United Nations
Peacebuilding

PBF PROJECT DOCUMENT

Country: Bosnia and Herzegovina
Project Title: Sustaining peace and social cohesion in Bosnia and Herzegovina through enhanced inter-municipal and inter-entity cooperation on local services (SPSC)
Project Number from MPTF-O Gateway (if existing project):

PBF project modality:	If funding is disbursed into a national or regional trust fund (instead of into individual recipient agency accounts):
☒ IRF ☐ PBF	☐ Country Trust Fund ☐ Regional Trust Fund **Name of Recipient Fund:**

List all direct project recipient organizations (starting with Convening Agency), followed by type of organization (UN, CSO etc.):   International Organization for Migration (IOM), UN   United Nations Development Programme (UNDP), UN   **List additional implementing partners, specify the type of organization (Government, INGO, local CSO):**   Association Centre for Education Initiatives "Step by Step"; Association "Psiholuminis" Prijedor; United Nations Volunteers (UNV)
Project duration in months [1]: 24 months   **Geographic zones (within the country) for project implementation:** The project activities will focus on the western part of Bosnia and Herzegovina, along the inter-entity boundary line, including municipalities in Canton 10 and Una-Sana Canton in the entity of the Federation of Bosnia and Herzegovina, and in the entity of Republika Srpska. While preliminary discussions with potential partners were held during the project design phase, final selection of target municipalities will be confirmed in the project inception phase.
Does the project fall under one or more of the specific PBF priority windows below: ☐ Gender promotion initiative[2]   ☐ Youth promotion initiative[3]   ☐ Transition from UN or regional peacekeeping or special political missions   ☐ Cross-border or regional project
Total PBF approved project budget* (by recipient organization):   IOM: $ 1,753,053   UNDP: $ 1,746,947   TOTAL: $ 3,500,000

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[1] The official project start date will be the date of the first project budget transfer by MPTFO to the recipient organization(s), as per the MPTFO Gateway page.
[2] Check this box only if the project was approved under PBF's special call for proposals, the Gender Promotion Initiative
[3] Check this box only if the project was approved under PBF's special call for proposals, the Youth Promotion Initiative

The overall approved budget and the release of the second and any subsequent tranche are conditional and subject to PBSO's approval and subject to availability of funds in the PBF account. For payment of second and subsequent tranches the Coordinating agency needs to demonstrate expenditure/commitment of at least 75% of the previous tranche, provision of any PBF reports due in the period elapsed, and a brief update from the project team on how the municipal ownership/ commitment to the project has manifested in concrete actions by the authorities.

Any other existing funding for the project (amount and source):

PBF 1st tranche (60%): IOM: $ 1,051,832 UNDP: $ 1,048,168 Total: $ 2,100,000	PBF 2nd tranche* (40%): IOM: $ 701,221 UNDP: $ 698,779 Total: $ 1,400,000	PBF 3rd tranche* (_%):____ XXXX: $ XXXXXX XXXX: $ XXXXXX Total:

Provide a brief project description (describe the main project goal; do not list outcomes and outputs):

The overall objective of this project is to strengthen social cohesion within and between communities located on the administrative borders of the two entities in Bosnia and Herzegovina, namely the Federation of Bosnia and Herzegovina and the Republika Srpska. To achieve this objective, the project partners, IOM and UNDP, will work with municipal authorities and other local actors to organize and sustain community dialogues and civic engagement, strengthen social structures and services, and create opportunities for young men and women to engage in meaningful exchanges with youth and leaders across communities and the inter-entity boundary line.

Summarize the in-country project consultation process prior to submission to PBSO, including with the PBF Steering Committee, civil society (including any women and youth organizations) and stakeholder communities (including women, youth and marginalized groups):

As the project will support interventions to strengthen social structures and services, with the aim to provide needs based and quality improved service delivery to men, women and youth in the target communities, cantonal and municipal authorities have been consulted throughout the project development process. Consultations with some municipalities of Canton 10, as well as the Ministry of Labour, Health, Social Welfare and Displaced Persons, started well before the current proposal development phase, with local assessments of needs and gaps provided by key partners in Glamoč, Bosansko Grahovo and Drvar. In addition, consultations were held with local civil society organizations working with youth, women groups, mental health professionals working on the issues of war trauma, as well as those who are actively working with teachers, and social protection practitioners. Youth groups in the targeted areas also provided insights into the needs and resources available in the area.

Project Gender Marker score[4]: 2

Specify % and $ of total project budget allocated to activities in pursuit of gender equality and women's empowerment:

- 35,72% of the total project budget will be allocated to activities in pursuit of gender equality and women's empowerment, in amount of USD 1,250,032.08

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[4] **Score 3** for projects that have gender equality as a principal objective and allocate at least 80% of the total project budget to Gender Equality and Women's Empowerment (GEWE)
Score 2 for projects that have gender equality as a significant objective and allocate between 30 and 79% of the total project budget to GEWE
Score 1 for projects that contribute in some way to gender equality, but not significantly (less than 30% of the total budget for GEWE)

Briefly **explain through which major intervention(s) the project will contribute to gender equality and women's empowerment** [5]:
  – The rapid assessment will provide for insights on the availability, accessibility and quality of social care services with women as primary beneficiaries.
  – A gender equality perspective will be included in the topics discussed during community dialogues.
  – Activities supported within and between local communities will address gender aspects and will be designed to promote gender equality.
  – Delivery of priority social care services and public infrastructure for social care services will have a particular focus on women.
  – UNV Community Volunteers are expected to be 50% women.	

Project Risk Marker score: 1 (medium)

Select PBF Focus Areas which best summarizes the focus of the project *(select ONLY one)*[6]:
3.2 Equitable access to social services[10]

If applicable, UNSDCF/**UNDAF outcome(s)** to which the project contributes:

The project contributes to the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021-2025 in BiH, notably to Priority Area III (People centered governance and rule of law), Outcome 4 (By 2025, people contribute to, and benefit from more accountable and transparent governance systems that deliver quality public services and ensure rule of law), and Priority Area IV (Citizen and community engagement for social cohesion), Outcome 5 (By 2025, there is stronger mutual understanding, respect and trust among individuals and communities).

Sustainable Development Goal(s) and Target(s) to which the project contributes:
Goal 3: Ensure healthy lives and promote well-being for all at all ages
  • Goal 5: Achieve gender equality and empower all women and girls
  • Goal 10: Reduce inequality within and among countries
  • Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Type of submission:	**New project**

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[5] Please consult the **PBF Guidance Note on Gender Marker Calculations and Gender-responsive Peacebuilding**
[6] **PBF Focus Areas** are:
(1.1) SSR, (1.2) Rule of Law; (1.3) DDR; (1.4) Political Dialogue;
(2.1) National reconciliation; (2.2) Democratic Governance; (2.3) Conflict prevention/management;
(3.1) Employment; (3.2) Equitable access to social services
(4.1) Strengthening of essential national state capacity; (4.2) extension of state authority/local administration; (4.3) Governance of peacebuilding resources (including PBF Secretariats)

PROJECT SIGNATURES:

Recipient Organization(s)[7]	Representative of National Authorities
Laura LUNGAROTTI *Signature* *International Organization for Migration* *Date & Seal* *Steliana Nedera* *Signature* *United Nations Development Program (UNDP)* *Date & Seal*	*Dr Zoran Tegeltija* *Signature* *Chairman of the Council of Ministers* *Date & Seal*
Head of UN Country Team	**Peacebuilding Support Office (PBSO)**
Ingrid Macdonald *Signature* *Resident Coordinator* *Date & Seal*	Elizabeth Spehar *Signature* Assistant Secretary-General for Peacebuilding Support *Date & Seal* 21/11/2022

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[7] Please include a separate signature block for each direct recipient organization under this project.

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Predsjedavaju i
осна и Херцеговина
САВЈЕТ МИНИСт
Предсједавајћи

Bosna i Hercegovina
VIJE E MINIS ARA
Predsjedatelj
Bosnia and Herzegovina
COUNCIL OF MINISTERS
Ch airman

06.10.2022.

H.E. Mr. ntonio Guterres
Secretary-General
United ation ecretariat 405 East 42"d Street
ew York NY 10017
United State of America

Dear Secretary-General Guterres,

Please be advised that the Council of Ministers of Bosnia and Herzegovina extends its support to the Peacebuilding Fund - Immediate Response Facility project developed jointl tween authoriti in the country and United ations.
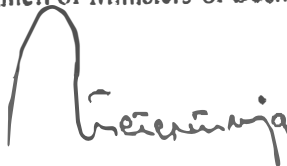
Project: "Sustaining peace and social cohesion in Bosnia and Herzegovina through enhanced inter-municipal and inter-entity cooperation on local services" planned to be implemented by UNDP and IOM over the period of 24 months, with an overall budget of $3,500,000, will support community dialogues and civic engagement, strengthen social structures and services, and create opportunities for young men and women to engage in meaningful exchanges with youth and leaders across communities and the inter-entity boundary line.

The foreseen results and activities of this project is fully in line with Bosnia and Herzegovina and United Nations Sustainable Development Cooperation Framework 2021 – 2025, signed on the 20th of May 2021. This project will support delivery of Outcome 5, which commits by 2025, to stronger mutual understanding, respect and trust among individuals and communities in Bosnia and Herzegovina.

Support to these initiatives from your Peacebuilding Fund will further encourage the strengthened partnership of authorities in Bosnia and Herzegovina and United Nations.

You ince ly,

Dr. Zoran Tegeltija,
Chairman of the ouncil of Ministers of Bosnia and Herzegovina

Трг Босне и Херцеговине број 1, С рајево, Босна и Херцеговина
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I.   Peacebuilding Context and Rationale for PBF support (4 pages max)

a) A brief summary of **conflict analysis findings** as they relate to this project.

More than a quarter of a century after the end of the war in Bosnia and Herzegovina (BiH), the society continues to be confronted with unresolved war legacies. The fragmented political structure hinders cohesive development strategies in many areas, while divisive narratives perpetuate mistrust between communities, and between citizens and elected leaders. Trust in elected leaders and public officials is at an all-time low, with 83.7% of citizens believing that the governments in BiH are not adequately dealing with the country's economic problems[8]. The last 15 years (and the last few years in particular) reflect a clear trend of deterioration of the overall peace and security situation in BiH. According to the Fragile State Index 2021, BiH features as a fragile state, ranked 77th among 179 countries. In November 2021, the High Representative reported to the UN Security Council that the country faces "the greatest existential threat of the postwar period", with increased concerns over BiH territorial integrity, the functioning of its institutions, the rise of hate speech and glorification of war criminals. BiH is also being weakened by increasingly contested narratives about the past, present and future of the country. Past events have three different interpretations throughout BiH, which are perpetuated by the ethnically segregated education system that prohibits shared understandings of the past. Such legacies continue to have a powerful impact on public attitudes, especially among youth. They even provide the primary prism through which youth assess current events which in turn entrenches divisions, hampers critical thinking, and can make young people more receptive to divisive narratives. These issues have a profound and structurally damaging impact on the country's social cohesion, with data showing a steady decline in social ties among people in BiH compared to 10 years ago[9].

Other compounding factors include a weak governance framework and social protection system, which are not supporting in a fair and inclusive manner the provision of public services, in particular to those who need it most. Social protection in BiH is the responsibility of the entities and Brčko district, while the state level plays a coordinating role. In the Federation of Bosnia and Herzegovina, responsibility over the social protection is further delegated to the cantons and municipalities while in the Republika Srpska it is shared with municipalities.[10] While in both entities the social protection system is composed of contributory social insurance and non-contributory social assistance programmes, it has a high degree of fragmentation which results in differences not only in eligibility criteria but also in coverage, targeting, availability and levels of benefits, based on place of residence of beneficiaries. Social assistance[11], meant to reach the poorest and most vulnerable segments of society, has limited effect on poverty reduction because of the poor targeting. It is characterized by a dichotomy between war veterans and non-war related groups, practically creating two parallel systems of benefits (financial assistance) which are awarded based on the beneficiaries' status rather than on their level of

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[8] UNDP (2019), Public perception survey commissioned by UNDP, implemented by Prism, May 2019.

[9] Fund for Peace, Fragile State Index and UNDP National Human Development Report on Social Inclusion in BiH. Weakening of social ties is happening on all fronts, with decline within own ethnic group, with other ethnic groups and with people leading a different lifestyle.

[10] Social assistance benefits are financed by entities, cantons and local authorities. Concerning means-tested social assistance benefits and social care services, the entity level laws provide a general framework, and their implementation is largely delegated to the local governments with a wide room for discretion. As a result, each entity/canton/municipality has its own social assistance legislation, providing different eligibility conditions and benefit formula. There is no effective mechanism for balancing the difference in fiscal capacities of the local governments. Issues in Social Protection in Bosnia and Herzegovina: Coverage, Adequacy, Expenditure and Financing, ILO, 2022.

[11] Social assistance in BiH includes family benefits, child benefits, war veterans benefits and social care services that are paid either in cash or in kind, according to the eligibility criteria.

need[12]. Further, social assistance programs indicate unbalanced gender considerations and measures. For example, maternity and child protection benefits are meagre in comparison to the previously mentioned benefits of war veterans, mostly men[13] and they do not provide women with means to balance their professional and family life. Moreover, availability and the scope of social care services (e.g., the care for senior citizens, pre-school childcare, support for children and adults with disabilities, day-care centers, mentoring and psychosocial support for young people, skills development and employability support, counselling support for families and children in need, etc.) vary significantly among various regions and municipalities, with wide discrepancies between major cities and remote and smaller municipalities with less resources.

In BiH, this problem is exacerbated by a lack of formal or functional cooperation between municipalities in the delivery of social care services. This adds to inequalities in access to and quality of services between neighboring populations that can foster divisions and further erode social cohesion - both between communities and between communities and the local governments they see as being at fault. This lack of cooperation also compounds the challenges faced by municipalities in financing public services, by creating excess bureaucracy and failing to create economies of scale and cooperation. From a gender perspective, the unavailability of service, supported by the existing gender stereotypes and social attitudes lead to several disparities in the field of labor. Women are more likely to stay at home and take care of children and/or elderly family members, and women, are also, more likely to participate in "shadow economy".[14] These difficulties in accessing public services, often combined with a weak delivery of available services, further diminish the public trust that is crucial for maintaining civic engagement and participation and strengthening social cohesion as the foundation for a functioning democratic system[15]. Combined with sluggish development, stubbornly high unemployment and inactivity, in particular among women, these challenges have pushed many young and skilled people to leave BiH[16], a trend that further weakens local communities today, while diminishing their perspective for a prosperous future.

The current large-scale emigration of citizens is also directly linked to the destructive socio-economic impact of ongoing political agendas and policies of division, continuous political instability, and a corrupt patronage system, resulting in a chronic lack of opportunities and developmental perspectives. According to the Union for Sustainable Return and Integrations in BiH, an estimated 400,000 people left the country over the last eight years, including some 170,000 in the first half of 2021 alone[17]. On the other hand, the 2018 Labor Force Survey produced by the BiH Agency for Statistics estimated that the real number of people in BiH was 2.7 million, considerably less than 3.5 million recorded by the 2013 census[18]. Although these numbers are estimates and vary from one source to another, they all reflect a deep problem. Furthermore, the COVID-19 pandemic brought into the public attention more

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[12] The Right to Social Protection in BiH - Concerns on Adequacy and Equality (osce.org); UNDP National Human Development Report on Social Inclusion in BiH. Some estimates suggest that only 6.2% of the poorest benefit from means-tested permanent or one-off assistance, while expenditure on families with children, people with non-war related disabilities and other vulnerable categories is the lowest in the region and amounts to between 1% and 1.2% of the country's GDP.

[13] https://www.ilo.org/wcmsp5/groups/public/---europe/---ro-geneva/---sro-budapest/documents/publication/wcms_842892.pdf

[14] Gender-based discrimination and labour in BiH; Helsinki Citizens' Assembly Banja Luka, 2019.

[15] OECD identifies public institutions' values such as integrity, fairness, transparency, inclusiveness and competence in creating and delivering public services as strong predictors of public trust. Available on: https://www.oecd-ilibrary.org/governance/trust-and-public-policy_9789264268920-en

[16] While no accurate numbers and profiles of those who leave or return exist at any administrative level, UNFPA's 2021 Survey on Youth Emigration in BiH estimated that 47% of young people in BiH expressed aspirations to leave the country either temporarily (23%) or permanently (24%) compared to 19% of adults. Aspirations to leave the country were higher among male survey respondents (50%) than female respondents (44%). Available on: https://ba.unfpa.org/sites/default/files/pub-pdf/youth_emigration_survey_in_bih_eng_final_0.pdf

[17] NI BiH, "Zastrašujući podaci o odlasku bh. Građana: "U Grahovu kao da je '96. Godina", December 17, 2021, Dan Uživo.

[18] Available on: LAB_00_2018_Y1_0_BS.pdf (bhas.gov.ba)

than ever before the existing issues and weaknesses of the social welfare systems, with BiH having one of the highest per capita death rates due to COVID-19 in Europe.

These challenges are most acutely felt in remote and underdeveloped localities that often have ethnically mixed population, or population that is not a majority in a relevant canton or entity. Among others, such localities can be found in the western part of the country, along the inter-entity boundary line, including Canton 10 and Una-Sana Canton in the entity of FBiH, as well as municipalities in the entity of RS[19]. Comprised of some of the least economically developed municipalities in BiH, with limited employment opportunities and poor public services, this region is still grappling with longstanding conflict-related, political, economic and social cleavages that undermine community resilience and stability. It is characterized by striking underrepresentation of women among the active working population, due to the lack of jobs, but also limited social care services. Similarly, young men and women are increasingly leaving this region, not only because of unemployment, but also because of the lack of other opportunities and low level of trust in elected leaders, which is all contributing to the lack of hope and overall lethargy.[20] Young men and women in BiH share similar values when it comes to their sense of belonging, interethnic trust, contacts with other ethnicities, and attitudes toward violence. However, youth in BiH seem to have lower level of trust in other ethnic groups, and a large proportion of them think that interethnic tensions in BiH are possible, which affects their sense of safety, security and stability.

At the same time, in BiH, experience has shown that working with 'champions of peace' can lead to visible positive changes, and that peacebuilding work in areas located further away from major political centers is more effective. Incentivizing greater inter-ethnic collaboration and accountability mechanisms between the authorities and the communities, across the ethnic lines and divisions, is yielding more immediate results in remote, smaller and entity-border communities who have not fully recovered from the impact of the war and the consequences it had on social services provision, or do not benefit from the same resources/access to services as larger localities. Ethnic groups within and across these communities are therefore more likely to work together towards common goals, because there is less negative political pressure and interference from high-level leaders. Due to their location, inter-entity border communities are also more likely to have a genuine interest to engage in dialogues with other ethnic communities in other cantons and entities, if it contributes to long-term stability and respect for diversity and human rights.

Selected municipalities are chosen for their lack of key social care services dedicated to youth (youth centres/associations, cultural centres, informal education, etc.). Deprivation is a result of areas being dominantly rural, avoided by major international donor due to size and significance for the overall political scene, lack of higher education institutions reflecting in high study migrations and brain drain, and lack of institutional capacities to recognize importance of youth participation in decision making processes. Establishment of youth clubs/centres and camps in deprived communities has been a proven tactic (IOM BHRI program) for attracting more active groups of youth. Once the initial cohorts embark on scoping of their communities, available opportunities and start proposing changes they easily reach out to their friends and acquaintances and increase membership. Durability of the group is highly dependable on their ability to define mission and vision for their actions.

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[19] This area includes localities such as: Bosansko Grahovo, Bosanski Petrovac, Drvar, Glamoč, Ključ, Kupres, Livno, Mrkonjić Grad, Sanski Most, and Šipovo. According to the 2020 population estimates, this area is home to over 180,000 people.
[20] UNFPA, Promente, IPSOS (2021), Survey on Youth Emigration in Bosnia and Herzegovina. Available online: Survey On Youth Emigration In Bosnia And Herzegovina

b) A brief description of how the project aligns with/ supports **existing** Governmental and UN **strategic frameworks**[21], how it ensures **national ownership**. If this project is designed in a PRF country, describe how the main objective advances a relevant strategic objective identified through the Eligibility Process

This project directly contributes to the implementation of the recently adopted **SDG Framework in BiH 2030**,[22] which is the only long-term development agenda for the country adopted by the BiH Council of Ministers as well as the governments of Brčko District and the two entities in the past 15 years. Developed with UN support, the SDG Framework does not only define sustainable development priorities for the country but also specific and measurable targets that need to be achieved by 2030. It specifies three development pathways defined therein, namely (i) Good governance and Public Sector Management; (ii) Smart Growth; and (iii) Creation of a Society of Equal Opportunities and two horizontal themes: (i) the principle of Leave No One Behind and (ii) Human capital for the future. It also builds on the BiH Reform Agenda for 2019-2022, which focuses on youth and women employment, restructuring of state-owned enterprises, reform of the health care sector, and increasing the capacities of the private sector.[23]

Moreover, the project contributes to the UN Sustainable Development Cooperation Framework for BiH (UNSDCF) for the period 2021-2025.[24] Most notably, it supports the implementation of Outcome 4 under priority area III, which aims to achieve that people contribute to, and benefit from more accountable and transparent governance systems that deliver quality services. As a cross-cutting theme, the project also supports the UNSDCF strategic priority area IV and Outcome 5, to promote citizen and community engagement for social cohesion. UN peace and development assessments and other analytical reports underscore that there is still untapped transformative peace-strengthening potential in common interest topics such as further improving education, health care, the environment, green energy, shared culture and even agriculture. The potential impact of efforts to sustain peace and stability through concrete and tangible support aiming at restoring social cohesion at the local level, notably in more rural areas, should therefore not be underestimated and should be scaled up.

Furthermore, building on the complementarities of the Women Peace and Security (WPS) and Youth Peace and Security (YPS) agendas, the project will foster meaningful and active participation and leadership of community members by ensuring space for women and youth, especially young women to have their needs and experiences heard and considered.

The project will also contribute to the realization of priorities and measures defined in relevant cantonal and municipal strategic documents, in particular in relation to the improvement of social services, youth engagement and social inclusion.

c) A brief explanation of how the project fills any strategic gaps and complements any other relevant interventions, PBF funded or otherwise. Also provide a brief **summary of existing interventions** in the proposal's sector by filling out the table below.

While the project target area, the western part of BiH, along the administrative line between the two entities, is struggling with longstanding conflict-related, political, economic and social cleavages, as

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[21] Including national gender and youth strategies and commitments, such as a National Action Plan on 1325, a National Youth Policy etc.
[22] Available on: Okvir-za-realizaciju-Ciljeva-odrzivog-razvoja-u-BiH-latinica.pdf (dep.gov.ba)
[23] The project is also relevant in the context of BiH efforts to join the EU and in particular in relation to the priority 5 from the European Commission opinion on the country's application for membership of the EU: *Take concrete steps to promote an environment conducive to reconciliation in order to overcome the legacies of the war.*
[24] Available on: Sustainable development_WEB.pdf (un.org)

well as net outward migration, it has received limited donor support. Some localities in Una-Sana Canton (Bosanski Petrovac, Ključ) and Mrkonjić Grad in the Republika Srpska have been included in UN and OSCE interventions, but without sustainable investments. With this project, UNDP and IOM are aiming to bridge these gaps, working with local communities with different ethnic and political backgrounds to address social service-related needs as well as social cohesion and trust-building challenges. This has proven to be an effective way to break down stereotypes and divisions, mostly by bringing together members of different groups over shared concerns and challenges that citizens face regardless of their background. For example, during the IOM's BiH Resilience Initiative (BHRI), members of different ethnic groups were brought together over shared concerns and values, breaking down ethnical prejudices (often rooted in cross community prejudices – about people from different community, which happen to also be of different ethnicity), engaging members in assessing community problems and proposing solutions, yielding long lasting relationships (partnerships in project development, online and offline socializing).

In this context, UNDP and IOM will build on and seek synergies with relevant previous and ongoing interventions, in particular in relation to community dialogues and youth participation (Dialogue for the Future, Makers, ReLOaD, BRIDGE and BHRI projects), improving public service delivery (Municipal Environmental Governance Project working on public performance management and service delivery among others), as well as enhancing employability of youth and women (EU4Business and EU4AGRI projects). UNDP and IOM will also seek synergies with UNICEF in relation to improvements of social services, as well as with the OSCE and USAID in relation to youth engagement, as well as work on transgenerational transmitted trauma.

Below is a summary of the most relevant ongoing interventions with which the project will seek synergies.

Project name (duration and implementing agency)	Donor and budget	Project focus	Difference from/ complementarity to current proposal
Bosnia and Herzegovina Resilience Initiative (BHRI) 2017 – 2024, implemented by IOM	USAID (Phase 1) EUR 18,000,000. ADA (Phase 2) EUR 1,500,000	Strengthening positive political and social actors and discourses to provide alternatives to extremist and radicalizing voices and influences.	Small grants mechanism aiming to prevent radicalization and support active youth participation in communities, while also supporting local media to create positive content challenging hate speech and divisive rhetoric.
Bosnia and Herzegovina: Enhancing Social Cohesion in Communities Hosting People on the Move" 2021 – 2022, implemented by IOM	FPI, EUR 1,500,000	Addressing fears of the local population and establishing a dialogue between local community representatives, central government stakeholders, citizens and representatives of the migrant and refugee community,	Responding to the increase of tensions and anti-migrant sentiments in local communities in BiH that are hosting large numbers of migrants, namely in Sarajevo and Una-Sana Canton.
Building Relations for Intercultural Dialogue in BiH Project (BRIDGE), 2022-2024, implemented by UNDP	Government of Italy; EUR 801,337	Fostering intercultural dialogue and interaction among young people from different ethnic and religious groups and geographic locations around nature, science, tourism and environment protection causes, ultimately contributing to bridging the social	Mostly working with young people to reduce prejudices, enhance trust, and develop leadership skills for the future.

		and cultural divides and restoring trust among young people.	
Meaningful Activism, Knowledgeable Engagement and Responsible Solutions (MAKERS), 2020-2023, implemented by UNDP	Porticus, Foundation, UNDP; EUR 540,000	Improving municipal governance practices on public participation, supporting community activism and capacitating youth for leadership in their communities and beyond, and promoting joint action on shared priorities.	Contributing to dialogue between local leadership and communities towards identification and implementation of joint priorities.
Regional Programme for Local Democracy in the Western Balkans (ReLOaD) 2, 2021-2024, implemented by UNDP	EU, EUR 3,690,000 (for BiH)	Strengthening partnerships between local authorities and civil society in the Western Balkans, by scaling a successful model of transparent project funding of CSOs from local government budgets, contributing to civic and youth participation in decision-making processes and improved service delivery in local communities.	Supporting project-based financing of CSOs in cooperation with 13 partner local governments and enhancing youth engagement.
Empowering Trust and Cohesion in Bosnia and Herzegovina's Communities (2022-2024), implemented by UN (IOM and UNDP) and OSCE in cooperation with Council of Europe and EU	EU, EUR 3,500,000	Strengthening coherence of civil society to lead trust building work and increasing positive interaction between and within targeted communities.	The project is congruently empowering coherence of civil society to lead trust building work and increase positive interaction between and within target communities, however in different communities (regions) of BiH comparing to this Action.

Additionally, the project is amplifying positive stories and progressive/moderate voices from local communities and civil society that provide alternative narratives to divisive rhetoric and actions. |
| PRO-Future, 2018-2023; implemented by Catholic Relief Services (CRS) | USAID | Supporting reconciliation and trust among citizens of all ethnic groups in BiH. | The program works with influential politicians to discuss the consequences of ethno-nationalism and promote reconciliation instead |

II. Project content, strategic justification and implementation strategy (4 pages max Plus Results Framework Annex)

a) A brief **description of the project** focus and approach – describe the project's overarching goal, the implementation strategy, and how it addresses the conflict causes or factors outlined in Section I (must be gender- and age- responsive).

The **project outcome** is: **Enhanced social cohesion among citizens across communities and the inter-entity boundary line.**

Towards this outcome, the project will support and sustain constructive dialogues between local authorities and citizens, bringing together diverse stakeholders, with an emphasis on engagement of young women and men, to facilitate exchanges on challenges of common interest, including delivery of social and other public services, limited opportunities for youth, but also the lack of cooperation

and solidarity, and high levels of rhetoric on division and hate. The dialogues will provide a space for active citizen engagement, enabling the setting of joint priorities and finding solutions for common social service-related challenges. They will engage elected leaders to make or support positive moves around strengthening social cohesion and accountability lines, promoting inter-municipal exchange including across the cantonal and the administrative lines between entities[25].

Building inclusive, participatory processes will help local governments reach out to local communities and manage expectations, while also contributing to strengthening government legitimacy. The dialogues will increase coordination and possible joint implementation of activities and increase accountability by authorities to all the community members, irrespective of their ethnic belonging or their gender. Given the scope of the needs in the communities, the dialogue process will also require further community communications, ensuring and transparent information about the project interventions that will be prioritized.[26]

Social services addressing gender-related needs will be prioritized and young women's role in the social service delivery system, both as users and as providers of such services, as well as their meaningful community engagement, will be promoted. A further aim is to set an example for other municipalities to adopt similar constructive actions and policies for all community members irrespective of their background.

Accordingly, the **project outputs** are as follows:

- Output 1.1: Trust in local governments / social service providers is improved through responsive and participatory interaction with communities
- Output 1.2: Young women and men engage in cross-community and inter-entity activities[27]

b) Provide a **project-level 'theory of change'**

If communities and local governments engage in dialogue to uncover the needs develop and implement solutions to improve access to social care services **and** if young women and men are empowered to actively engage in this process **and** if young women and men are engaged in cross-community and inter-entity activities where local needs, and opportunities for positive changes are openly and collaboratively discussed and addressed, **then** the social cohesion among people across communities and the inter-entity boundary line will be enhanced **because** inclusive and constructive dialogues will provide an opportunity for people, particularly young women and men, to discuss challenges and priorities and voice their opinions on a range of issues of common interest such as social care services available in the community with local authorities, leaders and decision-makers; **because** project partners and local authorities will be able to stay attuned to local needs, dynamics, and opportunities for inter-entity exchanges and collaboration, and **because** the project will integrate social cohesion, inclusion and gender equality principles more systematically into socio-economic recovery efforts,

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[25] Previous UNDP and IOM experience demonstrated that government officials are open for these types of engagements with community members and that very often they are also willing to budget for sustainability of certain interventions and projects especially if they have been strongly emphasized as priorities by dialogues participants.

[26] The Result Matrix will provide a clear set of performance indicators, including qualitative indicators to document the medium- and long-term effects of the intervention. Building on the Result Matrix, the project implementing partners will develop a Result Monitoring Framework (RMF) that will define the data sources and collection methods and responsibilities for data analysis, and the calendar for all monitoring and evaluation activities.

[27] Both IOM and UNDP have done extensive work in this area in BiH. This proposal builds on our joint experience and lessons learned.

harnessing partnerships and strategies that focus on drivers of fragility and the peace and development nexus.

Assumptions:

- Political situation (or change in political context due to national and local elections) is conducive to dialogues with citizens from divided communities.
- Local communities and authorities are interested in participating and co-financing peacebuilding initiatives.
- Community dialogues engaging government institutions, citizens, civil society organizations and private sector representatives contribute to increased public trust in institutions.
- Narratives created by the project around common challenges faced by all ethnic groups in both entities, such as rising poverty, inequalities, poor quality of social services, and gender inequalities create a common ground and act as a motivator for participation and cooperation in this project.
- Men and women living in the areas, who engage in sharing experiences, attitudes, and beliefs in diverse groups, are more likely to be open to future collaboration and less likely to accept and perpetuate divisive rhetoric and rivalries.
- Opportunities created through the project in remote and isolated communities contribute to youth engagement in constructive activities, giving them a sense of purpose and belonging.
- The lack of constructive dialogue and presence of divisive rhetoric at the national level is holding back grassroots peacebuilding efforts, especially in communities where local leaders do not act constructively.
- BiH is a divided polity and the legacies of the conflict contribute to the state of "frozen conflict" persisting, and hinder accountability for the failure of political leaders to implement reforms that advance EU integration and overall efforts targeted at an inclusive, safe and secure future.

c) **Provide a narrative description of key project components**

The project aims to assist local communities in becoming cohesive societies (within and across) that work toward the wellbeing of all their members, fight exclusion and marginalization, create sense of belonging, and promote trust. The project will uncover critical gaps and enable local authorities to improve the delivery of social care services. By advancing service delivery, local authorities will strengthen their legitimacy and accountability, contributing to improved trust.

With a comprehensive community approach, both project outputs will focus on the same group of beneficiaries who will be engaged in different project activities within and across communities. Focus of the project is on improving social services through planning and delivering interventions based on the results of rapid assessment and community dialogues, as well as engaging young women and men in decision making processes in local communities. A joint work plan will be developed to ensure sequencing and layering of the planned project activities.

Use Annex C to list all outcomes, outputs, and indicators.

Output 1.1. Trust in local governments / social service providers is improved through responsive and participatory interaction with communities

The project will support partner municipalities to improve the quality of delivery of social care services in an effective and equitable manner, providing them with the means to build relevant capacities and engage with their communities, thus enhancing their legitimacy and accountability. Furthermore, enhancing and diversifying the service offer will create new employment/market opportunities, enabling caretakers to reengage in the labour market. The project will encourage and facilitate cross-municipal and cross-community collaboration and exchange of experience, including around potential joint models for social care service delivery. This output will be delivered through the **set of activities described below**.

Activity 1.1.1. Rapid participatory assessment of availability, accessibility, and quality of social care services in target local governments (UNDP)

UNDP will provide partner municipalities with expert and methodological support to lead the participatory scanning of social care services state-of-play, ensuring gender sensitive/responsive approaches and design. A primary focus will be on the **services delivered at the community level, as well as on counselling services targeting families, children, young people, the elderly, people with mental and physical disabilities, the poor and other disadvantaged individuals and families.**[28] Beyond availability and accessibility of services, the assessment will also review the level and relevance of existing **social benefits** in the target area.

The assessment will provide an up-to-date overview of the needs and critical gaps in relation to social care services within each target locality, as well as needs and opportunities for cross community collaboration. It will inform on the level of awareness among vulnerable community groups on their right to social benefits, also identifying eventual gaps. In addition, the assessment will capture the needs and opportunities for skill development, employment and income generation, with a view of informing future support for unemployed men and women of different age groups.[29] The assessment will also consider, where applicable, the infrastructure and other needs/gaps that should be timely planned and fulfilled in order to render the service in question feasible.

Partner municipalities will be supported to synthesise the emerging most acute social service needs, including **from the viewpoint of public infrastructure needs,**[30] and define concrete priorities for **improvement or introduction of new social care services, alongside potential reinforcing measures to improve social benefits**[31] **for the most vulnerable and marginalised population groups.** When prioritising social care services, the project will consider the contribution of selected services to community social cohesion, empowerment of women and youth engagement.

The assessment will also provide recommendations for the **potential piloting of social care service delivery at a regional level** (through inter-municipal cooperation), towards improved accessibility and efficiency of service provision. It will define concrete suggestions for a package of customised actions that the municipalities and other stakeholders can undertake to support **young people and**

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[28] Such services might entail social, health, cultural, and recreational activities meant to support individuals and families in their homes and communities (e.g., the care for senior citizens, pre-school childcare, support for children and adults with disabilities, day-care centres, mentoring and psychosocial support for young people, skills development, and employability support).

[29] In addition to Centres for Social Welfare, target institutions for identification of the most vulnerable include women groups, associations of peoples with disabilities, humanitarian and religious organisations, soup kitchens, etc.

[30] Such interventions could entail renovation and/or upgrades of public infrastructure and facilities. These "hard" infrastructure efforts are vital as they catalyze the coming together of key local stakeholders around the envisaged "soft" activities in partner localities.

[31] Particularly those that may be managed at local/cantonal government levels, so that the project can support dialogue among various public institutions, policymakers and stakeholders, to advocate for concrete changes.

women through skills development and professional qualification, entrepreneurship development measures connected to economic activity in the region.[32]

To support the rapid assessment, the project will engage some 20 young women and men through the UN Community Volunteers[33] modality. The community volunteers will help in: identifying the most vulnerable population groups in their community; reaching out to those most in need; conducting interviews and facilitating focus group discussions, data gathering, processing (including through digital solutions) and help bridging communities with social service providers. The UN Community Volunteers will collaborate within and across localities and engage in grass-roots actions. The group of UN Community Volunteers is expected to nurture a network of grass-roots agents of change.

Activity 1.1.2. Community dialogues are organized with citizens and local authorities (IOM) on strengthening quality, equity, and responsiveness of local service delivery

Based on the findings of the mapping exercise conducted by UNDP, IOM will organize thematic dialogues within target communities, as well as bring together citizens and local authorities from different municipalities and entities. Rapid assessment results on the needs and critical gaps in relation to social care services within each target locality will be used as basis for selecting topics for dialogues, ensuring a gender perspective is included. They will also inform joint forums between municipalities, towards identifying joint measures and plausible actions stemming from the recommendations. As part of outreach activities to inform and invite citizens to take part in dialogues, the project will present main results of rapid assessment through social media announcements of the dialogues (info graphics, short video presentations, etc).

The project will ensure inclusion and respect for diversity when organizing these dialogues, including through the participation of marginalized groups, as deemed appropriate by the project team. During the preparation of the dialogues, project team will make assessment of the current practices that local governments have in place to keep their citizens involved and informed about their work and services available to them. This assessment will help project team to understand how existing systems can be improved to increase citizens participation and information sharing with citizens. Through the dialogues, the project, will facilitate finding solutions to identified challenges, including supporting the selection of priority community interventions (improvement of social services, through small grants support to formal and informal groups to implement community initiatives and activities, etc.), as well as providing feedback on the potential impact of these interventions on the community. As trust and familiarity is built, the dialogues will be an opportunity to increase interactions between local government and citizens to discuss issues of common concerns, including on subjects such as rhetoric of division, hate speech and social cohesion. This activity builds on UNDP and IOM's previous experience in BiH (including the Dialogue for the Future Project), which demonstrated that such dialogues improve political accountability as well as citizens' trust in local government[34].

Building on these dialogues, the project will encourage formal and informal groups of citizens to engage with government representatives on a regular basis, participate in decision-making processes

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[32] The assessment will be carried out using various tools (e.g., interviews, focus groups, surveys, innovative ethnographic or data tools), in collaboration with a wide range of local actors (i.e., Social Welfare Centres; Healthcare Centres, other social service providers, local communities, civil society organisations, religious leaders, etc.).

[33] Young women and man (18-35 years old) from diverse groups and backgrounds engaged as UN Community Volunteers will be selected from within their communities, where they live.

[34] Both UNDP and IOM have used this approach on other projects such as DFF, BHRI (among others) which have proved that these types of interventions are also a tool for capacity building of citizens to as proactive in their local communities. Practice demonstrates that, when given an opportunity, followed by positive outcome of the dialogues, citizens follow up with initiatives and reach out to their elected official on the conclusions of the dialogues. On the other hand, elected officials mostly do react positively to this because it brings them closer to the citizens and they are prone to adopt their ideas and suggestions.

and hold accountable their elected representatives. IOM will engage mediators and facilitators with previous experiences in leading these types of dialogues ensuring that dialogues are led in a coordinated manner, respecting diversity of opinions and do no harm principle. The project will assess local government capacities and provide support for them to gradually take over the organisation of community dialogues in decision-making processes. This will strengthen sustainable citizen feedback/review and municipality accountability mechanisms on service delivery, visibility, and transparency of local governments.

Activity 1.1.3. Support of actions that improve social service delivery in target communities (UNDP)

Based on the findings and recommendations of the rapid assessment, the project will support municipalities to **undertake concrete actions towards improvement of the delivery of social care services** (for all citizens, clients or users, irrespective of their background). As relevant, efforts will be made to enhance coordination between local governments and cantonal/entity authorities in addressing priorities. The project will also facilitate inter-municipal discussions to agree on potential **pilot joint social care service delivery experiments**, based on a viable model. These discussions will be informed by the identified and potentially shared priorities, taking into account the geographic distance among municipalities, as well as limited financial resources and potential cost-effectiveness of inter-municipal service delivery arrangements. The project is expected to support improving (or introducing) at least one social service in each locality, as well as piloting up to two inter-municipal social service delivery models. In addition to critical needs and gaps, the prioritisation will be done by taking into account the contribution of selected services to inter-ethnic collaboration, trust building, and social cohesion. Further, services that have a positive impact on women's inclusion, addressing those specific challenges women in the country currently face, will be given special consideration.

The municipalities will be supported to apply a people-centred approach to responding to the immediate needs of people facing deprivation and social exclusion in their localities. In case of both municipal and inter-municipal social care services, the project support will include: (i) prioritising services to be introduced or improved, (ii) scoping and designing the selected services, including developing of quality standards, (iii) setting in place the necessary infrastructure and technical elements and capabilities (investments in reconstruction and/or upgrades of relevant infrastructure and facilities, provision of relevant equipment, tools, and supplies), (iv) setting in place human capacities necessary for service delivery, (v) monitoring service delivery and providing further capacity development support as necessary.[35] These efforts will consider using technology and digitalisation, to ensure wider and more transparent public service delivery. The project will also explore opportunities for outsourcing social care services to qualified civil society organisations and / or private entities, to contribute to their sustainability. Partner municipalities will be expected to provide financial contributions to the improvement of selected services.

Some 20 young women and men engaged as UN Community Volunteers will be included in these processes, contributing to the improvement of the social service offer in target communities. They will be the catalysts of community engagement, supporting awareness-raising efforts in their communities, increasing community participation in decision-making, and contributing to the increased ownership and satisfaction of communities with the provision of social services.

Importantly, when deciding on priority social care services to be supported, the project will take into account: (i) how the delivery of this service impacts social cohesion/ local divisions, (ii) investment

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[35] On average, USD 96,000 is to be invested in newly established or improved social care services in target communities.

necessary for improving service delivery, (iii) human resources necessary for service delivery, (iv) necessary and available financial resources for service delivery in the next 3 years. The project will engage in close dialogue with municipal (and where relevant – cantonal) partners to advocate and ensure **institutionalisation, financing, and sustainability of the improved social care services.** Efforts will made towards **raising awareness of vulnerable community members in each partner locality on their rights to social benefits.**

As part of the efforts to implement the recommendations of the rapid assessment, the project will actively seek to support priority actions that will increase employability of young people and women, mostly through leveraging synergies and resources from UN agencies or from other interventions of the international community supporting youth employability, entrepreneurship, skill development, etc.

Output 1.2. Young women and men engage in cross-community and inter-entity activities

Activity 1.2.1. Capacity development of teachers and students to act as agents of change in schools and communities (IOM)

Recognizing education as a social service with the potential to bridge divisions in society, the project will also engage with professional civil society organizations that are specialized in promoting and teaching analytical and critical thinking in primary and secondary schools. This approach will be implemented by building a network of teachers who will ensure delivery of harmonized teaching practices through the project implementation. Training for teachers will be done jointly, allowing them to share their existing practice challenges, learn about and create together teaching tools which will enable more open, understanding, and diverse classroom environment in schools in target locations. Based on previous practices, teachers in learning communities are committed to change, help and support each other, and have room for collective reflection and efficiency. They are committed to common norms with a sense of shared responsibility for the development of all students, so the community becomes a space for sharing teaching methods and strategies. This connection and networking are particularly important in the context of BiH's politicized education system, which, in many cases, keeps citizens apart from their earliest most formative years of their lives. The project will use participatory principle in developing and establishing school-based platforms that will ensure teaching of critical thinking, values, social justice principles and competencies for democratic culture among the primary and secondary schools' students. In designing the training and the platforms, the project will integrate the specific gender perspective of the education sector in BiH, to address not only the existing gender stereotypes reproduced through the current curricula, but as well the factors and obstacles that contribute to women being the ones that leave school earlier, achieve higher results on all levels of education, make up most of the staff of the educational institutions (apart from the management[36]), while at the same time proposing creative solutions and best practices applicable to BH context. Through these school-based platforms / clubs, students will have a chance to improve their competencies, social intelligence and gain problem-solving and critical thinking skills while participating in training and mentorship. Through peer-to-peer learning and networking events between these clubs, students will get the chance to exchange their ideas and knowledge, as well as implement joint activities that will be cross-community in nature and address the issues identified.

Considering that education is a social service, the project will encourage teachers and students to take part in the community dialogues, dialogues with municipal (and where relevant – cantonal) partners to discuss findings and recommendations of the rapid assessment as well as to take part in the dialogues

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[36] Women and men in BiH. Agency for Statistics of BiH

related to improving services in education that fall under municipal, cantonal and entity level governments jurisdiction engaged under project Activity 1.1.3.

Activity 1.2.2. Supporting capacity building on transgenerational transmitted trauma of professionals and youth to act as peacebuilders in their communities (IOM)

To further promote healthy relationships among citizens in and across communities, IOM will work hand in hand with a professional civil society organization that is focusing on interethnic relationships as well as unresolved war trauma using a methodology to address transgenerational transmitting of war traumatic experience. This activity will be implemented through a set of training for professionals from target communities who are working in Centers for Mental Health, Centers for Social Work, schools, as well as local associations that are dealing with unresolved war traumas, ensuring institutional knowledge remains in the community and is available to all citizens when needed.

Work with youth will be done through the model of youth camps to serve as introduction and trust-building activities, followed by storytelling sessions in each target communities, and dialogues with veterans' groups. Youth participating in school-based platforms as well as youth members of the youth clubs and centers in local communities will participate in these workshops. Youth camps will be organized as inter-community events, and as a result of discussions in the youth camps, joint initiatives will be proposed and implemented together with youth clubs and youth centers within and between target communities. Storytelling workshops will serve as an additional workshop to support the creation and implementation of community initiatives addressing the past and looking into the future. Dialogues with veterans will serve as transformative workshops addressing veterans' experiences in the past war. Constructive Usage of Veterans' Experience (CUVE) is a unique methodology that brings together veterans from the three armies that participated in the war in 90's. The dialogues are especially useful as an intervention, exposing youth to different war narratives in a controlled and facilitated environment, enabling them to deconstruct those narratives and critically think about existing social constructs, past events and stories[37]. Engaging youth in dialogues on traumatic experiences related to past war, creates a space for raising inter-ethnical compassion and understanding thus contributing to bridging social distance between actors.

The inclusions of local women and youth in the training and their possible secondment to local Centers for Mental Health and Centers for Social Welfare through the UN Community Volunteer scheme will be explored.

Activity 1.2.3. Support to youth clubs and youth centers in the local communities (IOM)

To further encourage interactions between youth, youth clubs and centers will be established and/or supported in targeted communities to provide spaces and activities where young people from different backgrounds and communities can meet, interact, and collaborate towards common goals. Proposed project communities lack organized youth groups (clubs, centers, associations), so with this activity the project will attract young men and women willing to engage in community transformative processes. This will be implemented through community outreach, in cooperation with schools and existing associations (cultural and sports associations), to bring together youth from different backgrounds. Through previous projects, this approach has resulted in establishing smaller groups of

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[37] The methodology was previously rolled out through IOM's BHRI project implemented by partner organization" Psiholuminis" from Prijedor region. After the IOM's support partner continued to implement similar approach in Prijedor region, but also expanding its trainings of professionals who are working in public institutions equipping them to be more skilled in delivering counseling and addressing war related trauma. Workshops with youth have demonstrated change in their perception of other ethnic groups while dealing with their own war legacies and stories, making them more open to dialogue and understanding war experience of' others".

youth that initiate activities which then attract other youth to joint them. In practice, these groups are often mixed to start with, which helps in designing activities to attract both boys and girls. This activity is connected to the previous two activities, because it aims to involve students from schools as well as youth who will undergo the training on transgenerational transmitted war trauma. In addition, a call will be published for other young men and women from these communities – which have remained divided and separated due to the perpetuation of political conflict dynamics – to join this opportunity to work together on issues of shared interest and concern and become active changemakers who will catalyze peace and trust-building efforts in the community.

Initiatives linked to this approach may include youth-led campaigns or start-ups aiming to strengthen social cohesion and improve social services and target rhetoric of division or even hate speech. The nature, topic and type of these initiatives will be cocreated with the youth involved in the project, to ensure they remain relevant to local context and needs. IOM will ensure support through small grants mechanism for them to be implemented, engaging communities to co-fund these based on the resources available (public funds, private sector, etc.). IOM will work with municipalities to formally register youth spaces, where relevant and advocate for the allocation of premises or a small municipal budget to ensure their sustainability. In the past, this support by local governments included covering the utility costs of the space and ensuring funds in the municipal budgets to enable these clubs and centers to operate.

In addition to the sustainability of youth spaces, support for youth issues from local governments has proved to contribute to increased trust of youth in the authorities. By connecting youth who will participate in different project activities, the project will be able to identify and meaningfully engage "local champions of peace". Through the different project components, youth and women from different ethnic backgrounds will be given opportunity to participate in constructive dialogue, civic, formal, and non-formal education, and positive and gender-responsive service delivery which will foster stronger social cohesion and a more common vision for the communities.

Through these activities, the project will provide youth with opportunities in their communities, including initial work experience, contributing to their more positive assessment of prospects for a future in BiH. The aim of these activities is therefore to contribute to making the decision to migrate a choice rather than a necessity.

d) Project targeting

The project will focus on the area situated in the western part of BiH, bordering the Republic of Croatia. Eight communities along the inter-entity boundary line in Canton 10 and Una-Sana Canton in the Federation of BiH as well as in the RS will be targeted for inter-ethnic, inter-community and inter-entity collaboration.[38]

Apart from Bosanski Petrovac, in Una-Sana Canton, communities will be prioritized based on the findings from the consultations with local authorities and citizens, indicating the needs and openness of local leaders and citizens, including young men and women and youth groups, for increased (joint) programming in their area. Bosanski Petrovac, which is a "local peace champion" that has made efforts on its own to build bridges between different groups by working together towards common goals and aspiration, will be considered as part of this project, to build on the potential of this community to

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[38] The project will focus on locations through the following criteria: (i) Communities located at entity or state borders, (ii) Communities that are mixed or bordering others with different groups, (iii) Communities where positive relations already exist, or where strategic entry points for peacebuilding work exist.

become a role model for other communities across the country by providing concrete support for sustaining such efforts.

The beneficiaries of the project include municipal governments, local institutions such as Centers for Social Welfare, Employment Bureaus, Healthcare Centers, Centers for Mental Health, schools, as well as local civil society organizations, citizens, notably youth and women, as well as other vulnerable population groups.

The project aims to include about 560 citizens in the community dialogues, including both youth and women, about 40 teachers and pedagogues from primary and secondary schools, 30 professionals from local institutions working on war trauma, as well as about 1,000 youth (out of which at least 50% women) engaged in youth clubs and youth centers in targeted communities. Additionally, 42 young men and women will be engaged to support community outreach and service delivery through the UN Community Volunteers modality. Throughout the design, planning and implementation of the community dialogues, project partners will build upon their institutional knowledge to analyze and integrate conflict sensitivity and Do No Harm principles in the context of the project, and take measures to ensure gender equality in selecting the volunteers. This will include analysis of dividers and tensions in the communities, as well as analysis of connections and local capacities for peace. It will also entail ongoing reflections on the impacts the project activities may have on existing tensions or connections, notably to avoid that the resources invested create or further deepen community differential, and attention to implicit messages sent through selection of activities. Adjustments will be made in accordance with the feedback received on these Do No Harm principles, either from staff or from community beneficiaries and partners.

By engaging Field Project Advisors as well as having UN Community Volunteers on the ground, the project will ensure that the local community will have continuous liaison with the project team. This will facilitate outreach and targeting of young women and men who are already engaged in the community, but also of those who have been excluded. Citizens from both rural and urban areas will be engaged. Through the partnership with schools, teachers, Centers for Social Work, Centers for Mental Health, civil society organizations, etc. the project will cast a wider net to reach those youth who come from more vulnerable families or belong to groups who are marginalized in the community, such as LGBTQI+, or youth with disabilities.

III.   Project management and coordination (4 pages max)

   a) **Recipient organizations and implementing partners** – list all direct recipient organizations and their implementing partners (international and local), specifying the Convening Organization, which will coordinate the project, and providing a brief justification for the choices, based on mandate, experience, local knowledge and existing capacity.

Agency	Total budget in previous calendar year	Key sources of budget (which donors etc.)	Location of in-country offices	No. of existing staff, of which in project zones	Highlight any existing expert staff of relevance to project
Convening Organization:	USD 25,18 M	EU, United Kingdom		249, 9 (Banja	Community and Youth

IOM		Government, Austrian Development Agency, USAID	Sarajevo, Banja Luka, Bihać, Tuzla,	Luka), and 79 (Bihać Office),	Engagement experts, Psychologists
Recipient Organization: UNDP	USD 51.17 M	EU, BiH, Sweden, Switzerland, Norway, UK, and other bilateral and multilateral donors,	Sarajevo, Banja Luka, Mostar, Doboj, Bihac	190, 2 (Bihac Office)	Governance and local development experts

Established in BiH in 1992, IOM provided life-saving evacuations to war-affected populations. IOM has worked with an extensive network of state, civic and community partners to support social cohesion and address unresolved war legacies. Reconciliation and social cohesion are promoted through all IOM activities, with strong emphasis on youth programming. As a chair agency of BIH UNCT Work Group on Social Cohesion, IOM is focused on empowering and networking local youth as agents of change to let them lead advocacy efforts and implement community initiatives, amplify positive narratives, and promote participation in democratic processes to strengthen trust in local institutions.

To implement the envisaged activities, IOM will build on its previous and current experience in organizing community dialogues and will work together with Centre for Education Initiatives "Step by Step" to implement and support work with teachers and students from primary and secondary schools and will also partner with Association "Psiholuminis" Prijedor and address transgenerational transmitted trauma with professionals and youth. Through previous experience, and with the engagement of field staff, IOM has established community engagement approach to reach to youth in communities from different perspectives. These include outreach and presentation of project activities with the cultural and sports association, in case that community does not have youth club, center or association; communication with schools to present the possibility of establishing youth groups and youth clubs in the community, etc.

UNDP is a trusted development partner to various levels of governments in BiH from village, municipality/city, canton, entity to the state level, connecting institutional partners and other stakeholder horizontally and vertically for sustainable positive change. Providing advocacy and policy support, as well as implementation and management services, UNDP resorts to a platform way-of-work, galvanizing partnerships. In line with the UN Sustainable Development Cooperation Framework 2021-2025, UNDP's support in the country is focused on democratic governance, sustainable and inclusive growth and social cohesion within the broader EU accession process and achieving the SDGs.

Since 1996, UNDP has delivered close to USD 600 million in development assistance to BiH. While UNDP finances some initiatives with own resources, most of its funding comes from partnerships with multilateral funds and bilateral donors that recognize UNDP as a reliable and strategic development partner. At present, UNDP works in more than 80% of local governments, with a wide portfolio of assistance, including local governance and service delivery; energy efficiency; local economic development; private sector development; agriculture and rural development; community engagement; and disaster risk management. UNDP in BiH has a strong track record in implementing complex interventions over a limited period of time.

To implement the activities envisaged by the project, UNDP will build on the established cooperation with local and cantonal authorities, as well as its ongoing interventions. UNDP will leverage relevant expertise, while also relying on its extensive experience in implementing similar interventions contributing to improved public service delivery, community engagement and social cohesion throughout BiH. UNDP will extend the cooperation to United Nations Volunteers (UNV),[39] who through the UN Community Volunteer scheme are able is to engage and empower those who are hardest to reach at community level.

UNDP will also partner with United Nations Volunteers (UNV) when it comes to designing and implementing community volunteer schemes.

b) Project management and coordination

Anchored in the Guidance Note on Joint UN Programmes, the **Steering Committee** for the project will ensure systemwide coherence that supports BiH needs and priorities, applying tailored tools and approaches contextualized to ongoing trends and developments. The Steering Committee will consist of designated representatives at the national level government, appointed by Council of Ministers, or representatives of local government from targeted locations, local civic society organizations, the UN Resident Coordinator, IOM and UNDP.

The Steering Committee will act as the main decision-making authority, responsible for the oversight of the overall project implementation. It will provide strategic guidance, as well as give final approval to selected strategic and operational issues. It will be responsible for reviewing annual work plans, implementation progress and annual reports, as well as for approving any substantial changes or deviations in the budget or activities. The Committee will meet semi-annually or as per ad hoc need, when necessary or raised by the Project Coordinator. IOM as a Convening Agency will serve as the secretariat to the Steering Committee, responsible for sending out invitation for meetings, preparing meeting agenda and materials, as well as meeting minutes.

IOM will act as the **Convening Agency** of the project responsible for its strategic and programmatic leadership and ensuring cohesive and coordinated approach in the implementation. IOM, in partnership with UNDP, will be responsible and accountable to the Steering Committee for facilitation of the achievement of agreed project results.

IOM and UNDP as participating UN agencies will be substantively and financially accountable for the activities designated to them in the project, with strong coordination and coherence in achieving results. They will be individually responsible for: ensuring the timely implementation of the activities and delivery of the reports and other outputs identified in this project document; contracting and supervising qualified local and international experts, financial administration, monitoring, reporting and procurement for the activities they are responsible for, and carrying out all the necessary tasks and responsibilities to assist the Steering Committee.

The **Project Team** will be responsible for day-to-day implementation of the project, ensuring interagency coordination. The Team will consist of designated representatives of IOM and UNDP. Both IOM and UNDP will designate one focal point to coordinate the overall implementation of

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[39] The United Nations Volunteers (UNV) programme is administered by the United Nations Development Programme (UNDP).

activities, notably the joint activities, oversee the collection of information required for monitoring and reporting, and keep the Project Team and all partners and stakeholders abreast of the developments related to the project. The Project Team will meet on a bi-weekly basis during the inception phase of the project, and at least once a month during the rest of the implementation.

IOM will engage the following Project Team members: A **Project Coordinator** (part time (50%), 24 months) tasked to coordinate the project, including annual planning, implementation, budget monitoring and reporting, in close cooperation with Project Team members. The Project Coordinator will report to the Steering Committee. S/he will also be responsible for consolidating inputs of IOM and UNDP into narrative reports to the donor; supported by a team of **Senior Project Assistant** (full time, 24 months), to ensure smooth implementation of project activities and achievements of project objectives, **Community Engagement Assistant and Filed Project Advisors** (full time, 24 months) to implement activities in selected locations and act as liaison with the communities; a **Grants/Project assistant** (full time, 24 months) to ensure timely implementation of small grants mechanisms; **Monitoring and Evaluation Assistant** (full time, 24 months) for the overall support in monitoring, evaluation and reporting, ensuring that data and information are collected in a systematic manner to monitor and measure progress in line with the set performance indicators and agreed standards. Additionally, IOM will ensure senior management oversight and administrative support.

The following Project Team members will be engaged by UNDP in BiH: **Coordinator** (national expert, full time, 24 months), **Social Services Officer** (national expert, full time, 23 months), **Civil Engineer** (national expert, full time, 12 months), **Communications Specialist** (UNV, full time, 12 months) and **Project Associate** (national expert, full time, 24 months). The project implementation will also be supported on a part-time basis by other UNDP staff in BiH, namely the Sector Leader and Associate as well as the Procurement Associate, while UNDP will also ensure part-time support by Gender Advisor.

Terms of reference for the Project Team members are included in the Annex D.

It is foreseen that the project will deploy both national and/or international expertise in various fields as the need arises. External service providers will be engaged to deliver technical assistance, training, or other types of services.

Besides cost of staff and short-term experts, the project office costs required for the implementation of the project will include office rent/lease costs (including maintenance/repair costs, energy and water utilities, costs of facility management contracts, as well as security fees and insurance costs), office materials, consumables and supplies, IT equipment and furniture, telecommunication and internet services costs, postage and advertisement costs, travel and subsistence allowance costs, running costs for fuel and vehicle maintenance for each implementing agency.

c) **Communication and visibility**

A **Communication and Visibility Plan** will be developed at the beginning of the project outlining the communication approach, target groups, messages, audiences, channels, and tools, which will include both local and English language products, possible video graphics, etc. Its overall objective is to lay out a blueprint for the successful involvement and engagement of all project beneficiaries, for the promotion of the project's activities and achievements, putting a strong emphasis on the positive impact that the project will have in bringing communities together and in promoting a change in the narrative in public and private discourse of BiH.

During the implementation of the project, communication activities will involve local communities, local governments, and media who will form the bedrock of communications to illustrate the UN-funded project. Methods of communication and messaging will respect political and social sensitivities and norms in relevant contexts.

The key communication tools will include but not be limiting to the following:
- Traditional and digital communications to promote project funded activities;
- Events (open/closed to the general public) to launch the project, and to mark key milestones and achievements;
- Events, open to general public, to foster dialogue between local communities, and other higher level relevant authorities;
- Visibility material;
- Media relations; and
- Published material.

d) Risk management

A preliminary assessment shows that the project is **a medium risk intervention**, primarily due to the overall politically sensitive environment in the country, as well as political challenges and limited cooperation in the target region. The project will deploy an active risk management and contingency planning strategy to ensure sound management and quality delivery of activities. Assumptions and risks will be regularly monitored and reported on as part of progress reports.

Project specific risk	Risk level	Mitigation strategy (including Do No Harm considerations)
Adverse political developments in the country, including possibly heightened security threat, effectively prevent the project activities.	Low	The participating agencies will track developments on an ongoing basis to inform necessary project adjustments in case of a high-level security risk.
Key stakeholders do not actively engage or withdraw from the project.	Low	The participating agencies will regularly communicate with the key stakeholders and provide regular quality assurance advice on the technical level, ensuring that feedback and concerns are addressed from the outset.
Divisive and inflammatory rhetoric by political leaders, including using youth for their divisive political agenda (following the General Elections in October 2022), spilling over in local communities, resulting in local authorities' neglect of community initiatives and community members being discouraged due to the lack of support and fear of participating in	Medium	Advocacy tools, such as media campaigns and face-to-face meetings with authorities, will be utilized by local partners and the Project Team if needed to foster and monitor the implementation of small grants and advocacy initiatives. Adequate participation mechanisms will be used, ensuring conflict sensitivity in the selection of beneficiaries as well as adherence to Do No Harm considerations.

advocacy initiatives, despite their wish to be more heavily involved.		
Local authorities' commitment to establishing and managing community dialogues is not sufficient for development of sustainable capacity for facilitation of community dialogues	Medium	Memorandum of understanding will be signed with each Municipality, clearly stating expectations from all sides, including accession of the approach by the Municipality, once proven effective and efficient for provision of relevant interventions in their communities.
Local authorities face structural challenges in delivering social care services (e.g., lack of financing, supply chain issues, weak infrastructure and human resources, etc.)		From the outset, the project will clearly communicate its expectations from potential partner local authorities. Further, prioritisation of social care services to be supported will be done together with partner local authorities, taking into consideration financial and human capacities. When working on improving or introducing social care services, the project will also explore opportunities for outsourcing to qualified civil society organisations and / or private entities.
Outward migration, limited human capital	High	Through Field Project Advisors project will regularly monitor the situation, including fluctuation of beneficiaries, especially youth and will make effort that youth are engaged from last years of primary schools and first years of secondary schools ensuring their continuous participation in project activities.
Local government fail to move forward with the implementation of the activities jointly agreed with other local government(s), creating tensions among communities	Medium	The project will select partner local governments based on their interest and commitment to project objectives. Regular communication will be maintained with partner local governments to recognize challenges and identify timely solutions.
Price hikes and labour shortages lead to delays in the project implementation, due to cancellations and repetitions of procurement processes.	High	The fluctuations of the market prices will be regularly monitored, and cost estimates adjusted accordingly. Procurement processes will be repeated, when necessary, with modified criteria to expand the pool of eligible service providers, construction companies, etc.
Unfavourable EUR / USD / BAM exchange rate	Medium	The project will apply pro-active early warning and financial planning and management system.
Local authorities are unable to issue construction permits prior to the beginning of construction or rehabilitation works, which would lead to delay in project implementation.	Medium	The project will operate entirely in accordance with relevant legislation in the area of construction works. Partner local government will take full responsibility for provision of all necessary approvals and permits prior to commencement of the works, which will be formally confirmed in the selection of priority large-scale interventions.
Contractors refuse to take responsibility for identified	Low	Contractors are aware of UNDP's quality assurance mechanism and their obligations are

defects and poor quality of works.		clearly explained in the relevant contracts. In case of contractor's non-responsiveness, the project reserves the right to activate the relevant performance guarantee and identify another vendor to perform the works. The project will establish stringent supervision regime and ensure 24-month warranty for all performed works.
Force Majeure (e.g., natural hazards, disease outbreaks such as COVID-19, etc.)	Low	The project will have a flexible approach, including reprogramming of activities to respond to emerging needs.

e) Monitoring and evaluation

Monitoring: Monitoring will be closely coordinated among IOM and UNDP. It will constitute a critical element of the project to ensure the smooth implementation of activities and delivery of assistance to beneficiaries. The main tools for organising the monitoring system encompass the logical framework and the risk analysis. IOM and UNDP will be responsible to set up a project monitoring plan, defining data to be collected, data sources, monitoring frequency, responsibilities, analysis and reporting on progress, resources, the level and rate of expenditures, and risks and assumptions. Each recipient organisation / partner will ensure that data on beneficiaries and assistances, as well as supporting documentation, are collected in a culturally appropriate, safe, efficient, and timely manner, enabling tracking of progress against outcome and output indicators, identification of areas for improvement, and introduction of corrective measures.

Considering that the project will be implemented in isolated communities (not included in other projects implemented by international organizations and civil society organizations), measuring the change and project performance will be community-based monitoring. Prior to project kick-off, responsible M&E staff will develop Project M&E Toolkit containing a clear set of guidelines and templates for measuring outcome and output level indicators. At the outcome level, the Monitoring Toolkit will define baseline and endline measurement of social cohesion level. Furthermore, the Toolkit will provide clear instruction on tracking organized events, participation at those events, capturing feedback, tracking media posting and visibility and storing information. Methodologies for data collection will be inclusive of implementing surveys (with direct target groups), interviews and focus groups with key informants (including Most Significant Change method) and review of available products of project activities (such as community initiative' reports). Most Significant Change method will be used for capturing expected and unexpected changes, as the participants will be asked about any changes they have experienced as a result of their engagement with the project activities. Such changes will be analyzed in the prism of individual, relationship and collective changes that contribute to the overall objective of the project.

The key instrument for establishing a baseline and measuring progress will be a social cohesion questionnaire, which will be rolled out at the start and at the end of the engagement with all beneficiaries. The questionnaire measures level of tension in the communities, perceived level of trust and threat, feeling of belonging and empathy. The aim of the questionnaire findings, together with more qualitative information gathered through meetings with local community representatives and citizens, will guide the implementation of the project, and inform whether any adjustments are needed and contribute to an overall evaluation of the effectiveness of the completed interventions on the project beneficiaries. Descriptive and comparative statistics will be disaggregated by gender, age, community and ethnicity of participants in interim and final reports.

Regular monitoring will include the collection of feedback from project partners, and beneficiaries across all targeted social groups (different ethnic backgrounds, gender, age, etc), to ensure that all activities are carefully coordinated among them, and to be able to identify and adequately manage challenges and ensure smooth and proper activity implementation. It will ensure that activities are reaching the intended beneficiaries, addressing their needs and that lessons learnt, and best practices can be produced. Collection of progress data, and baseline and endline outcome data will be organized using online systems (to the extent possible) downsizing required costs for monitoring to responsible staff (M&E and partners).

Monitoring of associated risks will be done by project management using the risk management plan. Communication and feedback between UNDP and IOM project management and staff, will be key in monitoring pre-identified risks, and in identifying new potential risks, and to ensure that proposed mitigation/treatment plans are still relevant.

In addition to community-based monitoring and internal evaluation system for collection of baseline and endline data on social cohesion, the project will undertake independent final evaluation. External evaluation will be implemented in the last quarter of project implementation in order to provide sufficient time for project team to discuss lessons learned and project achievements. The evaluation will assess the extent to which program outcomes are being realized, capture lessons learnt, build on experience, and make recommendations that are supporting better achievement of outcomes for the design of future actions. The evaluation framework will be structured according to the OECD-DAC Criteria for Evaluation (relevance, coherence, efficiency, effectiveness, impact, and sustainability), and the resultant report will be a crucial learning document that will be shared with all project partners.

f) Project exit strategy/ sustainability

Sustainability considerations will be part of project implementation approach from the start.

Partner local governments in the target area will be selected based on their interest to actively participate and contribute to the project objectives. The project will formalise cooperation with local governments through protocols, which will specify the expectations in terms of enhancing dialogue with citizens and local communities; inter-municipal and inter-community cooperation; allocation of adequate human and financial resources for priority service delivery, including beyond the project duration.

By applying a people-to-people approach for improved communication, the project will contribute to constructive dialogue and cooperation among local actors in targeted areas. Such an approach is expected to contribute to improved understanding, tolerance, and trust among people from different ethnic and social backgrounds. This will be further strengthened through the promotion of joint initiatives where the contribution of local authorities and stakeholders – financial or in-kind – will be promoted and made visible (while avoiding prejudice in communities that do not have the means to contribute financially due to their specific developmental context). The project will, wherever possible, use existing channels of communication in local communities, including local media, municipal social media accounts, municipal web sites (where these exist) to promote project activities and role of local institutions in their implementation.

With regards to the dialogues and the support to citizens, notably teachers, professionals, students and youth, efforts will be made in ensuring a holistic and sustainable approach to address drivers of conflicts and incorporate innovative approaches to enhance the critical thinking and ensure the

permanent inclusion of citizens in local decision-making processes. The long-term aim is to see local authorities adopt the dialogue methodology and continue to apply it autonomously beyond the project duration. This will be done through the capacitation of citizens and youth groups in local communities, and active engagement and empowerment of local partners and the development of mechanisms, processes and tools that are adapted to the local context, require limited or realistic resources for the implementing party and thus, can be easily sustained or replicated. The project will gradually encourage partner local authorities to take over the organization of regular community dialogues, also linking them to the process of operational planning and implementation of local development strategies that all the local governments in BiH should have in place for the period until 2027.

The project will particularly seek to build permanent partnerships among individuals/organisations and/or institutions by using, among else, concrete project products and initiatives that will result from Small Grants Facility and dialogue platforms. Moreover, through building partnerships and networks, the project will support the connectedness and collaboration contributing to the long-term trust - building process. Financial participation and full involvement of partner local governments in the identification and implementation of the priorities will ensure their full buy-in and sustainability of the achieved results.

Learning communities of teachers from project communities will be networked in design and implementation of the project. At the same time, learning communities will be networked with the learning communities of teachers and community of innovative teachers existing in other schools in BiH, that have resulted through the efforts of Step by Step to promote child centered education.
Youth Clubs and Centers established by the project will be connected with the cantonal/entity Youth Councils/Association to increase youth awareness of ongoing initiatives and challenges other youth in BiH are facing and to engage them in initiatives outside of the project scope.

Social care services supported by the project will be designed in partnership with local authorities, with due consideration of their sustainability prospects.

Furthermore, internal book of rules of those clubs/centers should ensure participation of all youth from respective communities in organizational and managing committees, placing them in the lead positions as well as ensuring that accountability and durability of these clubs/centers remain in local ownership.

Acknowledging that transformation sought by the project takes time and require long-term investment, the opportunities for scaling up of the activities will be explored with relevant institutions on all government levels, as well as with other relevant UN, EU and USAID initiatives. Accordingly, the project will actively promote its achievements and good practices, relying on its Communication and Visibility Plan, while also resorting to other platforms such as communities of local government practitioners, Associations of Municipalities and Cities, Associations of Social Workers, etc.

Beyond the duration of the project, IOM and UNDP will seek additional ways to engage and follow-up on the project outputs and further opportunities identified through their similar activities, where applicable.

IV.   Project budget

Provide brief additional information on projects costs, highlighting any specific choices that have underpinned the budget preparation, especially for personnel, travel or other indirect project support, to demonstrate value for money for the project. Proposed budget for all projects must include sufficient

funds for an independent evaluation. Proposed budget for projects involving non-UN direct recipients must include funds for independent audit. Fill out **Annex A.2** on project value for money.

Please note that in nearly all cases, the Peacebuilding Fund transfers project funds in a series of performance-based tranches. PBF's standard approach is to transfer project funds in two tranches for UN recipients and three tranches for non-UN recipients, releasing second and third tranches upon demonstration that performance benchmarks have been met. All projects include the following two standard performance benchmarks: 1) at least 75% of funds from the first tranche have been committed, 2) all project reporting obligations have been met, and 3) brief update from the project team (via RCO) on how the municipal ownership/ commitment to the project has manifested in concrete actions by the authorities. In addition to these standard benchmarks and depending on the risk rating or other context-specific factors, additional benchmarks may be indicated for the release of second and third tranches.

Please specify below any context-specific factors that may be relevant for the release of second and third tranches. These may include the successful conduct of elections, passage of key legislation, the standing up of key counterpart units or offices, or other performance indicators that are necessary before project implementation may advance. Within your response, please reflect how performance-based tranches affect project sequencing considerations.

Total project budget is USD 3,500,000 and it includes the costs for the implementation of the activities under Output 1.1 (i.e., mapping exercise in 8 communities, 32 community dialogues in and across 8 target communities, support for improving social care services, including technical assistance, investment in infrastructure and facilities, provision of equipment, engagement of relevant human resources, and engagement of 42 community volunteers); Output 1.2. (i.e., roll-out of the methodology on peer support in 16 schools in 8 communities, capacity building on psychosocial support on war trauma in 8 communities for 30 professionals and 60 youth, and support for youth spaces and activities in and across 8 communities); project management and general management support (GMS).

Fill out two tables in the Excel budget **Annex D**.

In the first Excel budget table in Annex D, please include the percentage towards Gender Equality and Women's Empowerment (GEWE) for every activity. Also provide a clear justification for every GEWE allocation (e.g. training will have a session on gender equality, specific efforts will be made to ensure equal representation of women etc.).

Annex A.1: Checklist of project implementation readiness

Question			Comments
Planning			
1. Have all implementing partners been identified? If not, what steps remain and proposed timeline	x		
2. Have TORs for key project staff been finalized and ready to advertise? Please attach to the submission	x		In Annex D, we have presented table with main responsibilities of project staff planned to be engaged
3. Have project sites been identified? If not, what will be the process and timeline	x		Main project area has been identified, and final selection will be done in the inception phase;
4. Have local communities and government offices been consulted/ sensitized on the existence of the project? Please state when this was done or when it will be done.	x		
5. Has any preliminary analysis/ identification of lessons learned/ existing activities been done? If not, what analysis remains to be done to enable implementation and proposed timeline?	x		
6. Have beneficiary criteria been identified? If not, what will be the process and timeline.	x		
7. Have any agreements been made with the relevant Government counterparts relating to project implementation sites, approaches, Government contribution?			
8. Have clear arrangements been made on project implementing approach between project recipient organizations?	x		
9. What other preparatory activities need to be undertaken before actual project implementation can begin and how long will this take?	N/A		
Gender			
10. Did UN gender expertise inform the design of the project (e.g. has a gender adviser/expert/focal point or UN Women colleague provided input)?	x		UNDP Gender Advisor and IOM Gender Focal Point
11. Did consultations with women and/or youth organizations inform the design of the project?	x		
12. Are the indicators and targets in the results framework disaggregated by sex and age?	x		
13. Does the budget annex include allocations towards GEWE for all activities and clear justifications for GEWE allocations?	x		

Annex A.2: Checklist for project value for money

Question	Yes	No	Project Comment
1. Does the project have a budget narrative justification, which provides additional project specific information on any major budget choices or higher than usual staffing, operational or travel costs, so as to explain how the project ensures value for money?	x		
2. Are unit costs (e.g. for travel, consultancies, procurement of materials etc) comparable with those used in similar interventions (either in similar country contexts, within regions, or in past interventions in the same country context)? If not, this needs to be explained in the budget narrative section.	x		
3. Is the proposed budget proportionate to the expected project outcomes and to the scope of the project (e.g. number, size and remoteness of geographic zones and number of proposed direct and indirect beneficiaries)? Provide any comments.	x		
4. Is the percentage of staffing and operational costs by the Receiving UN Agency and by any implementing partners clearly visible and reasonable for the context (i.e. no more than 20% for staffing, reasonable operational costs, including travel and direct operational costs) unless well justified in narrative section?	x		
5. Are staff costs proportionate to the amount of work required for the activity? And is the project using local rather than international staff/expertise wherever possible? What is the justification for use of international staff, if applicable?	x		
6. Does the project propose purchase of materials, equipment and infrastructure for more than 15% of the budget? If yes, please state what measures are being taken to ensure value for money in the procurement process and their maintenance/ sustainable use for peacebuilding after the project end.	x		UN procurement processes are governed by five main principles: **Best value for money** Which consists of the selection of the offer that best meets the end-users' needs and that presents the best return on investment; **Fairness, Integrity and Transparency** Which ensures that competitive processes are fair, open, and rules-based; **Effective International Competition,** Understood as giving all potential vendors

timely and adequate information on the requirements, as well as equal opportunity to participate in procurement actions, and restricting them only when it is absolutely necessary to achieve development goals;

The interest of the Contractor
This principle requires the procurement official give due consideration to the interest of their contractor when exercising procurement functions;

Client Centricity
Going from the perspective that all procurement activities serve and will continue to serve the ongoing and future requirements of the contractor, procurement officials are therefore expected to adopt a client service approach and maintain proper client orientation throughout the procurement process.

7. Does the project propose purchase of a vehicle(s) for the project? If yes, please provide justification as to why existing vehicles/ hire vehicles cannot be used.	x	
8. Do the implementing agencies or the UN Mission bring any additional non-PBF source of funding/ in-kind support to the project? Please explain what is provided. And if not, why not.	x	

Annex B.1: Project Administrative arrangements for UN Recipient Organizations

(This section uses standard wording – please do not remove)

The UNDP MPTF Office serves as the Administrative Agent (AA) of the PBF and is responsible for the receipt of donor contributions, the transfer of funds to Recipient UN Organizations, the consolidation of narrative and financial reports and the submission of these to the PBSO and the PBF donors. As the Administrative Agent of the PBF, MPTF Office transfers funds to RUNOS on the basis of the signed Memorandum of Understanding between each RUNO and the MPTF Office.

AA Functions

On behalf of the Recipient Organizations, and in accordance with the UNDG-approved "Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds" (2008), the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;

- Consolidate the financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF annual consolidated progress reports to the donors and the PBSO;

- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is completed by the RUNO. A project will be considered as operationally closed upon submission of a joint final narrative report. In order for the MPTF Office to financially closed a project, each RUNO must refund unspent balance of over 250 USD, indirect cost (GMS) should not exceed 7% and submission of a certified final financial statement by the recipient organizations' headquarters);

- Disburse funds to any RUNO for any cost extension that the PBSO may decide in accordance with the PBF rules & regulations.

Accountability, transparency and reporting of the Recipient United Nations Organizations

Recipient United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each RUNO in accordance with its own regulations, rules, directives and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

Each RUNO will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by

Semi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

Financial reporting and timeline

Timeline	Event
30 April	Annual reporting – Report **Q4 expenses** (Jan. to Dec. of previous year)
Certified final financial report to be provided by 30 June of the calendar year after project closure	

UNEX also opens for voluntary financial reporting for UN recipient organizations the following dates

31 July	Voluntary Q2 expenses (January to June)
31 October	Voluntary Q3 expenses (January to September)

Unspent Balance exceeding USD 250, at the closure of the project would have to been refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the RUNO shall be determined in accordance with its own applicable policies and procedures.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (www.un.org/peacebuilding/fund) and the Administrative Agent's website (www.mptf.undp.org).

Annex B.2: Project Administrative arrangements for Non-UN Recipient Organizations

(This section uses standard wording – please do not remove)

Accountability, transparency and reporting of the Recipient Non-United Nations Organization:

The Recipient Non-United Nations Organization will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each recipient in accordance with its own regulations, rules, directives and procedures.

The Recipient Non-United Nations Organization will have full responsibility for ensuring that the Activity is implemented in accordance with the signed Project Document;

In the event of a financial review, audit or evaluation recommended by PBSO, the cost of such activity should be included in the project budget;

Ensure professional management of the Activity, including performance monitoring and reporting activities in accordance with PBSO guidelines.

Ensure compliance with the Financing Agreement and relevant applicable clauses in the Fund MOU.

Reporting:

Each Receipt will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by
Bi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or

allocations only), which may contain a request for additional PBF allocation if the context requires it		Head of UN Country Team where it does not.

Financial reports and timeline

Timeline	Event
28 February	Annual reporting – Report **Q4 expenses** (Jan. to Dec. of previous year)
30 April	Report **Q1 expenses** (January to March)
31 July	Report **Q2 expenses** (January to June)
31 October	Report **Q3 expenses** (January to September)
Certified final financial report to be provided at the quarter following the project financial closure	

Unspent Balance exceeding USD 250 at the closure of the project would have to been refunded and a notification sent to the Administrative Agent, no later than three months (31 March) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Matters relating to the transfer of ownership by the Recipient Non-UN Recipient Organization will be determined in accordance with applicable policies and procedures defined by the PBSO.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (www.un.org/peacebuilding/fund) and the Administrative Agent website (www.mptf.undp.org).

Final Project Audit for non-UN recipient organization projects

An independent project audit will be requested by the end of the project. The audit report needs to be attached to the final narrative project report. The cost of such activity must be included in the project budget.

Special Provisions regarding Financing of Terrorism

Consistent with UN Security Council Resolutions relating to terrorism, including UN Security Council Resolution 1373 (2001) and 1267 (1999) and related resolutions, the Participants are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. Similarly, all Recipient Organizations recognize their obligation to comply with any applicable sanctions imposed by the UN Security Council. Each of the Recipient Organizations will use all reasonable efforts to ensure that the funds transferred to it in accordance with this agreement are not used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime. If, during the term of this agreement, a Recipient Organization determines that there are credible allegations that funds transferred to it in accordance with this agreement have been used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime it will as soon as it becomes aware of it inform the head of PBSO, the Administrative Agent and the donor(s) and, in consultation with the donors as appropriate, determine an appropriate response.

Non-UN recipient organization (NUNO) eligibility:

In order to be declared eligible to receive PBF funds directly, NUNOs must be assessed as technically, financially and legally sound by the PBF and its agent, the Multi Partner Trust Fund Office (MPTFO). Prior to submitting a finalized project document, it is the responsibility of each NUNO to liaise with PBSO and MPTFO and provide all the necessary documents (see below) to demonstrate that all the criteria have been fulfilled and to be declared as eligible for direct PBF funds.

The NUNO must provide (in a timely fashion, ensuring PBSO and MPTFO have sufficient time to review the package) the documentation demonstrating that the NUNO:

- Has previously received funding from the UN, the PBF, or any of the contributors to the PBF, in the country of project implementation.
- Has a current valid registration as a non-profit, tax exempt organization with a social based mission in both the country where headquarter is located and in country of project implementation for the duration of the proposed grant. (**NOTE**: If registration is done on an annual basis in the country, the organization must have the current registration and obtain renewals for the duration of the project, in order to receive subsequent funding tranches).
- Produces an annual report that includes the proposed country for the grant.
- Commissions audited financial statements, available for the last two years, including the auditor opinion letter. The financial statements should include the legal organization that will sign the agreement (and oversee the country of implementation, if applicable) as well as the activities of the country of implementation. (**NOTE**: If these are not available for the country of proposed project implementation, the CSO will also need to provide the latest two audit reports for a program or project-based audit in country.) The letter from the auditor should also state whether the auditor firm is part of the nationally qualified audit firms.
- Demonstrates an annual budget in the country of proposed project implementation for the previous two calendar years, which is at least twice the annualized budget sought from PBF for the project.[40]
- Demonstrates at least 3 years of experience in the country where grant is sought.
- Provides a clear explanation of the CSO's legal structure, including the specific entity which will enter into the legal agreement with the MPTF-O for the PBF grant.

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[40] Annualized PBF project budget is obtained by dividing the PBF project budget by the number of project duration months and multiplying by 12.

Annex C: Project Results Framework (MUST include sex- and age disaggregated targets)

Outcomes	Outputs	Indicators	Means of Verification/ frequency of collection	Indicator milestones
Outcome 1: Enhanced social cohesion among citizens across communities and the inter-entity boundary line.		**Outcome 1a Indicator** Increased level of social cohesion within and across target communities [social cohesion defined as level of tension, trust, perceived threat, feeling of belonging, empathy] (disaggregated by age, gender, locations) **Baseline:** TBD after the project starts **Target:** increased by 20%	Survey filled by the project beneficiaries at the beginning and the end of the project. Survey filled by the target community residents during the final evaluation with respect to the experienced change over the last two years. Attendance registers	
		Outcome 1b Indicator Number of people reporting increased responsiveness of local authorities in provision of social services (through accessing new services in their communities, receiving services timelier, and overall satisfaction with services provided) **Baseline:** 0 **Target:** 12,000 people, at least 40% women and 2,000 youth (16-35 years old)	Service Satisfaction Survey filled by all beneficiaries of the social services, enabled through the project, after reception of the service(s). Beneficiaries might fill satisfaction survey multiple time if receiving multiple services or receiving services over longer period.	
		Outcome 1c Indicator Number of cross-community platforms for collaboration conceived (communication channels, joint projects/ideas, networks, cross-community services) **Baseline:** 0 **Target:** at least 8	Project reports	

	Outcome 1d Indicator Number of beneficiaries of improved or newly introduced social care services targeting the most vulnerable population (disaggregated by gender, age, locations and belonging to ethnic minority groups) **Baseline:** 0 **Target:** 12,000 people, at least 40% women and 2,000 youth (16-35 years old)	Project reports, reports by project partners Survey filled by the project beneficiaries at the beginning and the end of the project. Survey filled by the target community residents during the final evaluation with respect on the experienced change over the last two years. Attendance registers
Output 1.1 Trust in local governments / social service providers is improved through responsive and participatory interaction with communities	**Output 1.1.a Indicator** Availability of an assessment of social service needs, demands and priorities **Baseline:** No **Target:** Available assessment that is gender and age sensitive	Mapping conducted at the beginning of the project
	Output 1.1.b Indicator Number of community dialogues organized with citizens, local authorities and/or veterans (disaggregated by type, locations) **Baseline:** 0 **Target:** 32, out of which 24 local and 8 cross-community	Project reports and attendance registers

Indicator	Means of verification	Milestones
Output 1.1.c Indicator Number of community dialogue participants (disaggregated by locations, gender, age, and ethnicity) **Baseline: 0** **Target:** 480 (40% women)	Project reports and attendance registers	
Output 1.1.d Indicator Number of improved or newly introduced social care services targeting the most vulnerable population (disaggregated by type, locations) **Baseline: 0** **Target:** 8 local and up to 2 inter-municipal services	Project reports, reports by project partners	
Output 1.1.e Indicator Number of youths engaged to support community outreach and service delivery through the UN Community Volunteers modality **Baseline: 0** **Target:** 42, at least 50% women	Project reports and records, UNV BI data, Volunteer Reporting Application, monitoring records	After 12 months: 22 (50% women) deployed By the end of the project: 42 youth (50% women) deployed
Output 1.2 Young women and men engage in cross-community and inter-entity activities **Output 1.2.a Indicator** Number of youth initiatives implemented (disaggregated by locations and type of activity: community actions and initiatives, trainings, countering hate speech campaigns, etc.) **Baseline:0** **Target:** at least 16 local and at least 6 intermunicipal	Events and attendance registers	

Output 1.2.b Indicator Number of youths participating in youth-led community initiatives (disaggregated by age, gender, women leadership, locations, and type of activity: community actions and initiatives, trainings, youth camps, workshops, countering hate speech campaigns, etc.) **Baseline:**0 **Target: 2000 out of which at least 40% women**	List of participants and Attendance registers	
Output 1.2.c Indicator Number of activities implemented (disaggregated by locations, type of activity: community actions and initiatives, trainings, youth camps, workshops, countering hate speech campaigns) **Baseline:**0 **Target: 42** [training for teachers (4), workshops for students (20), trainings on transgenerational trauma (6), youth camps (4), training for youth leaders (8)]	Attendance registers, project reports	
Output 1.2.h Indicator Number of participants reporting increased project relevant knowledge and skills through capacity building events **Baseline:** 0 **Target:** 12,000 people, at least 40% women and 2,000 youth (16-35 years old)	Standard Post Training Satisfaction Survey	

Annex D: Project Team terms of reference

Role	Responsibilities
Project Coordinator (IOM)	- Coordinate implementation of the project related to improving social cohesion and resilience in communities, including supervision of the project team - Coordinate implementation of project activities and achievement of the overall project objectives as stated in the project document - Monitor budget; verify availability of funds; obtain necessary approval and update budget related information. - Establish linkages and build partnerships with counterparts in relation to the implementation and coordination of project activities - Support coordination of activities related to incorporation of different approaches into project activities - Regularly monitor and analyses the project environment and progress, using applicable M&E and risk management tools where relevant, and advise on timely readjustments of strategies and corrective actions as necessary
Senior Project Assistant (IOM)	- Be responsible for day-to-day project correspondence, information sharing and filing, ensuring that appropriate follow-up actions are taken. Assist in project files update. - Support administrative coordination of project implementation, involving liaison with diverse organizational units and external partners to initiate requests, obtain necessary clearances, process, and follow-up on administrative actions, etc - Manage the project's calls for proposals, grants, and community initiatives in accordance with IOM guidance/rules, regulations and procedures - Participate in the selection, training and mentoring of facilitators/trainers for the project's capacity building components - Coordinate communication related activities with the project teams and well as IOM implementing partners in the local communities.
Community Engagement Assistant (IOM)	- Support the overall implementation and monitoring of project activities, including community dialogues and support to youth clubs and youth centers, with frequent field visits to project's target locations. - Organize meetings in the local communities, as well as workshops and training sessions with project partners and beneficiaries, as required by the project. - Coordinate communication related activities with the project teams and well as IOM implementing partners in the local communities.
Field Project Advisors (IOM)	- Assist with monitoring project activities in coordination with the Senior Project Assistant/Project Coordinator; - At field level, liaise with potential / actual partners to advance the project implementation in accordance with the project objectives; - Assist with the identification and development of small grant ideas in close coordination with the Community Engagement Specialist and broader project team; - Provide weekly context updates on emerging issues in the municipality, especially in relation to community resilience and social cohesion; - Report on small grants progress to Community Engagement Assistant on a weekly basis;
Grants/Project Assistant (IOM)	- Retrieve, compile, summarize, and present information/data on specific project topics. - Be responsible for day-to-day project correspondence, information sharing and filing, ensuring that appropriate follow-up actions are taken. Assist in project files update. - Draft status reports, identifying shortfalls in implementation and bringing them to the attention of the supervisor.

Monitoring and Evaluation Assistant (IOM)	- Exercise quality control over projects' procedures and documents, and ensure activities are in line with IOM and donor guidelines and requirements; - Assist in the development of data collection tools; as well as their roll-out and implementation in the field (ex. Focus Group Discussions, satisfaction surveys, key informant interviews, etc.); - Undertake field monitoring visits to monitor compliance with donor requirements and international standards when required; - Support evaluation processes for the project, through drafting of Terms of reference, coordination with internal and external coordinators, review of reports, drafting of standard management response, etc.
Project Coordinator (UNDP)	- Overall management of the project, leadership, conceptual guidance and technical advice to the implementation team and counterparts' efforts under the joint multi-donor efforts; - Ensures monitoring, reporting and quality assurance based on the principles of result-based management and using relevant monitoring and risk management tools; - Ensures strategic synergies and coordination with other relevant interventions; - Provides policy advice and technical guidance during the implementation; - Establishes and maintain partnership and advocacy with relevant institutional partners and other stakeholders; - Support knowledge management and gender equality mainstreaming throughout activities, work plans, budgets, reports, and analyses.
Project Associate (UNDP)	- Supports formulation of project strategies and implementation; - Supports project financial monitoring and management; - Provides administrative and operational support to project implementation, ensuring quality of business processes; - Provides support to knowledge building and sharing; - Support to the Project team effective mainstreaming of gender equality.
Social Services Officer (UNDP)	- Delivers analytical support and expert guidance in introducing measures regarding the improvement of social service delivery in target communities. - Maintains of regular communication with partners and stakeholders - Provides regular updates to Project Coordinator - Coordinates and supports UNV Community Volunteers.
Communications Specialist (UNDP/UNV)	- Responsible, inter alia, for the supervision of the media content creation, coordination and communication with media partners, as well as coordination of visibility actions that include partners and stakeholders.
Civil Engineer (UNDP)	- Guidance, technical inputs, and direction throughout implementation of infrastructure interventions in local communities - Provision of effective support throughout all stages of tendering processes - Monitoring, supervising, and quality assurance of construction works - Ensures coordination with partners and providing general office support

For MPTFO Use

	Totals			
	Recipient Organization 1	Recipient Organization 2	Recipient Organization 3	Totals
1. Staff and other personnel	$ 517,752.00	$ 454,660.00	$ -	$ 972,412.00
2. Supplies, Commodities, Materials	$ -	$ 18,500.00	$ -	$ 18,500.00
3. Equipment, Vehicles, and Furniture (including Depreciation)	$ -	$ -	$ -	$ -
4. Contractual services	$ 377,950.00	$ 1,039,308.75	$ -	$ 1,417,258.75
5. Travel	$ 12,890.29	$ 56,400.00	$ -	$ 69,290.29
6. Transfers and Grants to Counterparts	$ 603,135.00	$ -	$ -	$ 603,135.00
7. General Operating and other Costs	$ 126,640.00	$ 63,792.00	$ -	$ 190,432.00
Sub-Total	$ 1,638,367.29	$ 1,632,660.75	$ -	$ 3,271,028.04
7% Indirect Costs	$ 114,685.71	$ 114,286.25	$ -	$ 228,971.96
Total	$ 1,753,053.00	$ 1,746,947.00	$ -	$ 3,500,000.00

Performance-Based Tranche Breakdown				
	Recipient Organization 1	Recipient Organization 2	Recipient Organization 3	TOTAL	Tranche %
First Tranche:	$ 1,051,831.80	$ 1,048,168.20	$ -	$ 2,100,000.00	60%
Second Tranche:	$ 701,221.20	$ 698,778.80	$ -	$ 1,400,000.00	40%
Third Tranche:	$ -	$ -	$ -	$ -	0%
TOTAL	$ 1,753,053.00	$ 1,746,947.00	$ -	$ 3,500,000.00	