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MAINSTREAMING THE CONCEPT ON MIGRATION AND DEVELOPMENT INTO RELEVANT POLICIES, PLANS AND ACTIONS IN BOSNIA AND HERZEGOVINA (BIH): DIASPORA FOR DEVELOPMENT

(Phase 2: December, 2016 – December, 2020)

Project Document



December, 2016

Project Title: Mainstreaming the Concept on Migration and Development into Relevant Policies, Plans and Actions in BIH: Diaspora for Development (D4D)

Project Number: BIH10/00089307 (Award); 00095614 (Output project)

Implementing Partner: United Nations Development Programme (UNDP) in Bosnia and Herzegovina

Responsible Party: International Organisation for Migration (IOM)

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Brief Description

Official estimates show that the total number of people originating from BIH in the world (including their offspring) is approximately 2 million. Most of them retain a strong emotional, financial, and familial connection with BIH. They are also well integrated and better off than other migrant communities in their host countries, with potential and willingness to contribute to development of their homeland. However, the interaction with them is sporadic and unstructured. Diaspora is rarely included or consulted in the design of policies or decision-making processes. Hence, the valuable intellectual capital and other potential contribution of diaspora, which can help addressing country challenges or promoting BIH globally, remains largely untapped. Against this background, the overall Project goal is to increase socio-economic opportunities and perspectives for women and men in BIH, and to improve their livelihoods through increased diaspora engagement. This will be attained through achieving three specific outcomes:

- (1) Ministry of Human Rights and Refugees (MHRR) and Ministry of Foreign Affairs (MFA) of BIH, in cooperation with government institutions at different levels, use and further develop their instruments to actively connect, exchange, and engage with diaspora members and organisations.
- (2) Municipalities align their development strategies to the BIH Diaspora Strategy, provide more and better services to diaspora members, and encourage community initiatives to attract diaspora know-how and investment.
- (3) Diaspora partners transfer know-how and skills and make joint investments with private sector actors in BIH, thus creating new jobs.

The project is a joint initiative of the MHRR, Embassy of Switzerland, UNDP and IOM.

Linkage with SDGs: 8, 9, 10

Linkage with EU accession agenda: Indirect contribution to Chapter 20 "Enterprise and Industrial Policy"

Linkage with UNDP Strategic Plan 2014-2017: Inclusive and Democratic Governance and Sustainable Development Pathways

Contributing Outcome (UNDAF/CPD): Outcomes 4 and 6

Output: 00095614

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LIST OF ABBREVIATIONS

B2B	Business-to-business
BHAAAS	Bosnian-Herzegovinian American Academy of Arts and Sciences
BIH	Bosnia and Herzegovina
D4D	Diaspora for Development
DDI	Diaspora direct investment
EU	European Union
FBIH	Federation of Bosnia and Herzegovina
FIPA	Foreign Investment Promotion Agency of Bosnia and Herzegovina
GDP	Gross Domestic Product
GMG	Global Migration Group
ILD	Integrated Local Development Project
ICT	Information and communication technologies
IOM	International Organisation for Migration
JMDI	Joint Migration and Development Initiative
LID	Local Integrated Development (Project)
M&D	Migration and development
M&E	Monitoring and evaluation
MFA	Ministry of Foreign Affairs
MHRR	Ministry for Human Rights and Refugees
MPI	Migration Policy Institute
SIPPO	Swiss Import Promotion Programme
SDGs	Sustainable Development Goals
UN	United Nations
UNDP	United Nations Development Programme
USAID	United States Agency for International Development

DEVELOPMENT CHALLENGE

1. CONTEXT

1.1 Wider country context

Twenty years after the end of the war, Bosnia and Herzegovina (BIH) is still facing **intricate development challenges**, including economic decline, growing poverty and socio-economic inequalities.

The **complex constitutional structure** stemming from the Dayton Peace Agreement is highly cumbersome. The country of 3.8 million people has 13 constitutions, 14 legal systems (state, two entities, one autonomous district and 10 cantons) and more than 140 ministries. Ineffective governance and an over-sized public sector - partially the result of the governance structure - reduce the effectiveness of public policy and hamper reforms.

Failure to implement key benchmarks for progress towards the European Union (EU) since 2008 has also led to a near derailment of **BIH's integration to the EU**. However, 2015 was marked by optimism about the country's EU prospects: for the first time in recent political history of the country, governments at all levels adopted a Reform Agenda 2015-2018¹, which confirmed the EU accession trajectory and gave impetus to immediate reforms, with a focus on economic growth and employment. In February 2016, BIH submitted its formal application for launching negotiations with the EU.

Despite the devastating 2014 floods, 2015 had a 3.2 % positive **economic growth**, expected to reach 3.1 % in 2017.² However, the country faces difficult labour market conditions, with the unemployment rate at 25.4 %, ³ particularly high among youth (54.3 %). Every sixth household in the country is poor.⁴ The most critical agenda for BIH is job creation since unemployment is also closely linked to poverty. Financial inflows, particularly aid and remittances, have been so far fuelling consumption-based economic growth. However, with today's per-capita income of around \$ 4,700, BIH would need two decades of high growth to reach average European living standards.⁵ The business environment remains weak, impeding faster economic growth. In the World Bank Doing Business 2017 report,⁶ BIH was ranked 81st, two places down from the previous year. Prospects for the country's economy lay in its proximity to the EU – the world's largest economic bloc.

Since 1991 the country's **population** has shrunk from 4.3 million to an estimated 3.8 million today.⁷ Birth rate is negative, the population is rapidly ageing, while there is sizable outward migration, in particular of young people.⁸ If such trends continue, BIH is expected to see its population decline by almost 20 % by 2050.⁹

1.2 Sector-specific analysis

Diaspora from BIH around the world

BIH has a long history of emigration which can be divided in three main periods: 1) the period of labour emigration 1960 - 1970, primarily to Germany, Austria, Switzerland and the Netherlands; 2) forced migration caused by war from 1992 to 1995 during which more than 1.2 million people left the country, many of whom never returned; and 3) emigration due to the poor economic and political conditions since 1995.

Based on official data of the statistical agencies of host countries and diplomatic and consular representations of BIH, the Ministry for Human Rights and Refugees of BIH (MHRR) estimates that the **total number of people originating from BIH in the world** (including their offspring) is **approximately 2 million**.¹⁰ This indicates that the

¹ Reference: <http://europa.ba/wp-content/uploads/2015/09/Reform-Agenda-BiH.pdf>.

² World Bank. 2015. *Growth recovers, risks heighten*. South East Europe regular economic report; no. 8. Washington, D.C.: World Bank Group. <http://documents.worldbank.org/curated/en/2015/09/25763111/growth-recovers-risks-heighten>.

³ Labour Force Survey, 2016, http://www.bhas.ba/ankete/LFS_saopcenje%20BOS.pdf.

⁴ Household budget survey, 2011, Agency of Statistics of BIH.

⁵ "Rebalancing Bosnia and Herzegovina: A Systematic Country Diagnostics", the World Bank, 2015.

⁶ Reference: <http://www.doingbusiness.org/rankings>.

⁷ Preliminary 2013 Census results: http://www.bhas.ba/obavjestjenja/Preliminarni_rezultati_bos.pdf.

⁸ Only from January 1996 to end of March 2001 some 92,000 young people left BIH, while the research indicated that some 62% of youth would leave if given an opportunity. 2002 Human Development Report, UNDP: http://www.ba.undp.org/content/bosnia_and_herzegovina/en/home/library/nhdr/nhdr-2002.html.

⁹ 2015 UN World Population Prospects: <http://esa.un.org/unpd/wpp/Publications/>.

¹⁰ However, per 2015 estimates by United Nations Department for Economic and Social Affairs, 1.504.971 emigrants from BIH are residing outside the country.

number of emigrants in 50 host countries is approximately 53 % of today's population of BiH, while diaspora's relative size is among the largest in Europe.

The **highest number of emigrants** and persons who originate from BiH (more than 80 %) live in European countries: Croatia, Serbia, Germany, Austria, Slovenia, Sweden, Switzerland, then in the United States of America and Canada (approximately 16 %), and in Australia (approximately 2.5 %). A detailed data on emigrants from BiH in host countries around the world, as per MHRR's estimates, is enclosed as *Annex III* (Excerpt from BiH Migration Profile for 2015).

Diaspora's connectivity to BiH

Most migrants, despite leaving the country, retain a strong emotional, financial, and familial connection with BiH.¹¹ At the same time, diaspora communities are for the most part well integrated and better off than other migrant communities in their host countries, with potential and willingness to contribute to development of their homeland. However, with new generations, **connectivity and sense of belonging of diaspora members to their homeland weakens**.

While the MHRR and some local governments make efforts to reach out to, inform and engage diaspora globally, **such interaction is sporadic and unstructured**. Diaspora is **rarely included or consulted in the design of policies or decision-making processes**; hence, the valuable intellectual capital of diaspora, which can help addressing country challenges or promoting BiH globally, remains largely untapped. Two-way communication and stronger linkages need to be established, to stimulate diaspora's connectivity and strengthen their trust in homeland institutions. The myriad of information and communication tools available – including computers, Internet, television, radio, social media, etc. – are an organic means by which institutions can enable diaspora's engagement in the country's development. However, experience from other countries indicate the need for structured government communication and outreach approach based on a thorough **diaspora mapping**.

Diaspora-related policy and institutional environment

Despite growing awareness of institutions on the importance of diaspora engagement, emerging strategic frameworks and successful experiences aiming to engage diaspora in development processes,¹² much remains to be done. Following a decision by the Council of Ministers of BiH, a Working Group, led by the MHRR, was established in summer 2016 to develop a Diaspora Engagement Policy, which is to be adopted by the end of 2016. This **policy for comprehensive diaspora engagement** will set a clear vision, priorities or ways to connect with and engage diaspora in the development of their homeland. It will set out a roadmap showing how the country intends to go about engaging with its diaspora. The policy will describe issues to be addressed, strategic goals and priorities, stakeholders, programmes/intervention areas, institutional structures, consultative processes, etc., thus setting the broader framework for diaspora engagement. In addition, among other priorities, the Strategy on Migration and Asylum of BiH and its Action Plan (2016–2020) also focuses on strengthening the institutional and policy frameworks for the purpose of linking migration and development.

Having in mind the country's administrative set-up and the fact that different institutions at different government levels hold competencies related to diaspora engagement, there is a need for **intra-institutional coordination and a whole-of-government approach**. As per the Conclusion of the Council of Ministers of BiH on promoting linkages between migration and development,¹³ the MHRR has been assigned with the responsibility to steer interaction with diaspora, in close collaboration with other relevant institutions. While the **ownership and capacity of the MHRR** (specifically its Sector for Emigration) have been growing, institutions across government levels **lack adequate structures** to anchor responsibility for diaspora matters within administrations, as well as **basic knowledge and tools** to pro-actively include diaspora in development. With the MHRR's lead, some efforts have been made to pilot mainstreaming of migration into strategic frameworks at the sub-national levels. Successful experiences related to establishing and capacitating diaspora coordinators exist within 10 local governments (municipalities and cities),¹⁴ representing an opportunity for scaling up and

¹¹ One of the indications of strong ties are also frequent diaspora visits to the country (e.g. migrants settled in the EU visit the country once or twice a year, 3 to 4 times a year from the former Yugoslav countries, and up to once a year from overseas).

¹² Some of which (e.g. diaspora-featuring cantonal and local government strategies) were supported by the pilot project phase (2013-2015) financed by the Government of Switzerland and implemented by UNDP in partnership with the MHRR.

¹³ 43rd session of the Council of Ministers of BiH, 26 March, 2013.

¹⁴ Diaspora coordinators were set in Jajce, Ključ, Laktaši, Ljubuški, Maglaj, Nevesinje, Posušje, Prijedor, Sanski Most and Velika Kladuša.

expanding such efforts at local and higher government levels. **Development strategies in the 10 local governments and 7 cantons**¹⁵ that feature diaspora matters represent an excellent policy framework for further efforts to facilitate diaspora's engagement and maximise diaspora's contribution to local and regional development.

Diaspora-relevant public services (i.e. – issuing documents, registrations, licences, paying taxes, information services, etc.) are very limited and lack diaspora perspective, which would ensure their better accessibility and decrease the limitations caused by distance. Some experiences, however, were generated within 10 pilot local governments in the area of administrative and information services for diaspora, which can be further expanded in other localities country-wide. These pilot efforts need to be reinforced by a pro-active, credible and concerted public information and communication outreach to diaspora, led by the MHRR and engaging relevant government institutions.

Diaspora's development contribution through know-how transfer¹⁶

Although no comprehensive data is available with regard to the diaspora's **education structure**, partial data indicates that the educational level of diaspora is high, indicating a **considerable potential in terms of human capital and transfer of knowledge**. For example, 20.6 % of emigrants in Australia are highly educated, 16.9 % - in the USA and 29 % in Sweden.¹⁷ Specifically, scientific diaspora is also interested to contribute, trusting that they could make a positive impact on the country progress.¹⁸ However, despite sporadic initiatives¹⁹ by institutions, diaspora individuals and organisations, sustainable **mechanisms for diaspora knowledge transfer** for development purposes in BIH are still lacking.

Diaspora's economic contribution to BIH's development

The **economic contribution of diaspora** is based on financial (remittances, savings, investments) and human resources. Diaspora remittances only are estimated at 14.1 % of BIH's GDP.²⁰ Moreover, the retained savings of diaspora in the host countries are several times higher than the amount of remittances.

Beyond their role as senders of remittances, diaspora can also **promote trade and foreign direct investment, create businesses and spur entrepreneurship**, since most of the emigrants, in addition to being well-educated, are also economically active. Statistics and researches indicate that employment level of the diaspora working age population exceeds 80 % on average.²¹ The employment sectors are primarily construction, services/tourism and production sector, varying in different host countries.

Although 32 % of diaspora world-wide **have or intend to invest** in their countries of destination, only 6 % have invested in BIH,²² mostly in micro, small and medium enterprises in the following sectors: wholesale (including stores, bars, and cafés), real estate, production, agriculture and tourism. This is due to insufficient trust in domestic institutions, inexistent or weak diaspora business organisations in host countries with highest economic exchange potential, as well as unfavourable business environment and poor business-to-business contacts among diaspora businesses and companies in BIH.

On the other hand, it is encouraging that 26 % of diaspora is willing to initiate or expand investments in BIH,²³ mostly in their hometowns. However, their potential in terms of fostering competitiveness and market growth

¹⁵ Bosnia-Podrinje, Central Bosnia, Posavina, Sarajevo, Tuzla, Una-Sanja, and Zenica-Doboj Cantons.

¹⁶ Overview of Development Resources of the Emigration of BIH, MHRR, February 2015.

¹⁷ Resource: <http://www.mhrr.gov.ba/iseljenistvo/Istrazivanja/default.aspx?id=5133&langTag=bs-BA>.

¹⁸ The Scientific Diaspora as the Brain Gain Option: Exploring the Case of Bosnia and Herzegovina, Nikolić, S., Mraović, B., Čosić, E., 2010. <http://www.mhrr.gov.ba/iseljenistvo/Istrazivanja/default.aspx?id=1812&langTag=bs-BA>, pages 29-30.

¹⁹ Such as: Reconnect programme implemented by *Bosanska zajednica* (2001); Congresses of scholars from diaspora and Bosnia and Herzegovina organised by the Sarajevo Cantonal Government (2006 and 2008); Bosnian-Herzegovinian Medical Initiative launched by the Clinical Centre of the University of Sarajevo linking medical workers in the country and diaspora; Brain Gain programme implemented by World University Service Austria and IOM (2002-2011) linking diaspora lecturers with academia in the country, facilitating temporary return of professionals; Transfer of Knowledge through return of Expatriate Nationals led by UNDP, UNV and IOM; Bosnian-Herzegovinian-American Academy of Arts and Sciences, bringing together more than 270 PhDs of Bosnia and Herzegovinian origin from the United States and Canada, etc.

²⁰ Reference: <http://cbbh.ba/index.php?id=1028>.

²¹ Diaspora and Development – BIH, Embassy of Switzerland, 2014.

²² https://publications.iom.int/system/files/pdf/iasci_bosnia_herzegovina_eng_final.pdf.

²³ Ibid.

of BiH's companies is still to be explored, particularly through targeted facilitation of business-to-business relations, including by local governments. Governments, together with their private sector counterparts, need to identify economic opportunities, improve administrative frameworks, support mentoring, as well as provide incentives to broker investment by diaspora. As for young people from diaspora, they also show interest in contributing to the development of their homeland through participation in the labour market, starting a business, sending remittances, establishing business links with companies in BiH and offering free consultations to peers and companies in their home country.²⁴

Diaspora organisations and networks

Diaspora today has a growing capability of organizing itself into networks that can become strategically important within the development arena. According to the MHRR's data, there are more than **217 educational, cultural, scientific, business, sport and religious organizations, associations, clubs or networks of diaspora in twenty reviewed countries** around the world.²⁵ Among these organisations, there are numerous diaspora **hometown associations**, with a strong attachment to their place of origin. In many occasions, diaspora organisations in host countries are divided among different ethnic groups. However, a positive example emerged in Switzerland. In 2014, the Swiss Agency for Development and Cooperation started working with a group of six diaspora individuals from BiH, initiating a process of forming an overarching **diaspora platform for BiH in Switzerland**. The platform aims at connecting the fragmented BiH diaspora in that country with a view to provide information, foster exchange and transfer of knowledge and skills, as well as promote initiatives of diaspora for the development of their country of origin. The platform is intended to cover the areas of economy, education and culture.

Diaspora business organisations and networks are rather weak, informal, and disconnected from businesses in BiH.²⁶ More efforts are needed in order to strengthen capacity and mobilise diaspora business organisations, equip them with knowledge, economic databases and tools, so they become conduits between interests of diaspora and domestic businesses. Such efforts need to start by prioritising business organisations and associations within host countries with largest diaspora businesses and therefore – viable economic interaction potentials.

1.3 Stakeholders driving and restraining change (stakeholders' analysis)

Engaging diaspora in domestic development requires concerted efforts by a myriad of institutional, non-governmental and private sector stakeholders, which can drive or restrain positive change. The overview below maps out both influential actors that may drive the process forward, as well as those holding the potential to thwart progress.

The **MHRR** is among the key institutional players, mandated with the responsibility to steer interaction with diaspora and, in coordination with all relevant counterparts, lead the development of relevant policies, strategies and services. The MHRR is a strongly committed stakeholder, which has a driving force in this area. This role can be further reinforced by strengthening its human and organisational capacity, particularly – of the Sector for Emigration, as well as its positioning as the front-line institution steering diaspora engagement policies, strategies and coordination in the country. Further, the MHRR has the important possibility to instigate political commitment for actions in this area. In addition to the MHRR, **other state-level institutions** (including those that have been already engaged in development of Guidelines for Mainstreaming of Migration into Public Policy Design and Delivery) will continue to play an important role, particularly in terms of design and implementation of Diaspora Policy, Strategy and Action Plan, creation of enabling environment for diaspora engagement and contribution to the country's development (e.g. the Presidency, among others responsible for foreign policy; the Ministry of Foreign Affairs, responsible for foreign policy and interaction with diaspora, including through embassies and consulates; the Ministry of Civil Affairs, responsible for citizenship and coordination in the areas of health care, social welfare, science and education, work and employment, culture and sports; the Ministry of Foreign Trade and Economic Relations, responsible for coordination in relation to

²⁴ To BiH or not to BiH? Report on the return of young diaspora to the labour market in BiH, Youth Employability and Retention Project, MDG-F, Oruč, Alić, Barnes.

²⁵ Address Book of Diaspora Organisations, Associations and Clubs, MHRR, 2013.

²⁶ There are, however, examples of diaspora business organizations, such as the Bosnian-American Friendship Association, Bosnia-Herzegovinian Business Club in the Netherlands, BiH-Australian Chamber of Commerce and Industry.

economic development, among others; the Foreign Investment Promotion Agency; the Agency of Statistics; the Central Bank with competences related to the monetary policy, remittances and savings; the Agency for Work and Employment, the Directorate for Economic Planning; and the Foreign Trade Chamber).

Entity governments and institutions, although generally interested in engaging diaspora in development, lack basic knowledge, tools to effectively do so. Both entities, the Federation of BiH (FBiH) and the Republika Srpska (RS) have relevant institutions holding general responsibility for this matter. While ministries responsible for economic development, finances, agriculture, tourism, education, health and social affairs are all relevant to diaspora engagement efforts, including the Diaspora Policy, Strategy and Action Plan, the entity Ministries of Displaced Persons and Refugees are of particular importance, having in mind their competences in the area of sustainable return. While in the RS the Ministry's mandate is defined broadly, the Ministry in the FBiH has a specific Sector for Displaced Persons, Returnees, Refugees, Readmission and Diaspora, including activities such as diaspora-related data collection and interaction and cooperation with diaspora. Considering the Project scope on one hand and competencies of entity governments for design and delivery of sectoral policies on the other, other relevant entity ministries include the FBiH Ministry of Development, Entrepreneurship and Crafts and the Ministry of Education and Science, as well as the RS Ministry of Economic Relations and Regional Cooperation, the Ministry of Education and Culture and the Agency for Development of Small and Medium Enterprises. Also relevant are entity Development Banks, which together with entity line ministries may be engaged as counterparts in providing financial incentives to private sector. Therefore, with adequate policy tools and financial resources, entity institutions can be a driving force contributing to diaspora engagement in the country development. However, they could also be a restraining factor, if they fail to engage in the country-wide policy vision setting in this area or promote all-inclusive outreach to diaspora regardless of their ethnicity. Having this in mind, the Project will adopt a flexible approach, while also relying on the overall political commitment of the Council of Ministers of BiH. It will also pro-actively engage all government levels in its work, including the design and delivery of diaspora-featuring policies, strategies and measures, by fully respecting their mandates and responsibilities, and focusing on result-oriented actions, which demonstrate the potential of diaspora engagement in country's development beyond political and ethnic lines. **Brčko District** will also be included in the overall Strategy development process supported by the Project.

Local governments are generally committed and key players that are keen to improve their interaction and connectivity with diaspora, as well as harness the benefits from diaspora's contribution to local development. Therefore, local governments are seen as main drivers of change, also due to the fact that the local level connectivity is rather based on hometown emotional linkages. The accumulated experiences from the Project pilot phase also came to show that successful local governments can easily transfer ideas and motivation for others to work in the area of diaspora engagement. **Cantonal governments** are also relevant actors generally interested in improving cooperation with diaspora, following on the efforts related to migration mainstreaming into cantonal development strategies as part of the previous Project phase. Their involvement in the Project will be limited, as part of capacity development support targeting local governments as well as through exploring opportunities for decentralised or territorial cooperation aiming to foster diaspora engagement.

Diaspora members globally are also seen as a driving force, given that the overall enabling conditions are set in place by governments in BiH, and the overall rhetoric and perception among people and institutions in BiH on the role of and contribution by diaspora are changed. Diaspora driving potential can only be unlocked if adequate engagement mechanisms are in place, if their organisations and representation bodies are strengthened to become part of a trustful relationship between diaspora, institutions and the wider public in the country.

Additionally, **the embassies and consulates of BiH in selected countries of destination** will have an important role in the process of consolidation, establishment, and strengthening of representative bodies of diaspora, supporting also diaspora mapping and promotion of knowledge transfer opportunities.

Diaspora organisations and associations represent the voice of diaspora members in host countries and can play an important role in strategic decision-making processes in BiH, as well as trigger precious initiatives in social, economic, intellectual interaction between diaspora and BiH. While they generally have close ties to their homeland, their engagement has so far been mostly focused on cultural, educational and humanitarian activities. Increasingly, however, diaspora organisations start to focus on economic development potentials. Furthermore, they often face challenges in terms of their organisation and representation, as well as capacity. Thus, to effectively play the role of a connecting factor in the long-term, diaspora organisations need to be consolidated and strengthened. In that process, diaspora organisations need also to see a true and credible

outreach by institutions in BIH, which would also contribute to building trust and motivating their further actions, which are often fully based on a voluntary commitment to support their homeland.

i-platform, diaspora platform in Switzerland, founded with support of Swiss Development Cooperation, will be involved in the Project to learn from their experience in terms of setting up a BIH diaspora representation body. They could also contribute to other Project activities, such as diaspora mapping, establishment of the know-how transfer mechanism and the crowd-sourcing platform, as well as diaspora engagement for economic development.

Private sector in BIH (including businesses and their organisations and networks) is also seen as a strong driver of change. Businesses already recognize potentials of diaspora when it comes to furthering entrepreneurship and business development. There are already numerous examples illustrating diaspora contribution to private sector development in BIH through transfer of knowledge, investment or export promotion (such as, for example, in IT sector, tourism, or export-oriented industries). Thus, strengthening interaction with diaspora businesses through more trusted facilitation by institutions at all government levels and targeted incentives can further unlock the private sector potential to contribute to economic development and job creation. In this context, an important role is to be played by **economic development support institutions and organisations** in BIH, such as chambers of commerce, investment promotion agencies, local and regional development agencies, technological parks and business accelerators. They have been increasingly active and will be instrumental in facilitating business-to-business exchange between diaspora and domestic companies, as well as in supporting economic development and employment initiatives. Given their nature, professional interest, accumulated knowledge and experiences in economic development and investment promotion, they are seen as drivers of change; however, with application of the diaspora-perspective in their work.

Media could play an important role in raising awareness among the public on diaspora potential and contribution to the country's development. They are also a powerful conduit for wider governments' outreach to diaspora, potentially contributing to stronger connectivity between diaspora and BIH.

1.4 Links to national and international strategies and framework

Understanding the migration and development nexus, including diaspora's engagement, as primarily a development-oriented concept, the Project has a strong relevance to the current strategic needs of BIH, specifically those related to tackling high unemployment and fostering economic growth. Therefore, the Project will contribute to achieving the strategic goals set by the **Reform Agenda 2015-2018**, as well as **Strategic Framework for BIH**, specifically in terms of economic growth and job creation.

The Project will also contribute directly to the realization of the **Migration and Asylum Strategy of BIH and its Action Plan 2016-2020**, more concretely – to its strategic goal 6 related to strengthening institutional capacities to link migration and development.

Given the current undertaking of the BIH Council of Ministers to design the **Diaspora Engagement Policy** (expected to be adopted by the end of 2016), the Project will in effect operationalize the policy document by developing a related strategy and action plan as well as a monitoring and evaluation framework.

Moreover, by investing in local governments' capacities and policy measures, the Project will directly support implementation of strategic priorities defined in **local development strategies**, specifically those related to utilising the potential of diaspora for local development.

While building upon the achievements of the pilot phase, the Project is fully in line with the **Swiss Cooperation Strategy for BIH 2013-2016**, as well as with the **Migration Partnership Programme between BIH and Switzerland 2012-2015**.²⁷

The Project is in line with the **UNDP Country Programme Document 2015-2019**, as well as the **UN Development Assistance Framework for BIH 2015-2019**, specifically with its priority area aiming to foster economic development and job creation and strengthen relevant policy and strategic capacities.

Further, the Project is relevant to the **South-East Europe 2020 Strategy**, as well as the **Sustainable Development Goals 2030 Agenda** and contributes to the achievement of SDGs 8 "*Promote sustained, inclusive and sustainable*

²⁷ Switzerland implements a Migration Partnership Programme with BIH since 2009, facilitating efficient migration management structures according to European norms, based on a regular dialogue between the two countries. Migration for development is one of the concepts that has been initiated in the frame of this programme.

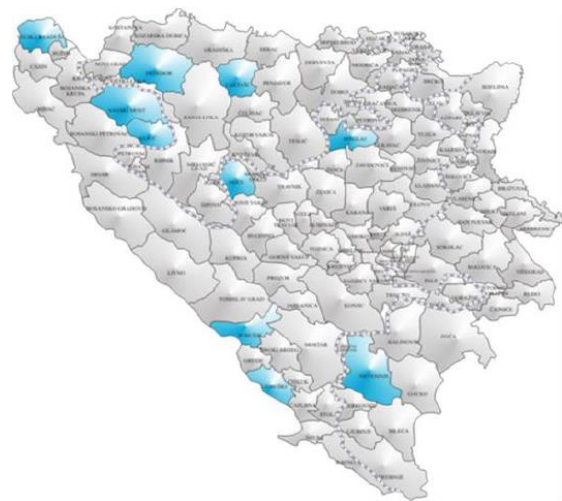
economic growth, full and productive employment and decent work for all”, SDG 9 “Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation” and SDG 10 “Reduce inequality within and among countries”. The intervention contributes to the **EU negotiation Chapter 20** “Enterprise and Industrial Policy” from viewpoint of enhancing private sector competitiveness, encouraging a favourable business environment, as well as facilitating foreign investments.

2. MAIN RESULTS FROM THE PILOT PROJECT PHASE, LESSONS LEARNT AND INSIGHTS INFORMING THE PROJECT HYPOTHESIS

2.1 Main results from the pilot Project phase

The pilot phase of the *Mainstreaming Migration and Development into Relevant Policies, Plans and Actions in BIH Project* implemented during the period 2013-2015 was financed by the Government of Switzerland and implemented by UNDP in partnership with the MHRR. Other partners included relevant state and entity-level ministries, 10 local governments, diaspora and academia.

As a result of the Project, for the first time in the planning practice of BIH, the aspect of **diaspora engagement and contribution to local development was introduced into local development strategies** of 10 partner local governments: Jajce, Ključ, Laktaši, Ljubuški, Maglaj, Nevesinje, Posušje, Prijedor, Sanski Most and Velika Kladuša. Importantly, **diaspora focal points** were also introduced in these local governments and equipped with knowledge to adequately interact and steer cooperation with diaspora. A valuable set of **local administrative and information services for diaspora** was piloted as well, contributing to more diaspora-centred approach to local service delivery. In addition, **pilot local interventions aiming to engage diaspora in local development** contributed to the creation and



retention of 70 jobs and improved income streams through agriculture for 477 households, through approximately BAM 1.3 million additional annual income in total. The Project Final Evaluation concluded that “...work at the local level has contributed to local development through the creation or safeguarding of jobs and through securing a stable income for a wide group of beneficiaries. The new income produced by the Project, through its multiplier effects (i.e. through an increase in local consumption), has the capacity to create more local economic activity. Another significant impact of the Project is the increased demand from local populations for similar interventions by the respective local governments and interest towards interaction with diaspora”. However, the Final Evaluation also highlighted that “...the lack of specific focus of the Project – which socio-economic fields are to be targeted and which diaspora resources to be mobilized – is a disadvantage, as it does not allow for appropriate “matching” between country needs, development opportunities offered by diaspora, and the Project’s activities. Considering the “pilot” and “exploratory” nature of the Project, one can accept such a level of ambiguity at the beginning of the Project. Future Projects need however to have a sharper focus.”

Moreover, diaspora-featuring local strategic planning in the 10 local governments triggered the interest of cantons in the FBiH and by the end of the Project **seven cantons also mainstreamed the concept of migration and development in their cantonal development strategies**. Importantly, vertical alignment across government levels of policies and priorities in the area of diaspora engagement has been guided by down-streaming of priorities identified within the Strategy on Migration and Asylum of BIH to local and cantonal levels.

At the policy level, **Guidelines for Mainstreaming the Concept of Migration for Development into Policy Design and Delivery** were prepared thanks to the efforts of an inter-institutional Working Group comprising state-level institutions. While they were used in the development of the Diaspora Policy document, the Guidelines need to be further promoted and embraced by institutions at all government levels, to facilitate diaspora-featuring public policies and measures. In addition, the Final Project Evaluation recommended that the MHRR, as the lead institution in the area of diaspora engagement in BIH needs to “...persuade other internal and external stakeholders that: (i) diaspora engagement is not merely about tapping into diaspora’s remittances and savings

by appealing to their sentiments, but it is mostly about making sound investments; (ii) that there is great potential in migrant networks (e.g. trade connections, migrant position within companies, or in host government structures, or within academic/training structures, etc.) to be capitalized on; and (iii) there is valuable know-how accumulated by the diaspora (e.g. entrepreneurial skills, work-related skills, organisational skills, professional skills, scientific skills, research & innovation potential, etc.) that can be used for the development of BIH.”

2.2 Lessons learnt

A myriad of **lessons learnt** and experiences were accumulated during the Project pilot phase, which, alongside some valuable lessons learnt from global practice in this area, provided sound grounds for the formulation of more relevant and effective follow-up intervention.

Diaspora-featuring local development strategies and diaspora coordination structures instigate effective local initiatives engaging diaspora

Pilot experiences in 10 localities demonstrated that **diaspora-featuring local governments’ strategic frameworks** enable not only a more systemic work in this domain, but also a wealth of concrete practices with tangible contribution to local development. By embedding actions improving connectivity with diaspora, setting in place diaspora-tailored administrative and information services and other measures revitalising business, cultural, intellectual and social interaction, local governments not only connect with diaspora, but also leverage their valuable contribution to local development. Establishing **diaspora coordinators** within 10 local governments is a good model to inspire similar action within other local governments country-wide. The **network of local government diaspora coordinators** is a basis for potential wider thematic networking bringing together peers and enabling exchange of ideas and practices. All these elements can be further expanded and replicated in other localities, thus enable a more systemic anchoring of diaspora engagement policy, administrative structures and knowledge at the local level.

Institutional capacities to engage with diaspora at all government levels in the country are insufficient

Immediate lessons learnt from the Project’s first phase came to show that **all government levels can do more to remove obstacles and create opportunities for diaspora to engage in the development** by improving relevant strategic frameworks; building solid relationships with diaspora networks and facilitating their involvement in the country’s development; stimulating diaspora’s sense of belonging and connectivity to BIH, and stimulating knowledge transfer. To do all this, institutions and their designated focal points need to be equipped with better understanding and knowledge on the matter.

Policy discussions related to diaspora in BIH can be highly politicised

Considering origins of emigration as well as the fact that emigrants from BIH are divided along the ethnic lines, diaspora is a politically charged topic. Ethnic divide is also among the main factors causing fragility of the overall country political system. Yet, the Council of Ministers of BIH has undertaken the effort to have a diaspora engagement policy drafted by the MHRR and intends to put it forward for adoption by the end of 2016. In case the policy would not be adopted or would be delayed in the political process, the Project can work with the MHRR and institutional stakeholders which are interested to strengthen their capacity regarding diaspora engagement and implement the relevant measures foreseen in the Migration and Asylum Strategy of BIH 2016-2020. Moreover, the Project will make a clear shift towards economic development, institutional and business-to-business knowledge transfer and inclusive dialogue with diaspora, thus mitigating potential politicisation of its objectives.

Diaspora engagement is a two-way street

The extent to which diaspora can be effective actors for development depends on their willingness, possibility and capacity. Some diaspora members may “give back” to their homeland out of sentiment without asking much in return. However, global experiences come to show that diaspora policies work best when engagement is a two-way street, in which all parties see clear benefits of working together. Building trust is, thus, necessary for a stronger BIH – diaspora relationship.

Need to know the diaspora

To be able to reach out to diaspora, government at all levels need to know the diaspora communities around the world. This entails systemic and comprehensive data collection and diaspora mapping; compiling inventories of diaspora skills and experience; and engaging a wide range of diaspora members in listening exercises to understand what diaspora has to offer, what it is willing to offer, and what it expects from the government in turn.

Diaspora holds strong potential to contribute to local economic development

One of the main lessons learnt from the Project pilot phase was that diaspora can contribute to job creation and livelihoods at the local level. Previous field experiences also revealed untapped potentials in terms of connecting diaspora's economic capital and knowledge with business development and economic opportunities. To succeed in such endeavours, stronger, informed and targeted outreach and facilitation is needed, both by local and higher government levels, as well as by diaspora business organisations and other economic development support organisations in BiH.

Need for long-term development assistance for transformational change

Experiences from previous interventions of the Government of Switzerland and UNDP in BiH came to show that system- and mind-set changing interventions need more than a decade to be successfully anchored, when implemented in a context of financial and political instability. Therefore, in order to trigger sufficient interest, create a minimum level of knowledge and structures across the governance system, design and deliver diaspora-featuring policies and strategies, and cultivate productive interaction and mutual trust between diaspora, governments and businesses which then translate into development results, the intervention needs a long-term timeframe, which goes beyond the lifespan of this Project.

Insufficient connectivity with relevant global knowledge networks and experiences

Existing global practices, knowledge and networks were insufficiently utilised during the pilot Project phase. Therefore, the Project envisages more intensive exchange and transfer of successful practices and approaches²⁸ accumulated within the Joint Migration and Development Initiative (JMIDI) - www.migration4development.org, which is a global partnership initiative of the United Nations, the European Commission, the Swiss Agency for Development and Cooperation and the International Organisation for Migration (IOM). The Project will also draw heavily on the experiences and best practices of the global project on mainstreaming migration in development planning implemented by UNDP and IOM²⁹, and financed by the Swiss Cooperation, particularly in the process of design of the diaspora policy and institutional capacity development on diaspora engagement.

With all the achievements and lessons learnt in mind, there is a positive momentum to further capitalise on the successful practices and basic policy vision, and continue to work for improving strategic and practical frameworks enabling effective contribution of diaspora to the country's development.

²⁸ In terms of using relevant existing training programmes, or tested approaches to engage diaspora and other relevant actors at the local level for socio-economic development.

²⁹ Three out of the 8 countries which participate in the Project are under the Regional Office of IOM in Vienna, thus the experts and the know-how gained in these countries will be made available to the Project in BiH.

STRATEGY

3. OBJECTIVES

3.1 Impact hypothesis

The Project impact hypothesis is defined as follows: Diaspora strategy, reinforced by improved institutional capacities, diaspora liaison structures, coordination mechanisms and tailored services across government levels, provide conducive environment for diaspora's engagement in their homeland development. Based on comprehensive diaspora mapping, intensified two-way communication, pro-active outreach by authorities, structured dialogue between diaspora and BIH, and government-recognized diaspora's contribution, result in building trust, diaspora's stronger connectivity to their homeland and to each other. Bolstered exchange and knowledge transfer between diaspora and institutions and businesses in BIH maximize diaspora's support to sustainable development and make a valuable contribution to addressing the country's most urgent economic development needs by fostering investments and job creation.

Changes in BIH, especially in terms of policy, reforms or mind-sets, happen slowly. Therefore, the impact changes envisaged by the Project impact hypothesis are longer-term projections of desired effects, resulting from systemic and policy-driven work with institutions, diaspora and their organisations, private sector, local governments and media.

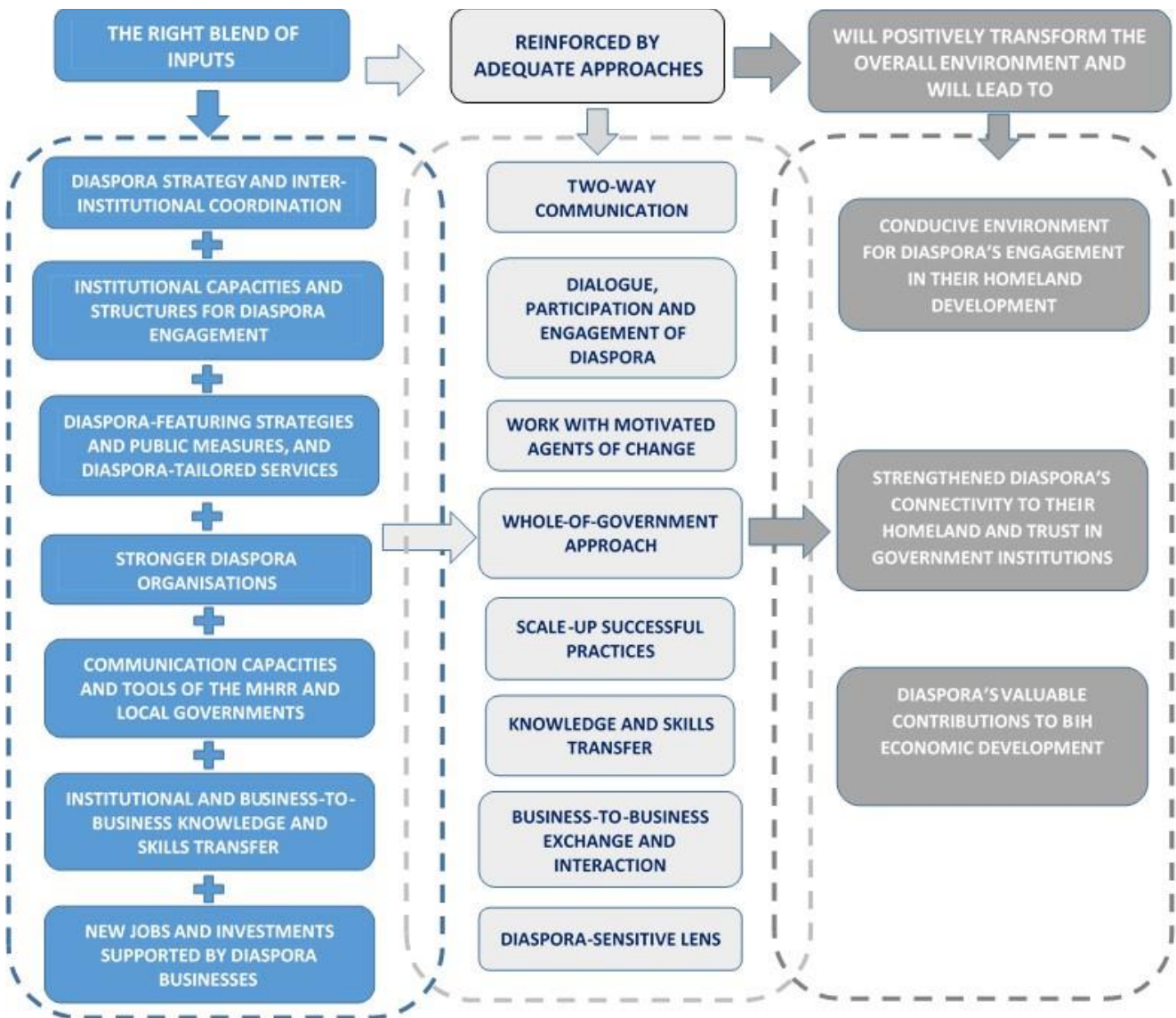
To ensure **conducive environment for diaspora's engagement in BIH's development**, the country needs to develop relevant diaspora engagement strategy, which clearly demonstrates the authorities' will to interact with diaspora and charts a vision on how this will be achieved through various measures, tools and resources. Having a diaspora engagement strategy is an important push-factor for subsequent action. However, unless institutions across government levels have basic knowledge, skills and resources to translate the strategy into their respective programmes and measures, institutional infrastructure ensuring "full-time coordination with diaspora", as well as inter-institutional coordination, the strategy will remain on paper only. Making efforts to know diaspora better will contribute to trust-building and true diaspora engagement in their homeland development. These efforts need to be reinforced by adequate diaspora-tailored services, which enable easier access from diaspora users. All these actions would enable a whole-of-government approach to diaspora engagement, setting in place the broader strategy, institutional capacity and services, which in turn create conducive environment for diaspora's structured engagement in their homeland development. In that process, the Project will take all relevant factors into account and will apply measures to mitigate political risks.

Diaspora's stronger connectivity to BIH in the long-term will only be ensured through targeted and open outreach by authorities, accompanied by regular two-way communication and engagement of diaspora in decision-making and strategic processes, which can only work if the government knows who is available to contribute with what type of knowledge and expertise. Offering to diaspora the possibility to contribute intellectually to their homeland development would increase their sense of belonging to BIH, while at the same time building trust between diaspora globally and domestic institutions. In this process, governments should learn how to recognise and praise diaspora's contribution, as well as adopt communication approaches which build strong relationships and step out of the prevailing "diaspora as money senders" paradigm. To be able to ensure more structured and effective engagement of diaspora in domestic strategic debates or decision-making, authorities need to facilitate strengthening of diaspora's organisations within host countries. This will entail not only empowering and expanding existing networks, but also encouraging consolidation and connecting various diaspora sub-groups and communities in countries of destination. For that purpose, both modern information and communication technologies can be utilised, as well as the formally existing network of consular and diplomatic representations of BIH around the world.

Mobilising and maximising diaspora's support to development of BIH is a demanding long-term vision, which takes serious and concerted efforts by domestic institutions, businesses in BIH and diaspora. This desired impact is intricately co-related with the broader policy and institutional enabling environment, as well as with the trustful relationships between BIH and diaspora. While diaspora today is still hesitant to invest or expand business to their homeland, such a potential exists and can be tapped into by facilitating intensified and interest-based interaction between businesses in host countries and BIH. In this process, diaspora business organisations play a vital role, as well as targeted outreach by local or higher-level governments. Knowledge transfer is another integral part of such interaction, having in mind the vast intellectual and technological know-how diaspora carries. Focused knowledge

and skills transfer can immensely contribute to addressing the most urgent development need of BIH – economic growth and employment.

The impact hypothesis is visualised below:



3.2 Hierarchy of objectives

The overall Project goal is as follows: **to increase socio-economic opportunities and perspectives for women and men in BIH, and to improve their livelihoods through increased diaspora engagement.**

Although the intervention is currently the only one in the country to support work in the area of diaspora engagement across policy and economic domains, it should not be perceived as a substitute to relevant governments' efforts or to assume the full responsibility for achieving effective and productive diaspora engagement in their homeland development. Hence, the intervention is both complementary and catalytic to the efforts undertaken by the MHRR, other institutions, and private sector stakeholders in BIH, as well as other donor organisations.

UNDP and the IOM will combine resources, knowledge and expertise to implement the Project, working in close cooperation and partnership with the MHRR – as the lead institution in BIH responsible for policy framework and engagement with diaspora.

A snapshot of the Project structure is presented below.

Overall Goal:
To increase socio-economic opportunities and perspectives for women and men in BIH, and to improve their livelihoods through increased diaspora engagement.

Outcome 1
MHRR and MFA, in cooperation with government institutions at different levels, use and further develop their instruments to actively connect, exchange, and engage with diaspora

Outcome 2
Municipalities align their development strategies to the BIH Diaspora Strategy, provide more and better services to diaspora members, and encourage community initiatives to attract diaspora know-how

Outcome 3
Diaspora partners transfer know-how and skills and make joint investments with private sector actors in BIH, thus creating new jobs.

Outputs

Diaspora Engagement Strategy, Action Plan and M&E framework are elaborated and under implementation through a whole-of-government approach.

Municipalities are equipped with structures, capacity and tools to connect and partner with diaspora members.

Businesses from diaspora and BIH engage in knowledge transfer and market-oriented skills development.

MHRR lead and coordination role for diaspora engagement is affirmed, supported by strengthened capacities of the state and entity ministries involved in drafting and implementation of the Diaspora Engagement Strategy and systematic collection and use of emigration data.

Municipalities provide services and engage diaspora members in knowledge and skills transfer and implementation of local development priorities, contributing to job creation and income generation.

Diaspora investment and economic engagement are increased and contribute to job creation.

Diaspora is organised in representation bodies in up to two pilot-countries, interacting with BIH diplomatic representations and authorities in host countries, and engaging in policy dialogue in BIH.

Social, knowledge and financial resources are being mobilized through mapping of diaspora potentials in 10 selected countries, established crowdsourcing platform and know-how transfer mechanism connecting diaspora with BIH.

4. OUTCOMES AND OUTPUTS

The Project has three main outcomes, as follows:

- **Outcome 1: MHRR and MFA, in cooperation with government institutions at different levels, use and further develop their instruments to actively connect, exchange, and engage with diaspora members and organisations.**
- **Outcome 2: Municipalities align their development strategies to the BIH Diaspora Strategy, provide more and better services to diaspora members, and encourage community initiatives to attract diaspora know-how and investment.**
- **Outcome 3: Diaspora partners transfer know-how and skills and make joint investments with private sector actors in BIH, thus creating new jobs.**

Expected **achievements under Outcome 1** include the participatory development of a diaspora engagement strategy for BIH as the first of its kind for the country meant to provide the broader platform for action by public stakeholders in a whole-of-government approach.³⁰ The Strategy will operationalize the Diaspora Policy which has been prepared by a Working Group on Policy Design, which was open to representatives of all relevant government institutions at the level of BIH, entities and Brčko District, established in line with the decision by the Council of Ministers from 2015.³¹ In this process, the role and capacity of the MHRR will be strengthened, to become the recognised lead coordinator in the diaspora engagement domain by domestic stakeholders, as well as by diaspora globally. Activities under this Outcome will be primarily targeting state, entity and cantonal government levels, reinforced by pro-active outreach to the broader public in the country. Ultimately, diaspora engagement strategy will be successfully translated into concrete actions, under the intra-institutional coordination led by the MHRR, but implemented by state, entity and cantonal institutions (represented in the Working Group on Diaspora Engagement Strategy),³² which have enhanced their basic institutional capacity, created diaspora coordinators within their structures and engaged into peer-to-peer exchange. Gradually, through awareness raising and regular training on the ways and means to engage diaspora in the development of BIH,³³ representatives of targeted institutions (including both policy makers and technical staff), will become aware of the potential of diaspora for the development of BIH, and will be able to design and deliver policies and incentive measures targeting diaspora. The activities planned to achieve this outcome are not meant to fully capacitate the entire public apparatus on the matter of diaspora engagement; rather they will contribute to lay the foundation for basic policy, coordination and institutional frameworks, which are needed to further expand and amplify interventions in this domain. Actions under this Outcome will also seek to capacitate, consolidate and empower diaspora's organisations, thus ensure their productive engagement in public strategic debates and establish them as representative bodies in their countries of destination as well as for governments in BIH, so that their suggestions and needs can be recognized. The contributions of these representative bodies but also of other diaspora associations will be, for the first time, formally recognised by public authorities (including through the diaspora policy), even though some of them already engage with BIH for as long as a decade. In order to open up sustainable two-way communication and interaction between diaspora and domestic institutions, the MHRR, with the support of IOM, will conduct a comprehensive diaspora mapping and engage with diaspora in a targeted manner. Based on this information about diaspora, MHRR, in collaboration with other relevant authorities and stakeholders in BIH and in host countries, will facilitate development-oriented knowledge and skills transfer, thus contributing directly to strengthening human capital and ultimately

³⁰ This approach integrates the collaborative efforts of the governmental ministries and agencies to achieve unity of effort toward a shared goal.

³¹ The Council of Ministers has already made a decision that the policy and legal framework shall be established to improve the system for overall and intensive cooperation with diaspora, to facilitate realization and protection of diaspora rights, to improve quality of the two-way information flow between BIH and its diaspora communities, but also to include diaspora in society and economic processes in the country through better representation of diaspora both in BIH and countries of destination.

³² These institutions will work on the strategy implementation in their respective jurisdiction. Besides government representatives from state, entity and Brčko District level, the Working Group on Diaspora Engagement Strategy will also include representatives of academia and diaspora. The list of members of the current Working Group for Diaspora Policy Design is provided in section 1.3 (stakeholders' analysis).

³³ Training design and delivery will keep in mind 3 Ts: transfer of knowledge, transfer of social resources, and transfer of financial resources.

– to achieving priority development objectives of the country. Crowdsourcing³⁴ will draw on the social and cultural resources of the diaspora. A very important factor that will be considered in the efforts to achieve Outcome 1 is related to the political commitment of relevant institutions to engage and productively work to create better environment for diaspora engagement. Importantly, the Project will support and strengthen the MHRR in its assigned role as the lead government agency for diaspora engagement. For the MHRR to be able to effectively take on the role of lead coordinator, the Project will however also need to invest in the capacity building and training of other government institutions at the state, entity, cantonal and local level so that the whole-of-government approach can work.

Expected results under Outcome 2 are meant to enhance the capacity of selected municipalities to interact with and engage their diaspora in local development, which in turn will activate diaspora's contribution to investments and livelihoods within the target communities. Therefore, activities under this Outcome will be primarily targeting selected municipalities, their businesses and diaspora. The activities under this Outcome will contribute to further establishment or strengthening of diaspora coordination function, as well as will expand knowledge on this matter across local administrations. Thus, municipalities will tangibly improve communication with diaspora and their organisations, while at the same time will utilise possibilities for cross-territorial development partnerships with sub-national authorities in host countries with highest number of diaspora members through partnerships agreements and concrete actions between local/cantonal governments from BIH and host countries. Integral to this process are improved administrative, information and communication tools, which enable local governments to reach out to their diaspora in a targeted manner, especially diaspora businesses. These achievements will be directly reinforced by diaspora-featuring local development strategies, as well as by concrete initiatives connecting diaspora to their home local communities and contributing to local economic development. Focus will be on promoting diaspora investment, contributing to local economic development, income generation and job creation. Limited financial support is envisaged for all partner municipalities based on quality project proposals. Project knowledge and best practices will be widely disseminated through networking, thus enabling spill-over effects not only with target localities, but beyond. Diaspora engagement can become a valuable asset in community development in a number of different ways, strengthening local community, transferring knowledge and investing, or opening it up to the wider world.

Results under Outcome 3 will maximise diaspora's contribution to economic development of BIH, manifested through business-to-business knowledge and skills transfer, as well as interest-based interaction and exchange between businesses from diaspora and BIH, all of which ultimately translates into new jobs and investments. Business from the entire country will be able to benefit from the Project support. In its nature, this Project Outcome is a knowledge and practice laboratory, meant to stimulate, facilitate and support concrete economic development results, by engaging a wide variety of relevant domestic institutions and organisations, business networks from diaspora and BIH, technological parks, business incubators and start-ups. Moreover, in the broader sense, these activities are also expected to trigger stronger people-to-people connectivity and trust between diaspora and people in BIH.

Outcome 1: MHRR and MFA, in cooperation with government institutions at different levels, use and further develop their instruments to actively connect, exchange, and engage with diaspora members and organisations.

Output 1.1: Diaspora Engagement Strategy, Action Plan and M&E framework are elaborated and under implementation through a whole-of-government approach.

The Project will support **participatory design of Diaspora Engagement Strategy for BIH**, by bringing together representatives of relevant state and entity ministries and Brčko District (the Working Group), as well as academic sector representatives and diaspora in 3 workshops, which will be thematically prepared and facilitated by the MHRR and IOM. The aim of these workshops is to raise awareness among policy makers on the development benefits to engage with diaspora and the importance of inter-agency coordination in doing so. The Working Group will be supported by a team of three local experts (an expert on law and policy development / team leader and two experts specialized in developing economic and social sector strategies) and one international expert with experience of having developed diaspora strategies for other governments. The team of experts will produce a situational analysis, develop the Diaspora Engagement Strategy within the

³⁴ Crowdsourcing means tapping into the intellectual capital of the general public, often via the Internet and without compensation.

framework provided by the Diaspora Engagement Policy and suggest a corresponding action plan (including feasible financial allocations), with a monitoring and evaluation (M&E) framework (including baselines, targets and indicators for strategy goals and outputs, responsibilities and delivery timelines).

The team of experts will participate in three workshops to consult with stakeholders on diaspora engagement, collect recommendations on draft documents prepared. At the same time, the diaspora globally as well as other stakeholders (including local authorities) will have the opportunity to participate in public consultations on the draft Strategy via the diaspora website owned by the MHRR. The MHRR will, at its own expense, organize a round table where the draft Diaspora Strategy will be publicly discussed. Considering the Working Group recommendations and comments received during the public consultations, the Strategy document, Action Plan and the M&E framework will be finalised and submitted to the Council of Ministers of BiH by the end of 2017.

The Project will also review and finalize the **Guidelines on Mainstreaming Migration into Public Policy Design and Delivery in BiH**, which have been produced during the pilot Project phase by the Working Group bringing together representatives of MHRR and relevant state-level institutions, supported by a team of experts. These Guidelines will be promoted and disseminated at all training events as one of the main policy tools helping institutions at state, entity and cantonal levels to consider the concept of migration and development, as well as diaspora engagement, within policy design and delivery processes. At Working Group workshops the members will consider the Guidelines in the development process of the Diaspora Strategy.

Output 1.2: MHRR lead and coordination role for diaspora engagement is affirmed, supported by strengthened capacities of the state and entity ministries involved in drafting and implementation of the Diaspora Engagement Strategy and systematic collection and use of emigration data.

Activities under this output will focus on **capacity building of the technical level staff** of the institutions represented in the Working Group tasked with the design of the Diaspora Engagement Strategy. It is crucial to build a knowledge base within these institutions at the level of both policy-makers and technical staff, so as to enable consistent work on mainstreaming of diaspora issues in respective sectoral strategies / policy documents, knowledgeable diaspora coordinators – within these institutions but also within a broader network of professionals. The designated public officers will be trained by the MHRR and IOM using international standardized training materials on diaspora engagement, including also the Guidelines on Mainstreaming Migration into Public Policy Design and Delivery in BiH, to improve the understanding on how diaspora can be included in the development of BiH and how cooperation with diaspora can be strengthened. As part of the monitoring and evaluation framework for diaspora engagement, a list of indicators for the various sectors of government with practical expert recommendations (White Paper) will help public employees to measure performance of their institution in view of fulfilling the domestic strategic priorities, but also Sustainable Development Goals (SDGs), by engaging diaspora.

The **diaspora coordinators**, technical level staff assigned by their respective institutions members of the Working Group will form an informal network, so as to ensure continuous coordination at the technical level. This network of diaspora coordinators at the central level will be joined by diaspora coordinators from the cantonal level, who will be trained together with local level authorities under Outcome 2. Being part of the network they will benefit from the ongoing training for diaspora coordinators and will be able to coordinate with higher governmental levels on their diaspora engagement activities and contribute to the implementation of the Diaspora Strategy. The Project will support them with annual meetings for continuous training and for information exchange and cooperation on policy development among different government institutions. In order to have a comprehensive impact assessment baseline, an assessment will be conducted among diaspora coordinators, so as to determine entry-point knowledge and learning needs. Post-capacity development capacity assessment will also be conducted, so as to evaluate increase of capacities. Diaspora coordinators will be asked to communicate annually with the MHRR (through a template-based report to be developed by the MHRR and IOM) and inform the MHRR on developments and information related to mainstreaming diaspora issues in strategic documents or policies, data collection on diaspora, as well as interaction with diaspora.

Since sound policies can only build on sound evidence, the Project will enhance **MHRR's and other relevant governmental stakeholders' capacities on collection and exchange of data on emigration and diaspora** by developing, among other, essential basic terminology on emigration and diaspora, and identifying types of data which should be collected on a regular basis to feed into the Strategy design, monitoring and implementation. Existing data sources will be mapped out and their potential assessed for generating reliable statistics on

emigration and diaspora. This exercise will result in a report with specific recommendations on possible data sources and indicators, including potential new data sources. Following an inter-agency training seminar (part of the series of technical level training seminars), which will also include training on emigration and diaspora data, a data-sharing protocol and a data collection template will be developed, to enable smooth data collection regarding the list of indicators among the diaspora coordinators assigned by the Working Group member institutions. Data collected will also be utilized for the design of the 2017 Migration Profile, specifically its section on emigration and diaspora.

Output 1.3: Diaspora is organised in representation bodies in up to two pilot-countries, interacting with BIH diplomatic representations and authorities in host countries, and engaging in policy dialogue in BIH.

While activities under Output 1.1 and 1.2 are focused on strengthening the capacities of government institutions to engage effectively with diaspora, activities under Output 1.3 will focus on creating a relationship of trust between diaspora and governments of both origin and destination countries, thus further promote diaspora engagement among all stakeholders: authorities and governments at all levels in BIH, diaspora, civil society and the wider public.

Activities under this Output will launch annual **diaspora policy dialogue conferences**, which will be high visibility 3-day events aiming to: allow for a thematic policy dialogue between diaspora and authorities in BIH, strengthen capacity of diaspora on representation, organization and communication, and promote diaspora within their homeland. These events will gather diaspora representatives from 10 selected main destination countries, including the representation bodies (organisations or associations) which will be formed in up to two pilot countries, government representatives from the Working Group engaged in the implementation of the Diaspora Engagement Strategy, media representatives, local level stakeholders and civil society organisations from BIH.

These diaspora policy dialogue conferences will be organized for the first time at this scale within this Project, but the diaspora from BIH has already initiated the organization of diaspora gatherings on their own – often with the support, albeit limited, by the MHRR. The organization of these larger scale diaspora policy dialogue conferences will complement and add more formality and regularity to the already ongoing diaspora gatherings which take place every year.³⁵ As these gatherings are considered key to building trust and dialogue with the diaspora communities, the MHRR will continue this practice with its available funds and look for external funds as needed, including from diaspora associations. Unlike with other diaspora gatherings which are regularly taking place in the country, the MHRR will pay attention that the diaspora policy dialogue meetings will continue to pursue specific thematic focus each year and produce concrete outputs which are relevant to the further development/adjustment of the Diaspora Strategy and its implementation.

Further, the Project will support the creation of **diaspora representative bodies in up to two pilot countries of destination (Germany and Austria)**, which can represent diaspora communities *vis-a-vis* governmental and non-governmental partners of the host country or *vis-a-vis* authorities of BIH. The two pilot countries were selected because of the significant number of BIH diaspora, the number of BIH diplomatic missions present and the level of current organization of and support for diaspora organizations. The activity will first be implemented in Germany, and if successful, it will also be realised in Austria.

The activity will be led by the MHRR and the Ministry of Foreign Affairs of BIH, which will organize meetings with diaspora associations and interested members, with the help of BIH diplomatic representations in the pilot countries. In these meetings, the MHRR will bring on board representatives of the *i-platform* from Switzerland to benefit from their experience in establishing the BIH Diaspora Platform in Switzerland.

Upon request of the MHRR, the Ministry of Foreign Affairs will invite existing diaspora associations and organizations and any interested individual members of diaspora in the destination country to gather for an information meeting at the embassy. At this first meeting, the representatives of the MHRR will explain in detail and discuss with participants the idea of forming a representative body, which can represent all diaspora communities in that destination country *vis-a-vis* governmental and non-governmental partners of the host

³⁵ To name just a few: the annual meetings of the diaspora writers (taking place last 12 years); the so called “Days of BHAAAS” (occurring last 7 years) so far promoting-know how transfer in the medical field, which wants to now expand to more and other sectors; the meetings of world association of BIH diaspora representatives and the business forum with its subsection for women entrepreneurship among diaspora communities where the MHRR covers with its limited funds accommodation costs and /or travel costs of diaspora representatives

country and *vis-a-vis* authorities of BIH. The participants will discuss various models of diaspora representative bodies (i.e. – creation of an umbrella association bringing together all existing diaspora organisations; establishment of a new organisation/association), formal requirements for their establishing, modus operandi, decision-making and consultation procedures and sustainability. Diaspora representatives will also be informed about the possibilities foreseen within the Diaspora Engagement Strategy (diaspora policy dialogue conferences, training possibilities, networking with the diaspora associations from other countries, mechanism for know-how transfer, crowdsourcing, incentives to promote economic development cooperation, etc.), as well as will define possible assistance needed by the relevant diplomatic and consular representations of BIH. Participants will also agree among themselves and nominate members from the different diaspora associations for the representative body.

At the following meeting, the nominated members of the representative body will discuss and formulate their Terms of Reference, with the MHRR support. The Terms of Reference will lay down the purpose and objectives of the representation body, its main responsibilities, rights, members and scope of work. The third meeting will serve to formalise the representative body by a protocol, in cooperation with relevant BIH diplomatic missions, the MHRR and Ministry of Foreign Affairs, inviting also representatives of the authorities of the host country.

In case the representation body in Germany cannot be established for reasons described in the risk analysis further below, the Project will in a second step focus on the cooperation with diaspora bodies and representatives only, choosing meeting venues which are more neutral than the BIH embassies.³⁶

The newly-formed representative bodies will participate in the annual diaspora engagement conferences organised by the MHRR in their capacity as representative bodies during the policy dialogue conferences (Day 1), but also to receive additional training on their roles and responsibilities (Day 2) along with diaspora associations from other destination countries on issues related to organization, representation, fund raising and project development, as well as communication to engage more effectively with BIH.

To ensure **formal recognition of diaspora members for their outstanding contributions to the development of BIH** (Day 3 of the conference), clearly defined selection criteria will be elaborated, and an independent expert commission will be established with the task to select diaspora candidates to be recognized for their valuable contribution to the country's development. Nominations will be collected from diaspora worldwide and stakeholders from BIH via the diaspora web platform, which will every year announce the call for nominations and annual conferences in due time.

These 3-day events will bring together all stakeholders engaged in the development of BIH, offer possibilities for country-wide and international promotional campaigns. For that purpose, media representatives from radio, TV and print media will be invited to participate and ensure coverage by conducting interviews with government and diaspora representatives for TV and radio, write articles and blogs for print and social media about the topics discussed at these events and highlights like the diaspora recognition ceremony. With this promotional highlights around the annual conferences the wider public in the country will be informed regularly about the positive impacts of diaspora engagement in their homeland development.

To maintain an interactive two-way communication with diaspora, a **web platform** will be launched with the support of the Project. The web platform will fulfil several main functions: 1) promote and facilitate know-how transfer between diaspora experts and institutions from BIH which need support in implementing the goals of the Diaspora Strategy; 2) host a crowdsourcing platform which will connect diaspora with a range of stakeholders in BIH, including government institutions, but also civil society and private sector members, as well as academics and professionals in general, to enable exchange of services, ideas or content, and facilitate funding/realisation of project ideas by pooling resources and soliciting contributions from the diaspora online community, where each contributor adds a contribution that may combine with those of others to achieve a greater result; 3) continuously promote diaspora engagement both among diaspora globally, as well as among the wider public in BIH by reporting on the highlights and success stories of diaspora engagement at all government levels; 4) act as the main communication channel between diaspora and authorities of BIH in the implementation of the Diaspora Strategy by launching online consultations or online surveys to continuously

³⁶ IOM's experience in Moldova, Albania and Kosovo in establishing diaspora associations has proven the crucial role of diaspora organizations and individual members in organizing meetings and the potential of these organizations to mobilize their membership. The pilot-phase has already indicated that through the cooperation with the municipalities in BIH it was possible to get in touch with the representatives from different hometown associations and ethnic groups in diaspora in destination countries which can then be brought together.

collect data in the framework of diaspora mapping. The MHRR will be assisted by a local expert to develop and design the new diaspora web portal and be trained on the operation and maintenance of this web portal. The expert will also develop a main sustainability plan and communication strategy with relevant MHRR staff on how to keep the web portal active, dynamic and credible information source for diaspora globally.

Output 1.4: Social, knowledge and financial resources are being mobilized through mapping of diaspora potentials in 10 selected countries, established crowdsourcing platform and know-how transfer mechanism connecting diaspora with BIH.

Activities under this Output will focus on mapping diaspora's geographic distribution and skills levels, to inform the work on mobilizing diaspora to contribute to sustainable development of BIH.

A **diaspora mapping exercise** will be conducted in 10 main destination countries to obtain information about the number and profile of migrants from BIH, and obtain information for diaspora organisations. The systematic research will be conducted in the main destination countries by an international expert,³⁷ supported by IOM diaspora focal points who will use a wide array of available methodological instruments and methods of data collection, including focus groups with target groups and in-depth interviews with local, foreign officials and expats who have access to a broad base of community members, and the dissemination and collection of questionnaires within diaspora communities. Diplomatic missions of BIH will be involved in the general information-sharing and engagement (being available for interviews, assist with setting up meetings, distribution of questionnaires etc.)

The diaspora mapping will offer an overview of the socio-economic and needs profile of diaspora in the surveyed destination countries, collecting comprehensive demographic, sociological, economic and socio-cultural data. Specific focus will be on diaspora mapping in terms of economic potentials (e.g. diaspora owned- or led businesses, diaspora members in managerial or expert positions in business, research and academia, type of industries employing diaspora, interest and capacity to invest and/or contribute through transfer of knowledge).³⁸ The studies will provide a synthetic overview of the findings, as well as information differentiated by country of residence, examining attitudes among diaspora members towards BIH and on the migration phenomenon itself, describing diaspora's development, level of integration, level of self-management and eventually - provide authorities of BIH with recommendations towards improving interaction and entry points for cooperation with diaspora. All data collected will be subsumed within the existing diaspora registry owned by the MHRR.

Based on the findings of the diaspora mapping, two priority actions of the MHRR which are also contained in the draft Diaspora Policy can be launched within this Project: i) to **set up a mechanism which will match diaspora experts with receiving institutions in BIH working on the implementation of the diaspora policy / strategy** for the period of one month via organized temporary / short time assignments; and ii) **establishment of a crowdsourcing platform** on the diaspora web platform administered by the MHRR.

To set in function the matching mechanism, it will be necessary to establish a network of IOM diaspora focal points in each of the 10 main destination countries, as well as the management of that mechanism in IOM Sarajevo (in close cooperation with the MHRR). While IOM and the MHRR will be in charge of the needs assessment, liaison and identification of host institutions and monitoring of assignments, the 10 IOM focal points, together with representatives of the diplomatic and consular missions of BIH in the selected countries of destination will have the principal responsibility for outreach to diaspora groups and raising their awareness about this opportunity of a short assignment in BIH. The MHRR and IOM will be in charge of producing the working instructions for the IOM diaspora focal points in destination countries, the set of documents related to the know-how transfers (application form info sheet, Terms of Reference form, and draft contract), their translation and dissemination in main destination countries. IOM will take care of all logistical matters, including travel to and from the project locations, insurance, assisting in finding appropriate accommodation and the payment of the monthly living allowance.

IOM and the MHRR will develop a common methodology for conducting short needs assessment activities in close collaboration with government authorities (Working Group members) and non-government partners, where they need specific inputs and assistance from diaspora experts in the implementation of the diaspora

³⁷ The diaspora mapping exercise for the 10 selected main destination countries will follow the model of the diaspora mapping done for Moldova by IOM in 2013.

³⁸ Collected information will feed into activities envisaged under Outcomes 2 and 3.

policy. Hence, the know-how transfer scheme established by the MHRR will support the government institutions' capacities to implement the diaspora policy in a very targeted manner. The concrete assignment offered by governmental bodies will be posted on the diaspora web portal, administered by the MHRR.

As soon as diaspora experts have been assigned to receiving institutions in BIH, the assignments will be monitored by MHRR and IOM, while contact will be maintained with the resource persons and the host institution during the whole period of the assignment. Upon completion of the assignment, all resource persons will write an assignment report of their activities, duties and achievements, while the host institutions will provide an evaluation report to the MHRR. The MHRR, IOM and the host institutions will evaluate all assignments after their completion. Debriefings will be held with all participants. During the assignments, MHRR and IOM will undertake monitoring visits to host institutions to check on the progress of the assignments and to discuss possible hindrances. Impact of the assignments will be measured both at the micro-level (concrete hosting institution), but also at a sectoral level, provided clusters of assignments have been possible as a result of needs assessment.

IOM diaspora focal points in 10 main destination countries will organize meetings with diplomatic missions of BIH, in the EU countries and Switzerland, to present the Project and request support to disseminate the know-how among diaspora communities. IOM will establish contacts and arrange meetings with diaspora groups and organizations and with individuals residing in the USA and Australia, within the EU target countries through MHRR contacts, embassies' contacts, IOM's own networks and internet search. Contacts with diaspora members will also be established via social media such as *Facebook, Xing and LinkedIn*. In Switzerland, the outreach will be done in close cooperation with the emerging comprehensive diaspora platform *i-dijaspora*.

Both in countries of destination and in BIH, IOM will work to ensure that authorities, institutional staff (including the MHRR) and staff at the embassies of BIH in countries of destination will be engaged and trained on how to manage the matching mechanism, so that they can maintain the operation of such a scheme beyond the Project lifespan. The actual promotion and matching will be done primarily over the crowdsourcing platform which is meant to become the interface of diaspora professionals and host institutions to arrange for know-how transfers, which will then be logistically supported by the consulates of BIH. An international expert on crowdsourcing will help the MHRR to design and set up an attractive, interactive crowdsourcing platform – based on the findings of the diaspora mapping - and provide instructions on how to manage and maintain this platform. Hence, the MHRR staff will be involved from the beginning in the planning and implementation of the platform. The role of the MHRR, as the owner of the platform, is to facilitate the implementation of initiatives, which will be launched via the platform with logistical support which they can provide in coordination with the embassies of BIH in countries of destination. Their role is not necessarily to implement all initiatives, but rather to coordinate the implementation thereof between all involved government institutions.³⁹

Outcome 2: Municipalities align their development strategies to the BIH Diaspora Strategy, provide more and better services to diaspora members, and encourage community initiatives to attract diaspora know-how and investment.

Although they are manifested at all levels, the impacts, challenges and opportunities related to migration and its link with development are firstly felt at the local level (in terms of the labour market, business creation, integration, etc.). In this sense, municipalities and cities are best placed to address them. At the same time, the initiatives municipalities and cities promote or support along these lines also impact other government levels and the general country context.

Thus, while Outcome 1 focuses on strengthening the policy frameworks, coordination and institutional capacities at higher government levels to provide for stronger diaspora's engagement, this outcome is directed towards enabling municipalities to effectively connect with diaspora and their organizations, deliver public services to respond to diaspora needs, implement public measures, facilitate diaspora contribution to local economic development.

³⁹ The initiative of the BHAAAS diaspora association which already started some 7 years ago with a know how transfer scheme based on their own initiative in the medical field illustrates the kind of initiatives which the crowdsourcing platform in the future wants to collect and help come to life.

Output 2.1: Municipalities are equipped with structures, capacity and tools to connect and partner with diaspora members.

The Project will directly support at least 15 municipalities that have significant migrant and diaspora populations abroad⁴⁰ to effectively outreach to diaspora and their hometown associations, providing for their meaningful involvement in and contribution to the development of their communities of origin. This will include **setting in motion and / or strengthening capacities of designated diaspora focal points**.⁴¹ The Project will assess training needs of partner local governments and take stock of the existing training programmes (including those already produced in BIH as part of the previous Project phase, JMDI Toolbox,⁴² as well as other relevant materials), so as to design and deliver a tailored training package targeting diaspora focal points and other relevant local government staff (e.g. members of local development teams, communications officers, etc.), thus expanding the awareness and the knowledge on migration and development within local administrations, as well as underpinning other Project activities. Capacity development activities for local governments will also include representatives of cantonal authorities. By partnering with the JMDI, the Project will offer a **Training of Trainers on migration and local development**, to contribute to development of domestic training market in the domain.

Partner **municipalities will also be supported in their efforts to identify, outreach and connect with diaspora** through innovative approaches, tools and communication channels (e.g. diaspora mapping⁴³ and registries, including information about diaspora and their hometown associations; interaction through social media; diaspora-related sub-domains on official local government websites; provision of regular electronic updates on most recent developments in local communities to diaspora based on their interest; organisation of joint events / diaspora days and recognition of diaspora's contribution to local development; etc.). Assistance to partner local governments (training, technical support, etc.) will be recruited / procured by UNDP and delivered to beneficiaries.

Further, the Project will support partner municipalities to productively **facilitate development interaction and connections between diaspora and their networks on one side, and economic stakeholders in their local communities on the other**. This may entail mapping of local business landscape (review of local businesses, skills gaps, export potentials, available public assets, list of priority projects and areas of assistance to be promoted to diaspora / diaspora organisations, as well as investors in general), based on which further economic exchange can be facilitated; support to specific business-to-business (B2B) exchanges engaging diaspora and local companies; local government facilitation and brokerage of diaspora investments; promotion of and support to diaspora networking, including among diaspora businesses and their organisations; etc. Assistance to partner local governments (in the form of specific expertise, service providers to conduct mapping or analyses, technical support, etc.) will be recruited / procured by UNDP and delivered to beneficiaries. A challenge will be launched among partner municipalities, where a most successful municipality in terms of attracting diaspora or diaspora-facilitated investment will be awarded and widely promoted.

By strengthening and expanding the migration for development professional network of local government practitioners, the Project will support **capacity development, knowledge exchange and dissemination of good practices among local authorities country-wide**, while also outreaching and connecting with global networks (e.g. participation in Global Mayoral Forum on Mobility, Migration and Development,⁴⁴ exchange of knowledge products, involvement of prominent migration and development experts as lecturers during networking events,

⁴⁰ In addition to 10 local governments that were part of the previous project phase, additional 5 partner local governments were selected in consultations with the MHRR and in close cooperation with the EU-funded Local Integrated Development (LID) Project implemented by UNDP, focusing on local strategic planning and development management.

⁴¹ This does not entail new employment or even formalization in terms of internal organization and systematization of working positions, but rather assigning of functions in terms of regular outreach to diaspora as well as coordination of relevant activities within local administrations.

⁴² The JMDI Toolbox offers a comprehensive training programme on migration and local development, consisting of one core module and 5 thematic modules (Managing the link between migration and development; Establishing partnerships, cooperation and dialogue on migration and development at local level; Empowering migrants at the territorial level; Creating jobs and economic opportunities at the local level; Increasing the impact on development through integration and re-integration policies). More information on the JMDI Toolbox is available here: <http://www.migration4development.org/en/resources/toolbox/training>.

⁴³ Local governments will establish and/or update their diaspora registries by proactively reaching out to their diaspora. Local diaspora registries will to an extent possible feed into the central diaspora registry managed by the MHRR. These efforts will complement the diaspora mapping to be conducted in 10 selected countries of destination, while regular data exchange will be ensured between the MHRR and diaspora focal points within local governments.

⁴⁴ The annual Mayoral Forum is a city-led global initiative supported by United Nation Institute for Training and Research and its partners to gather city leaders from around the world to strategize and propose new and innovative approaches to urban governance in contexts of greater diversity. The Mayoral Forum's starting point is the shared conviction that migration is a primarily positive, urban phenomenon, and that cities are the main attraction pole and driving force.

etc.). The MHRR will be taking pro-active part in the networking events. Recognizing that migrants act as bridges between territories of origin and destination, the Project will **explore opportunities for decentralised or territorial cooperation aiming to foster diaspora engagement**, by focusing on the localities in the countries of destination with the greatest concentration of diaspora members coming from partner local governments.⁴⁵ Cantons in the FBiH will also be envisaged for such cooperation modalities, based on concrete priorities identified within cantonal development strategies. To facilitate such interaction, the Project may provide travel, expert, venues, accommodation and translation assistance to interested local/cantonal governments. Potential cooperation activities will be linked to other Project interventions, such as B2B exchanges, diaspora networking, investment promotion, etc.

Assistance will be engineered via analytical, expert and training support. The Project will build on the relevant achievements of the pilot-project phase and allow for tailoring of assistance, so as to best respond to partner municipalities' needs.

Output 2.2: Municipalities provide services and engage diaspora members in knowledge and skills transfer and implementation of local development priorities, contributing to job creation and income generation.

Under this output, partner municipalities and their diaspora coordinators will be supported to conduct a survey among diaspora members, to provide a more accurate insight into diaspora needs and serve as a platform to adapt or create new local public services in line with diaspora's articulated priorities. Further efforts will be invested in populating local diaspora registries, as a basis for effective communication with diaspora. Tailored support will be offered for **expanding and improving the portfolio of local administrative and information services** targeting diaspora and providing for their stronger connectivity with their hometowns (e.g. online register office, online questions and answers service, regular information materials targeting diaspora, including diaspora businesses, reaching out to diaspora through local media, etc.). Peer-to-peer exchange and transfer of knowledge and tools will be ensured among the partner municipalities from the previous Project phase and newly selected ones. In this case, the assistance to local governments (in the form of specific expertise, purchase of software/hardware, technical support, etc.) will be recruited / procured by UNDP and delivered to beneficiaries based on specific needs.

The Project will offer tailored technical assistance for **mainstreaming migration into local development strategic frameworks** of at least 5 new partner local governments. The assistance (thematic expert ensured by the Project) will be embedded within the ongoing or upcoming strategic planning processes supported by the Integrated Local Development Project (ILDP) primarily funded by the Government of Switzerland and implemented by UNDP, as well as by the Local Integrated Development (LID) Project, primarily funded by the EU and also implemented by UNDP.⁴⁶ It will target the main planning structures at the local level, namely: i) representatives of Local Development Teams, which are the main body responsible for creation of integrated local development strategies, ii) representatives of the Sectoral Working Groups (social, economic and environmental), which contribute to the creation of projects/programmes to be embedded in local strategies, and iii) representatives of local non-governmental organisations, citizen groups, etc. Limited technical support will be offered to Herzegovina-Neretva Canton to mainstream migration in their emerging cantonal development strategy.

Moreover, the Project will offer **technical assistance and seed funding to partner municipalities to support operationalization of priorities originating from their strategies**. The focus will be on encouraging diaspora direct investment (DDI) or contribution to local economic development, livelihoods and job creation, as well as diaspora territorial cooperation initiatives between partner municipalities and related actors from localities in countries of destination. Further, limited support might be provided to initiatives that improve diaspora's ties to their localities of origin (e.g. pilot language courses, local heritage immersion visits, summer camps targeting

⁴⁵ Decentralized or territorial cooperation implies cooperation between local / regional authorities in the country of origin and those in the countries of destination through joint actions for diaspora engagement. Global experiences show that diaspora can play a bridging role in linking local/regional governments and actors from territories of origin and destination, for partnership building and expertise exchange in domains ranging from local economic development and local services to institutional building and capacity development for public officials. The Project will consider online channels such as YouTube for subject matter topics around which to organize regular online (Hangout, Skype) meetings.

⁴⁶ These efforts will build on the Manual for Mainstreaming Migration into Local Development Strategies in BiH, designed as part of the previous Project phase and considering the Standardized Methodology for Integrated Local Development Planning in BiH (MIPRO), designed with the ILDP support.

youngsters, etc., particularly such enabling connectivity between second and third generation of diaspora with their homeland and hometown). Financial assistance (in the form of a grant) will be provided on an equal basis to each partner municipality in the amount of approximately \$ 30,000 based on solid project proposals. Partner municipalities will be expected to co-fund their projects at minimum 25 % of the assistance offered by the Project. Co-financing by diaspora as well as engagement of and cooperation with higher government levels on the implementation of local priority interventions will also be encouraged.

To support diaspora-led initiatives and leverage diaspora potential for investments in their communities of origin, the Project will work with partner municipalities and diaspora organizations and offer technical assistance to explore opportunities for setting-up financial mechanisms (e.g. emerging crowdfunding initiatives supported by internet platforms, diaspora micro loan guarantee program for start-ups or similar) that would enable diaspora members with limited financial means to participate in local development processes and easily track the use of the funds.

Outcome 3: Diaspora partners transfer know-how and skills and make joint investments with private sector actors in BIH, thus creating new jobs.

Diaspora businesses, entrepreneurs and innovators hold the potential to create economic opportunities and breakthroughs which could ultimately contribute to economic development of BIH. Moreover, successful diaspora entrepreneurs are often willing to “give back” to their country and communities by transferring knowledge and skills, starting new businesses, or expanding existing ones. In addition to general obstacles to doing business in BIH, diaspora face some specific problems, including a lack of appropriate support from BIH institutions on all levels, missing channels to transfer knowledge and skills, and a lack of targeted incentives for investment. Also, the often-missing trust in government institutions is an obstacle to bringing in human and financial diaspora resources. Under this Outcome, the Project will support interaction and cooperation between diaspora members, organisations and businesses on one side and the private sector in BIH, to enable skills and know-how transfer, promotion of exports, and investments.

Output 3.1: Businesses from diaspora and BIH engage in knowledge transfer and market-oriented skills development.

The Project will assist in **identifying economic cooperation opportunities and facilitating exchange between private sector in BIH and diaspora**. Based on the diaspora mapping in 10 main destination countries foreseen under Outcome 1, the Project will expand the existing MHRR diaspora registry with new information containing data on diaspora business organisations, diaspora-owned or led businesses, diaspora members in managerial or expert positions in business, research and academia, type of industries employing diaspora, interest and capacity to contribute through investment, transfer of knowledge, export promotion, current and potential diaspora investors, etc. Further, interaction and exchange between the private sector in BIH and diaspora will be facilitated through identification of niche sectors in BIH holding cooperation opportunities with diaspora, design of a compendium of investment opportunities for diaspora in priority economic sectors,⁴⁷ organisation of targeted sector-specific B2B events (in BIH and abroad), mapping of potentials for expanding exports, as well as identification of funding opportunities for diaspora businesses in countries of destinations. The Project will initiate targeted business brokerage and investment pipeline development, drawing on the comprehensive diaspora mapping in 10 main destination countries and working in partnership with relevant (diaspora) business support organisations (such as, for example, *Naša perspektiva*, [RESTART](#), [INTERA Technology Park](#), [NETWORKS Start-up Accelerator](#), [ICBL Business Incubator](#), etc.). Identified most viable investment opportunities may be eligible for support under the Project investment support scheme, as described further.

Under this Output, the Project will also facilitate **transfer of skills and know-how** from diaspora / diaspora businesses to companies in BIH, with focus on most competitive industries (e.g. ICT, metal/automotive, wood/furniture), and on export markets. At least 30 BIH businesses (at least 30% women-owned) will benefit from new skills, management or production know-how, translating into productive business connections with diaspora and contributing to introduction of new technologies, improving of competitiveness, market growth, business expansion and jobs.

⁴⁷ The compendium will be done in cooperation with the FIPA and chambers of commerce, and widely disseminated to diaspora organisations and businesses.

This support scheme will be implemented via competitive calls for proposals, launched and managed by UNDP. Selected beneficiaries (businesses or business associations registered in BIH and their counterparts from diaspora) will be endorsed by the Project Board / Investment Committee, including the Embassy of Switzerland and UNDP. Priority will be given to proposals focusing on export-oriented businesses from most competitive industries, women- / youth-owned businesses, or those operating in underdeveloped regions.⁴⁸ Having in mind transfer of know-how to domestic stakeholders as well as sustainability aspects, the Project will engage with (diaspora-oriented) business-support organisations, such as development agencies, BIH Export Promotion Agency, chambers of commerce, knowledge hubs, technological parks, etc. Opportunities for cooperation will also be explored with the Swiss Import Promotion Programme (SIPPO).

Activities may include specialised training, mentoring, on-the-job-coaching and professional advice, peer-to-peer exchange covering technical and management issues and networking events in the country, study and know-how exchange visits, mentoring / knowledge exchange tools and platforms, improvement of product design to meet new market requirements, introduction of quality control systems and international standards, sector specific export promotion exchange, promotion of nostalgic trade in host countries, etc.

The support scheme amounts to ca \$ 470,000 for the entire Project duration, where an individual grant will range between ca \$ 5,000 and 20,000, co-financed at 20% by the beneficiary. Contributions from diaspora partners can be in-kind (e.g. an entrepreneur in a diaspora country sends one of his employees for a month to a partner company in BIH, to help optimizing production processes).

The longer-term effects of the knowledge and skills transfer assistance will be monitored by the end of the Project phase, to capture economic effects for beneficiaries and positive developments following the interaction with the diaspora businesses. Importantly, these cooperation initiatives and their results will be widely promoted in BIH and diaspora.

Output 3.2: Diaspora investment and economic engagement are increased and contribute to job creation.

The Project will introduce **investment support schemes**, to facilitate business investments from diaspora towards businesses in BIH (including but not limited to joint ventures,⁴⁹ trade partnerships, cooperation agreements etc.). Moreover, to respond to the funding gap for new businesses, the scheme will also provide investment support to start-ups with diaspora engagement. It is expected that the support results in at least 15 new investments and 250 jobs in the country.

The investment support scheme will operate on a competitive basis, working with the existing public entity Financing Mechanisms for Local Development governed by relevant ministries, the Embassy of Switzerland and UNDP (as part of the investment committee). Entity Development Banks / Ministries will operationally manage the scheme funding, review and evaluate applications, monitor investment realisation and ensure quality and effective management. Such a government-led support scheme will ensure domestic ownership, leverage matching public resources and provide for sustaining and scaling up public financial incentives for diaspora investments. After the Project end, Entity Development Banks / Ministries are expected to continue with such schemes, where the contribution by the Government of Switzerland can be replaced either by a loan from Development Banks or BIH entity governments' grants.

Start-up support scheme will be managed directly by UNDP and delivered by existing business incubators, accelerators or knowledge hubs (e.g. [BIZOO Business Start-up Accelerator and Angel Network](#), [HUB387](#), [INTERA Technology Park](#), [NETWORKS Start-up Accelerator](#), [Munja Social Innovations Incubator](#), [SPARK Business Park](#), [ICBL Business Incubator](#), etc.), preferably by matching financial resources available through other relevant interventions, such as SECO Entrepreneurship Programme and the SDC Youth Employment Project. Such an approach will ensure building on and further strengthening the existing knowledge organisations implementing start-up development programmes. It will also assure that duplication is avoided.

⁴⁸ Details of the support scheme will be elaborated following the Project kick off. Initiatives to be supported will last between one and six months, while eligible costs include travel (international and in BIH), travel insurance; accommodation (abroad and in BIH), workshop / training facilities and training equipment / materials / software, communication and Internet.

⁴⁹ A joint venture is a business arrangement in which two or more parties agree to pool their resources for the purpose of accomplishing a specific task.

Support will be offered for joint venture, green-field⁵⁰ or brownfield⁵¹ investments via assets acquisition, training/apprenticeship, due diligence, feasibility studies, soft and hard infrastructure, etc. Start-ups may be supported to reach product development and/or market testing stage, in close cooperation with diaspora/diaspora businesses through mentorship, co-financing, promotion and/or investment brokerage.⁵²

Due consideration will be given to: investments providing for highest potential for growth, number of quality jobs created (including for women, youth and socially excluded), particularly in localities with high unemployment; investments by women- / youth-owned businesses; investments accompanied by transfer of know-how and skills; investments with secured financing beyond the required minimum, etc.

Total assistance scheme will amount to ca \$ 1.3 million (ca \$ 1.2 million to support large-scale investments and \$ 100,000 to support start-ups). Support per large-scale investment will not exceed ca \$ 150,000 (where the private sector will be expected to co-finance at least 60 % of the total investment) and ca \$ 20,000 per start-up (with 20% co-financing by an applicant organisation). Contribution by the entity and municipal governments will also be explored as part of the investment support.

Diaspora hometown / business organisations and networks will be important partners in the implementation of this activity, contributing to sharing information about funding opportunities within host countries and facilitating business-to-business matching.

To ensure exchange of information and complementarities among the emerging number of organisations / companies working in the area of diaspora engagement, specifically focusing on economic development, the Project will set up and further facilitate **informal networking** comprising relevant organisations, thus enable their interaction and complementarities.⁵³

Impact evaluation of economic assistance schemes under Outcome 3 will be undertaken.

Importantly, the Project will develop a communication strategy, which will cover all activities, events and publications resulting from the Project, to ensure wide public dissemination of the project results under all three Outcomes.

5. IMPLEMENTATION STRATEGY

5.1 Main Project concepts and definitions

Migration and development

Migration and development are highly interdependent processes. International migration in the development context relates both to people who have chosen to move of their own accord and to forced migrants who can contribute to their country of resettlement and possibly – to their country of origin. Development, meanwhile, is a dynamic process implying growth, advancement, empowerment and progress, with the goal of increasing human capabilities, enlarging the scope of human choices, and creating a safe and secure environment where citizens can live with dignity and equality. In the development process, it is important that people's productivity, creativity and choices are broadened, and that opportunities are created. Thus, the link between migration and development, known as the migration and development nexus, is increasingly recognized as a key area for development. This recognition results in the definition of policies and actions to increase the positive impacts of migration on development in territories of origin and destination, minimize its negative effects and make migration a more dignified experience. In the context of this Project, the migration and development discourse focuses primarily on emigration or diaspora engagement, that is, on the potential diaspora holds when it comes to development of BIH.

⁵⁰ A green field investment is a form of foreign direct investment where a parent company starts a new venture in a foreign country by constructing new operational facilities from the ground up.

⁵¹ A brown field Investment is when a company or government entity purchases or leases existing production facilities to launch a new production activity.

⁵² Eligible costs under may include: travel (international and in BIH), equipment / materials / software / tools, communication and Internet, business premises, product design, product testing and entrepreneurial mentoring.

⁵³ This idea has been suggested by several various stakeholders during the Project consultation process. Such a network would bring together organisations / companies or initiatives working in the area of diaspora's engagement in economic development and will enable exchange of information, good practices, as well as help reducing duplication of efforts.

Diaspora

While being closely related to the migration and development discourse, the notion of diaspora is not defined in a universally agreed way. The working definition of diasporas proposed by IOM and the Migration Policy Institute (MPI) is: “Emigrants and their descendants, who live outside the country of their birth or ancestry, either on a temporary or permanent basis, yet still maintain affective and material ties to their countries of origin⁵⁴ This definition serves the purpose of the proposed Project well, as it recognizes the links of diaspora with its territory of origin (be it a community, region or BIH as a country). Recognition of a link with the territory of origin (even if only symbolic) is thus considered the most important feature of diaspora in this Project, regardless of the number of generations since migration took place. Importantly, while it may seem that the term “diaspora” implies a unity among its members, the Project acknowledges that especially the diaspora from BIH is often organized and divided by ethnicity into various groups, organisations or networks.

5.2 Project logic, internal coherence and storyline

The overall Project implementation strategy is shaped by three mutually reinforcing and interweaved components. While activities under Outcome 1 focus at the policy level and work with state and entity level institutions, Outcome 2 focuses on selected local governments (and cantonal authorities to a limited extent) and Outcome 3 – on the private sector country-wide. Diaspora associations and representatives will be a key partner in the implementation of all three outcomes.

At the policy level (Outcome 1), the MHRR and IOM will facilitate the design of the **diaspora strategy** through a participatory process. In that process, a series of workshops of **intra-institutional Working Group** for representatives at the policy-making level will be supported, to contribute to effective diaspora strategy development. Subsequently, by delivering tailored training, IOM will strengthen **institutional capacity** for diaspora engagement within relevant state and entity institutions at the level of technical staff. Each member of the Working Group will assign one of its trained technical-level staff to act as **diaspora coordinator** within the institutions they represent. These diaspora coordinators will form a **thematic network** comprising state and entity level representatives, facilitated by the MHRR and active throughout the entire Project implementation. The thematic network will be joined by cantonal representatives (possibly assigned as diaspora focal points) who will also be involved in capacity development activities under Outcome 2. In parallel, by undertaking **diaspora mapping** in selected destination countries (led by IOM, including its focal point structures in the selected countries), the Project will ensure up-to-date information for targeted **diaspora outreach, know-how transfer** between diaspora experts and institutions from BIH and setting up of **crowdsourcing platform** connecting diaspora with academics, professionals, civil society members in BIH. Diaspora mapping findings will also provide key information for the targeted development and implementation of activities under Outcome 2 (intending to strengthen linkages between local authorities and diaspora communities) and Outcome 3 (intending to link diaspora representatives, businesses and business associations with private sector in BIH). Following the diaspora strategy finalisation and under the MHRR’s leadership, the Project will proactively support stronger **connectivity and trust** between diaspora and authorities in BIH, including through intensified outreach via media and a dedicated web platform, annual diaspora policy dialogue conferences, facilitated creation of diaspora representative bodies in selected countries of destination, as well as formal recognition of diaspora members for their contributions to the country’s development. Particular attention will be placed by the IOM and MHRR to consolidate and **strengthen diaspora organisations** in priority countries of destination. Stronger diaspora organisations will then more pro-actively contribute to the successful realisation of activities under all Outcomes and enhance diaspora engagement related to know-how transfer, transfer of social resources and economic development.

At the local level (Outcome 2), the Project will also build **adequate capacity, policies and services** for diaspora engagement, but with specific focus on **15 municipalities in the country**. Work at the local level will be led by the UNDP. The Project will **link the diaspora policy and local development frameworks**, and subsequently support their implementation through **grass-root diaspora engagement initiatives**. The main policies, approaches and tools for diaspora services developed and utilised at higher government levels will be deployed and down-streamed within local governments (such as diaspora data registries, diaspora outreach communication tools, diaspora engagement capacity development for officials and staff, etc.). Improved local

⁵⁴ International Organization for Migration/Migration Policy Institute, Developing a Road Map for Engaging Diasporas in Development: A Handbook for Policymakers and Practitioners in Home and Host Countries (2012).

governments' communication with and services for diaspora will add value to the overall project efforts to reinforce connectivity and trust between diaspora and authorities in BIH. Capacity development efforts targeting municipalities will also include representatives of cantonal authorities. **Diaspora mapping** conducted by the MHRR and IOM will be used by municipalities to connect with their diaspora, while specific data generated at the local level will feed into the MHRR-owned diaspora registry. Municipalities will be supported to expand their interaction with diaspora communities throughout the entire Project. Special attention will be placed on encouraging **business-to-business connections between diaspora and local businesses facilitated by municipalities**. Under the MHRR's leadership, the Project will support local governments' **peer-to-peer knowledge exchange**, ensuring close linkages with capacity development activities and the network of practitioners at the higher government level. To further support delivery of diaspora policy goals and build on local and cantonal development strategies featuring diaspora, the Project will explore opportunities for fostering diaspora engagement through **inter-institutional cooperation** between local / regional (cantonal) authorities in destination countries and those in BIH.

In terms of efforts related to harnessing diaspora's contribution to **BIH economic development (Outcome 3)**, main target groups will be **private sector representatives** across the country and from diaspora communities. Work in the area of economic development will be led by the UNDP in partnership with diaspora and their organisations, as well as relevant state/entity level institutions and business organisations. The Project will leverage the potential of diaspora businesses or entrepreneurs through **incentivised transfer of knowledge and skills** to domestic companies with the aim to foster economic productivity and growth. The information about diaspora businesses and business associations will be coming from the comprehensive diaspora mapping in 10 selected main destination countries which will be conducted under Outcome 1. Diaspora organisations nurtured under Outcome 1 will be further engaged, as much as possible, in matching businesses and investors from countries of destination and BIH. In addition, dynamic interaction with a wide range of knowledge hubs and business incubators in BIH will be ensured. The Project will allocate the largest share of its envisaged budget for attracting **diaspora's investments in BIH**, as well as provide for targeted outreach to diaspora businesses and entrepreneurs, providing for effective implementation of actions envisaged under Outcome 3 focused on leveraging diaspora contribution for economic development. Outstanding contribution by diaspora and good economic development practices will be shared and promoted through the government-owned diaspora recognition mechanism launched under Outcome 1.

Looking at a 5-year horizon, **the main changes that will be in place as a result of the Project work** can be summarised as follows: i) Diaspora Strategy will provide the framework for diaspora engagement in BIH, while sectoral policy documents at various levels will increasingly reflect the contributions of diaspora to the country development; ii) the MHRR will be recognised by diaspora and various socio-economic stakeholders as the lead institution steering Diaspora Engagement Strategy design and implementation in the country and iii) a myriad of successful practices and diaspora investments will illustrate diaspora's precious contribution to the country's development and will contribute to trust-building between diaspora and institutions in BIH.

Moreover, to ensure sustainability of results, mind-set change and systemic transformations, the **Project plans to have a 4-year consolidation phase (phase-out)**, which will focus on full scaling-up of relevant diaspora-related institutional capacities across all government levels; further implementation of the diaspora Policy And Strategy and institutionalised dialogue between diaspora and authorities across government levels in BIH.

All Project events and achievements will be followed by **active media coverage** and promotion, so as to amplify the positive stories and the results from diaspora engagement in their homeland development.

5.3 Methodological approach

The Project acknowledges that one of the main priorities of governments across all levels in BIH is economic growth, job creation and better living conditions for the citizens. Thus, the Project intends to capitalise on the resources of diaspora.

In order to set in place basic policy and administrative framework enabling a more systemic and dynamic interaction between diaspora and institutions across government levels and sectors, the Project will **encourage politically and ethnically-impartial approach**. Governments and socio-economic stakeholders will be engaged, so as to ensure the whole-of-country interaction with diaspora members around the world, as opposed to fragmented or ethnicity-based dialogue. Recognising that there are political limitations to the Project's power

to fully succeed with this approach, efforts will be made to **engage the most motivated and enthusiastic government counterparts** who abide with this overarching principle. While working with a wide range of institutional stakeholders, main Project partners will be the MHRR, as well as the 15 partner local governments.

The Project will **place diaspora at the heart of its efforts**, allowing not only for more targeted outreach, but also for setting in place mutually trusted relationship between diaspora and BIH. The Project will therefore encourage recognition, engagement and addressing the needs of diaspora across its work areas, aiming to gradually change the prevailing notion of diaspora as “money-senders” among stakeholders in the country.

Efforts related to strengthening the broader public policy, institutional and service-related framework for engaging diaspora will be reinforced by **capacity development, technical support and facilitation**. The Project’s approach will be underpinned by facilitation of strong **ownership by all engaged stakeholders, particularly – MHRR, diaspora and partner local governments**.

Moreover, all Project actions in this regard will be based on encouraging **joint interaction, cross-governmental coordination and network building** around the diaspora engagement matter. All these stakeholders together, when highly motivated, can trigger substantial positive change and transformations for the country development.

Importantly, the Project will argue for **consolidation of diaspora communities within and among existing networks**, as well as encourage **people-to-people interaction regardless of ethnic origin of diaspora and homeland community**.

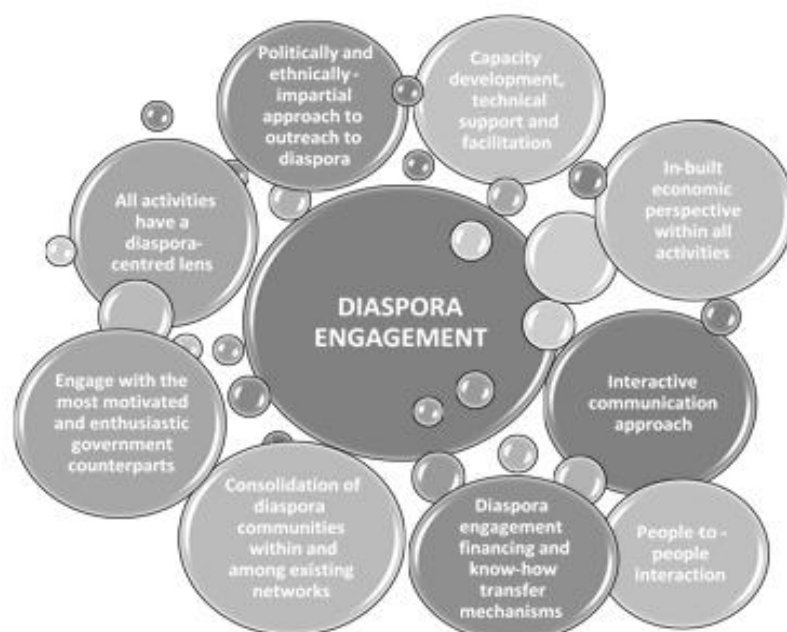
Tailored and interactive communication approach will serve as a powerful motivating engine for the overall Project success, enabling wide promotion and recognition of diaspora’s contribution to their homeland development illustrated by concrete development results, in close cooperation with media.

Recognising the country’s most urgent development needs, the Project will try to **in-build the economic perspective within its activities** – i.e. knowledge and skills transfer, networking, policy dialogue and administrative and information services - thus enabling more sector-specific contribution by diaspora to their homeland development. Economic development is in focus of the Project Outcomes 2 and 3, reinforced through facilitation of business-to-business interaction, job creation and investments with diaspora’s contribution.

While the Project will not have an explicit focus on supporting the **socially excluded groups**, some of its activities will contribute to improvement of their quality of life, specifically through local-level initiatives aiming to improve income generation and livelihoods, as well as interventions supporting investments and job creation, with focus on young unemployed or other interventions that may be launched through the crowdsourcing platform by the MHRR. The myriad of good practices and successful approaches accumulated through the pilot-Project phase at the local level will be further sustained and replicated.

Overall, it is the Project’s intention to create enabling environment for **changing attitudes**, giving highest support to leaders of such changes, thus reducing their political ramifications. The Project concept supports systemic and self-managed approach to effective, efficient and sustainable operation of schemes set up by the Project and holds good replication potential for other policy domains.

In addition, the Project will seek to create pilot **diaspora engagement mechanisms** (such as, for example, knowledge transfer, crowdsourcing platform, incentivised schemes for investment, business exchange and job creation, territorial cooperation, etc.), which can be further owned and carried out by relevant institutions or support organisations in BIH or in host countries.



5.4 Target beneficiaries and expected benefits

The table below gives an indication of the number of beneficiaries to be directly involved with the Project at various levels.

Direct Project beneficiaries	
State and entity authorities	
No. of state and entity government staff	95
Cantonal authorities	
No. of cantonal government staff involved in the Project	10
Local governments and their staff	
No. of local governments	15 (10.4 % of LGs)
No. of local government leaders and staff engaged in capacity development and peer-to-peer exchange	60
Private sector	
No. of local business representatives benefitting from the Project assistance	125
No. of farmers / agricultural producers benefitting from the Project assistance	100
No. of newly employed	400
Diaspora	
No. diaspora organisations / networks benefitting from the Project assistance	30
No. of diaspora members outreached through consultations, as well as public information and administrative services (including the web platform)	100,000
No. of diaspora business representatives benefitting from the Project assistance	90
Economic development support institutions	
Chambers of commerce, regional / local development agencies, technological parks, knowledge hubs, business incubators	10

5.5 Geographical area of intervention

The Project will be working with a core group of at least 15 local governments, as follows: the 10 local governments which took part in the first Project phase, as well as at least 5 new partner local governments with a

considerable diaspora, selected among the partners within the Local Integrated Development (LID) Project financed by the EU and implemented by UNDP, as well as in consultations with the MHRR.⁵⁵ Such an approach will not only ensure territorial synergies between the two interventions, but will also match financial resources, specifically in terms of local strategic planning, economic infrastructure, investment and job creation. These 15 partner local governments will be direct beneficiaries of the assistance under Outcome 2 of the Project document.

Given the emphasis on engaging diaspora, the Project will also work with diaspora communities in 10 selected main destination countries: Austria, Switzerland, Germany, the United States of America, Australia, Croatia, Serbia, Sweden, Italy and the Netherlands. In four of these countries (Germany, Austria, Sweden and Italy) the MHRR, in cooperation with the Ministry for Foreign Affairs of BIH, will introduce the idea of establishing diaspora representation bodies which can represent diaspora communities towards the stakeholders in countries of destination and towards stakeholders in BIH (government and civil society).

5.6 Gender equality

The Project will ensure gender equality perspective across all activities. Special attention will be given to **equal participation of men and women** in the public consultation of the Diaspora Policy, as well as in all institutional capacity development in BIH and diaspora engagement activities in the country and countries of destination.

In addition, specific focus will be given to **women economic empowerment** through incentivized job creation opportunities for women (with focus on young unemployed women) within the Project investments and start-up initiatives. Furthermore, a gender-sensitive lens will also be applied with regard to support to economic growth via diaspora's engagement, specifically through seeking participation of women-led businesses from BIH and among diaspora. Importantly, women and their business organisations will be encouraged to engage and contribute to knowledge and skills transfer, while diaspora businesswomen and successful female entrepreneurs will be engaged as mentors to young professionals from BIH.

The Project envisages concrete **gender-sensitive indicators**, through which concrete results will be measured in the short- and long-term Project life.

5.7 Possible partnerships and synergies with other on-going or planned interventions

In addition to capitalising on its previous phase, synergies will be sought with the **Integrated Local Development Project (ILD)**, which is a joint initiative of the Government of Switzerland and UNDP. As explained above, complementarities are also envisaged with the EU-funded **Local Integrated Development Project (2016-2018)**, particularly in regard to selection of common partner local governments and leveraging additional development impact through targeted action in the areas of strategic planning, economic infrastructure, utilising the potential of diaspora for economic development and investments.

Interaction will also be ensured with the **Municipal Environmental and Economic Governance Project**,⁵⁶ initiated in mid-2016 (financed by the Government of Switzerland and implemented by UNDP), specifically in terms of transfer of good practices and approaches in economic governance. Where possible, complementarities will be ensured with the **Strengthening the Role of Local Communities/Mjesne zajednice in BIH** Project (2015-2018, a partnership initiative by the Government of Switzerland and the Government Sweden, implemented by UNDP), particularly in terms of matching resources for supporting public service delivery in common localities.⁵⁷ Data sharing, promotion of investment opportunities and potential matching of resources to attract diaspora investments for start-ups will be in place with the **SECO Entrepreneurship Programme and SIPPO**.⁵⁸ Synergies and matching of resources in terms of employment, workforce development and investment

⁵⁵ Partner local governments include Banja Luka, Bijeljina, Čelinac, Doboj, Foča, Goražde, Gradiška, Konjic, Mostar, Maglaj, Modriča, Novi Grad, Odžak, Orašje, Prijedor, Srebrenik, Šamac, Tuzla, Vareš, Žepče and Živinice.

⁵⁶ The project will assist 18 local governments to improve democratic governance and provide public services in an inclusive, effective and efficient manner, with focus on those related to economic and environmental sectors.

⁵⁷ Partner local governments include Bijeljina, Brčko District, Gračanica, Gradačac, Gradiška, Ključ, Kotor Varoš, Laktaši, Petrovo, Sanski Most, Stari Grad Sarajevo, Tešanj and Žepče.

⁵⁸ <http://www.swisscontact.org/en/macedonia/projects/projects/p/Project/show/entrepreneurship-programme.html>.

in cooperation with diaspora will be explored with the Swiss-funded **Skills-for-Jobs Project**,⁵⁹ the **Youth Employment Project**,⁶⁰ and **MarketMakers**.⁶¹

Coordination will be ensured with **GIZ and ADA** regarding the establishment of the diaspora representation body in Germany and Austria.

Further cooperation will be explored with the planned interventions in the area of migration for economic development of the United States Agency for International Development (USAID), particularly in relation to development of diaspora investment policy, as well as in terms of bridging potential diaspora investors or entrepreneurs with targeted credit guarantee funds available through corporate banks in BiH.⁶²

The Project will also engage with relevant interventions outside of BiH, including the **JMDI** implemented globally,⁶³ as well as **Diaspora Engagement in Economic Development (DEED) Project**⁶⁴ implemented in Kosovo, when it comes to exchange and transfer of successful practices and approaches.

The Project will also draw heavily on the experiences and best practices of the global project on mainstreaming migration in development planning implemented by UNDP and IOM⁶⁵, and financed by the Swiss Cooperation, particularly in the process of design of the Diaspora Strategy and institutional capacity development on diaspora engagement.

5.8 Scaling up

This Project phase is seen as a “post-pilot” intervention, which will scale-up some of its initial results, particularly those linked to mainstreaming the aspect of diaspora engagement into strategies at local level and expanding the number of local governments providing information and administrative services for diaspora. With engagement of cantonal and higher government levels, the Project has the potential for further scaling-up, beyond the planned phase (through a follow-up consolidation phase), towards wider impact on the institutional and strategic frameworks related to diaspora engagement and capitalisation on the diaspora’s contribution to economic development and jobs creation. The Project also sets a diverse group of innovative private sector-focusing activities, which hold strong potential for further scaling-up.

⁵⁹ The Project aims at improving the employability of vocational school students and job-seekers, young women, and enhancing the competences of employees through market-oriented capacity building in initial and continuous vocational education and training (<http://prilikaplus.ba/o-nama/>).

⁶⁰ The Project aims at placing a substantial number of unemployed young people and school-leavers into jobs, through a set of counselling and job-brokering measures; the project works closely with the Public Employment Institutes, building their capacity to perform their intermediation tasks more adequately and effectively (<http://yep.ba/>).

⁶¹ <http://www.marketmakers.ba>.

⁶² <http://www.novabanka.com/Kredit-za-pravna-lica/1390/Kredit--obezbjedjeni--garancijama-USAIDSIDA.shtml>.

⁶³ The JMDI is implemented in El Salvador, Ecuador, Costa Rica, Morocco, Tunisia, Senegal, Philippines and Nepal. Building on the transnational nature of migration, it also partners up with governments, CSOs and diaspora organizations based in countries and territories of destination in Europe and North America.

⁶⁴ http://www.ks.undp.org/content/kosovo/en/home/operations/projects/poverty_reduction/DEED.html.

⁶⁵ Three out of the 8 countries which participate in the Project are under the Regional Office of IOM in Vienna, thus the experts and the know-how gained in these countries will be made available to the Project in BiH.

GOVERNANCE AND MANAGEMENT ARRANGEMENTS

6. ORGANIZATION, MANAGEMENT AND ADMINISTRATION

6.1 Project duration

The total Project duration will be 4 years (48 months).

6.2 Project management

UNDP, as the lead implementing organisation, will assume the overall programmatic and financial accountability for the Project implementation, working in partnership with the IOM and the MHRR, and in close cooperation with the Embassy of Switzerland to BIH.

During its nearly 20 years of work in the country, together with partners at all government levels, **UNDP** has led the way in local government and local development, with increasing focus on economic development. Flagship projects implemented by UNDP, including the successful pilot phase of the *Mainstreaming Migration and Development into Relevant Policies, Plans and Actions in BIH Project*, create a sound foundation for this Project to build upon and replicate. Of particular value is UNDP's local field presence and experiences, as well as growing outreach and connectivity with the private sector in BIH. Moreover, UNDP's work is supported by its global knowledge networks, including in the area of migration for development, private sector development, local governance, etc., and utilises relevant best practices from various countries in South and Eastern Europe, Africa and Asia.

While **IOM** has not been directly engaged as Project partner in the pilot Project phase, UNDP and MHRR jointly decided to expand the implementation partnership for the second Project phase with IOM, having in mind its direct expertise, global practices and knowledge related to policy and institutional frameworks for diaspora engagement. Of particular value are IOM's global experiences, especially for the diaspora mapping exercise, as well as outreach and connectivity with the diaspora communities of BIH in countries of destination. Moreover, IOM's work is supported by its global knowledge network, especially in the area of migration for development, diaspora engagement, local development, and utilises relevant best practices from various countries primarily in the region of South-Eastern Europe, Eastern Europe and Central Asia.

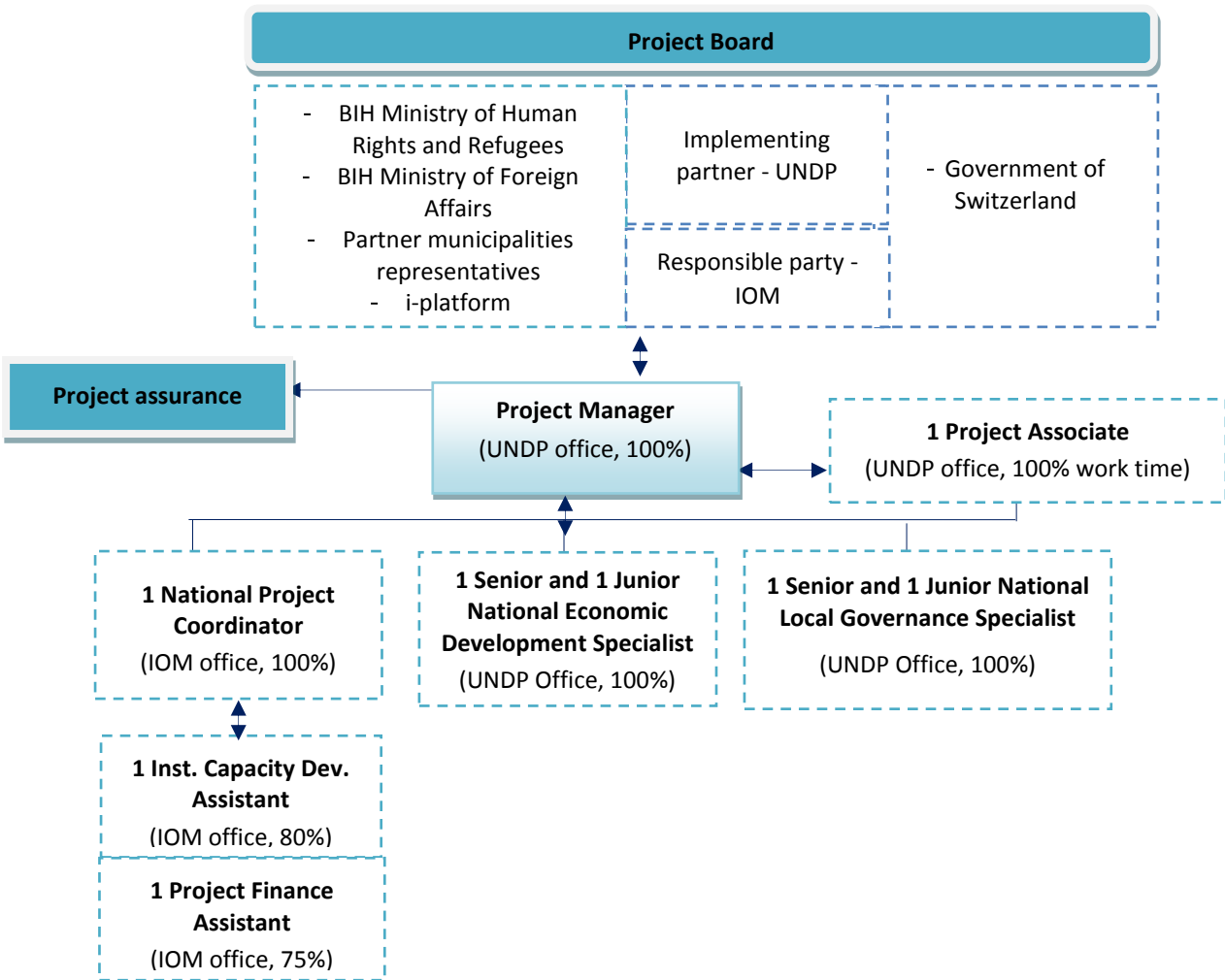
The **MHRR** is the main institutional partner and governmental "owner" of the Project results. Therefore, both UNDP as the lead Project implementing partner (with focus and responsibility for Project Outcomes 2 and 3) and IOM as implementing partner for the Project Outcome 1 will closely work with the MHRR and ensure transfer of knowledge and capacities, as well as further positioning of the MHRR as a lead coordination institution responsible for diaspora engagement in BIH.

The **Direct Implementation Modality (DIM)** will be applied, premised on the fact that institutional and administrative capacities within national stakeholders (line-ministries, local governments) are still not fully sufficient to undertake core functions and activities, as well as having in mind its high potential for maximum cost-effectiveness and tailored flexible capacity development of institutional partners. However, UNDP and IOM will seek, where possible, a strong involvement of different partners, with focus on the MHRR and partner municipalities, which can, if proven to have sufficient capacities, eventually take over implementation of project components and sub-projects (e.g. seed funding for community projects) through sub-contracting procedure or their implementation allowing for a transition towards the full National Implementation modality (NIM). UNDP and IOM will ensure that all partners and subcontractors will be selected based on open and transparent selection processes, ensuring: i) a clear link between implementation and policy components, ii) cost-effectiveness, iii) the sustainability of capacity building measures.

6.3 Project organizational structure

The **Project Board** will be the group responsible for making, by consensus, management decisions for the Project when guidance is required by the Project Manager. The Project Board approves annual work plans, supervises the overall implementation progress and authorizes any major deviation therefrom. It provides strategic guidance, as well as give final approval to selected strategic and operational issues. It ensures that required resources are committed and arbitrates on any conflicts within the Project or negotiates a solution to any

problems between the Project and external bodies. The Project Board will meet at least twice per year, or as necessary when raised by Project Manager. Members of the Project Board will be senior representatives of the MHRR, the Ministry of Foreign Affairs, the Embassy of Switzerland in BIH, municipalities, i-platform, UNDP and IOM. UNDP will serve as the secretariat to the Project Board, responsible for sending out invitation for Project Board meetings, preparing meeting agenda and materials, as well as drafting minutes from the meetings.



The **UNDP** will be accountable for effective and impartial fiduciary management and financial reporting. It will receive donor contributions, disburse funds to IOM and consolidate periodic financial reports and final financial report. It will also be accountable for coordination of programmatic activities, including coordination and compiling of annual work plans and narrative reports, monitoring of annual targets, calling and reporting on Project Board meetings, facilitating evaluations, and reporting back to the Project Board. Besides the lead implementation role, the UNDP will be particularly in charge of implementing the activities under Project Outcomes 2 and 3.

The **IOM** will assume full programmatic and financial accountability for implementation of activities under the Project Outcome 1. The IOM will closely interact with the UNDP, to ensure coordinated Project implementation.

The **MHRR**, as the lead government agency on diaspora engagement will be a Project partner and Project beneficiary, and as such will designate a **senior government focal point** for the Project, who will represent MHRR in the Project Board. Relevant MHRR **staff** will however also be involved in project implementation along with IOM staff and thus receive (on the job) training when it comes to facilitating and providing inputs for the coordination meetings, policy dialogue meetings with diaspora associations, and training seminars for government officials under Outputs 1.1 and 1.2. MHRR staff will be in the lead when it comes to the creation of diaspora representative bodies under output 1.3. They will be trained on the implementation of the diaspora mapping, the establishment of the know-how transfer scheme and the crowdsourcing platform as well as the maintenance of the diaspora web platform. The MHRR staff will also be involved in the implementation of activities envisaged under other Outputs (particularly when it comes to capacity development, peer-to-peer exchange, ensuring of linkages

between policy level activities at the higher government levels and those at the local/cantonal level, and promotion of results, as well as promotion of diaspora contribution to the country's development).

The **Project Assurance** role will support the Project Board by carrying out objective project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance will be independent of the Project Manager. The role of Project Assurance will be performed by the UNDP Rural and Regional Development Sector Leader, supported by the UNDP Sector Associate. At a technical level, representatives from the UNDP, IOM and MHRR will have regular (monthly) meetings, to ensure exchange of progress, developments, discuss concrete synergies and ideas.

Project team structure

The **Project Team** will be led by the **Project Manager** (100 % work-time), who will be responsible for overall Project coordination and day-to-day management of outcomes 2 and 3, and will ensure that the Project produces the results specified, to the required corporate standards and within the constraints of time and cost.

Regular communication and interaction will be ensured between the Project team, particularly among the staff based within the UNDP and the IOM offices.

A **National Project Coordinator** (within IOM office, 100% work-time) will be responsible for coordinating the implementation of activities under Outcome 1 on a day-to-day basis, and will work in close collaboration with the MHRR and the rest of the Project team (within the UNDP office). Main responsibilities will also include: i) providing technical support, overseeing and ensuring the timely delivery of activities and expenditure of funds related to the outputs under Outcome 1; ii) commissioning data collection and research; iii) conducting capacity assessments; iv) organizing outreach to different groups of stakeholders; v) preparing inputs for the Project Board meetings; vi) developing reports on the implementation of Outcome 1, in line with the Project logical framework and its progress indicators.

IOM Policy and Capacity Development Advice (IOM Office, part-time) Regional Office Vienna/IOM staff will act as facilitator and trainer in capacity building activities; revising the reports and providing inputs for strategic documents; providing expert advice in line with IOM's mandate and areas of expertise; supporting the inter-ministerial and multi-stakeholder coordination mechanism/s (including meeting preparation, substantive input and follow-up).

One **Senior and one Junior National Local Governance Officers** (UNDP Office, 100 % work-time) will support and manage implementation of activities under Outcome 2. The **Senior Local Governance Officer's main responsibilities** will include: i) providing overall guidance and technical advice to the Project Manager and partner local governments in their efforts to strengthen knowledge and tools for engaging diaspora, as well as to introduce diaspora-featuring local strategies and public incentive measures; ii) guide design of technical assistance and training packages to partner local governments; iii) offering technical support to local governments in the process of linking with other municipalities, cities or regions in countries with high number of diaspora, as well as with diaspora and local businesses; iv) developing reports on the implementation of Outcome 2, in line with the Project logical framework and its progress indicators; v) closely coordinating Project activities and approaches with the broader local governance team within UNDP. The **Junior Local Governance Officer** (UNDP Office, 100 % work-time) will support the Project manager and the Senior Local Governance Officer in delivering the Project support to partner local governments, specifically responsible for: i) leading coordination, networking and interaction among local governments in the area of diaspora engagement for local development; ii) supporting delivery of training and technical assistance and quality assurance; iii) collaborating with local governments to identify and implement diaspora engagement local projects; iv) assisting embedding the concept of diaspora engagement in local strategies.

Activities within Outcome 3 will be implemented by one **Senior and one Junior National Economic Development Officers** (positioned within the UNDP Office, 100 % work-time). Main functions of the **Senior Economic Development Officer** include: i) designing and quality assuring the delivery of the assistance processes related to activities under Outcome 3; ii) designing and managing the assistance related to business-to-business knowledge transfer; iii) pro-actively identifying and facilitating business-to-business connections and interaction between diaspora business and organisations, and businesses in BiH; iv) designing and managing the assistance related to diaspora investments in the country and pilot start-up initiative; v) identifying and utilizing opportunities for synergies with other relevant local level economic development initiatives. The **Junior**

Economic Development Officer will support the Project manager and the Senior Economic Development Officer in delivering the Project support to private sector stakeholders, specifically responsible for: i) coordinating, networking and interaction among companies from BIH and diaspora; ii) supporting design and implementation of thematic grants/financial assistance aimed to foster private sector exchange and diaspora engagement in economic development of the country; iii) monitoring and quality assuring the implementation of grants to diaspora and private sector; iv) supporting best practice exchange in the area of diaspora contribution to economic development of BIH; v) supporting the process of strengthening capacity of diaspora business organisations.

A **Chief Technical Advisor** (UNDP Office, 15% work time) will support Outcomes 1 and 2.

The overall financial, administrative and logistical support will be ensured via **1 Project Associate** (UNDP Office, 100 % work-time), **1 Project Institutional Capacity Development Assistant** (IOM Office, 80% work time) and **1 Project Finance Associate** (IOM Office, 60% work time), as well as by limited procurement and administrative assistance.

In line with the UNDP quality management framework, assistance will be also provided part-time by the **Programme Operations Support Officer** (UNDP Office, 25 % work-time), as well as limited resource management assistance (IOM Office, 10% work time).

The Project will also engage on a part-time basis a **Monitoring and Evaluation Specialist** (UNDP Office, 20 % work-time), as well as a **Communications / PR Specialist** (UNDP Office, 40 % work-time).

In addition, the Project will deploy several key short-term national and international specialists to support Project implementation, among whom experts in migration and development; emigration data collection and sharing; diaspora policy; crowdsourcing; web-portal and communication strategy; diaspora engagement; communication and information technologies; governance and policy.

7. PROJECT MONITORING, EVALUATION AND REPORTING

Monitoring

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

- The gender-sensitive Logical Framework (as described within *Annex 1* of the Project document);
- The Project risk analysis.

Evaluations

The Project will be subject to an **independent evaluation** in the fourth year of implementation, to be directly organised and financed by the Embassy of Switzerland.

Reporting

Based on the IOM inputs, the UNDP (as a Convening Agent) will consolidate narrative reports, as well as detailed financial reports as per the requirements of the Embassy of Switzerland.

The MPTF Office will: (i) prepare consolidated narrative and financial progress reports, based on the narrative consolidated report prepared by the UNDP Country Office and the financial statements submitted by both UNDP and IOM; (ii) provide the consolidated reports to the Embassy of Switzerland / SDC (Project Board, UNDP Country Office and IOM). Those reports will include:

- **Annual narrative progress reports;**
- **Final narrative report;**
- **Certified annual financial statement;**
- **Certified final financial statement.**

8. RESOURCES

8.1 Project budget

The total Project budget amounts to \$ 5,692,538, where the financial contribution by the Government of Switzerland amounts to \$ 5,050,496.

UNDP and IOM will together ensure co-financing equal to nearly 12.7 % of the contribution by the Government of Switzerland.

The MHRR will provide in-kind contribution to the Project with staff costs and the organization of one round table to present and publicly discuss the draft diaspora policy. In addition, the MHRR will host four meetings of the diaspora focal points and the technical capacity building seminars, providing for the venue for the meetings and the equipment for simultaneous translation. Expressed in financial terms, the MHRR contribution is approximately \$ 56,593 in total (calculated based on the engagement of three staff at the level of 20 %).

Municipalities are expected to contribute with ca \$ 115,000 (representing 25 % of the envisaged seed fund assistance). Parallel funding expected to be leveraged through the private sector amounts to ca \$ 2 million.

The detailed Project budget is enclosed as *Annex II*.

8.2 Cost effectiveness (ex-ante cost benefit analysis of investment)

The Project will deploy numerous measures in order to achieve cost effectiveness. In terms of procurement, outsourcing of services will be based on a transparent and competitive process, as well as on the value-for-money principle.

The Project will seek to achieve economy of scale in investments by combining, where possible, financial resources with other on-going interventions in target localities (such as for example, the LID Project), or public funds of higher government levels.

Moreover, all training and capacity development assistance will be delivered by clustering partner local governments, so as to ensure economy of scale. The Project will seek to utilize in-kind contribution from partners in the form of hosting venue, hospitality and transport costs for events and training. For further cost efficiency, the Project will make use of existing relevant training programmes, thus reduce cost for training programme design.

9. RISK ANALYSIS

The main risks affiliated with the Project implementation are identified below, together with probability of occurring, types of effects on the Project, as well as adequate mitigation measures. Overall, the risk level for this Project is assessed as medium to high, attributed mainly to political factors.

General Risks	Probability	Type / Impact	Project response
Insufficient trust between diaspora and government institutions, and hence diaspora organisations' unwillingness to work with BIH institutions	Medium to high	Institutional / Medium (Distrust in BIH institutions may interfere with the establishment of functioning relations)	The Project will encourage pro-active and diaspora-oriented outreach across all government levels, which would gradually contribute to restoring trust by diaspora in their homeland governments. Diaspora will also be invited to participate in decision-making and policy-design processes. The Project can also draw on relationships and partnerships which have been established by SDC and implementing organizations, existing forms of cooperation with diaspora organisations, such as "i-platform" in Switzerland which is supported by SDC, can serve as a role model how to set up a neutral connection

General Risks	Probability	Type / Impact	Project response
			which enjoys the confidence of diaspora communities in a destination country.
<p>Ethnic polarisation of diaspora leads to lack of will to cooperate within representation body; ownership of the representation bodies</p>	<p>High</p>	<p>Political / High (Limited outreach to diaspora, difficulties in engaging diaspora of different ethnic background in policy design, as well as in policy dialogue, motivation for participation of diaspora organisations may be reduced due to ethnic and religious differences)</p>	<p>Interventions will contribute to build bridges and foster cohesion through establishing new channels of communication and participation of diaspora. Support will be provided in setting up of diaspora representative bodies in one pilot country of destination, which can represent diaspora communities vis-a-vis governmental and non-governmental partners of the host country or vis-a-vis authorities of BIH. If this model should prove to be successful, it will be replicated in another country in the framework of this project. In this process, the MHRR will work closely with the Ministry of Foreign Affairs (MFA) and diplomatic missions, deploying an inclusive approach and inviting/engaging diaspora associations, groups and individuals from all ethnic backgrounds in targeted countries. They will decide on their own about mechanisms, forms and scope of the cooperation. The experiences and principles from the Swiss “i-platform” will be taken into consideration. The approaches of not engaging in everyday politics and focusing instead on common, non-controversial topics which are of concern to all, transparent and participatory mode of work will be followed.</p>
<p>Interest and support of BIH diplomatic representations in the host country is insufficient</p>	<p>Low</p>	<p>Institutional /Low (Limited outreach to diaspora members, lack of support in setting up diaspora representative bodies)</p>	<p>Both the MHRR and the MFA are committed to reach out to the embassies in the relevant countries, raising awareness and seeking more pro-active engagement of their personnel which was also confirmed by the Minister of Foreign Affairs. The Project will cooperate with diaspora organisations to advocate for stronger engagement by the embassies. Experience with engaging the embassy (diplomatic and consular representation) in the establishment of the representative body in the selected country will be promoted to raise awareness and mobilise interest of other BIH diplomatic missions.</p>
<p>Lack of transparency and participation in the consultation process for the establishment of representative bodies and in the activities foreseen in BIH (e.g. annual conferences)</p>	<p>Low to medium</p>	<p>Institutional /Low (If the process of nominating representatives to the representative body in the countries of destination is not fair and transparent for all, it is likely that diaspora organisations and their membership will not be motivated to support their</p>	<p>Given the fragile trust among diaspora organizations in countries of destination, but also generally between individuals of different ethnic background, communication will be one of the most important aspects of the Project implementation (communication strategy). In consultation with the diaspora organisations/individuals, members of the representative bodies will be chosen by a very careful selection process. The roles and responsibilities will be defined with the protocol signed by diplomatic representation and representation body with presence of the MFA,</p>

General Risks	Probability	Type / Impact	Project response
		establishment and activities)	MHRR and representative of the authorities of the host country witnessing the formal establishment.
Different political interests and delay or non-approval of the diaspora policy	Medium	Political / High (Not all levels of government engage in Project activities; delays in the adoption of the Diaspora Policy and its subsequent implementation across government levels)	The MHRR will strive to ensure the participation of government stakeholders at different levels to overcome any delays in the adoption and implementation of the Diaspora Policy, which would be a basis for development of Diaspora Engagement Strategy. Should the Diaspora Policy still not be adopted, or should entities (RS) not be willing to participate in the Diaspora Engagement Strategy, the Project will elaborate and implement those measures which are already listed in the Action Plan of the 2016-2020 Migration and Asylum Strategy, such as: Strengthen the capacities of MHRR and support other institutions at various levels of government and the civil society sector for the purpose of inclusion of the diaspora to contribute to the development of BiH and Develop a system for monitoring emigration trends. All envisaged Project activities can be realized under the above-mentioned measures, apart from activities related to the development of the Strategy. Also, through other interventions implemented as part of the Project (e.g. using entity financial mechanism in close cooperation with entity ministries), efforts will be made to leverage entity government support for policy work.
2018 General Elections and eventual change in higher governments' political leaderships and their commitment to the diaspora engagement agenda	Medium	Political / Medium (Diaspora policy agenda is stalled)	Together with the MHRR, efforts will be made to familiarise the newly-elected officials and higher government level policy-makers with the Project purpose and motivating them to engage in its implementation. As much as possible, institutional functions (diaspora focal points) will be formalised, while information, websites, tools, etc. will be promoted widely among administrations at local, cantonal, entity and state level institutions.
Diaspora businesses are reluctant to invest in BiH	Medium	Financial / High (Difficulties in realising diaspora investments in the country)	The Project will facilitate interaction and partnership between business in host countries and in BiH, coupled with pro-active outreach by governments and incentive measures which stimulate diaspora businesses to invest in BiH. These efforts will be reinforced by improving local services and information for diaspora, thriving dialogue between diaspora and authorities in the country, publishing of success stories on the crowdsourcing platform and transparent information about investment possibilities.

LEGAL CONTEXT

10. LEGAL CONTEXT OR BASIS OF RELATIONSHIP

The United Nations Development Assistance Framework in BIH (UNDAF) for the period 2015-2019 represents the basis for the activities of all the UN development agencies in the country. This joint Project will contribute mainly to the UNDAF Focus Area 2: Sustainable and equitable development and employment, and Outcomes 4 and 6 specifically:

Outcome 4: By 2019, economic and social and territorial disparities between units of local self-governance are decreased through coordinated approach by national and subnational actors.

Outcome 6: By 2019, better articulated and coordinated employment, education, and scientific policies and programmes enable greater access to productive employment and income opportunities.

As far as individual participating organizations are concerned, their individual cooperation and/or assistance agreements with the Government of BIH, which are the legal basis for their relationships with the Government, will apply in this joint Project. Each agency's activities under this Project will be governed by the respective applicable basic and other agreements of the agency.

Participating UN organisation	Agreement
UNDP	All activities of UNDP in BIH are legally grounded in the Standard Basic Assistance Agreement (SBAA) between the Council of Ministers of BIH and UNDP, signed on 07 December 1995; the current UNDAF for the period 2015-2019, signed by the Council of Ministers of BIH and UN on 15 June 2015; as well as the current UNDP Country Programme Document (CPD) for the period 2015-2019.
IOM	IOM Office was established in accordance with the "Cooperation Agreement Between the Republic of BIH and the International Organization for Migration", signed on 21 June 1995; as well as the current UNDAF for the period 2015-2019, signed by the Council of Ministers of BIH and UN on 15 June 2015.

11. ANNEXES

ANNEX I: LOGOCAL FRAMEWORK

Hierarchy of objectives Strategy of Intervention	Key Indicators	Data Sources Means of Verification	Assumptions
Overall Goal	Impact Indicators		X
To increase socio-economic opportunities and perspectives for women and men in BIH, and to improve their livelihoods through increased diaspora engagement.	<p><i>Indicator:</i> Number of men and women who benefit from employment and livelihood opportunities as a result of diaspora's contribution.⁶⁶</p> <p><i>Baseline:</i> 790 women and 810 men who benefited from employment and livelihood opportunities as a result of diaspora's contribution.</p> <p><i>Target:</i> 3,000 citizens (at least 30-40% women) benefit from employment and livelihood opportunities as a result of diaspora's contribution.</p>	<p>Reports from relevant institutions and municipalities.</p> <p>Project records and reports.</p> <p>Media coverage on the topic.</p> <p>Final Project Evaluation.</p>	
Outcomes	Outcome Indicators		Assumptions
Outcome 1: MHRR and MFA, in cooperation with government institutions at different levels, use and further develop their instruments to actively connect, exchange, and	<p><i>Indicator:</i> Extent to which institutions are able to comprehensively address diaspora needs through adequate strategies, structures and services across government levels in BIH.</p> <p><i>Baseline:</i> Institutions lack capacities, mechanisms and frameworks to respond to diaspora needs.</p> <p><i>Target:</i> Increased level of institutional support manifested through strategies, institutional structures, diaspora-tailored services and diaspora networks.</p>	<p>Formally adopted strategies developed with diaspora engagement, which integrate M&D aspect at state and subnational government levels.</p> <p>Official Gazettes at all government levels.</p> <p>Minutes from the diaspora cross-governmental</p>	<p>Diaspora policy which will define the scope of work in regard to diaspora engagement in BIH adopted by BIH Council of Ministers by the end of November, 2016.</p>

⁶⁶ The baseline and target are defined based on the previous project phase implemented during the period 2013-2015.

<p>engage with diaspora members and organisations.</p>	<p><i>Indicator:</i> Number of institutions across government levels contributing to coordinated and whole-of-government implementation of BIH Diaspora Strategy.</p> <p><i>Baseline:</i> Ad-hoc inter-governmental coordination.</p> <p><i>Target:</i> 35 institutions led by MHRR comprise a permanent cross-governmental coordination mechanism.</p> <p><i>Indicator:</i> Number of diaspora members engaged in policy dialogue, networking and know-how transfer through the crowdsourcing platform and representation bodies.</p> <p><i>Baseline 1:</i> Interactions between BIH actors and diaspora are opportunity-driven and non-organised, mostly at individual level.</p> <p><i>Target 1:</i> At least 1,000 diaspora members contribute to government – diaspora dialogue and identification of development solutions; at least 50 diaspora members engaged in professional know-how transfer to BIH institutions.</p> <p><i>Baseline 2:</i> 0</p> <p><i>Target 2:</i> At least one effective diaspora representative body in a country with highest number of BIH diaspora in cooperation with BIH diplomatic representations abroad; number of successful connections realized.</p>	<p>coordination mechanism meetings.</p> <p>Institutional reports regarding implementation of BIH Diaspora Strategy.</p> <p>On-line crowdsourcing platform.</p> <p>Signed Protocols on cooperation between diplomatic representations, representation bodies and MHRR.</p> <p>Minutes and decisions from the annual meetings between governments and diaspora.</p> <p>Reports from MHRR regarding effects from the institutional know-how transfer instrument.</p> <p>Establishing acts of diaspora representation bodies.</p> <p>Annual reports of MHRR on situation of BIH diaspora.</p>	<p>BIH institutions at central and entity levels recognize the need for stronger policy coherence and for one institution to take the lead coordination role on diaspora engagement to be more effective.</p> <p>Relevant BIH authorities who have potential links to diaspora demonstrate political will and the knowledge to mainstream diaspora engagement into their development policies and strategies.</p>
<p>Outcome 2: Municipalities align their development strategies to the BIH Diaspora Strategy, provide more and better services to diaspora members,</p>	<p><i>Indicator:</i> Number of municipalities with diversified and new services and platforms for interaction with diaspora, and % of diaspora members using these services.</p> <p><i>Baseline:</i> 5% diaspora members (out of estimated people in diaspora from these municipalities) benefitted directly from 17 new or expanded local services in 10 municipalities.</p>	<p>Municipal official records and websites.</p> <p>Formal feedback by diaspora to municipalities.</p> <p>Municipal social and information media tools targeting diaspora.</p>	<p>Diaspora organisations are active and willing to cooperate.</p> <p>Municipal leaderships recognise the importance on</p>

<p>and encourage community initiatives to attract diaspora know-how and investment.</p>	<p><u>Target:</u> 10% increase of diaspora members who use at least 20 improved local services offered by 15 municipalities.</p> <p><u>Indicator:</u> Number of community initiatives, based on local strategies, implemented by municipalities with support of diaspora which contribute to better quality of life.</p> <p><u>Baseline:</u> 14 initiatives in 10 municipalities.</p> <p><u>Target:</u> At least 15 additional initiatives in 15 municipalities, which connect diaspora to their home communities and improve quality of life for more than 300 households.</p>	<p>Project documentation and reports.</p> <p>Direct feedback from Project beneficiaries.</p>	<p>working systemically at the local level in connecting and cooperating with diaspora.</p> <p>Diaspora businesses trust municipalities as facilitators of economic exchange between private sector and diaspora.</p>
<p>Outcome 3: Diaspora partners transfer know-how and skills and make joint investments with private sector actors in BIH, thus creating new jobs.</p>	<p><u>Indicator:</u> Volume of investments facilitated or realised by diaspora as a result of targeted project assistance through entity level public financing mechanisms established within ILDP project.</p> <p><u>Baseline:</u> n/a.</p> <p><u>Target:</u> At least BAM 3,000,000 of diaspora investment in BIH.</p> <p><u>Indicator:</u> Number of new jobs created in BIH as a result of diaspora's contribution and business to business exchange.</p> <p><u>Baseline:</u> n/a.</p> <p><u>Target:</u> At least 320 new jobs in BIH (minimum 30 % for women).</p> <p><u>Indicator:</u> Number of BIH companies which benefit from knowledge and skills transfer which translates into productive business connections with diaspora, introduction of new technologies, markets and jobs.</p> <p><u>Baseline:</u> n/a.</p> <p><u>Target:</u> At least 30 BIH companies (minimum 30 % women-owned).</p>	<p>Project reports and documentation.</p> <p>Data from private sector beneficiaries.</p> <p>Direct feedback from Project beneficiaries.</p>	<p>Diaspora and their organisations are willing to engage in knowledge, skills and technology transfer to BIH companies.</p> <p>Relevant regulatory frameworks and policies related to foreign investments are conducive to diaspora's investments in BIH.</p>

ANNEX II: PROJECT BUDGET

The table below represents a summarised version of the project budget. Detailed project budget is attached to this document.

Outcome 1: MHRR and MFA, in cooperation with government institutions at different levels, use and further develop their instruments to actively connect, exchange, and engage with diaspora members and organisations	
1.1. Diaspora engagement strategy and action plan are elaborated and implemented through a whole-of-government approach	101,129
1.1.1. Support the participatory design of BiH diaspora strategy	95,819
1.1.2. Finalize, promote and disseminate the Guidelines on Mainstreaming Migration into Public Policy Design and Delivery in BiH	5,309
1.2. MHRR's coordination role for diaspora engagement is affirmed, supported by strengthened capacities of relevant institutions and systemic collection and use of emigration data	81,187
1.2.1. Organize a series of seminars on M&D for government officials at technical level from institutions who are to be included in the inter-agency coordination mechanism foreseen by the Diaspora policy and strategy	35,586
1.2.2. Establish and strengthen a network of diaspora coordinators in institutions which engage or have potential to engage with diaspora within the mandate	18,289
1.2.3. Enhance MHRR's and other relevant state stakeholders' capacities and development of a methodology and tools for collection and exchange of data on emigration and diaspora for the purpose of evidence-based policy design, implementation and monitoring	27,312
1.3 Diaspora is organised in representation bodies in two pilot-countries, interacting with BiH diplomatic representations and authorities in host countries, and engaging in Strategy dialogue in BiH	166,064
1.3.1. Launch diaspora dialogue conferences in BiH	122,814
1.3.2. Creation of BiH diaspora representation bodies in countries of destination	37,797
1.3.3. Establishment of an official government owned web portal as the main communication tool between BiH government and BiH diaspora world wide	5,452
1.4. Comprehensive diaspora mapping in selected countries of destination conducted, and targeted engagement of diaspora piloted through knowledge transfer and crowdsourcing	295,237
1.4.1. Conduct diaspora mapping in 10 main destination countries	65,895
1.4.2. Set up a matching mechanism which will match diaspora experts with receiving institutions/municipalities in BiH working on the implementation of the diaspora policy and strategy	203,026
1.4.3. Based on diaspora mapping establish a crowdsourcing platform linked to the MHRR diaspora website	26,316
Outcome 2: Municipalities interact proactively with diaspora and facilitate their engagement in local development; the diaspora benefits from comprehensive services and actively engages in the development of its communities	
2.1. Municipalities are equipped with relevant structures, capacity and tools for effective communication, networking and engagement with diaspora (services, diaspora focal points)	792,495
2.1.1. Establish, capacitate and set in motion diaspora coordinators at the local level	372,257
2.1.2. Support municipalities to identify, outreach and connect with diaspora through innovative approaches, tools and communication channels	42,754
2.1.3. Support municipalities to productively facilitate economic development interaction and connections between diaspora and their networks (business and hometown associations) and economic stakeholders in target localities	315,509
2.1.4. Provide support to networking and peer-to-peer exchange among local government practitioners in BiH and networks globally	61,975
2.2. Diaspora contributes to the implementation of local development priorities through knowledge and skills transfer and innovative approaches	630,416
2.2.1. Expand and improve the portfolio of public services offered by municipalities	52,301
2.2.2. Support municipalities to mainstream migration into their strategic frameworks and apply tailored public incentive schemes operationalizing priorities originating from local strategies	578,116
Outcome 3: BiH private sector and diaspora join forces in cooperating towards economic growth and job creation, through targeted investment channels, business support schemes and knowledge transfer	
3.1. Businesses from diaspora and BiH engage in knowledge transfer and market-oriented skills development	655,227
3.1.1. Identify cooperation opportunities and facilitate exchange between private sector in BiH and diaspora	147,024
3.1.2. Support targeted knowledge and skills transfer from diaspora and their organisations to businesses and individuals in BiH which contributes to economic development	508,203

3.2. Diaspora investment and economic engagement contributes to job creation	1,391,572
3.2.1. Support realisation of investments of BIH diaspora in BIH	1,391,572
Project Management and Operational Costs UNDP	660,924
Project Management and Operational Costs IoM	544,177
GMS	374,111
GRAND TOTAL	5,692,538

ANNEX III: EXCERPT FROM BIH MIGRATION PROFILE, 2015

Host country	Number of emigrants from BIH	Source of data and reference year
Albania	29,077	UN67, 2013
Australia	41,449	UN68, 2015
Austria	149,755	Eurostat69, 2015
Belgium	450	Eurostat, 2015
Bolivia	10	UN,2015
Brazil	82	UN,2015
Bulgaria	107	Eurostat, 2015
Canada	39,583	UN,2015
Chili	12	UN,2015
Croatia	409,357	Eurostat, 2015
Cyprus	96	Eurostat, 2015
Czech Republic	2,928	Eurostat, 2015
Denmark	17,858	Eurostat, 2015
Dominican Republic	5	UN,2015
Egypt	70	UN, 2015
Estonia	2	Eurostat, 2015
Finland	585	Eurostat, 2015
France	13,958	Eurostat, 2015
Germany	159,380	Eurostat, 2015
Greece	456	Eurostat, 2015
Hungary	506	Eurostat, 2015
Ireland	1,200	Eurostat, 2015
Island	153	UN, 2015
Italy	27,726	Eurostat, 2015
Israel	53	UN, 2013
Jordan	64	UN,2015
Latvia	4	Eurostat, 2015
Libya	329	UN, 2015
Luxemburg	2,232	Eurostat, 2015
Macedonia	8,713	UN, 2015
Malta	159	Eurostat, 2015
Montenegro	34,259	UN,2015
Norway	13,453	Statistical Central Office of the Kingdom of Norway, 2015.
New Zealand	626	UN, 2013
Poland	3,741	Eurostat, 2015
Portugal	111	Eurostat, 2015
Romania	60	Eurostat, 2015
Russia	515	UN, 2015
Slovakia	321	Eurostat, 2015
Slovenia	96,921	Eurostat, 2015

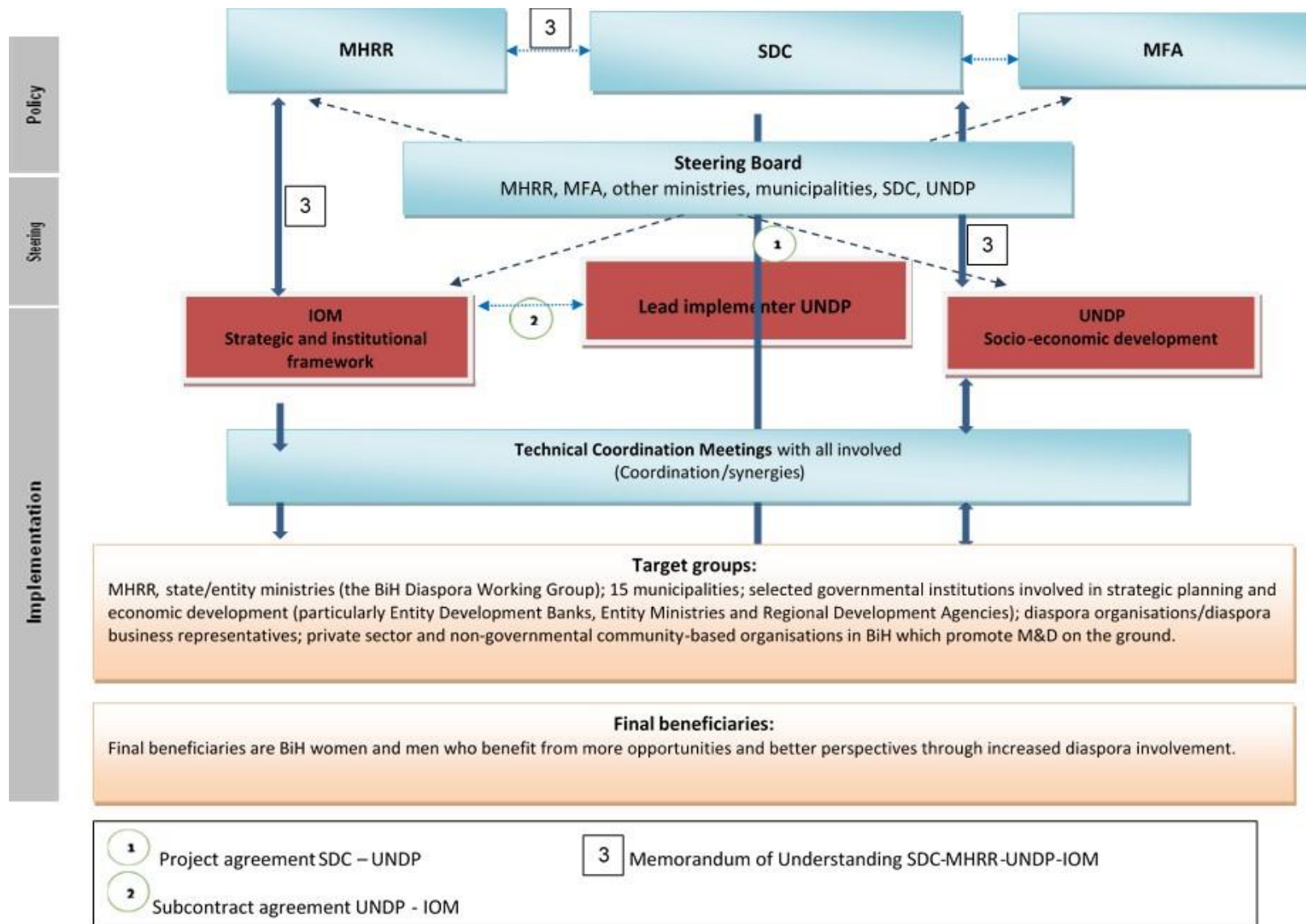
⁶⁷ United Nations, Department of Economic and Social Affairs (2013). Trends in International Migrant Stock: Migrants by Destination and Origin (United Nations database).

⁶⁸ United Nations, Department of Economic and Social Affairs (2015). Trends in International Migrant Stock: Migrants by Destination and Origin (United Nations database).

⁶⁹ Eurostat statistical books – People in the EU, 2015 edition; Eurostat Data on: country of birth, year 2011.

Host country	Number of emigrants from BIH	Source of data and reference year
Spain	3,510	Eurostat, 2015
Serbia	335,992	UN,2015
Sweden	56,477	Eurostat, 2015
Switzerland	57,542	UN,2015
South Africa	184	UN,2015
The Netherlands	25,440	Statistical Yearbook – Statistics Agency of the Netherlands 2013.
Turkey	3,507	UN, 2015
United States of America	132,255	UN, 2013
United Kingdom	7,880	Eurostat, 2015
Venezuela	24	UN,2015
TOTAL NUMBER OF EMIGRANTS	1,679,177	

ANNEX IV: ORGANISATIONAL SET-UP



ANNEX V: RESULTS FRAMEWORK (ALIGNMENT WITH STANDARD UNDP PROGRAMMING REQUIREMENTS)

Intended Outcomes as stated in the UNDAF 2015-2019:										
By 2019, economic and social and territorial disparities between units of local self-governance are decreased through coordinated approach by national and subnational actors.										
By 2019, better articulated and coordinated employment, education, and scientific policies and programmes enable greater access to productive employment and income opportunities.										
Outcome indicator/s as stated in the UNDAF Results and Resources Framework, including baseline and targets:										
<i>Indicator:</i> # of jobs generated in formal economy (for both men and women); Baseline: 150 (2014); Target: 500 (2016)										
<i>Indicator:</i> # people (both male and female) benefitting from strengthened livelihoods; Baseline: 4,500 (2014); Target: 6,500 (2016)										
<i>Indicator:</i> Value of development index in targeted areas; Baseline: 2014 development index in areas/municipalities; Target: Growth of development index value in targeted areas (2019)										
Applicable Output from the UNDP Strategic Plan: SP Output 3.1: Core functions of government enabled (in post conflict situations) to ensure national ownership of recovery and development processes. Output 1.1 National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods- intensive										
Project title and Atlas Project Number:										
EXPECTED OUTPUT	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS
			Value	Year	Year 1	Year 2	Year 3	Year 4	FINAL	
Output statement: Socio-economic opportunities and perspectives for women and men in BIH are increased, and their livelihoods are improved through increased diaspora engagement.	Number of men and women who benefit from employment and livelihood opportunities as a result of diaspora's contribution.	Reports from relevant institutions and municipalities. Project records and reports. Media coverage on the topic. Final Project Evaluation.	790 women and 810 men who benefited from employment and livelihood opportunities as a result of diaspora's contribution.	2016	0	500	1,000	1,500	3,000	Capacity assessment; Information collection from public media; Review of adopted strategic documents

ANNEX VI: MONITORING AND EVALUATION PLAN (AS PER STANDARD UNDP PROGRAMMING REQUIREMENTS)

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by Project management and the Project Board.	UNDP, IOM	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP, IOM	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the Project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP, IOM	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the Project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP in cooperation with IOM	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP, IOM, Project Board	
Project Review (Project Board)	The Project's governance mechanism (i.e., Project Board) will hold regular project reviews to assess the performance of the project and review the Work Plan to ensure realistic budgeting over the life of the Project.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	Project Board	

ANNEX VII: MULTI-YEAR WORK PLAN (AS PER STANDARD UNDP PROGRAMMING REQUIREMENTS)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET (\$)		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
Output statement: Socio-economic opportunities and perspectives for women and men in BiH are increased, and their livelihoods are improved through increased diaspora engagement.	Activity 1: MHRR and MFA, in cooperation with government institutions at different levels, use and further develop their instruments to actively connect, exchange, and engage with diaspora members and organisations	188,217	161,763	150,733	142,902	IOM	IOM	Staff	32,174
							Government of Switzerland	Expertise Policy support Capacity development Software Travel Management Staff	611,442
	Activity 2: Municipalities interact proactively with diaspora and facilitate their engagement in local development; the diaspora benefits from comprehensive services and actively engages in the development of its communities	385,196	665,920	206,215	165,579	UNDP	UNDP	Seed fund	80,373
							Government of Switzerland	Expertise Policy support Capacity development Software Seed funds Workshops, events Travel Staff	1,342,539
	Activity 3: BiH private sector and diaspora join forces in cooperating towards economic growth and job	451,027	843,857	713,424	38,492	UNDP	UNDP	N/a	0

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET (\$)		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	creation, through targeted investment channels, business support schemes and knowledge transfer						Government of Switzerland	Expertise Capacity development Seed funds Workshops, events Travel Staff	2,046,799
	Activity 4: Project Management	299,373	295,934	294,547	284,614	UNDP, IOM	UNDP	Project management Project support Premises	280,061
IOM							Project management Project support Premises	148,355	
Government of Switzerland							Project management Project support Premises	746,055	
Sub-Total								5,287,797	
MONITORING							Government of Switzerland		6,126
							UNDP		24,504
General Management Support									374,111
TOTAL									5,692,538

ANNEX VIII: SOCIAL AND ENVIRONMENTAL SCREENING (AS PER STANDARD UNDP PROGRAMMING REQUIREMENTS)

Project Information

Project Information	
1. Project Title	Mainstreaming the Concept on Migration and Development into Relevant Policies, Plans and Actions in BIH: Diaspora for Development (D4D)
2. Project Number	00089307
3. Location (Global/Region/Country)	BIH

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

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
<i>Briefly describe in the space below how the Project mainstreams the human-rights based approach</i>
Although the Project does not directly deal with human rights-related matters, it envisages participatory engagement of a wide range of stakeholders in the process of Diaspora Strategy development, where diaspora from BIH for a first time will be engaged in the process and empowered to take part as a constructive government counterpart. In addition, among the main focuses of the Project is to foster economic growth and contribute to job creation in BIH. From viewpoint of the human rights based approach to programming, the Project will contribute to providing decent employment opportunities for citizens in the country and in the long-run – to reduction of economic disparities in BIH. Moreover, the Project will apply a top-down and bottom-up approach to capacity development and policy design, by engaging all government levels, as well as the private sector, non-governmental organisations, citizens and media.
<i>Briefly describe in the space below how the Project is likely to improve gender equality and women’s empowerment</i>
The Project will ensure gender equality perspective across all activities. Special attention will be given to equal participation of men and women in the public consultation of the Diaspora Policy, as well as in all institutional capacity development in BIH and diaspora engagement activities in the country and countries of destination. In addition, specific focus will be given to women economic empowerment through incentivized job creation opportunities for women (with focus on young unemployed women) within the Project investments and start-up initiatives. Furthermore, a gender-sensitive lens will also be applied with regard to support to economic growth via diaspora’s engagement, specifically through seeking participation of women-led businesses from BIH and among diaspora. Importantly, women and their business organisations will be encouraged to engage and contribute to knowledge and skills transfer, while diaspora businesswomen and successful female entrepreneurs will be engaged as mentors to young professionals from BIH. The Project envisages concrete gender-sensitive indicators, through which concrete results will be measured in the short- and long-term Project life.
<i>Briefly describe in the space below how the Project mainstreams environmental sustainability</i>
All investments envisaged within the Project will be done with strong consideration of environmental sustainability.

Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>			<p>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p>
<p><i>Risk Description</i></p>	<p><i>Impact and Probability (1-5)</i></p>	<p><i>Significance (Low, Moderate, High)</i></p>	<p><i>Comments</i></p>	<p><i>Description of assessment and management measures as reflected in the Project design.</i></p>
<p>Risk 1: Insufficient trust between diaspora and government institutions</p>	<p>I = 3 P = 2</p>	<p>High</p>		<p>The Project will encourage pro-active and diaspora-oriented outreach across all government levels, which would gradually contribute to restoring trust by diaspora in their homeland governments. Diaspora will also be invited to participate in decision-making and policy-design processes.</p>
<p>Risk 2: Ethnic polarisation of the diaspora concept</p>	<p>I = 4 P = 4</p>	<p>High</p>		<p>Support will be provided in setting up of diaspora representative bodies in up to two pilot countries of destination, which can represent diaspora communities <i>vis-a-vis</i> governmental and non-governmental partners of the host country or <i>vis-a-vis</i> authorities in BIH. In this process, the MHRR will work closely with the Ministry of Foreign Affairs of BIH and diplomatic missions, deploying an inclusive approach and engaging diaspora associations, groups and individuals from all ethnic background in targeted countries.</p>
<p>QUESTION 4: What is the overall Project risk categorization?</p>				
<p>Select one</p>			<p>Comments</p>	

	Low Risk	<input type="checkbox"/>	
	Moderate Risk	<input checked="" type="checkbox"/>	The project is assessed as a low to medium-risk category, particularly from social aspect viewpoint.
	High Risk	<input type="checkbox"/>	
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?			
Check all that apply		Comments	
Principle 1: Human Rights	<input checked="" type="checkbox"/>	Polarisation and possible adverse effect on the political human rights of the main target group – diaspora of BIH.	
Principle 2: Gender Equality and Women's Empowerment	<input type="checkbox"/>	N/A	
1. Biodiversity Conservation and Natural Resource Management	<input type="checkbox"/>	N/A	
2. Climate Change Mitigation and Adaptation	<input type="checkbox"/>	N/A	
3. Community Health, Safety and Working Conditions	<input type="checkbox"/>	N/A	
4. Cultural Heritage	<input type="checkbox"/>	N/A	
5. Displacement and Resettlement	<input type="checkbox"/>	N/A	
6. Indigenous Peoples	<input type="checkbox"/>	N/A	
7. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	N/A	

Final Sign Off

Signature	Date	Description
QA Assessor		Amra Zorlak, Monitoring and Evaluation Analyst
QA Approver		Sukhrob Koshmuhamedov, Deputy Resident Representative
LPAC Chair		Adela Pozder-Čengiđ, Sector Leader

Social and Environmental Risk Screening Checklist

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

1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No

3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	Yes
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions?	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No

6.3	<p>Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?</p> <p><i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i></p>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	<p>Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?</p> <p><i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i></p>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No