

PROJECT DOCUMENT
Bosnia and Herzegovina

Project Title: Mine Action Governance and Management Project

Project Number: 00098535

Implementation modality: Direct Implementation Modality (DIM)

Implementing Partner: United Nations Development Programme (UNDP)

Start Date: 01.01.2017 End Date: 31.12.2019 PAC Meeting date: 01.12.2016

Brief Description

The **Mine Action Governance and Management Project** will assist the mine action authorities in Bosnia and Herzegovina (BiH) to further increase transparency, improve planning capabilities and implement contemporary mine action standards for an accelerated pace of mine clearance. It builds on the activities implemented in the past that resulted in the reconvening of the Board of Donors, improvements in human resource management processes and mine action standardization within BHMIC.

This Project will aim to influence further improvements within the strategic and policy framework relevant to Mine Action in BiH and strengthen capacities of the Ministry of Civil Affairs of BiH (MoCA), BiH Demining Commission and BiH Mine Action Center (BHMIC) to instil greater organisational openness and adaptability to new methodologies, regarding BiH strategic mine action goals and international commitments under the Anti-Personnel Mine Ban Convention (hereafter referred to as the Ottawa Convention)¹. This will contribute to the re-establishment of donor confidence through the formulation of a credible, realistic and achievable completion plan, which will provide BiH with the strategic framework and work plan necessary to clear all known mined areas in the country and comply with the country's demining obligations under the Anti-Personnel Mine Ban Convention. Such a plan should generate greater support for mine action and land release initiatives in the country, ensuring the required resources are available to achieve a mine-free country. Through the implementation of this Project, UNDP aims to strengthen the institutions, policies, systems and by-laws to enable increased citizen security and ensure delivery of basic services contributing to the efficient release of previously mine-suspected land back to communities. This, in turn, should result in inclusive growth and sustainable development, increasing the productive capacities that create employment and livelihoods for the poor and excluded communities that currently live near landmine affected areas.

This Project will be anchored to the Board of Donors providing the forum with well-coordinated plans, timely and accurate reports, and advice on strategic and operational developments in the mine action arena in BiH. It will further strengthen and build upon partnerships with Geneva International Centre for Humanitarian Demining (GICHD), BHMIC, the Demining Battalion of the Armed Forces of BiH, entity civil protections and other national mine action authorities. The Project will rely on structured support from other international partners, especially EUFOR.

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 Chapter 24 – Justice, Freedom and Security.

Linkage with UNDP 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.

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|-----------------------------------|--------------------|------------|
| Total resources required: | 80,000 USD | |
| Total resources allocated: | UNDP: | 20,000 USD |
| | Donor: | |
| | Donor: | |
| | Government: | 60,000 USD |
| | In-Kind: | |
| Unfunded: | | |

Agreed by (signature):

UNDP

Sezin Sinanoglu, UNDP Resident Representative in BiH



¹ Reference: http://www.un.org/Depts/mine/UNDocs/ban_trty.htm

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I. DEVELOPMENT CHALLENGE

1.1 Wider Country Context

As a post-conflict country, BiH continues to face different challenges building its institutions on the road to joining the European Union (EU). These challenges usually arise as a reflection of the complex constitutional framework and decision-making. Despite all, the Council of Ministers of BiH (CoM BiH) managed to coordinate a unified and comprehensive approach with all levels of government in the country, presented in the **Reform Agenda 2015-2018**. The document, among other fields of reforms, addresses the rule of law, good governance, institutional and operational developments with the aim to provide citizens of BiH with a safer environment. In February 2016, BiH submitted its formal application for launching negotiations with the EU, while in September 2016 the EU accepted the application, initiating a process to decide on the country's candidacy.

In light of the above, the Project activities are tailored to contribute to reducing the risks to peace, stability, and development in BiH through the considerable improvements in mine action relevant legislative and policies, including the revision of the **Mine Action Strategy (MAS) 2009 – 2019**², Amendments to the Law on Demining in BiH and assistance in preparation of a formal BiH request to Ottawa Convention Secretariat, which will be submitted in 2018 to extend the demining deadline for BiH under Article 5 of the Ottawa Convention³, thus developing a solid legislative foundation for continuous and more efficient Mine Action clearance efforts in BiH. The Project will therefore address several priorities when Mine Action legislative and policies are concerned, including support to MoCA in drafting the Law on Amendments to the **BiH Demining Law**. This process has already been initiated by opened public consultations in December 2016 for the purpose of upgrading the demining frameworks in BiH, thus contributing to improving environmental and basic conditions for life and work of citizens, as well as eliminating threats to life and health of people and property, which are present in the form of landmines and explosive remnants of war (ERW).

The Project will contribute to meeting the BiH obligations stemming from EU Acquis alignment process with regards to **Chapter 24 - Justice, Freedom and Security** of EU Acquis. The global impact of project activities and their successful implementation are linked to the 2030 Sustainable Development Agenda and more specifically – 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, “Significantly reduce all forms of violence and related death rates everywhere.

1.2 Sector Specific Analyses

At the end of 2015, the Mine Action Centre of Bosnia and Herzegovina (BHMIC) reported a total contamination of 1,176.5km² or 2.3 % of the total surface area of Bosnia and Herzegovina (BiH). A general assessment of the mine situation in BiH identified 1,417 communities as affected by landmines, Unexploded Ordnance (UXO). The assessment also states that landmine and UXO contaminated locations directly affecting approximately 538,500 citizens, which is 15% of the country population. The contaminated areas present a direct hazard to the safety of citizens and communities living in close proximity. These communities are also denied safe use of contaminated lands, thereby hindering socio-economic development activities, negatively impacting on livelihoods and employment opportunities, and leading to the community's marginalization and exclusion from growth and sustainable development. BiH is a signatory to the Ottawa Convention, which requires BiH to clear all mined areas by 01 March 2019 in accordance with the country's obligations under Article 5 of the Convention. The current Mine Action Strategy in BiH aims to achieve a mine-free country by 2019, yet at the current rate of progress it could take an additional thirty years to fully release BiH from the threat of mines and explosive remnants of war. The Demining Commission requested that the BHMIC, with support from UNDP, conducted a review of the present strategy in 2016 to recognize new developments and to forecast the future actions. Given the rate of mine action operations, BiH will need to submit a formal request to the Ottawa Convention

² Reference: <http://www.gichd.org/resources/publications/detail/publication/mine-action-strategy-2009-2019-bosnia-and-herzegovina/#.WJ3hG01V4dk>.

³ Reference: [http://www.unog.ch/80256EE600585943/\(httpPages\)/CA826818C8330D2BC12571800048182E?OpenDocument](http://www.unog.ch/80256EE600585943/(httpPages)/CA826818C8330D2BC12571800048182E?OpenDocument).

Secretariat in 2018 to extend its demining deadline under Article 5 of the Ottawa Convention. To address the challenges mentioned above in a systematic manner, BiH has initiated a number of processes that should jointly contribute to the improvements in the mine action sector. In 2015, BiH and the donor community reinvigorated the **Board of Donors**. In 2016, BiH adopted a new **mine action standard on Land Release Procedures**, and have initiated a number of changes in human resource structure and operational processes in BHMAL. All of those will contribute to the increased transparency, improved planning and ultimately to the accelerated pace of demining given that it may take several decades to clear BiH of mine contamination based on recent annual demining pace of 40-45km² of suspected hazardous area (SHA) cleared. While those are indications of progress, capacities of BHMAL should be further built to keep the momentum and fully embrace the newly initiated processes that would lead to more efficient and effective mine action operations. The MAS 2009-2019 must be reformulated to recognize the current progress and recent developments and a viable plan must be developed to complete the demining of all mined areas as soon as possible in accordance with the country's obligations under the Ottawa Convention⁴. The BiH Law on Demining must be amended to upgrade the demining processes in BiH with the aim to improve the environment and ensure the basic conditions for life and work of citizens and legal entities, and eliminate restrictions and threats to life and health of people and property, which are present in the form of landmines and explosive remnants of war (ERW). The Land Release Standard practices should be accepted by BHMAL and donor community, if possible, as common practice throughout the country and improvement in transparency and planning should be further made in order to ensure the implementation of the standards and increase the efficiency of the land release process.

1.3 Target groups and their specific needs

The main target groups of the intervention are the MoCA, BiH Demining Commission and BHMAL, while their specific needs are reflected in the necessity to revise the MAS 2009-2019 and to accelerate the achievement of set strategy goals following only moderate achievements to date.

Indirect beneficiaries of the Project include affected communities in mine-prone areas.

In close cooperation with the GICHD, the main target groups will be assisted by UNDP to revise the MAS and extend its duration by 2024, so as to achieve the commitment to the Ottawa Convention of a mine-free BiH. Through provision of targeted consultancy expertise, the Project will also respond to the need of amending the BiH Law on Demining, which will incorporate a number of improvements that better facilitate the implementation of the MAS 2009-2019 and provide specific reference to the establishment of a national Mine Action fund, which would enable channelling of funds from both local and international donors. The improvements in the above legislative framework are crucial and are going to contribute to accelerating mine action clearance pace currently standing at 40-45 km² of SHA per year. This is particularly important, since at the current rates of output, it may take several decades to clear BiH of mine contamination.

While the Minister of Civil Affairs of BiH remains ultimately responsible for mine action, the **Demining Commission** is the strategic body responsible to set mine action policies. The Commission is composed of representatives from three ministries (the Ministry of Civil Affairs of BiH, the Ministry of Security of BiH and the Ministry of Defense of BiH) elected from the three constituent peoples of BiH. Each ministry has separate portfolios in their respective ministries; and their work on the Demining Commission is only part-time in addition to their other responsibilities.

The exact functions of the Commission, as outlined in the law⁵ are:

- a. representing BiH at mine action conferences;
- b. approving the standard for Mine/UXO Clearance operations in BiH;
- c. proposing candidates for the positions of BHMAL Director, Deputy Directors and Chief of Finance;
- d. approving internal regulations for the work in the BHMAL,

⁴ <http://www.mcp.gov.ba/vijesti/default.aspx?id=7433&langTag=en-US>

⁵ Demining Law in Bosnia And Herzegovina, 2002, Official Gazette of Bosnia and Herzegovina, 14/02.

- e. facilitating cooperation between the Federation of Bosnia and Herzegovina (FBiH) and the Republika Srpska (RS); and
- f. submitting regular reports to the BiH Council of Ministers and informing the Board of Donors about the Commission's activities and the progress in demining, as per reports provided by the BHMAL.

BHMAL operates from its headquarters in Sarajevo and through two entity mine action offices, which were formerly autonomous mine action centres in Banja Luka and Sarajevo, with eight regional offices (Sarajevo, Pale, Travnik, Mostar, Banja Luka, Tuzla, Brčko, and Bihać). The Banja Luka and Sarajevo offices coordinate the activities of the eight regional offices in terms of planning, survey and quality control/assurance. Quality assurance inspectors are based in the regional offices. The organisational structure of BHMAL is shown in *Annex 3*. BHMAL is responsible for operational management functions such as planning, coordination, monitoring and control of mine action activities. According to the current law, the BHMAL's role is to carry out the following functions on behalf of the Demining Commission as follows: Maintain and operate the central minefield database and mapping capacities.

- a) Propose technical and safety standards, as well as quality assurance standards of the demining operations completed, and propose certificates for approval to the Commission.
- b) Evaluate the credentials on the competence of the international and national demining companies for their accreditation.
- c) Propose standards for training for approval by the Commission and monitor / report on their implementation.
- d) Prepare proposals for demining activities across the Inter-Entity Border Line (IEBL), for approval by the BH Commission.
- e) Prepare work plans and budgets for its activities, reports and financial records for the approval of the Demining Commission, as well as further presentation to the Board of Donors.

In BiH there are currently 33 accredited demining organizations and 1 monitoring agency: 5 Governmental (Armed Forces of BiH, Entity Civil Protections and Mine Detection Dog Center), 13 Non-governmental (local and international), 16 Commercial (local and international) and 32 organizations possess technical survey accreditation.

1.4 Main achievements and lessons learnt from previous experiences

Twenty years since the war in BiH ended, the country remains one of the most mine contaminated countries in the world, with 1,176.5 km² of land (2.3% of its territory) still suspected or confirmed to contain landmines and explosive remnants of war. Immediately after the war in 1996, BiH had over 4,200 km² of mine suspected area. In the meantime, and strongly assisted by donor community, BiH has achieved significant results in Mine Action with over 3,000 km² of mine suspected area cleared of mines. These efforts have contributed to the creation of a safer environment for BiH citizens and restored livelihoods.

In BiH, as in many of the most fragile post-conflict contexts that count on UNDP support, landmines and explosive remnants of war are a significant hindrance to the vision of a mine-free country. To be an effective development partner in settings rife with landmines and ERW, UNDP has revamped its 'Development and Mine Action' Agenda through hands-on support that contributed to resolving issues of poverty, inequality and exclusion, while lowering the risks arising from shocks and stressors posed by presence of mines in BiH and translating mine action into sustainable development dividends in the form of jobs/livelihoods. Based on the above lessons learned in the previous period and the fact that the current MAS aims to achieve a mine-free status by 2019, UNDP has recognized and prioritized the most pressing issues when Mine Action is concerned, including Mine Action legislative and strategic framework improvements, implementation of new national mine action standard on land release that will provide sound basis for acceleration of demining operations to account for new timeframe and mobilization of necessary resources and capacities to meet the new deadlines and revised BiH targets related to a mine-free status.

Main achievements and lessons learnt by UNDP

UNDP has been actively involved in supporting BiH mine action efforts since 1996. The main achievement from this period is the establishment of the Mine Action Center that was responsible for compiling and maintaining the mine action database needed to coordinate the overall mine action programme. Following its initial support in the mine action, the responsibility for MAC was transferred to national authorities competent for Mine Action in 1998. The continuation of UNDPs assistance in mine action in BiH was secured in 1998 through Mine Action Programme (MAP). Phase One of MAP focused on the establishment of an operationally capable BiH national mine action structure to assume responsibility for mine action coordination from the UNMAC. UNDP continued its assistance through Phase Two of MAP with the aim of maximizing and consolidating the capacity of the national management structures to oversee, manage and operate the national mine action programme. In 2004, the UNDP launched the third and final phase of its mine action programme- the Integrated Mine Action Programme (IMAP), which maximized the funding for mine clearance and accelerated the restoration of socio-economic activities in BiH, while at the same time further consolidated the mine action structures in BiH and their capacity to effectively execute mine action coordination over the long-term. IMAP has been successful in supporting the emergence of national capacities for planning and coordinating the mine action programme and had provided a useful channel for numerous donors to contribute to demining. In addition, IMAP has provided modest but useful support to the demining capacities of the Armed Forces BiH and its Demining Battalion. The IMAP Programme main objective was the complete transfer of financial and managerial responsibility of mine action to the Government of Bosnia and Herzegovina and relevant institutions. Following May 2014 and the devastating floods that affected Bosnia and Herzegovina, 70% of flood-affected zone have received the status of mine suspected area. Landmines migrated due to floods and landslides and mine awareness signs were washed away. In response to the threat of landmines caused by the floods and through additional funding by European Union, the project EXPLODE expended its original scope of activities to mine action as well. Since BHMAL with its capacities could not meet all needs of the emerging situation, UNDP with its partners conducted mine and unexploded ordinance risk awareness activities in 16 most affected communities. In 8 affected communities, a total of 897 mine marking signs were controlled and replenished while 1.918 mine marking signs were newly installed, marking the total of 3.650.000 m² of hazard areas to warn the population affected and prevent casualties. Mine and unexploded ordinance clearance was implemented in 15 priority locations, in 12 different communities and resulted in a total 202.000 m² of land cleared and handed over to the local population for safe use. A total of 50 mines and 45 unexploded ordinances were found and destroyed. Additionally, 339 mine marking signs were installed to prevent casualties and access to the 605.000 m² of suspected hazard area. The needs of more than 17.500 different profile direct beneficiaries were met. In addition, through project EXPLODE, the Demining Battalion of Armed Forces was equipped with the demining equipment valued at USD 230,000 which facilitated the demining of 300.000m² of mine suspected area in BiH.

II. STRATEGY

2.1. Theory of change

UNDP's approach to what is now a **Development and Mine Action service** line focuses on restoring livelihoods capacities and building resilience by: (1) translating mine action into sustainable development dividends in the form of jobs/livelihoods and (2) strengthening national institutions that accelerate development benefits. This approach frames the overall UNDP support to Mine Action in BiH. The Mine Action Governance and Management project in BiH will provide capacity development and technical assistance to the Demining Commission and BHMAL that will result in revised MAS 2009-2019, Amendments to the BiH Law on Demining and future implementation of newly adopted Land Release standard. These activities and relevant results in Mine Action policy improvements will contribute to increased efficiency in mine action clearance and better channelling of donor funding and coordination, which will provide conditions for the efficient and effective delivery of cleared land to marginalized and excluded communities. Ultimately, the strengthened national institutions will improve citizen security and the release of previously mine-affected land to local communities should improve livelihood opportunities and reduce marginalization of mine affected communities and individuals. Additionally, more efficient demining efforts and supported mine actions will bring positive socioeconomic effects to the targeted

communities by providing a favourable environment and conditions needed to obtain a source of steady income to vulnerable groups. The Project which will positively influence the mine action strategic framework and the principle regulatory framework, thus facilitate systemic actions by authorities in the country in this domain.

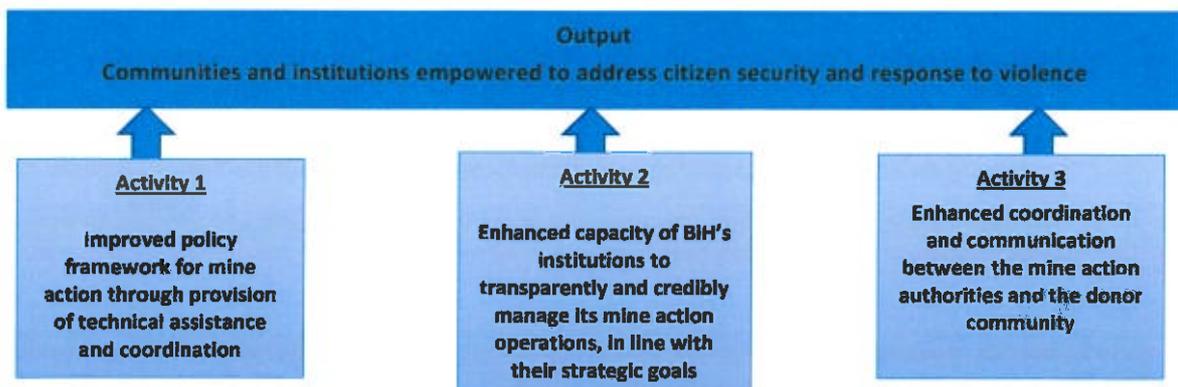
The Project is linked to the **UNDP Country Programme Document (CPD) 2015-2019** and raised concerns related to the fact that mines still contaminate 2.3 % of BiH territory. Through this Project, UNDP aims to provide BiH with much needed technical support to mine action. More specifically, the Project will contribute to 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 1: “Sustainable remnants of war and arms control management in place”.

2.2 Relevance to international and national policies/strategies and frameworks

The Project contributes to the strategic and operational goals of the **MAS 2009-2019**, including its Strategic Goal 1 “To ensure the conditions for continuous and efficient mine action operations, in accordance with needs of the country, the necessary material, financial and human resources and with a high level of quality assurance”, Operational Goal 1.2. 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**. The Project is in compliance with the EU Indicative Strategy Paper 2014-2017 for BiH, specifically regarding the commitment to continue providing support for the clearance of mine-contaminated areas, as well as support for mine-victims. The Project contributes to achieving the priorities within the rule of law and good governance are from the **Reform Agenda 2015 – 2018**. In addition, mine action is directly linked to the international commitments of BiH. Under Article 5 of the **Anti-personnel Mine Ban Convention (aka Ottawa Convention)**, BiH’s current deadline for achieving the survey and clearance of all known mined areas is 1 March 2019. Based on the current rate of progress, the country will not achieve its target by the deadline. If the project objectives are achieved, then an increased rate of progress will enable the country to reach this status in a shorter timespan than that currently estimated; this will, however, require an extension to the current deadline. Advancement in this area will hence improve the international reputation of BiH and vis-à-vis the country’s obligations under the Ottawa Convention.

The Project will also contribute to the priorities contained in the **UNDP’s Strategic Plan (2014-2017)** and its Objective 7, “Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings”, which will help to propel sustainable development in a post-conflict and post-disaster setting by limiting the effect that landmines⁶ have on the country’s development.

2.3 Hierarchy of objectives



⁶See Chapter 2 ‘Vision, Outcomes & Approach’, pages 15-66, of the UNDP Strategic Plan 2014-2017.

III. RESULTS, APPROACH AND PARTNERSHIPS

3.1. Detailed description of output, activities and expected results, project duration

This is a **capacity development Project** that will positively impact the country's goal to achieve mine-free status, in line with the provisions of the MAS 2009 - 2019 and the Ottawa Convention requirements. It will be implemented through provision of technical assistance and advice, organization of knowledge-transfer events, extensive consultative process in BiH Mine Action Strategy revision and amendments to the BiH Law on Demining and intensive coordination at national and international levels. It is expected that the successful implementation of this Project will lead to the following **Output: Communities and institutions empowered to address citizen security and response to violence.**

The project output will be achieved through **3 main results/activities**, as follows:

Result/Activity 1: Improved policy framework for mine action through provision of technical assistance and coordination

In cooperation with Ministry of Civil Affairs BiH, BiH Demining Commission and BHMAL, the following actions will be undertaken under this result/activity:

- Facilitate the creation of a dialog platform for domestic mine action authorities and donors on the amendments to the Law on Demining, following the public consultations on the Law on Amendments to the BiH Law on Demining in December 2016.
- Provide support to BHMAL and Demining Commission for Mine Action Strategy revision and its subsequent monitoring and evaluation.
- Provide technical assistance and support to BHMAL and the Demining Commission for the formulation of BiH's extension request to the demining deadline under the Ottawa Convention in 2017, its submission in 2018, and participation in Ottawa Convention annual forums.
- Support relevant authorities in implementing the newly-adopted Land Release related standards and SOPs⁷.
- Closely coordinate the actions above with EUFOR, given that their involvement strengthens the process of technical monitoring in Mine Action.

Result/Activity 2: Enhanced capacity of BiH's institutions to transparently and credibly manage its mine action operations, in line with their strategic goals

In cooperation with Ministry of Civil Affairs BiH, BiH Demining Commission and BHMAL, the following actions will be undertaken under this result:

- Support capacity development through on-the-job mentoring on the application of the Land Release for the BHMAL regional offices and municipal mine action coordinators.
- Deliver a senior management training on contemporary mine action standards and operation, as well as training on inspection in coordination with the Demining Battalion of the Armed Forces of BiH.
- Arrange a study visit for senior management of Demining Commission and BHMAL to equip them with new knowledge on global best practices.

Result/Activity 3: Enhanced coordination and communication between the mine action authorities and the donor community

⁷ http://www.bhmal.org/?page_id=2610&lang=en

In close cooperation with EUFOR and in coordination with the MoCA BiH, BiH Demining Commission, BHMIC and donor community members of the Mine Action Board of Donors, the following actions will be undertaken under this result:

- Coordinate activities for the Board of Donors sessions⁸;
- Support coordination between the mine action authorities, the Demining Battalion and civil protection through set of planning and monitoring sessions.
- Support coordination between Demining Commission, BHMIC and donors to ensure consistent exchange of information on results, plans and challenges.

The delivery of the output and key activities above are intended to contribute to the broader socio-economic outcomes stated in the Theory of Change. The achievement of the project output will contribute to the strengthening and national ownership of the mine action programme so that it operates efficiently and effectively to deliver services to marginalized and excluded communities. The partner national institutions will then be able to improve citizen safety and improve livelihood opportunities and reduce marginalization of mine affected communities and individuals through the release of previously mine-suspected land.

Result/Activity4: Support BHMIC in maintaining and developing the web based module for mine action data to be publicly available

In cooperation with Ministry of Civil Affairs BiH and BHMIC, the following actions will be undertaken under this result:

- The collection of relevant Mine Action data to be presented in the web-based module;
- Development and design of web based module;
- Merger of web based module into BHMIC website

3.2. Methodological approach

The Project interventions related to strategic and policy development activities will be implemented in close **cooperation and coordination** with MoCA, BiH Demining Commission and BHMIC with national ownership of these activities fully in place. UNDP will provide platform in terms of coordination of key beneficiaries, Board of Donors for Mine Action and necessary consultancy provision. Sustainability will be ensured through adoption of long-term revised MAS 2009-2019 and amendments to the BiH Law on Demining.

In addition, during the previous period, coordination and communication with the Board of Donors for Mine Action has largely stopped. As an immediate consequence, interest from international donors have been rapidly waning and a significant financial gap continues to exist between the actual need for mine action and the capacity of the country to maintain the required pace of demining in line with the MAS 2009-2019. As a first reaction and with the assistance provided by UNDP in 2015 and 2016, the **Board of Donors** was re-established and the commitment of the MoCA towards a more effective donor coordination has also increased. These positive developments have prompted UNDP to initiate the activities that will ensure the sustainability of this body through the long-term target that UNDP wants to achieve through this project in terms of the establishment of a functional, sustainable platform to support mine action sector by 2019. Therefore, the key sustainability result of the project relates to the invigoration and sustainability of the Board of Donors for Mine Action.

In terms of **transfer of knowledge and know-how** to the institutions, UNDP will fully utilize the extensive consultancy expertise of the Geneva International Center for Humanitarian Demining (GICHD) based on the Memorandum of Understanding signed with institutions. In addition, UNDP will provide already proven internal, though UNDP Regional Hub in Istanbul, and external consultancy expertise to national institutions competent for Mine Action in BiH when work on strategy, mine action governance, policy development and implementation of land release standard is concerned. In order to enhance its **visibility**, the project

⁸ <http://europa.ba/wp-content/uploads/2015/10/Final-Evaluation-Report-29092015.pdf>

will rely on Ottawa Convention informational forums for presentation of the project results and promotion of the anticipated progress. The project will be linked to the in-country Board of Donors to increase **transparency in reporting and in implementation of mine action activities.**

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 Coordinator and Project Assistant 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 BHMIC, UNDP and other partners.

3.3. Target groups, beneficiaries

The direct target groups and beneficiaries of the Project are: MoCA, the BiH Demining Commission and BHMIC, including **100 government employees of BHMIC**, municipalities and line ministries, which will be directly benefiting from the Project. Those will attend different training programmes, will be involved in the mine action planning operations, MAS 2009-2019 revision and other related activities as defined by the project proposal.

The demining touches almost all aspects of life in the affected local communities and has direct implications for the overall development of society. The efficient demining activities prevent a loss of human life, reduce fear of the threat of mines 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** affected by 120,000 mines and items of unexploded ordnance (UXO) in the ground throughout BiH (at about 9,200 locations). Currently, there are more than **538,000 people in BiH living in 1,417 communities affected by mines** that can be considered as indirect beneficiaries of envisaged project interventions.

With the anticipated progress in the mine action and with timely and good-quality submission of extension request for mine-free status deadline, BiH will improve its international reputation among mine-affected countries.

3.4. Transversal themes: gender equality and social inclusion

To ensure adequate mainstreaming of the gender equality aspect across Project activities, a Gender Equality Mainstreaming Concept will be *applied when the project is launched.*

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 aspect of gender equality will be taken into consideration in the process of designing new revised MAS 2009-2019 and Amendments to the Law on Demining.

The Project will facilitate and promote equal participation of women and men in mine action processes and ensure equal benefits arising from mine clearance activities for male and female.

Through enhanced security conditions and increased and more efficient mine clearance pace, the project activities will contribute to better access to public services, livelihood opportunities and jobs for marginalized groups. The marginalized groups of society are particularly vulnerable due to a limited access to land or financial assets with their families relying heavily on the crops they produce, fruits they pick and wood they gather sometimes in land-mine contaminated areas. In the specific country context, socially excluded groups are: unemployed women and youth; long-term unemployed people; persons with disabilities; returnees and internally displaced persons; Roma; elderly.

3.5. Partnerships

The Project plans to partner with the [GICHD](#) in implementation of the activities. The GICHD is an international expert organization and centre of excellence based in Switzerland that works to eliminate mines, explosive remnants of war and other explosive hazards. By undertaking research, developing standards and disseminating knowledge, the GICHD supports capacity development in mine-affected countries. The GICHD is a unique international centre of mine action expertise and knowledge that employs around 55 staff members from over 15 different nations. Their work is made possible by core contributions, project funding and in-kind support from Switzerland and more than 20 governments and organisations.

Partnership with the GICHD will be based on a Memorandum of Understanding and an integrated work plan. The two partners will complement each other in order to maximize the results and impact of their work. An example of such partnership may be seen in the MAS 2009-2019 revision process. While UNDP will offer a process management segment of the Strategy review and the provision of on-the-ground, day-to-day and longer term technical assistance, GICHD will offer expertise for improvement of the content of the strategic document through desktop-reviews conducted in Geneva and short-term (i.e. 1 to 2 weeks) deployments of GICHD experts to BiH for trainings, meetings and workshops.

It is anticipated that this partnership will establish improved reporting mechanism based on the Strategic framework and its monitoring and evaluation mechanism, improved planning and coordination and full implementation of the Land Release through the country.

The project will partner with the **Demining Battalion of the Armed Forces of BiH** and entity **Civil Protection Agencies** to maximize the use of other national capacities engaged in mine action. These capacities will further lead the country to accelerate the pace of mine clearance. As the co-chair of the in-country **Board of Donors**, UNDP will also partner with the **Demining Commission** and other Donors and international partners involved in mine action to facilitate better coordination and transparency. The partnership with other donors and international partners and enhanced coordination through the Demining Commission and Board of Donors meetings will be crucial for achieving the Project objectives.

3.6. Synergies with other relevant on-going or planned interventions

The Project will aim to maximize the effects of its work through strong partnerships with other international actors in this field, such as GICHD, EUFOR or Norwegian People's Aid (NPA). The synergy with other partners will leverage activities and will create a multiplier effect for the intervention. Key activities will be implemented jointly with the GICHD based on the integrated work plan and will, in specific cases, rely on in-kind contribution of the GICHD into the project implementation.

The Project will coordinate with BHMACH all mine action potential issues that are affecting the implementation of other projects implemented by UNDP BiH, such as the Via Dinarica initiative for tourism development, the broader disaster risk reduction programme and other relevant community safety efforts.

3.7. Risks and Assumptions

Mine action operations are inherently risky and the life and health of people are at stake. The activities in the risk area require the highest respect for safety and security standards and therefore international mine action standards. However, this Project targets mine action management and governance institutional development; therefore, it will not work directly on mine action operations. Nevertheless, there are several other risks that can be grouped in categories:

- a. Political;
- b. Operational; and
- c. Budgetary.

| Identified risk: | Risk mitigation measure: |
|--|---|
| POLITICAL RISKS | |
| The Demining Commission may lack political support | The Project activities will be anchored to the Board of |

| Identified risk: | Risk mitigation measure: |
|--|---|
| to introduce changes in mine action | Donors that can exercise high level commitment to the project goals |
| The Council of Ministers might not endorse the MAS 2009-2019 and consequently the extension request would not be submitted on time | The issue will be elevated to the highest international level to ensure full understanding of consequences for not submitting the extension request on time |
| The donors could make political decisions to decrease funding levels due to the lack of progress or other factors | The progress will be clearly communicated with the donors to improve transparency and credibility of mine action authorities in the country. |
| OPERATIONAL RISKS | |
| The absorption capacity of BHMAL personnel on the technical level may require improvement | BHMAL management will ensure the activities are equally distributed and appropriately delegated to the personnel that can contribute to the implementation of the project goals |
| A lack of knowledgeable human resource capacities may inhibit progress | The project will seek for national or, in absence, international expertise and will rely on UNDP's strong network of expertise |
| Donor coordination could require a fully dedicated team and this may prove difficult to set up | The coordination will be conducted in close collaboration between the project staff and national partners to ensure synergetic approach to coordination |
| BUDGETARY RISKS | |
| Donors may not be interested in investing in capacity development of the mine action authorities | The project will explain the link between the capacity development and its impact to progress in mine clearance operations |
| A lack of funds from government sources may lead to a decrease in mine action operations | The Demining Commission will strongly advocate and lobby for funding from government sources based on the clear project design and goals |

3.8. Stakeholder Engagement

This Project builds on previous efforts made to improve the mine action sector and scales up progress linked to the reinstatement of the Board of Donors and the adoption of the Land Release Standard.

The action will be anchored to the Ministry of Civil Affairs of BiH and will target the national mine action authorities, namely the Demining Commission and BHMAL. Underlining the importance of a coherent approach between national and international partners, this project will ensure continued co-chairmanship of the Board of Donors by the UNDP and the Ministry of Civil Affairs. Hence, its target group will naturally extend to donors and the international community involved in this sector. The Project will work on participatory approach principles engaging stakeholders through extensive consultations in development of the new MAS 2009-2019 and regulatory framework for Land Release. Capacity development will be designed based on the identified needs and all activities will be coordinated with involved stakeholders through the Board of Donors coordination mechanism.

3.9. Knowledge sharing and management

One of the key Project approaches is knowledge-transfer. The activities envisaged are aimed at sharing knowledge on newly-established procedures and engaging in a two-way discussion all relevant stakeholders, so as to increase participation and the level of consultations throughout the Project implementation. Therefore, the Project will develop number of leaflets, brochures and similar publications to promote its activities and to share knowledge on specific issues pertaining to mine action in BiH. This will be beneficial for capacity development of target groups, as well as to external stakeholders in gaining new knowledge on current developments in mine action field. Communication channels and social media will also be utilised for promotion, outreach and knowledge transfer to domestic partners.

3.10. Sustainability and Scaling Up

The Project is partially funded by the Ministry of Civil Affairs of BiH. It is a strong indication of national ownership of the intervention. The capacity development nature of the Project gives an opportunity to strengthen domestic capabilities to make the intervention sustainable. The Project will result in concrete products such as the MAS 2009-2019, the Article 5 Extension Request, the Land Release-related Standards and SOPs and similar, which are results that will be **fully incorporated into the national systems**. The activities stem from the current Strategy and will be aligned with the national mine action standards. The project management arrangements indicate clear role of national partners in monitoring and evaluation of the progress, which will contribute to the strengthening of the local ownership of the project intervention.

The Project is designed to offer a foundation for expeditious progress. It has scaling up potentials that can be directed towards development of a strong **exit strategy** and transitional provision for BHMAC and other mine action resources once the country reaches mine-free status.

IV. PROJECT MANAGEMENT AND RESOURCES

4.1. Cost Efficiency and Effectiveness

In terms of providing strategic and governance assistance to relevant authorities in BiH, UNDP possesses a comparative advantage over other actors providing assistance to the mine action sector in BiH. Through the UNDP Country Office in Sarajevo, the Project team will have a permanent presence in BiH enabling daily contact and support to beneficiaries in the BHMIC and Demining Commission. UNDP has a long history and a trusted status for providing strategic and high-level technical assistance to government institutions in BiH. Through UNDP's procurement procedures, the Project will also be able to deploy its project consultants on a longer-term basis with more frequent visits to project beneficiaries than other partners. Due to the UN's convening role among the international partners, UNDP has a respected and will established ability to convene the donor community and through the UNDP's co-chairmanship of the Board of Donors, the project can play a leadership and coordinating role among mine action donors and international partners.

While the GICHD has specific, high-level technical expertise in the mine action sector, their normal *modus operandi* and global coverage limit the deployments of their experts to short-term engagements in BiH of one to two weeks for short-term assessments, trainings or workshops. EUFOR has technical expertise at the operational level and will focus their support on assistance to the BHMIC Quality Assurance teams and mine clearance activities to survey and clear mine suspected areas. EUFOR has not been engaged in the strategic management of the mine action sector while UNDP's global experience and knowledge sharing network specialises in the capacity development of national institutions and previous experience assisting governments with Article 5 extension requests and demining completion plans.

In 2014, the **Landmine Monitor** estimated that total of national and international contributions to Mine Action in BiH amounted to more than \$23,000,000 USD. Similar amounts and possible more are expected in the future. The UNDP Mine Action Governance and Management project therefore represents a modest investment at the strategic level to enhance the capacity of the government to manage and more efficiently utilize and coordinate these contributions in a more transparent and coordinated manner. The strategic documents produced with technical assistance provided by the Project, namely - the revised MAS 2009-2019, Article 5 Extension Request, Demining Completion Plan, and Land Release procedures, will guide the work of the mine action operators in the years to come. The technical assistance invested in improving these strategic documents will result in a more strategic, efficient and effective mine action sector in BiH.

4.2. Project Management

The project team will be in the UN House with weekly or per need basis visits to BHMIC and the Ministry of Civil Affairs of BiH. The multiplier effect of the project will be achieved with the capacity development activities of all regional offices at the same time.

The Project will be part of the Justice and Human Security Sector within UNDP, and will rely on good governance practices of the organization. It will closely collaborate with the GICHD in implementation of the activities aimed at attainment of jointly defined goals.

The project is envisaged to offer advisory and coordination support to the Board of Donors and will act as a centripetal force for mine action activities that require coordination and joint efforts in implementation of defined mine action activities. The progress envisaged in the project will be reported at the Board of Donors sessions and will be used to update this senior level forum on the most recent developments in the mine action field.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country 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 Results and Resources Framework, including baseline and targets:

Indicator: Number of established Mine Action Governance platforms

Baseline: Governance platform non-existent (2014).

Target: Mine Action Governance platform established (2019).

Applicable Output from the UNDP Strategic Plan: 5.4 Preparedness systems in place to effectively address the consequences of and response to natural hazards (e.g. geo-physical and climate related) and man-made crisis at all levels of government and community

Project title and Atlas Project Number: Mine Action Governance and Management Project:

| 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 | Year 4 | |
| Output 1 Communities and institutions empowered to address citizen insecurity and response to violence | 1.1. Number of Mine Action Governance Platform meetings held annually. | Ministry of Civil Affairs BiH | 1 | 2016 | 1 | 1 | 1 | 3 | UNDP will co-chair the meetings and will be able to collect all necessary data |
| | 1.2. Revised Mine Action Strategy in place by end of 2017 | Ministry of Civil Affairs BiH | Strategy in need of a revision | 2016 | Strategy revised and adopted | | | Revised Strategy adopted | UNDP will, through project activities and relevant consultancy expertise, be directly involved in the process |

VI. MONITORING AND EVALUATION

Monitoring Plan

| Monitoring Activity | Purpose | Frequency | Expected Action | Partners (if joint) | Cost (if any) |
|------------------------------------|---|--|---|---------------------------|---------------|
| Track results progress | Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs. | Quarterly | Slower than expected progress will be addressed by project management. | Board of Donors | |
| Monitor and Manage Risk | Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk. | Quarterly | Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken. | BHMAC/Demining Commission | |
| Learn | Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project. | Annually | Relevant lessons are captured by the project team and used to inform management decisions. | GICHD | |
| Annual Project Quality Assurance | The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project. | <ol style="list-style-type: none"> Project Quality Assessment at the design stage (2016), Annual Quality Assessment for the project implementation/monitoring stage (2017, 2018) Quality Assessment at the project closure stage (2019) | Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance. | UNDP M&E Unit | |
| Review and Make Course Corrections | Internal review of data and evidence from all monitoring actions to inform decision making. | Semi-annual | Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections. | UNDP Senior Management | |
| Project Report | 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, and any evaluation or review reports prepared over the period. | Annually, and at the end of the project (final report) | | Board of Donors | |
| Project Review (Project Board) | The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the | Annually | Any quality concerns or slower than expected progress should be | Project Board | |

| | | | | | |
|--|---|--|--|--|--|
| | 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. | | discussed by the project board and management actions agreed to address the issues identified. | | |
|--|---|--|--|--|--|

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 |
|---------------------|---------------------|--|---|-------------------------|-----------------------------|----------------------------|
| Mid-term evaluation | GICHD | Preparedness systems in place to effectively address the consequences of natural hazards (e.g. geo-physical and climate related) and man-made crisis at all levels of government and community | By 2019, there is effective management of war remnants and strengthened prevention and responsiveness for man-made and natural disasters. | 31 Dec 2017 | BHM/AC/Demining Commission | 10,000 USD, project budget |

VII. MULTI-YEAR WORK PLAN

| EXPECTED OUTPUT AND RESULTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | |
|--|--|------------------------|-------|-------|-------|-------|-------------------|----------------|--------------------------------|--------------|
| | | Q4 16 | Q1 17 | Q2 17 | Q3 17 | Q4 17 | | Funding Source | Budget Description | Amount (USD) |
| | | | | | | | | | | |
| Output: Communities and institutions empowered to address citizen insecurity and response to violence. Result/Activity 1 Improved policy framework for mine action through provision of technical assistance and coordination | Sub-activity 1.1 Create a dialog platform for mine action authorities and donors on the amendments to the Law on Demining. | x | | | | | UNDP/BHMAC | MoCA and UNDP | Svc Co-Training and Educ Serv | 9,460 |
| | Sub-activity 1.2 Provide support to BHMAC and Demining Commission for MAS revision and its monitoring and evaluation. | | | X | X | X | UNDP/GICHD/BHMAC | MoCA and UNDP | Intl Consultants-Sht Term-Tech | 12,240 |
| | Sub-activity 1.4 Support authorities in implementing Land Release related standards and SOPs. | X | | | | | UNDP/GICHD/BHMAC | MoCA and UNDP | Intl Consultants-Sht Term-Tech | 8,460 |
| | MONITORING | X | | X | X | | UNDP | | | |
| Sub-Total for Output 1 | | | | | | | | | | |
| Result/Activity 2 Enhanced capacity of BiH's institutions to transparently and credibly manage its mine action operations in line with their strategic goals | Sub-activity 2.1 Implement capacity development and on-the-job mentoring on Land Release for the BHMAC regional offices and municipal mine action coordinators. | X | | | | | UNDP/GICHD/BHMAC | MoCA and UNDP | Intl Consultants-Sht Term-Tech | 8,862 |
| | Sub-activity 2.2 Implement senior management training on contemporary mine action standards and operations; | X | | | | | UNDP | MoCA and UNDP | Intl Consultants-Sht Term-Tech | 3,362 |

| EXPECTED OUTPUT AND RESULTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | |
|---|--|------------------------|-------|-------|-------|-------|-------------------|----------------|-------------------------------|--------------|
| | | Q4 16 | Q1 17 | Q2 17 | Q3 17 | Q4 17 | | Funding Source | Budget Description | Amount (USD) |
| | <p>Sub-activity 2.3 Study visit for senior management of Demining Commission and BHMACH to equip them with new knowledge on global best practices</p> <p>Sub-activity 2.5. Procurement of IT equipment and data management systems with GIS positioning for BHMACH for improved data processing and evaluation (GIS, computers, cell phone applications or similar).</p> | | X | | | | UNDP/BHMACH | MoCA and UNDP | Travel and accommodation | 3,862 |
| | <p>MONITORING</p> | X | | X | X | | UNDP | MoCA and UNDP | Acquis of Computer Software | 7,491 |
| | Sub-Total for Output 2 | | | | | | | | | 23,577 |
| Result/Activity 3 Enhanced coordination and communication between the mine action authorities and the donor community | <p>Sub-activity 3.1 Coordinate activities for the Board of Donors sessions and act as a co-chair of the Board.</p> | X | X | X | | | UNDP | MoCA and UNDP | Svc Co-Training and Educ Serv | 1,960 |
| | <p>Sub-activity 3.2 Support coordination between mine action authorities, the Demining Battalion and civil protection through set of planning and monitoring sessions.</p> | X | X | X | | | UNDP | MoCA and UNDP | Svc Co-Training and Educ Serv | 1,960 |
| | <p>Sub-activity 3.3 Support coordination between Demining Commission, BHMACH and donors to ensure consistent exchange of information on results, plans and challenges.</p> | X | X | X | | | UNDP | MoCA and UNDP | Svc Co-Training and Educ Serv | 3,150 |
| | MONITORING | | | | | | | | | |
| | | | | | | | | | | 7,070 |

| EXPECTED OUTPUT AND RESULTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | | RESPONSIBLE PARTY | PLANNED BUDGET | |
|--|--|------------------------|-------|-------|-------|-------|-------------------|-------------------------------|--------------------|
| | | Q4 16 | Q1 17 | Q2 17 | Q3 17 | Q4 17 | | Funding Source | Budget Description |
| Result/ Activity 4 Support BHMAC in maintaining and developing the web based module for mine action data to be publicly available; | Sub-activity 4.1 The collection of relevant Mine Action data to be presented in the web-based module; | | | X | X | | MoCA and UNDP | Svc Co-Training and Educ Serv | 800 |
| | Sub-activity 4.2 Development and design of web based module; | | | X | X | | MoCA and UNDP | Svc Co-Training and Educ Serv | 1,200 |
| | Sub-activity 4.4 Merger of web based module into BHMAC website | | | X | X | | MoCA and UNDP | Svc Co-Training and Educ Serv | 600 |
| | MONITORING | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | 2,600 USD |

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

This Project will be implemented by UNDP BiH utilising the **Direct Implementation Modality** under the overall coordination of the Deputy Resident Representative and the Justice and Human Security Sector Coordinator, in line with the UNDP results based management approach. UNDP BiH will take full responsibility for the achievement of the immediate objective as well as for the administration of financial and human resources.

The management of allocated funds will be done in accordance with the UNDP Programme and Operations Policy and Procedures and based on an annual work plan and detailed budget. UNDP BiH will be responsible for managing and reporting to donors on resources allocated to the work plan. The management structure of the programme is outlined below.

This project will be operationally guided with support and oversight by an UNDP Project Coordinator. The project will be a part of UNDP's Justice and Human Security Sector. It focuses on the governance aspects of mine action. The Justice and Human Security Sector Coordinator will be responsible, on behalf of the UNDP, for operational monitoring of the implementation of the project. The daily implementation will come under the competence of the project coordinator. S/he will be responsible for the daily management, in accordance with the required corporate standards and within the approved time and cost framework.

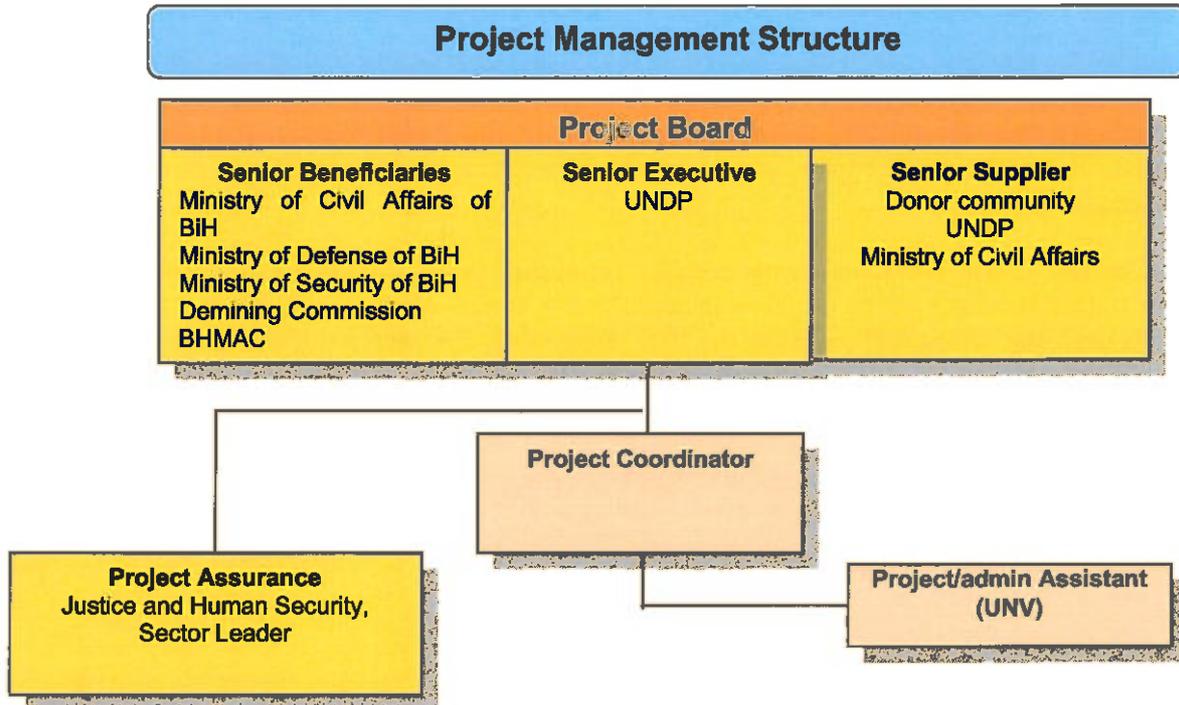
The project will be implemented by the project team that will consist of five full time or part time members under UNDP's contracts. The project team will be responsible for:

- Efficient administration of the Project;
- Preparation and submission of quarterly work plans, work reports and financial statements, along with other aspects of financial management, to the Project Board for approval;
- Ensuring implementation of work plans by the users, in accordance with the guidelines, benchmarks and criteria set out in this Project proposal and by decisions of the Project Board;
- Ongoing analysis of risks to the project, and development of risk mitigation strategies for review and approval by the Project Board;
- Preparations for meetings of Project Board,
- Procurement of goods and services and the hiring of specialists and consultants under the Project, and ensuring that these comply with the competitive procedures and standards of OSCE and/or UNDP depending on the funding source and implementing party;
- Establishment and operation of administrative and financial procedures, which meet UNDP requirements for transparency and accountability depending on the financial source.

Under the direct supervision of the Project Board, the Project Coordinator will manage project implementation, including due reporting. The Project Staff will provide operational support and coordinate with the local stakeholders on a daily basis. Project Quality Assurance will be performed on an ongoing basis by the Justice and Human Security Sector and the Sector Associate with a view to carry out objectives and independent project oversight, coordination and monitoring functions. The quality assurance will among other things ensure that:

- Project progress data is accurate;
- Financial records are accurate and meet organizational standards;
- Risk management actions are being taken;

- The Project plans are realistic and implementable.
- Ensure that sex and age disaggregated data is collected on landmine victims and mine action beneficiaries and that all mine action surveys are conducted in a gender-sensitive and inclusive manner.



The executive and operational functions will be performed by a Project Board that will be directly responsible for the efficient execution of the project in accordance with the terms of the project document, associated implementation rules, guidelines and work plans.

The Project Board will consist of UNDP as the executive; the Ministry of Civil Affairs, Ministry of Defence, Ministry of Security, Demining Commission and BHMAC as beneficiaries and donor community, UNDP and the Ministry of Civil Affairs as suppliers. The Project Board will provide overall direction and management of the project, and will meet quarterly to review progress.

The Project Board tasks are as follows:

- Agrees on Project Coordinator's responsibilities, as well as the responsibilities of the other key members of the project management team;
- Delegates any project assurance function as appropriate;
- Reviews the progress report for the Initiation stage (if an initiation plan was approved);
- Reviews and appraises detailed project plans, including the AWP and Atlas reports covering activity definition, updated risk log and the monitoring schedule plan;

- Share annual reports and relevant information on achievement of the outcomes with Programme Board and Outcome Group;
- Ensures complementarity of the project's activities with other ongoing initiatives implemented by BiH Government or international organizations/donors.

An Annual Review Report shall be prepared by the Project Coordinator and shared with the Project Board. As the minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the quarterly progress report (QPR) covering the whole year with updated information for each of the above elements of the QPR. It will also include a summary of results achieved against predefined annual targets at the output level.

Based on the above report, an annual project review shall be conducted during each quarter in order to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will comprise the final assessment. This review is driven by the Project Board and may involve other stakeholders, as required. The review will focus on the extent to which progress is being made towards achieving the desired outputs and that these remain aligned to the appropriate outcomes.

IX. LEGAL CONTEXT AND RISK MANAGEMENT

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

1. Legal Context:

- Country has signed the Standard Basic Assistance Agreement (SBAA)
- Country has not signed the Standard Basic Assistance Agreement (SBAA)
- Regional or Global project

2. Implementing Partner:

- Government Entity (NIM)
- UNDP (DIM)
- CSO/NGO/IGO
- UN Agency (other than UNDP)
- Global and regional projects

X. ANNEXES

- 1. Capacity Assessment: Mine Action Governance and Management Assessment**
- 2. Risk Analysis Matrix and Log**
- 3. Social and Environmental Screening Procedure (SESP)**

ANNEX I CAPACITY ASSESSMENT: MINE ACTION GOVERNANCE AND MANAGEMENT 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 |
|--------------------------------------|--|--|---|---|
| Primary direct stakeholders | | | | |
| The Ministry of Civil Affairs BIH | State-level partner institution holding the closest mandate related to the Project's scope and objectives. | Needs assistance in strategic management and policy development related to Mine Action. | Participates in the Project steering. | Raising capacities for policies and strategies relevant to Mine Action. |
| BIH Demining Commission | Demining Commission was established for the purpose of implementing the long-term task of demining in BIH. It is the key institution that controls and oversees mine action activities across the country. BIH Demining Commission is needed to further the overall strengthening of BIH strategic management and governance over mine action programme in BIH | New Demining Commission not fully functional and in need of support when strategic and policy development relevant to mine action is concerned. | Participates in the Project steering. | Provide support to Demining Commission for Mine Action Strategy revision and its subsequent monitoring and evaluation. Provide technical assistance and support to the Demining Commission for the formulation of BIH's extension request to the demining deadline under the Ottawa Convention in 2017, its submission in 2018, and participation in Ottawa Convention annual forums, which ultimately will enable better mine clearance performance and governance. |
| BHMAC | BHMAC is responsible for operational management functions such as planning, coordination, monitoring and control of mine action activities. According to the current law, the BHMAC's role is to carry out the following functions on behalf of the | BHMAC needs further consultancy and logistical support which would enable it to provide its technical level input needed for revision of Mine Action Strategy and Law on Demining. | BHMAC can certainly be the key driver and have positive influence regarding advancing the strategic and policy development relevant to mine action, thus contributing to BIH meeting its mine action international obligations. | Provide support to BHMAC for Mine Action Strategy revision and its subsequent monitoring and evaluation. Provide technical assistance and support to BHMAC for the formulation of BIH's extension request to the demining deadline under the Ottawa |

| 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 |
|------------------------------------|--|-----------------------|---|---|
| Primary direct stakeholders | | | | |
| | Demining Commission as follows: Maintain and operate the central minefield database and mapping capacities | | | Convention in 2017, its submission in 2018, and participation in Ottawa Convention annual forums, which ultimately will enable better mine clearance performance and good governance. |

ANNEX II RISK ANALYSIS MATRIX AND LOG:

| Project Title: Mine Action Governance and Management | | | | | | Award ID: 00094437 | Date: 01.01.2017 | | |
|--|--|-----------------|-----------|---|--|------------------------------|------------------------------|-------------|--------|
| # | Description | Date Identified | Type | Impact & Probability | Countermeasures / Mngt response | Owner | Submitted, updated by | Last Update | Status |
| 1 | The Demining Commission may lack political support to introduce changes in mine action. | 01.01.2017 | Political | The implementation rate of envisaged activities may slow down. P = 4 I = 5 | The Project activities will be anchored to the Board of Donors that can exercise high level commitment to the project goals. | UNDP Project Management Team | UNDP Project Management Team | | |
| 2 | The Council of Ministers might not endorse the MAS 2009-2019 and consequently the extension request would not be submitted on time | 01.01.2017 | Political | The Project may not be able to financially cover all envisaged activities. P = 3 I = 5 | The issue will be elevated to the highest international level to ensure full understanding of consequences for not submitting the extension request on time. | UNDP Project Management Team | UNDP Project Management Team | | |
| 3 | The donors could make political decisions to decrease funding levels due to the lack of progress or other factors | 01.01.2017 | Political | The Project may not be able to further its support beyond the originally planned interventions. | The progress will be clearly communicated with the donors to improve transparency and credibility of mine action authorities in the country.. | UNDP Project Management Team | UNDP Project Management Team | | |

| | | | | | | | | | |
|---|---|------------|-------------|---|--|------------------------------|------------------------------|--|--|
| 4 | The absorption capacity of BHMIC personnel on the technical level may require improvement. | 01.01.2017 | Operational | <p>P=3 I=3</p> <p>The Project implementation will have to be tailored to overcome this risk.</p> <p>P=3 I=5</p> | BHMIC management will ensure the activities are equally distributed and appropriately delegated to the personnel that can contribute to the implementation of the project goals. | UNDP Project Management Team | UNDP Project Management Team | | |
| 5 | A lack of knowledgeable human resource capacities may inhibit progress | 01.01.2017 | Operational | <p>The project key results may be endangered.</p> <p>P=2 I=4</p> | The project will seek for national or, in absence, international expertise and will rely on UNDP's strong network of expertise. | UNDP Project Management Team | UNDP Project Management Team | | |
| 6 | Donors may not be interested in investing in capacity development of the mine action authorities. | 01.01.2017 | Budgetary | <p>P=2 I=4</p> | The project will explain the link between the capacity development and its impact to progress in mine clearance operations. | UNDP Project Management Team | UNDP Project Management Team | | |
| 7 | A lack of funds from government sources may lead to a decrease in mine action operations | 01.01.2017 | Budgetary | <p>P=2 I=4</p> | The Demining Commission will strongly advocate and lobby for funding from government sources based on the clear project design and goals | UNDP Project Management Team | UNDP Project Management Team | | |

ANNEX III: SOCIAL AND ENVIRONMENTAL SCREENING

Project Information

| | |
|-------------------------------------|---|
| Project Information | |
| 1. Project Title | Mine Action Governance and Management Project |
| 2. Project Number | 00098535 |
| 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, given that a mine-free and safe environment 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 revision and adoption of revised national strategy for mine action and relevant legislative and its further operationalization, the Project will tend to sensitize all targeted institutions to increase the overall mine clearance pace in BiH, allowing marginalized groups of society to gain access to land through land implementation of land release standard thus increasing livelihood opportunities and jobs. The Project will make sure to integrate a human rights-based approach into the development of the Mine Action Strategy and Amendments to the Law on Demining BiH.

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 process of designing new revised MAS 2009-2019 and Amendments to the Law on Demining. The Project will facilitate and promote equal participation of women and men in mine action processes and ensure equal benefits arising from mine clearance activities for male and female. Through enhanced security conditions and increased and more efficient mine clearance pace, 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 Mine Action Governance and Management thus consequently increasing the overall mine action effectiveness and mine clearance pace. In addition to assisting its counterparts in drafting and adoption of the relevant strategy and legislative, 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 of landmine contamination.

Part B. Identifying and Managing Social and Environmental Risks

| <p>QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p> | <p>QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p> | | <p>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p> |
|---|---|--|---|
| <p>Risk Description</p> | <p>Impact and Probability (1-5)</p> | <p>Significance (Low, Moderate, High)</p> | <p>Comments</p> |
| <p>Lack of interest by citizens and businesses to engage public consultations process on Amendments to the Law on Demining.</p> | <p>I = 3 P = 2</p> | <p>Moderate</p> | <p><i>Description of assessment and management measures as reflected in the Project design.</i></p> <p>The Project will encourage structured participation, facilitate awareness-raising and support the voicing out of communities’ interests and needs in the public policy management cycle, with focus on the most vulnerable. Attention will be paid to engagement of 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 into strategy revision and legislative policy development.</p> |
| <p>Force Majeure (e.g. act of nature) impacts Project activities</p> | <p>I = 3 P = 1</p> | <p>Low</p> | <p>The Project will have a flexible approach, including reprogramming of activities to respond to the emerging needs.</p> |

| QUESTION 4: What is the overall Project risk categorization? | | | |
|---|--|-------------------------------------|---|
| Select one | | Comments | |
| Low Risk | | <input type="checkbox"/> | |
| Moderate Risk | | <input checked="" type="checkbox"/> | The project is assessed as a low to medium-risk category, particularly from human rights viewpoint. |
| High Risk | | <input type="checkbox"/> | |
| QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant? | | | |
| Check all that apply | | | |
| Principle 1: Human Rights | | <input checked="" 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. |
| Principle 2: Gender Equality and Women's Empowerment | | <input type="checkbox"/> | N/A |
| 1. Biodiversity Conservation and Natural Resource Management | | <input type="checkbox"/> | N/A |
| 2. Climate Change Mitigation and Adaptation | | <input checked="" type="checkbox"/> | The Project will maintain preparedness to respond in case of Floods or other natural disaster. |
| 3. Community Health, Safety and Working Conditions | | <input type="checkbox"/> | N/A |
| 4. Cultural Heritage | | <input type="checkbox"/> | N/A |
| 5. Displacement and Resettlement | | <input type="checkbox"/> | N/A |
| 6. Indigenous Peoples | | <input type="checkbox"/> | N/A |
| 7. Pollution Prevention and Resource Efficiency | | <input type="checkbox"/> | N/A |

Final Sign Off

| Signature | Date | Description |
|-------------|------|--|
| QA Assessor | | Amra Zorlak, Monitoring and Evaluation Analyst |
| QA Approver | | Slobodan Tadić, Sector Leader, Justice and Security Sector |
| LPAC Chair | | |

Social and Environmental Risk Screening Checklist

| Checklist Potential Social and Environmental Risks | | Answer (Yes/No) |
|--|--|----------------------------|
| Principles 1: Human Rights | | |
| 1. | Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups? | No |
| 2. | Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? | No |
| 3. | Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups? | No |
| 4. | Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them? | No |
| 5. | Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project? | Yes |
| 6. | Is there a risk that rights-holders do not have the capacity to claim their rights? | Yes |
| 7. | Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process? | No |
| 8. | Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals? | No |
| Principle 2: Gender Equality and Women's Empowerment | | |
| 1. | Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls? | No |
| 2. | Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits? | No |
| 3. | Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment? | No |
| 4. | Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i> | No |
| Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below | | |
| Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management | | |
| 1.1 | Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? | No |
| 1.2 | Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities? | No |
| 1.3 | Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5) | No |
| 1.4 | Would Project activities pose risks to endangered species? | No |
| 1.5 | Would the Project pose a risk of introducing invasive alien species? | No |
| 1.6 | Does the Project involve harvesting of natural forests, plantation development, or reforestation? | No |
| 1.7 | Does the Project involve the production and/or harvesting of fish populations or other aquatic species? | No |
| 1.8 | Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i> | No |

| | | |
|--|--|-----|
| 1.9 | Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) | No |
| 1.10 | Would the Project generate potential adverse transboundary or global environmental concerns? | No |
| 1.11 | Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i> | No |
| Standard 2: Climate Change Mitigation and Adaptation | | |
| 2.1 | Will the proposed Project result in significant greenhouse gas emissions or may exacerbate climate change? | No |
| 2.2 | Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change? | Yes |
| 2.3 | Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i> | No |
| Standard 3: Community Health, Safety and Working Conditions | | |
| 3.1 | Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities? | No |
| 3.2 | Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)? | No |
| 3.3 | Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)? | No |
| 3.4 | Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure) | No |
| 3.5 | Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions? | No |
| 3.6 | Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)? | No |
| 3.7 | Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning? | No |
| 3.8 | Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)? | No |
| 3.9 | Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)? | No |
| Standard 4: Cultural Heritage | | |
| 4.1 | Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts) | No |
| 4.2 | Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes? | No |
| Standard 5: Displacement and Resettlement | | |
| 5.1 | Would the Project potentially involve temporary or permanent and full or partial physical displacement? | No |

| | | |
|---|---|----|
| 5.2 | Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)? | No |
| 5.3 | Is there a risk that the Project would lead to forced evictions? | No |
| 5.4 | Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources? | No |
| Standard 6: Indigenous Peoples | | |
| 6.1 | Are indigenous peoples present in the Project area (including Project area of influence)? | No |
| 6.2 | Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples? | No |
| 6.3 | Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i> | No |
| 6.4 | Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned? | No |
| 6.5 | Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples? | No |
| 6.6 | Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? | No |
| 6.7 | Would the Project adversely affect the development priorities of indigenous peoples as defined by them? | No |
| 6.8 | Would the Project potentially affect the physical and cultural survival of indigenous peoples? | No |
| 6.9 | Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? | No |
| Standard 7: Pollution Prevention and Resource Efficiency | | |
| 7.1 | Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts? | No |
| 7.2 | Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)? | No |
| 7.3 | Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i> | Ne |
| 7.4 | Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health? | No |
| 7.5 | Does the Project include activities that require significant consumption of raw materials, energy, and/or water? | No |