

Western Balkans SALW Control Roadmap MPTF

United Nations Multi-Partner Trust Fund in support of the implementation of the Roadmap for a sustainable solution to the illegal possession, misuse and trafficking of Small Arms and Light Weapons and their ammunition in the Western Balkans



PROJECT DOCUMENT

REVISION: SEPTEMBER 2025

Project title: Law Enforcement Agencies' Development in Small Arms and Light Weapons Control (Project LEAD)	
Targeted jurisdiction(s): Bosnia and Herzegovina	
Participating organizations: United Nations Development Programme	
Contact details for each organization: Senad Zlatar, Project Manager, senad.zlatar@undp.org , +387 61 345 460	
Implementing partners / Beneficiaries: BiH SALW Coordination Board, Indirect Taxation Authority, Border Police BiH, State Investigation and Protection Agency, BiH Prosecutor Office and prosecutor offices at entity and cantonal level, relevant police bodies at entity and cantonal level, police academies, associations of women police officials, Civil Society Organizations	
Project number from MPTF-O Gateway (if existing project): 00140489	
Relevant SDG targets: SDG 16.1; 16.4; 16.a; SDG 5.2; 5.5; 5.c.	
Project duration (in months): 24 Months Anticipated start date: 30 November 2023 Anticipated end date: 30 November 2025 Revised duration (in months): 37 Months Start date: 06 December 2023 End Date: 31 December 2026	Total amount: US\$ 1,455,035 Revised amount: US\$ 1,855,035 Sources of funding: <ol style="list-style-type: none"> UN MPTF: US\$ 1,455,035 + US\$ 400,000 Other sources of funding <ul style="list-style-type: none"> Government: US\$ ____ UN Organization: US\$ ____
Brief project overview: <p>The Project LEAD aims to enhance the capacity and engagement of relevant national institutions and civil society in Bosnia and Herzegovina, as well as strengthen inter-agency and cross-border collaboration to advance the implementation of the National SALW Control Strategy and the SALW Control Roadmap. The project builds upon previous interventions and entails a series of activities that focus on inter-agency operational and strategic cooperation, as well as provision of specialized resources, equipment and knowledge and peer-exchange to prevent and counter FAE-related crime, violence, and misuse. An inclusive approach to civil society organizations and outreach to communities and stakeholders will be ensured, with duly integrated gender and human rights perspectives. The expected result is a comprehensive strengthening of key stakeholders and a more gender and age responsive engagement in the SALW control field.</p>	
Contribution to Roadmap Goals by 2030: 2, 3, 4, 5	
Project Gender Marker Score (1, 2, 3 or N/A): 2	

Names and signatures of the Participating UN Organizations

Renaud Meyer Resident Representative UNDP Bosnia and Herzegovina	Signature:  Date: 24-Oct-2025
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Description of the project

The Law Enforcement Agencies Development in Small Arms and Light Weapons Control (Project LEAD) aims to provide further support to law enforcement agencies in Bosnia and Herzegovina (BiH) to strengthen their capacities with an overall aim to establish a self-sustainable capacity in the field of Small Arms and Light Weapons (SALW) control. It builds on previous project interventions within support to implementation of *Roadmap for a sustainable solution to the illegal possession, misuse and trafficking of Small Arms and Light Weapons (SALW)/firearms and their ammunition in the Western Balkans (the Roadmap)*¹, which mainly focused on standardization of operational proceedings in combatting illegal SALW trafficking as well as technical and human capacity development for improved detection and deterrence of illicit SALW through various sets of focused activities.

The Project LEAD aims to ensure consolidation of the ongoing efforts and achievements of other implemented interventions including projects implemented by UNDP Country Office in Bosnia and Herzegovina². Overall, the project shall build upon the support to enhance capacities of the relevant law enforcement agencies as well as to facilitate operational cooperation within the security sector and between the security sector and relevant prosecutors' offices. It shall intensify "bottom up" approach and shift the focus from traditional awareness raising activities to more structured communication with relevant community groups by engaging civil society organizations active in the field pertinent to SALW control. Finally, the Project shall integrate gender and human rights perspectives into all envisioned activities while building on achievements of complementary project interventions.

Proposed approach shall focus on three major areas of SALW control, including:

- Operational area of engagement: Further enhancement of capacities of law enforcement agencies, including forensics, operational cooperation within security sector, cooperation between security sector and prosecutors' offices and regional exchange and cooperation.
- Strategic area of engagement: Further support at the strategic level including support to inter-agency and inter-institutional cooperation, bi-lateral cooperation with neighboring jurisdictions and strengthening strategic, planning and gender-responsive capacities to foster sustainability of project interventions.
- Community, and in particular women's engagement: Support to gender mainstreaming and women's engagement in the SALW control, engagement with relevant community groups and Civil Society Organizations (CSOs) as well as support in due implementation of the gender commitments deriving from the BiH SALW Control Strategy and the Law on Gender Equality of BiH.

Expected results of such an approach shall include further strengthening of relevant agencies and institutions which benefited from the top-down approach implemented in the previous interventions. Those interventions resulted in the development and extensive country-wide harmonization of operational procedures, equipping and training of relevant staff. Through proposed intervention, those results will be further institutionalized as well as expanded from the national to sub-national levels (entities and cantons) including institutional communication and information sharing with relevant community groups and civil society organizations. In terms of fostering sustainability of results, overall integration of the country-specific results into results of similar interventions and regional efforts, the proposed intervention shall strive to establish good practices in communication and exchanges at the local level to be potentially used as a model for sub-regional and regional exchanges. The proposed intervention shall capitalize on the complexity of the institutional and operational setup of Bosnia and

¹ <http://www.seesac.org/f/docs/News-SALW/Roadmap-for-sustainable-solution.pdf>

² CIAT – Countering Illicit Arms Trafficking, HALT – Halting Arms and Lawbreaking Trade, PILLAR+ - Prevention and Illicit Arms Reduction in Bosnia and Herzegovina, and DIRC – Digitalization and Institutional and Regional Cooperation

Herzegovina to develop examples of good practices of coordination and cooperation in a multi-institutional setting. Additionally, proposed intervention shall include bi-lateral communication between forensic labs in Bosnia and Herzegovina and their counterparts in the region as a potential model and pathway for later formal exchanges of ballistics data within the Western Balkans and beyond. Furthermore, proposed intervention shall continue to address gender issues such as negative effects of illegal SALW particularly on women, young men, and communities while, at the same time, it will provide support to further development of enabling environment within relevant institutions towards meaningful engagement of women police officers in decision-making.

Proposed intervention has been developed through continued monitoring of ongoing initiatives and close coordination with the BiH SALW Coordination Board. It is fully aligned with the goals of the Small Arms and Light Weapons (SALW) Control Strategy in Bosnia and Herzegovina (BiH SALW Strategy)³ and the Roadmap.

Contribution to the Roadmap Goals:

In terms of its direct contribution to the implementation of the SALW Control Roadmap, the project activities shall contribute to the achievement of Goals 2, 3, 4 and 5 of the Roadmap, as follows:

- **Goal 2** (By 2030, ensure that arms control policies and practices in the Western Balkans are in place, evidence-based and intelligence-led) - The project will contribute to Goal 2 through its focus on supporting the implementation of the BiH SALW Control Strategy and commitments thereof. It will support the convening, coordinating and planning functions of the BiH SALW Coordination Board through facilitated meetings, and that the gender and age concerns are appropriately reflected in the Ministry of Security's work. Gender component will be further strengthened through the support to associations of women police officers to more strongly engage in SALW control matters, including by learning from good practice through peer-exchange. In addition, the project will support digital solutions that will enhance data collection on weapons, with a focus on those legally owned.
- **Goal 3** (By 2030, significantly reduce misuse, illicit manufacturing, illicit possession, and illicit flows of weapons, ammunition and explosives) – The project's contribution to this Goal is primarily seen through the support to improved procedures, equipment and training of targeted law enforcement and criminal justice entities to prevent and counter trafficking and misuse of weapons, ammunition and explosives (WAE). Adding to this, the project will work on improving inter-institutional cooperation at operational level and strengthening bilateral and regional cooperation to this end. Specialized equipment that the project will provide to law enforcement agencies is expected to enhance intelligence-led investigations in BiH. In addition, through the provision of specialized training and equipment for law enforcement agencies, as well via the support to joint inter-agency and cross-border operations, the project will contribute to deterring and countering of illicit arms flows. The project will support the ballistic laboratories in BiH through operational exchange with accredited laboratories in the region to advance respective procedures and practice in FAE-related investigations in line with international standards. It will also ensure the laboratories operate with modern equipment. Likewise, peer-exchange will also be supported for arson and explosive experts. Efforts will also be made to enhance education on SALW matters via training and education institutions, including through integrating knowledge products within institutionalized programs.
- **Goal 4** (By 2030, significantly reduce the supply, demand, illicit possession and misuse of arms, ammunition and explosives through the means of prevention) – The project will dedicate significant resources to mobilize civil society and communities in the efforts to advance achievement of Goal 4. The project entails a dedicated community outreach through civil society organizations and development of partnerships to strengthen advocacy, reinforce outreach, and reach messaging multipliers, as well as increasing awareness among the general or specified population, both women and men, of the dangers of the misuse, illicit possession, and trafficking of SALW.
- **Goal 5** (By 2030, substantially decrease the risk of proliferation and diversion through improved safety and security of the stockpiles and disposal of weapons, ammunition and explosives) – By developing a rulebook standardizing SALW destruction and a feasibility assessment for the sustainable solutions to surplus SALW destruction, the project will ensure that BiH authorities come closer to the achievement of Goal 5.

³ https://www.vijeceministara.gov.ba/akti/prijedlozi_zakona/default.aspx?id=35106&langTag=hr-HR

1. Project Background (situation analysis)

Country Context, Constitutional and Legal Setting

Following its application for EU membership in February 2016, Bosnia and Herzegovina (BiH) has been required to fulfil 14 key priorities set out in the Commission Opinion of May 2019 which covers democracy/functionality, the rule of law, fundamental rights, and public administration reform⁴. This is required for the Commission to recommend opening EU accession negotiations with Bosnia and Herzegovina. In June 2022 the European Council expressed its readiness to grant the status of candidate country while the leaders of the European Union unanimously decided to grant EU candidate status to Bosnia and Herzegovina on 15 December 2022.

The country is currently undergoing a severe political and an institutional crisis that can only further exacerbate problems in an already fragmented security system in BiH in terms of more effective combat against illegal SALW trafficking. Prolonged political crisis started in July 2021 have been marked with inter-ethnic grievances and divisions. Deep political polarization and disagreement among the main parties of the ruling coalition led to a standstill in the work of the democratic institutions and on reforms on the EU path.

Starting from 2021 and throughout parts of 2022 political parties based in the Republika Srpska (RS) entity blocked legislative and executive institutions at state level and adopted initiatives to unilaterally take over state competences at entity level, in breach of the constitutional and legal order and in clear defiance of BiH Constitutional Court rulings, most notably on the issue of state property. The same parties also obstructed the implementation of EU restrictive measures on Russia with which Bosnia and Herzegovina had formally aligned. Institutions started to return to functioning in later part of 2022, and some steps were taken afterwards to start addressing the backlog of reforms.⁵ Nevertheless, the political crisis again escalated in 2023 due to Republika Srpska entity authorities defying BiH Constitutional Court decision on the state property and going as far as to threaten with the secession from BiH and *de facto* break-up of the country and breaking up relationships with some Western countries while facing harsh reactions from some members of the international community because of such statements.⁶ Court proceedings against RS President Milorad Dodik in 2024 and 2025 further exacerbated political instability in the country while the dismissal of the Minister of Security from the Council of Ministers in January 2025 negatively affected already fragmented security sector as well. Finally, Republika Srpska National Assembly adopted laws in February 2025 outlawing the functioning of state-level institutions on the territory of this entity – SIPA, High Judicial and Prosecutorial Council, BiH Court and BiH Prosecutor's office. However, BiH Constitutional Court annulled the decisions of Republika Srpska National Assembly in May 2025.

In addition to political instability, stability and general progress of the country is also affected by corruption, high unemployment rates, and raising rate of brain drain. While the general elections were held in October 2022 and were followed by a rather swift establishment of the BiH Council of Ministers, negotiations on establishment of authorities in Federation of BiH entity had not been completed until the end of April 2023, while disputes over electoral reforms continue. Despite continued political turmoil in Bosnia and Herzegovina, it has been seen over the past years that project interventions in the area of illicit SALW control have been a rare - if not the only- positive example of cooperation both internally in Bosnia and Herzegovina and in the Western Balkans.

Overall security system as well as judiciary in Bosnia and Herzegovina continue to function in a fragmented setting very often without clear division of jurisdiction and responsibilities as well as without any form of

⁴ Bosnia and Herzegovina 2022 Report (<https://neighbourhood-enlargement.ec.europa.eu/system/files/2022-10/Bosnia%20and%20Herzegovina%20Report%202022.pdf>)

⁵ [Bosnia and Herzegovina Report 2022 \(europa.eu\)](https://europa.eu)

⁶ <https://n1info.ba/vijesti/delegacija-eu-u-bih-za-n1-dodikove-prijetnje-secesijom-su-nerealne/>, and <https://www.klix.ba/vijesti/bih/ambasada-sad-a-necemo-mirno-gledati-ako-dodik-bude-radio-na-potpirivanju-novog-sukoba-u-bih/230411152>

subordination between law enforcement agencies at the state, entity, or cantonal levels. State-level police agencies with full budgetary and operational independence function under the auspices of the Ministry of Security of Bosnia and Herzegovina which legally has only coordination role over the agencies. These agencies include the State Investigation and Protection Agency (SIPA), the Border Police, the Foreigners' Affairs Service (partial police competencies), and the Directorate for Police Bodies Coordination. Police agencies in the two entities (the Republika Srpska Ministry of Interior and the Federation Police Directorate), the Brcko District, and 10 cantonal interior ministries also exercise police powers and are fully independent from one another in their functioning. While civilian authorities maintain effective control of law enforcement agencies and security forces, a lack of clear division of jurisdiction and responsibilities between the country's 16 law enforcement agencies often result in occasional confusion and overlapping responsibilities.

In terms of SALW control, all activities within the country are coordinated through the Coordination Board for Small Arms and Light Weapons Control in Bosnia and Herzegovina (SALW Coordination Board) which has been, in its current composition, appointed by the Council of Ministers of Bosnia and Herzegovina on 17 March 2021.⁷ The SALW Coordination Board is composed of 18 members representing 12 institutions from the state and entity levels. As per the decision of the Council of Ministers of Bosnia and Herzegovina taken on 17 March 2021, the SALW Coordination Board has been established as an inter-institutional body in charge of planning, coordination, directing, and monitoring of the activities pertinent to implementation of the Strategy for Small Arms and Light Weapons Control in Bosnia and Herzegovina for the period 2021 – 2024. A new composition of the SALW Coordination Board has been proposed to the Council of Ministers for the subsequent period encompassing cantonal and Brcko District police bodies as well. On 22 July 2025, the CoM appointed a new SALW Coordination Board that encompasses cantonal police bodies as well as the Brcko District Police.

The legal framework regulating SALW is equally fragmented with total of 12 laws in the country (including 10 cantonal laws, one in Republika Srpska and one in District of Brcko) regulating acquiring, holding, and carrying of weapons and ammunition. While the process of aligning of the SALW legislation has been recognized as one of the goals of the Roadmap, to date only two cantons in Bosnia and Herzegovina aligned its relevant laws with the EU *Acquis* while remaining laws are yet to undergo this process. Namely, Una-Sana Canton has broadly – not fully – aligned its Law on Arms and Ammunition with the EU *Acquis*, while in 2025 Posavina Canton has adopted amendments to the Law on Arms and Ammunition that is now largely aligned with the relevant EU Directive 555/2021. Finally, Canton 10 Government adopted the draft Law on Arms and Ammunition which is in line with the EU *Acquis* and shall be considered for adoption by the Canton 10 Assembly in the upcoming period.

As per the 2022 European Commission Progress Report for Bosnia and Herzegovina, the country has been recognized for its active engagement in the implementation of the Roadmap. Nevertheless, the country should demonstrate progress on implementing the 2021-2024 strategy and action plan for control of small arms and light weapons (SALW). All weapons of the country's security forces are to be marked and registered into a single registry to ensure adequate traceability of small arms and light weapons in the country. The marking and registration of the 62,000 small arms and light weapons held by the Armed Forces of Bosnia and Herzegovina is now complete. Bosnia and Herzegovina is to develop post-manufacture marking and recordkeeping requirements for seized and confiscated weapons, and weapons earmarked for deactivation.⁸

Other assessments and recommendations from the 2022 EC Report for Bosnia and Herzegovina have also been relevant to the country's efforts toward SALW Control, especially those regarding capacities to tackle organized crime both from the law enforcement and judiciary standpoint. In terms of tackling illegal SALW, it is relevant to note the comment from the Report regarding absence of harmonized legal frameworks across the country which lead to systemic shortcomings in the operational cooperation of law

⁷ <http://propisi.ba/page/akt/xxoPnp3DXAw=>

⁸ Ibid

enforcement agencies, due to non-harmonized criminal legislation, weak institutional coordination, and a very limited exchange of intelligence. Furthermore, the Report establishes that criminal organizations operating in the country take advantage of legal and administrative loopholes.

In terms of the proposed intervention, activities pertinent to providing support to the institutions toward strengthening of cooperation between law enforcement and relevant prosecutors' offices, the Report recognizes this problem and sets clear recommendations in that regard: "Arrangements for practical cooperation between prosecutors' offices and the police are in place, but require structural improvements to guarantee more effective judicial follow-up, prevent procedural delays, and introduce good practices. Ineffective cooperation between police and prosecutors have hindered trials, including a corruption case involving a high-level politician. The quality of reports, the collection, analysis and sharing of data, and capacities of specialized joint teams should be improved. Further efforts should be made on communication, coordination and sharing of information."⁹

Consultation process with national stakeholders

UNDP and other international partners in Bosnia and Herzegovina have been continuously supporting the national authorities in the country in their endeavors to develop and strengthen capacities in controlling SALW especially through support to the SALW Coordination Board, by providing support and assistance in the implementation and enforcement of the relevant legislation, developing strategic documents and implementation of the Roadmap and national SALW Control Strategy. Furthermore, UNDP has been actively involved in their work through regular participation in coordination activities and has maintained regular contacts with all institutions and agencies participating in the work of the SALW Coordination Board. This cooperation has continued throughout the process of developing proposed intervention while proposed activities have been jointly defined and agreed with the SALW Coordination Board.

The proposed intervention seeks to build upon the accomplishments of previous project interventions implemented by UNDP Country Office in Bosnia and Herzegovina¹⁰ which mainly focused on building policy, institutional and operational frameworks and capacities taking rather conventional state-centric security programming. It seeks to balance the goal of strengthening state institutions and legal frameworks with the imperative of building a security and justice system that meets the needs of the population and gives them entry points for participation. The proposed intervention shall therefore focus on three interrelated areas: further development of local knowledge, peer-to-peer exchanges, and inter-agency learning; facilitation of dialogue between the state and civil society actors, and further implementation of outreach campaigns for the general population as well as inclusion of gender perspective.

UNDP in Bosnia and Herzegovina has started consultation process with the relevant institutions and agencies in February 2022 at which UNDP conducted an assessment including all relevant national stakeholders in the country. The assessment provided a comprehensive estimate of the current needs and trends in the area of SALW control in Bosnia and Herzegovina in order to identify interventions that would further strengthen arms control and management capabilities of project partners and beneficiaries. This assessment went beyond SALW control. It also defined main security sector challenges in BiH with a proposed set of measures for mitigating those challenges. This has been a participatory assessment which reflected feedback and suggestions from law enforcement agencies at all levels.

Apart from the issues pertinent to institutional capacities, one of the key observations of the assessment was the low level of awareness of law enforcement agencies at the cantonal level and their limited participation in identification of the needs and planning of project interventions within the field. Following the assessment, UNDP established continuous communication with all relevant institutions especially those at the local level which are not represented in the SALW Coordination Board (cantonal

⁹ [Bosnia and Herzegovina Report 2022 \(europa.eu\)](https://www.europa.eu)

¹⁰ CIAT, HALT, PILLAR+ and DIRC

ministries of interior which have direct legal responsibility for implementation of the relevant law on weapons). Consultations culminated with a formal request from the SALW Coordination Board to all national partners to submit overview of their needs for further implementation of the Roadmap and finally at the meeting of the SALW Coordination Board in February 2023, the needs of the institutions have been duly compiled. The proposed intervention is completely a reflection of the needs nominated by the national stakeholders. In addition and following 7 July 2025 decision of the Western Balkans SALW Control Roadmap Multi-Partner Trust Fund Steering Committee to allow cost-extension of project LEAD, UNDP BiH shared this information with LEAD Project Board as well as with BiH SALW Coordination Board Chair who informed all members of the BiH SALW Coordination Board of this decision as well. During the project revision in 2025, the new priority needs identified by the SALW Coordination Board were duly considered and addressed.

Proposed intervention, project rationale and Contribution to the Roadmap Goals and BiH National SALW Control Strategy

The proposed intervention will focus on three areas whereas each of the areas shall, through set of activities, address different goals of the Roadmap and BiH National SALW Control Strategy.

Under the **first area of intervention** regarding further **institutional capacity development**, operational police cooperation and cooperation between police and prosecutors, the proposed intervention shall focus on **Goals 2, 3, and 5 of the Roadmap** and Goals 1, 2 and 4 of the BiH National SALW Control Strategy. Support will be provided to standardizing and institutionalizing record-keeping and data collection on weapons as called for in the Roadmap Goal 2. This will encompass the development of a digital solution for police agencies in FBiH, including cantons, for maintaining records of legal weapons in FBiH and ensuring a unified approach and easier exchange of data among relevant police agencies. Provision of specialized equipment¹¹ and accompanying training will contribute to the achievement of Goal 3 of the Roadmap, which calls for significantly reducing the misuse, illicit manufacturing, illicit possession, and illicit flows of weapons, ammunition and explosives. This will also contribute to the achievement of the Goal 1.2.3 of the National SALW Control Strategy – “Procurement of appropriate equipment needed for the more efficient combatting of the illicit trafficking of arms (contraband detectors, endoscopes, various types of sensors, etc.) in line with the analysis”. Specifically, the project will aim to prevent and counter trafficking, misuse, illicit manufacturing, and possession of weapons, ammunition and explosives through improved procedures, equipment and training of targeted law enforcement and criminal justice entities. Contribution to Goals 3 will also be reflected through the efforts to improve inter-institutional cooperation at operational level and to strengthen the cross-border cooperation mechanisms and platforms to counter arms misuse and trafficking. The project will bring law enforcement entities from BiH with their peers in the neighboring countries and ensure productive exchanges and joint exercises to counter the illicit flows and illicit possessions.

Worth noting is that many of the BiH law enforcement agencies showed their commitment to SOPs on various aspects of SALW-control, developed in projects CIAT and HALT. Nearly 4,000 police and customs officers were trained on these. Furthermore, SOPs have been formally adopted by the BiH Border Police and BiH Customs, while other police agencies de facto incorporated SOPs in their everyday work. The proposal will further consolidate these operational achievements. Drawing from the previous work and a set of knowledge products developed, more specifically a set of standard operating procedures, the project will aim to institutionalize these and ensure a continuous capacity development of institutions and practitioners through relevant training centers. There are two entity academies based in Sarajevo and Banja Luka, and a police training center in Mostar that the project plans to cooperate with for this purpose. The difference between Sarajevo and Banja Luka academies on one side, and the Mostar training center on the other hand is the agencies they provide training for. While Mostar, as per its legal competences, focuses on training

¹¹ The needs for equipment have come directly from the agencies through the SALW Coordination Board while UNDP has conducted extensive consultations with UNDP SEESAC and UNODC to ensure complementarity of activities and absence of any duplication of efforts.

cadets for state level institutions, entity academies provide training for RS Police (Banja Luka) and Federation and cantonal law enforcement agencies (Sarajevo). Integration of SOPs developed within previous projects is needed for both levels of training at all three academies (the first level is for uniform officers starting at the rank of “Police Officer” and the second level for investigators starting at the level of “Junior Inspector”). The developed SOPs in a form of Guidelines will have to be applied by officers regardless of entry rank/level in his/her daily duties, and the planned intervention will ensure relevant knowledge is provided on a continuous basis through all three institutions. Additionally, the project takes into account that academies in Banja Luka and Sarajevo organize both basic and in-service training and as organizational units of RS Ministry of Interior and Federation Ministry of Interior their curricula and training plans are approved by relevant ministers.

Under this area of intervention, the project will contribute to Goal 5 dedicated to decreasing the risk of proliferation and diversion through improved safety and security of the stockpiles and disposal of weapons, ammunition and explosives. It will support the development of a feasibility assessment for sustainable solutions for destruction of surplus SALW. Over last nearly two decades, UNDP SEESAC has been actively supporting this activity in BiH through EU funding, in cooperation with UNDP BiH and BiH SALW Coordination Board. The aim is to come up with a sustainable solution across the fragmented security sector in BiH that would, apart from proposing concrete solution for destruction of surplus SALW, including identification of most appropriate methods and required equipment to do so, also standardize all procedures across all police agencies through the development of a rulebook.

Under the **second area of intervention**, the project will focus on **strengthening the strategic approach** to the SALW control which entails additional challenges considering fragmented legal and institutional setup in the country as well as the need for continued coordination between numerous institutions and agencies. In the previous interventions, various working groups have been established with the support of the UNDP implemented project while the feedback from the participants has always been affirmative. Additionally, such activities feed directly into project activities of the OSCE Mission in Bosnia and Herzegovina project “Addressing security and safety risks of illegal possession, misuse and trafficking of SALW and their ammunition in Bosnia and Herzegovina”¹² which includes activities pertinent to supporting inter-institutional dialogue and SALW Coordination Board outreach to local authorities and support to monitoring, evaluation and knowledge transfer by SALW Coordination Board on SALW outreach and awareness raising. While OSCE interventions focus mainly on raising awareness within relevant institutions on SALW control, proposed interventions shall build on these activities through promoting continued monitoring of existing tools and regulations and identification of areas for potential improvements such as development of additional standard operating procedures, inter-institutional memoranda of understanding, etc. Furthermore, proposed intervention shall, through set of activities, expand the work on SALW control from the State Prosecutor Office to prosecutor offices at entity and cantonal levels in terms of review of relevant legislation, current practices and cooperation with law enforcement agencies. In this respect, the project will contribute to Goal 2, as it will strive to strengthen planning, coordination and monitoring functions of SALW Coordination Board and ensure effective policies on arms control.

Finally, in **the third area of intervention**, the project will focus on **gender perspective pertinent to SALW** and on increasing **community engagement and the awareness raising capacities** through, among others, active involvement of civil society organizations. While the gender perspective has been partially addressed in some of the previous project interventions (through project HALT, PIILLAR and DIRC), empowering women in the security sector as well as in the Indirect Taxation Authority, including prevention of sexual and gender-based harassment, remains an unfinished matter which needs to enable a greater participation of women in tackling illegal SALW trade. The project will aim to fully integrate gender concerns in arms control policy and practice conducted by the Ministry of Security, as the institution entrusted with the broad coordination

¹² BiH, OSCE, combatting trafficking of SALW, ammunition and explosives, CA

function in security matters. Ministry of Security's newly established Coordination Board in charge of Implementation of BiH Gender Equality Law will be supported through its enrolment in the UNDP worldwide programme "Gender Equality Seal for Public Institutions" as well as organization of specialized workshops for members of this body on gender equality in the security sector focusing on SALW-related matters. As a part of a joint activity between UNDP Serbia and UNDP Bosnia and Herzegovina, a support to peer-exchange among associations of women police officers both in Serbia and Bosnia and Herzegovina will provide a ground for a greater involvement of BiH associations in the upcoming development of new BiH SALW Strategy. It will also enable a better international cooperation among associations promoting gender equality in male-dominated security sector through exchange of best practices and improvement of internal organizational structures of the associations and their respective mandates through meetings between these associations as well as a joint study trip of associations from Serbia and Bosnia and Herzegovina to sister association in one of the EU countries. Furthermore, civil society organizations in Bosnia and Herzegovina so far have not played any significant role in awareness raising among general population on dangers of illegal possession and use of SALW even though this has been one of the explicit goals of the SALW Control Strategy.¹³ Therefore, civil society organizations and non-governmental sector needs to be better capacitated to carry on awareness raising activities among general population on dangers and consequences of possession of illegal SALW and proper and responsible ownership of legal SALW. These efforts will ultimately contribute to the achievement of Goal 4 that is focused on significantly reducing the supply, demand, illicit possession and misuse of arms, ammunition and explosives through the means of prevention. The project will strive to strengthen public trust in security institutions and develop sustainable partnerships to strengthen advocacy and outreach. It will increase awareness and education among the general population on the danger of WAE and increase awareness to reduce the misuse of firearms in, among others, violence against women and girls, domestic violence and other forms of gender-based violence.

2. National Ownership

UNDP has been continuously supporting the national authorities in the country in their endeavors to develop and strengthen capacities in controlling SALW especially through support to the BiH SALW Coordination Board. It provided support and assistance in the implementation and enforcement of the relevant legislation as well as the strategic documents developed and adopted. The SALW Coordination Board encompasses representatives of all relevant institutions in BiH from the national, entity and local levels.

The BiH SALW Coordination Board is comprised of the representatives of the following ministries and agencies:

- Ministry of Security of BiH (MoS)
- Ministry of Foreign Affairs of BiH (MoFA)
- Ministry of Defense of BiH (MoD)
- Ministry of Foreign Trade and Economic Relations of BiH (MOFTER)
- Indirect Taxation Agency (ITA)
- State Investigation and Protection Agency – SIPA
- Border Police of Bosnia and Herzegovina (BP BiH)
- Directorate for Coordination of Police Bodies of BiH (DCPB)
- Republika Srpska Ministry of Interior (RS Mol)
- Federation Ministry of Interior – Federation Police Directorate (FPD)

¹³ https://www.vijeceministara.gov.ba/akti/prijedlozi_zakona/default.aspx?id=35106&langTag=hr-HR, pg.65 "Promote the SALW Control Strategy within the non-governmental sector and promote cooperation with the non-governmental sector and with civil society organizations"

- BiH Prosecutor Office
- Brcko District Police (BDP)
- 10 cantonal administrations of police within the ministries of interior

As one of the key supporters of the BiH SALW Coordination Board, UNDP, along with other international organizations, has been actively supporting its work by regularly participating in or facilitating the meetings of the Board as well as through providing regular status updates on the implementation of the projects implemented by UNDP.

Understanding that national ownership is crucial for the project' long-term sustainability and effectiveness, UNDP has ensured inclusion of national stakeholders in the project design. As previously mentioned, UNDP initiated this process in 2022 and continuously worked with all relevant national stakeholders in the project design phase, including relevant institutions at all levels and law enforcement agencies ensuring that the project is tailored to the specific needs and priorities of the country. This culminated in the official endorsement to the project, provided through the SALW Coordination Board.

UNDP recognizes the importance of the national coordination and leadership and has been implementing past and ongoing interventions under the overall leadership and guidelines of the SALW Coordination Board. The participating institutions, agencies and training academies will play a key role in ensuring the national ownership of the project.

By focusing on building capacities at the mid-level (operational level) of national institutions responsible for SALW control, including law enforcement agencies, judicial institutions, and customs authorities, whereby significant pool of trainers has been developed during the past and ongoing interventions, the project will continue implementation of proposed intervention in an inclusive manner allowing for peer-to-peer learning and exchanges rather than providing external expertise. This approach will allow not only institutionalization of project results in individual agencies but also inter-agency cooperation through organization of joint activities directly contributing to operational cooperation during investigations of SALW related crimes.

Finally, during implementation of the proposed intervention, UNDP will propose to the national partners implementation of sustainability planning from the outset, with a focus on ensuring that the project's outputs and outcomes are sustained beyond the project period. This will involve working with national institutions to develop sustainability plans and ensuring that the necessary structures and capacities are in place to continue SALW control efforts after the project has ended.

3. Project Objective and Theory of Change

The primary objective of Project LEAD is to enhance the capacity and engagement of relevant national institutions and civil society in Bosnia and Herzegovina, as well as strengthen inter-agency and cross-border collaboration to advance the implementation of the National SALW Control Strategy and the Roadmap.

The Project LEAD builds on past and ongoing interventions. It aims to achieve its objective through a series of targeted activities that will provide technical assistance and foster inter-agency and bi-lateral cross-border cooperation. An inclusive approach to civil society organizations will be ensured, with duly integrated gender and human rights perspectives. The expected result is a comprehensive strengthening of key stakeholders in the SALW control field, leading to increased ownership and sustainability.

Proposed intervention aims to strengthen the law enforcement agencies in Bosnia and Herzegovina through several activities, including provision of specialized detection equipment, enhancing ballistic capacities, digitizing SALW processes in FBiH, and providing foundation for sustainable solution on destruction of surplus SALW in the possession of police agencies. The project also entails provision of

specialized training for police agencies and prosecutors' offices and organizing joint exercises among law enforcement agencies with active participation and support from relevant prosecutors' offices at all levels in Bosnia and Herzegovina. It further envisages cross-border exercises and collaboration involving police and customs authorities along with prosecutor's offices from neighboring countries. Additionally, the project seeks to ensure continuity of cooperation on strategic and operational levels among relevant ministries and agencies which should result in improved understanding of each agency's/ministry's role in SALW-related issues (e.g. an updated Memorandum of Understanding and/or joint Standard Operating Procedures between the Indirect Taxation Authority of BiH (BiH Customs) and the Border Police). Gender mainstreaming in SALW control will be further promoted through a series of workshops on gender equality for BiH Ministry of Security's Coordination Board for Implementation of BiH Law on Gender Equality and other activities targeting the negative impact of both legal and illegal SALW on women, young men, children, and families. The project will also engage civil society organizations (CSOs) and associations of women police officials in BiH to raise awareness of general population or local communities on the dangers of illegal possession of SALW and the misuse of legal SALW, ensuring reach to all segments of society. Through the cooperation with the associations of women police officials, the project will also support stronger women's engagement in SALW control matters, and in better incorporating gender-based concerns into SALW control policies and practice.

Expected Results

Outcome 1: Enhanced security in Bosnia and Herzegovina and the Western Balkans Region through comprehensive capacity-enhancement, cooperation and gender mainstreaming within relevant institutions involved in the SALW control field.

Result/Output 1.1: Enhanced operational capacities of law enforcement agencies to better control SALW and fight SALW misuse and trafficking through targeted assistance to 14 police agencies, BiH Customs and prosecutors' offices.

Activity 1.1.1 – Provision of specialized equipment for police agencies in line with the needs identified through the BiH SALW Coordination Board

Previous and ongoing interventions have provided vital support to law enforcement agencies in Bosnia and Herzegovina through the provision of specialized equipment and materials. These efforts have led to enhanced operational capacities and raised awareness among law enforcement officers and investigators about the importance of addressing the threats posed by illegal SALW. To ensure the effectiveness of the equipment provided, UNDP has maintained regular communication with end-users, particularly those with large numbers of officers and areas of responsibility, such as the Republika Srpska Ministry of Interior, Sarajevo, Zenica, and Tuzla cantonal law enforcement agencies. This communication has shown that the quality of provided equipment is satisfactory, the training for equipment use is sufficient, and that the equipment has become a routine part of their day-to-day activities.

Lessons learned from previous interventions have highlighted some challenges in properly identifying all needs and factoring in key criteria during planning and development. However, the strengthening and maturing of the BiH SALW Coordination Board during the previous period has resulted in improved coordination and communication among institutions towards SALW control initiatives, which has led to a better understanding of both needs and opportunities for institutional improvement within the security sector. This has been clearly illustrated through provision of an extensive list of the needs of all agencies and institutions which has been shared with all implementors at the BiH SALW Coordination Board meeting held in February 2023. In developing the project, careful consideration was given to the findings of the Regional Needs Assessment of Criminal Police conducted by UNDP SEESAC and the needs identified by UNODC through their relevant assessments. Furthermore, UNDP Bosnia and Herzegovina meticulously streamlined the requests and cross-checked them with equipment donated under previous projects, including CIAT and HALT. Through this activity, the Project aims to address the remaining needs and

procure specialized equipment identified in consultation with partner police agencies while keeping BiH SALW Coordination Board duly informed. Despite previous interventions, many agencies still lack sufficient quality and quantity of equipment, particularly at the cantonal and entity level. To ensure complementarity and maximize the impact of available funding, UNDP has also consulted with UNODC and UNDP SEESAC during the development of this intervention. The Project will procure specialized police detection equipment, including contraband detectors, CSI kits, explosives and narcotics kits, and more. Up to 40 CSI kits and 26 contraband detectors/density meters shall be purchased for 14 police agencies, while one additional contraband detector/density meter shall be procured for the needs of the FBiH Police Academy which will complement procurement of this equipment for 11 police agencies in FBiH. This will enable police cadets from FBiH to have an opportunity to use this equipment before becoming police officials thus preparing them for future SALW-related investigations. In addition, up to 10 explosives and narcotics kits shall be procured for the needs of ITA, in line with their requests and available funds.

This activity will contribute to the implementation of Goal 3 of the Roadmap by improving processes, equipment, and training for targeted law enforcement agencies. Additionally, this activity should lead to increased number of seized firearms, ammunition, and explosives, as there are still inadequate detection capacities within law enforcement agencies. The Project will also provide necessary training on the use of the equipment as required.

Timeframe: Identification of a final list of equipment to be procured shall be done in close coordination with partner law enforcement agencies in 2024 and 2025, while the procurement process shall be conducted in 2024 and in 2025 aiming to complete procurement of all equipment by the end of Q3 2026.

Activity 1.1.2 – Support to ballistic laboratories in the Federation of BiH and Republika Srpska and operational cooperation with accredited ballistic laboratories from regional countries

Sub-activity 1.1.2.1 – Support to operational cooperation between ballistics laboratories from BiH, Serbia and North Macedonia

Cooperation between ballistic laboratories from Bosnia and Herzegovina, including entity ballistics laboratories (Federation of Bosnia and Herzegovina and Republika Srpska) with the ballistic laboratory from Serbia and North Macedonia shall be enhanced aiming to share knowledge, best practices and information in this field. Sharing information and knowledge is essential for developing forensics, among others, for ballistic examinations. In addition to the strategic level, which SEESAC already supports through various initiatives, such cooperation is needed on the operational level between the ballistic experts and other staff who work daily on real cases, especially when it includes a cross-border component. UNDP Serbia has had a longstanding cooperation and provided support to Serbian ballistic experts as they strived to develop and accredit relevant ballistic methods. Likewise in North Macedonia, where UNDP North Macedonia provides support to respective Forensic Department to upgrade their ballistic work and examinations in line with international standards. It has been recognized across the jurisdictions that information sharing and meetings in the ballistic area on the operational level could support the experts to learn from good practice and bring more efficient and effective results in the police work and cases which are under implementation and daily work.

This activity aims to facilitate such peer exchange through joint meetings. In cooperation with the UNDP Serbia, the project will support up to three meetings among experts from BiH and Serbia where four ballistic experts from each jurisdiction come together in different ballistic laboratories. BiH, particularly the Federation Police Directorate, already has a laboratory in Sarajevo with appropriate accreditations for dactyloscopy and ballistics examination. The proposed mutual meetings could offer an opportunity to extend accreditation scopes and promote knowledge sharing among the participating laboratories. The first meeting gathering ballistic experts from BiH and Serbia is planned to be organized in Belgrade in Q1 2024. The remaining two meetings are planned to take place in Bosnia and Herzegovina in Q3 2024 in Sarajevo and Banja Luka respectively.

By exchanging information among these laboratories, the laboratories can adopt a similar model for equipping their own facilities. Additionally, Serbian ballistic experts can benefit from observing the expertise of their BiH colleagues and implementing it in their daily work, incorporating know-how and best practices from the accredited lab in Sarajevo. The project will strive to have a gender balanced participation in these exchanges, as feasible.

Moving forward, this operational exchange will expand to include ballistic examiners and experts from North Macedonia, alongside those from BiH and Serbia, and will entail organization of one meeting hosted by ballistic experts in North Macedonia in Q1 2026. This is with due consideration that the ballistic laboratory in Skopje, North Macedonia, also holds accreditation. Joint meetings gathering ballistic experts from the three countries will follow, planned to take place in Serbia in the course of 2026, as feasible.

Through this initiative, experts from BiH will have the opportunity to learn from the expertise demonstrated by their colleagues in Serbia and North Macedonia and integrate best practices into their own forensic work. With laboratories in BiH (Federation Police Directorate), North Macedonia, and Serbia now accredited using similar forensic methods and equipment, continued cooperation will foster harmonized practices and mutual benefits. Joint activities such as operational exchanges through field visits and meetings will further enhance the capacity of experts, particularly in comparative ballistic analysis.

This provides a strong foundation for peer-to-peer cooperation, where mutual meetings could support the expansion of accreditation scopes and facilitate experience-sharing among ballistic experts in the region. This collaboration may also encourage institutional partnerships, sustained cooperation among jurisdictions, and deeper engagement with international bodies such as ENFSI working groups, where regional ballistic examiners already participate on an annual basis.

The results and expected effects of this activity will be presented at regional experts' forums established by UNDP SEESAC, such as the South East Europe Firearms Experts Network (SEEFEN). These forums exemplify good cross-border cooperation and the exchange of best practices. Moreover, they ensure the efforts are not duplicated and that the impact of project interventions is maximized.

This Sub-activity will contribute to the achievement of Goal 2 of the Roadmap, whereby the peer-exchanges aim to strengthen the collection of criminal justice data, and to Goal 3 of the Roadmap, whereby the efforts ultimately aim at preventing and countering trafficking and misuse of WAE through improved procedures, equipment and training of targeted law enforcement and criminal justice entities.

The sub-activity will be coordinated and jointly implemented by UNDP offices in BiH, Serbia and North Macedonia, including cost-sharing.

Sub-activity 1.1.2.2 – Provision of specialized ballistic equipment for ballistic laboratories in Bosnia and Herzegovina

There are currently three ballistic laboratories in BiH, two with long-standing tradition in entities of the Federation of Bosnia and Herzegovina and Republika Srpska while the third laboratory has been established within the Agency for Forensic Examinations at the national level which currently lacks primarily trained staff as well as specialized equipment to conduct ballistics examinations. During the previous project interventions, UNDP in BiH provided very limited support to two entity forensic laboratories, mostly in terms of fostering cooperation between Border Police, State Prosecutor's Office and forensic laboratories. Ballistics examiners from these two entity laboratories also participated in the development of the SALW Identification Tool which has been developed and provided to the law enforcement agencies throughout the country within the projects Countering Illicit Arms Trafficking and Digitalization and Institutional and Regional Cooperation, funded through the Funding Windows and MPTF. Working with the laboratories, it has been concluded that most of the specialized equipment has been outdated emphasizing the need for procurement of comparative microscopes, OCF lockers, gunsmith tables, etc. Within this activity, the project will procure the necessary specialized equipment,

including comparative microscope, while taking into consideration procurements executed by other implementers, including UNDP SEESAC, that have procured and delivered such equipment to some of the ballistic laboratories in BiH. The final list of equipment to be procured will be established in coordination with the laboratories, BiH SALW Coordination Board and other implementers, including UNDP SEESAC, to avoid any duplication of efforts. While establishing the specific needs, the project team will also use assessments conducted by the UNDP Serbia during their past project interventions supporting ballistics laboratories in Serbia to inform decision-making.

This sub-activity will contribute to the improvement and standardization of procedures and practices in the area of arms control and FAE investigations in BiH, thus contributing to the achievement of Goal 3 of the Roadmap. In addition, the sub-activity will directly contribute to implementation of BiH SALW Strategy's Goal 2 aimed at strengthening the forensic capacities in BiH and ensure training for staff on the use of equipment.

Timeframe: Throughout 2024 and 2025, the project team will identify all of the equipment to be procured for the entity laboratories. Part of the equipment is planned to be procured and delivered to the laboratories by the end of 2025, while additionally procured equipment is planned to be delivered by the end of 2026.

Activity 1.1.3 – Cross-border operational collaboration among the arson-explosion-accident (AEA) experts

The overall support provided by multiple implementers, including UNDP SEESAC, UNDP country offices, OSCE, and UNODC, aims at capacity building, equipping, and exchanging best practices within national institutions in the Western Balkans. These efforts are primarily channeled through experts' forums, such as SEEFEN, facilitating effective cooperation and knowledge sharing. Apart from support to the ballistics experts' exchanges at the operational level, it is essential to foster collaboration between arson-explosion-accident (AEA) experts and other staff involved in real cases, especially those with cross-border elements. Drawing from years of experience with AEA experts, it has become evident that enhanced information sharing and meetings within this specific area can significantly improve the efficiency and effectiveness of police work and ongoing cases. This activity proposes bringing together four AEA experts annually from each jurisdiction in BiH (2 from FBiH and two from RS) and Serbia (totaling 8 experts in two meetings) to engage in productive discussions at different explosive investigation units. The project will strive to have a gender balanced participation in these exchanges, as feasible. These mutual meetings offer an opportunity to extend accreditation scopes and share valuable experiences throughout the process. Furthermore, the activity allows for mutual learning and adoption of successful practices. Based on lessons learned and post-blast trainings in Serbian projects, Bosnia and Herzegovina can utilize a similar training model, while Serbian colleagues can benefit from best practices observed in projects implemented through Funding Windows in BiH, enhancing their knowledge and skills. The results of this activity will be presented at a regional meeting organized for Roadmap stakeholders, in coordination with SEESAC and donors, ensuring a cohesive approach and preventing overlapping of regional activities.

The Activity will be coordinated and jointly implemented by UNDP offices in BiH and Serbia, including cost-sharing.

Activity 1.1.4 – Enhancing digital capacities and resources of the Law Enforcement Agencies

In addition to providing support to national stakeholders in terms of equipment, training, and internal and bilateral cooperation, past and ongoing interventions have included developing and implementing digital tools such as the Database of Transport Licenses for the Ministry of Security of BiH and the SALW Identification Tool for Border Police. One of the key activities of the past UNDP intervention through Digitalization and Institutional and Regional Cooperation Project has been to assess the institutional capacities of all law enforcement agencies to identify their specific digitalization needs arising from the

relevant legislation regulating SALW. The assessment included 10 cantonal law enforcement agencies, Brčko District Police, and Republika Srpska Ministry of Interior responsible for keeping records on legally issued firearms licenses in line with relevant legislation in BiH as well as Federation Police Directorate.

The assessment conducted evaluated the current state of IT capacities for maintaining electronic databases related to SALW, including record-keeping methods and associated data. It also identified the technical requirements of institutions regarding IT/software solutions, aiming to create or improve systems in line with relevant laws. Initial findings revealed that the Republika Srpska Ministry of Interior has internal digital capacities with software and records that largely meet the needs for implementing the Law on the Acquisition, Possession, and Carrying of Arms and Ammunition. However, other police agencies, particularly in the Federation of BiH, indicated modest and insufficient IT capacities for maintaining electronic databases including those on legal SALW.

While law enforcement agencies possess some electronic records pertaining to the implementation of the law on the acquisition, possession, and carrying of weapons and ammunition, there is a need for further improvement. Notably, records of confiscated weapons are only kept in hard copies/paper format and lack electronic versions.

The recommendations from the assessment conducted by the UNDP in BiH are as follows:

1. Improve the software functionality of the common electronic records of the cantonal ministries of interior concerning the enforcement of the law on the acquisition, possession, and carrying of weapons and ammunition.
2. Establish electronic records and related applications for legally issued weapons as well as confiscated weapons and ammunition in the relevant law enforcement agencies (LEAs) in Bosnia and Herzegovina, including items confiscated through various procedures.
3. Create separate electronic records for intelligence data on weapons and ammunition in the relevant LEAs in Bosnia and Herzegovina.
4. Enhance the data exchange system from electronic records of police bodies and prosecutor's offices by incorporating new electronic records on weapons and ammunition.
5. Improve hardware capacities of the relevant LEAs by procuring necessary IT equipment for data backup and enhancing existing technical capacities at locations for data entry on weapons.

Therefore, the aim of this activity is to further develop digital tools and software based on the identified needs, with a focus on standardization to facilitate easier information exchange and reporting. The proposed standardization would also establish a foundation for digital connectivity and exchanges between agencies if such a decision is reached at the political level in the future. The focus will be on implementing the assessment recommendations, taking into account the available funding resources and in collaboration with other international partners that support the digital tools development, such as the OSCE, thus achieving complementarity and higher impact. To the extent possible, this activity will ensure that any future data collection provides sex-disaggregated data when applicable. The focus of this activity will be on the development of a digital solution in police agencies in FBiH, including cantons, for maintaining digital records of legal weapons in FBiH that will ensure unified approach and easier exchange of data among relevant police agencies. As such, the activity will contribute to the achievement of Goal 2 of the Roadmap.

Timeframe: By the end of Q4 2024, an expert from UNDP BiH will prepare a tender documentation for engagement of an appropriate IT company that will, in close coordination and cooperation with representatives from police agencies, work on the development of a new software to be subsequently installed in police agencies. Procurement, testing phase and instalment of the software is expected to be completed by the end of Q4 2026.

Activity 1.1.5 – Strengthening cooperation between Prosecutors and Law Enforcement Agencies through joint exercises

UNDP BiH has developed structured form of information exchange and training between the law enforcement agencies and prosecutors' offices as part of its previously implemented CIAT and HALT Projects. The need for continuation of such training has been identified and requested by the national institutions based on formal feedback from the participating institutions and evaluations by the participants. The activity is being implemented in complementary efforts with the support provided by UNODC. UNDP's focus in this activity is on the application of SALW Detection SOPs developed during previous project interventions.

The project will continue to organize joint exercises among law enforcement agencies and prosecutors to improve operational cooperation and coordination in preventing illegal small arms and light weapons trafficking. These exercises will test the standard operating procedures adopted and utilized under previous project interventions, test capabilities of all law enforcement agencies in BiH and demonstrate the use of donated equipment and coordination of information among agencies. Participants will include young professionals and inspectors, both women and men, from law enforcement agencies and customs officers who potentially face illegal SALW trade, as well as representatives of cantonal prosecutor's offices and RS regional prosecutor's offices. With due consideration that women officials from respective institutions participated in these types of joint exercises in low numbers, the project will continue to encourage nomination of women police and customs officials in the upcoming exercises. The support will also include organization of joint cross-border exercises among police and customs agencies in BiH with police and customs agencies from Serbia and Montenegro, with prosecutors from all countries present. These exercises will facilitate peer-to-peer exchange of information and best practices with a particular focus on procedures conducted at joint border crossings between BiH and Serbia and BiH and Montenegro. In addition, the project team plans to develop a document (possibly SOP) that would be utilized by BiH and Montenegrin border police and customs authorities in line with existing international agreements on joint border crossings between these two countries, in close coordination and cooperation between BiH and Montenegrin border police and customs authorities as well as respective prosecutor's offices from two countries.

This activity will contribute to the implementation of the Goal 3 of the Roadmap through improved processes, utilization of already procured specialized equipment, and training for targeted law enforcement units. This will be coupled with improved inter-institutional cooperation at operational level and strengthened existing bilateral, regional, and international mechanisms to counter trafficking of firearms. Additionally, this activity will directly contribute to sustainability of the project results as described in the section 4 of this proposal.

Timeframe: Up to four (4) joint exercises involving law enforcement agencies from BiH shall be organized starting with two (2) exercises in 2024 and another two (2) exercises in 2025. Up to six (6) international joint exercises shall take place of which up to four (4) with Montenegro and two (2) with Serbia. Two (2) exercises are to take place in 2024, one (1) exercise in 2025 and three (3) exercises in 2026.

Activity 1.1.6 – Knowledge transfer and integration of knowledge products into relevant training and educational institutions

The project aims to institutionalize the knowledge and achievements from previous interventions by involving relevant training and educational institutions. Specifically, the project will collaborate with police academies to integrate a condensed version of developed standard operating procedures (SOPs) in a form of the Guidelines and knowledge on the use of donated equipment into their basic training programs.

The project team will initiate activities with entity ministries of interior and the Ministry of Security to roll out the plan of integration of the Guidelines into training modules at all three police training institutions. This approach aims to ensure the sustainability and continuity of the project's interventions.

The project will also provide appropriate knowledge transfer from the pool of experts developed within past interventions to trainers/educators at the academies on a need basis through organizing train-the-trainer sessions and joint exercises that include relevant staff of these education institutions.

Timeframe: During Q1 2024 the Project will organize review of all knowledge products developed within UNDP projects, preparing translation to local languages and adopting to the needs of specific education institutions in the form of the Guidelines. During Q1 and Q2 2024, the project will organize meetings including representatives of three police academies and trainers from law enforcement agencies with the aim to review the work and identify the areas of interest for education purposes. During 2024, the project will organize planned meetings as per the calendar that will be agreed with representatives of the participating agencies and institutions. The Guidelines are expected to be ready for distribution to relevant training institutions by the end of Q4 2025.

Activity 1.1.7 – Support to the law enforcement agencies and prosecutor's offices in improving operational cooperation and quality of SALW related investigation.

Mindful of the complementary support provided by SEESAC and UNODC to the BiH prosecutor's office, the project will offer specialized technical support that focusses on improving operational cooperation between prosecutors and law enforcement agencies, ensuring quality and integrity of SALW-related investigations. Based on explicit request from the State Prosecutor's Office and law enforcement agencies, the activity will aim to produce a knowledge product in a form of SALW Investigation Guidebook outlining investigative techniques, report writing, collection of evidence and overall cooperation during investigations between investigators and prosecutors. To this end, and given the underrepresentation of women, the project will actively seek to ensure balanced participation of women and men in capacity building activities to the extent possible.

The activity will contribute to the achievement of Goal 3 of the Roadmap, by providing support to improved procedures and training to law enforcement entities to counter trafficking and misuse of SALW.

Timeframe: The activity will be launched in Q4 2024, and the meetings between BiH Prosecutor's Office representatives and police investigators from all relevant police agencies in BiH will be rolled out in 2025. The development of the knowledge product is expected to be completed by the end of Q3 2026.

Activity 1.1.8 – Development of a rulebook for standardized SALW destruction and a feasibility assessment for the sustainable solutions to surplus SALW destruction.

This activity will focus on supporting the development and adoption of rulebooks for standardized SALW destruction procedures and a feasibility assessment for the sustainable solutions to address surplus SALW destruction. The project team will gather experienced personnel from up to 14 different law enforcement agencies and establish a working group with an aim to produce sustainable procedures on SALW destruction that will be applied by all respective police agencies well beyond project tenure. In addition, a feasibility assessment shall be produced to address sustainable solutions to surplus SALW destruction in an environmentally benign manner. This assessment will include appropriate SALW destruction methods for police agencies in BiH, equipment determined as necessary for such activity, etc. The overall efforts will contribute to the achievement of Goal 5 of the Roadmap.

Timeframe: Realization of this activity is planned throughout 2026.

Result/Output 1.2: Strengthened strategic exchange and cooperation between state level agencies, prosecutor's offices and relevant ministries to better fight illicit SALW trafficking.

Activity 1.2.1 – Enhancing cooperation and communication among national stakeholders to advance key strategic documents and policies.

This activity aims to promote communication and policy coordination among relevant national stakeholders enhancing strategic approach and contributing to implementation of the key strategic documents. The current security system in BiH is fragmented, and coordination mechanisms are often ad hoc, relying on personal relationships between officers. Peer-to-peer and in-person exchange and cooperation proved to be irreplaceable method of cooperation on SALW issues among partner agencies, which in BiH bears even more importance given fragile political situation, complex legal framework and fragmented security sector within which law enforcement agencies operate. This activity builds upon the achievements of previous projects and aims to further enhance cooperation among relevant institutions responsible for preventing illegal SALW trade, including the State Investigation and Protection Agency, Border Police, and Indirect Taxation Authority, as well as relevant ministries dealing with legal SALW trade.

UNDP will facilitate several strategic and operational meetings including these institutions. These will focus on developing new or amending existing memoranda of understanding and/or standard operating procedures. One concrete example may be improvement of existing MoU between the BiH Customs and Border Police, which was identified by respective focal points as one of the issues to be resolved in the coming period. The goal is to clarify legal and operational issues existing between the institutions and to harmonize their field operations to more efficiently prevent, detect, and prosecute illicit SALW trafficking. The activity will also identify gaps and discrepancies in laws and internal regulations and propose ways to correct those inconsistencies. The concrete outcomes of these activities will be reported to the institutions' management and submitted for approval or endorsement as appropriate. Furthermore, the project has foreseen continuous support to stakeholders in terms of organization of strategic level meetings gathering representatives of or heads of key agencies and institutions in BiH dealing with SALW control. The support will include meetings of SALW Coordination Board, to facilitate its functioning as a convening authority on SALW control and Roadmap implementation. The project will also consider support to the meetings of directors and police commissioners in FBiH, and other fora as required and appropriately justified.

By strengthening the planning, coordination and monitoring functions of SALW Coordination Board or other relevant entities through facilitated meetings, the project aims to support effective policies on arms control and thus contribute to Goal 2. In addition, by improving inter-institutional cooperation and national, and consequently regional and international mechanisms to counter misuse and trafficking of SALW, this activity contributes to the implementation of Goal 3 of the Roadmap.

Timeframe: This activity includes organization of up to four meetings in the period 2024-2026 and may include support in organization of regular meetings of the SALW Coordination Board, coordination meetings of cantonal police commissioners and Federation Police Director or other strategic meetings in the country which will contribute to promotion and implementation of the SALW related policy implementation.

Activity 1.2.2 – Strengthening the exchange and transfer of good practices in prosecuting illicit SALW trafficking

To enhance the effectiveness of prosecuting illicit SALW trafficking in BiH, this activity will focus on supporting strategic exchange among the BiH Prosecutor's Office and other relevant prosecutors' offices in BiH – entity, cantonal and Brcko District BiH. These exchanges will include review of established practices to ensure uniformity in the day-to-day investigative work of police officials across the country in order to facilitate easier preparation and raising of indictments by prosecutors from different jurisdictions. The activity will be complementary to the support and exchange platforms provided by UNODC and SEESAC on enhancing criminal justice response to illicit arms trafficking.

To achieve this, meetings gathering prosecutors from entire BiH will be organized across the country. The exchanges among the prosecutors will result in findings and recommendations that will feed into a draft Guidebook for police. The draft Guidebook will be subsequently shared with representatives of all police agencies through Activity 1.1.7 in order to finalize it and distribute it to all police agencies at the end of the project with an aim to increase and streamline the knowledge of police officers working on SALW-related crimes.

This activity will contribute to the implementation of Goal 3 of the Roadmap by improving inter-institutional cooperation and ultimately contributing to improved procedures of targeted law enforcement entities to counter trafficking and misuse of SALW. It will address the low numbers of prosecutions, indictments, and sentencing of misuse and trafficking of firearms and explosives.

Timeframe: In Q1-Q2 2024, the Project will foster organization of two meetings in Republika Srpska which will include regional prosecutors and representatives of the State Prosecutors' Office. In Q2 and Q3 2024, the Project will foster organization of three meetings in the Federation of Bosnia and Herzegovina including cantonal prosecutor's offices.

Result/Output 1.3 Raised awareness, community engagement, and gender responsive policy making and governance on SALW-related misuse, violence and crime

Activity 1.3.1 – Supporting BiH Ministry of Security to better mainstream gender equality into its work

The aim of the activity is to support the Ministry of Security, as the primary coordinator of the SALW Control Strategy, in its efforts to place an emphasis on supporting the advancement of women police officers within police agencies and greater engagement of women officers on decision-making regarding FAE-related crime and misuse. The activity recognizes the importance of gender equality and the empowerment of women in law enforcement, as well as the need for the MoS to effectively implement gender mainstreaming principles in their work by supporting strengthening of the institutional mechanisms which will result in an increased participation of women in those areas where they are traditionally under-represented, such as SALW Control. The Ministry of Security (MoS) has within its structure a Coordination Board that is responsible for the implementation of the BiH Law on Gender Equality in the MoS. Established in 2020, during the onset of the COVID-19 pandemic, its primary objective is to develop mechanisms and instruments for mainstreaming gender equality in the MoS, but also in security sector in general. As a relatively new entity, the Coordination Board is still in its early stages of functioning. This activity will complement the support previously provided to two associations of women police officers, which do not possess the same formal institutionalization as the coordination body. Offering assistance to the Coordination Board aims at enhancing its capacities, visibility and significance of its activities, ultimately increasing its importance and paving the way for the institutional sustainability of the project's results even after its completion.

The activity will take into account the specific challenges faced by women in relation to the use and proliferation of firearms. The activity will therefore seek to promote the participation and leadership of women in the law enforcement sector, with a view to ensuring that they are adequately represented and equipped to effectively address issues related to SALW.

To achieve its objectives, the activity will involve the provision of technical assistance and capacity building to the MoS Coordination Board responsible for implementing the Law on Gender Equality, gender focal points within state-level law enforcement agencies as well as to foster involvement and active participation of the BiH Gender Equality Agency. This will include support for the development of policies, procedures and guidelines that promote gender equality and the advancement of women within the police force. Specifically, it will include Coordination Board's enrolment in UNDP's Gender Equality Seal for Public Institutions programme (GES), designed to create a new generation of public policies and decision-makers aimed at reducing discriminatory norms, enhancing skills and capacities of public

institutions to deliver gender-responsive public policies and services. This intensive program entails several demanding phases culminating in the award of one of the medals – bronze, silver or gold – ultimately enabling the Ministry of Security to be (one of) the first public security institution/s globally to be awarded with the Gender Equality Seal.

The activity will also include organization of gender equality workshops for the needs of this Coordination Board and advocacy efforts aimed at promoting the importance of gender equality and the role of women in law enforcement. This will involve engaging with a wide range of stakeholders and decision-makers in the security sector and beyond, including civil society organizations, BiH Agency for Gender Equality and other relevant organizations and associations to build support for gender equality, prevention of sex and gender-based harassment, and to promote the empowerment of women in the law enforcement sector through *inter alia* “he for she” approach.

Through the outlined efforts in the Activity 1.3.1, the project will contribute to Goal 2 of the Roadmap, by integrating gender concerns in arms control policies and prioritizing meaningful participation of women in policymaking through the MoS.

Timeframe: In Q2 2025, the Project will convene the first meeting of the coordination body to discuss their past efforts and develop clear vision of the future activities that may be supported through the project, including GES initiative. In Q3 2025, the project will support organization of a workshop with inclusion of relevant stakeholders regarding GES while remaining workshops will be organized in 2025 and 2026 depending on the dynamics of the process, in close cooperation with UNDP GES Global Team. Workshops aimed at further capacity building of the Coordination Board in the field of gender equality with a focus on SALW shall be organized in Q4 2025 and throughout 2026 while relying on lessons learned from workshops organized for the BiH Customs in projects HALT and DIRC.

Activity 1.3.2 – Joining Forces for a Safer Country: Strengthening the Role of Civil Society in Awareness Raising and Outreach Efforts

Experience with implementing projects addressing SALW in BiH has shown that civil society organizations (CSOs) have had limited involvement in this field, often carrying out individual interventions without systemic cooperation with relevant authorities. The aim of this activity is to foster the inclusion of CSOs and build partnerships with relevant government institutions to jointly tackle the issue of illegal SALW possession, responsible ownership, and the negative effects of SALW on groups at risk such as youth, women, and children. Furthermore, supported CSOs will be equipped to conduct extensive analysis on social phenomena such as femicide, suicides, and overall increasing violence.

Strengthening cooperation with CSOs is a crucial objective outlined in the national SALW Control Strategy and its Action Plan, specifically highlighted in Activity 4.1.3. This activity aims to promote the Small Arms and Light Weapons Control Strategy within the non-governmental sector and foster collaboration with CSOs. CSOs play a vital role in complementing governmental efforts in combating the illicit spread of small arms and light weapons and promoting responsible ownership of legal SALW. By leveraging their expertise and grassroots presence, CSOs can significantly contribute to raising awareness about the negative impacts of illegal SALW and the importance of responsible ownership of legal firearms. Through their outreach efforts, they can engage communities, advocate for policy changes, and foster a culture of responsible firearm use. Additionally, CSOs can provide valuable insights and perspectives from the civil society level, ensuring that the Roadmap addresses the real needs and concerns of the communities affected by SALW proliferation. Their participation in awareness-raising activities, advocacy campaigns, and policy discussions can enhance the Roadmap's effectiveness and sustainability. Ultimately, by strengthening cooperation with CSOs, the project will foster a multi-stakeholder approach that maximizes the Roadmap's effectiveness in curbing illicit SALW proliferation and promoting responsible firearm ownership.

By providing financial support to organizations with the necessary capacity to implement meaningful projects, this activity will improve the environment for civil society in BiH, as recommended in the latest EU report on the country. The selected CSO projects will focus on specific target groups that have the potential to amplify the impact of the initiatives, such as journalists, organizations advocating gender equality, youth and young CSO activists, social sciences students and young professionals, young political party activists or leaders, and where possible, local community-level actors that can make a specific impact in their own localities. This approach will lay the groundwork for longer-term impact on broader segments of society. The project will prioritize the engagement of young women and men in program interventions to enhance inclusive, sustainable solutions on the ground.

This activity will contribute to the implementation of Goal 4 of the Roadmap by developing sustainable partnerships to strengthen advocacy, reinforce outreach, and reach messaging multipliers, as well as increasing awareness among the general population and targeted communities, both women and men, of the dangers of the SALW enabled misuse and violence, including in the context of gender-based violence.

Selection criteria

The following **types of activities** will be eligible for sub-granting:

- Activities related to the collection and analysis of data, including baseline studies, needs assessments, and surveys related to negative impacts of illegal SALW and responsible ownership of legal SALW.
- Activities that aim to promote public awareness and understanding of the risks associated with SALW, including public events, outreach campaigns, and media campaigns.
- Activities focused on enhancing the capacity of civil society organizations and other stakeholders to prevent and address the impact of SALW, including training, mentoring, and skills-building.
- Activities focusing on the local levels as well as those aiming at enhancing cooperation with the institutions relevant to SALW control.
- Activities that provide direct support to victims of SALW violence, including medical and psychosocial support, livelihoods support, and legal assistance.
- Activities aimed at strengthening policy and legal frameworks related to SALW, including advocacy for policy reform and engagement with government authorities and other stakeholders.
- Activities focused on monitoring and evaluating the impact of interventions related to SALW, including data collection, analysis, and reporting.

The selection of the proposal will be made **based on the following criteria**:

- **Relevance:** The proposed activities should align with the project objectives, be relevant to the local context, and address a specific need related to SALW.
- **Capacity:** The organization should demonstrate the capacity and expertise to successfully implement the proposed activities, including the ability to manage funds and implement the activities in a timely and effective manner.
- **Sustainability:** The proposed activities should have a sustainable impact beyond the project duration, such as building capacity, creating partnerships, or fostering community ownership.
- **Innovation:** The proposed activities should bring new ideas or approaches to addressing SALW issues, demonstrate creativity, and have the potential for replication or scalability.
- **Collaboration:** The organization should demonstrate willingness and ability to collaborate with relevant stakeholders, including government entities, civil society organizations, and communities.
- **Gender equality:** The proposed activities should incorporate and address the aspect of gender equality as well as impacts of the use and the possession of both illegal and legal SALW vis-à-vis each gender.

- Cost-effectiveness: The proposed activities should be cost-effective, with a clear budget and justification for expenses, and demonstrate value for money.

Eligible entities for receiving grants:

- associations gathering victims and survivors of domestic violence and their families which have as their goal protection and promotion of rights and interests of these groups (registered in an appropriate legal form);
- civil society organizations and other non-profit entities, including professional associations, engaged in promotion and protection of victims and their rights, human rights, provision of psychosocial support, free legal aid;
- academic, research and scientific institutions in the area of community security.

Grant applications will be submitted to UNDP BiH by the single applicant, or the lead applicant in case of a consortium. Grant Selection Committee that will be set up at the level of the UNDP Country Office in BiH office will make final selection of applications to be financed through the sub-granting scheme based on the principle of compliance with selection criteria and quality. For proposals of equal quality, the Committee may take into consideration also criteria of fair territorial distribution and representation.

Total amount allocated for the duration of the project: \$200,000.

- Minimum amount per grant: \$5,000
- Maximum amount per grant: \$35,000

There will be a **public call** in Q1 2024 for selecting appropriate initiative and disbursing allocated grants.

Activity 1.3.3 – Support to associations of women police officials in Bosnia and Herzegovina through cross-border cooperation, peer exchange and institutional advancements

Associations of women police officials operating in BiH have played a significant role as pioneers in promoting the rights of women police officials in terms of having equal labor rights and opportunities in police agencies in BiH. There are two associations existing in BiH - Association “Network of Women Police Officials” encompassing female police officials from all police agencies at all levels in BiH, except for the Republika Srpska Ministry of Interior, and RS Ministry of Interior Women Police Officials Network that gathers women police officials employed in the RS Ministry of Interior. Through one of the previous project interventions, UNDP BiH recognized the importance and the results of these two associations by providing relevant trainings to their members for project writing/development as well as by awarding small scale grants for their activities related to SALW through projects PILLAR+ and DIRC respectively. This project intends to further support the work and activities of these two associations from BiH through cross-border collaboration and peer-exchange with the respective counterpart in Serbia, the “Association of Women in Police of Republic of Serbia”. One of the activities will include enhancing capacities for meaningful participation in the development of SALW national strategies and action plans for the effective incorporation of a gender perspective into SALW policies. Another activity will focus on exchange of best practices and experiences between associations themselves and their further capacity development in terms of their mandates, organizational structure and potential improvement of legal regulations guiding the work of these associations. In addition, participation of associations from BiH at international conferences attended by “sister” associations will be encouraged and supported.

In coordination with the Association “Network of Women Police Officers” and the BiH Gender Equality Agency, the project also aims to develop a framework to further institutionalize gender equality within one police agency, modeled after the BiH MoS’s Coordination Board for Gender Equality Law Implementation. This would involve creating a unified institutional structure – within a selected police agency – to consolidate three existing roles (gender equality focal point, Association member, and focal point for prevention of sexual and gender-based discrimination) into a single advisory body. This body would be formed through regular meetings involving the Association, the BiH Gender Equality Agency, and the current focal points. Finally, the project will organize a study visit for these associations to one of

the women police official associations existing and operating in EU country in order to have first-hand insight into their work and organization, primarily in terms of involvement and active participation of the women police officials' association on SALW control issues in the host country.

Timeframe: Up to three meetings between associations of women police officials from BiH and Serbia will be organized, two in BiH and one in Serbia, in 2024 and 2025. Up to 70 participants in total will have participated in these meetings, with up to 24 in each meeting. Furthermore, attendance at up to three international conferences for up to 20 members in total from both associations from BiH and one study trip for up to 7 members from both associations will be organized for associations from BiH and Serbia to "sister" organization in one of the EU countries in the period 2024-2026.

The Activity will be coordinated and jointly implemented by UNDP offices in BiH and Serbia, including cost-sharing for aspects related to joint meetings.

Theory of Change

Illegal small arms and light weapons (SALW) continue to pose a serious threat in BiH and the wider region, yet this issue is often disregarded and minimized by society. The recent tragic events of mass-shootings in BiH in August 2023 as well as in Serbia in May 2023 have highlighted the urgent need for all stakeholders - including law enforcement, governments, judiciary, and the general population - to pay undivided attention to the possession of legal and illegal SALW.

BiH faces a significant challenge with around 324,000¹⁴ registered SALW in 2021, within a population of roughly 3,000,000 people. The country's fragmented security system, with 12 different laws regulating SALW possession, of which only one is close to being fully harmonized with relevant EU legislation¹⁵, exacerbates this challenge. When combined with estimates that suggest one in five households in BiH possess illegal SALW¹⁶ and that the number of firearms incidents in the country amounted to 279 in the period October 2022 – March 2023¹⁷, the security threat posed by SALW is of grave concern.

Despite some positive developments in recent years, the threat posed by SALW is still realistic and should not be underestimated or minimized. This proposed intervention seeks to minimize such threats through a series of activities, building on previous project interventions. While it may not eliminate all risks and threats related to SALW, it will undoubtedly lead to a significant decrease and contribute to a safer environment in the country.

The overall, long-term objective in the area of SALW control is to enhance security in BiH and the Western Balkans region through comprehensive capacitation, cooperation and gender mainstreaming within relevant institutions involved in the SALW control field. This will be achieved through continued development, fostered establishment of the efficient and effective SALW control system in BiH which would entail full functionality of all relevant stakeholders and their efficient coordination of the efforts in this field. This further entails continued monitoring of developments in the field by the decision makers and their prompt reactions in terms of development of relevant legal and strategic documents to compliment the work at the operational levels. Furthermore, the work of the law enforcement agencies will be twofold: working proactively through engagement with relevant community groups and civil society organizations to address all aspects of both legal and illegal SALW as well as to, through investigative work, identify and prevent individuals and organized groups engaging in illegal SALW trafficking. Finally, one of the legacies of cooperation between law enforcement and judiciary will be a

¹⁴ According to SALW Coordination Board as carried in some media - <https://www.slobodnaevropa.org/a/illegalno-oruzje-bih/32227035.html>

¹⁵ [Bosnia and Herzegovina Report 2022.pdf \(europa.eu\)](#), pg. 40.

¹⁶ <https://radiosarajevo.ba/vijesti/bosna-i-hercegovina/koliko-oruzja-posjeduju-gradani-u-bih-statistika-je-porazavajuca/495023>

¹⁷ <https://www.seesac.org/f/docs/Armed-Violence/Quarterly-Regional-Armed-Violence-Monitor-Oct-Dec-2022.pdf>, and https://www.seesac.org/f/docs/quarterly-armed-violence-monitors_1/Regional-Armed-Violence-Monitor-Q1-2023.pdf

functional system in terms of processing SALW related crimes and effectively prosecuting such crimes contributing to overall reduction of illegal activities pertinent to SALW.

The country has already demonstrated commitment toward this objective by engaging in regional initiatives (Roadmap) and developing and enacting strategic documents outlining the key areas of improvement toward efficient SALW control in the country. The past project interventions have contributed to strengthening of the strategic functions through support to the SALW Coordination Board and relevant ministries at all levels. Also, through provision of support to the law enforcement agencies as well as to BiH Customs, the level of preparedness has been raised in terms of development and institutionalization of standard operating procedures for detection of SALW and investigation of SALW related crimes, provision of specialized detection equipment and pertinent training for over 4,000 law enforcement and customs officers. The level of awareness of threats and negative impacts of both legal and illegal SALW has been raised through continued awareness raising activities implemented countrywide by the law enforcement agencies. The work toward efficient bi-lateral and regional cooperation among customs and law enforcement agencies has been initiated through organization of initial meetings with relevant institutions of the neighboring countries.

If further support to enhancing capacities of police agencies to better fight illicit SALW trafficking through targeted assistance to 14 police agencies, BiH Customs and prosecutors' offices is provided then this operational level will be capacitated to work in all areas needed for efficient SALW Control. It will proactively bring the focus on prevention of negative impacts of SALW on population and it will develop strong partnerships with community groups and civil society organizations contributing to overall increase of citizens' trust in institutions. If the law enforcement agencies are further equipped with advance, specialized detection equipment, trained for its use and strengthened through further development of investigative support functions (ballistics), their level of preparedness to tackle individuals and organized groups will be significantly enhanced. If relevant staff in the law enforcement agencies are enabled to establish operational cooperation with their peers in the region, their efficiency will be increased through operational exchanges, exchange of good practices ultimately increasing detection and investigative capacities involving cross-border and regional elements of SALW related crimes. If the use of digital tools is increased through further development of required software based on the identified needs, with a focus on standardization to facilitate easier information exchange and reporting, it will establish a foundation for digital connectivity and exchanges between agencies contributing to efficiency of the law enforcement agencies through established transparency and timely exchange of relevant information. If good practices established within the law enforcement agencies are properly integrated into in-service and basic trainings, the level of knowledge and skills in SALW control of the incoming staff will be significantly raised ensuring sustainability of the efforts and continuous addressing of the SALW related issues.

Inclusion of the civil society organizations in the work of the government institutions in a participatory manner to jointly tackle the issue of illegal SALW possession, responsible ownership, and the negative effects of SALW on groups at risk, such as youth, women, and children is of great importance. This will promote dialogue and collaboration between governments, civil society, and citizens to foster trust, participation and it will contribute to ensuring governments are responsive to the needs of their people. Ultimately, this will contribute to raised awareness of the general population regarding negative effects of SALW.

Finally, if gender and human rights perspectives are duly incorporated into the work of the relevant government institutions, this will strengthen the impact of the institutional efforts in the SALW control field through both creation of enabling environment and due consideration of the needs of relevant community groups.

In conclusion, the proposed intervention will lead to a more secure environment, with sustainable solutions and lasting legacy to tackle SALW-related issues in the country.

Overview - Outcomes, Outputs and Activities

Outcome 1: Enhanced security in Bosnia and Herzegovina and the Western Balkans Region through comprehensive capacity-enhancement, cooperation and gender mainstreaming within relevant institutions involved in the SALW control field		
Result/Output 1.1: Enhanced operational capacities of law enforcement agencies to better control SALW and fight SALW misuse and trafficking through targeted assistance to 14 police agencies, BiH Customs and prosecutors' offices		
	Activity 1.1.1	Provision of specialized equipment for police agencies in line with the needs identified through the BiH SALW Coordination Board
	Activity 1.1.2	Support to ballistic laboratories in the Federation of BiH and Republika Srpska and operational cooperation with accredited ballistic laboratories from regional countries
	Activity 1.1.3	Cross-border operational collaboration among the arson-explosion-accident (AEA) experts
	Activity 1.1.4	Enhancing digital capacities and resources of the Law Enforcement Agencies
	Activity 1.1.5	Strengthening cooperation between Prosecutors and Law Enforcement Agencies through joint exercises
	Activity 1.1.6	Knowledge transfer and integration of knowledge products into relevant training and educational institutions
	Activity 1.1.7	Support to the law enforcement agencies and prosecutor's offices in improving operational cooperation and quality of SALW related investigation
	Activity 1.1.8	Development of a rulebook for standardized SALW destruction and a feasibility assessment for the sustainable solutions to surplus SALW destruction
Result/Output 1.2: Strengthened strategic exchange and cooperation between state level agencies, prosecutor's offices and relevant ministries to better fight illicit SALW trafficking		
	Activity 1.2.1	Enhancing cooperation and communication among national stakeholders to advance key strategic documents and policies
	Activity 1.2.2	Strengthening the exchange and transfer of good practices in prosecuting illicit SALW trafficking
Result/Output 1.3 Raised awareness, community engagement, and gender responsive policy making and governance on SALW-related misuse, violence and crime		
	Activity 1.3.1	Supporting BiH Ministry of Security to better mainstream gender equality into its work
	Activity 1.3.2	Joining Forces for a Safer Country: Strengthening the Role of Civil Society in Awareness Raising and Outreach Efforts
	Activity 1.3.3	Support to associations of women police officials in Bosnia and Herzegovina through cross-border cooperation, peer exchange and institutional advancements

4. Sustainability of Results

During the past several years, as part of UNDP efforts to support Bosnia and Herzegovina's National SALW Control Strategy and Roadmap, significant progress was witnessed on the part of the SALW Coordination Board. This progress can be seen in their coordination of national strategic documents, cooperation with international stakeholders, and overall oversight of SALW control projects implemented by UNDP, UNODC, OSCE, and others.

The national stakeholders have demonstrated their readiness to take the lead in implementing project activities, as evidenced by their expanded pool of national experts who deliver training for their colleagues, participate in the development of standard operating procedures, joint multi-agency exercises, and active involvement in the design of awareness-raising and outreach activities. Additionally, all project activities that involve meetings with neighboring countries at the operational and strategic levels have been effectively coordinated under the auspices of the BiH SALW Coordination Board.

While significant progress has been made in establishing a solid base for strengthening the sustainability of project results, based on lessons learned, additional efforts are required in three key areas to improve sustainability and relevance of investments.

The first area of intervention to strengthen the sustainability of project results is the mid-level (operational level) within law enforcement agencies. This level comprises experienced professionals who will be tasked with carrying forward the project's legacy for another 10-15 years. The issue of political interference in the operational work of police has long been recognized as a major challenge within Bosnia and Herzegovina's fragmented security system, which has resulted in reduced efficiency and effectiveness of law enforcement agencies and the judiciary. In addition, EU progress reports have highlighted the need for improved cooperation between police and prosecutors in investigative work. To address these challenges, the project will provide technical assistance and capacity building to the operational level of law enforcement agencies and enhance cooperation with relevant prosecutors' offices. This will involve addressing identified needs in key areas such as report writing, criminal intelligence gathering, investigative techniques, and evidence collection. By enhancing the skills of law enforcement agencies, the project will enable them to operate independently and effectively, thereby minimizing the impact of any improper political interference.

With regards to the comprehensive specialized equipment that the project will provide, this will be directly linked to the regular operations and standard operating procedures of beneficiary law enforcement agencies. The project will ensure that the practical exercises and joint inter-institutional or cross-border initiatives involve the provided equipment, as applicable, thus ensuring effective use. During the project tenure, the beneficiaries will be requested to inform the project team on the use of donated equipment, but to also introduce a mechanism to ensure the equipment is being used on a regular basis, as was the case with the ITA during implementation of project HALT. In this respect, the project will aim to obtain documents from law enforcement agencies ensuring the use of donated equipment (e.g. forms developed by police agencies reflecting and ensuring the use of donated specialized equipment by police officials/experts). The project will also formalize the handover of the equipment through donation acts, after which the beneficiary authorities will take over the responsibility for the appropriate use and maintenance. Finally, destruction of surplus SALW shall be addressed through the development of appropriate regulations on SALW disposal as well as a feasibility study that will in detail outline all workable solutions for SALW disposal in BiH, removing or reducing dependability on donor funds thus providing solid ground for sustainable solutions.

The second area of intervention shall be toward further institutional strengthening aiming to improve institutional capacity, including human resources management, financial management, and equipment procurement. This will help to ensure that law enforcement agencies are able to operate independently and sustainably after the Project

ends. The train the trainer approach that the project will apply is aimed to build internal capacities that will serve as a resource on a long-term.

The third area of intervention is focused on building a broader set of stakeholders to sustain the knowledge and capacities achieved. The project will strive to foster establishing of strong collaboration and partnership between law enforcement agencies, civil society, and other stakeholders. By working together, these actors can build a common understanding of the importance of SALW control and develop a shared vision for the way forward. This can help to advance accountability and minimize political interference by creating a broad-based coalition of stakeholders that is committed to SALW control.

Additionally, the Project will continue to support the coordination role of the SALW Coordination Board as the key coordination body within the country on SALW matters, which also serves as a sustainability resource. It has been recognized that the Coordination Board is the only coordination mechanism in the country which continued to function in spite all political turmoil over the past several years. Also, lessons learned, and positive experiences of the Coordination Board could serve as a model for coordination and cooperation in other fields in Bosnia and Herzegovina.

Finally, through the work with police academies, the Project will insure institutionalization of knowledge products and inclusion of SALW control topics in the curricula for basic and in-service training.

5. Risk Identification and Management

Based on lessons learned from previous projects and the current context in Bosnia and Herzegovina, the project team has identified several potential risks that could impact the implementation of the proposed intervention:

Political risk:

Political situation in the country began to deteriorate after the Office of the High Representative in Bosnia and Herzegovina imposed amendments to the BiH Criminal Code in 2021 outlawing denial of war crimes, crimes against humanity, genocide, and glorification of war criminals. Political leadership of Republika Srpska responded by boycotting institutions at the national level throughout 2021 and 2022. Political instability continued before and after general elections held in October 2022 despite the fact that the Council of Ministers has been established swiftly after the elections, in January 2023. However, disagreements over state property and electoral reform continue to hinder reform agenda and any progress of Bosnia and Herzegovina on its EU path. Subsequent decisions of the Republika Srpska National Assembly outlawing the work of targeted state-level institutions, some of which are important partners on several activities in the project (e.g. SIPA, BiH Prosecutor's Office) further contribute to the risk of slow implementation or even termination of some project activities.

All of these circumstances may impact implementation of the project activities. The UNDP has successfully mitigated these risks in the past through continued communication with the relevant project partners at the working level. During implementation of the proposed intervention, the project will closely monitor these developments and continue to coordinate with the SALW Coordination Board and all relevant institutions adequate mitigation measures to ensure unimpeded implementation.

Media spins risk:

Despite UNDP's successful management of political risks related to institutional boycotts by political leaders, inflammatory political rhetoric, including hate speech and inter-ethnic grievances, has impacted some major project activities, primarily by requiring postponement of activities and causing delays in project implementation. This risk is exacerbated by the media environment in Bosnia and Herzegovina, which is conducive to inter-ethnic intolerance and can result in media outlets twisting or distorting information to fit their own agenda or narrative.

This misrepresentation of project activities or goals could lead to negative perceptions among the general public, resulting in a lack of support for the project and even opposition to its goals.

To mitigate this risk, the project team will prioritize proactive and transparent communication with the media (as described in the section on Communications and Visibility). This includes regular press releases, interviews with representatives of national institutions, and outreach to journalists to ensure accurate and balanced reporting. The team will work with spokespersons of national institutions to issue corrections where appropriate or provide additional information to media outlets. Additionally, the team will engage with key stakeholders and partners, including civil society organizations and government agencies, to promote accurate messaging about the project. The team will also monitor media coverage closely and work with national institutions to quickly address any issues that arise.

Organizational/Coordination risk:

This is a potential challenge for the project, as it involves coordination among 12 primary partners and beneficiaries along with several others, and a large number of activities are planned for implementation. To mitigate this risk, the project team will establish clear communication channels and protocols for information sharing among the partners and regularly monitor progress and potential issues in coordination. The project team will maintain close coordination with the SALW Coordination Board throughout the project implementation, to ensure alignment of activities and avoid duplication of efforts. The project team will also proactively engage with partners to identify any challenges or issues that may arise and develop solutions collaboratively to ensure effective implementation of activities and appropriate engagement of partners and beneficiaries in these. By strengthening coordination among partners, the project will promote better alignment of activities and ensure efficient and effective implementation of the project and ensure greater ownership and sustainability of results.

Social unrest risk:

In addition to all political turbulences already described, Republika Srpska faces a significant debt payment of approximately USD 600,000.00 in 2023, which represents 20% of its planned budget for that year. Similar debt payments are expected in the years of project implementation and may significantly impact the financial solvency of the jurisdiction within the country. This could subsequently lead to social unrest and demonstrations in Republika Srpska and potentially spill over to Federation BiH to a certain extent, as taxation is jurisdictional on a state level. Moreover, some ongoing political developments in the Federation of Bosnia and Herzegovina regarding changes to the Federation Constitution and Election Law imposed by the High Representative in Bosnia and Herzegovina have already triggered small-scale demonstrations in Sarajevo. Should these issues continue to develop negatively in both entities, this may negatively affect the ability of the national stakeholders to actively participate in project implementation. To mitigate this risk, the project team will closely monitor the situation and propose adequate measures to ensure unimpeded project implementation, including potential adjustments to the project timeline or activities. The project team will also maintain open communication with all relevant institutions to address any potential concerns and facilitate a coordinated response.

6. Cross-cutting Issues

One of the key objectives of the project is to prevent illicit arms trade and reduce illegal SALW in Bosnia and Herzegovina which will contribute to a safer environment and equal development opportunities for all citizens in the country.

In terms of social and environmental standards, the project is focused on reducing the negative impact of illicit trade and SALW on the community, which directly contributes to a safer environment. The project will reduce the printing of materials to a minimum in order to ensure environmental-friendly approach. Digital sharing of all

knowledge materials (brochures, SOPs, etc.) will be preferred instead. The project will also work with civil society organizations and government agencies to promote accurate messaging about the project and raise awareness about the harmful impact of SALW. This will make the topic available to a wider public and contribute to a safer environment in all groups of society.

The project integrates a human rights perspective by addressing the negative impact of illicit trade and SALW on human rights, particularly the right to life and security. Proposed intervention may play an essential role in reducing the availability and misuse of these weapons, which can have devastating impacts on human rights. To ensure that the Project is effective in promoting respect for human rights, it will integrate a human rights perspective throughout the project cycle as follows:

- The Project will rely on a human rights impact assessment to be produced by UNDP SEESAC to assess the potential human rights impacts. This will help identify risks and opportunities to promote human rights while the Project will use, for the purpose of this assessment, the UNDP human rights due diligence policy which will provide the key guidance.
- The Project will conduct consultations with affected communities through organization of focus groups through the engaged civil society organizations (LVGA) to ensure that the project activities are responsive to the needs and perspectives of affected communities.
- In terms of respect for the right to life and security, one of the guiding aims of the Project is to reduce the number of deaths and injuries caused by the misuse of SALW. Through support to civil society organizations, the Project directly contributes to this goal.

The project also takes a gender-responsive approach to SALW control by providing assistance and capacity development to existing associations of women police officers in the country and capacitating women police officer's networks in conducting and implementing training activities in the field of harmful impact of SALW to gender and related SALW violence resolution.

Furthermore, by working with the civil society organizations and supporting their work, the project will address some of the raising social phenomena such as femicide, suicides and violence among youth using both legal and illegal SALW.

The project will apply gender equality principles and ensure equal engagement of men and women in all areas of the project implementation. The project will also prioritize gender mainstreaming in SALW control by building on results and achievements of past and ongoing project interventions. The project will contribute to the advancement of gender equality by promoting gender-sensitive approaches to SALW control and raising awareness about the harmful impact of SALW on gender-based and domestic violence with fatal outcomes for women. The project may include UNDP gender expert on several activities as needed.

Based on the above, an appropriate gender marker score for this project could be 2, as it recognizes that advancing gender equality is a significant objective of the project, but not the principal reason for undertaking the project.

7. Communication and Visibility

In the past, UNDP implemented projects in support of implementation of the SALW Control Strategy and Roadmap relied mostly on communication on project activities through social media (Twitter), UNDP official website and occasionally official websites of the national partners. Visibility elements of the projects have mostly been used on materials limited to internal use within the projects. However, one of the lessons learned during the previous period has been the need to complement awareness raising activities through more robust communication of the project results/impacts, primarily through active involvement of the national institutions and making their efforts

more visible to the general public. Additionally, recent unfortunate incidents in the region involving use of firearms have shown that more robust communication efforts contributing to informing and educating general public on the potential threats and negative impacts of both legal and illegal SALW on youth have imposed the need for continued and well-structured communication on the activities within the field.

To address these issues, UNDP will work closely with BiH SALW Coordination Board and other relevant authorities with an aim to communicate project activities and results to key stakeholders, as well as to the general public, in a clear and concise manner. .

Key visibility and communications materials will include press releases, social media posts, project brochures, fact sheets, infographics, and videos. These materials will be designed to effectively communicate the project's key messages to different audiences, including government officials, civil society organizations, youth, and the general public. The project will also prepare regular updates for the official websites (UNDP, Ministry of Security, participating law enforcement agencies, etc.) to provide up-to-date information on project activities and results.

The key audiences for the visibility plan will include government officials, law enforcement agencies, civil society organizations, youth, and the general public. The plan will aim to communicate the importance of SALW control and the project's contribution to reducing the negative impacts of SALW in Bosnia and Herzegovina and the region. The key messages will emphasize the need for cooperation and coordination among all stakeholders to ensure the success of the project.

Expected deliverables throughout project implementation will include regular press releases, social media posts, project brochures, fact sheets, infographics, and videos. Communication and visibility will further improve through specific project activities dealing with public awareness campaigns and outreach activities.

Therefore, UNDP will work from the onset of the proposed intervention with the BiH SALW Coordination Board, all national stakeholders individually and collectively and with the civil society organizations to develop communications plan aiming to enhance the visibility of project interventions, achievements, and impact while ensuring the accurate representation of the national stakeholders and UNDP.

The Project will propose the following key visibility and communications materials:

- Official websites with project information, updates, and success stories
- Project brochures, fact sheets, and other print materials
- Social media content, including Facebook, Twitter, and Instagram posts
- Press releases and media outreach
- Infographics and other visual aids to present project results and data
- Audiovisual materials, including video documentaries and interviews

The Project will propose the following key audiences:

- BiH SALW Coordination Board and relevant national stakeholders including law enforcement agencies and officers
- Civil society organizations and non-governmental organizations
- General public, including communities/groups at risk affected by SALW, including through engagement with schools and academia

The Project will propose communication on the following key messages:

- Highlight the importance of SALW control for the safety and security of individuals and communities
- Emphasize the project's contribution to strengthening the capacities of law enforcement agencies and enhancing their ability to combat the illegal possession, misuse, and trafficking of SALW

- Promote gender-responsive approaches in SALW control and the role of women in the security sector, using UNDP resources on communication for that purpose¹⁸
- Showcase the impact of the project on the ground through success stories and data-driven evidence, including the added value of cross-border and regional collaboration
- Promote respect for and protection of human rights

The Project intends to have concrete deliverables during project implementation including regular updates on the websites and social media platforms, media outreach and press releases for project events and milestones, infographics and visual aids to present project results and data, audiovisual materials, including video documentaries and interviews with project beneficiaries and partners. The cross-border collaboration will benefit from the coordinated communication between the two UNDP country offices of BiH and Serbia. The communication will use both English and BCMS languages.

8. Knowledge Management

Recognizing that the proposed intervention builds on past and ongoing interventions, UNDP aims to strengthen partnerships with relevant institutions and organizations to facilitate the exchange of knowledge and expertise. This will ensure that project interventions are evidence-based, informed by lessons learned, and built on best practices.

To achieve this, the project will establish a robust knowledge management system that captures and shares project-related information, including research findings, best practices, and lessons learned. This will include both new knowledge products developed within the proposed intervention, as well as the institutionalization and adaptation of knowledge products from past and ongoing SALW control interventions.

The project will prioritize the inclusion of three police academies in Bosnia and Herzegovina. The project team will review all knowledge products developed in the area of SALW control and prepare appropriate packages to be shared with these training and education institutions. This will include assessments and analyses of the capacities of relevant institutions, standard operating procedures, and awareness-raising products that will be shared with these institutions. The project will work with the management of these institutions to adjust knowledge products as appropriate to include them in their curricula or develop separate training modules for the purpose of basic and in-service training.

In addition, the project will prioritize the dissemination of project-related information and knowledge to key stakeholders, fostering the full institutionalization of all knowledge products developed within the project. The project will support the organization of regular coordination meetings among stakeholders where SALW control and accompanying knowledge products will become a standard topic on the agenda. This includes regular coordination meetings of the ten cantonal police commissioners with the Director of the Federation Police Directorate and SALW Coordination Board Meetings. The project team will also foster the initiation of new coordination meetings among practitioners and training/education institutions.

As the proposed intervention includes inclusion of civil society organizations, the Project will ensure that knowledge products developed within these activities are properly communicated and shared with relevant government institutions including both dissemination of written materials and organization of dialogues between civil society organizations and relevant institutions.

The planned knowledge products to be developed in coordination with the partner agencies during the project's implementation are:

¹⁸ <https://www.undp.org/eurasia/publications/10-principles-gender-responsive-communications>

- New digital solution to be developed and implemented in relevant law enforcement agencies in support of SALW-related databases, primarily concerning SALW in legal possession, and accompanying user manuals;
- Training / educational packages containing summary of past analysis and assessments, standard operating procedures and training scenarios for the use of police academies;
- Training videos capturing the key segments of the joint exercises and trainings;
- Awareness raising products for the use by relevant institutions in their future awareness raising activities including overview of lessons learned and good practices.

9. Project Management Structure

UNDP Country Office Bosnia and Herzegovina will assume full responsibility and accountability for the overall management of the Project, including monitoring and evaluation of interventions aimed to achieve the set output through planned activities and efficient and effective use of resources.

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.

The Project institutional structure comprises the MPTF Steering Committee, Local Project Board in an advisory and management support role, the Project Assurance and the project team, interacting in a broader project context with partners and all interested stakeholders.

In addition to the MPTF Steering Committee, as an overarching governance and oversight mechanism of the MPTF, the Project will continue the practice established in past interventions by convening a **Local Project Board (LPB)** that will meet at least once per year and its scope of work will include programme oversight, as well as regular review of work plans, reports and procedures submitted by the Project team. More specifically, the LPB will review and adopt the annual work plans, as well as the progress/annual and final reports for the Project. It will also supervise progress of work, provide strategic guidance, as well as give final approval to milestone strategic and operational matters. The LPB ensures that the appropriate required resources are committed and arbitrates on any conflicts within the Project or negotiates a solution to any problems between the Project and external bodies. Given the sensitivity of the processes managed by the project the LPB will ensure that the decision-making processes are conducted in a timely manner. Furthermore, the LPB's purpose is to ensure ongoing information sharing with representatives of donor countries' embassies and key institutional partners in Bosnia and Herzegovina.

The **Local Project Board** will consist of representatives from the diplomatic missions of donor countries in Bosnia and Herzegovina, the European Delegation to Bosnia and Herzegovina, the BIH SALW Coordination Board, two entity ministries of interior, Border Police, State Investigation and Protection Agency, and the Indirect Taxation Authority.

The **Project Manager (PM)** is responsible for the overall management of the project on behalf of UNDP, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager presents key deliverables and documents to the SALW Control MPTF Secretariat for review and approval or submission to the Steering Committee as appropriate, including progress reports, annual work plans, adjustments to tolerance levels and risk logs.

The **Project Assurance** role carries out objective and independent project oversight and monitoring functions, ensuring that appropriate project management milestones are managed and completed. Project Assurance is the

responsibility of the UNDP Sector Associate. Sector Associate/Quality Assurance will be engaged on average 20% of the time throughout duration of the project.

Overall financial, administrative, and logistical support will be ensured via **Project Assistant**, including support to project activities and planning, project financial monitoring and management, while ensuring conformity with the necessary administrative, operational and corporate requirements.

Annex 1: Project Detailed Budget

Project Budget
Revision: September 2025

Title of Project Proposal: Law Enforcement Agencies Development in Small Arms and Light Weapons Control (Project LEAD)

Implementing entity: UNDP Bosnia and Herzegovina

Project implementation period: 37 Months (December 2023 - December 2026)

	Activities	Sub Activities	Description of expense	MPTF Budget Category	Initially Approved Budget	Budget reallocation	New funding allocation	Total Revised Budget (2023-2026)	
Outcome 1: Enhanced security in Bosnia and Herzegovina and the Western Balkans Region through comprehensive capacity-enhancement, cooperation and gender mainstreaming within relevant institutions involved in the SALW control Result/Output 1.1: Enhanced operational capacities of law enforcement agencies to better control SALW and fight SALW misuse and trafficking through targeted assistance to 14 police agencies, BiH Customs and prosecutors' offices	Activity 1.1.1 – Provision of specialized equipment for police agencies in line with the needs identified through the BiH SALW Coordination Board		Procurement of specialized equipment for SALW detection and investigation, including: *line 1: 10 explosives and narcotics detectors (for the Indirect Taxation Agency). *line 2: up to 40 CSI kits (for 14 law enforcement agencies), *line 3: 26 contraband detectors (for 14 law enforcement agencies), *line 4: 1 contraband detector for police academy in FBiH	Contractual Services	58,331	34,331	-	24,000	
				Contractual Services	54,449	26,977	-	81,425	
				Contractual Services	177,776	9,354	-	187,130	
				Contractual Services	10,800	2,000	-	8,800	
	Total Activity 1.1.1					301,356	-	-	301,356
	Activity 1.1.2 – Support to ballistic laboratories in the Federation of BiH and Republika Srpska and operational cooperation with accredited ballistic	Sub-activity 1.1.2.1 – Support to operational cooperation between ballistics laboratories from BiH, Serbia and North Macedonia	Organization of Joint Cooperation meetings between ballistic laboratories from BiH's both entities - FBiH and RS - with the ballistic laboratory from Serbia aiming to share knowledge for developing forensic, best practices and information for ballistic examination. 2 meetings in BiH (two days meetings with 8 persons per workshop). In addition, 3 more meetings with ballistic experts from Serbia and North Macedonia (two days meeting with 8 persons per meeting).	Travel	7,040	5,000	14,000	-	26,040
			Contractual Services	6,800	6,800	-	-	-	

laboratories from regional countries	Sub-activity 1.1.2.2 – Provision of specialized ballistic equipment for ballistic laboratories in Bosnia and Herzegovina	Procurement of specialized and general equipment, as per needs established in coordination with the laboratories, BiH SALW Coordination Board and other implementers to avoid any duplication of efforts. Procurement of a digital comparative microscope for the ballistic laboratory within the Federal police directory, and specialized equipment for the ballistic laboratory under the MoI of RS, in line with identified needs from the engaged consultant report.	Contractual Services	72,952	13,800	148,000	234,752
Total Activity 1.1.2				86,792	12,000	162,000	260,792
Activity 1.1.3 – Cross-border operational collaboration among the arson-explosion-accident (AEA) experts	Organization of two meetings for AEA experts from BiH (2 from FBiH and two from RS) and Serbia (totaling 8 experts per meeting) for peer-exchange among explosive investigation units. One meeting will be hosted by BiH team, and one by Serbia team (cca 8 persons per workshop, including 4 experts from each jurisdiction).	Travel	3,520	1,364	-	4,884	
		Contractual Services	3,400	2,371	-	1,029	
Total Activity 1.1.3				6,920	1,007	-	5,913
Activity 1.1.4 – Enhancing digital capacities and resources of the Law Enforcement Agencies	Development and installation of application that will include data on firearms owned by individuals and/or legal entities, firearm details and records of firearms. Unit rate/estimated costs is based on the previous procurement process on software/database solution development.	Contractual Services	217,100	102,000	-	115,100	
Total Activity 1.1.4				217,100	102,000	-	115,100
Activity 1.1.5 – Strengthening cooperation between Prosecutors and	Organization of 10 joint exercises out of which 4 with representatives of the law	Travel	14,400	11,343	22,000	47,743	

	Law Enforcement Agencies through joint exercises	enforcement agencies and customs from BiH, and additional 6 with law enforcement agencies and customs from BiH, Montenegro (4 exercises) and Serbia (2 exercises). The activity will also cover cost of production of video during the joint exercise that will be used for further training purposes.	Supplies, Commodities, Materials	400	5,000	-	5,400
			General Operating and Other Direct Costs	4,400	7,000	-	11,400
			Contractual Services	11,000	8,000	-	19,000
			Contractual Services	96,000	23,071	11,000	130,071
Total Activity 1.1.5				126,200	54,414	33,000	213,614
	Activity 1.1.6 – Knowledge transfer and integration of knowledge products into relevant training and educational institutions	Organization of 3 meetings with 3 police academies, 1 training for trainers.	Contractual Services	11,071	11,071	-	0
			Travel	15,470	11,343	-	4,127
			Contractual Services	20,021	2,118	-	22,138
Total Activity 1.1.6				46,562	20,297	-	26,265
	Activity 1.1.7 – Support to the law enforcement agencies and prosecutor’s offices in improving operational cooperation and quality of SALW related investigation	Organization of 6 specialized training (two days) on investigative techniques, report writing, collection of evidence and overall cooperation during investigations between investigators and prosecutors, 10 participants per meeting.	Contractual Services	5,750	9,000	-	14,750
			Travel	2,000	4,000	-	6,000
			Contractual Services	9,000	9,000	-	-
Total Activity 1.1.7				16,750	4,000	-	20,750
	Activity 1.1.8 – Development of a rulebook for standardized SALW destruction and a feasibility assessment for the sustainable solutions to surplus SALW destruction	Organization of 5 meetings with 12 police agencies (two days meeting), 15 participants per meeting, engagement of IC	Travel	-	-	7,000	7,000
			Contractual Services	-	-	25,000	25,000

		Total Activity 1.1.8			-	-	32,000	32,000
		Total Output 1.1			801,680	52,889	227,000	975,791
Result/Output 1.2: Strengthened strategic exchange and cooperation between state level agencies, prosecutor's offices and relevant ministries to better fight illicit SALW trafficking	Activity 1.2.1 – Enhancing cooperation and communication among national stakeholders to advance key strategic documents and policies	Four meetings at strategic level for participants from SALW Coordination Board and Coordination of police commissioners and directors from FBiH – the total number of participants is up to 80 persons (20 per meeting).	Travel	4,500	5,000	-	9,500	
			General Operating and Other Direct Costs	1,500	2,485	-	3,985	
			Contractual Services	40,755	5,000	-	35,755	
	Total Activity 1.2.1				46,755	2,485	-	49,240
Result/Output 1.2: Strengthened strategic exchange and cooperation between state level agencies, prosecutor's offices and relevant ministries to better fight illicit SALW trafficking	Activity 1.2.2 – Strengthening the exchange and transfer of good practices in prosecuting illicit SALW trafficking	Provision of organization of 3 meetings and relevant trainings (1 in Republika Srpska, 1 in Federation of BiH and 1 at the BiH level) for total of 45 participants (15 per one meeting).	Travel	4,590	-	-	4,590	
			Contractual Services	13,125	-	-	13,125	
	Total Activity 1.2.2				17,715	-	-	17,715
		Total Output 1.2		64,470	2,485	-	66,955	
Result/Output 1.3: Raised awareness, community engagement, and gender responsive policy making and governance on SALW related issues, violence and	Activity 1.3.1 - Supporting BiH Ministry of Security to better mainstream gender equality into its work	National consultant on Gender equality within Law enforcement agencies, 60 days and up to 4 two-day trainings for up to 24 participants. Organization of 3 workshops for MoS Coordination Board on gender equality and prevention of sexual harassment	Contractual Services	8,213	-	45,000	53,213	
			Contractual Services	6,000	-	-	6,000	
			Travel	2,547	-	4,000	6,547	
	Total Activity 1.3.1				16,760	-	49,000	65,760
	Activity 1.3.2 – Joining Forces for a Safer Country: Strengthening the Role	Small grants/RPA for implementation of mini-projects will support improvement	Contractual Services	12,350	8,000	-	4,350	

		of Civil Society in Awareness Raising and Outreach Efforts	of the environment for civil society in BiH in the area of SALW awareness, as recommended in the latest EU Country Report for Bosnia and Herzegovina.	Travel	8,500	4,000	-	4,500	
				Transfers and Grants to Counterparts	200,000	-	-	200,000	
		Total Activity 1.3.2				220,850	12,000	-	208,850
		Activity 1.3.3 – Support to associations of women police officials in Bosnia and Herzegovina through cross-border cooperation, peer exchange and institutional advancements	Up to four meetings between the associations from BiH and Serbia, of which two in BiH with up to 50 participants in total. Attendance at up to 3 regional conferences gathering associations of women police officials. One study trip for up to 7 members from each association from BiH will be organized to “sister” organization in one of the EU countries in 2025.	Travel	15,933	-	16,800	32,733	
				Contractual Services	9,750	-	7,000	16,750	
Total Activity 1.3.3				25,683	-	23,800	49,483		
		Total Output 1.3			263,293	12,000	72,800	324,093	
		Total Outcome 1			1,129,442	62,404	299,800	1,366,838	
Project Management	1.4.1. Project Manager (NPSA 9) 100%	Project Manager NPSA9 - UNDP BiH Salary Scale: Y1:100%, Y2: 100%, Y3: 100%, Y4: 100%, 37 months in total	Contractual Services	74,400	36,404	30,132	140,936		
	1.4.2. Project Assistant (NPSA 5) 100%	Project Assistant NPSA5 - UNDP BiH Salary Scale: Y1:100%, Y2: 100%, Y3: 100%, Y4: 100%, 37 months in total	Contractual Services	50,400	16,000	28,900	95,300		
	1.4.3. Sector Quality Assurance (up to 20%)	Sector Leader and Programme Associate UN gross salary scale Fixed Term Appointment NOB and G6, prorated to reflect 10% and 20 % of engagement.	Staff and other personnel costs	50,876	-	-	50,876		
	1.4.4. Rent and Utilities	Office rent cost as per official UNDP BiH price list for renting services.	General Operating and Other Direct Costs	33,600	10,000	15,000	58,600		

	1.4.5. Miscellaneous expenses/Bank charges	Unit rate has been calculated based on previous project experience and it includes monthly costs for: - postage: USD 10.00 (37 units, total USD 240.00) - stationery and office supplies: USD 40.00 (37 units, total USD 960.00) - bank charges USD 90.00 (37 units, USD 2,160.00) & other operating costs	General Operating and Other Direct Costs	3,360			3,360
	1.4.6. Operational support	Operational, programmatic and M&E support by UNDP CO in project implementation	Staff and other personnel costs	17,767			17,767
	Total PM:			230,404	62,404	74,032	366,839
TOTAL costs of activities & PM				1,359,846		373,832	1,733,678
GMS 7%				95,189		26,168	121,357
TOTAL Budget (GMS included)				1,455,035		400,000	1,855,035

Annex 2: Project Budget by UNDG categories

Budget per UNDG categories

Title of Project Proposal: Law Enforcement Agencies Development in Small Arms and Light Weapons Control (Project LEAD)

Implementing entity: UNDP Bosnia and Herzegovina

Project implementation period: 37 Months (December 2023 - December 2026)

UNDG Budget Category	Initial Budget (2023-2025)	Budget reallocation	New funding allocation	Revised Budget (2023-2026)	Variation Initial/Revised (USD)	Variation Initial/Revised (%)
1. Staff and other personnel costs	68,644	0	0	68,644	0	0%
2. Supplies, Commodities, Materials	400	5,000	0	5,400	5,000	1250%
3. Equipment, Vehicles and Furniture including Depreciation	0	0	0	0	0	0%
4. Contractual Services	969,442	-35,849	295,032	1,228,625	259,182	27%
5. Travel	78,500	11,364	63,800	153,664	75,164	96%
6. Transfers and Grants to Counterparts	200,000	0	0	200,000	0	0%
7. General Operating and Other Direct Costs	42,860	19,485	15,000	77,345	34,485	80%
Total Direct Costs	1,359,846	0	373,832	1,733,678	373,832	27%
Indirect Support Costs (7%)	95,189	0	26,168	121,357	26,168	27%
GRAND TOTAL	1,455,035	0	400,000	1,855,035	400,000	27%

Annex 3: Project Results Framework

Project Results Framework

UNDP Bosnia and Herzegovina

Project: Law Enforcement Agencies' Development in Small Arms and Light Weapons Control (LEAD)

Objective ¹⁹ : Enhance the capacity and engagement of relevant national institutions and civil society in Bosnia and Herzegovina, as well as strengthen inter-agency and cross-border collaboration to advance the implementation of the National SALW Control Strategy and the Roadmap.				
Result ²⁰	Indicators ²¹	Baseline	Target	Means of verification (MoV)
Outcome 1: Enhanced security in Bosnia and Herzegovina and the Western Balkans Region through comprehensive capacity-enhancement, cooperation and gender mainstreaming within relevant institutions involved in the SALW control field.				
<i>Outcome 1 indicator: UNDP IRRFF 2022-2025: 2.3.1 Number of national institutions with strengthened public administration and core government functions for b) community security.</i>				
Result/Output 1.1: Enhanced operational capacities of law enforcement agencies to better fight illicit SALW trafficking through targeted assistance to 14 police agencies, BiH Customs and prosecutors' offices.				
Activity 1.1.1 - Provision of specialized equipment for police agencies in line with the needs identified through the BiH SALW Coordination Board	Level of capabilities of police agencies to manage digital records of SALW and facilitate electronic exchange of information on SALW. (Measured along a four-point scale: 4. Fully; 3. Partially; 2. Inadequately)	Baseline 2022: 2 There is an uneven level of data collection/ digitalization of legal SALW	Target 2026: 3 New digital solution for legal SALW developed and installed in relevant police agencies in FBiH.	Perception survey; BiH SALW CB annual reports Project; Partners/beneficiaries web sites; Media reports and coverage;
Activity 1.1.2 - Support to ballistic laboratories in Federation of BiH and Republika Srpska and operational cooperation with ballistic laboratories from neighbouring countries	Number of specialized equipment for the detection, investigation and ballistic examinations equipment procured and delivered for improved illicit SALW processing capacity of Law Enforcement Agencies	Baseline 2023: 403 pcs of detection equipment procured for LEA's during the period 2020-2023. Further needs exist for specialized equipment and related training to counter arms trafficking for SALW detection, across law enforcement agencies.	Target 2026: Additional 63 (470 in total) pcs of detection, investigation and ballistic equipment procured for LEAs in total.	Donation acts; Websites of institutions. Records of beneficiary institutions.
Activity 1.1.3 - Cross-border operational collaboration among the arson-explosion-accident (AEA) experts (joint activity with UNDP CO Serbia)	Number of ballistic and arson-explosion-accident experts with enhanced capacities for ballistic and arson-explosion-accident examinations through cross-border	Baseline 2023: 0	Target 2026: Up to 30 experts (3 women) through up to 6 meetings as a joint activity with UNDP CO	Attendance sheets; Social media posts; Websites of institutions; Official reports.

¹⁹ As per the project proposal.

²⁰ Please add or delete outcome or outputs, as per the project proposal.

²¹ Please add or delete indicators. Limited number of key indicators is recommended per output.

<p>Activity 1.1.4 - Enhancing digital capacities and resources of the Law Enforcement Agencies</p> <p>Activity 1.1.5. – Strengthening cooperation between Prosecutors and Law Enforcement Agencies through joint exercises</p> <p>Activity 1.1.6. – Knowledge transfer and integration of knowledge products into relevant training and education institutions</p> <p>Activity 1.1.7 – Support to the law enforcement agencies and prosecutor’s offices in improving operational cooperation and quality of SALW related investigation through specialized trainings</p> <p>Activity 1.1.8 - Development of a rulebook for standardized SALW destruction and a feasibility assessment for sustainable solution on destruction of surplus SALW</p>	<p>cooperation and the exchange of best practices, gender disaggregated.</p>		<p>Serbia and UNDP CO Macedonia.</p>	
	<p>Number of officials from law enforcement agencies with increased capacities for better detection of illegal SALW.</p>	<p>Baseline: 435 customs and police officials from law enforcement agencies enhanced capacities through previous training events.</p>	<p>Target 2026: Additional 240 (675 in total) of customs and police officials with increased capacities.</p>	<p>Attendance sheets; Social media posts; Websites of institutions; Official reports.</p>
	<p>Number of knowledge products in the field of SALW stemming from Roadmap projects available and institutionalized within police academies.</p>	<p>Baseline 2023: 0 SALW related knowledge products available as a part of regular curricula in police academies.</p>	<p>Target 2026: One handbook/manual for SALW investigations as a consolidated knowledge product [based on SOPs developed within the SALW Roadmap projects], institutionalized within police academies.</p>	<p>Records of police academies; Official statements and reports/letters/e-mails.</p>
	<p>Number of officials from the State Prosecutor’s Office and law enforcement agencies with increased knowledge and resources on SALW-related investigative techniques, report writing and collection of evidence through the development of a knowledge product.</p>	<p>Baseline 2023: 0 SALW-related workshops / events organized for officials from the State Prosecutor’s Office and law enforcement agencies for the purpose of developing a knowledge product covering investigative techniques, report writing and collection of evidence.</p>	<p>Target 2026: Up to 40 officials from the State Prosecutor’s Office and law enforcement agencies with increased knowledge and resources on the topic through the development of a dedicated knowledge product.</p>	<p>Attendance sheets; Participants’ feedback; Social media posts; Websites of institutions; Official reports.</p>
	<p>Number of rulebooks for SALW destruction developed and prepared for adoption by relevant authorities.</p>	<p>Baseline 2025: 0 SALW destruction rulebooks.</p>	<p>Target 2026: Up to 12 SALW destruction rulebooks developed and prepared for adoption by 12 police agencies (one each - 10 cantonal, RS MoI and Police of Brčko District BiH)</p>	<p>Copies of rulebooks; Official reports; Social media posts; Websites of institutions.</p>
	<p>Result/Output 1.2: Strengthened strategic exchange and cooperation between state level agencies, prosecutor’s offices and relevant ministries to better fight illicit SALW trafficking</p>			
<p>Activity 1.2.1 – Enhancing cooperation and communication among national stakeholders to advance key</p>	<p>Number of SALW-related strategic/policy events or initiatives that take place jointly among law enforcement agencies, prosecutor offices and other relevant</p>	<p>Baseline 2023: 2 [Two SALW CB meetings facilitated previously]</p>	<p>Target 2026: Additional 3 [5 in total] strategic/policy events or initiatives</p>	<p>Project progress reports Attendance sheets from the events</p>

strategic documents and policies	institutions, clarifying inter-institutional legal or operational issues and harmonizing respective operations for more efficient SALW trafficking control.			Official websites of the stakeholders and social media posts Media reports
Activity 1.2.2 - Strengthening the exchange and transfer of good practices in prosecuting illicit SALW trafficking	Number of strategic and regulatory frameworks, measures or mechanisms that contribute to truth seeking, justice, guarantees of non-occurrence and rule of law and countering organized crime that are designed in collaborative, evidence-based and gender-sensitive manner (UNSDCF BiH 2023-2025).	Baseline 2023: 0	Target 2026: 2 (new or updated SOPs and/or guidelines/handbooks and/or proposed or adopted MoUs)	Project progress reports; Attendance sheets; Official websites of the stakeholders; (Social) media posts / reports.
Output 1.3: Raised awareness and community engagement through countrywide campaigns, outreach activities and advocacy addressing the negative impact and threats posed by illicit SALW to general public, including groups at risk (women, children, young men)				
Activity 1.3.1 - Supporting BiH Ministry of Security to better mainstream gender equality into its work	Level of MoS's achievement in the Gender Equality Seal process – gold, silver or bronze.	Baseline 2023: MoS not part of the GES process.	Target 2026: MoS awarded a GES medal for achievements in gender mainstreaming (gold, silver or bronze).	Copy of the GES award / certificate; Project progress reports; Attendance sheets; Official websites of the stakeholders and media items.
Activity 1.3.2 – Joining Forces for a Safer Country: Strengthening the Role of Civil Society in Awareness Raising and Outreach Efforts	Number of CSO's, including those representing women and girls belonging to groups at risk, that have strengthened capacity to engage in addressing issues of illicit SALW possession and impact on vulnerable groups.	Baseline 2023: 2 civil society organizations (CSOs) engaged in activities pertinent to the issues of illicit SALW possession.	Target 2026: Up to 8 CSOs engaged to jointly tackle the issue of illegal SALW with relevant government institutions.	Grants issued; CSO grant recipients' list; CSO applications and reports; Official websites and (social) media posts.
Activity 1.3.3 – Support to associations of women police officials in Bosnia and Herzegovina through cross-border cooperation (joint activity with UNDP CO Serbia)	No. of gender-responsive conflict sensitive development institutions, policies, plans or cross-border initiatives in place, with UN support that, promote and protect gender equality and human rights to end all forms of violence, promote the rule of law and ensure equal access to justice for all (UNSDCF BiH 2023-2025; global indicator 16.3)	Baseline 2023: 0 - Limited functional mechanisms in place pertinent to gender equality and the empowerment of women in law enforcement.	Target 2026: 10 gender related events promoting gender equality and empowerment of women in law enforcement	Attendance sheets; Official websites and (social) media posts; Event reports / proceedings.

Annex 4: Project Risk Matrix

Risk Matrix

UNDP Bosnia and Herzegovina

Project: Law Enforcement Agencies' Development in Small Arms and Light Weapons Control (LEAD)

#	Description	Category	Impact & Likelihood	Risk Treatment/ Management measures	Risk Owner	Current status [August 2025]
1	Political risk - Deteriorated political situation in the country affects the project's implementation and achievement of planned results.	Political	Deteriorated political situation in the country remains as one of the high-level risks to successful implementation of the project due to disagreements over crucial political issues I = 4 P = 4	The project team shall closely monitor the situation and initiate timely mitigation measures, as necessary, including through senior management involvement if required. The project will rely on excellent cooperation and coordination with relevant partnerships built through other projects both at strategic and operational level, including those with the SALW Coordination Board or Project Board members to support mitigation measures. Also, the project team shall work proactively in maintaining continued communication with all project partners to ensure unimpeded implementation. Joint action with other international actors will be planned and initiated so as to reduce potential tensions and mobilize necessary support.	UNDP BiH	Ongoing Court proceedings against RS President Milorad Dodik in 2024 and 2025 further exacerbated political instability in the country while the dismissal of the Minister of Security from the Council of Ministers in January 2025 negatively affected already fragmented security sector as well. The project has faced slower pace of implementation in certain instances. Regular coordination at the operational level mitigates the risks.
2	Media spins risks - Hostile or intolerant Media environment twists or distorts information leading to misinterpretation of project activities or misperceptions among the general public and resulting in lack of support.	Social, Operational and Environmental	Media environment is conducive to inter-ethnic intolerance and can result in media outlets twisting or distorting information to fit their own agenda or narrative, which can lead to misinterpretation of project activities or misperceptions among the general public resulting in lack of support. I = 3	The project team will engage in proactive and transparent communication through regular press releases, interviews with representatives of national institutions, and outreach to journalists to ensure accurate and balanced reporting. Additionally, the team will engage with key stakeholders and partners, including civil society organizations and government agencies, to promote accurate messaging about the project with the media, including journalists, spokespersons of national institutions and stakeholders and partners to ensure accurate messaging about the project.		Ongoing The engagement of civil society organizations at the cantonal/local level and creative outreach to communities and awareness-raising mitigated risks.

P = 2

<p>3 Coordination risk – Challenging and complex institutional set-up slows down decision-making and delays project activities and results</p>	<p>Organizational and Operational</p>	<p>This is a potential and continuous challenge for the project, as it involves coordination among 12 primary partners and beneficiaries, and a large number of activities are planned for implementation</p>	<p>The project team will establish clear communication channels and protocols for information sharing among the partners and regularly monitor progress and potential issues in coordination. The project team will maintain close coordination with the SALW Coordination Board as well as with police commissioners and directors in FBiH throughout the project implementation, to ensure consent for activities, ownership by key stakeholders, alignment of activities with set results and to avoid duplication of efforts. The project team will also proactively engage with partners to identify any challenges or issues that may arise and develop solutions collaboratively to ensure effective implementation of activities. As necessary, activity timelines will be adjusted to accommodate change in priorities, while ensuring active and effective engagement of all relevant stakeholders throughout.</p>	<p>UNDP BiH</p>	<p>Ongoing The challenging coordination with multiple stakeholders affects the pace of progress, particularly as related to the development of digital solutions or knowledge products that are to be endorsed by multiple law enforcement agencies. The project team ensures all stakeholders are appropriately involved in the process, and activity timelines are adapted accordingly, ensuring effective results. The extension of the project’s implementing period mitigates the risks thus far.</p>
<p>4 Social unrest – Politically and economically charged environment cause social unrests that affect participation of project beneficiaries in activities, including efforts to promote gender equality in law enforcement</p>	<p>Social and Environmental</p>	<p>This risk may arise as a result of Republika Srpska external debt payment that needs to be settled starting in 2023 as a result of the Government issued bonds in the previous years as well as political instabilities in Federation of BiH as a consequence of amendments to Federation Constitution and the Election Law imposed by the High Representative</p>	<p>The project team will closely monitor the situation and propose adequate measures to ensure unimpeded project implementation, including potential adjustments to the project timeline or activities while maintaining the set results focus. The project team will also maintain open communication with all relevant institutions to address any potential concerns and facilitate a coordinated response. For those activities that are of a cross-border nature and will be implemented in collaboration with jurisdictions outside of BiH, the project team will closely coordinate with respective UNDP offices in affected jurisdictions and adapt approaches as deemed feasible.</p>	<p>UNDP BiH</p>	<p>Ongoing The operational exchanges among forensic experts and associations of women in police from BiH and Serbia as well as cross-border exercises had to be delayed on a few occasions, as the social unrests in Serbia had to be considered when planning joint meetings among forensic experts. Other than the effect on the timelines, the cross-border component yields productive results.</p>

I = 3

P = 3

I = 4

P = 3

Annex 5: Project Multi-Year Work Plan

		Multi-year Work Plan																									
		Project Title: Law Enforcement Agencies Development in Small Arms and Light Weapons Control (Project LEAD)																									
		Implementing entity: UNDP Bosnia and Herzegovina																									
		Project implementation period: December 2023 - December 2026																									
Activities	Sub-activities	2023		2024								2025				2026											
		Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Outcome 1: Enhanced security in Bosnia and Herzegovina and the Western Balkans Region through comprehensive capacity-enhancement, cooperation and gender mainstreaming within relevant institutions involved in the SALW control field	Output 1.1 - Enhanced operational capacities of law enforcement agencies to better control SALW and fight SALW misuse and trafficking through targeted assistance to 14 police agencies, BiH Customs and prosecutors' offices.																										
	Activity 1.1.1 - Provision of specialized equipment for police agencies in line with the needs identified through the BiH SALW Coordination Board																										
	Activity 1.1.2 - Support to ballistic laboratories in Federation of BiH and Republika Srpska and operational cooperation with accredited ballistic laboratories from regional countries	Sub-Activity 1.1.2.1 - Support to operational cooperation between ballistics laboratories from BiH, Serbia and North Macedonia																									
		Sub-Activity 1.1.2.2 - Provision of specialized ballistic equipment for ballistic laboratories in Bosnia and Herzegovina																									
	Activity 1.1.3 - Cross-border operational collaboration among the arson-explosion-accident (AEA) experts																										
	Activity 1.1.4 - Enhancing digital capacities and resources of the Law Enforcement Agencies																										
	Activity 1.1.5 - Strengthening cooperation between Prosecutors and Law Enforcement Agencies through joint exercises																										
	Activity 1.1.6 - Knowledge transfer and integration of knowledge products into relevant training and educational institutions																										
	Activity 1.1.7 - Support to the law enforcement agencies and prosecutor's offices in improving operational cooperation and quality of SALW related investigation																										
	Activity 1.1.8 - Development of a rulebook for standardized SALW destruction and a feasibility assessment for the sustainable solutions to surplus SALW destruction																										
	Output 1.2 - Strengthened strategic exchange and cooperation between state level agencies, prosecutor's offices and relevant ministries to better fight illicit SALW trafficking																										
	Activity 1.2.1 - Enhancing cooperation and communication among national stakeholders to advance key strategic documents and policies																										
	Activity 1.2.2 - Strengthening the exchange and transfer of good practices in prosecuting illicit SALW trafficking																										
	Output 1.3 - Raised awareness and community engagement through countrywide campaigns, outreach activities and advocacy addressing the negative impact and threats posed by illicit SALW to general public, including groups at risk (women, children, young men)																										
	Activity 1.3.1 - Supporting BiH Ministry of Security to better mainstream gender equality into its work																										
	Activity 1.3.2 - Joining Forces for a Safer Country: Strengthening the Role of Civil Society in Awareness Raising and Outreach Efforts																										
Activity 1.3.3 - Support to associations of women police officials in Bosnia and Herzegovina through cross-border cooperation, peer exchange and institutional advancements																											

	Meetings in Serbia among ballistic laboratories, organized by UNDP CO Serbia
	Meeting in North Macedonia among AEA experts, organized by UNDP CO North Macedonia
	Meeting in Serbia among AEA experts, organized by UNDP CO Serbia
	Cross border joint exercises with Serbia and Montenegro
	Meetings/conferences in Serbia among associations of women police officers, organized by UNDP CO Serbia