



COVER PAGE

Country: Bosnia and Herzegovina

UNDAF Outcome(s)/Indicator(s): Strengthened accountability and responsiveness of Government to pro-active citizens.

Expected Outcome(s)/Indicator (s): Developed capacity of municipalities to generate employment using pro-poor approach
Indicator(s):
Increase in income generated by the disadvantaged in the target municipalities.

Expected Output(s)/Annual Targets: <u>Community Reconciliation through Poverty Reduction</u>	
Targets: 1. <i>approximately 180,000 m² of category 1 land that is of significance for income generation and/or community reconciliation restored for use;</i> 2. <i>70% of illegal waste depots in the target region removed, cleaning campaigns in each municipality organized, and waste management capacities improved;</i>	3. <i>Minimum of 8 income generation sub-projects implemented with at least 30% of projected employment coming from the vulnerable groups;</i> 4. <i>Three cultural-historical monuments restored in the region.</i>

Implementing agencies: UNDP/UNESCO

Summary:

The Community Reconciliation through Poverty Reduction project focuses on community reconciliation in South-eastern Herzegovina through a multi-dimensional approach to poverty reduction. The approach includes mine clearance, waste management, income generation activities in highly potential tourism industry, restoration of cultural heritages and strong PR activities all of which combine to contribute to poverty reduction and community reconciliation. The project is based on the principle that a participatory and transparent approach to income generation will create a synergetic bond for municipalities to cooperate in the development of common interests and the mitigation of "hard-line" politics.

Programme Period: 2007-2009
 Programme Component: _____
 Project Title: Community Reconciliation through Poverty Reduction
 Project ID: _____
 Project Duration: 24 Months
 Management Arrangement: UNDP
 Implementation: Joint Programming

Total Budget USD 2,286,269
 Allocated resources: _____
 • Government _____
 • Regular _____
 • Other: _____
 ○ Donor UNHSTF USD 2,286,269
 • In kind contributions _____
 Unfunded budget: _____

Agreed by (UNDP): Ms. Christine McNab, UNDP Resident Representative

Agreed by (UNESCO): Mr. Engelbert Ruoss, Director of UNESCO Venice Office

Agreed by (Government of BiH): Mr. Slobodan Puhalic, Minister of MOF

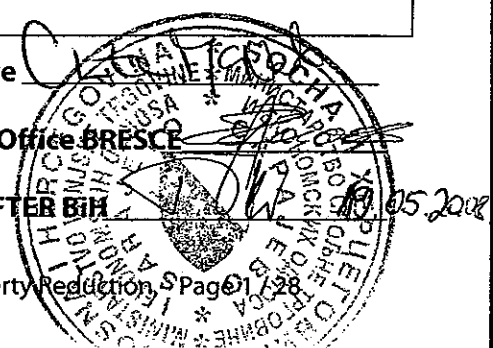


TABLE OF CONTENT

SECTION I: ELABORATION OF NARRATIVE

Part I. Situation Analysis	3
Part II Strategy.....	4
Part IIa Results	6
Part IIb Sustainability.....	6
Part IIc Risk Analysis.....	6
Part III Management Arrangemgents.....	6
Part IV Monitoring and Evaluation.....	7
Part V Legal Context.....	7

SECTION II: PROJECT RESULTS AND RESOURCES FRAMEWORK.....	8
---	----------

SECTION III: TOTAL WORKPLAN AND BUDGET.....	9
--	----------

SECTION I: ELABORATION OF NARRATIVE

Part I Situation Analysis

National Context

Bosnia and Herzegovina (BiH) has made significant strides since the signing of the Dayton Peace Agreement. The country's major concern at present is its future and European integration as opposed to the humanitarian concerns of the late-nineties. Although problems persist, as does a foreign military presence in the country, peace and stability have been consolidated throughout the territory. The number of returnees to their areas of origin is growing and the amount of reconstruction is self-evident. Macroeconomic and monetary stability are both a reality. Tax and custom laws are slowly leading to a single internal market, the defense and security sectors have been significantly reformed in 2004 and the country is looking forward toward the commencement of negotiations on Partnership for Peace (PfP) membership with NATO and a Stabilization and Association Agreement with the European Union.

Nonetheless, serious challenges remain. A decade after the end of the war, Bosnia-Herzegovina (BiH) is increasingly facing post-Socialist transition challenges. Its effects are pervasive and persistent; 20 percent of the population live under the poverty line, exacerbated by a high unemployment rate of approximately 40 percent, which in severely impoverished post-conflict areas reaches a level of as high as 90 percent. There are limited job opportunities while labor forces are moving into gray or black markets. Mitigating the negative impact of such socioeconomic stress on people's lives is particularly important not only to prevent a relapse into violent conflict, but also to prevent social exclusion of vulnerable groups.

This project will work with authorities in the Mostar-Blagaj region, and the Stolac and greater Trebinje¹ municipalities on poverty reduction and community reconciliation to re-dress the severe problems of poverty and ethnic tensions that region of Herzegovina is experiencing.² The target area is populated by communities of ethnic backgrounds (Bosniacs, Bosnian Croats, and Bosnian Serbs) which makes the need for reconciliation ever more important. The geographic scope is framed under the concept of "Historic Trails (peace trails)," as a common denominator of the cultural heritage cutting across ethnic backgrounds. Geographically, from Mostar-Blagaj, Stolac is reached within a 45 minute-drive and is located approximately half way between Mostar and Trebinje in the south-east direction.

The project activities and goals are in line with the BiH Medium Term Development Strategy (PRSP). The PRSP strategy incorporated the UN Millennium Development Goals and indicators adapted to BiH. The project is also in line with the Regional Economic Development Agencies priorities for Herzegovina as well as the Federation and RS tourism development strategies. It has been designed to work towards the attainment of the following UNDAF outcomes for BiH, and in doing so the project will bring together UNESCO, UNDP and UNHCR expertise in order to ensure successful project implementation:

- Strengthened accountability and responsiveness of Government to pro-active citizens.

Rationale for Funding from the UNTFHS

In the context of BiH, poverty alleviation and social inclusion is not only a socioeconomic agenda but also represents a necessary step to promote reconciliation in post-conflict areas. Without addressing economic stagnation at a local level, especially without a future vision for income generation and job creation, one can hardly ensure the development of sustainable human security and peace building amongst communities with different ethnic backgrounds. Time and experience around the world have shown that poverty breeds extremism, hostilities and tensions. To provide grounds for sustainable reconciliation in Trebinje, Stolac and Mostar, conditions must also be provided for sustainable human security and development.

This project focuses on community reconciliation through a multi-dimensional approach to poverty reduction, which includes mine clearance, improving conditions for public health through a clean environment, income generation activities and the restoration of cultural heritages, all of which combine to contribute to poverty reduction and community reconciliation. The proposal is also based on the premise that a participatory and transparent approach to income generation is a necessary step for municipalities to work together. Such cooperation will assist in the development of common interests and vision for the future.

¹ Greater Trebinje includes the area of Ravno, which was formerly part of Trebinje, but is now cut through by the Inter-Entity Border Line

² For a map of the region, please see Annex B

United Nations Development Programme

Mine Clearance

Mines are a major inhibitor to the return of refugees and displaced persons. In a general sense, mines and UXOs inhibit freedom of movement, but more specifically they restrain access to housing and farmland. Moreover, mines and UXOs stand as a barrier to economic recovery; in addition to blocking the development of tourism and agricultural activities that can stimulate job production, they also obstruct environmental rehabilitation projects. Mine action is therefore critically important not just from a human rights and protection perspective, but also as a pre-condition for long-term sustainable economic development and environmental action. This reality is reflected in the emerging national development strategy.

Public health and environment

Disorganized waste disposal is a common problem in the region. Addressing health and environmental risks through waste management is a tactical area for facilitating community dialogue for common goals. Safe access to the environment and resources is essential for the maintenance of health and hygiene standards. It also can form the basis for local income generation activities, through for example tourism, which will facilitate poverty reduction in the target areas.

Poverty reduction

Poverty reduction through the promotion of tourism meanwhile is a strong incentive for inter-ethnic dialogue and cooperation, since general images and the perception of the country's security conditions are major determinants for promoting the local economy. The target region has very strong potentials for tourism, which was a significant source of livelihood for its inhabitants prior to the 1992-1995 war. Tourism provides a potential reconciliatory power since it rewards cooperation with win-win solutions. Tourists can only be attracted to the region and tourist offers improved for example through inter-community cooperation.

Restoration of historical and cultural heritage

The restoration of historical and cultural heritage sites meanwhile is a similarly strong reconciliatory force on a number of accounts. Firstly, it demands a cooperative approach among ethnic communities, regardless of divisions. Secondly, the restoration of the sites will remove a continuing reminder of the inter-ethnic divisions and bloodshed that took place in the early 1990s. Thirdly, it will re-instate pride in the region's common heritage assisting its communities in bridging their divides, whilst – fifthly – also providing opportunities for income generation activities through example tourism. Due to the sensitivity of foreseen restoration works on historical and cultural heritage sites, it is necessary to involve long-standing expertise from UNESCO in order to ensure the value of the sites is preserved.

Drawing on Past Experience and Lessons Learnt

In pursuing the multi-dimensional approach outlined above, the *Community Reconciliation through Poverty Reduction Project* will utilize experiences and lessons learnt gained from projects in Bosnia and Herzegovina and beyond. In particular, the project will draw on the following:

- *JICA Sustainable Development through Eco-Tourism in Bosnia and Herzegovina*

JICA developed a study in 2005 identifying eco-tourism as a promising catalyst for economic development. The objectives of the study were: 1) to propose an eco-tourism development master plan for two selected areas (Pliva region in Bosnia and Velez region in Herzegovina) employing participatory approaches, and 2) to develop human resources relevant to the master plan. During the study term, the JICA team planned, implemented, and evaluated six pilot projects in two target regions.

- *UNDP Income Generation Through the Development of Tourism project*

UNDP in Bosnia and Herzegovina implemented a pilot project in 2005 and 2006 focusing on promoting income generation through development of tourism in two inter-entity regions, Pliva and Velez, following the guidelines set up in the JICA Master Plan. The Project worked with local stakeholders to identify promising micro-projects for employment and income generation in key thematic areas supported through micro-capital grants and UNDP technical assistance

- *Operational project for the rehabilitation of the historical center of Mostar*

United Nations Development Programme

UNESCO has been active in Bosnia and Herzegovina since 1995 working on a number of projects focusing on the restoration of cultural heritage sites in Herzegovina such as the historical center and the old bridge in Mostar. UNESCO's activities on landmark cultural heritage sites in Herzegovina contributed greatly to the development of tourism activities in the region, thereby creating opportunities for economic advancement and poverty reduction.

- *Imagine Co-existence Research Study*

The *Imagine Coexistence Research Study* was undertaken in 2000 and looked at 66 projects implemented by NGOs in Bosnia and Rwanda with an aim of advising UNHCR on ways of strengthening its ability to support coexistence where refugees are returning to divided communities. The major significance of the Study is its recommended strategy outlining a careful selection method of implementing partners which can ensure efficiency in the realisation of projects and their sustainability. According to this study, the selection process should be based on the following elements: grassroots familiarity about the heritage project, local community trust about its benefit, strong commitment for its preservation, good coexistence record, satisfying record in project implementation, collective ability to be self-reflective and creative, and aptitude to set a positive coexistence example for the local community.

National and Local Government Commitments

The project activities and goals are in line with the BiH Medium Term Development Strategy (PRSP). The PRSP strategy incorporated the UN Millennium Development Goals and indicators adapted to BiH. The project is also in line with the Regional Economic Development Agencies priorities for Herzegovina as well as the Federation and RS tourism development strategies. Additionally, all local government stakeholders have expressed a commitment to fully support the project and the realisation of its goals and objectives.

Project implementation will be undertaken in a manner that ensures sustainability through the institutionalisation of solutions pertaining to waste management. In terms of mine clearance, BiH's signing of the Ottawa Treaty guarantees that the country will not use mines in the future thereby ensuring that the sites cleared from the threat of mines will remain clean. The sustainability of the project's cultural heritage restoration activities and income generation activities will be secured through the identification of positive business practices to be supported by the project. Indeed, sustainability will be considered as a criterion in the selection of micro-projects for grant disbursement.

Project Identification and Formulation

During the implementation of the UNDP Income Generation through Development of Tourism project during 2005 and 2006, it became evident that the issue of human security is still a major concern. Successful implementation of the UNDP project proved the effectiveness of generating income opportunities in facilitating reconciliation among different ethnic groups in the post-war period divided by administrative boundaries. Building on this success and in consultations with local stakeholders, the Human Security Portfolio of UNDP Bosnia and Herzegovina developed an idea to expand its activities in order to address the issue of poverty reduction and community reconciliation specifically in south-east Herzegovina region.

The General Framework Agreement for Peace (GFAP), reached in Dayton in November and signed in Paris in December 1995, laid the foundation for the country's Constitutional framework, including its governance structure, with the Federation of BiH (FBiH) and the Republika Srpska (RS) as two constituent Entities. These Entities are divided by the Inter Entity Border Lines (IEBL). This Project targets three local governments over the IEBL –Mostar City and the Municipalities of Stolac and greater Trebinje. The reason for targeting this region of BiH is the fact that it has great economic potentials and yet is one of the poorest and most economically deprived regions of the country. Parallely, it is also a region that has deep ethnic divides still prevalent as a result of the 1992-1995 conflict.

The project brings together the expertise and combined experience of UNHCR, UNDP and UNESCO to garner momentum among communities of different ethnic backgrounds to work together in achieving a greater common good. The project works towards community reconciliation in an inter-disciplinary approach, with UNESCO, UNDP and UNHCR each contributing towards its realization in line with their comparative advantages.

Beneficiary

The project will benefit various groups in the municipalities of Stolac, Trebinje and the South-East District of the City of Mostar (FBiH) through each of the project's specific components, as outlined below. Vulnerable groups (minority returnees, youth and women) will benefit from the project's efforts in developing sustainable economic products in the tourism sector through training and the issuance of micro-grants for thoughtfully designed sub-projects. NGOs and associations in general will be invited to apply for training and micro-grants thereby ensuring that benefits from that project component also flow to members of the broader public in those municipalities. However, a special effort

United Nations Development Programme

will be made to ensure that members of vulnerable groups are incorporated in the implementation of those sub-projects so as to ensure that the sub-project' benefits flow to these most dis-enfranchised groups of society. Specifically, sub-project proposals will be vetted against criteria which place value among others on the projected employment of members of vulnerable groups.

The project's mine clearance activities will benefit mine-impacted communities in BiH including females, males and children. In most cases, such beneficiaries will also be returnees who depend on those lands for livelihoods since mines were largely laid across former front lines, from where citizens were forced to flee. Nonetheless, the beneficiaries of the project's mine clearance activities will also include other citizens who depend on mine contaminated lands or lands adjacent thereto for recreational purposes or purposes of livelihood. Indirectly, increased income generation opportunities through tourism derived among other as a result of the utilisation of formally mine contaminated land will benefit the public at large by creating employment opportunities.

The project's component dealing with sustainable waste disposal will benefit the citizens of the target municipalities in general. Improved waste management will result in increased health and better living conditions for all residents in the region. It is anticipated that this project component will lead assist in decreasing the potential for transmittable diseases since nesting grounds for such threats in the form of illegal waste depots will be cleared and managed in a sustainable manner. Water-borne diseases will also be minimised through the elimination of the latter which will benefit the region's populous at large which rely on such water. Additionally, the project's waste management component will benefit the region's communities in general by removing eyesores that hinder income generation activities through sustainable tourism.

Part II Strategy

In order to promote community reconciliation, it is necessary for a common vision for the future to be developed for the ethnic communities in the region, from which all communities will draw benefits into the short to long term. In order to ensure that cooperation is secured between the communities, it is essential that the attainment of that vision demands inter-community cooperation. Cooperation will assist individuals, groups and communities as a whole to overcome fears, hostilities and misconceptions about others of different ethnic background by increasing interaction between them and breaking down ethno-nationalistic stereotypes.

It is widely recognised that the south-east Herzegovina region bears immense income generation potentials for its citizens through tourism. Yet the region suffers from ethnic divisions and very high unemployment. The CRPR project offers communities in the target municipalities the vision and opportunity to jointly realise income generation opportunities through a collaborative approach. Ethnic communities will be invited to cooperate on identifying feasible actions (and then implement them) on issues such as waste management, tourism promotion, mine clearance, restoration of cultural heritage sites. Each of these issues forms a specific focus and distinct component of the CRPR project. Yet, each component provides critical complementarity and synergy for other components, which are essential for their success. As such, the components are closely inter-related and highly intertwined.

The humanitarian demining of locations of economic importance will assist in providing citizens with a basis for livelihood as well as promoting their movement and increasing personal security. Once cleared from the threat of mines, land will be restored for agricultural, tourist and other economic purposes. Simultaneously, the development of sustainable waste management capacities will contribute to improved health security and improved image. The latter will help heighten income generation opportunities by helping draw and retain tourists to the region. Notwithstanding, the development of sustainable waste management practices will among others also depend on mine clearance. Namely, mine clearance will assist waste management endeavors in that mines tend to present an obstacle to the clearance of waste depots in affected areas. Micro-funding meanwhile will assist in the creation of income-generation opportunities for citizens in the region through the development of tourist offers. Indeed, the restoration of cultural-historic heritage constitutes a crucial element for the achievement of the latter. The project consists of four activities:

- | | | |
|----------------|---|---|
| Activity One | - | <i>Ensuring basic security conditions through humanitarian mine clearance</i> |
| Activity Two | - | <i>Improving conditions for public health and a clean environment</i> |
| Activity Three | - | <i>Support for poverty reduction</i> |
| Activity Four | - | <i>Restoration of cultural and historical heritage</i> |

The UNDP's CRPRBiH is designed to have the following output:

- Strengthened community reconciliation through multi-dimensional approach to poverty reduction.

The above mentioned output will contribute to the achievement of programme outcome such as developed capacity of municipalities to generate employment using pro poor approach.

Activity One: Ensuring basic security conditions through humanitarian mine clearance

Mine clearance is a necessary step for promoting people's movement, improving security and starting up economic activities. Strategic areas for mine action in the target region will be identified by the local communities as being of priority for them for development and livelihood. Subsequently, the identified sites will be reviewed and categorized by the Bosnia and Herzegovina Mine Action Centre (BHMIC) to ensure their consistency with the country's Mine Action Strategy and national objectives and then be approved by the Demining Commission for political impartiality. Finally, the identified sites will be confirmed by UNDP on the basis of the sites' relevance for the project and their anticipated effect on income generation and community reconciliation.

Although the target local authorities currently contribute to humanitarian demining (through financing the work of Bosnia's Civil Protection Authority) as does the state government, the scale of the mine problem with which the municipalities are confronted means that third-party assistance is critical to secure meaningful changes to people's livelihoods. A targeted contribution by the project is therefore necessary to bolster municipalities' efforts to remove this continuing reminder of the 1992-1995 hatred and bloodshed and to create income generation opportunities for local communities.

Areas for humanitarian demining will be identified on the basis of their socio-economic significance for local communities and their potential to contribute to objective of income generation and inter-ethnic community reconciliation. This includes areas that can be used for example for tourism promotion and the sustenance of economic livelihoods through agriculture. Mine clearance will also assist waste management endeavors in that each of the municipalities mentioned are heavily mine affected and mines present an obstacle to the clearance of waste depots in affected areas. As such, clearance of the sites will directly benefit the realization of the UNDP project. According to the information provided by BHMIC and referred to under 6.3. (Performance Indicators), it is evident that there is more mine contaminated land in the municipality of Stolac and South-east District of the City of Mostar (mostly populated by Bosnians and Bosnian Croats) compared to the mine contamination in the municipality of Trebinje (mostly populated by Bosnian Serbs). However, the project will still strive to evenly balance demining activities for all three municipalities.

Once the project for the targeted area is designed and approved, competitive tenders will be issued. According to the prices presented by the ITF³ the average price in 2005 for technical survey in Bosnia and Herzegovina was 0,97 EUR/m² and for demining, the price stood at 1,6 EUR/m². The prices mentioned are indicative only.

Mine clearance sites will be selected on the basis of:

- a) their socio-economic significance;
- b) potential to impact on community reconciliation through income generation;
- c) status as Category 1 on the list of the Bosnia and Herzegovina Mine Action Centre's (BHMIC's) list of priorities;
- d) co-financing by local government authorities where possible.

Press conferences will be organized at the beginning of mine clearance season in order to provide information on the planned activities.

Activity Two: Improving conditions for public health and a clean environment

Disorganized waste disposal is a common and persistent problem in the region. The project will support stakeholders and local governments to work on waste removal in order to protect the environment and improve basic conditions for public health. In particular, the Project will bring together communities and local government representatives to discuss problems relating to waste management, underlying reasons and sustainable solutions thereto. Assistance will be provided to local government to implement waste disposal solutions. Examples of activities to that end, depending on the municipality and its specific needs, include improvements of waste transport capabilities, posting of additional waste containers and the improvement of existing waste depots.

³ The ITF was established in 1998 by the Slovenian Government. The Fund is a non-profit organization devoted to the reduction of landmines in the South East European region. ITF is a unique organization in that all funds channelled through it for mine action activities are matched dollar for dollar by the US Department of State's matching fund mechanism. In this way mine action efforts in the country are virtually doubled. Additionally, the ITF is the only agency in the world that provides services for mine action tendering and contracting for the countries in the region. It is widely used by the countries of the region, as well as the international mine action donor community. A Memorandum of Understanding between the BiH Government and the ITF stipulates that the ITF is the only tendering service for field mine action tasks. Bosnia and Herzegovina itself does not yet have the capacity for issuance of mine clearance tenders and contracts.

United Nations Development Programme

Parallely, an outreach campaign will be launched to increase awareness about proper waste management. The outreach campaign will include the use of flyers, billboards, radio shows and events. According to the research and analysis of the UNDP Bosnia and Herzegovina PR Unit, billboards, citylights, and bigboards were recognized as highly successful tools in public information campaigns as part of the public information communications mix. Flyers will be used to inform residents of new waste disposal modalities, designed with the municipalities, that they can pursue. Billboards, bigboards and radio shows meanwhile will be used as part of an overall campaign to promote conscientious waste disposal. Cleaning campaigns will also be organized through the mobilization of local NGO's and community groups which will, together with the posting of billboards in strategic areas, contribute to awareness-raising among the local population to promote responsible behavior as a means of maintaining environmental cleanliness. In order to ensure that the behavioral changes are effectuated for the longer term, the project will parallely reach out to school children. Special classes will be designed and held in order to teach children about the problems of littering and illegal waste disposal, alternatives thereto, and; the need for and benefits of alternative behavior.

Activity Three: Support for poverty reduction

The project will provide technical support to local governments and citizens to start up small and medium sized businesses in order to strategically tap on tourism potentials. A series of workshops will be provided to that end. Technical advice acquired by the JICA Master Plan on tourism development will be also utilized as a way to guide local stakeholders to make development planning and implementation in the municipalities. JICA Master Plan currently represents the only local development strategy on eco-tourism in BiH, and therefore, it is crucial to ensure further JICA involvement in advisory capacity throughout the project. The project will also strongly encourage "inter-entery" cooperation and empowerment of vulnerable groups (e.g. minority returnees, women, and youth) as a condition for the provision of micro-grants. The project will seek in-kind contributions from the municipalities to invest in basic infrastructure that would have multiplying effects in promoting income generation through tourism. The project will encourage all local stakeholders (governmental and non-governmental) to create and submit sustainable income generation sub-projects proposals. The selection process will be conducted based on previously defined and publicly announced criteria. Experience to date has shown that the implementation of such micro-projects has a multiplier effect on local communities in that income generation opportunities are created for others beyond the immediate micro-grant beneficiary.

PR campaigns will be launched through this objective providing the general public with a sense of the progress made under the project thereby assisting in further strengthening the community reconciliation process. The campaigns will include joint presentations at tourism fairs, joint cooperation on development of promotional materials, and the promotion of south-east Herzegovina as an integrated tourism destination. This will be also facilitated through print articles, in form of best practices and success stories, published in selected newspapers, and television features created for distribution on television stations (local, regional and international).

Activity Four: Restoration of cultural and historical heritages

Destroyed heritage is apparent in the region as a continuing reminder of the 1992-1995 war and its ethnic divisions. The restoration of the heritage sites, whose value is recognized by UNESCO as potential tool and mechanism for further development of civil society, will assist in fostering peace and community reconciliation in two ways. Firstly, restoration of destroyed heritage will help remove the physical remnants of earlier inter-ethnic divides. It will also help reinstate attractions of historical significance for all ethnic communities. Restoration of the sites thereby acts as a reconciliatory process that fosters unity in the hearts and minds of people by drawing on their commonalities and mutual historical pride. Secondly, the restoration of the heritage sites will promote income generation through tourism. As history has all too often shown, poverty breeds violence and tensions. The restoration of the heritage sites will assist in the development of income generation opportunities in the impoverished areas, thereby providing a basis for the restoration of pre-war inter-ethnic relations in the target region.

Part IIa: Results

The UNDP's Community Reconciliation through Poverty Reduction Project will be implemented over a 24-month period. During the project cycle, the project will attain the results listed below.

Activity 1: Ensuring basic security conditions through humanitarian mine clearance

Mines are a major inhibitor to the return of refugees and displaced persons. In a general sense, mines and UXOs inhibit freedom of movement, but more specifically they restrain access to housing and farmland. Moreover, mines and UXOs stand as a barrier to economic recovery; in addition to blocking the development of tourism and

United Nations Development Programme

agricultural activities that can stimulate job production, they also obstruct environmental rehabilitation projects. Mine action is therefore critically important not just from a human rights and protection perspective, but also as a pre-condition for long-term sustainable economic development and environmental action. Baseline data received from the BHMIC suggests the following mine contamination situation in the target region:

Number	Municipality	Suspicious Area	Cleaned	Priorities 2006
1.	Mostar	100,10 km ²	2,44 km ²	0,121 km ² (cleaning) 0,136 km ² (technical survey)
2.	Stolac	26,40 km ²	0,88 km ²	0,233 km ² (technical survey)
3.	Trebinje	17,49 km ²	0,69 km ²	0,020 km ² (cleaning)

1.1. Humanitarian De-mining

Objective:

- Restoration of land from the threat of mines for income generation and/or community reconciliation

Indicator:

- Approximately 180,000 m² of category 1 land that is of significance for income generation and/or community reconciliation restored for use through humanitarian demining

Activities:

- Identification of mine clearance interventions based on consultations with local authorities, assessments of potential impact on project outcome and BHMIC priority listing;
- Establishment of contracts for humanitarian demining;
- Processing of demining projects for tendering;
- Issuance of tenders for humanitarian demining;
- Evaluation and selection process of bids;
- Organisation of PR events to acknowledge donor contribution for humanitarian demining operations;
- Humanitarian demining
- Monitoring, oversight and reporting on humanitarian demining operations

1.2. Awareness Raising Activity

Objectives:

- Raising the sense of security among the inhabitants by reporting on achieved results through mass media

Indicator:

- Decreased number of accidents and increased usage of cleaned areas for economic activities

Activities:

- Organization of series of press conferences in order to provide information on achieved results
- Providing security information to relevant local institutions for further dissemination within the local community

Activity 2: Improving conditions for public health and a clean environment

Disorganized waste disposal is a common problem in the region. Addressing health environmental risks through waste management is a tactical area for facilitating community dialogue for common goals. Safe access to the environment and resources is essential for the maintenance of health and hygiene standards. It also can form the basis for local income generation activities, through for example tourism, by creating a clean and healthy image of the region further facilitating poverty reduction in the target areas.

2.1. Basic waste management capacity increased at a local level

Objective:

- Waste management practices improved and, where applicable, 'hot spots' cleaned

Indicator:

- Number of local cleaning campaigns organised
- Number of capacity building initiatives implemented

Activities:

- Baseline assessment with municipalities and local NGOs;
- Mobilizing NGOs and community groups for local cleaning campaigns and waste collection;
- Periodical monitoring of waste management and provision of technical advice;
- Implementation of waste management activities depending on the local priorities and existing strategies (waste transport capabilities, posting of additional waste containers, the improvement of existing waste depots, removal of waste from affected areas through the engagement of civil society).

2.2. Reduce needless waste disposal through awareness rising campaigns

Objective:

- Citizens sensitized to the need to maintain a clean environment through the avoidance of littering and unregulated rubbish dumping.

Indicator:

- Number of illegal rubbish sites is reduced;
- The quantity of litter in streets and public areas is reduced

Activities:

- Identification and selection of an organization through a public call for proposals for creation of awareness rising guides;
- Small waste reduction and "proper handling of waste" guides created and disseminated to local population including businesses in cooperation with local governments;
- Create and install 36 "clean awareness" billboards and signs through an open tender along the rivers, roads and frequented areas to raise awareness of citizens on the need for responsible waste management;
- Installation of rubbish bins with awareness messages at frequented sites to enable citizens to avoid littering.

Result 3: Support for poverty reduction

Poverty reduction through the promotion of tourism is a strong incentive for inter-ethnic dialogue and cooperation, since general images and the perception of the country's security conditions are major determinants for promoting the local economy. The target region has very strong potentials for tourism, which was a significant source of livelihood for its inhabitants prior to the 1992-1995 war. Tourism provides a potential reconciliatory power since it rewards cooperation with win-win solutions. Tourists can only be attracted to the region and tourist offers improved for example through inter-community cooperation.

Prevailing corruption and illicit economic activities are preventing ordinary citizens from starting up their businesses in a transparent and coordinated manner. In this component, a series of workshops on how to plan, cooperate with other stakeholders and start up businesses will be organized to address prevailing poverty. Such technical workshops will be a preparatory basis for the provision of micro-grants. In particular, social inclusion and poverty reduction will be underlined as crucial selection criteria for the provision of financial support.

3.1. Baseline Studies

Objective:

- Opportunities provided for the inclusion of vulnerable groups in income-generation activities.

Indicator:

- Identification of vulnerable groups in target area and development of baseline data sets

Activities:

- Data on returnees in target areas established (to be provided by UNHCR);
- Gender-based analyses and recommendations collected (UN Gender Group working group in BiH);
- Analysis of NGO activities in terms of the engagement of vulnerable groups (refugees, returnees, women representation) will be extracted from the human rights based assessment provided by UNDP/UNOHCHR project.

3.2. Workshops for technical support, knowledge transfer and follow-up coaching for poverty reduction

Objective:

- Knowledge transferred to potential entrepreneurs, including those from vulnerable groups, on best practice small and medium enterprise (SME) start-up and development in strategic areas of tourism sector for southeast Herzegovina region

Indicator:

- SMEs started in strategic areas of tourism sector

Activities:

- Local stakeholders identified, on the basis of a public notice and to make sure that vulnerable groups are included for workshops (Based on Output 3.1).
- Technical workshop organized and held for local stakeholders, representative community leaders and local authorities. Following the workshop, participants are informed of relevant technical aspects of the JICA Master Plan and subsequent key UNDP strategic tourism assessment in Southeast Herzegovina (Stolac and Trebinje) and activity areas to foster community reconciliation through income generation;⁴
- Joint workshop organised (for Greater Trebinje, Stolac and Mostar/Blagaj) to provide technical advice on rural development in the tourism sector. The workshop will focus on specific know-how for starting up and sustainable management of small and medium sized enterprises in the tourism sector;
- Provision of coaching to workshop participants as training follow-up. Training alone is difficult to build sustainable capacity. Specifically tailored advice will be provided on a case-by-case basis. Issues include, among others, registration of new businesses, partnership strategy and other practical steps to make small scale business management sustainable.

3.3. Development of modalities for enhancement transparency and community participation

Objective:

- Development of modalities for the start-up of income generation activities in the tourism sector through the allocation of micro-grants in a transparent manner (see 3.4).

⁴ JICA (Japan International Cooperation Agency) Master Plan was developed in 2004. It is highly technical recommendations for tourism development in the rural area of Pliva and Velez regions. The UNDP pilot project (May 2005 – July 2006), in cooperation with the Government of Japan, benefited from technical recommendations and advice from the JICA Master Plan. Since the geographic target of this project is not entirely covered by the geographical parameters of the JICA Master Plan, UNDP CO is currently developing an overview of potential intervention areas for the remaining municipalities to be targeted by this project. The overview will be used to supplement the JICA Master Plan for Trebinje and Stolac

United Nations Development Programme

Indicator:

- Functioning local and regional modalities developed to broaden the tourism offer in southeast Herzegovina.

Activities:

- Establishment of one inter-community coordination committee to institutionalize participation of citizens as a mean of ensuring a transparency in the allocation and oversight of micro-grants for sub-projects. The Committee at the same time will act as the roof organization of all NGOs from the region involved in this initiative, thereby creating and strengthening inter-entity links between NGOs;
- A series of Steering Committee meetings will be organized to identify and elaborate priority sub-projects (based on Output 3.2.).

Criteria	
The following criteria will be applied for the identification of sub-projects to receive micro-grants. The criteria have been developed to help ensure community reconciliation through income generation.	
a)	Expected impact on sustainable job creation and poverty reduction
b)	Equity in ethnic representation and participation where deemed possible and applicable
c)	Inter-entity cooperation where appropriate
d)	Sustainability: relevance to municipal priorities/buy-in from municipalities through the provision of support (e.g. through in-kind contributions)
e)	Compliance with municipal and/or regional economic development (e.g. Regional Economic Development Agency of Herzegovina) strategies where such exist
f)	Proper balance with PR/marketing components
g)	Inclusion of educational/human capital development component that have further catalytic effects
h)	Projected employment of women, minority returnees, and youth
i)	Demonstration of strong commitment to and good record in coexistence work, sustainable micro-projects' implementation, and familiarity and trust of local community
<p>The selection criteria above will be explained to all participants at the first Steering Committee meeting.</p> <p>All local NGOs, municipal authorities, and relevant public agencies are eligible to submit their project proposals. Project proposals will not be limited to one organization only; instead all stakeholders will be encouraged to work out partnership projects, especially partnerships which foster inter-entity and inter-community collaboration. This particularly relates to public-NGO partnership as a means of fostering inclusive and representative local government.</p>	

- Establishment of local steering committees (LSC) to ensure transparency and accountability during sub-project implementation. The LSC will be composed of Project team members, local authorities, and local stakeholders.

Local Steering Committee responsibilities:	
a)	Ensure the participation of local government in overall component initiative

b)	Examine possibilities for in-kind contributions by municipal governments
c)	Review and endorse selected project proposals
d)	Solicit and integrate comments into the proposals, especially in regard to enhancing cooperation amongst communities where deemed appropriate
e)	Endorse the conclusion of general agreements on micro grant funds
f)	Monitor and assess the performance of sub-projects and provide support and technical advice where deemed necessary and appropriate
Financial support for sub-projects will be divided into several phases. Micro-grant payments will be disbursed upon the satisfactory implementation of each phase, with due and transparent reporting to LSC. Payments will also be accompanied with commitments for financial support for the sub-projects' subsequent phase.	

3.4. Implementation of Income Generation/Reconciliation Projects

Objective:

- Start-up of income generation activities in the tourism sector through the allocation of micro-grants in a transparent manner

Indicator:

- Start-up of sustainable local initiatives to broaden the tourism offer in southeast Herzegovina

Activities:

- Provision of technical advice and support to the municipalities and associations for, among others, conducting tendering process and documentations for the implementation of micro-projects;
- Implementation of sub-projects proposed by local stakeholders (NGOs and/or government) and identified as promising which are in line with the selection criteria defined in 3.3 above;
- Provision of technical advice to the Steering Committee for the documentation and monitoring of income generation sub-projects.

3.5. Mid-term Evaluation of Sub-projects and Technical Follow Up

Objective:

- Ensure that income generation activities are on target in meeting desired outcomes of project, as among others, set out in 3.3.2

Indicator:

- Assessment report developed with recommendations for future income generation activities

Activities:

- Organization of stocktaking exercises with selected implementing partners (NGO's and/or local government officials) to report on the implementation processes on income generation-support activities and provide an overview of equality in development impact across geographic areas and groups and the degree of inter-municipal cooperation.
- Development of report providing an overview of progress made to date and recommendations for future micro-project where necessary.

Result 4: Restoration of cultural and historical heritages

Destroyed heritage is apparent in the region, which still lingers as reminder of the inter-ethnic divisions that fuelled the bloodshed in BiH during the early 1990s. The restoration of the heritage sites, which are highly valued by UNESCO will be important not only as a symbol of peace and community reconciliation, but also for promoting income

United Nations Development Programme

generation through tourism for communities in the region and beyond. This component is envisioned to be implemented through "pass-through arrangements" between UNDP and UNESCO.

4.1. Baseline studies conducted by UNESCO

Objective:

- Preparation of studies on the present conditions of all potential monuments

Indicator:

- Study providing assessment of current situation and restoration plans finalized

Activities:

- Analyses of the available documents and plans
- Study on present conditions of the monuments, including an overview of:
 1. Conditions of the Architectural part
 2. Study of stability of the monument, if required
- Preparation of the preliminary designs and recommendations in regard to the restoration and reconstruction, on the basis of the studies carried out
- Preparation of the main designs, proposals and final recommendations
- Organization of the tendering procedures in accordance to the UNESCO's rules and procedures
- Organization of a Stakeholder Committee composed of civil society organization, municipal officials, UNESCO and UNDP monitoring the restoration activities

4.2. Restoration and reconstruction activities

Objective:

- Restoration/preservation of cultural heritage sites in each target municipality and utilised for income generation purposes

Indicator:

- At least one cultural heritage site restored/preserved in each target municipality
- Cultural heritage sites facilitating income-generation activities

Activities:

- Strengthening of the monument structure, if required
- Architectural restoration
- Restoration, conservation activities
- Insuring the long term protection of the monuments
- Selection of the institutions / companies for the physical implementation of activities⁵;
- Progress reports provided by UNESCO to the local Stakeholders Committee every six months.

4.3. Presentation

Objective:

- Significance of cultural heritage sites articulated as a means of bolstering pride in common heritage, and drawing recognition to the donor government

Indicator:

- Historical explanations about the restored sites produced and made public
- Media coverage of events as shown by press clippings and news reviews.

⁵ The required selection is to be carried out in accordance to the UNESCO rules and procedures and particularly in accordance to the UNESCO Manual and the administrative text related to the tendering processes, evaluation of the offers and award of contracts.

Activities:

- ❑ Production of a pamphlet covering the restored heritage sites with historical explanations;
- ❑ Organization of a press conference to present the restored cultural heritage sites to broad public and to provide for visibility and recognition to the donor government.

Part IIb: Sustainability

The CRPRBiH Project aims at creating conditions in the region, which will ensure the sustainability of its objectives beyond the project's duration. In order to secure sustainability of inter-entity and inter-ethnic cooperation, the project will take a regional implementation approach with the aim of building a sense of natural unity through economic interdependency between municipalities and ethnic groups in the target region. This will be achieved through the stimulation of cooperation between ethnic communities in the development and implementation of regional sub-projects.

To that end, an inter-community Coordination Committee will be established as a roof organization for all NGO's and municipalities from the region involved in this initiative, thereby creating and strengthening inter-entity links at both governmental as well as non-governmental levels. In order to ensure the sustainability of project's activities, the goal is to have the Coordination Committee continue its activities beyond project's implementation. Members of the Coordination Committee will ensure information flow across the inter-entity line and coordinate activities towards the creation of potential joint development projects. A similar approach was adopted during the UNDP project "Income Generation through Development of Tourism" which proved to be very successful because it managed to stimulate both the governmental and the non-governmental sectors across the entity line, the Pliva region and the Velež region, towards active cooperation in the creation of serious tourist offers which would be beneficial to the entire region. Furthermore, the Coordination Committee will work on enhancing public-private partnership.

Inter-ethnic and inter-entity cooperation will be further sustained through a natural, profit-seeking desire by citizens and community members to advance income generation potentials through enhanced and broadened tourism activities. Ethnic communities will thereby have an incentive to continue cooperating with one another to maintain the environment clean and cultural heritage sites in good order as a means of retaining and increasing tourist numbers (i.e. income generation). Local stakeholders will realize the advantage of cooperation once the CRPR project assists in increasing tourist numbers during the course of its implementation cycle.

At a more detailed level, the objectives set out in the project are designed to contribute to creation of favourable conditions and sustainability. Through the mine clearance activity, locations of socio-economic value in the region will be cleared, which will enable their secure access and will provide basis for income generation activities. The sustainability of the mine clearance activities is underpinned by Bosnia and Herzegovina's commitment to the Ottawa Treaty which guarantees that the country will not use or stockpile mines in the future.

Waste management activities will contribute to creation of an overall image of cleanness and healthiness in the region helping bolster increased visitors and economic activities that will show to local authorities and citizens the benefits of sustaining a clean environment. The project will provide strategic assistance to local governments in addressing significant waste management-related problems in a manner that both addresses the problem in the short-term and ensures that local authorities are better poised to control and manage the problem in the long run. The latter will be achieved through the mitigation of the problem and the provision of improved capacities for local authorities to address it in a consistent and systematic manner. Notwithstanding, profit-seeking through the advancement of tourism is expected to sustain pressure by stakeholders on local authorities for continued proper waste management.

Restoration of cultural-historical sites will provide an incentive for income generation activities through the development of tourism opportunities. The sustainability of this component is evident in the fact that the restoration of cultural-historical sites will leave these objects in restored conditions even after the project ends, which can be utilized for sustainable development of cultural tourism as a means of creating jobs and generating economic benefits. That in turn will assist in improving the economic situation in the region and reducing ethnic tensions.

The provision of micro-grants for the development of tourist offers (implementation of sub-projects) will be based on satisfying the selection criteria, which identifies the sustainability of sub-project activities, job creation, and inter-entity/inter-ethnic cooperation as the key conditions to be satisfied. By ensuring that sustainable sub-projects bear income generating and inter-community reconciliation effects as initially described in this section, the UNDP will ensure the sustainability of both poverty reduction and community reconciliation, beyond the project's duration.

Part IIc: Risk Analysis

A number of preliminary risks can be identified that may affect the project. The risks are as follows:

1. Delays in government resulting in the slow down/halt of progress on project implementation

There is a medium probability that delays may occur in government or partner municipalities, thereby making it difficult or impossible for relevant counterparts to respond to needs in a timely manner. Delays may stem from a variety of factors, such as for example, political issues/disagreements, the sheer volume of ongoing reforms affecting institutional capacity to respond in a timely manner or procedural delays.

The impact of such a risk occurring would be to slow down or, in the worst case, halt project implementation for an interim period. In monetary terms, the impact may result in increased total project management costs as a result of the additional time that will be necessary to make up for the delays. Additionally, donor willingness to support the project may potentially decline since delays may be interpreted as a lack of political will to implement project activities. The latter may have particularly large consequences for the realization of the overall project since the project relies on donor support for implementation.

The acceptance of this risk is one possible solution. Nonetheless, due to the risk's potential significant impact on the overall project, acceptance should be avoided. Rather, measures should be undertaken on the prevention of the risk. In particular, an effective communication of plans by the UNDP to all stakeholders is necessary to enable forward planning. If and where the risk does occur, measures will need to be undertaken to reduce its impact. This will require active involvement by the municipalities, as senior user, in providing necessary follow-up to address delays that may occur.

2. Undesired Explosive Event/Safety Hazard

A low probability exists that an undesired explosive event or safety hazard may occur during mine clearance activities.

The impact of such a risk would see temporary suspension of activities until an investigation is undertaken to identify causes and suggest additional safety measures/improvements. Project activities may be delayed for a varying period, depending on the scope of the accident, its implications and recommended follow-up measures. Loss of life may vary depending on the size and location of the accident. In monetary terms, the impact may result in increased total project costs as a result of the additional time that will be necessary to make up for the delays, the implementation of follow-up measures as well as replacement costs in case of a potential loss of equipment.

The acceptance of this risk is one possible solution. Nonetheless, due to the risk's potential significant impact on the overall project and human life, acceptance should be avoided. Risk prevention is another possibility and is currently mandated by the Mine Action Law in Bosnia and Herzegovina. Such an approach either removes the risk or minimizes its occurrence probability. All mine action activities must abide by Bosnia and Herzegovina mine action standards. In order to ensure compliance with those standards, BHMIC undertakes regular and routine site inspections and quality control. UNDP BiH provides support to the BHMIC in exercising and advancing those functions through its Integrated Mine Action Programme.

3. Performance shortcomings by Implementing Partner

There is a low level of probability that a selected implementing partner, especially in Component 3 of the project (during the implementation of sub-project activities) starts to demonstrate inefficiency and unprofessionalism that was not obvious during the selection process of implementing partners.

The effect of such a possibility would cause slower, less efficient and unproductive implementation of planned activities and a possible failure to reach desired outputs. Project activities may be delayed causing time shortages and increased costs.

A careful and thorough selection process of potential implementing partners is the key solution to minimizing the negative effects of this risk. The implementing partners will have to demonstrate familiarity with and the trust of the local community, strong commitment and a good record in coexistence work, a satisfying record in the implementation of micro-projects, an ability to be self-reflective and creative, conformity working with the community and an ability to set a positive coexistence example for the local community. This will be accomplished through strategically developed criteria for the selection of project proposals, which will also request in one of its conditions the demonstration of the above mentioned characteristics and commitments.

United Nations Development Programme

Part II: Gender Analysis

In rural areas of Bosnia and Herzegovina gender stereotypes are much more evident and present than in urban areas. Although there are some signs of improvement, the lack of economic development and job opportunities leads to tensions within families and domestic violence, in which females are the primary victims. By providing opportunities for income generation activities, overall level of social wellbeing is improved thereby assisting in the reduction of tensions and violence against women. Furthermore, income generation activities in a sector such as tourism which tends to create equal opportunities for both genders will provide additional opportunities for women to engage in the income creation process.

In Bosnia and Herzegovina, the majority of mine victims are males. A reduction in the number of SALW injuries and fatalities will assist in addressing this serious source of injuries and fatalities among the male population. Such injuries also provide a burden on females, who are often forced to become sole bread-winners for their families after the injury of death of spouses.

Part IIIa Management Arrangements

The lead organization for this project will be the UNDP Country Office in BiH. The Project Board will consist of the UNDP as the executive, UNDP and representative of UNESCO as the senior suppliers and the local government authorities (City of Mostar/South-east City Area Blagaj, the municipality of Stolac and the municipality of Trebinje) as the senior users. The Project Board will provide overall direction and management of the project. The Project Board is accountable for the success of the project and has authority for the project within the remit set by this document.

The responsibilities of project board members are as follows:

- UNDP (Executive): the UNDP is ultimately accountable for the project, supported by the city Mostar/South-east City Area Blagaj, the municipalities of Stolac and Trebinje. The UNDP is responsible, among others for, project organization, structure and plans; monitoring and control of progress; problem referral.
- The City of Mostar/South-east City Area Blagaj and the municipalities of Stolac and Trebinje (Senior User) is accountable for products supplied by the users, such as making sure that requirements have been clearly and completely defined, that what is produced within the framework of CRPRBiH is fit for its purpose and for monitoring that the solution will meet user needs.
- UNDP and UNESCO (Senior Supplier): is accountable for the quality of all products delivered. This includes ensuring that proposals for designing and delivering results are realistic.

Under the direct supervision of the Project Board, the Project Manager - knowledgeable about the development challenges of BiH and UNDP's response to them - will manage project implementation, including due reporting. Project Staff (Project Deputy and Project Assistant) will provide operational support and coordinate with local stakeholders on a daily basis.

Project Quality Assurance will be performed on an ongoing basis by designated UNDP officer within the Sarajevo Country Office, with a view to carry out objective and independent project oversight and monitoring functions.

The CRPRBiH project will be implemented under a direct UNDP implementation. Direct UNDP implementation is a management arrangement whereby UNDP itself assumes overall responsibility for the management of the project activities. The implementation of activities under the income generation objective will be done through Micro-capital Grants scheme.

The funds will be disbursed through "pass through" funding modality in which UNDP will act as an Administrative Agent.

Accounting and reporting arrangements will be defined in the Memorandum of Understanding signed between implementing agencies.

Part IIIb Partnerships

Coordination will be ensured by the UN Coordination Officer based with the UN Resident Coordinator's Office. The UN Coordination Officer is responsible for organizing inter-agency meetings to update on activities and codify technical recommendations to be reflected in the implementation process. In this regard, the Coordination Officer will cooperate closely with the Project Manager.

The Project will further strengthen the existing partnership between UN and JICA. The JICA Master Plan will remain as a technical reference for planning and implementing Outcome 3. UNDP will provide technical assistance to local governments and NGOs in planning and implementing income generation activities through development of

United Nations Development Programme

tourism by utilizing the JICA Master Plan. The relevance of the JICA Master Plan lies in its numerous technical and innovative recommendations on tourism development including several pilot-projects implemented in two regions of BiH, Pliva and Velez. The JICA Master Plan has been the guiding reference during the implementation of the UNDP *Income Generation through Development of Tourism Project* and as such provides a basis for replication of activities in other parts of Bosnia and Herzegovina. This suggestion is also one of the key conclusions of the JICA Master Plan. In addition, technical consultation with JICA will also remain as a major component of the Project, to ensure that the project utilizes and builds upon activities to date.

The table next page shows the different roles and responsibilities of each partner supporting this project (Table2).

Partner	Agency	Role and Added-value
UN Partners	UNESCO	<ul style="list-style-type: none"> • Technical advice on restoration of cultural and historical heritages, as well as referral to appropriate subcontractors for restoration activities to ensure technical standards. • Creation of catalogues and signage. • Awareness raising of values of monuments and heritages
	UNHCR	<ul style="list-style-type: none"> • Demographic baseline assessment of refugees and returnees
	UNDP	<ul style="list-style-type: none"> • SUTRA (Sustainable Transfer of Return Authority) Programme has been supporting municipalities to develop their capacity in conducting transparent and competitive tendering activities. The project benefits from the SUTRA team's additional support in providing "on-the-job training to municipalities" in managing the tendering process that is required for tourism promotional activities (such as creation of tourism signage). • Gender mainstreaming analyses and recommendations will be provided by the Gender Programme. • Integrated Mine Action Programme (IMAP) possesses established partnership with the BiH-level authority BIHMAC. IMAP will coordinate tasks necessary for assessment, planning and implementation of de-mining for smooth execution.
External Support	Japan International Cooperation Agency	<ul style="list-style-type: none"> • The JICA Master Plan will remain as a technical reference for planning and implementing Outcome 3.

Part IV Monitoring and Evaluation

Periodical reporting: Annual reports and 6-month progress reports will be prepared and presented to the UNTFHS office as well as to the Embassy of Japan, Sarajevo, BiH.

Monitoring and Evaluation Missions (Mid-term and at the end of the Project cycle): An external mission team will be organized consisting of a monitoring and evaluation (M/E) expert and a development economist specialized in pro-poor development. Donor representatives will be invited to participate in the mission if they so choose. The mission team will make field visits as well as conduct comprehensive stakeholder interviews to assess results. The mission will also compile lessons-learned and good examples. Copies of the evaluation reports will be made available to the UNTFHS.

Part V Legal Context

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between BiH authorities and the UNDP, signed by the parties on 07 December 1995.

The following types of revisions may be made to this document with the signature of the UNDP Resident Representative only, provided s/he is assured that the other signatories of the project document have no objections to the proposed changes:

- Revisions in, or addition of, any of the annexes of the project document
- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of a project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation; and
- Mandatory annual revisions that re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.

This project document has been originally prepared in English language and translated to the language used by people in BiH. The English version will be given preference during any future interpretation. This document will be signed in three copies in both English and the language used by people in BiH.

United Nations Development Programme

PROJECT RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Results Framework:		
Developed capacity of municipalities to generate employment using pro poor approach.		
Outcome indicator as stated in the Country Programme Results and Resources Framework, including baseline and target.		
<i>Base Line:</i> Target municipalities impoverished and largely depopulated, return unsustainable, tourism non-existent, with no strategy for the sector.		
<i>Indicators:</i> Increase in income generated by the disadvantaged in the target municipalities.		
Applicable Strategic Area of Support (from SRF) and TTF Service Line (if applicable): Local poverty initiatives, including microfinance		
Partnership Strategy: Municipalities of Stolac and Trebinje and Southeast District of City of Mostar provide the operational inputs necessary for project implementation;		
Project title and number: Community Reconciliation through Poverty Reduction (CRPR)		
Intended Outputs in relation to the Outcomes	Output Targets for (years)	Indicative Activities/Responsible Parties
Strengthened community reconciliation through to poverty reduction.		<p>1.1. Humanitarian Demining Implemented.</p> <p>1.1.1. Mine clearance interventions identified through assessment of local authorities and BHMAC</p> <p>1.1.2. Humanitarian demining contracts established</p> <p>1.1.3. Tendering documentation for demining projects processed</p> <p>1.1.4. Tenders issued for humanitarian demining</p> <p>1.1.5. Bids evaluated and selected</p> <p>1.1.6. PR events organized</p> <p>1.1.7. Humanitarian demining implemented</p> <p>1.1.8. Monitoring, oversight and reporting conducted on humanitarian demining operations</p>
		<p>1.2. Awareness Raising Activity.</p> <p>1.2.1. Press conferences organized in order to provide information on achieved results</p> <p>1.2.2. Security information provided to relevant local institutions for further dissemination within the local community</p>
		2.1. Basic Waste Management Capacity Increased at the Local Level.
		Inputs
		UNDP IMAP Project Team will provide technical assistance in coordination with BHMAC and ITF on identifying mine contaminated areas and selection of demining service provider.
		UNDP Project Team will prepare reports on achievements and will support and monitor the Awareness Raising campaign(s) implemented by the local partners/NGO(s)
		Full assistance will be provided by local municipalities in the

United Nations Development Programme

	<p>2.1.1. Baseline assessment conducted with municipalities and local NGOs and waste collections</p> <p>2.1.3. NGOs and community groups mobilized for local cleaning campaigns</p> <p>2.1.4. Periodical monitoring conducted</p> <p>2.1.5. Waste management activities implemented</p> <p>2.2. Needless Waste Disposal Reduced through Awareness Raising Campaigns.</p> <p>2.2.1. Identification and selection of an organization through a public call for proposals for creation of awareness rising guides</p> <p>2.2.2. Small waste reduction and "proper handling of waste" guides created and disseminated to local population</p> <p>2.2.3. 36 "clean awareness" billboards and signs created and installed</p> <p>2.2.4. 200 rubbish bins with awareness messages installed</p>	<p>preparation of action plan and implementation of waste management activities.</p> <p>Monitoring and coordination will be executed by UNDP.</p> <p>UNDP will finance implementation of action plan</p> <p>UNDP will announce call for proposal for design and creation of "proper handling of waste" guide.</p> <p>Local municipalities will suggest the most suitable locations for installation of billboards and rubbish bins.</p> <p>UNDP will provide technical assistance and finances for installation activities.</p>
	<p>3.1. Baseline Studies on Poverty Reduction Conducted.</p> <p>3.1.1. Data on returnees established</p> <p>3.1.2. Gender based analyses and recommendations collected</p> <p>3.1.3. Analysis of NGO activities extracted from the human rights based assessment</p>	<p>UNHCR will provide data on returnees.</p> <p>UN Gender Group working in BiH will provide gender based analyses.</p> <p>UNDP Project Team will extract analysis of NGO activities in terms of the engagement of vulnerable groups from the human rights based assessment provided by UNDP/UNOHCHR project.</p>
	<p>3.2. Workshops for Technical Support, Knowledge Transfer and Follow-up Coaching for Poverty Reduction Organized.</p> <p>3.2.1. Local stakeholders identified</p> <p>3.2.2. Technical workshop organized and held for local stakeholders, representative community leaders and local authorities on relevant technical aspects of JICA Master Plan</p> <p>3.2.3. Joint workshop organized to provide technical advise on rural development in tourism sector</p> <p>3.2.4. Provision of coaching to workshop participants as training follow-up. Training alone is difficult to build sustainable capacity. Specifically tailored advice will be provided on a case-by-case basis. Issues include, among others, registration of new businesses, partnership strategy and</p>	<p>UNDP will organize workshops and provide technical support and logistics.</p> <p>UNDP will provide 1 national trainer coaching at 2 day-workshop and part-time advisor.</p>

United Nations Development Programme

	<p>other practical steps to make small scale business management sustainable.</p> <p>3.3. Modalities for Enhancement Transparency and Community Participation.</p> <p>3.3.1. Inter-community Coordination Committee established in order to institutionalize participation of citizens</p> <p>3.3.2. Establishment of a local Steering Committee (LSC) to ensure transparency and accountability for sub-project implementation</p> <p>3.3.3. Technical advice provided to local Steering Committee on directing and monitoring of sub-projects</p> <p>3.3.4. Series of Steering Committee meetings organized to identify and elaborate priority sub-projects</p> <p>3.4. Income Generation Sub-projects Implemented.</p> <p>3.4.1. Technical advice and support provided to local stakeholders in reference to tendering and documentation for sub-project implementation</p> <p>3.4.2. Sub-projects implemented</p> <p>3.4.3. Tourism promotion fairs visited by local stakeholders</p> <p>3.4.4. Designing, branding and creation of tourism brochures by the project for the marketing of created products</p> <p>3.4.5. Collaboration amongst service providers and local governments ensured</p> <p>3.4.6. TV documentary produced in order to promote positive developments in community reconciliation and human security in BiH</p> <p>3.4.7. Press conferences and press releases organized by the project</p> <p>3.4.8. Stocktaking exercises with implementing partners organized in order to report on implementation processes and achievements</p> <p>3.4.9. Reporting and progress overview developed and submitted</p>	<p>Municipalities will provide active support in organization and efficient functioning of LSC.</p> <p>UNDP will coordinate the LSC meetings.</p> <p>UNDP, municipalities and independent local stakeholder will form the LSC.</p>
	<p>3.5. Mid-term Evaluation of Sub-projects and Technical Follow-up Conducted.</p>	<p>Technical support for tendering procedures will be done through UNDP SUTRA Project, if needed.</p> <p>UNDP will conduct selection of perspective sub-projects based on the defined criteria.</p> <p>UNDP will provide financial and technical support in implementation of sub-project.</p> <p>Municipalities will provide financial and/or in-kind contributions.</p> <p>LSC will monitor the implementation of sub-projects and provide technical support.</p> <p>UNDP will implement the PR campaign in coordination with local stakeholders.</p> <p>UNDP will outsource experts (professional photographer, marketing specialist, etc.) in order to accomplish this activity.</p> <p>UNDP will organize round tables and joint meeting to ensure collaborations.</p> <p>UNDP will organize and coordinate the stocktaking exercises.</p>

United Nations Development Programme

	<p>3.5.1. Stocktaking exercises with implementing partners organized in order to report on implementation processes and achievements</p> <p>3.5.2. Reporting and progress overview developed and submitted</p> <p>4.1. Baseline Studies on Restoration of Cultural and Historical Heritage Conducted.</p> <p>4.1.1. Available documents and plans analyzed</p> <p>4.1.2. Study on present conditions of the monuments completed</p> <p>4.1.3. Preliminary designs and recommendations in regard to the restoration and reconstruction prepared</p> <p>4.1.4. Main designs, proposals, and recommendations finalized</p> <p>4.1.5. Tendering procedures organized in accordance with UNESCO's rules and procedures</p> <p>4.1.6. Stakeholder Committee organized</p> <p>4.2. Restoration Activities Implemented.</p> <p>4.2.1. Strengthening of the monument structure, if required</p> <p>4.2.2. Architectural restoration</p> <p>4.2.3. Restoration, conservation activities</p> <p>4.2.4. Insurance of the long term protection of the monuments through capacity building and training of local experts</p> <p>4.2.5. Institutions / companies for the physical implementation of activities selected</p> <p>4.2.6. UNESCO progress reports provided to the local Stakeholder Committee every six months</p>	<p>UNESCO will provide technical evaluation and provide recommendation for possible activities.</p> <p>UNESCO and UNDP will organize Stakeholder Committee consisted of representatives of civil society, municipal government, UNESCO and UNDP for the purpose of monitoring restoration activities.</p> <p>UNESCO Venice Office - Bresce will through its antenna office in Bosnia and Herzegovina ensure overall coordination of the activities.</p> <p>Restoration activities are to be varied out through various local institutions and companies, with the technical support provided by the international experts if required.</p> <p>Overall control will be organized by UNESCO and UNDP.</p> <p>UNESCO will organize tenders for selection of implementing companies.</p> <p>Procurement of the works will be organized in accordance to the UNESCO rules and procedures.</p> <p>UNDP will outsource professional experts to produce the pamphlets.</p>
	<p>4.3. Restoration Achievements Presented.</p> <p>4.3.1. Pamphlets produced covering the restored heritage sites</p> <p>4.3.2. Organization of press conferences to present restored cultural sites to broader public</p>	

United Nations Development Programme

ANNUAL WORK PLAN BUDGET SHEET: Year 2007

EXPECTED OUTPUTS	KEY ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY		PLANNED BUDGET		
		Q1	Q2	Q3	Q4	UNDP BIH	UN HSTF	Source of Funds	Budget Description	Amount
Strengthened community reconciliation through poverty reduction	ACTIVITY 1									
	Humanitarian demining of economically significant areas	x	x			UNDP BIH	UN HSTF	72100	Humanitarian Demining	USD 100,000
	ACTIVITY 2									
	Waste management on local level	x	x			UNDP BIH	UN HSTF	72100	Baseline assessment	USD 10,000
				x	x	UNDP BIH	UN HSTF	72100	Waste management activities	USD 250,000
				x		UNDP BIH	UN HSTF	72100	Awareness raising campaigns	USD 29,200
	ACTIVITY 3									
	Income generation activities			x	x	UNDP BIH	UN HSTF	71300	Consultations and coaching	USD 8,000
				x	x	UNDP BIH	UN HSTF	72700	Hospitality catering	USD 2,000
				x	x	UNDP BIH	UN HSTF	71600	Travel	USD 3,100
				x	x	UNDP BIH	UN HSTF	72600	Implementation of poverty reduction sub-projects	USD 100,000
					x	UNDP BIH	UN HSTF	71600	Fare visits	USD 10,800
					x	UNDP BIH	UN HSTF	71400	Production of promotional material	USD 2,500
			x	UNDP BIH	UN HSTF	74200	Printing, publication, distribution	USD 5,000		

United Nations Development Programme

ANNUAL WORK PLAN BUDGET SHEET: Year 2008

EXPECTED OUTPUTS	KEY ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY		PLANNED BUDGET		
		Q1	Q2	Q3	Q4	UNDP BIH	UN HSTF	Source of Funds	Budget Description	Amount
Strengthened community reconciliation through poverty reduction	ACTIVITY 1									
	Humanitarian demining of economically significant areas	X	X	X	X	UNDP BIH	UN HSTF	72100	Humanitarian Demining	USD 315,000
	Waste management on local level			X	X	UNDP BIH	UN HSTF	72100	Waste management activities	USD 150,000
				X	X	UNDP BIH	UN HSTF	71400	Production of promotional material	USD 700
				X	X	UNDP BIH	UN HSTF	74200	Printing, publication, distribution	USD 800
	ACTIVITY 2									
	ACTIVITY 3									
	Income generation activities	X	X			UNDP BIH	UN HSTF	71300	Consultations and coaching	USD 6,000
		X	X			UNDP BIH	UN HSTF	72700	Hospitality catering	USD 2,000
		X	X			UNDP BIH	UN HSTF	71600	Travel	USD 2,000
		X	X	X	X	UNDP BIH	UN HSTF	72600	Implementation of poverty reduction sub-projects	USD 300,000
		X	X	X	X	UNDP BIH	UN HSTF	71600	Fare visits	USD 10,800
X		X	X	X	UNDP BIH	UN HSTF	74200	Printing, publication, distribution	USD 6,000	
				X	UNDP BIH	UN HSTF	72100	Awareness Raising Campaign	USD 15,000	

United Nations Development Programme

ACTIVITY 4										
Restoration of cultural and natural heritages	X	X	X	X	X	UNESCO	UN HSTF	Implementation of required rehabilitation - restoration activities / fee contracts	USD 98,346.80	
		X	X	X		UNESCO	UN HSTF	International experts – professional temporary assistance	USD 10,000	
	X	X	X	X	X	UNESCO	UN HSTF	Missions	USD 2,000	
	X	X	X	X	X	UNESCO	UN HSTF	Equipment, stationary	USD 10,000	
	X	X	X	X	X	UNESCO	UN HSTF	Hospitality, communication-utility	USD 8,027	
			X	X	X	UNDP BIH	UN HSTF	71400 Production of promotion material	USD 6,500	
			X	X	X	UNDP BIH	UN HSTF	74200 Printing, publication, distribution	USD 7,434	
	ACTIVITY 5									
	Project management	X	X	X	X	X	UNDP BIH	UN HSTF	71100 Project officer – International	USD 160,000
X		X	X	X	X	UNDP BIH	UN HSTF	72100 Project staff – National (ALD)	USD 48,000	
X		X	X	X	X	UNDP BIH	UN HSTF	73100 Common premises	USD 8,000	
X		X	X	X	X	UNDP BIH	UN HSTF	71600 Travel	USD 8,000	
X		X	X	X	X	UNDP BIH	UN HSTF	72400 Communication	USD 1,500	
X		X	X	X	X	UNDP BIH	UN HSTF	74500 Sundries	USD 4,000	
X		X	X	X	X	UNDP BIH	UN HSTF	72100 External evaluation	USD 30,000	
TOTAL FOR UNDP									USD 1,210,107.80	

* NOTE: Figures do not include GMS

Annex A

Detailed budget per restoration site of the UNESCO component:

Budget breakdown for the restoration of the Medieval Stecak necropolis Radimlja in Stolac

BL	Item	Budget in USD		
		1 ST YEAR	2 ND YEAR	GRAND TOTAL
10'	Missions	580.00	580.00	1,160.00
11'	International Experts - Professional temporary assistance	2,750.00	2,750.00	5,500.00
20'	Fee Contracts and activity financing contracts	40,000.00	20,700.00	60,700.00
40'	Equipment, stationery, etc	3,000.00	2,500.00	5,500.00
50'	Hospitality, DHL, Tel, etc	2,500.00	2,027.00	4,527.00
Subtotal		48,830.00	28,557.00	77,387.00
Overhead 7%		3,418.10	1,999.00	5,417.10
Total		52,248.10	30,556.00	82,804.10

Budget breakdown for the restoration of the Medieval City of Blagaj in Mostar Municipality

BL	Item	Budget in USD		
		1 ST YEAR	2 ND YEAR	GRAND TOTAL
10'	Missions	710.00	710.00	1,420.00
11'	International Experts - Professional temporary assistance	3,625.00	3,625.00	7,250.00
20'	Fee Contracts and activity financing contracts	40,000.00	38,823.41	78,823.41
40'	Equipment, stationery, etc	4,000.00	3,750.00	7,750.00
50'	Hospitality, DHL, Tel, etc	3,250.00	3,000.00	6,250.00
Subtotal		51,585.00	49,908.41	101,493.41
Overhead 7%		3,610.95	3,493.59	7,104.54
Total		55,195.95	53,402.00	108,597.95

Budget breakdown for the restoration of the South gate of the Old City of Trebinje

BL	Item	Budget in USD		
		1 ST YEAR	2 ND YEAR	GRAND TOTAL
10'	Missions	710.00	710.00	1,420.00
11'	International Experts - Professional temporary assistance	3,625.00	3,625.00	7,250.00
20'	Fee Contracts and activity financing contracts	40,000.00	38,823.41	78,823.41
40'	Equipment, stationery, etc	4,000.00	3,750.00	7,750.00
50'	Hospitality, DHL, Tel, etc	3,250.00	3,000.00	6,250.00
Subtotal		51,585.00	49,908.41	101,493.41
Overhead 7%		3,610.95	3,493.59	7,104.54
Total		55,195.95	53,402.00	108,597.95

Annex B

Map of Bosnia and Herzegovina and the target region.

