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**PROJECT DOCUMENT**  
**[Bosnia and Herzegovina]**

**Project Title:** European Union contribution to Stockpile Management  
**Technical Support and Ammunition Surplus Reduction (EU STAR)**  
**Project Number:** 00090160  
**Implementing Partner:** UNDP Bosnia and Herzegovina  
**Start Date:** April 2017 **End Date:** October, 2019 **PAC Meeting date:** 25 April 2017

**Brief Description**

The Project will assist the Ministry of Defense of BiH (MoD BiH) and the Armed Forces of BiH (AF BiH) in the effective management of explosive remnants of war and armaments in Bosnia and Herzegovina (BiH), thus supporting the creation of safe and secure environment for BiH citizens. The Project will directly address the strategic goals of BiH's Small Arms and Light Weapons (SALW) Control Strategy 2016-2020<sup>1</sup>, BiH's international legal and political commitments under the General Framework Agreement for Peace in BiH (Dayton Peace Agreement (GFAP))<sup>2</sup>, BiH's strategic priority reflected in the recently submitted BiH membership application to join the European Union (EU) and BiH's obligations stemming from EU Accession process, with focus on EU Acquis and its Chapter 24 – Justice, Freedom and Security, as well as BiH commitments under the Rule of Law and Good Governance from the BiH Reform Agenda 2015 – 2018<sup>3</sup>.

The Project activities are designed to contribute to BiH' international obligations related to the Arms Trade Treaty (ATT<sup>4</sup>), the Sustainable Development Goal (SDG) 16 "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels" and UNDP's Strategic Plan 2014 - 2017 Outcome 5 "Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change".<sup>5</sup>

The **overall Project objective** is to reduce the threats of uncontrolled explosion posed by chemically unstable and high hazardous ammunition and remnants of war decreased in BiH. The **specific objective** of the Project is to reduce the risks to peace, stability, and development in BiH through the considerable decrease of ammunition stockpiles in the amount of 3,000 tonnes of unstable ammunition, as well as the full capacitation and know-how transfer from the Project and its contractors to the AF BiH personnel, thus developing a sustainable demilitarization capability in the country.

**Linkage with SDGs:** SDG 16, Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

**Linkage with EU accession agenda:** EU Acquis and its Chapter 24 – Justice, Freedom and Security.

**Linkage with UNDP Strategic Plan:** Outcome "Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change."

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<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	
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**Agreed by:**

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<sup>1</sup> <http://www.msb.gov.ba/PDF/06042016akcioni.pdf>  
<sup>2</sup> <http://www.state.gov/p/eur/rls/or/dayton/52577.htm>  
<sup>3</sup> <http://europa.ba/?p=36145>  
<sup>4</sup> <https://www.un.org/disarmament/convarms/att/>  
<sup>5</sup> <https://sustainabledevelopment.un.org/sdg16>

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### List of abbreviations

BIH	Bosnia and Herzegovina
MoD BiH	Ministry of Defense of Bosnia and Herzegovina
AF BiH	Armed Forces of Bosnia and Herzegovina
EUD BiH	European Union Delegation to Bosnia and Herzegovina
EUFOR	European Union Forces in Bosnia and Herzegovina
EXPLODE	Explosive Ordnance and Remnants of War Destruction Project
TROM	Technical Workshop for the maintenance of ammunition
SALW	Small Arms and Light Weapons
SAA	Stabilisation and Association Agreement
SDG	Sustainable Development Goals
ATT	Arms Trade Treaty
GFAP	General Framework Agreement for Peace in BiH (Dayton Peace Agreement)
IPSAS	International Public Sector Accounting Standards
OSCE	Organisation for Security and Cooperation in Europe
NATO	North Atlantic Treaty Organization
TRADOC	Training and Doctrine Center
RBM	Results-Based Management
FAFA	Financial and Administrative Framework Agreement
PAGoDA	Pillar Assessment or Delegation Agreement
UNICEF	United Nations Children's Fund
UNFPA	United Nations Population Fund
UNW	United Nations Women
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNDP	United Nations Development Programme

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## I. DEVELOPMENT CHALLENGE

### 1.1 Wider Country context

As a post-conflict environment, the country continues to face different challenges building its institutions on the road to the European Union (EU). These challenges usually arise as a reflection of the complex constitutional framework and decision making. In 2015, the country adopted its **Reform Agenda 2015-2018**, which confirms the EU trajectory of the country and outlines reform areas, including the rule of law and good governance, as well as the need for legislative improvements related to weapons control.

In light of the above, Project activities are tailored to reduce the risks to peace, stability, and development in BiH through **decrease of at least 3,000 tons of unstable ammunition stockpiles**, as well as the full capacitation and know-how transfer to the AF BiH personnel, thus developing a sustainable demilitarization institutional capability in the country.

The project will address several safety, security and development concerns of BiH and will contribute to achieving relevant **EU accession priorities** and obligations stemming from the EU acquis, specifically Chapter 24 - Justice, Freedom and Security of EU Acquis<sup>6</sup>.

The Project is linked to the **2030 Sustainable Development Agenda** and to the Sustainable Development Goal (SDG) 16 "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels", target 16.1<sup>7</sup>, "Significantly reduce all forms of violence and related death rates everywhere, target 16.4 "By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime, as well as target 16.6 "Develop effective, accountable and transparent institutions at all levels.

Project activities will positively contribute to **increased safety throughout the country** and contribute to accelerating the much-needed reform processes in this sector. Additionally, the Project will significantly contribute to strengthening BiH's positioning as a secure country, warranting sustainable development opportunities within BiH as well as in the region.

As per official data of the MoD BiH, in June 2016 the AF BiH are responsible for the management of approximately **19,900 tons of ammunition located in 12 storage sites throughout the country**. All ammunition currently in stock is not only over several decades old, but also at the end of its life cycle, becoming increasingly hazardous as time passes. The stockpiled ammunition produced 20 to 40 years ago, by a variety of manufacturers is a challenge from the point of view of inspection, management and disposal.

In addition, **significant quantities of the stock were stored in "war conditions"** – i.e. in impaired storage facilities that were not maintained for more than 20 years, thus posing imminent security and safety challenges. Handling this ammunition has been performed by a limited number of personnel who has been only recently introduced to the basic safety and security standards in that area. Despite of comprehensive inventory inspections conducted by the AF BiH, the arsenal of ammunition has never been chemically tested and analysed, but only visually inspected and catalogued.

Since 2013, the AF BiH have been attempting to **conduct a 100% inventory of the ammunition stocks**. By the end of April 2016, about 10,500 tones had been inspected, of which 40% was deemed unserviceable in 2014, and up to 50% - in 2015. The unserviceable ammunition has been allocated for disposal. In addition, about 869 tons of wartime ammunition have also been earmarked for destruction. Considering the condition of the designated ammunition, as well as the fact that there is no record for majority of that ammunition, it is mandatory to destroy it as a matter of priority. Destruction, through industrial delaboration or through open burning and open detonation have been the primary modes of disposal in BiH since 2006.

While this process of destruction took a while to develop and gain momentum, over the course of the last two years a **more structured and coordinated assistance** in this respect has been provided to the institutions

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<sup>6</sup> <http://www.europeanpolicy.org/en/european-policies/24-justice-freedom-and-security/247-chapter-24-justice-freedom-and-security.html>.

<sup>7</sup> <https://sustainabledevelopment.un.org/sdg16>.

and people of BiH. This latest positive development significantly improved the sustainability and ownership of the process, while managing to surmount the major obstacles created by the political situation. With the creation of the **Master Plan on Ammunition, Weapons and Explosives (Master Plan)**<sup>8</sup>, the establishment of the **Strategic Committee for Weapons, Ammunition and Explosive Ordnance**<sup>9</sup>, and the **Coordination Board for the Control and Disposal of Ammunition and Explosive Ordnance** as its implementing body, important steps have been taken in the direction of introducing planned and synergized approach of all national and international stakeholders.

## 1.2 Sector-specific analysis

Even though progress has been often hampered by politics, the EUFOR-led coordinated approach bringing together the international actors, coupled with the steady stream of funding provided by the EU, contributed significantly to reducing the risk of unplanned explosions. In these processes, the **EU-funded EXPLODE Project**, due to its size and remit of activities, played a pivotal role in the areas of disposal of ammunition and capacity development of human and infrastructural resources of the AF BiH.

The EXPLODE Project managed to build upon the results achieved previously. This relates particularly to the EU-funded (under the Instrument for Stability) and UNDP-implemented Small Arms Control Reduction Project (Phases I & II) and the EXPLODE Project, which yielded numerous achievements, such as disposal of over 9,100 tons of ammunition (over 26% of the total military stockpile as of 2005); upgrading the safety and security of storage infrastructure and reducing the risk of unplanned explosions; fulfilling obligations of the UN Conventions, primarily the UN Convention to Ban Cluster Munitions. As the stockpiles are steadily reduced, several storage sites were closed, defense funds released and subsequently - redirected in support to further **professionalizing the AF BiH and improving the necessary conditions for the MoD BiH and AF BiH** to initiate the establishment of the Ammunition Lifecycle Management System.

BiH continues to face transitional challenges related to the modernization of public institutions on its EU integration path. The implementation of necessary reforms continues to prove difficult due to BiH's complex constitutional framework and rather layered decision making processes. Day-to-day political events remain demarcated on ethnic lines, both in terms of political organization and the key issues under debate.

The excessive stockpiles of ammunition and associated problems continue to pose a significant danger to human security and infrastructure in BiH. In fact, these excessive quantities of unstable ammunition greatly burden the MoD BiH and AF BiH institutional capacities and reform efforts. Recognizing the safety and security challenges of the tremendous quantities of the ammunition stockpile, the relevant authorities in BiH in 2006 decided to initiate a comprehensive and long-term **ammunition disposal programme**.

The Project will work closely with the MoD BiH, the AF BiH, the EU, the European Union Force in BiH (EUFOR), the Organization for Security and Co-operation in Europe (OSCE), the United States of America (USA) and the North Atlantic Treaty Organization Headquarters in BiH (NATO HQ) on the coordination and implementation of activities designed to contribute to the disposal of unsafe and unstable ammunition, and complex weapon systems.

## 1.3 Target groups and their specific needs

In line with its objectives and specific activities and official request for continuation of UNDP's efforts aimed at assisting the MoD BiH and AF BiH in reducing their quantities of unstable and unsafe ammunitions, the Project will focus its efforts on the following target groups:

- **The MoD BiH and the AF BiH:** Explosive ordnance management and destruction remains at the core of the Project considering the high quantities of unstable ammunition which the MoD BiH and AF BiH do not possess the necessary resources, skills to dispose of in a safe and environmentally friendly

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<sup>8</sup> <https://info.undp.org/docs/pdc/Documents/BIH/EXPLODE%20Progress%20Report%202013-2015-%20sent%20March%202015.docx>

<sup>9</sup> [http://www.ba.undp.org/content/bosnia\\_and\\_herzegovina/en/home/presscenter/articles/2014/02/18/the-fourth-session-of-the-strategic-committee-for-weapons-ammunition-and-explosive-ordnance-held-in-un-house.html](http://www.ba.undp.org/content/bosnia_and_herzegovina/en/home/presscenter/articles/2014/02/18/the-fourth-session-of-the-strategic-committee-for-weapons-ammunition-and-explosive-ordnance-held-in-un-house.html)

manner. Timeliness and expeditiousness of the Project also plays a significant role given the fact that majority of the stock consists of aging and obsolete ammunition, with most types older than 20 years, and some stocks being nearer to 45 years old. At the moment, the AF BiH does not possess the adequate number of people skilled and capable to continue to maintain and grow an autonomous AF BiH demilitarization capability which could deal with the size of the unstable stockpile they are in charge of. Accordingly, the Project will provide for a much-needed delivery and institutionalisation of demilitarisation capability that could remain well beyond the project completion.

- **Citizens of BiH:** Improved safety of citizens of BiH by the reduction of potential risks to the local communities presented by inappropriate ammunition and explosive storage infrastructure, combined with decaying ammunition and destruction of highly hazardous and unstable ammunition that is declared for destruction due to its poor condition.

#### **1.4 Lessons learnt from previous experiences**

Specific lessons learned gained during the previous Projects are summarized below:

- Adequate prioritization of ammunition types and improved inspection capacities ensure that the process of disposal is supported by all government levels. Focus on high hazardous ammunition resulted in successful implementation of the project;
- Awareness-raising performed by the local authorities highlighted the danger of weapon surpluses and ammunition stockpile has improved, but is still considered insufficient. Therefore, this requires further special emphasis;
- Successful coordination with authorities on weapons and ammunition destruction was easily attained. The results achieved confirmed their deep interest in improvements in this area and commitment to utilizing the assistance that is available in this field. However, the project faced up extraordinary administrative problems when it comes to issuance of export licenses of military items for disposal due to inefficient cooperativeness among the respective ministries, thus additional time should be planned to meet set project goals;
- Although UNDP provided assistance in the consolidation of the BiH Government's efforts in the fields of control and management policy, financial participation of domestic authorities in the destruction process remains low. In order to consolidate ammunition destruction, substantial support by international donors is still required.
- Safety of ammunition storage facilities and high standards of stockpile management is key to prevention of uncontrolled explosions of the ammunition storage facilities and thefts;
- Use of Open Burning and Open Detonation method is acceptable if used for disposal of unstable ammunition and in case it includes development and implementation of the safety measures such as safeguarding, land clearance, controlled explosions and quantities and professional staff. However, it has been proven that the high-level safety measures must be ensured to prevent death incidents such as the recent one in Glamoc. The international organisations must insist on ensuring and implementation of safety measures that also include engagement of qualified staff.

##### **1.4.1 Main accomplishments of the EXPLODE project**

The proposed Project builds upon the results and lessons learned from the EXPLODE Project implemented by UNDP from 13 April 2013 until 30 November 2016.

This relates particularly to the EU-funded (under the Instrument for Stability) and UNDP-implemented Small Arms Control Reduction Project (Phases I & II) and EXPLODE Project, which yielded numerous achievements, such as **disposal of over 9,100 tonnes of ammunition** (over 26% of the total military stockpile as of 2005); upgrading the **safety and security of storage infrastructure** and reducing the risk of unplanned explosions; fulfilling obligations of the UN Conventions, primarily the **UN Convention to Ban Cluster Munitions**. As the stockpiles are steadily reduced, a several storage sites were closed, defense funds released and subsequently



- redirected in support to further professionalising the AF BiH and improving the necessary conditions for the MoD BiH and AF BiH to initiate the establishment of the Ammunition Lifecycle Management System.<sup>10</sup>

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## II. STRATEGY

### 2.1 Theory of change

If full use of close cooperation and coordination with key stakeholders, including the MoD BiH and the AF BiH, EUFOR and NATO is achieved, the Project will, through synergized and participatory approach, succeed in the establishment of efficient system for management of war remnants, in which relevant institutions are adequately equipped and capacitated, while conditions for the systematic and effective control and disposal of ammunition stockpiles are in place. This will be achieved through safe and environmentally benign disposal methods, thus contributing directly to reduction of threat to citizens' security from uncontrolled explosion of chemically unstable and high hazardous ammunition and remnants of war in BiH. In parallel, these processes will trigger country-led demilitarization initiatives and growing policy support by higher government levels contributing to strengthened prevention and responsiveness for man-made and natural disasters. The Project will use UNDP's excessive experience in the field of ammunition disposal, including the lessons learned and good practices of the EXPLODE Project.

Based on the finalization of the inspection process determining **unsafe ammunition and its stockpiles sites in BiH**, the detailed list of ammunition for disposal will be confirmed by the MoD BiH. Once ammunition quantities are officially confirmed by the MoD BiH, the Project will significantly contribute to positioning BiH as a secured country, and warranting sustainable development opportunities not just in BiH, but also in the region.

National defense industry is mainly interested in ammunition production business rather than in disposal activities. If **MoD BiH grants access to the BiH defense industry facilities**, a Technical Needs Assessment (TNA) will be conducted in order to develop a document, which will consist of two methodological approaches to define the following: i) detailed specification and cost estimation for upgrading or repairing of used or unused demilitarisation machinery which is governed by the MoD BiH, and ii) to set selection criteria of personnel for additional training to work on the upgraded demilitarization machinery, with particular focus on gender equality. **Through methodological approach in building up the MoD BiH and AF BiH capacities**, the national defense industry could take and play a major role by contributing to decreasing the ammunition stockpile in BiH, and on regional level by applying to international competitive procurement calls for disposal of unstable and unsafe ammunition, and complexed ammunition systems. This approach would further motivate the MoD BiH and AF BiH to develop and **institutionalise sustainable demilitarization capabilities**.

### 2.2 Relevance to international and national policies/strategies and frameworks

The Project will contribute to achievement of the **Sustainable Development Agenda 2030** and the SDG 16 "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels" and the **UNDP Strategic Plan 2014 - 2017** and its Outcome 5 "Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change".<sup>11</sup>

The key activity related to disposal of unsafe and unstable ammunition is directly linked to BiH's strategic priority to reduce to quantities of unstable and unsafe ammunitions, thus contributing to BiH commitments under the Rule of Law and Good Governance from the BiH Reform Agenda 2015 – 2018, as well as towards the achievement of UNDAF Outcome 3, By 2019, there is effective management of war remnants and strengthened prevention and responsiveness for man-made and natural disasters and CPD Output 3.4 Sustainable remnants

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10 Standards for ammunition life-cycle management, including storage, management and planning related to ammunition stockpiles to the development of storage site decommissioning plans, prevention of ammunition accidents, waste disposal, ammunition destruction and procurement of new ammunition.

11 <https://sustainabledevelopment.un.org/sdg16>.

of war and arms control management in place and relevant UNDP target to contribute to the reduction of the quantities of unstable ammunition by 53% to 8,000 tonnes at the end of 2019.

The Project contributes to the strategic and operational goals of the MoD BiH and AF BiH aimed at increasing the overall efficiency of the AF BiH by addressing the issue of excess, obsolete, faulty ammunition and military equipment.

It is also in line with the strategic priority related to the accession of BiH in the EU, particularly in terms of the EU Chapter 24 – Justice, Freedom and Security. If the project objectives are achieved, MoD BiH and AF BiH will decrease the surplus ammunition to manageable quantities therefore creating the solid base for the establishment of an efficient Ammunition Life-Cycle Management and safer environments for BiH citizens.

The Project contributes to addressing the key challenges and concerns from 2015 EU Progress Report for BiH: terrorism (BiH Strategy for Preventing and Combatting Terrorism 2015-2020), weapons held illegally by the population and the large stockpiles of ammunition and weapons under the responsibility of the armed forces, fight against organized crime (Strategy on Combatting Organised Crime in BiH 2014-2016). In all key challenges, illicit manufacture, transfer and circulation of conventional weapons, and consequently its ammunition, feature a prominent role. The document also acknowledges the interdependence of various global security challenges, inter alia by linking security and development issues and highlighting the possible interplay between key threats.

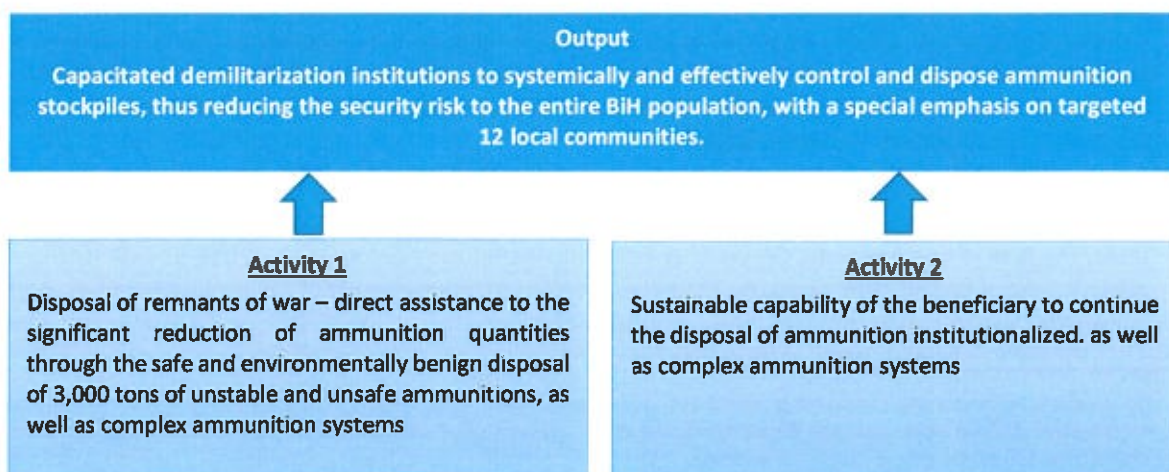
The Project directly addresses the strategic goals of BiH's Small Arms and Light Weapons (SALW) Control Strategy, BiH's international legal and political commitments under the General Framework Agreement for Peace in BiH (Dayton Peace Agreement (GFAP) and the Arms Trade Treaty (ATT).

At its 58th session held on 24 July 2013, the Council of Ministers of BiH adopted the BiH SALW Control Strategy. The strategy has four strategic objectives and fourteen accompanying goals for dealing with the problem of SALW and ammunition in BiH. Over the course of 2016, the strategy was reviewed and amended to fit BiH's needs and meet the challenges for the 2016-2020 period.

The proposed Project is also in accordance with the Dobo Agreement, reached between the Council of Ministers of BiH, the Government of the Federation of BiH and the Government of Republika Srpska, signed on the 27th March 2008. The Agreement sets the institutional framework for the disposal of ammunition in BiH and designates the MoD BiH as the institution in charge of all disposal – including destruction, donation and sales of arms and ammunition.

The Project is in conformity with the BiH Presidency Decision on equipping the AF BiH with basic weapons, weapon systems and equipment (No. 19.03.5795/06), as well as the Decision of the BiH Presidency on determining surplus of weapons ammunition and ordinance in the AF BiH and principles of their disposal (No. 01-011-1599-32/09).

### 2.3 Hierarchy of objectives.





The Project implementation will be guided by several critical considerations that are geared towards ensuring maximum effect across all the components.

Synergy and complementarity of intervention will be crucial, as the Project intervention lines are cutting across and contribute to several key objectives of the Master Plan on Ammunition, Weapons and Explosives (Master Plan). Primarily, the desired end result of the Project is the significant decrease of ammunition surpluses, as well as contribution towards the transfer of responsibility from the international partners to BiH institutions. In addition, the Project shall enable the increased pace of disposal and thus assist the BiH authorities to reach a more manageable quantity of unstable ammunition which is the precondition for the introduction of a sustainable ammunition life-cycle management in BiH.

All Project interventions envisaged under the Disposal of Remnants of War and Ammunition disposal know-how transfer activities are to be implemented in TROM, Dobojo, or by utilising other national, or regional demilitarization resources in accordance with the Master Plan's Comprehensive Approach. These interventions will be closely coordinated with the EUFOR and other key project stakeholder and partners.

Pursuant to the well-established practice, the Project and its planned activities will ensure full **synergy and complementarity of intervention with the broader efforts of the MoD BiH and AF BiH reform and transformation processes** by partaking in the work of the Strategic Committee for Weapons, Ammunition and Explosive Ordnance, and providing inputs to the Coordination Board for the Control and Disposal of Ammunition and Explosive Ordnance, its implementing body.

To avoid policy-isolated delivery of the Project, as well as to reinforce long-term sustainability and amplification of its results, due attention will be devoted to the **timely and comprehensive Ammunition disposal know-how transfer**. The Project will encourage institutionalisation of all necessary processes, support all required top-down processes and ensure they are properly implemented, as well as create a sound knowledge and human resources foundation of AF BiH personnel capable of carrying such a process forward.

The Project will pursue a steady but eventually complete **local ownership of the activities as *sine qua non* for a further sustainable disposal process** and a lasting effect of the intervention.

Throughout the duration of the Project, rigorous and systematic **monitoring of performance** will be conducted by the Project Manager and the Ammunition Technical Officer. Delivery against each one of the locations shall be recorded on the weekly basis and reported to the Project Board at regular intervals. They will be tasked to record and communicate project and component performance respectively, eventual delays, quality of activity delivered and received. While the Project Manager will monitor and report about the overall progress, the Ammunition Technical Officer will, pursuant to his/her regular visits to TROM, Dobojo and to premises of Training and Doctrine Center of the AF BiH (TRADOC) in Travnik, provide weekly report on quantifiable indicators of progress and impact. This will be achieved in conjunction with the already existing multi-level reporting and monitoring system including day to day reports by the service provider, summary reports and reference checks by designated AF BiH team on site, general progress report from the AF logistics command and analysis by the MoD BiH support group – Ammunition Task Force. Such multilevel approach will allow no margin of errors in accountability and impact assessment, thus Ammunition technical officer will be able to ensure project activities are on track and of excellent quality.

All this information shall be systematically conveyed to the Project Board to ensure that informed decisions are being made and that the impact of the Project is adequately steered and measured.

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### III. RESULTS AND PARTNERSHIPS

#### 3.1 Detailed description of output, activities and expected results, Project duration

The Project builds upon the successful implementation of the first phase of the EXPLODE Project, as well as on the coordinated efforts established under the EUFOR-led implementation of the Master Plan. It focuses on two mutually reinforcing activities, with the aim to establish a sustainable capability for the stockpile ammunition disposal in BiH.

The **Project output** is as defined as follows: capacitated demilitarization institutions to systemically and effectively control and dispose ammunition stockpiles, thus reducing the security risk to the entire BiH population, with a special emphasis on targeted 12 local communities.

The two main Project activities/results are:

1. **Disposal of remnants of war** – direct assistance to the significant reduction of ammunition quantities through the safe and environmentally benign disposal of up to 3,000 tons of ammunition, including unstable and unsafe ammunitions as well as complex ammunition systems;
2. **Ammunition disposal know-how transfer** – ensuring that all necessary disposal skills and knowledge are successfully conveyed from the project and its contractors to the AF BiH.

Further on, the document provides detailed description of the activities and their sub-actions, which jointly lead to achieving the Project set project output.

**Activity 1: Disposal of remnants of war – direct assistance to the significant reduction of ammunition quantities through the safe and environmentally benign disposal of 3,000 tonnes of ammunition, including unstable and unsafe ammunitions as well as complex ammunition systems**

The Project shall continue supporting the MoD BiH and the AF BiH in the disposal of unsafe ammunition utilizing already developed technological capacities, procedures and manpower established under the EXPLODE Project. The aim is to further increase the pace of destruction which currently stands at approx. 2,000 tonnes per year.

Accordingly, significant amount of complex ammunition systems shall be disposed of and the ammunition most prone to self-ignition due to its instability will be destroyed in a safe and environmentally benign way. The focus of the project ammunition disposal efforts will remain at the Workshop for Maintenance and Disposal of Conventional Artillery Ammunition (commonly referred to as TROM), Doboj where most ammunition under this Project will be disposed of. In order to successfully, safely and cost-effectively dispose of the more complex ammunition that cannot be demilitarised in TROM, the Project will explore utilisation of two more disposal approaches where appropriately. Namely, utilisation of other national demilitarization capacities, as well as, the appropriate regional demilitarisation facilities in the surroundings of BiH. Use of both alternative approaches shall be considered to increase the rate of disposal of ammunition successfully, safely and cost-effectively. Decision on the use of the disposal capacities outside of the TROM shall be decided upon and endorsed by the Project Board at the early stages of implementation.

The disposal of 3,000 tons of ammunition pursuant to the above specified approaches will be achieved over the course of 24 months and thus provide a substantial reduction of quantities of the ammunition and the overall stocks.

Each of the items delegated by the MoD BiH to the Project for disposal have been designated for disposal with an appropriate Decision of the Presidency of BiH. The list of items and priority of ammunition to be destroyed in the first 12 months of the Project as a matter of urgency is agreed with the MoD BiH. Pursuant to the findings of the 100% inspections which are supposed to be finalised by the end of 2016, the remainder of the ammunition to be destroyed in the following 12 months shall be defined and presented to the Project Board.

The focus of ammunition disposal efforts will continue to be TROM, Doboj, while the potentials of the national demilitarization facilities, private contractors and regional demilitarization facilities shall be considered as a matter of priority for disposal of complex weapon systems requiring specific know-how and technologies. Each one of the options will be evaluated, approved, and monitored by the Project Board based on the principles of security, safety, appropriateness, cost-effectiveness and environmental protection.

**Activity 2: Sustainable capability of the beneficiary to continue the disposal of ammunition institutionalized**

Ammunition disposal know-how transfer is designed as technical assistance aimed to provide a steady transfer of know-how, human resources training, advisory, as well as defining, establishing and institutionalising the processes and technologies in the MoD BiH and AF BiH through:

- Over the course of the first 12 months provide the necessary technical assistance in order to successfully utilize, repair and maintain the targeted demilitarization machinery and equipment before it is successfully handed over to the BiH authorities for further use.
- Over the course of the last 6 months of the Project, ensure that the equipment and know-how are fully transferred to the national authorities in order to ensure the full sustainability and continuity of Project in the future.

Under the proposed Project, this Result will particularly ensure the necessary preconditions to be reached for a full sustainability of the intervention and successful exit strategy. In the first 12 months of the Project, this will require a delivery of technical assistance to repair and put into function some of the demilitarisation machinery which has been unused or underused as a resource thus far, so far. In addition, in the last 6 months of the Project, the project will provide an intense transfer of know-how and technologies and the institutionalization of demilitarization practices in the AF BiH.

Methodology and guidelines development as well as the transfer of know-how will be a reinforcing and a much-needed part of Activity 2. The aim is to ensure that well after completion of the Project, the downsizing of quantities of ammunition continues towards a manageable volume, while maintaining the safety and security of each of the demilitarization methods and processes established so far.

The project will ensure that the MoD BiH and AF BiH are enabled, after the closure of the project, to autonomously perform all activities undertaken by the Project, so that demilitarization activities implemented under this Project could continue uninterrupted under their management.

### 3.2 Methodological Approach

The Project interventions related to concerted continuation of efforts in disposal of ammunition and capacity building/know-how transfer at the end of project implementation period will be carried out in close **cooperation and coordination** with MoD BiH and AF BiH and EUFOR, with national ownership of these activities fully in place given that majority of activities is implemented in TROM Doboje, which is run by AF BiH. UNDP will provide platform in terms of coordination of key beneficiaries through planned Master Plan Special Events, the establishment of the Strategic Committee for Weapons, Ammunition and Explosive Ordnance, and the Coordination Board for the Control and Disposal of Ammunition and Explosive Ordnance as its implementing body. Sustainability will be ensured through capacity development events planned in the last six months of project implementation whereby equipment and know-how will be transferred to national counterparts i.e. AF BiH. The project will organize the know-how workshops for the AF BiH personnel, to enable subsequent taking over of all ammunition disposal equipment, processes and know-how in TROM, Doboje. The Project will ensure that the MoD BiH and the AF BiH are enabled, after completion of the Project, to autonomously undertake all the demilitarization activities

In terms of **transfer of knowledge and know-how** to the institutions, UNDP will fully utilize the extensive expertise of EUFOR. UNDP will provide already proven internal and external consultancy expertise to national institutions responsible for ammunition disposal in BiH. In addition, by granting access by MoD BiH to the BiH defense industry facilities, a Technical Needs Assessment (TNA) will be conducted in order to develop a document, which will consist of two methodological approaches to define the following: i) detailed specification and cost estimation for upgrading or repairing of used or unused demilitarisation machinery which is governed by the MoD BiH, and ii) to set selection criteria of personnel for additional training to work on the upgraded demilitarization machinery, with particular focus on gender equality.

This approach would further motivate the MoD BiH and AF BiH to develop and institutionalise sustainable demilitarization capabilities. Therefore, the inputs required to deliver the project's key activities will primarily be the deployment of short-term and long-term technical experts. Additionally, the Project will facilitate the day-to-day management of technical experts and consultants as well as the logistical and administrative organization of training workshops and coordination meetings in accordance with the annual workplans developed jointly with the MoD BiH and AF BiH.

The project will address several safety, security and development concerns. Its activities will contribute to increased safety throughout the country and have a direct impact on reduction of unstable ammunition

stockpile thus contributing to the provision of the solid safety and security preconditions for much-needed reform processes BiH will implement in accordance to its Reform Agenda 2015-2018. The project will focus solely on unstable ammunition designated for destruction by the MoD BiH and the BiH Presidency.

### **3.3 Geographical area of intervention**

The vast majority of project interventions are implemented in TROM Dobož given the limited project scope related to disposal of surplus ammunition at this location.

The direct target groups and beneficiaries of the Project are: MoD BiH and AF BiH, which will be directly benefiting from the Project either through assistance in the ammunitions disposal efforts or planned capacity development events and other related activities as defined by the project document.

The surplus ammunition stored in the 12 active locations scattered throughout the country and potential hazard it might have in case of unplanned explosions touches almost all aspects of life in the affected local communities and has direct implications for the overall development of society. The efficient and safe disposal of these ammunitions prevent a loss of human life, reduce fear of the threat of unstable ammunition and create more favourable conditions for the use of natural resources, infrastructure reconstruction and sustainable return. Therefore, the indirect beneficiaries will be citizens of all communities across the country living nearby these 12 storage sites (detailed map provided below) where ammunitions inspections are conducted jointly by MoD BiH and AF BiH and EUFOR based on which surplus ammunitions are identified and transported to TROM Dobož for final disposal.



With the anticipated progress in the unstable ammunition disposal and with timely, good-quality and coordinated use of national and regional disposal capacities, BiH will improve its international reputation when ammunition life cycle management is concerned, thus meeting the set standards for ammunition life-cycle management, including storage, management and planning related to ammunition stockpiles to the development of storage site decommissioning plans, prevention of ammunition accidents, waste disposal, ammunition destruction and procurement of new ammunition.

### 3.4 Resources required to achieve the expected results

In close partnership with MoD BiH and the AF BiH, EUFOR and NHQS, UNDP in BiH will assume full responsibility and accountability for the overall management of the Project by utilising its own human resources during 30-months period of envisaged project implementation and full time engagement of Project Manager, Ammunition Technical Officer and Project Associate. The Project will support the MoD BiH and the AF BiH in the disposal of unsafe ammunition utilizing already developed technological capacities, procedures and manpower established under the EXPLODE Project. In addition, UNDP will make use of its long-term experience and lessons-learned in procuring relevant and professional services related to ammunition disposal through the principles of best value for money, transparency and open competition.

The above-mentioned project team will ensure monitoring and evaluation of interventions, achieving of the objectives and specified results, and the efficient and effective use of financial resources.

The MoD BiH still lacks sufficient capacities, capabilities or financial resources to ensure timely and safe demilitarization of the surplus quantities. The need to contribute to the speed up of the disposal of ammunition which is beyond the means of AF BiH, remains urgent and a priority. Accordingly, given the magnitude of the problem, there is a need for additional funding to support ammunition disposal, in order to ensure that the quantities of ammunition are reduced to a manageable volume for the MoD BiH and AF BiH.

In all of these processes, the project activities play a pivotal role in the areas of disposal of ammunition and capacity development of human and infrastructural resources of the AF BiH.

### **3.5 Partnerships**

Through close partnership with the MoD BiH and the AF BiH, the Project applies an inclusive and partnership-based approach throughout its activities, encouraging advancement of know-how, awareness-raising about the dangers of ammunition that has not been rendered adequately, disposed of safely and securely and fully accounted. There is an ongoing and systematic capacity building training programme on stockpile management supported by the EUFOR. The same agency, in partnership with NATO Headquarters Sarajevo (NHQS), supports the ammunition inventory, field inspection of ammunition and overall governance of the stockpiles. This project will reach full synergy and complementarity with EUFOR, particularly in the know-how transfer aspect of the project. This synergy will be achieved through periodic meetings of the Project Board, where overall strategic directions will be agreed upon; monthly coordination meetings among the project management, EUFOR and NHQS, where training plans and schedules will be reviewed and discussed, and weekly operational meetings between the project management and EUFOR where all outstanding issues will be agreed upon.

The formation of **the MoD BiH and AF BiH** in 2006 initiated a process of defense reform in the country, together with the key decisions on the size, structure, and locations of the AF BiH. One of the critical decisions to be addressed turned out to be not the size of ammunition and weapons arsenal necessary for the operational requirements of the AF BiH, but rather how to address and dispose of considerable weapons and ammunition stockpile. Upon the initial assessments of the condition the ammunition stockpile is in, and the considerable quantities of it in need for disposal, a decision was made that the ammunition disposal should be dealt with as a matter of priority.

Pursuant to this situation, **the Presidency of BiH** defined primary modes of disposal (in order of importance) as sale, donation, and destruction. Since 2006 all three modes have been pursued. Nonetheless, due to the risks from these large quantities of aging, obsolete and improperly stored ammunition and explosives, the international community have prioritized the destruction of these items. In order to more clearly define all three modes of disposal, on the 27th March 2008 the Presidency of BiH promulgated the so called Dobo Agreement. This Agreement served as the foundation for all the activities of destruction and the results achieved thus far in the disposal of unstable ammunition stockpile.

### **3.6 Transversal themes: gender equality, social inclusion, human rights, disaster risk reduction.**

The Project's key activity related to disposal of unsafe and unstable ammunition directly targets 12 Ammunitions Storage Sites (ASS) and has the direct effect on local communities residing nearby the 12 ASS where unstable ammunition is located. The ammunition designated for disposal is, at this point in time, not only over several decades old, but also at the end of its life cycle and are increasingly hazardous with the passage of time. The stockpiled ammunition produced over 20 to 40 years ago by a variety of manufacturers is a challenge from the point of view of inspection, management and disposal. The project will therefore **contribute to the safety and security of both women and men at risk** residing nearby the 12 ASS where unstable ammunition is located and reduce the risk of potential fatalities in these areas. All locations are administered and safeguarded by the AF BiH personnel, while property wise they are owned by the MoD



BiH. Quantity of ammunition stockpile currently is at some 21.000 tons, while some 11.000 tons of that is surplus to the actual needs of the present AF formation.

Bosnia and Herzegovina is the only country in the region and in fact in the entire South East Europe (SEE) that did not have and Unplanned Explosion of Munitions Site (UEMS). UEMS are a global problem. According to the Small Arms Survey definition UEMS are "Accidental explosion of stockpiles of ammunition and explosives at storage sites, whether the stockpiles are properly stored or are abandoned, damaged, or improperly stored". Incident of this sort usually results in numerous casualties and significant damages to ASS location, nearby homes and civilian infrastructure. In the last 35 years 528 UEMS incidents in 101 countries were reported, affecting more than half of UN member states. The number reached peak with 37 UEMS in 2011, while region of Eastern Europe has suffered from the largest number of UEMS totalling 91 for the survey period.

The main cause of the UEMS are: lack of surveillance leading to ammunition deterioration, inappropriate storage systems and infrastructure, handling errors and inappropriate working practice, failure to take into account external, environmental influences and events. All of these can be applied to the situation in BiH, therefore it is easy to determine that there is a clear and present danger for an UEMS in BiH leading to loss of life and instigating a smaller scale disaster with multiple areas under threat. More specifically, currently biggest danger to BiH suffering from this potential issue lays in the fact that a very large portion of all ammunition stockpile are over 30 years of age on average, where natural destabilization and deformation, both mechanical and chemical, are bound to happen. Having this in mind, all ASS are in danger of self-initiating ammunition explosion. Moreover, presently there is large and constant movement of ammunition from non-perspective to perspective ASS and due to inspection/inventory requirements. This can all lead to dropped ammunition situation, improper handling of UXO, or storage with improper materials or non-compatible hazard ammunition groups.

It is clearly visible that all ASS are in proximity of urban areas, some of them highly populated. This is a legacy of the doctrine used by the former Yugoslav national army. However, before the war all of these ASS were strictly governed and no construction was allowed in a wide band around the ASS, providing a safety zone to civilian population in case of explosion. Due to the lack of proactive measures settlements and homes have moved closer and closer after the war, so now it is paramount to take this into consideration in any application of risk assessment of prevention and reduction measures. This posting has a positive side in such a way that emergency response services are close by to help out prevent i.e. fire danger at ASS. Furthermore, all ASS, although neglected to a large degree are still in a very solid state. As all of them were built before 1989 when strict regulations and planned location construction were in place, all storage buildings in majority of ASS are earth covered and/or have barricades to prevent explosion multiplication through the ASS. This is a safety feature that could prevent a large-scale explosion and serious consequence on surrounding areas.

To address the above issues related to DRR, the Project is spreading the assistance of the international community to the MoD BiH and AF BiH in dealing with the surplus ammunition quantities and establishing of a sustainable munitions management system. This effort has seen great progress during EXPLODE Project and its direct assistance in disposal activities, infrastructure upgrades of the ASS and capacity building of the AF BiH and MoD BiH personnel. Due to the sheer amount of stockpile and complex environment, some three to five years are estimated to bring ammunitions surpluses to manageable quantities, which this Project will largely contribute to in the 2,5 years.

### **3.7 Synergies with other on-going or planned interventions**

The Project is complementary with all interventions implemented thus far by the national and international actors under the Master Plan under the leadership and coordination of EUFOR, supported by NATO HQ - Sarajevo, EU, UNDP and OSCE.

During the previous EXPLODE Project, funded by EU, UNDP supported industrial demilitarization of ammunition, while the US government continues to support the destruction by open detonation. The synergy with other on-going or planned interventions is relied upon ammunition stockpile management and safety

improvements made under previously implemented UNDP EXPLODE and OSCE SECUP<sup>12</sup> projects as well as currently on-going UNDP Regional SEESAC Project<sup>13</sup>, which contributes to improved capacity for physical security and stockpile management (PSSM) through infrastructure security upgrades, surplus reduction and training and OSCE SAFE-UP project, within which, physical protection of AF BiH locations for storage of weapons and ammunition will be further improved, as well as the process of training of people who will be responsible for the life cycle of ammunition and a number of laboratories will be completed. Activities in Bosnia and Herzegovina were initiated and planned in close coordination with other relevant international actors (EUFOR, UNDP Bosnia and Herzegovina (EXPLODE), OSCE in Bosnia and Herzegovina and NATO). The sustainability of these concerted efforts is critical for achieving self-sustaining capacity within the AF BiH to manage their stockpiles. The Project and all its activities will coordinate with, cross-fertilize and complement the ongoing domestic and international assistance efforts. Timeliness and expeditiousness of the Project also plays a significant role given the fact that majority of the stock consists of aging and obsolete ammunition, with most types older than 20 years, and some stocks being nearer to 45 years old.

Lastly, all the items to be disposed under this Project have undergone a thorough decision-making process for allocating ammunition and explosives for disposal first within the special Commission led by designate Generals of the AF BiH, then through the MoD BiH in the second instance, only to be passed and officially signed off by the BiH Presidency.

### 3.8 Risks and assumptions

An assessment shows that the Project is a **medium/high risk intervention**, even though it will follow a well-established model of implementation and well-known range of activities. UNDP, however, has an extensive experience with in similar previous and ongoing interventions.

The Project will deploy an active risk management and contingency planning strategy to ensure sound management and quality delivery of activities. Regular assumption and risk reviews will be undertaken and reported in the progress and reports. With regards to current **political tensions** in BiH and potential risk this might have on successful implementation of envisaged project activities, the Project plans to mitigate this risk by appropriate communication with the MoD BiH and BiH Presidency at all levels, so as ensure that any potential change in governing structure will not influence the implementation of the Project.

To avoid the risk related to **potential lack of coordination between key project stakeholders**, the Project will utilize all established channels of communication to ensure regular coordination among various relevant interlocutors in the country. Regular exchange and coordination activities will be secured also through UNDPs contribution to the work of the Strategic Committee for Weapons, Ammunition and Explosive Ordnance, and the Coordination Board for the Control and Disposal of Ammunition and Explosive Ordnance. In respect of safety and security risks to BiH population residing nearby 12 ammunition storage locations and planned activities related to unstable ammunition causing an unplanned explosion, the project will ensure that all demilitarization activities shall be performed with the necessary due diligence and in accordance with the necessary accompanying safety regulations in force at these locations. More details on risk and assumptions and mitigation measures are presented in the Risk Log (*Annex III*).

### 3.9 Knowledge management

The Project plans to conduct **final independent evaluation**. A team of two (one International and one National evaluator) will be engaged to provide an independent final project evaluation that will be conducted at the end of the Project, to examine the overall project's effectiveness, efficiency, achievements, impact and sustainability, as well as capture lessons learnt and provide strategic recommendations for consolidation and exit-phase of the intervention in this field. In addition, and as planned within the duration of the project implementation, over the course of the last 6 months of the project, the Project will organize the know-how workshops for the AF BiH personnel, to enable subsequent taking over of all ammunition disposal equipment,

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12 <https://www.osce.org/bih/106770?download=true>

13 <http://www.seesac.org/Stockpile-Security/>

processes and know-how in TROM, Dobož. The Project will ensure that the MoD BiH and the AF BiH are enabled, after completion of the Project, to autonomously undertake all the demilitarization activities.

This will require delivery of an intense 6-month **know-how transfer training programme** designed to ensure the transfer of know-how and technologies and the institutionalization of practices in the AF BiH. In order to reach that goal the Project will ensure that over the course of the last 6 months (month 25 – 30), all of the necessary documentation about the usage and the maintenance of the equipment is translated into local language and handed over to the AF BiH; that the trainings for i) use of equipment, ii) safety measures and procedures and iii) security measures are developed and delivered to up to 20 personnel designated by the AF BiH: This activity will be closely coordinated and executed in cooperation with EUFOR and the AF BiH Training and Doctrine Center (TRADOC) in order to ensure institutionalisation of the knowledge transferred. All elements of the know how transfer will be integrated/institutionalized into the MoD BiH / AF BiH system thus creating a platform for further subsequent actions and operations as well as continuous development. To successfully reach all target audiences, each of the listed (sub) activities will be conducted in line with the specific needs of the relevant recipients of the assistance.

There is an ongoing and **systematic capacity building and training programme on stockpile management supported by the EUFOR**. The same agency, in partnership with NATO Headquarters Sarajevo (NHQS), supports the ammunition inventory, field inspection of ammunition and overall governance of the stockpiles. This project will reach full synergy and complementarity with EUFOR, particularly in the capacity building and training aspect of the project. This synergy will be achieved through periodic meetings of the Project Board, where overall strategic directions will be agreed upon; monthly coordination meetings among the project management, EUFOR and NHQS, where training plans and schedules will be reviewed and discussed, and weekly operational meetings between the project management and EUFOR where all outstanding issues will be agreed upon.

### **3.10 Use of UNDP mechanisms and frameworks**

UNDP is the United Nations' (UN) global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build a better life.

**UNDP has offices in 177 countries** world-wide and provides expert and technical advice, capacity development and financial support to developing countries, with emphasis on assistance to the least developed. UNDP globally focuses on poverty reduction, democratic governance, energy and environment for sustainable development, and crisis prevention and recovery. UNDP also encourages the protection of human rights and the empowerment of women in all its programmes.

**UNDP's main goal in BiH** is the democratic and peaceful development of the country, where social, economic and environmental aspects of development coexist in harmony, augmenting the quality of life equitably for all citizens. Programme activities are guided by the aspirations of BiH to become a member of the EU, as well as by the UN Development Assistance Framework 2015-2019 and the Country Programme Document 2015-2019. UNDP's work in the country is complementary to and reinforced by other UN agencies (the United Nations Children's Fund, the UN Volunteers, the UN High Commissioner for Refugees, the International Labour Organisation, UN Women, etc.).

In partnership with state, entity, cantonal and local governments, and a wide range of socio-economic partners, UNDP in BiH works in the following **programme areas**: (a) reduction of regional, economic and social disparities; (b) sustainable management of environmental and energy resources, and green jobs creation; (c) access to justice and increased human security; and (d) access to services and employment opportunities for the most vulnerable. In all areas, there is an emphasis on conflict-sensitive, integrated and innovative programme design based on country priorities and in line with the recent flood recovery needs. Common denominators mainstreamed across work areas are: governance, better access to and quality of public services, and employment.

The UNDP Country Office in BiH is managed by the UNDP Resident Representative, Sezin Sinanoglu, and the UNDP Deputy Resident Representative, Sukhrob Khoshmukhamedov. They are responsible for ensuring the effective day-to-day management of the office and assume overall strategic responsibility for UNDP programmes and operations.

The Country Office has 141 staff spread across senior management, the operations division, four programme sectors and 5 Regional Offices (Banja Luka, Bihać, Doboje, Mostar and Srebrenica). UNDP's capability to respond to complex development needs at the local level is maintained by a team of more than 50 programme and project officers with expertise in the areas of local and regional development, rural development and agriculture, economic and private sector development, local governance, environment management, energy efficiency, civil society development and social inclusion.

The operations' division includes the Human Resources Unit, the General Services and Procurement Unit, the Programme Operation Support Unit, the IT Unit, and the PR and Communications Unit, providing high quality professional support for all programme activities. The four programme sectors are as follows: Rural and Regional Development, Energy and Environment, Social Inclusion and Human Security and Justice.

Since 1996, UNDP has delivered more than 461 million USD in development assistance to BiH. In 2015 only, UNDP has delivered 73.5 million USD worth of projects, out of which 50% was post-2014 floods recovery related. During the period 2001-2012, USD 230 million was delivered with an annual delivery rate of 90 % of approved budgets, of which only 9.3 % was spent on management costs. While UNDP finances some intervention activities with its core funds or other UN special-purpose resources, most its funding comes from partnerships with multilateral funds and bilateral donors, who recognise UNDP as a reliable and strategic development partner.

The UNDP operational system is composed of an accountability framework and an oversight policy. The accountability framework underscores the commitment of UNDP to results-based performance management, as well as to the shared values of accountability and transparency. The oversight policy of UNDP includes conducting independent internal and external audits providing assurances to the Executive Board and the Administrator that functional systems of internal controls are in place, including evaluation of the policy framework, efficient utilisation of resources, and adherence to professional and ethical standards. Government counterparts participate directly in the design, as well as in the implementation and monitoring of UNDP activities through joint project boards, regular meetings with project and programme staff to review the results achieved and to take decisions on future projects.

The Programme and Operations Policies and Procedures<sup>14</sup> provide the operational standards and give procedural guidance on core business processes globally, and are the basis for all aspects of UNDP operations. UNDP utilises a sound and transparent set of mechanisms for financial support to institutional and socio-economic partners and for infrastructure interventions such as micro- and large-scale grant schemes. UNDP also uses the Atlas software system as a results-based platform to support the management of projects, finances, human resources, inventory and procurement, and this forms the basis for UNDP's internal control and accountability framework.

In terms of existing delivery mechanisms, UNDP has sound operational and administrative frameworks, which offer a diverse set of partnership modalities, including specifically with governmental partners. Increasingly, UNDP in BiH is engaging in contractual partnerships with governments and their institutions, entailing transfer of implementing responsibility and commensurate financial resources not only to provide for effective and transparent policy delivery, but also to strengthen their capacities.

UNDP has a long-standing commitment to transparency, with Country Offices publishing financial, procurement and programme information annually. The Transparency Portal (<http://open.undp.org>) allows open, comprehensive public access to data on more than 6,000 active UNDP projects globally, along with more than 8,000 outputs or results. For two consecutive years, the Aid Transparency Index has recognized UNDP as the most transparent development agency in the world, while Aid Data (2015) names UNDP among the development partners that communicate most frequently with host government counterparts. The organisation has also adopted the International Public Sector Accounting Standards (IPSAS), as a significant step towards further enhancing UNDP's transparency and accountability.

UNDP's Results-Based Management (RBM)<sup>15</sup> system forms the basis for performance assessment of programmes and country teams. The RBM system aims to ensure effective and accountable development assistance across UNDP country offices globally. The harmonised RBM approach is centred around the

<sup>14</sup> <https://info.undp.org/global/popp/Pages/default.aspx>.

<sup>15</sup> <http://web.undp.org/evaluation/documents/thematic/RBM/chapters/chapter2-rbm-in-undp.pdf>.

following main pillars operationalised within the UNDP work system: i) definition of strategic goals providing a focus for Project; ii) specification of expected results which contribute to these goals and alignment of programmes, processes and resources behind them; iii) on-going monitoring, multi-layer quality assurance and assessment of performance and integrating lessons learnt into future planning; iv) improved accountability, based on continuous feedback to improve performance.

Of particular relevance to the delivery of the Project are the Financial and Administrative Framework Agreement (FAFA) between the European Community and the United Nations, signed in 2003, as well as the Pillar Assessment or Delegation Agreement (PAGoDA) in terms of overall management rules, general and special conditions of the agreement,

UNDP is present in the country since 1996 and has been actively involved through its Justice & Human Security Sector in provision of better quality and accessibility of public services by helping partner institutions to expand free legal aid provision and to set in motion the victim witness support mechanism. Conflict-sensitive programming will facilitate intergovernmental cooperation for participatory initiatives related to citizen safety and reconciliation. UNDP is supporting partner institutions in tackling security threats and creating a safer environment for the wider population by addressing the remnants of war through sustainable management of military weapons/ammunition stockpiles, arms proliferation and controlled transfers. Further technical support to the Project will complement UNDP efforts to support livelihoods and sustainable return or local reintegration. The programme assistance is provided to national and subnational counterparts to upgrade disaster and climate risk management measures, closely aligned with energy and environment management interventions.

In partnership with other UN Agencies and through Joint Projects, UNDP will continue to support the judiciary in addressing war crimes, conflict-related violence, reconciliation and confidence building. This holistic approach, addressing post-conflict issues and bridging gaps between the implementation of the EU Acquis and the necessary institutional reforms, is closely aligned with other UNDP sectors as well as recent ratification of BiH's SAA agreement with the EU.

Since 2008, UNDP has effectively delivered more than USD 23 million through implementation of interventions in the human security and justice sector, including

- **EXPLODE project** aimed to support the MoD BiH to prevent uncontrolled explosion of old and unstable ammunition, decreasing military ammunition stockpiles to manageable quantities,
- **Armed Violence Prevention Programme**, a Joint UN Agencies Programme (UNDP, UNICEF, UNFPA and UNW), is to enhance the capacity of the Government of BiH and local communities to prevent armed violence.
- **Victim/Witness Support Services Project**, focused on working with BiH national partners to lay the foundations for integrated and sustainable witness support and protection mechanisms in district/cantonal judicial institutions. In this respect, UNDP is addressing the absence of equality of citizens before the law and the lack of institutional capacities to support and protect victims and witnesses at all judicial levels from intimidation and re-victimization
- **Rule of Law, Access to Justice Project**, focused on working with national partners, governmental institutions and civil society organizations to promote serving justice to all victims, develop capacities and introduce transitional justice mechanisms.
- **Disaster Risk Reduction Initiative**, focused on strengthening local level disaster risk management and build resilience of the communities that are most affected by the recent floods (May 2014) and implementing the findings of the Floods Recovery Needs Assessment.
- **Completion and Delivery of Functional Brčko District Police Building, funded by the European Union in the amount of EUR 3,500,000.00**, focused on delivering a functional Brčko Police Building, which will house several different Security Agencies, allowing for better coordinated activities, cost-sharing and utilization.

- **Fighting Corruption in BiH**, focused on strengthening parliamentary capacities to absorb audit report findings. It also aims to facilitate the use of audit reports by prosecutors and to provide capacity building for the public sector in the context of anti-corruption measures
- **Dialogue for Future (DFF) programme**, a Joint UN Agencies Programme (UNDP, UNICEF and UNESCO), is to increase citizen engagement in peacebuilding and improve attitudes and perceptions towards coexistence, trust building and appreciation of diversity.
- **Support to Peaceful Resolution**, focused on strengthening the capacities and voices of local stakeholders to engage in policy discussions relevant for the peacebuilding and reconciliation agenda in BiH, with focus on youth and independent small-scale media.

### 3.11 Use of existing country systems, mechanisms and frameworks

The Project is fully embedded within the MoD BiH and AF BiH and as such, directly supports their structures, functions and strategic commitments. In this context, the Project will utilise the existing MoD, AF BiH and EUFOR strategic frameworks and responsible institutions/structures and legitimate participatory bodies, so as to advance the system of ammunition life-cycle management in Bosnia and Herzegovina.

The Project will use the Master Plan on ammunition and weapon disposal and destruction, which is led and owned by the MoD BiH (with significant support from EUFOR and NATO HQ Sarajevo) and is by and large a political-military planning exercise contributing to increased capacities of the MoD BiH to individually implement activities that come under safe handling of munition stockpiles.

In addition, the Project will use the Strategic Committee for Arms, Ammunition, and Explosive Ordnance chaired by MoD BiH, as a forum established for the sole purpose of resolving the issues of surplus weapons, ammunition and explosive ordnance under the control of the AF BiH in a more efficient, faster and transparent manner. The permanent membership of the Strategic Committee for Weapons comprises the highest officials of the MoD BiH and AF BiH, Office of the Special Representative of the European Union to Bosnia and Herzegovina, OSCE, UNDP, NATO HQ, EUFOR, as well as the Embassies of the United States, Switzerland, Austria, and Sweden.<sup>16</sup>

### 3.12 Sustainability and scaling Up

Sustainability of the Project will be sought through **continuous partnership with government representatives**, bilaterally or in the established cooperation forums such as the Strategic Committee for Weapons, Ammunition and Explosive Ordnance, and the Coordination Board for the Control and Disposal of Ammunition and Explosive Ordnance. Experience thus far demonstrated that approaching the key stakeholders of the MoD BiH and AF BiH in concert with the EU Delegation and EUFOR always yields the necessary results.

The training efforts as designed, and the limited investment that will enable the repair the targeted demilitarization machinery will **ensure sustainability of investment** with lasting positive impact on the MoD BiH and AF BiH demilitarization capabilities and consequently the security and safety of BiH and beyond. Enhanced ammunition stockpile disposal capability will contribute to the much-needed longer-term competency of the MoD BiH and AF BiH to reach and initiate other reform processes in this area.

In terms of **environmental protection considerations**, pursuant to the established practice, all the activities will be conducted in the environmentally benign way.

In general, the Project will have longer-term security, safety and development effects, triggered by the **disposal of unstable ammunition and institutionalization of demilitarization capabilities in the MoD BiH and AF BiH**, which jointly form a safer and more secure environment for the AF BiH personnel, several communities living in the vicinities of the ammunition stockpile storage locations in risk of the unplanned explosions, and the wider region in risk of proliferation and trafficking of weapons and ammunition.

<sup>16</sup> [http://www.ba.undp.org/content/bosnia\\_and\\_herzegovina/en/home/presscenter/articles/2016/03/10/odr-ana-11-sjednica-strate-komiteta-za-naoru-anje-municiju-i-minsko-eksplozivna-sredstva.html](http://www.ba.undp.org/content/bosnia_and_herzegovina/en/home/presscenter/articles/2016/03/10/odr-ana-11-sjednica-strate-komiteta-za-naoru-anje-municiju-i-minsko-eksplozivna-sredstva.html)



### **3.13 Particular added value elements**

The Project is expected to generate significant parallel co-funding by other interested international partners, as well as create a potential for co-funding coming from the local and central government levels. Considering the size of the problem, the immanence of the risk and the danger it poses to the country and its citizens there is a growing interest of bilateral international partners to contribute and assist the institutions of BiH.

The Project applies an **inclusive and partnership-based approach** throughout its activities, encouraging advancement of knowledge, awareness-raising about the dangers of ammunition that has not been rendered adequately safe and secure.

The Project will equally **contribute to the safety and security of both women and men at risk** residing nearby the 12 storage locations where unstable ammunition is located.

The Project also contributes to the 2005 **EU Strategy to combat the illicit accumulation and trafficking of SALW and their ammunition**, which sets the guidelines for the EU Project in the field of SALW. The Strategy identifies the Balkans and South-East Europe as regions particularly affected by the excessive accumulation and spread of SALW, stating that the EU will give priority attention to Central and Eastern Europe with a specific reference to the Balkans. It also specifically promotes the need to participate in the efforts to reduce surplus stocks of SALW left over in Eastern Europe from the Cold War.

Finally, the Project is an **integral part of the broader human security portfolio implemented by the UNDP**. Complementarity of financial resources, coupled with cross-fertilising synergies across individual interventions will add value to the individual effects anticipated by the Project, to the best interest of local communities and citizens in BiH. Moreover, UNDP is well positioned to bring on board institutional counterparts from various government levels, thus adding an important vertical policy dimension into the Project's impact.

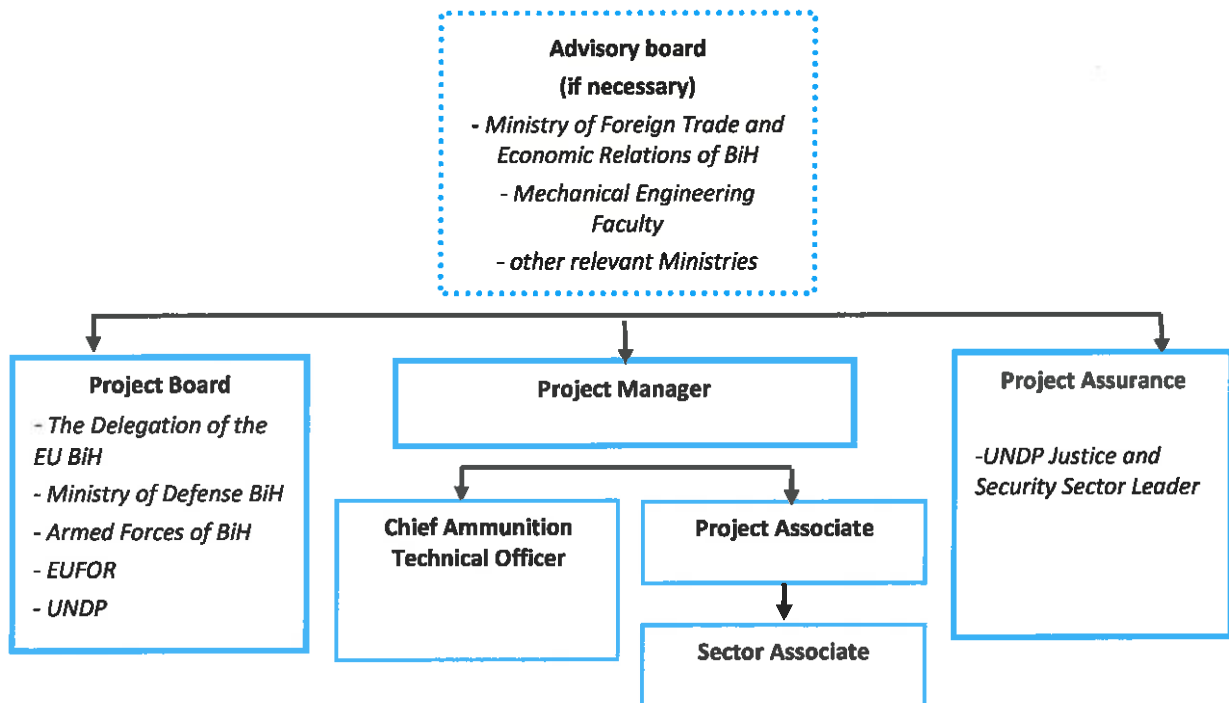
## IV. PROJECT MANAGEMENT

### 4.1 Cost efficiency and effectiveness

The Project will seek to achieve maximum results and cost-efficiency for each one of the envisaged activities and available resources. To achieve cost effectiveness, all the activities will be addressed through **competitive and transparent procurement processes** that will result in procurement of goods, services and works delivered at the lowest price – technical compliant offers with the guiding principle of obtaining the highest value for money.

The selection of consultants and service providers will be based on **open and transparent procurement/recruitment processes**, guided by the need to ensure: cost-effectiveness, value for money and economy of scale, as well as highest quality of expertise, services and products delivered. UNDP will oversee procuring, contracting, managing and quality assuring the delivery of services, works and products, following UNDP procurement rules and principles. Therefore, the principles of value of money, fairness, integrity, transparency, open international competition and interest of donor and UNDP will be applied for the contract arrangements exercised during the implementation period. Depending on the contract amount, each contract award will be approved by different levels of Procurement Review Committees be it national UNDP Contracts, Assets and Procurement Committee in BiH, UNDP Regional Advisory Committee on Procurement in the UNDP Istanbul Regional Hub or global Advisory Committee on Procurement at the UNDP Headquarters in New York.

### 4.2 Project Management



The Project will be based and implemented from UN House, Sarajevo, BiH and operationalized in storage locations of AF BiH through BiH with most of presence and activities in TROM Doboje. UNDP BiH will assume full responsibility and accountability for the overall management of the Project, including monitoring and evaluation of interventions aimed to achieve the set output through planned activities and efficient and effective use of resources.

The **Project Team** will comprise the Project Manager and core team members. The Project Manager has the authority to run the Project on a day-to-day basis on behalf of UNDP. The Project Manager will have the

responsibility to ensure that the Project produces the required output. S/he will be responsible for day-to-day management and will ensure the implementation of all planned activities to the required corporate standards and within the constraints of time and cost.

The Project will also employ one Chief Ammunition Technical Officer (30 months).

Overall financial, administrative and logistical support will be ensured via 1 full-time Project Associate (30 months). In line with the UNDP quality management framework, assistance will be also provided by the Sector Associate (3.75 months).

The **Project institutional structure** comprises the **Project Board, the Project Assurance and the Project Team**, interacting in a broader project context with partners and all interested stakeholders.

The Project Board will be the group responsible for making, by consensus, management decisions for the Project. It will be formed immediately upon start of the Project and will meet no fewer than quarterly per year. The Project Board's scope of work will include programme oversight, as well as regular review of work plans, reports and procedures submitted by the Project team. More specifically, the Project Board will review and adopt the inception report, the annual work plans, as well as the progress/annual and final reports for the Project. It will also supervise progress of work, provide strategic guidance, as well as give final approval to milestone strategic and operational matters. The Project Board ensures that the appropriate required resources are committed and arbitrates on any conflicts within the Project, or negotiates a solution to any problems between the Project and external bodies. Given the sensitivity of the processes managed by the project the Project Board will ensure that the decision-making processes are conducted in a timely manner. **Members of the Project Board will be representatives of: The Delegation of the EU to BiH, UNDP, MoD BiH and AF BiH and EUFOR.** As necessary, the Project will convene a **broader consultative body** – Advisory Board, comprising all other relevant institutions (such as the Ministry of Foreign Trade and Economic Relations of BiH, other relevant Ministries, Mechanical Engineering Faculty of the University of Sarajevo, etc.).

The **Project Assurance** role supports the Project Board by carrying out objective and independent Project oversight and monitoring functions. This role ensures Project milestones are managed and completed. Project Assurance must be independent of the Project Manager. The role of Project Assurance will be performed by the UNDP Justice and Security Sector Leader.

#### 4.2 Project Monitoring, evaluation and reporting

The main monitoring tools for organising the Project monitoring system encompass the **Logical Framework** (providing baselines and targets as well as quantitative and qualitative indicators and results). Analytical and systemic data collection will be ensured throughout all areas of work and assistance delivery.

**Project Monitoring and Evaluation Work Plan** will be developed to map all essential steps and tools in assessing and reporting progress towards achieving project objectives. **Quarterly Progress Reports**, as well as **annual narrative and financial reports** will be prepared and submitted to the Project Board.

**Final Report** will also be prepared and submitted to the Project Board at the end of the Project, incorporating the findings of the final independent evaluation. A team of two (one International and one National evaluator) will be engaged to provide an independent final project evaluation that will be conducted at the end of the Project, to examine the overall project's effectiveness, efficiency, achievements, impact and sustainability, as well as capture lessons learnt and provide strategic recommendations for consolidation and exit-phase of the intervention in this field.

#### 4.3 Visibility

The Project will ensure visibility per the Joint Visibility Guidelines for EU – United Nations Projects in the field.<sup>17</sup> A detailed Visibility and Communication Plan is agreed with the EU as the donor.

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<sup>17</sup> Document available here: [https://ec.europa.eu/europeaid/sites/devco/files/guidelines-joint-visibility-eu-un\\_en.pdf](https://ec.europa.eu/europeaid/sites/devco/files/guidelines-joint-visibility-eu-un_en.pdf).

## V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: By 2019, there is effective management of war remnants and strengthened prevention and responsiveness for man-made and natural disasters.									
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:									
Indicator: UNDAF: Percentage reduction in war remnants and surplus ammunition stockpiles									
Baseline: 17, 000 tons of surplus explosive war remnants (2013)									
Target: Reduced by 53% to 8,000 tonnes (2019)									
Applicable Output(s) from the UNDP Strategic Plan:									
SP Output 3.5: Communities empowered and security sector institutions enabled for increased citizen safety and reduced levels of armed violence									
Output 3.4: Sustainable remnants of war and arms control management in place									
Project title and Atlas Project Number:									
EXPECTED OUTPUT	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2	Year 3		FINAL
Output: Capacitated demilitarization institutions to systemically and effectively control and dispose ammunition stockpiles, thus reducing the security risk to the entire BiH population, with a special emphasis on targeted 12 local communities.	1.1 Remnants of war quantities decrease in quantity	MoD BiH reports and disposal statistics EUFOR Reports TROM, Doboј periodical and annual disposal rate statistics TROM, Doboј performance reports Contractors disposal reports and certificates Project reports	11000 tonnes	2016	9,500	8,000	8,000 tonnes at the end of 2019		
	1.2 Number of MoD BiH and AF BiH personnel (gender disaggregated) trained and capacitated	MoD BiH reports Training and Doctrine Centre (TRADOC) reports Project reports	0	2016		100	100 MoD BiH and AF BiH personnel fully capacitated in terms of transferred knowledge and skills in demilitarization.		

## VII. MULTI-YEAR PROJECT PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget (USD) by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount
<b>Output 1</b> Capacitated demilitarization institutions systemically and effectively control and dispose ammunition stockpiles, thus reducing the security risk to the entire BiH population, with a special emphasis on targeted 12 local communities.	1.1 Project management	220,505.06	217,498.69	69,304.04	UNDP	EU	Staff 404,870.80 Int. travel 8,589.60 Equip. 3,006.36 Office 55,875.35 Other 34,965.68	
	1.2 Disposal of Remnants of War	1,269,616.06	932,670.15		UNDP / MoD BiH / EUFOE	EU	TROM 1,465,385.33 Ind. Demil. Regional approach and civil approach 622,302.99	
	1.3 Ammunition Control and Disposal know-how transfer	75,159.00	0.00	18,252.90	UNDP / MoD BiH	EU	Transportation 114,597.89 Know-how workshops 18,252.90 Repair of the demilitarization machines 53,685.00	
	<b>Sub-Total</b>						Verification Management Specialists 21,474.00	
	<b>Evaluation</b> (included in 1.1, other)							2,803,005.90
	<b>General Management Support</b>							8,581.39 <sup>18</sup>
	<b>TOTAL USD</b>							196,210.41
								<b>2,999,216.31</b>

<sup>18</sup> At the end of the Project the final independent evaluation is planned and its budget is part of the Project Management – Planned Activities / Budget description Other.

### VIII. MONITORING AND EVALUATION

VI. Monitoring Activity	Purpose	Frequency	Expected Project	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	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.	EUD and MoD BiH	
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management Projects 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 Projects are taken to manage risk. The risk log is actively maintained to keep track of identified risks and Projects taken.		
<b>Learn</b>	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.	EUD, MoD BiH and EUFOR	
<b>Annual Project Quality Assurance</b>	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.	EUD, MoD BiH and EUFOR	
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring Projects 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.	EUD, MoD BiH and EUFOR	
<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures,	Annually, and at the end of the project (final report)			



	and any evaluation or review reports prepared over the period.				
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Quarterly	Any quality concerns or slower than expected progress should be discussed by the project board and management Projects agreed to address the issues identified.	EUD, MoD BiH and EUFOR	

### 6.1 Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation		<b>Output 3.5:</b> Communities empowered and security sector institutions enabled for increased citizen safety and reduced levels of armed violence	<b>Outcome 3:</b> By 2019, there is effective management of war remnants and strengthened prevention and responsiveness for man-made and natural disasters.	2019	MoD BiH	USD 8,702.98

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## IX. LEGAL CONTEXT AND RISK MANAGEMENT

Select the relevant one from each drop down below for the relevant standard legal text:

### 1. Legal Context:

The United Nations Development Assistance Framework in Bosnia and Herzegovina for the period 2015-2019 (signed by the Council of Ministers of Bosnia and Herzegovina and UN on 15 June 2015), as well as the current UNDP Country Programme Document 2015-2019 represent the basis for the activities of UNDP in the country.

This Project will contribute mainly to the UNDAF Focus Area 1: “Promoting the Rule of Law and Human Security”, Outcome 3: By 2019, there is effective management of explosive remnants of war and armaments and strengthened prevention of and responsiveness to man-made and natural disasters.

All activities of UNDP in Bosnia and Herzegovina are legally grounded in the Standard Basic Assistance Agreement between the Council of Ministers of Bosnia and Herzegovina and UNDP, signed on 07 December 1995.

### 2. Implementing Partner:

€ UNDP (DIM)

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## **X. ANNEXES**

**Annex I - Project Quality Assurance Report**

**Annex II - Social and Environmental Screening**

**Annex III - Risk Analysis**

**Annex IV - Capacity Assessment**

**Annex I – Project Quality Assurance Report**

[https://intranet.undp.org/sites/BIH/project/00080521/\\_layouts/15/projectqa/print/DesignAppraisalPrintV3.aspx?fid=BIH\\_00080521\\_DESIGNV3\\_2017&year=2017&fq=](https://intranet.undp.org/sites/BIH/project/00080521/_layouts/15/projectqa/print/DesignAppraisalPrintV3.aspx?fid=BIH_00080521_DESIGNV3_2017&year=2017&fq=)



**Annex II – Social and Environmental Screening Procedure**

**Project Information**

<b>Project Information</b>	
1. Project Title	EU Contribution to the Ammunition Stockpile Disposal in Bosnia and Herzegovina
2. Project Number	00090160
3. Location (Global/Region/Country)	Bosnia and Herzegovina

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

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

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

The Project document does not explicitly elaborate on human rights it addresses nor does it provide reference to the standards adhered to. However, the reduction of unstable ammunition quantities contributes to a safer environment and is crucial for communities to achieve socioeconomic development and better living and environmental conditions. The project does provide evidence of the project's genuine intention to foster a safer environment and consequently provide foundation for the further realization of social and economic rights of targeted groups and the wider population while striving to achieve identified development goals. By supporting national institutions in the reduction of surplus ammunition and creation of an efficient Ammunition Life-Cycle Management, the Project will tend to sensitize all targeted institutions to increase the overall pace of ammunition disposal in BiH, allowing a safer environment to marginalized groups of society thus increasing livelihood opportunities and jobs. The Project will make sure to integrate a human rights-based approach in all envisaged project activities.

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

In order to ensure the adequate mainstreaming of the gender equality aspect across project activities, a Gender Equality Mainstreaming Concept will be applied starting from the Project launch. The project will ensure that women and men are equally included in all its activities. It will track changes by collecting data for sex-disaggregated indicators where possible and relevant. Moreover, women's needs will be proactively addressed throughout the Project activities with an objective to ensure that women are equally empowered to participate in all capacity development events that will be organized during the project duration. The project will make efforts to engage women and raise their awareness and understanding on their role in the future work of the development planning and management system. The aspect of gender equality will be taken into consideration in the capacity building activities implemented during the project duration. The Project will facilitate and promote equal participation of women and men in all training activities. Through enhanced security conditions and safer environment, the project activities will contribute to better access to public services, livelihood opportunities and jobs for marginalized groups.

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

The Project will focus on supporting the MoD BiH and AF BiH in increasing the overall ammunition disposal effectiveness and ammunition life-cycle management. In addition to assisting its counterparts in decreasing the surplus ammunition to manageable quantities, the Project will continue to provide the direct support to national institutions and focus its support to key criteria to include support to marginalized groups and environment friendly interventions to limit the environmental impact surplus unstable ammunition could cause in case of unplanned explosions.



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

<p><b>QUESTION 2: What are the Potential Social and Environmental Risks?</b>  <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”.</i>  <i>Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p><b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b>  <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>	<p><b>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</b></p>	
<p><b>Risk Description</b></p>	<p><b>Impact and Probability (1-5)</b></p>	<p><b>Significance (Low, Moderate, High)</b></p>	<p><b>Description of assessment and management measures as reflected in the Project design.</b></p>
<p>Lack of interest by national defense industry to engage in ammunition disposal activities in BIH.</p>	<p>I = 3 P = 2</p>	<p>Moderate</p>	<p>The Project will encourage structured participation, facilitate awareness-raising and support the voicing out of national defense industry representatives and their needs in the ammunition life-cycle management, with focus on the accelerated pace of ammunition disposal and overall effect this might have on the population residing nearby 12 ammunition storage locations. Attention will be paid to engagement of national defense industry and possibly private sector, by facilitating interest-based public-private dialogue.</p>
<p>National duty-bearers do not have the capacity to meet their obligations in the Project.</p>	<p>I = 2 P = 2</p>	<p>Low</p>	<p>The Project will lobby for the integration of a human rights based approach at venues such as Master Plan Special Events and Strategic Committee meetings.</p>

Force Majeure (e.g. act of nature) impacts Project activities	I = 3 P = 1	Low	The Project will have a flexible approach, including reprogramming of activities to respond to the emerging needs.	The Project will have a flexible approach, including reprogramming of activities to respond to the emerging needs.
<b>QUESTION 4: What is the overall Project risk categorization?</b>				
Select one			<b>Low Risk</b> <input type="checkbox"/>	<b>Comments</b>
<b>Moderate Risk</b> <input checked="" type="checkbox"/>			The project is assessed as a low to medium-risk category, particularly from human rights viewpoint.	
<b>High Risk</b> <input type="checkbox"/>				
<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b>				
Check all that apply				
<b>Principle 1: Human Rights</b> <input checked="" type="checkbox"/>				
<b>Principle 2: Gender Equality and Women's Empowerment</b> <input type="checkbox"/>				
<b>1. Biodiversity Conservation and Natural Resource Management</b> <input type="checkbox"/>				
<b>2. Climate Change Mitigation and Adaptation</b> <input checked="" type="checkbox"/>				
<b>3. Community Health, Safety and Working Conditions</b> <input type="checkbox"/>				
<b>4. Cultural Heritage</b> <input type="checkbox"/>				
<b>5. Displacement and Resettlement</b> <input type="checkbox"/>				
<b>6. Indigenous Peoples</b> <input type="checkbox"/>				
<b>7. Pollution Prevention and Resource Efficiency</b> <input type="checkbox"/>				
			Possible adverse effect on the human rights of indirect beneficiaries – end users of services delivered through support to targeted groups will be mitigated through identified measures.	<b>Comments</b>
			N/A	
			N/A	
			The Project will maintain preparedness to respond in case of Floods or other natural disaster.	
			N/A	
			N/A	
			N/A	
			N/A	
			N/A	

**Annex III – Risk Log**

Project Title:		Award ID:		Date:					
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Political tensions and elections adversely affecting the Project implementation dynamics	01.04.2017	Political	The implementation rate of envisaged activities may slow down.  P = 4 I = 5	Conduct appropriate planning taking account potential risks as to allow adequate adjustment of resources and work-plans.  Maintain appropriate communication with the MoD BiH and BiH Presidency at all levels, so as ensure that any potential change in governing structure will not influence implementation of the Project.	UNDP Project Management Team	UNDP Project Management Team	When was the status of the risk last checked	e.g. dead, reducing, increasing, no change  (in Atlas, use the Management Response box)
2	Duplication and insufficient coordination between the Project and other relevant international partners	01.04.2017	Operational	The Project might not achieve its full potential when ammunition disposal and relevant results are concerned.  P = 3	The Project will utilize all established channels of communication to ensure regular coordination among various relevant interlocutors in the country. Regular	UNDP Project Management Team	UNDP Project Management Team		

3	Unstable ammunition causing unplanned explosion	01.04.2017	Other	<p>I = 3</p> <p>The Project implementation and its continuation would be severely hindered.</p> <p>P=1 I=5</p>	<p>exchange and coordination activities will be secured also through UNDP's contribution to the work of the Strategic Committee for Weapons, Ammunition and Explosive Ordnance, and the Coordination Board for the Control and Disposal of Ammunition and Explosive Ordnance.</p> <p>All demilitarization activities shall be performed with the necessary due diligence and in accordance with the necessary accompanying safety regulations.</p>	UNDP Project Management Team	UNDP Project Management Team		
4	Availability of a sufficient number of quality service providers/experts to allow for quality delivery of the demilitarization activities – primarily local and regional	01.04.2017	Operational	<p>The project key result related to disposal of ammunition may be endangered.</p> <p>P=2 I=4</p>	<p>Both individual and commercial operators from the country, or potentially – from neighbouring countries will be informed and invited to provide their services, based on the specific areas of work of the Project.</p>	UNDP Project Management Team	UNDP Project Management Team		



**Annex IV – Capacity Assessment**

Stakeholder	Interest in/commitment to the Project	Identified challenges	Capacity for change (contribution to the Project)	Actions to strengthen the capacity of the stakeholder to address their interests
<b>Primary direct stakeholders</b>				
<b>Ministry of Defense BiH</b>	State-level partner institution holding the closest mandate related to the Project's scope and objectives.	Needs assistance in the longer-term planning of ammunition disposal activities in BiH.	Participates in the Project steering.	Raising capacities for ammunition management and life-cycle relevant planning.
<b>Armed Forces BiH</b>	It is the key partner that controls and oversees ammunition disposal activities across the country.	At the moment, the AF BiH does not possess the adequate number of people skilled and capable to continue to maintain and grow an autonomous AF BiH demilitarization capability which could deal with the size of the unstable stockpile they are in charge of.	Participates in the Project steering.	Provide support for a much-needed delivery and institutionalisation of demilitarisation capability that could remain well beyond the project completion, including systematic capacity building training programme on stockpile management supported by the EUFOR.
<b>Ministry of Defense and AF BiH</b>	State-level partner institution holding the closest mandate related to the Project's scope and objectives and key partners that control and oversee ammunition disposal activities across the country.	National project beneficiaries – MoD BiH and AF BiH - have low absorption capacity for the Project Activities.	MoD BiH and AF BiH are certainly the key drivers with positive influence regarding advancing the ammunition disposal and life-cycle management in BiH.	Jointly with EUD and EUFOR, the Project will address the MoD BiH leaderships from the outset. All activities will be delivered incrementally. The Project will reserve the right, through the support by the Project Board, to seize its activities if needed.



## **Annex V – Project Board Terms of References**

The Project envisages the Ammunition Stockpile Disposal in BiH as a 30-month initiative which seeks to reduce the threats of uncontrolled explosion posed by chemically unstable and high hazardous ammunition and remnants of war decreased in BiH. Namely, to reduce the risks to peace, stability, and development in BiH through the considerable decrease of ammunition stockpiles in the amount of 3,000 tons of unstable ammunition as well as the full capacitation and know-how transfer from the project and its contractors to the AF BiH personnel thus developing a sustainable demilitarization capability in the country.

To reach these objectives, the Project is designed as an integrated intervention comprising of two main results: (i) safe and secure disposal of 3,000 tonnes of ammunition and (ii) institutionalisation of a sustainable capability of the AF BiH to continue the disposal of ammunition well beyond the Project.

### **1. Overall responsibilities**

The Project Board is responsible for the overall direction and management of the project and has responsibility and authority for the project within the remit set by corporate management.

The Project Board reviews and approves project plans and authorises any major deviation from these agreed plans. It is the authority that signs off on the completion of each stage planned as well as authorizing the start of the next stage. It ensures that required resources are committed and arbitrates on any conflicts within the project and/or negotiates a solution to any problems between the project and external bodies.

The M&D Project Board is the group responsible for making executive management decisions for a project when guidance is required by the Project Manager, including approval of project plans and revisions. This group is consulted by the Project Manager for decisions when project manager tolerances have been exceeded.

### **2. Specific responsibilities**

The Project Board's scope of work will include programme oversight, as well as regular review of work plans, reports and procedures submitted by the Project team. More specifically, the Project Board will review and adopt the inception report, the annual work plans, as well as the progress/annual and final reports for the Project. It will also supervise progress of work, provide strategic guidance, as well as give final approval to milestone strategic and operational matters. The Project Board ensures that the appropriate required resources are committed and arbitrates on any conflicts within the Project, or negotiates a solution to any problems between the Project and external bodies. Given the sensitivity of the processes managed by the project the Project Board will ensure that the decision-making processes are conducted in a timely manner.

More specific responsibilities of the Project Board are as follows:

- Providing overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Reviewing each completed project stage and approving progress to the next;
- Providing ad-hoc direction and advice for exception situations when tolerances are exceeded;
- Assessing and deciding on project changes, specifically alterations in project design;
- Reviewing and approving any major deviations from the agreed work plan;
- Assuring that all planned deliverables during each stage are delivered satisfactorily;
- Conducting annual review of the project and of project progress reports;
- Reviewing and approving the end project report;
- Making recommendations for follow-on Projects if required;
- Ensures that the appropriate required resources are committed and arbitrates on any conflicts within the Project, or negotiates a solution to any problems between the Project and external bodies.

### **3. Composition and modalities of operation**

Members of the Project Board will be representatives of: The Delegation of the EU to BiH, UNDP, MoD BiH, AF BiH and EUFOR.

As necessary, the Project will convene a broader consultative body – Advisory Board, comprising all other relevant institutions (such as the Ministry of Foreign Trade and Economic Relations of BiH, other relevant Ministries, Mechanical Engineering Faculty of the University of Sarajevo, etc.).

### **4. Sessions**

The Project Board will be formed immediately upon start of the Project and will meet no fewer than quarterly per year. The MoD BiH is ultimately in charge of the Project Board meetings and chairs the meeting.