2	Peer learning network documents
	# of Joint inter-municipal dialogue platforms held	N/A	0	2020	2	4	4	/	/	10	- Minutes of joint platform meetings

## VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

### Monitoring Plan

<b>Monitoring Activity</b>	<b>Purpose</b>	<b>Frequency</b>	<b>Expected Action</b>	<b>Partners (if joint)</b>	<b>Cost (if any)</b>
<b>Track results progress</b>	<i>Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.</i>	<i>Quarterly, or in the frequency required for each indicator.</i>	<i>Slower than expected progress will be addressed by project management.<sup>16</sup></i>		
<b>Collect stakeholder feedback and evidence on contextual changes, and operational performance</b>	<i>Appropriate and credible data and documents will be collected and properly maintained as evidence for monitoring and reporting.</i>	<i>Quarterly, or in the frequency of the Project management review</i>	<i>Slower than expected progress will be addressed by project management.<sup>17</sup></i>		
<b>Verify progress</b>	<i>Verify output progress and/or completion</i>	<i>Quarterly, or in the frequency of the Project Board review</i>	<i>Slower than expected progress will be addressed by project management.<sup>18</sup></i>		
<b>Monitor and Manage Risk</b>	<i>Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.</i>	<i>Annually</i>	<i>Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.<sup>19</sup></i>		
<b>Learn</b>	<i>Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.</i>	<i>At least annually</i>	<i>Relevant lessons are captured by the project team and used to inform management decisions.<sup>20</sup></i>		

<sup>16</sup> Templates: [Results framework](#); [CO Project Monitoring Platform](#); Atlas (Output, Targets and Results Log; Activity Log).

<sup>17</sup> Templates: Project Progress Report; [Project space in the corporate planning system](#).

<sup>18</sup> [Field Visit Report Template](#).

<sup>19</sup> [Project Risk Log and Templates](#); [Social and Environmental Standards](#); [Enterprise Risk Management Policy](#).

<sup>20</sup> Template: [Lessons Learned Log](#)

<b>Annual Project Quality Assurance</b>	<i>The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.</i>	<i>Every other year</i>	<i>Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.<sup>21</sup></i>		
<b>Review and Make Course Corrections</b>	<i>Internal review of data and evidence from all monitoring actions to inform decision making.</i>	<i>At least annually</i>	<i>Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.</i>		
<b>Project Report</b>	<i>A progress report will be presented to the key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.</i>	<i>Annually, and at the end of the project (final report)</i>			
<b>Project Review (Project Board)</b>	<i>The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</i>	<i>Specify frequency (i.e., at least annually)</i>	<i>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</i>		

**Evaluation Plan**

External evaluation of the Project has not been envisaged. The Project will undertake a final participatory review to assess the results and effects, as well as to define the forward-looking vision.

<sup>21</sup> UNDP Quality Assurance Corporate System

## VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUT	ACTIVITIES	PLANNED SUB-ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
			Y1	Y2	Y3		Funding Source	Budget Description	Amount
<b>OUTPUT:</b> <i>Improved social cohesion among various ethnic groups in partner municipalities, through improving municipal governance practices on public participation, supporting community activism and capacitating youth for leadership in their communities and beyond and promoting joint action on shared priorities. their communities and beyond and promoting joint action on shared priorities.</i>	<b>Activity 1:</b> <i>Enhancing municipal governance practices for inclusive community dialogue</i>	1.1 Selected municipalities join the project as partners	3500.00	2500.00	2500.00	UNDP			8500.00
		1.1.1. Assessment of municipalities	3500.00					Travel	5000.00
		1.1.2. Selection of 15 municipalities	0.00						
		1.1.3. Signing of agreements with 15 selected municipalities	0.00					other	3500.00
		1.1.4. Selection of 10 additional municipalities		2500.00	2500.00				
		1.1.5. Signing of agreements with 10 additional municipalities	0.00	0.00	0.00				
		1.2 Municipal staff is trained as trainers on local dialogue platform	6000.00	0.00	0.00	UNDP			6000.00
		1.2.1. Training of trainers for municipal staff	6000.00					other	6000.00
		1.3 local dialogue platform meetings independently organized by municipalities	9500.00	6000.00	3500.00				19000.00
		1.3.1. Advocacy meetings with municipality representatives as a support to independent organization of 100 LDP by partner municipalities	3500.00					Travel	6000.00
		1.3.2. Mentoring of the LDPs	6000.00	6000.00	3500.00			Other	13000.00
		<b>Sub-Total for Activity 1</b>		19000.00	8500.00	6000.00	TOTAL		
	<b>Activity 2:</b> <i>Community activism, especially among youth, is strengthened</i>	2.1 Youth receive tailored capacity building on critical thinking, leadership and advocacy, innovative crowdfunding and digital solutions on combatting hate speech on social media	4000.00	2000.00	0.00	UNDP			6000.00
		2.1.1. Identification of youth activists	0.00					Other	6000.00
		2.1.2. Organization of tailored capacity building on critical thinking, leadership and advocacy for identified youth	4000.00	2000.00					
2.1.3. Organization of workshop for youth on digital solutions		0.00	0.00	0.00					

	2.2 Youth peer learning networks on mediation and dialogue are established	0.00	3500.00	0.00	UNDP			3500.00	
	2.2.1. Identification of peer supporters among trained youth activists								
	2.2.2. Mentoring for peer supporters		3500.00				Other		3500.00
	2.2.3. Creation of peer learning network document								
	2.3 Local CSOs implement projects, co-funded by the municipality.	52500.00	70000.00	20000.00	UNDP			142500.00	
	2.3.1. Meetings with municipal representatives and agreement on co-funding of the small projects								
	2.3.2. Creation of call for proposals for small grants facilitation in selected municipalities							Other	142500.00
	2.3.3. Selection of projects funded through small grants and co-funded by partner municipalities	52500.00	70000.00	20000.00					
	2.3.4. Monitoring of the small grants implementation								
	<b>Sub-Total for Activity 2</b>	56500.00	75500.00	20000.00	TOTAL			152000.00	
<b>Activity 3: Promoting Joint action among communities and people on common priorities</b>	3.1. peer learning networks are established among partner municipalities	0.00	3500.00	0.00	UNDP			3500.00	
	3.1.1. Selection of peer learning personnel for peer learning network								
	3.1.2. Provide mentoring on peer learning		3500.00				Other		3500.00
	3.1.3. Establish peer learning network among partner municipalities								
	3.2. joint inter-municipal dialogue platforms are held	0.00	0.00	0.00	UNDP			0.00	
	3.2.1. Negotiate inter municipal dialogue platforms among partner municipalities							Travel	
	3.2.2. Support municipal staff in organization of inter municipal dialogue platforms								
	3.2.3. Provide mentoring and counselling for organization of inter municipal dialogue platforms							Other	
	<b>Sub-Total for Activity 3</b>	0.00	3500.00	0.00	TOTAL			3500.00	
<b>Activity 4: Project Management and administration</b>	4.1. Project Manager	30629.33	30629.33	30629.33	UNDP				
	4.2. Project Assistant	12000.00	12000.00	12000.00			staff	127888.00	
	4.3 Rent of computers	1800.00	1800.00	1800.00					
	4.4. Rent	12000.00	12000.00	12000.00					
	4.5. LPL (1%)	1250.00	1250.00	1250.00			Travel	18000.00	

	4.6. <i>Travel/monitoring</i>	6000.00	6000.00	6000.00				
	4.7. <i>Communications and Visibility</i>	3194.77	3194.77	3194.77				
	4.8. <i>Project Overhead (GMS 8%)</i>	10389.93	10389.93	10389.93			<i>Other</i>	90112.00
	4.9. <i>Coordination levy (1%)</i>	1402.64	1402.64	1402.64				
	<b>Sub-Total for Activity 3</b>	<b>78666.67</b>	<b>78666.67</b>	<b>78666.67</b>	<i>TOTAL</i>		236000.00	
	<b>TOTAL</b>	<b>154166.67</b>	<b>166166.67</b>	<b>104666.67</b>	<b>425000.00</b>			

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## **VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS**

*Suggested sub-headings in this component may include:*

### **1. Management arrangements**

The Project will be directed and monitored by a Project Board, chaired by UNDP, who will convene the representatives of the beneficiaries and representatives of the donor if necessary. The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with corporate UNDP standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Deputy Resident Representative.

The Project Board will:

- Provide overall leadership, guidance and direction in successful delivery of outputs and their contribution to outcomes under the programme;
- Be responsible for making strategic decisions by consensus, including the approval of project substantive revisions (i.e., changes in the project document);
- Approve annual work plans, annual reviews, and other reports as needed;
- Meet at least twice per year (either in person or virtually) to review project implementation, management risks, and other relevant issues;
- Address any relevant project issues as raised by the Project Manager;
- Provide guidance on new project risks and agree on possible countermeasures and management actions to address specific risks.

Project Quality Assurance will be provided by the UNDP BiH Justice and Security Sector Leader who will ensure that objective and independent project oversight is carried out for the purpose of meeting Project targets.

Within the project cycle UNDP will be generating and submitting periodic narrative and financial reports to the donor and the Project Board members.

- A Quarterly Progress Report shall be submitted by the Project Manager through Project Assurance, using the standard UNDP report format. The Quarterly Progress Report shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table.
- A Risk Log within the ProDoc shall be activated and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

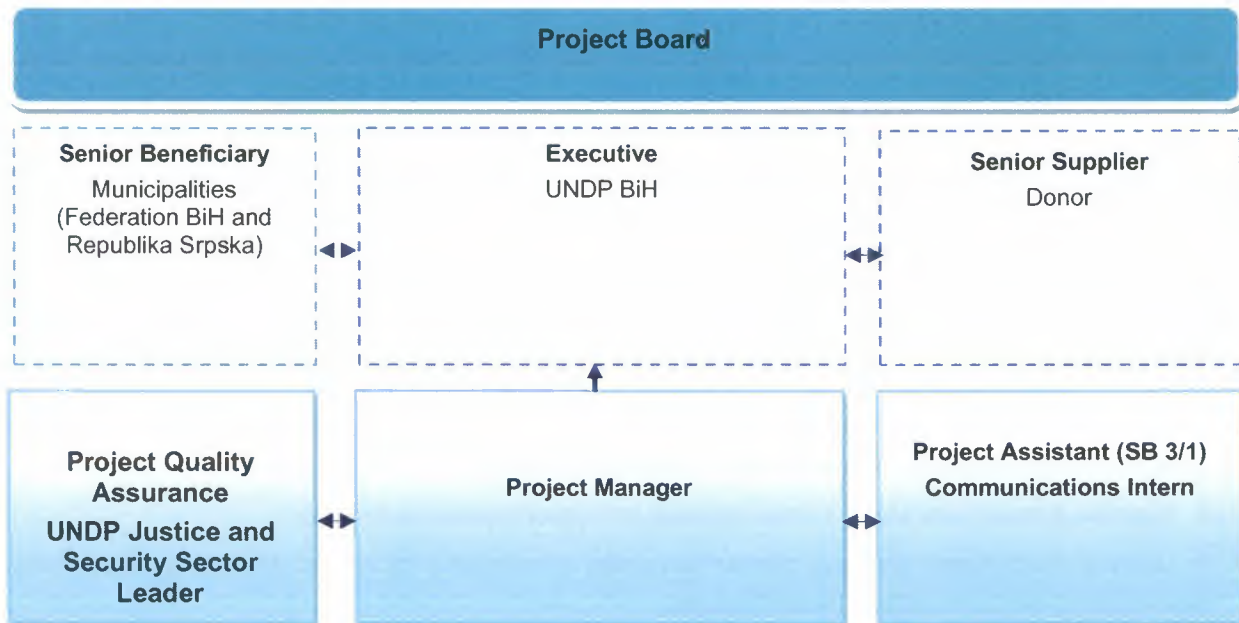
Based on the initial risk analysis submitted, a Risk Log shall be activated and regularly updated by reviewing the external environment that may affect the project implementation.

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The Project Manager will be responsible for the overall guidance of the project and its results. He/she will also provide guidance and quality assure the work of the Project Assistant. The Project Manager will be responsible for the project's alignment with the overall UNDP BiH programmatic priorities necessary to ensure compliance with UNDP strategic and global documents.

The Project Assistant will be deployed to provide the administrative and operational support to the Project. The Project Assistant will report to the Project Manager. The Logistics Assistant will be deployed to provide logistical support, focusing on organization of numerous capacity building events planned during the project implementation. The Sector Associate will be working on a part-time basis (12,5%) and be responsible for the UNDP Quality Assurance, which is necessary to ensure compliance with UNDP Programme and Operational Procedures and Policies.

### Project Organisational Structure





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**IX. LEGAL CONTEXT**

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Bosnia and Herzegovina and UNDP, signed on 07 December 1995. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

The United Nations Development Assistance Framework in Bosnia and Herzegovina for the period 2015-2020 (signed by the Council of Ministers of Bosnia and Herzegovina and UN on 15 June 2015), as well as the current UNDP Country Programme Document 2015-2020 represent the basis for the activities of UNDP in the country.

This project will be implemented by UNDP (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

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## **X. RISK MANAGEMENT**

### **Option b. UNDP (DIM)**

1. *UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)*
2. *UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]<sup>22</sup> [UNDP funds received pursuant to the Project Document]<sup>23</sup> are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aa\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aa_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.*
3. *Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).*
4. *UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.*
5. *In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.*
6. *All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.*
7. *UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:*
  - a. *Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Project Document], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:*
    - i. *put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;*
    - ii. *assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.*
  - b. *UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party’s, subcontractor’s and sub-recipient’s obligations under this Project Document.*
  - c. *In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place*

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<sup>22</sup> To be used where UNDP is the Implementing Partner.

<sup>23</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner.

*adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.*

- d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.*
- e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).*
- f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.*
- g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.*

*Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.*

- h. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.*

*Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.*

*Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.*

- i. *Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.*
- j. *Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, mutatis mutandis, in all its sub-contracts or sub-agreements entered into further to this Project Document.*

**Special Clauses.** *In case of government cost-sharing through the project, the following clauses should be included:*

1. *The schedule of payments and UNDP bank account details.*
2. *The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.*
3. *The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.*
4. *UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.*
5. *All financial accounts and statements shall be expressed in United States dollars.*
6. *If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.*
7. *If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [] above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.*
8. *Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.*

*In accordance with the decisions and directives of UNDP's Executive Board:*

*The contribution shall be charged:*

- (a) *[...%] cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices*
  - (b) *Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.*
9. *Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.*

10. *The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.*

## XI. ANNEXES

1. **Project Quality Assurance Report - obligatory**
2. **Social and Environmental Screening Template**

Annex 2: Social and Environmental Screening Report

### Project Information

<b>Project Information</b>	
1. Project Title	Meaningful Activism, Knowledgeable Engagement and Responsible Solutions (MAKERS)
2. Project Number	BIH10/00119582
3. Location (Global/Region/Country)	Bosnia and Herzegovina

### Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

**QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?**

**Briefly describe in the space below how the Project mainstreams the human-rights based approach**

The MAKERS Project document does not explicitly address human rights, nor it provides reference to the standards adhered to. However, the project document does provide evidence of genuine project's intention to foster progressive promotion and realization of universal human rights of targeted groups and the wider population while striving to achievement of the identified development goals. The MAKERS strives to enable sustainable dialogue and collaboration at the local and country-level and by doing so, the Project will aim to sensitize all targeted institutions to devise their policies, financing mechanisms and priority projects in a participatory and non-discriminatory manner, allowing marginalized groups of society to be able to contribute to dialogue processes and establishment of dialogue mechanisms at the local level. Following the approach established in the Dialogue for the future Project), the MAKERS will continue to integrate human rights-based approach into all aspects of the project, both at the local and national levels.

**Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment**

Gender equality and women's empowerment are areas identified as opportunities for dialogue. The Project will seek to leverage the important role that women can play in BiH's peacebuilding processes and ensure that gender be utilized as a common issue of interest/concern among all groups in the country. In addition, since many gender roles and stereotypes are formed in early adolescence, MAKERS will focus on young people as key change agents will also help ensure gender- based stereotypes are tackled, along with other types of discrimination.

Building on the RUNO's successful experiences with gender equality promotion as part of DFF phase 1, a gender informed approach and strong integration of gender concerns in the project activities will be continuously ensured. Such approach will strengthen capacities of men and women youth leaders and intellectuals to become the next generation leaders who believe in working together towards common goals and in harnessing the strengths of diversity. This would- inter alia- result in the establishment of gender-responsive dialogue and stronger joint problem-solving culture between different groups and mechanisms for peacebuilding. The MAKERS Project will provide support to multi-stakeholder groups, including women's groups and women youth activists, to positively engage different stakeholders aiming to, among others, contribute to gender equality and women's empowerment, while taking into account gender-specific issues relating directly to peacebuilding processes.

**Briefly describe in the space below how the Project mainstreams environmental sustainability**

The MAKERS project will provide support to implementation of local interventions where key criteria shall include support to marginalized groups as well as environment friendly interventions.

## Part B. Identifying and Managing Social and Environmental Risks

<p><b>QUESTION 2: What are the Potential Social and Environmental Risks?</b></p> <p><i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p><b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b></p> <p><i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>			<p><b>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</b></p>
<p><b>Risk Description</b></p>	<p><b>Impact and Probability (1-5)</b></p>	<p><b>Significance (Low, Moderate, High)</b></p>	<p><b>Comments</b></p>	<p><b>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</b></p>
<p>No risks identified</p>				
<p><b>QUESTION 4: What is the overall Project risk categorization?</b></p>				
<p>Select one (see <a href="#">SESP</a> for guidance)</p>			<p><b>Comments</b></p>	
<p style="text-align: right;"><b>Low Risk</b></p>			<p style="text-align: center;"><input checked="" type="checkbox"/></p>	
<p style="text-align: right;"><b>Moderate Risk</b></p>			<p style="text-align: center;"><input type="checkbox"/></p>	
<p style="text-align: right;"><b>High Risk</b></p>			<p style="text-align: center;"><input type="checkbox"/></p>	
<p><b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant? NOT APPLICABLE</b></p>				
<p style="text-align: center;">Check all that apply</p>			<p><b>Comments</b></p>	
<p><b>Principle 1: Human Rights</b></p>			<p style="text-align: center;"><input checked="" type="checkbox"/></p>	
<p><b>Principle 2: Gender Equality and Women’s Empowerment</b></p>			<p style="text-align: center;"><input checked="" type="checkbox"/></p>	
<p><b>1. Biodiversity Conservation and Natural Resource Management</b></p>			<p style="text-align: center;"><input type="checkbox"/></p>	
<p><b>2. Climate Change Mitigation and Adaptation</b></p>			<p style="text-align: center;"><input type="checkbox"/></p>	
<p><b>3. Community Health, Safety and Working Conditions</b></p>			<p style="text-align: center;"><input type="checkbox"/></p>	
<p><b>4. Cultural Heritage</b></p>			<p style="text-align: center;"><input type="checkbox"/></p>	
<p><b>5. Displacement and Resettlement</b></p>			<p style="text-align: center;"><input type="checkbox"/></p>	
<p><b>6. Indigenous Peoples</b></p>			<p style="text-align: center;"><input type="checkbox"/></p>	

	<b>7. Pollution Prevention and Resource Efficiency</b>	<input type="checkbox"/>	N/A
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## Annex 3: Social and Environmental Risk Screening Checklist

<b>Checklist Potential Social and Environmental Risks</b>		<b>Answer (Yes/No)</b>
<b>Principles 1: Human Rights</b>		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? <sup>24</sup>	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
<b>Principle 2: Gender Equality and Women's Empowerment</b>		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
<b>Principle 3: Environmental Sustainability:</b> Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No

<sup>24</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?  <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>25</sup> greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)?  <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No

<sup>25</sup> In regards to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
<b>Standard 4: Cultural Heritage</b>		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? <sup>26</sup>	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No

<sup>26</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

7.3	<p>Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?</p> <p><i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i></p>	No
7.4	<p>Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?</p>	No
7.5	<p>Does the Project include activities that require significant consumption of raw materials, energy, and/or water?</p>	No

### 3. Risk Analysis

Project title: Meaningful Activism, Knowledgeable Engagement and Responsible Solutions (MAKERS)					Project number: BIH10/00119582	Date: 15.1.2020
#		Description	Risk Category	Impact & Probability	Risk Treatment / Management Measures	Risk Owner
	<b>GUIDANCE:</b>	Enter a brief description of the risk. Risk description should include future event and cause.  Risks identified through HACT, SES, Private Sector Due Diligence, and other assessments should be included.	Social and Environmental Financial Operational Organizational Political Regulatory Strategic Other  Subcategories for each risk type should be consulted to understand each risk type (see Enterprise Risk Management Policy)	Describe the potential <b>effect</b> on the project if the future event were to occur.  Enter <b>probability</b> based on 1-5 scale (1 = Not likely; 5 = Expected)  Enter <b>impact</b> based on 1-5 scale (1 = Low; 5 = Critical)	What actions have been taken/will be taken to manage this risk.	The person or entity with the responsibility to manage the risk.
1		Reluctance to behavioural change at the local level	Political	The municipal staff could potential be reluctant to change their regular processes and adopt the LDP methodology  P = 2 I = 3	<ul style="list-style-type: none"> <li>• Ensure continual, flexible and long-term sensitization and awareness raising activities as accompanying approaches in all interventions;</li> <li>• Ensure consistent coordination and communications between Municipalities, Project Management and Project stakeholders to build trust and reduce suspicion;</li> <li>• Aim for consensus-based decision-making</li> </ul>	Project Manager
2		2020 Local Elections may delay the Project implementation and affect	Political	From previous experiences, elections in BIH usually slow down activities	The Project will apply adequate mitigation measures, such as signing Agreements with institutional partners, thus	Project Manager

		ethnic tension at the local level		<p>when officials are involved in the Project implementation. Since this Project is cooperating directly with municipalities the local elections could potentially affect Project implementation</p> <p>P = 4 I = 3</p>	<p>formalising their commitment and contribution to the Project, as well as familiarising the newly-elected officials and policy-makers with the Project purpose and motivating them to engage in its implementation</p>	
3		Media amplify negative rhetoric supporting divisions	Political	<p>Media in BiH has tendency to amplify negative rhetoric, especially at the time of the elections, thus it might influence dialogue, particularly when it comes to inter municipality cooperation</p> <p>P = 3 I = 2</p>	<p>The Project foresees to identify and engage with media that is focusing on young people and work more through them. The Project will also, in collaboration with the Regional Dialogue for the Future Project, identify media that received training on media literacy and impartial media work.</p>	Project Manager
4		Inter-cultural dialogue activities supported through the Project touch on potentially sensitive topics and disestablish the participation of targeted groups or limit the support by respective institutions.	Other	<p>As a post war country, sensitive, war related topics are usually avoided by all parties, but sometimes if the dialogue goes in that direction it can influence participation of stakeholders in Project activities.</p> <p>P = 1</p>	<p>Throughout the Project, emphasize the support of inter-cultural dialogue from the viewpoint of learning, whilst maintaining a clear ethnic- or political-neutral stance with regards to the content. UNDP will utilise the convening power of the UN family and will</p>	Project Manager

				I = 4	collaborate with respective UN agencies to ensure engagement and support by institutions from different government levels.	
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**4. Capacity Assessment: Not Applicable** if relevant - results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

**5. Project Board Terms of Reference and TORs of key management positions**

**Final Sign Off**

<b>Signature</b>	<b>Date</b>	<b>Description</b>
QA Assessor Edin Telalagic		
QA Approver Slobodan Tadic		
LPAC Chair Slobodan Tadic		