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DIASPORA AND DEVELOPMENT OF BOSNIA AND HERZEGOVINA (2016 – 2020)

Main Project Document Elements



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LIST OF ABBREVIATIONS

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

1. CONTEXT

1.1 Wider country context

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

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

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

Despite the devastating 2014 floods, 2015 forecasts indicate a 1.9 % positive **economic growth**, expected to reach 3.1 % in 2017.² However, the country faces difficult labour market conditions, with the unemployment rate at 27.5 %, ³ particularly high among youth (62.7 %). Every sixth household in the country is poor.⁴ The most critical agenda for the country is job creation since unemployment is also closely linked to poverty. Financial inflows, particularly aid and remittances, have been so far fuelling consumption-based economic growth. However, with today's per-capita income of around \$ 4,700, Bosnia and Herzegovina would need two decades of high growth to reach average European living standards.⁵ The business environment remains weak, impeding faster economic growth. In the World Bank Doing Business 2016 report,⁶ Bosnia and Herzegovina was ranked 79th, three places up from the previous year. Prospects for the country's economy lay in its proximity to the EU – the world's largest economic bloc.

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

1.2 Sector-specific analysis

Diaspora from Bosnia and Herzegovina around the world

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

Based on official data of the statistical agencies of host countries and diplomatic and consular representations of Bosnia and Herzegovina, the Ministry for Human Right and Refugees of Bosnia and Herzegovina (MHRR) estimates that the **total number of people originating from Bosnia and Herzegovina in the world** (including

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

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

³ Reference: <http://www.bhas.ba/saopstenja/LFS%202014%20Preliminarni%20bos.pdf>.

⁴ Household budget survey, 2011, Agency of Statistics of Bosnia and Herzegovina.

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

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

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

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

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

second and third generation of emigrants) is **approximately 2 million**.¹⁰ This indicates that the number of emigrants in 50 host countries is approximately 53 % of today's population of Bosnia and Herzegovina, while diaspora's relative size is among the largest in Europe.

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

Diaspora's connectivity to Bosnia and Herzegovina

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

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

Diaspora-related policy and institutional environment

Despite growing awareness of institutions on the importance of diaspora engagement, emerging strategic frameworks and successful experiences aiming to engage diaspora in development processes,¹² much remains to be done. **Bosnia and Herzegovina does not have a dedicated policy for comprehensive diaspora engagement**, which would set a clear vision, priorities or ways to connect with and engage diaspora in the development of their homeland. However, among other priorities, the Strategy on Migration and Asylum of Bosnia and Herzegovina and its Action Plan (2016–2020) focuses on strengthening the institutional and policy frameworks for the purpose of linking migration and development. Furthermore, a recently manifested state authorities' intention to design such a policy framework is an important impetus for further work in this regard. Namely, the Council of Ministers of Bosnia and Herzegovina has recommended the set-up of a Working Group for the development of a diaspora policy led by the MHRR. The general vision is that the diaspora policy will set out a roadmap showing how the country intends to go about engaging with its diaspora. It will describe issues to be addressed, strategic goals and priorities, stakeholders, programmes/intervention areas, institutional structures, consultative processes, etc., thus set the broader framework for diaspora engagement.

Having in mind the country's administrative set-up and the fact that different institutions at different government levels hold competencies related to diaspora engagement, there is a need for **intra-institutional coordination and a whole-of-government approach**. As per the Conclusion of the Council of Ministers of Bosnia and Herzegovina on promoting linkages between migration and development,¹³ the MHRR has been assigned with the responsibility to steer interaction with diaspora, in close collaboration with other relevant

¹⁰ However, according to 2015 estimates by United Nations Department for Economic and Social Affairs, 1,504,971 emigrants from Bosnia and Herzegovina are residing outside the country.

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

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

¹³ 43rd session of the Council of Ministers of Bosnia and Herzegovina, 26 March, 2013.

institutions. While the **ownership and capacity of the MHRR** (specifically its Sector for Emigration) have been growing, institutions across government levels **lack adequate structures** to anchor responsibility for diaspora matters within administrations, as well as **basic knowledge and tools** to pro-actively include diaspora in development. With the MHRR's lead, some efforts have been made to pilot mainstreaming of migration into strategic frameworks at the sub-national levels. Successful experiences related to establishing and capacitating diaspora coordinators exist within 10 local governments,¹⁴ representing an opportunity for scaling up and expanding such efforts at local and higher government levels. **Development strategies in the 10 local governments and 7 cantons**¹⁵ that feature diaspora matters represent an excellent policy framework for further efforts to facilitate diaspora's engagement and maximise diaspora's contribution to local and regional development.

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

Diaspora's development contribution through know-how transfer¹⁶

Although no comprehensive data is available with regard to the diaspora's **education structure**, partial data indicates that the educational level of diaspora is higher than that of the population in Bosnia and Herzegovina. For example, 54.6 % of emigrants in Australia are highly educated, 41.5 % - in the USA and 29 % in Sweden.¹⁷ This indicates the potential of diaspora when it comes to **human capital and transfer of knowledge**. Specifically, scientific diaspora is also interested to contribute, trusting that they could make a positive impact on the country progress.¹⁸ However, despite sporadic initiatives¹⁹ by institutions, diaspora individuals and organisations, sustainable **mechanisms for diaspora knowledge transfer** for development purposes in Bosnia and Herzegovina are still lacking.

Diaspora's economic contribution to Bosnia and Herzegovina's development

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

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

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

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

¹⁶ Overview of Development Resources of the Emigration of Bosnia and Herzegovina, MHRR, February 2015.

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

¹⁸ The Scientific Diaspora as the Brain Gain Option: Exploring the Case of Bosnia and Herzegovina, Nikolić, S., Mraović, B., Ćosić, E., 2010.

<http://www.mhrr.gov.ba/iseljenistvo/Istrazivanja/default.aspx?id=1812&langTag=bs-BA>, pages 29-30.

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

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

²¹ Diaspora and Development – Bosnia and Herzegovina, Embassy of Switzerland, 2014.

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

On the other hand, it is encouraging that 26 % of diaspora is willing to initiate or expand investments in Bosnia and Herzegovina,²³ mostly in their hometowns. However, their potential in terms of fostering competitiveness and market growth of Bosnia and Herzegovina's companies is still to be explored, particularly through targeted facilitation of business-to-business relations, including by local governments. Governments, together with their private sector counterparts, need to identify economic opportunities, improve administrative frameworks, support mentoring, as well as provide incentives to broker investment by diaspora. As for young people from diaspora, they also show interest in contributing to the development of their homeland through participation in the labour market, starting a business, sending remittances, establishing business links with companies in Bosnia and Herzegovina and offering free consultations to peers and companies in their home country.²⁴

Diaspora organisations and networks

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

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

1.3 Stakeholders driving and restraining change (stakeholders' analysis)

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

The **MHRR** is among the key institutional players, mandated with the responsibility to steer interaction with diaspora and, in coordination with all relevant counterparts, lead the development of relevant policies and services. The MHRR is a strongly committed stakeholder, which has a driving force in this area. This role can be

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

²³ Ibid.

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

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

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

further reinforced by strengthening its human and organisational capacity, particularly – of the Sector for Emigration, as well as its positioning as the front-line institution steering diaspora engagement policies, strategies and coordination in the country. Further, the MHRR has the important possibility to instigate political commitment for actions in this area. In addition to the MHRR, **other state-level institutions** (including those that have been already engaged in development of Guidelines for Mainstreaming of Migration into Public Policy Design and Delivery) will continue to play an important role, particularly in terms of design and implementation of Diaspora Policy, creation of enabling environment for diaspora engagement and contribution to the country's development (e.g. the Presidency, among others responsible for foreign policy; the Ministry of Foreign Affairs, responsible for foreign policy and interaction with diaspora, including through embassies and consulates; the Ministry of Civil Affairs, responsible for citizenship and coordination in the areas of health care, social welfare, science and education, work and employment, culture and sports; the Ministry of Foreign Trade and Economic Relations, responsible for coordination in relation to economic development, among others; the Foreign Investment Promotion Agency; the Agency of Statistics; the Central Bank with competences related to the monetary policy, remittances and savings; the Agency for Work and Employment, the Directorate for Economic Planning; and the Foreign Trade Chamber).

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

Local governments are also generally committed and key players that are keen to improve their interaction and connectivity with diaspora, as well as harness the benefits from diaspora's contribution to local development. Therefore, local governments are seen as main drivers of change, also due to the fact that the local level connectivity is rather based on hometown emotional linkages. The accumulated experiences from the Project pilot phase also came to show that successful local governments can easily transfer ideas and motivation for others to work in the area of diaspora engagement.

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

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

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

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

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

1.4 Links to national and international strategies and framework

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

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

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

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

The Project is in line with the **UNDP Country Programme Document 2015-2019**, as well as the **UN Development Assistance Framework for Bosnia and Herzegovina 2015-2019**, specifically with its priority area

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

aiming to foster economic development and job creation and strengthen relevant policy and strategic capacities.

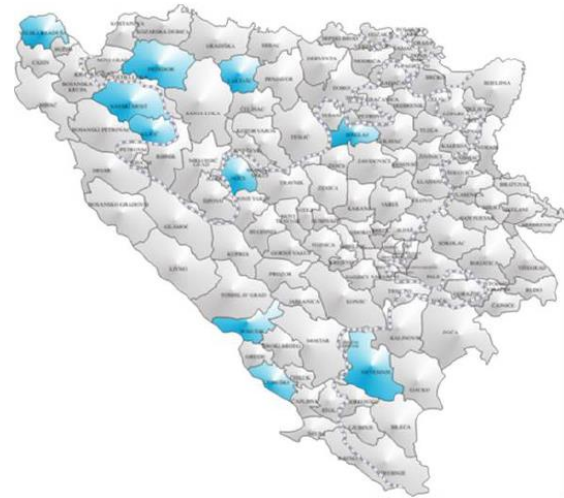
Further, the Project is relevant to the **South-East Europe 2020 Strategy**, as well as the **Sustainable Development Goals 2030 Agenda**.

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

2.1 Main results from the pilot Project phase

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

As a result of the Project, for the first time in the planning practice of Bosnia and Herzegovina, the aspect of **diaspora engagement and contribution to local development was introduced into local development strategies** of 10 partner local governments: Jajce, Ključ, Laktaši, Ljubuški, Maglaj, Nevesinje, Posušje, Prijedor, Sanski Most and Velika Kladuša. Importantly, **diaspora focal points** were also introduced in these local governments and equipped with knowledge to adequately interact and steer cooperation with diaspora. A valuable set of **local administrative and information services for diaspora** was piloted as well, contributing to more diaspora-centred approach to local service delivery. In addition, **pilot local interventions aiming to engage diaspora in local development** contributed to the creation and retention of 70 jobs and improved income streams through agriculture for 430 households, through approximately BAM 1.3 million additional annual income in total. The Project Final Evaluation concluded that “...work at the local level has contributed to local development through the creation or safeguarding of jobs and through securing a stable income for a wide group of beneficiaries. The new income produced by the Project, through its multiplier effects (i.e. through an increase in local consumption), has the capacity to create more local economic activity. Another significant impact of the Project is the increased demand from local populations for similar interventions by the respective local governments and interest towards interaction with diaspora”. However, the Final evaluation also highlighted that “...the lack of specific focus of the Project – which socio-economic fields are to be targeted and which diaspora resources to be mobilized – is a disadvantage, as it does not allow for appropriate “matching” between country needs, development opportunities offered by diaspora, and the Project’s activities. Considering the “pilot” and “exploratory” nature of the Project, one can accept such a level of ambiguity at the beginning of the Project. Future Projects need however to have a sharper focus.”



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

At the policy level, **Guidelines for Mainstreaming the Concept of Migration for Development into Policy Design and Delivery** were prepared, as a result of the efforts of an inter-institutional Working Group comprising state-level institutions. These need to be further promoted and embraced by institutions at all government levels, so as to facilitate diaspora-featuring public policies and measures. In addition, the Final Project Evaluation recommended that the MHRR, as the lead institution in the area of diaspora engagement in

Bosnia and Herzegovina needs to “...persuade other internal and external stakeholders that: (i) diaspora engagement is not merely about tapping into diaspora’s remittances and savings by appealing to their sentiments, but it is mostly about making sound investments; (ii) that there is great potential in migrant networks (e.g. trade connections, migrant position within companies, or in host government structures, or within academic/training structures, etc.) to be capitalized on; and (iii) there is valuable know-how accumulated by the diaspora (e.g. entrepreneurial skills, work-related skills, organisational skills, professional skills, scientific skills, research & innovation potential, etc.) that can be used for the development of Bosnia and Herzegovina.”

2.2 Lessons learnt

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

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

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

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

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

The policy discussion related to diaspora in Bosnia and Herzegovina can be highly politicised

Considering origins of emigration as well as the fact that emigrants from Bosnia and Herzegovina are divided along the ethnic lines, diaspora is a politically charged topic. Ethnic divide is also among the main factors causing fragility of the overall country political system. Learning from this experience, the Project will seek **strong political commitment for policy processes** from its outset and will engage with institutional stakeholders which are interested to strengthen their capacity with regard to diaspora engagement. Moreover, the Project will make a clear shift towards economic development, institutional and business-to-business knowledge transfer and inclusive dialogue with diaspora, thus mitigating potential politicisation of its objectives.

Diaspora engagement is a two-way street

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

Need to know the diaspora

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

Diaspora holds strong potential to contribute to local economic development

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

Need for long-term development assistance for transformational change

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

Insufficient connectivity with relevant global knowledge networks and experiences

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

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

3. OBJECTIVES

3.1 Impact hypothesis

The Project impact hypothesis is defined as follows: Diaspora policy, reinforced by improved institutional capacities, diaspora liaison structures, coordination mechanisms and tailored services across government levels, provide conducive environment for diaspora's engagement in their homeland development. Based on comprehensive diaspora mapping, intensified two-way communication, pro-active outreach by authorities, structured dialogue between diaspora and Bosnia and Herzegovina, and government-recognized diaspora's

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

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

contribution, result in building trust, diaspora's stronger connectivity to their homeland and to each other. Bolstered exchange and knowledge transfer between diaspora and institutions and businesses in Bosnia and Herzegovina maximize diaspora's support to sustainable development and make a valuable contribution to addressing the country's most urgent economic development needs by fostering investments and job creation.

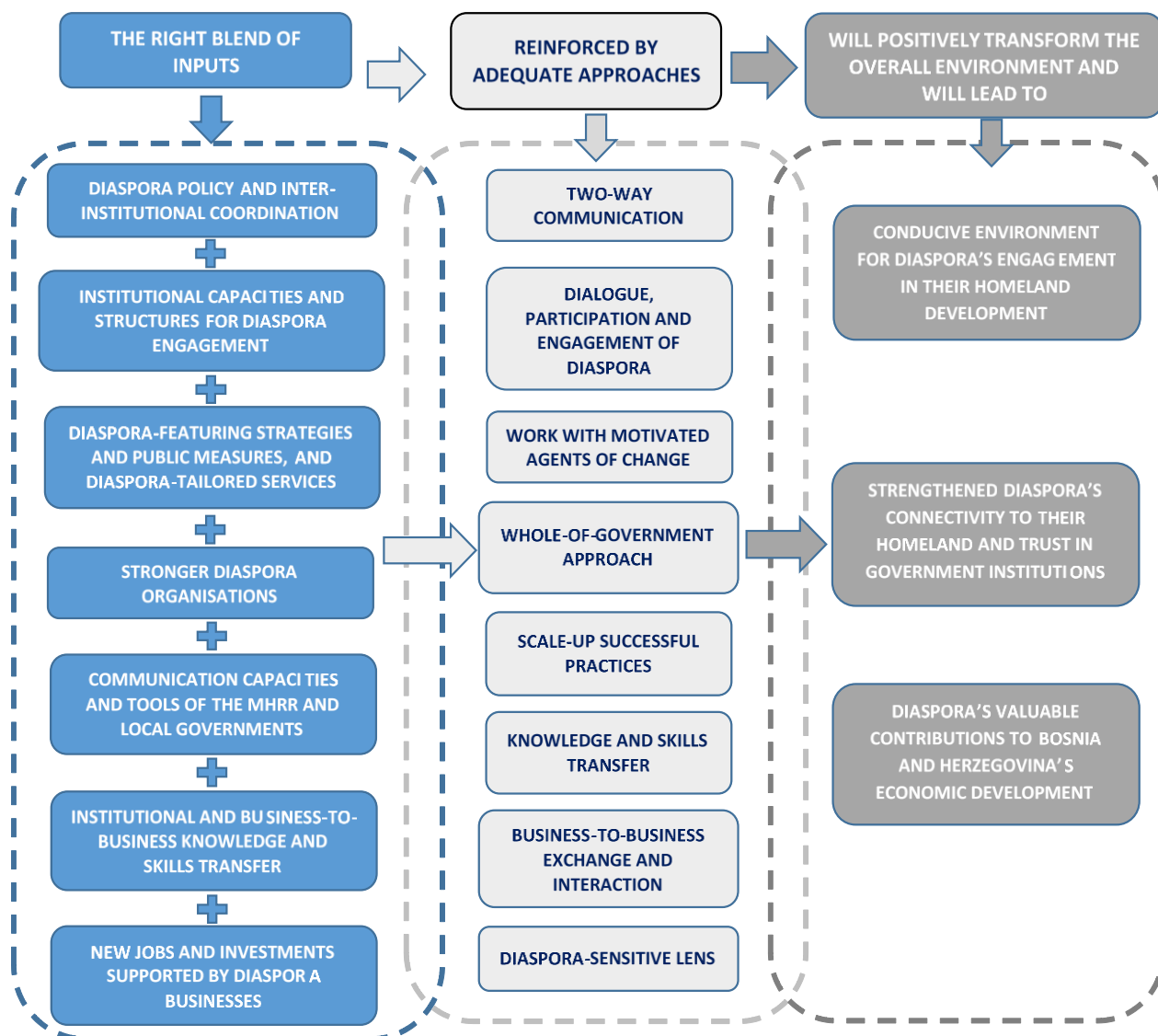
Changes in Bosnia and Herzegovina, especially in terms of policy, reforms or mind-sets, happen slowly. Therefore, the impact changes envisaged by the Project impact hypothesis are longer-term projections of desired effects, resulting from systemic and policy-driven work with institutions, diaspora and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

In order to ensure **conducive environment for diaspora's engagement in Bosnia and Herzegovina's development**, the country needs to develop relevant policy, which clearly demonstrates the authorities' will to interact with diaspora and charts a vision on how this will be achieved through various measures, tools and resources. In the specific country context, without strong political commitment behind such policy, its follow-up effects will remain limited and pro-forma. Having a diaspora engagement policy adopted is an important push-factor for subsequent action. However, unless institutions across government levels have basic knowledge, skills and resources to translate the vision into their respective strategies and measures, institutional infrastructure ensuring "full-time coordination with diaspora", as well as inter-institutional coordination, the policy will remain on paper only. Making efforts to know diaspora better will contribute to trust-building and true diaspora engagement in their homeland development. These efforts need to be reinforced by adequate diaspora-tailored services, which enable easier access from diaspora users. All these actions would enable a whole-of-government approach to diaspora engagement, setting in place the broader policy, institutional capacity and services, which in turn create conducive environment for diaspora's structured engagement in their homeland development. In that process, the Project will take all relevant factors into account and will apply measures to mitigate political risks.

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

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

The impact hypothesis is visualised below:



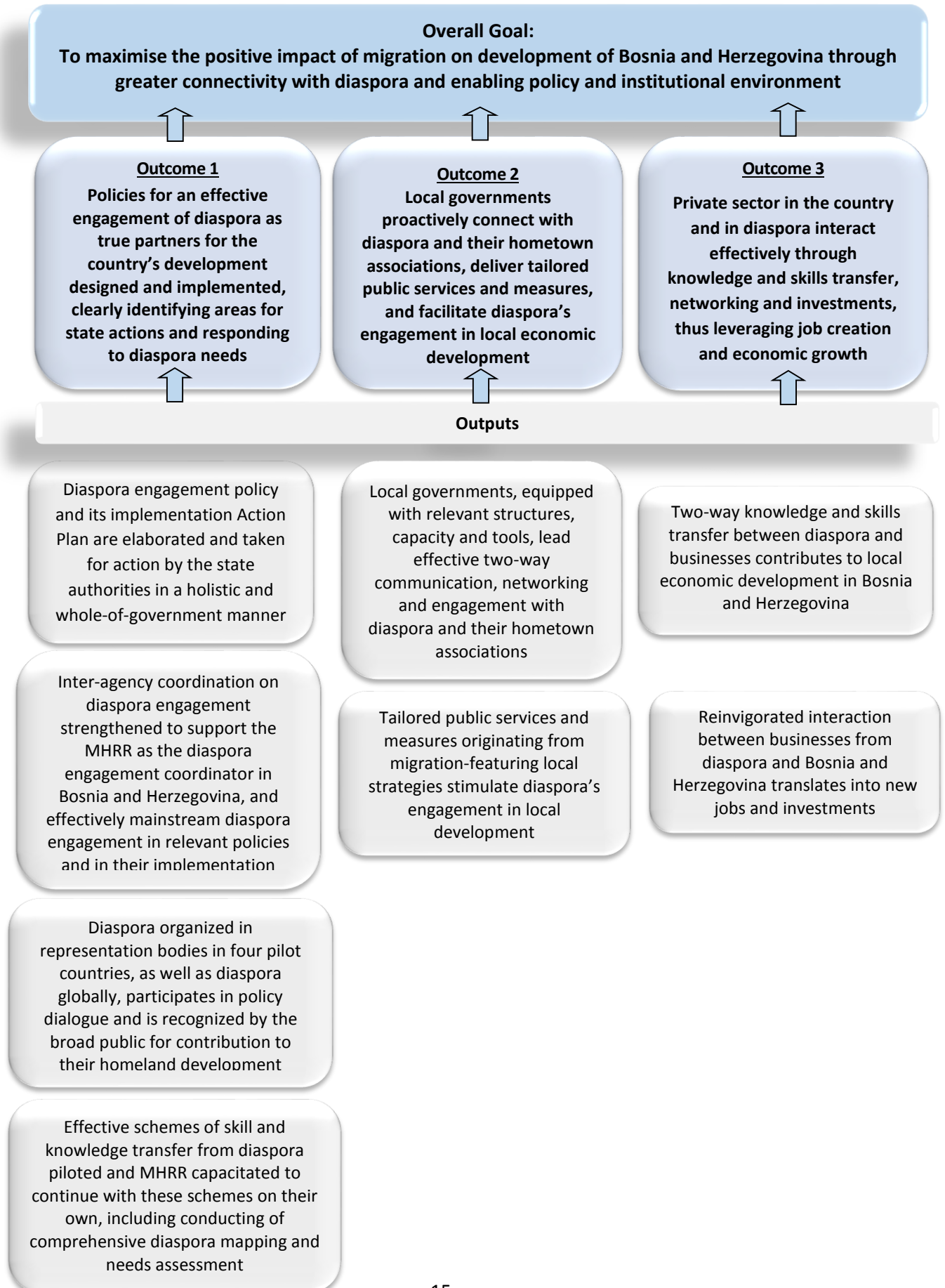
3.2 Hierarchy of objectives

The overall Project goal is **to maximise the positive impact of migration on development of Bosnia and Herzegovina through greater connectivity with diaspora and enabling policy and institutional environment.**

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

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

A snapshot of the Project structure is presented below.



3.3 Outcomes and outputs

The Project has three main outcomes, as follows:

- **Outcome 1: Policies for an effective engagement of diaspora as true partners for the country's development designed and implemented, clearly identifying areas for state actions and responding to diaspora needs.**
- **Outcome 2: Local governments proactively connect with diaspora and their hometown associations, deliver tailored public services and measures, and facilitate diaspora's engagement in local economic development.**
- **Outcome 3: Private sector in the country and in diaspora interact effectively through knowledge and skills transfer, networking and investments, thus leveraging job creation and economic growth.**

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

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

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

³² These institutions will work on the policy implementation in their respective jurisdiction. For the list of members of the Working group, please refer to section 1.3.

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

transfer, thus contributing directly to strengthening human capital and ultimately – to achieving priority development objectives of the country. Crowdsourcing³⁴ will draw on the social and cultural resources of the diaspora. A very important factor that will be considered in the efforts to achieve Outcome 1 is related to the political commitment of relevant institutions to engage and productively work to create better environment for diaspora engagement. The Project will mobilise interest and motivation among all stakeholders and will be supported by the Council of Ministers in these efforts which will ensure that all relevant stakeholders will be represented in the Working group. Importantly, the Project will support and strengthen the MHRR in its assigned role as the lead government agency for diaspora engagement. For the MHRR to be able to effectively take on the role of lead coordinator when it comes to the implementation of the new diaspora policy, the Project will however also need to invest in the capacity building and training of other government institutions at the state, entity, cantonal and local level so that the whole-of-government approach can work.

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

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

Outcome 1: Policies for an effective engagement of diaspora as true partners for the country's development designed and implemented, clearly identifying areas for state actions and responding to diaspora needs

Output 1.1: Inter-agency coordination on diaspora engagement strengthened and effectively feeds into the design and implementation of the diaspora engagement policy

The Council of Ministers of Bosnia and Herzegovina has recognized the need to apply a whole-of-government approach when it comes to developing a coherent diaspora policy and has issued a proposal to establish a Working Group, consisting of the representatives of relevant state line ministries and other governmental institutions, the entity level governments and Brčko District.³⁵ At the same time, the Council of Ministers has

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

³⁵ The Working Group includes representatives of the Presidency, Ministry of Foreign Affairs, Ministry of Civil Affairs, Ministry of Foreign Trade and Economic Relations, Agency for Work and Employment, Agency for Statistics, Foreign Investment Promotion Agency, Directorate for Economic Planning, Central Bank, Foreign Trade Chamber at the state level, as well as representatives of entity governments and Brčko District. In addition to the relevant state institutions, each of the entities will designate three representatives and Brčko District - one representative.

also realised that it is necessary to assign one institution to lead this process, nominating the MHRR as the main coordinator at the central level to assist and coordinate public authorities in Bosnia and Herzegovina in engaging with diaspora.

The Project will support **participatory design of diaspora policy for Bosnia and Herzegovina**, by bringing together representatives of relevant state and entity ministries and Brčko District (the Working Group), as well as diaspora in 3 workshops, which will be thematically prepared and facilitated by the MHRR and IOM. The aim of these workshops is to raise awareness among policy makers on the development benefits to engage with diaspora and the importance of inter-agency coordination in doing so. The Working Group will be supported by a team of one international and one local expert who will produce a situational analysis, review the existing draft policy produced by the MHRR and suggest a corresponding action plan, **with a monitoring and evaluation framework**. The experts will participate in the three workshops to consult with stakeholders on diaspora engagement, collect recommendations on the draft policy document and action plan. At the same time, the diaspora globally **as well as other stakeholders (including local authorities)** will have the opportunity to participate in public consultations on the draft policy via the diaspora website owned by the MHRR. The MHRR will, at its own expense, organize a round table where the draft diaspora policy will be publicly discussed. By February 2017, the team of experts will finalize the policy document and the action plan, taking into account the recommendations of the Working Group and the comments received during the public consultations with diaspora, and submit it to the Council of Ministers of Bosnia and Herzegovina for its formal endorsement.³⁶

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

Output 1.2: Technical level staff of institutions represented in the Working Group capacitated to collect and share data on emigration to effectively mainstream emigration/diaspora issues in their respective policies in a continuing cross sectoral manner by forming an informal network of diaspora focal points

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

The **diaspora focal points, technical level staff** assigned by their respective institutions members of the Working Group will form an informal network, so as to ensure continuous coordination at the technical level. This network of diaspora focal points at the central level will be joined by diaspora focal points from the cantonal level, who will be trained together with local level authorities under Outcome 2. Being part of the network they will benefit from the ongoing training for diaspora focal points and will be able to coordinate with higher governmental levels on their diaspora engagement activities and contribute to the

³⁶ The policy design process will take into account ongoing and upcoming interventions relevant to diaspora engagement in Bosnia and Herzegovina, including diaspora-related interventions by USAID, particularly when it comes to diaspora investment.

implementation of the diaspora policy. The Project will support them with annual meetings for continuous training and for information exchange and cooperation on policy development among different government institutions. In order to have a comprehensive impact assessment baseline, an assessment will be conducted among diaspora coordinators, so as to determine entry-point knowledge and learning needs. Post-capacity development capacity assessment will also be conducted, so as to evaluate increase of capacities. Diaspora coordinators will be asked to communicate annually with the MHRR (through a template-based report to be developed by the MHRR and IOM) and inform the MHRR on developments and information related to mainstreaming diaspora issues in strategic documents or policies, **data collection on diaspora**, as well as interaction with diaspora.

Since sound policies can only build on sound evidence, the Project will enhance **MHRR's and other relevant governmental stakeholders' capacities on collection and exchange of data on emigration and diaspora** by developing, among other, essential basic terminology on emigration and diaspora, and identifying types of data which has to be collected on a regular basis to feed into the policy design, monitoring and implementation. Existing data sources will be mapped out and their potential assessed for generating reliable statistics on emigration and diaspora. This exercise will result in a report with specific recommendations on possible data sources and indicators, including potential new data sources. Following an inter-agency **training seminar (part of the series of technical level training seminars)**, which will also include training on emigration and diaspora data, a data-sharing protocol and a data collection template will be developed, to enable smooth data collection with regard to the list of indicators **among the diaspora focal points assigned by the Working Group member institutions.** Data collected will also be utilized for the design of the 2016 Migration Profile, specifically its section on emigration and diaspora.

Output 1.3: Strengthened representation and communication capacities of diaspora and the MHRR enable effective dialogue with authorities and the wider public in Bosnia and Herzegovina

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

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

These diaspora policy dialogue conferences will be organized for the first time at this scale within this Project, but the diaspora from Bosnia and Herzegovina has already initiated the organization of diaspora gatherings on their own – always with the support, albeit limited, by the MHRR. The organization of these larger scale diaspora policy dialogue conferences will complement and add more formality and regularity to the already ongoing diaspora gatherings which take place every year.³⁷ As these gatherings are considered key to building trust and dialogue with the diaspora communities, the MHRR will continue this practice with its available funds and look for external funds as needed, including from diaspora associations. Unlike with other diaspora gatherings which are regularly taking place in the country, the MHRR will pay attention that the diaspora policy dialogue meetings will continue to pursue specific thematic focus each year and produce concrete outputs which are relevant to the further development/adjustment of the diaspora policy and its implementation.

³⁷ To name just a few: the annual meetings of the diaspora writers (taking place last 12 years); the so called "Days of BHAAAS" (occurring last 7 years) so far promoting-know how transfer in the medical field, which wants to now expand to more and other sectors; the meetings of world association of Bosnian and Herzegovina diaspora representatives and the business forum with its subsection for women entrepreneurship among diaspora communities where the MHRR covers with its limited funds accommodation costs and /or travel costs of diaspora representatives

Further, the Project will support the creation of **diaspora representative bodies in four pilot countries of destination**, which can represent diaspora communities *vis-a-vis* governmental and non-governmental partners of the host country or *vis-a-vis* authorities of Bosnia and Herzegovina. This activity will be led by the MHRR and the Ministry of Foreign Affairs of Bosnia and Herzegovina, which will organize meetings with diaspora associations in these four pilot countries with the help of diplomatic representations of Bosnia and Herzegovina in these countries. The newly-formed representative bodies will participate in the annual conferences in their capacity as representative bodies during the policy dialogue (Day 1), but also to receive additional training on their roles and responsibilities (Day 2) along with diaspora associations from other destination countries on issues related to organization, representation, **fund raising and project development, as well as** communication to engage more effectively with Bosnia and Herzegovina.

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

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

To maintain an interactive two-way communication with diaspora, a **web platform** will be launched with the support of the Project. The web platform will fulfil several main functions: 1) promote and facilitate know-how transfer between diaspora experts and institutions from Bosnia and Herzegovina which need support in implementing the goals of the diaspora policy; 2) host a crowdsourcing platform which will connect diaspora members with academics, professionals, civil society members in the country to exchange services, ideas, or content by soliciting contributions from the larger diaspora online community, where each contributor adds a contribution that may combine with those of others to achieve a greater result; 3) continuously promote diaspora engagement both among diaspora globally, as well as among the wider public in Bosnia and Herzegovina by reporting on the highlights and success stories of diaspora engagement at all government levels; 4) act as the main communication channel between diaspora and authorities of Bosnia and Herzegovina on the implementation of the diaspora policy by launching online consultations or online surveys to continuously collect data in the framework of diaspora mapping. The MHRR will be assisted by a local expert to develop and design the new diaspora web portal and be trained on the operation and maintenance of this web portal. The expert will also develop a communication strategy with relevant MHRR staff on how to keep the web portal active, dynamic and credible information source for diaspora globally.

Output 1.4: Comprehensive diaspora mapping in selected destination countries allowed for targeted engagement of diaspora in knowledge transfer and crowdsourcing

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

A **diaspora mapping exercise** will be conducted in 10 main destination countries to obtain information about the number and profile of migrants from Bosnia and Herzegovina, and obtain information for diaspora organisations. The systematic research will be conducted in the main destination countries by an international expert,³⁸ supported by IOM diaspora focal points who will use a wide array of available methodological instruments and methods of data collection, including focus groups with target groups and in-depth interviews with local, foreign officials and expats who have access to a broad base of community members,

³⁸ The diaspora mapping exercise for the 10 selected main destination countries will follow the model of the diaspora mapping done for Moldova by IOM in 2013.

and the dissemination and collection of questionnaires within diaspora communities. Diplomatic missions of Bosnia and Herzegovina will be involved in the general information-sharing and engagement (being available for interviews, assist with setting up meetings), distribution of questionnaires etc.)

The diaspora mapping will offer an overview of the socio-economic and needs profile of diaspora in the surveyed destination countries, collecting comprehensive demographic, sociological, economic and socio-cultural data. Specific focus will be on diaspora mapping in terms of economic potentials (e.g. diaspora owned or led businesses, diaspora members in managerial or expert positions in business, research and academia, type of industries employing diaspora, interest and capacity to invest and/or contribute through transfer of knowledge).³⁹ The studies will provide a synthetic overview of the findings, as well as information differentiated by country of residence, examining attitudes among diaspora members towards Bosnia and Herzegovina and on the migration phenomenon itself, describing diaspora's development, level of integration, level of self-management and eventually - provide authorities of Bosnia and Herzegovina with recommendations towards improving interaction and entry points for cooperation with diaspora. All data collected will be subsumed within the existing diaspora registry owned by the MHRR.

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

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

IOM and the MHRR will develop a common methodology for conducting short needs assessment activities in close collaboration with government authorities (Working Group members) and non-government partners, where they need specific inputs and assistance from diaspora experts in the implementation of the diaspora policy. Hence, the know-how transfer scheme established by the MHRR will support the government institutions' capacities to implement the diaspora policy in a very targeted manner. The concrete assignment offered by governmental bodies will be posted on the diaspora web portal, administered by the MHRR.

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

IOM diaspora focal points in 10 main destination countries will organize meetings with embassies and consulates of Bosnia and Herzegovina overseas, in the EU countries and Switzerland, to present the Project and request support to disseminate the know-how among diaspora communities. IOM will establish contacts and arrange meetings with diaspora groups and organizations and with individuals residing in the USA and

³⁹ Collected information will feed into activities envisaged under Outcomes 2 and 3.

Australia, within the EU target countries through MHRR contacts, embassies' contacts, IOM's own networks and internet search. Contacts with diaspora members will also be established via social media such as Facebook, Xing and LinkedIn. In Switzerland, the outreach will be done in close cooperation with the emerging comprehensive diaspora platform *i-dijaspora*.

Both in countries of destination and in Bosnia and Herzegovina, IOM will work to ensure that authorities, institutional staff (including the MHRR) and staff at the embassies of Bosnia and Herzegovina in countries of destination will be engaged and trained on how to manage the matching mechanism, so that they can maintain the operation of such a scheme beyond the Project lifespan. The actual promotion and matching will be done primarily over the crowdsourcing platform which is meant to become the interface of diaspora professionals and host institutions to arrange for know-how transfers, which will then be logistically supported by the consulates of Bosnia and Herzegovina. An international expert on crowdsourcing will help the MHRR to design and set up an attractive, interactive crowdsourcing platform – based on the findings of the diaspora mapping - and provide instructions on how to manage and maintain this platform. Hence, the MHRR staff will be involved from the beginning in the planning and implementation of the platform. The role of the MHRR, as the owner of the platform, is to facilitate the implementation of initiatives, which will be launched via the platform with logistical support which they can provide in coordination with the embassies of Bosnia and Herzegovina in countries of destination. Their role is not necessarily to implement all initiatives, but rather to coordinate the implementation thereof between all involved government institutions.⁴⁰

Outcome 2: Local governments proactively connect with diaspora and their hometown associations, deliver tailored public services and measures, and facilitate diaspora's engagement in local economic development

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

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

Output 2.1: Local governments, equipped with relevant structures, capacity and tools, lead effective two-way communication, networking and engagement with diaspora and their hometown associations

The Project will directly support at least 15 local governments that have significant migrant and diaspora populations abroad⁴¹ to effectively outreach to diaspora and their hometown associations, providing for their meaningful involvement in and contribution to the development of their communities of origin. This will include **setting in motion and / or strengthening capacities of designate diaspora focal points**.⁴² The Project will assess training needs of partner local governments and take stock of the existing training programmes (including those already produced in Bosnia and Herzegovina as part of the previous Project phase, JMDI Toolbox,⁴³ as well as other relevant materials), so as to design and deliver a tailored training package targeting

⁴⁰ The initiative of the BHAAAS diaspora association which already started some 7 years ago with a know how transfer scheme based on their own initiative in the medical field illustrates the kind of initiatives which the crowdsourcing platform in the future wants to collect and help come to life.

⁴¹ In addition to 10 local governments that were part of the previous project phase, additional 5 partner local governments will be selected in close cooperation with the EU-funded Local Integrated Development (LID) Project implemented by UNDP, focusing on local strategic planning and development management.

⁴² This does not entail new employment or even formalization in terms of internal organization and systematization of working positions, but rather assigning of functions in terms of regular outreach to diaspora as well as coordination of relevant activities within local administrations.

⁴³ The JMDI Toolbox offers a comprehensive training programme on migration and local development, consisting of one core module and 5 thematic modules (Managing the link between migration and development; Establishing partnerships, cooperation and dialogue on migration and development at local level; Empowering migrants at the territorial level; Creating jobs and economic opportunities at

diaspora focal points and other relevant local government staff (e.g. members of local development teams, communications officers, etc.), thus expanding the awareness and the knowledge on migration and development within local administrations, as well as underpinning other Project activities. **Capacity development activities for local governments will also include representatives of cantonal authorities.** By partnering with the JMDI, the Project will offer a **Training of Trainers on migration and local development**, so as to contribute to development of domestic training market in the domain.

Partner **local governments will also be supported in their efforts to identify, outreach and connect with diaspora** through innovative approaches, tools and communication channels (e.g. diaspora mapping⁴⁴ and registries, including information about diaspora and their hometown associations; interaction through social media; diaspora-related sub-domains on official local government websites; provision of regular electronic updates on most recent developments in local communities to diaspora based on their interest; organisation of joint events / diaspora days and recognition of diaspora's contribution to local development; etc.). **Assistance to partner local governments (training, technical support, etc.) will be recruited / procured by UNDP and delivered to beneficiaries.**

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

By strengthening and expanding the migration for development professional network of local government practitioners, the Project will support **capacity development, knowledge exchange and dissemination of good practices among local governments country-wide**, while also outreaching and connecting with global networks (e.g. participation in Global Mayoral Forum on Mobility, Migration and Development,⁴⁵ exchange of knowledge products, involvement of prominent migration and development experts as lecturers during networking events, etc.). **The MHRR will be taking pro-active part in the networking events.** Recognizing that migrants act as bridges between territories of origin and destination, the Project will **explore opportunities for decentralised or territorial cooperation aiming to foster diaspora engagement**, by focusing on the localities in the countries of destination with the greatest concentration of diaspora members coming from partner local governments.⁴⁶ **Cantons in the Federation of Bosnia and Herzegovina will also be envisaged for such cooperation modalities**, based on concrete priorities identified within cantonal development strategies. To facilitate such interaction, the Project may provide travel, expert, venues, accommodation and translation assistance to interested local/cantonal governments. Potential cooperation activities will be linked to other Project interventions, such as B2B exchanges, diaspora networking, investment promotion, etc.

the local level; Increasing the impact on development through integration and re-integration policies). More information on the JMDI Toolbox is available here: <http://www.migration4development.org/en/resources/toolbox/training>.

⁴⁴ Local governments will establish and/or update their diaspora registries by proactively reaching out to their diaspora. Local diaspora registries will to an extent possible feed into the central diaspora registry managed by the MHRR. These efforts will complement the diaspora mapping to be conducted in 10 selected countries of destination, while regular data exchange will be ensured between the MHRR and diaspora focal points within local governments.

⁴⁵ The annual Mayoral Forum is a city-led global initiative supported by United Nation Institute for Training and Research and its partners to gather city leaders from around the world to strategize and propose new and innovative approaches to urban governance in contexts of greater diversity. The Mayoral Forum's starting point is the shared conviction that migration is a primarily positive, urban phenomenon, and that cities are the main attraction pole and driving force.

⁴⁶ Decentralized or territorial cooperation implies cooperation between local / regional authorities in the country of origin and those in the countries of destination through joint actions for diaspora engagement. Global experiences show that diaspora can play a bridging role in linking local/regional governments and actors from territories of origin and destination, for partnership building and expertise exchange in domains ranging from local economic development and local services to institutional building and capacity development for public officials. The Project will consider online channels such as YouTube for subject matter topics around which to organize regular online (Hangout, Skype) meetings.

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

Output 2.2: Tailored public services and measures originating from migration-featuring local strategies stimulate diaspora's engagement in local development

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

The Project will offer tailored technical assistance for **mainstreaming migration into local development strategic frameworks** of at least 5 new partner local governments. The assistance (thematic expert ensured by the Project) will be embedded within the upcoming strategic planning processes supported by the Local Integrated Development (LID) Project, primarily funded by the EU and implemented by UNDP.⁴⁷ It will target the main planning structures at the local level, namely: i) representatives of Local Development Teams, which are the main body responsible for creation of integrated local development strategies, ii) representatives of the Sectoral Working Groups (social, economic and environmental), which contribute to the creation of projects/programmes to be embedded in local strategies, and iii) representatives of local non-governmental organisations, citizen groups, etc. Limited technical support will be offered to Herzegovina-Neretva Canton to mainstream migration in their emerging cantonal development strategy.

Moreover, the Project will offer **technical assistance and seed funding to partner local governments to support operationalization of priorities originating from their strategies**. The focus will be on encouraging diaspora direct investment (DDI) or contribution to local economic development, livelihoods and job creation, as well as diaspora territorial cooperation initiatives between partner local governments and related actors from localities in countries of destination with the greatest concentration of their diaspora or in any case with expertise matching development opportunities in Bosnia and Herzegovina. Further, limited support might be provided to initiatives that improve diaspora's ties to their localities of origin (e.g. pilot language courses, local heritage immersion visits, summer camps targeting youngsters, etc., particularly such enabling connectivity between second and third generation of diaspora with their homeland and hometown). Financial assistance (in the form of a grant) will be provided on an equal basis to each partner local government in the amount of approximately CHF 30,000, based on solid project proposals. Each partner local governments will be expected to co-fund their projects at minimum 25 % of the assistance offered by the Project. Engagement of and cooperation with higher government levels on the implementation of local priority interventions will also be encouraged.

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

⁴⁷ These efforts will build on the Manual for Mainstreaming Migration into Local Development Strategies in Bosnia and Herzegovina, designed as part of the previous Project phase.

Outcome 3: Private sector in the country and in diaspora interact effectively through knowledge and skills transfer, networking and investments, thus leveraging job creation and economic growth

Diaspora businesses, entrepreneurs and innovators hold the potential to create economic opportunities and breakthroughs which could ultimately contribute to economic development of Bosnia and Herzegovina. Moreover, often successful diaspora entrepreneurs are willing to “give back” to their homeland by transferring knowledge and skills, starting new businesses, or expanding existing one from their host country, thus contributing to job creation. To that end, under Outcome 3, the Project will support interaction and cooperation between diaspora members, organisations and businesses on one side and the private sector in Bosnia and Herzegovina on the other, to enable knowledge and skills transfer, investments and promotion of exports.

Output 3.1: Two-way knowledge and skills transfer between diaspora and businesses contributes to local economic development in Bosnia and Herzegovina

The Project will assist in **identifying economic cooperation opportunities and facilitating exchange between private sector in Bosnia and Herzegovina and diaspora**. Based on the existing MHRR **diaspora register** as well as diaspora mapping in 10 main destination countries foreseen under Outcome 1, the Project will expand the existing MHRR diaspora registry with new information containing data on diaspora business organisations, diaspora-owned or led businesses, diaspora members in managerial or expert positions in business, research and academia, type of industries employing diaspora, interest and capacity to contribute through investment, transfer of knowledge, export promotion, current and potential diaspora investors, etc. Further, interaction and exchange between the private sector in Bosnia and Herzegovina and diaspora will be facilitated through identification of niche sectors in Bosnia and Herzegovina holding cooperation opportunities with diaspora, design of a compendium of investment opportunities for diaspora in priority economic sectors,⁴⁸ organisation of targeted sector-specific B2B events (in Bosnia and Herzegovina and abroad), involving diaspora businesses, and limited support to diaspora business networking (including engagement of diaspora organisations/networks in investment brokerage **in Bosnia and Herzegovina (such as, for example, RESTART) and in countries of destination**; mapping of potentials for expanding exports, etc.). The assistance will be engineered via analytical and expert **support procured by the UNDP, or through small grants/financial assistance allocated on a competitive basis to non-governmental or private sector stakeholders**. Identified most viable economic cooperation opportunities may be eligible for support under the Project thematic support schemes, as described further.

Under this Output, the Project will also support **targeted knowledge and skills transfer from diaspora and their organisations to businesses and individuals in Bosnia and Herzegovina which contributes to economic development**. This assistance will be provided in the form of a competitive support scheme, which will be open for joint applications by businesses or business associations from across Bosnia and Herzegovina and their counterparts from diaspora (individuals or businesses). The assistance will come to support transfer of knowledge, specific skills, technologies and know-how from diaspora and/or diaspora business to a company, business association or cluster in Bosnia and Herzegovina, with focus on priority economic sectors. Such transfers will be done through specialised training, mentoring, on-the-job-coaching and professional advice, peer-to-peer exchange covering technical and management issues and networking events in Bosnia and Herzegovina, as well as via study and know-how exchange visits and apprenticeships of limited duration within the partner diaspora business in countries of destination, as well as mentoring / knowledge exchange tools and platforms. Thus, businesses and their employees will be assisted (at least 5 direct beneficiaries per initiative, except in the case of apprenticeships) to gain new skills, management or production know-how, which ultimately contributes to improving competitiveness, market growth, employment or business expansion. The duration of knowledge and skills transfer initiatives will be between one and six months. Eligible costs under the scheme will include: travel (international and in Bosnia and Herzegovina); travel insurance; accommodation (abroad and in Bosnia and Herzegovina), workshop / training facilities and training equipment / materials / software, communication and Internet. Support to selected applicants will range between CHF 5,000 and 20,000. Co-funding by the applicant will be at least 20 % of the provided support. **Based on competitive Call which will yield proposals to be reviewed once or twice per year (until the resources for this action are exhausted), UNDP will allocate and further manage grants/financial assistance to non-**

⁴⁸ The compendium will be done in cooperation with the FIPA and chambers of commerce, and widely disseminated to diaspora organisations and businesses.

governmental or private sector representatives. Diaspora partners' contribution will be ensured through their expert days dedicated to knowledge transfer (direct financial support to diaspora mentors or experts is not envisaged). The longer-term effects of the knowledge and skills transfer assistance will be monitored by the end of the Project phase, so as to capture economic effects for beneficiaries and positive developments following the interaction with the diaspora businesses. Importantly, these cooperation initiatives and their results will be widely promoted in Bosnia and Herzegovina and diaspora.

Diaspora, their organisations and diplomatic-consular representations, as well as business networks and local /regional development agencies in Bosnia and Herzegovina will be important partners in the implementation of the support scheme, contributing through information sharing and facilitating business-to-business matching for knowledge transfer. Other partners will be the Foreign Trade Chamber of Bosnia and Herzegovina, the Foreign Investment and Promotion Agency of Bosnia and Herzegovina (FIPA), relevant entity institutions and chambers of commerce.

Output 3.2: Reinvigorated interaction between businesses from diaspora and Bosnia and Herzegovina translates into new jobs and investments

Moreover, the Project will **support realisation of investments facilitated or realised by the diaspora in Bosnia and Herzegovina.** This assistance will also be provided in the form of a competitive thematic support scheme, open for applications by businesses registered in Bosnia and Herzegovina. The Project assistance will support the following types of investments: joint venture, green-field⁴⁹ and brownfield⁵⁰ investments. In the case of joint venture,⁵¹ special attention will be given to the involvement of diaspora as business angels, **as well as to feasible investments in priority industries.**

In order to encourage relevant organisations/companies to engage in identifying and supporting the "maturing" of an investment by diaspora, UNDP will issue a thematic call for proposals, so as to identify relevant and committed partners who will support the identification and nurturing of the potential diaspora investment in Bosnia and Herzegovina. Competitively selected service providers will need to identify potential diaspora businesses/entrepreneurs or simply diaspora members who are willing to directly invest in Bosnia and Herzegovina (expand their current / open new business) and nurture them to a mature stage, where investment is ready to happen. Subsequently, such investments will be co-financed by the Project.

Once feasible investment cases are identified, a thematic assistance scheme will be available to support assets acquisition, training/apprenticeship, due diligence, feasibility studies, soft and hard infrastructure. It will support concrete investments / expansion of diaspora businesses in Bosnia and Herzegovina / job creation in cooperation with diaspora. The total assistance scheme will amount to CHF **1.2 million**, while support per individual initiative will not exceed CHF 150,000. The private sector investment (either from diaspora or Bosnia and Herzegovina) should amount to at least 60 % of the total investment. In all cases, funding by the Project under this activity must result in new investments and jobs in Bosnia and Herzegovina. **On this occasion, UNDP will seek partnership with relevant government institution/financing mechanism – i.e. entity Development Banks to design and deliver a competitive incentive instrument aiming to attract diaspora's investments. Based on competitive calls, entity Development Banks will manage the financing mechanisms, review and approve applications, monitor projects' implementation and ensure quality and effective management of the financial assistance to the private sector representatives.**

Other partners to be informed about and eventually – engaged in promoting the Project work in this particular area include the Foreign Trade Chamber of Bosnia and Herzegovina, entity chambers of commerce, entity Development Banks, local/regional development agencies and other relevant organisations (e.g. technology parks and business incubators). This activity will also be regularly monitored, so as to closely observe development effects, investments and new jobs created as a result of the Project assistance, in cooperation with diaspora businesses.

⁴⁹ A green field investment is a form of foreign direct investment where a parent company starts a new venture in a foreign country by constructing new operational facilities from the ground up.

⁵⁰ A brown field Investment is when a company or government entity purchases or leases existing production facilities to launch a new production activity.

⁵¹ A joint venture is a business arrangement in which two or more parties agree to pool their resources for the purpose of accomplishing a specific task.

Furthermore, the Project will support innovation and entrepreneurship development in cooperation with diaspora, by bridging the capital gap between new business ideas and hard-to-get commercial banks financing options. To that end, the Project will **pilot support to start-up initiatives** identified on a competitive basis among applicant organisations in Bosnia and Herzegovina (business incubators or accelerators, such as [BIZOO Business Start-up Accelerator and Angel Network](#), [HUB387](#), [INTERA Technology Park](#), [NETWORKS Start-up Accelerator](#), [Munja Social Innovations Incubator](#), [SPARK Business Park](#), [ICBL Business Incubator](#), etc.) in partnership with diaspora/diaspora businesses. The Project will select up to 5 business ideas with best prospects in terms of reaching product development and/or market testing stage. The selected business ideas will entail close cooperation with diaspora/diaspora businesses through mentorship, co-financing, promotion and/or investment brokerage. Support per individual start-up initiative will not exceed CHF 20,000, **provided by the Project to the successful applicant in the competitive procedure**. The applicant organizations will be required to provide at least 20% of co-financing for the proposed start-up initiative. Eligible costs under the support scheme will include: travel (international and in Bosnia and Herzegovina), equipment / materials / software / tools, communication and Internet, business premises, product design, product testing and entrepreneurial mentoring. **This assistance will be launched by the end of the first Project implementation year, while successful investors may be encouraged to benefit from the know-how exchange offered by the Project under Activity 3.1.**

In order to ensure exchange of information and complementarities among the emerging number of organisations / companies working in the area of diaspora engagement, specifically focusing on economic development, the Project will set up and further facilitate the establishment of an informal network comprising relevant organisations, thus enable their interaction and complementarities.⁵²

Moreover, the Project will **assist businesses from Bosnia and Herzegovina to expand their export markets with pro-active and interest-based support by diaspora in host countries. In other words, the Project intends to increase the role of diaspora by brokering new market opportunities to domestic companies.** To that end, assistance will be provided to companies or business associations from Bosnia and Herzegovina, applying jointly with diaspora businesses and / or diaspora organisations.

The financial assistance will support: new or improved product design to meet new market requirements; introduction of quality control systems and international standards; participation in trade fairs in diaspora host countries; and sector specific export promotion visits. Financial support might also be provided to domestic companies interested to promote nostalgic trade in diaspora host countries. In all cases, funding by the Project under this activity must result in expanded / new markets of business from Bosnia and Herzegovina supported by diaspora and their organisations in host countries. Financial support per initiative will not exceed CHF 20,000, while businesses' co-funding will need to match the Project financial support. **The assistance will be provided through small grants/financial assistance allocated on competitive basis to private sector or non-governmental (association of entrepreneurs, sectoral business association, etc.) stakeholders.**

Potential Project partners for management and delivery of this activity may be relevant domestic institutions and agencies, such as the Foreign Trade Chamber of Bosnia and Herzegovina, entity chambers of commerce, entity Development Banks, etc. Diaspora hometown / business organisations and networks will be important partners in the implementation of this activity, contributing to sharing information about the funding opportunity within host countries and facilitating business-to-business matching.

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

4. IMPLEMENTATION STRATEGY

4.1 Main Project concepts and definitions

Migration and development

⁵² This idea has been suggested by several various stakeholders during the Project consultation process. Such a network would bring together organisations / companies or initiatives working in the area of diaspora's engagement in economic development and will enable exchange of information, good practices, as well as help reducing duplication of efforts.

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

Diaspora

While being closely related to the migration and development discourse, the notion of diaspora is not defined in a universally agreed way. The working definition of diasporas proposed by IOM and the Migration Policy Institute (MPI) is: "Emigrants and their descendants, who live outside the country of their birth or ancestry, either on a temporary or permanent basis, yet still maintain affective and material ties to their countries of origin"⁵³ This definition serves the purpose of the proposed Project well, as it recognizes the links of diaspora with its territory of origin (be it a community, region or Bosnia and Herzegovina as a country). Recognition of a link with the territory of origin (even if only symbolic) is thus considered the most important feature of diaspora in this Project, regardless of the number of generations since migration took place. Importantly, while it may seem that the term "diaspora" implies a unity among its members, the Project acknowledges that especially the diaspora from Bosnia and Herzegovina is often organized and divided by ethnicity into various groups, organisations or networks.

4.2 Project logic, internal coherence and storyline

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

At the policy level (Outcome 1), the MHRR and IOM will facilitate the design of the **diaspora policy** through a participatory process. In that process, a series of workshops of **intra-institutional Working Group** for representatives at the policy-making level will be supported, so as to contribute to effective diaspora policy development. Subsequently, by delivering tailored training, IOM will strengthen **institutional capacity** for diaspora engagement within relevant state and entity institutions at the level of technical staff. Each member of the Working Group will assign one of its trained technical-level staff to act as **diaspora focal point** within the institutions they represent. These diaspora focal points will form a **thematic network** comprising state and entity level representatives, facilitated by the MHRR and active throughout the entire Project implementation. **The thematic network will be joined staff from cantonal level governments who will be trained under outcome 2 by UNDP and will be assigned to act as diaspora focal points by the cantonal authorities.** In parallel, by undertaking **diaspora mapping** in selected destination countries (led by IOM, including its focal point structures in the selected countries), the Project will ensure up-to-date information for targeted **diaspora outreach, know-how transfer** between diaspora experts and institutions from Bosnia and Herzegovina and setting up of **crowdsourcing platform** connecting diaspora with academics, professionals, civil society members in Bosnia and Herzegovina. Diaspora mapping findings will also provide key information for the targeted development and implementation of activities under Outcome 2 (intending to strengthen linkages between local authorities and diaspora communities) and Outcome 3 (intending to link diaspora representatives, businesses and business associations with private sector in Bosnia and Herzegovina. Following the diaspora policy finalisation and under

⁵³ International Organization for Migration/Migration Policy Institute, Developing a Road Map for Engaging Diasporas in Development: A Handbook for Policymakers and Practitioners in Home and Host Countries (2012).

the MHRR's leadership, the Project will proactively support stronger **connectivity and trust** between diaspora and authorities in Bosnia and Herzegovina, including through intensified outreach via media and a dedicated web platform, annual diaspora policy dialogue conferences, facilitated creation of diaspora representative bodies in selected countries of destination, as well as formal recognition of diaspora members for their contributions to the country's development. Particular attention will be placed by the IOM and MHRR to consolidate and **strengthen diaspora organisations** in priority countries of destination. Stronger diaspora organisations will then more pro-actively contribute to the successful realisation of activities under all Outcomes and enhance diaspora engagement related to know-how transfer, transfer of social resources and economic development.

At the local level (Outcome 2), the Project will also build **adequate capacity, policies and services** for diaspora engagement, but with specific focus on **15 local governments in the country**. Work at the local level will be led by the UNDP. The Project will **link the diaspora policy and local development frameworks**, and subsequently support their implementation through **grass-root diaspora engagement initiatives**. The main policies, approaches and tools for diaspora services developed and utilised at higher government levels will be deployed and down-streamed within local governments (such as diaspora data registries, diaspora outreach communication tools, diaspora engagement capacity development for officials and staff, etc.). Improved local governments' communication with and services for diaspora will add value to the overall project efforts to reinforce connectivity and trust between diaspora and authorities in Bosnia and Herzegovina. Capacity development efforts targeting local governments will also include representatives of cantonal authorities. **Diaspora mapping** conducted by the MHRR and IOM will be used by local governments to connect with their diaspora, while specific data generated at the local level will feed into the MHRR-owned diaspora registry. Local governments will be supported to expand their interaction with diaspora communities throughout the entire Project. Special attention will be placed on encouraging **business-to-business connections between diaspora and local businesses facilitated by local governments**. Under the MHRR's leadership, the Project will support local governments' **peer-to-peer knowledge exchange**, ensuring close linkages with capacity development activities and the network of practitioners at the higher government level. To further support delivery of diaspora policy goals and build on local and cantonal development strategies featuring diaspora, the Project will explore opportunities for fostering diaspora engagement through **inter-institutional cooperation** between local / regional (cantonal) authorities in destination countries and those in Bosnia and Herzegovina.

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

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

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

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

4.3 Methodological approach

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

In order to set in place basic policy and administrative framework enabling a more systemic and dynamic interaction between diaspora and institutions across government **levels and sectors**, the Project will **encourage politically and ethnically-impartial approach**. Governments and socio-economic stakeholders will be engaged, so as to ensure the whole-of-country interaction with diaspora members around the world, as opposed to fragmented or ethnicity-based dialogue. Recognising that there are political limitations to the Project's power to fully succeed with this approach, efforts will be made to **engage the most motivated and enthusiastic government counterparts** who abide with this overarching principle. While working with a wide range of institutional stakeholders, main Project partners will be the MHRR, as well as the 15 partner local governments.

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

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

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

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

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

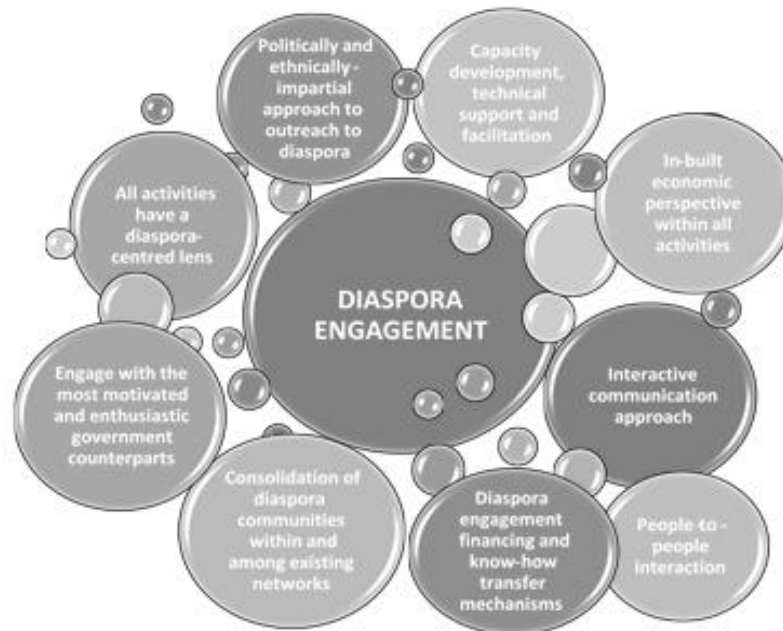
Recognising the country's most urgent development needs, the Project will try to **in-build the economic perspective within its activities** – i.e. knowledge and **skills transfer, networking, policy dialogue and administrative and information services** - thus enabling more sector-specific contribution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

While the Project will not have an explicit focus on supporting the **socially excluded groups**, some of its activities will contribute to improvement of their quality of life, specifically through local-level initiatives aiming to improve income generation and livelihoods, as well as interventions supporting investments and job creation, with focus on young unemployed or other interventions that may be launched through the

crowdsourcing platform by the MHRR. The myriad of good practices and successful approaches accumulated through the pilot Project phase at the local level will be further sustained and replicated.

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

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



4.4 Target beneficiaries and expected benefits

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

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

4.5 Geographical area of intervention

The Project will be working with a core group of at least 15 local governments, as follows: the 10 local governments which took part in the first Project phase, as well as at least 5 new partner local governments with a considerable diaspora, which will be selected among the partners within the Local Integrated Development (LID) Project financed by the EU and implemented by UNDP.⁵⁴ Such an approach will not only ensure territorial synergies between the two interventions, but will also match financial resources, specifically in terms of local strategic planning, economic infrastructure, investment and job creation. These 15 partner local governments will be direct beneficiaries of the assistance under Outcome 2 of the Project document.

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

4.6 Gender equality

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

⁵⁴ Partner local governments include Banja Luka, Bijeljina, Čelinac, Dobož, Foča, Goražde, Gradiška, Konjic, Mostar, Maglaj, Modriča, Novi Grad, Odžak, Orašje, Prijedor, Srebrenik, Šamac, Tuzla, Vareš, Žepče and Živinice.

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

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

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

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

Interaction will also be ensured with the **Municipal Environmental and Economic Governance Project**,⁵⁵ expected to start in mid-2016 (financed by the Government of Switzerland and implemented by UNDP), specifically in terms of transfer of good practices and approaches in economic governance. Where possible, complementarities will be ensured with the UNDP-implemented **Strengthening the Role of Local Communities/Mjesne zajednice in Bosnia and Herzegovina** Project (2015-2018, a partnership initiative by the Government of Switzerland and the Government Sweden), particularly in terms of matching resources for supporting public service delivery in common localities.⁵⁶ Data sharing, promotion of investment opportunities and potential matching of resources to attract diaspora investments for start-ups will be in place with the **SECO Entrepreneurship Programme**.⁵⁷ Synergies and matching of resources in terms of employment, workforce development and investment in cooperation with diaspora will be explored with the **Swiss-funded Skills-for-Jobs Project**,⁵⁸ the **Youth Employment Project**,⁵⁹ and **MarketMakers**.⁶⁰

Further cooperation will be explored with the planned interventions in the area of migration for economic development of the United States Agency for International Development (USAID), particularly in relation to development of diaspora investment policy, as well as in terms of bridging potential diaspora investors or entrepreneurs with targeted credit guarantee funds available through corporate banks in Bosnia and Herzegovina.⁶¹

The Project will also engage with relevant interventions outside of Bosnia and Herzegovina, including the **JMDI** implemented globally,⁶² as well as **Diaspora Engagement in Economic Development (DEED) Project**⁶³ implemented in Kosovo, in particular when it comes to exchange and transfer of successful practices and approaches.

⁵⁵ The project will assist 18 local governments to improve democratic governance and provide public services in an inclusive, effective and efficient manner, with particular focus on those related to economic and environmental sectors.

⁵⁶ Partner local governments include Bijeljina, Brčko District, Gračanica, Gradačac, Gradiška, Ključ, Kotor Varoš, Laktaši, Petrovo, Sanski Most, Stari Grad Sarajevo, Tešanj and Žepče.

⁵⁷ <http://www.swisscontact.org/en/macedonia/projects/projects/p/Project/show/entrepreneurship-programme.html>.

⁵⁸ The Project aims at improving the employability of vocational school students and job-seekers, in particular young women, and enhancing the competences of employees through market-oriented capacity building in initial and continuous vocational education and training (<http://prilikaplus.ba/o-nama/>).

⁵⁹ The Project aims at placing a substantial number of unemployed young people and school-leavers into jobs, through a set of counselling and job-brokering measures; the project works closely with the Public Employment Institutes, building their capacity to perform their intermediation tasks more adequately and effectively (<http://yep.ba/>).

⁶⁰ <http://www.marketmakers.ba>.

⁶¹ <http://www.novabanka.com/Kredit-za-pravna-lica/1390/Kredit-obezbjedjeni-garancijama-USAIDSIDA.shtml>.

⁶² The JMDI is implemented in El Salvador, Ecuador, Costa Rica, Morocco, Tunisia, Senegal, Philippines and Nepal. Building on the transnational nature of migration, it also partners up with governments, CSOs and diaspora organizations based in countries and territories of destination in Europe and North America.

⁶³ http://www.ks.undp.org/content/kosovo/en/home/operations/projects/poverty_reduction/DEED.html.

The Project will also draw heavily on the experiences and best practices of the global project on mainstreaming migration in development planning implemented by UNDP and IOM⁶⁴, and financed by the Swiss Cooperation, particularly in the process of design of the diaspora policy and institutional capacity development on diaspora engagement.

5. ORGANIZATION, MANAGEMENT AND ADMINISTRATION

5.1 Project duration

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

5.2 Project management

As earlier mentioned, UNDP will be the lead implementing organisation, working in close partnership with the IOM and the MHRR.

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

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

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

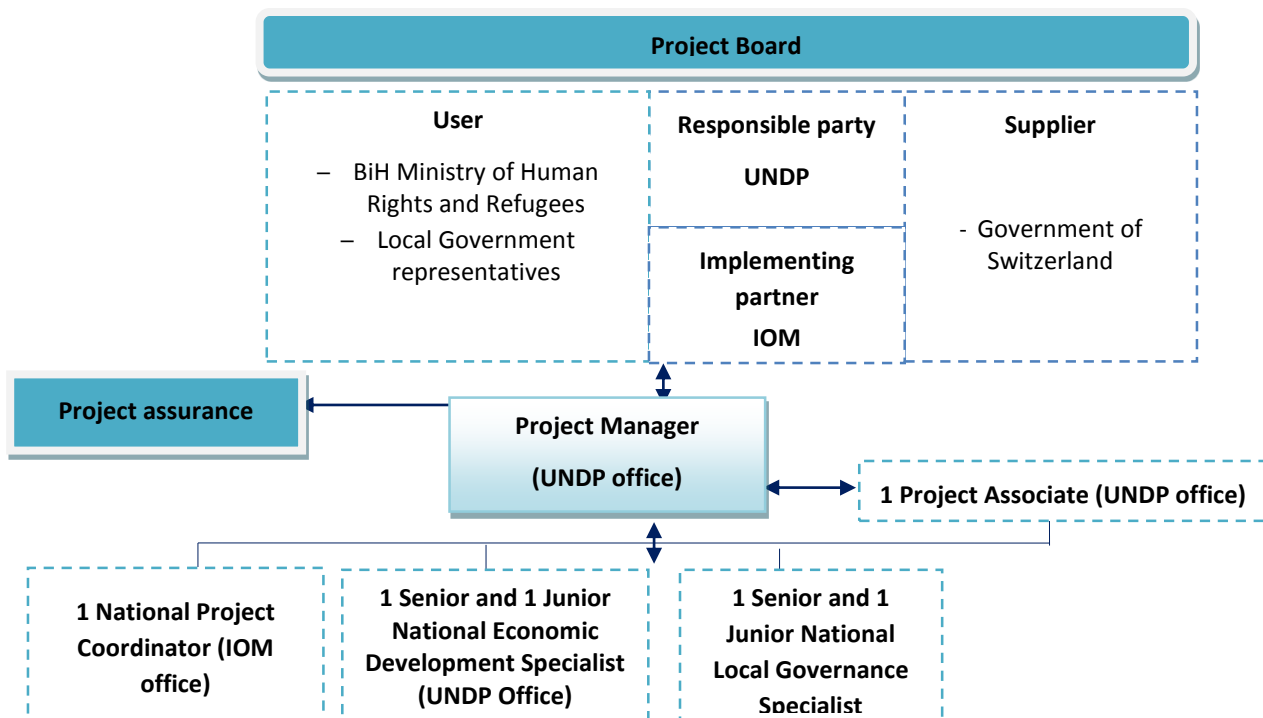
Project steering

UNDP will assume full responsibility and accountability for the overall Project management, including achieving of Project outcomes, efficient and effective use of resources, as well as monitoring and reporting, acting in collaboration with the MHRR, IOM and the Swiss Cooperation in Bosnia and Herzegovina.

While holding the overall Project management and implementation responsibility, UNDP will be particularly in charge of coordinating the implementation of activities under Project Outcomes 2 and 3. IOM will be responsible for the coordination and implementation of activities under the Project Outcome 1. Hence, IOM and UNDP will closely interact and coordinate activities in the implementation process, together with the MHRR. IOM will report to UNDP on progress towards and achievement of the Project Outcome 1, as well as on the relevant expenditure of funds. Project technical and financial reporting to the Swiss Cooperation / Embassy of Switzerland will be conducted by UNDP as the overall Project lead agency.

⁶⁴ Three out of the 8 countries which participate in the Project are under the Regional Office of IOM in Vienna, thus the experts and the know-how gained in these countries will be made available to the Project in Bosnia and Herzegovina.

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



The **Project Board** will be the group responsible for making, by consensus, management decisions for the Project when guidance is required by the Project Manager, including recommendation for approval of Project plans and revisions. Based on the approved annual work plan, the Project Board supervises the overall implementation progress and authorizes any major deviation therefrom. It provides strategic guidance, as well as give final approval to selected strategic and operational issues. It ensures that required resources are committed and arbitrates on any conflicts within the Project or negotiates a solution to any problems between the Project and external bodies. The Project Board will meet at least twice per year, or as necessary when raised by Project Manager. Members of the Project Board will be senior representatives of the MHRR, the Embassy of Switzerland in Bosnia and Herzegovina, local governments, UNDP and IOM. UNDP will serve as the secretariat to the Project Board, responsible for sending out invitation for Project Board meetings, preparing meeting agenda and materials, as well as drafting minutes from the meetings.

The **Project Assurance** role supports the Project Board by carrying out objective project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager. The role of Project Assurance will be performed by the UNDP Rural and Regional Development Sector Leader.

At a technical level, representatives from the UNDP, IOM and MHRR will have regular (monthly) meetings, so as to ensure exchange of progress, developments, discuss concrete synergies and ideas.

Project team structure

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

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

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

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

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

Activities within Outcome 3 will be implemented by one **Senior and one Junior National Local Governance Specialists** (positioned within the UNDP Office, 100 % work-time). Main functions of the **Senior Economic Development Specialist** include: i) designing and quality assuring the delivery of the assistance processes related to activities under Outcome 3; ii) designing and managing the assistance related to business-to-business knowledge transfer; iii) pro-actively identifying and facilitating business-to-business connections and interaction between diaspora business and organisations, and businesses in Bosnia and Herzegovina; iv) designing and managing the assistance related to diaspora investments in the country and pilot start-up initiative; v) identifying and utilizing opportunities for synergies with other relevant local level economic development initiatives. **The Junior Local Governance Specialist** will support the Project manager and the Senior Economic Development Specialist in delivering the Project support to private sector stakeholders, specifically responsible for: i) coordinating, networking and interaction among companies from Bosnia and Herzegovina and diaspora; ii) supporting design and implementation of thematic grants/financial assistance aimed to foster private sector exchange and diaspora engagement in economic development of the country; iii) monitoring and quality assuring the implementation of grants to diaspora and private sector; iv) supporting best practice exchange in the area of diaspora contribution to economic development of Bosnia and Herzegovina; v) supporting the process of strengthening capacity of diaspora business organisations.

The overall financial, administrative and logistical support will be ensured via **1 Project Finance Associate (IOM Office, 75% work time)** and **1 Project Assistant (UNDP Office, 100 % work-time)**.

In line with the UNDP quality management framework, assistance will be also provided part-time by the **Programme Operations Support Officer** (UNDP Office, 20 % work-time).

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

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

6. RESOURCES

6.1 Project budget

The indicative financial contribution by the Government of Switzerland amounts to CHF 5 million.

UNDP will ensure 10 % co-funding.

IOM: Once the overall budget is approved IOM will indicate the co-funding amount.

The MHRR will contribute to the Project with staff costs and the organization of one round table to present and publicly discuss the draft diaspora policy. In addition, the MHRR will host four meetings of the diaspora focal points and the technical capacity building seminars, providing for the venue for the meetings and the equipment for simultaneous translation.

6.2 Cost effectiveness

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

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

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

Investments – costs and benefits – we need to think with Alex and Ismar about some concrete figures, based on the MEG example.

7. RISK ANALYSIS

The main risks affiliated with the Project implementation are identified below, together with probability of occurring, types of effects on the Project, as well as adequate mitigation measures.

Overall, the risk level for this Project is assessed as medium to high, attributed mainly to political factors.

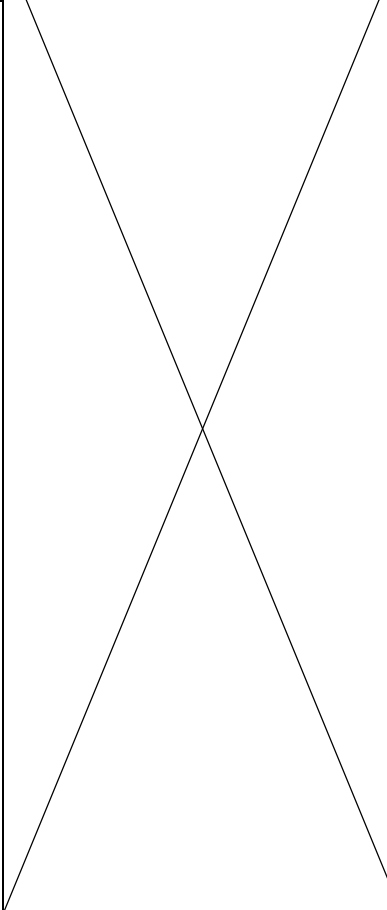
| General Risks | Probability | Type / Impact | Project response |
|---|----------------|--|---|
| Insufficient trust between diaspora and government institutions | Medium to high | Institutional / High (Lack of response by diaspora and wish to engage with domestic institutions and processes) | The Project will encourage pro-active and diaspora-oriented outreach across all government levels, which would gradually contribute to restoring trust by diaspora in their homeland governments. Diaspora will also be |

| General Risks | Probability | Type / Impact | Project response |
|--|---------------|--|--|
| | | | invited to participate in decision-making and policy-design processes. |
| Ethnic polarisation of the diaspora concept | High | Political / High (Only some levels of government engage in Project activities; delays in the adoption of the Diaspora Policy and its subsequent implementation across government levels) | The Project will seek to mobilise interest and motivation among government stakeholders already from the design stage of the intervention; however, a “good-will” participation approach will be applied in cooperating with these public stakeholders who are genuinely willing to take benefit from the Project support, thus ensuring that policy and capacity development processes continue, with support from the Council of Ministers who can assist in overcoming political blockages. |
| Different political interests and complex, multi-tier governance structure in Bosnia and Herzegovina may pose difficulties in the Project implementation | High | Political / High (Difficulties in intra-institutional coordination and lack of “one voice” of governments to diaspora globally) | Support intra-institutional coordination body, which will engage representatives from state and entity government levels, together with diaspora. Wide media promotion and sharing of Project results and achievements, focusing on diaspora and relevant domestic institutions. |
| The 2016 Local Elections and the 2018 General Elections might pose certain risks to the Project implementation, due to change in local and higher government levels’ political leaderships and their commitment to the diaspora engagement agenda | Medium | Political / Medium (Diaspora policy agenda is stalled) | The Project will apply adequate mitigation measures, such as signing Agreements with partner local government, thus formalising their commitment and contribution to the Project, as well as, together with the MHRR, familiarising the newly-elected officials and higher government level policy-makers with the Project purpose and motivating them to engage in its implementation. As much as possible, institutional functions (diaspora focal points) will be formalised, while information, websites, tools, etc. will be promoted widely among administrations at local, cantonal, entity and state level institutions. |
| Diaspora businesses are reluctant to invest in Bosnia and Herzegovina | Medium | Financial / High (Difficulties in realising diaspora investments in the country) | The Project will facilitate interaction and partnership between business in host countries and in Bosnia and Herzegovina, coupled with pro-active outreach by governments and incentive measures which stimulate diaspora businesses to invest in Bosnia and Herzegovina. These efforts will be reinforced by improving local services and information for |

| General Risks | Probability | Type / Impact | Project response |
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| | | | diaspora, as well as thriving dialogue between diaspora and authorities in the country. |
| Force Majeure (e.g. act of nature) impacts Project activities | Low | Environment / High (Delays in the Project's implementation) | The Project will have a flexible approach, including reprogramming of activities to respond to the emerging needs. |

8. ANNEXES

ANNEX I: LOGOCAL FRAMEWORK

| Hierarchy of objectives Strategy of Intervention | Key Indicators | Data Sources Means of Verification | Assumptions |
|--|--|--|--|
| Overall Goal | Impact Indicators | | |
| <p>To maximise the positive impact of migration on development of Bosnia and Herzegovina (BIH) through greater connectivity with diaspora and enabling policy and institutional environment.</p> | <p><i>Indicator:</i> Extent to which the notion of migration and development has gained political and institutional support across government levels in BIH. <i>Baseline:</i> Limited and often politicised notion of migration, with limited level of support by governments across levels. <i>Target:</i> Increased level of political and institutional support to migration and development manifested through new policies, strategies and measures featuring Diaspora.</p> <p><i>Indicator:</i> Number of diaspora-led initiatives which have contribution at scale to BIH development facilitated through government. <i>Baseline:</i> Limited and ad-hoc development contribution by BIH Diaspora, not necessarily facilitated or recognised by BIH authorities (2016). <i>Target:</i> At least 10 diaspora-led initiatives facilitated and recognised by BIH authorities, contributing at scale to BIH development.</p> <p><i>Indicator:</i> # of adopted policies and/or strategies which incorporate the link between migration and development. <i>Baseline:</i> draft BIH Migration and Asylum Strategy 2016-2020; 10 local development strategies and 7 cantonal development strategies (2016).</p> | <ul style="list-style-type: none"> - Formally adopted strategies and policies at national and subnational levels. - Official gazettes at all government levels. - Media coverage on the topic. - Final Project Evaluation. |  |

| | <p><i>Target:</i> 1) diaspora policy developed and adopted by 2017. 2) Development and sectoral strategies to be elaborated during the project’s lifespan are reviewed as to their relevance to migration and development; expert recommendations on how to mainstream migration into these policies are provided (2019).</p> | | |
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| Outcomes | Outcome Indicators | | Assumptions |
| <p>Outcome 1: Policies for an effective engagement of diaspora as true partners for the country’s development designed and implemented, clearly identifying areas for state actions and responding to diaspora needs.</p> | <p><i>Indicator:</i> Extent to which the MHRR is positioned as the institution leading coordination on engagement and effective communication with BIH diaspora. <i>Baseline:</i> MHRR has limited capacity and role as the lead institution to coordinate on diaspora engagement and improve communication with BIH diaspora (2016). <i>Target:</i> MHRR (specifically its Sector for Emigration) is firmly positioned and recognised by domestic institutions and BIH diaspora as the lead authority leading coordination on diaspora engagement in-country and effectively interacting with diaspora (2019). <i>Indicator:</i> Percentage of implementation of the action plan related to the 2016-2020 BIH Migration and Asylum Strategy with focus on diaspora engagement/emigration segment⁶⁵. <i>Baseline:</i> Implementation to start (2016). <i>Target:</i> 70% realisation of the Action Plan related to Strategic Objective 6, Priority 6.2 (2019). <i>Indicator:</i> Share of priority actions, specified in the Diaspora policy, implemented with support of the project under output 1.4. <i>Baseline:</i> Implementation to start (2016).</p> | <ul style="list-style-type: none"> - Reporting conducted by MHRR as foreseen by the diaspora policy implementation. - Annual reports of MHRR on situation of BIH diaspora - Adopted policy and/or strategy documents, official gazettes. - Reporting on the implementation of the Action Plan of the BIH Migration and Asylum Strategy, related to objective 6. - Minutes of the working group meetings led by the MHRR. Diaspora web portal, reports on the annual fora etc. | <p>BIH institutions at central and entity level recognize the need for stronger policy coherence and for one institution to take the lead coordination role on diaspora engagement to be more effective.</p> <p>Relevant BIH authorities which have potential links to diaspora demonstrate political will and the knowledge to mainstream migration into their development policies and strategy documents.</p> <p>BIH government authorities engaged in the Migration and Asylum Strategy, in particular the MHRR tasked with diaspora engagement, committed to the implementation of the strategy.</p> |

⁶⁵ Specifically, Strategic Objective 6. Strengthening Institutional Capacities for Linking Migration and Development (Priority 6.2).

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| | <p>Target: 75% realisation of the priority actions from the Diaspora policy in line with activities under output 1.4. (2019).</p> <p>Indicator: Level of interaction and communication between BIH and diaspora.</p> <p>Baseline: Sporadic and rare communication with no established channel of communication widely known to BIH diaspora (2017).</p> <p>Target: At least 30 activists from diaspora participate regularly in annual diaspora policy dialogue conferences (2019).</p> | | |
| <p>Outcome 2: Local governments proactively connect with diaspora and their hometown associations, deliver tailored public services and measures, and facilitate diaspora's engagement in local economic development.</p> | <p>Indicator: % increase of diaspora members who use improved local services offered by local governments.</p> <p>Baseline: 5% diaspora members benefitted directly from new or expanded local services (2016).</p> <p>Target: 10% increase of diaspora members who use improved local services offered by local governments (2019).</p> <p>Indicator: # of jobs created (among which at least 30 % for women) and number of households with improved income streams as a result of targeted local government measures and diaspora's contribution.</p> <p>Baseline: 70 jobs created and 430 households with improved income streams as a result of targeted local government measures and diaspora's contribution through the previous project phase (2015).</p> <p>Target: At least 80 new jobs created (among which at least 30 % for women) and 300 households with improved income streams as a result of targeted local government measures and diaspora's contribution (2019).</p> | <ul style="list-style-type: none"> - Local governments' websites. - Local governments' official records. - Formal feedback submitted by diaspora to local governments. - Local governments' social and information media tools targeting diaspora. | <p>Diaspora organisations are active and willing to cooperate.</p> <p>Local governments' leaderships recognise the importance on working systemically at the local level in connecting and cooperating with diaspora.</p> <p>Local businesses trust local governments as facilitators of economic exchange between private sector and diaspora.</p> |

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| <p>Outcome 3: Private sector in BIH and diaspora interact effectively through knowledge and skills transfer, networking and investments, thus leveraging job creation and economic growth.</p> | <p><u>Indicator:</u> Volume of investments facilitated or realised by diaspora as a result of project assistance. <u>Baseline:</u> n/a. <u>Target:</u> At least BAM 3,000,000 (2019). <u>Indicator:</u> # of new jobs created in BIH (among which at least 30 % for women) as a result of diaspora's contribution and business to business exchange. <u>Baseline:</u> n/a. <u>Target:</u> At least 320 new jobs in BIH (among which at least 30 % for women) (2019).</p> | <ul style="list-style-type: none"> - Local governments' websites. - Local governments' official records. - Formal feedback submitted by diaspora to local governments. - Local governments' social and information media tools targeting diaspora. - Project reports and documentation. | <p>Diaspora and their organisations are willing to engage in knowledge, skills and technology transfer to BIH companies.</p> <p>Relevant regulatory frameworks and policies related to foreign investments are conducive to diaspora's investments in BIH.</p> |
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| Outputs per outcome | Output Indicators | Data Sources Means of Verification | Assumptions | |
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| Outcome 1: | | | | |
| Costs of outputs for outcome 1 (CHF): 1,000,000 % of total Project cost: | | | | |
| <p><u>Output 1.1:</u></p> | <p>Diaspora engagement policy and its implementation Action Plan are elaborated and taken for action by the state authorities in a holistic and whole-of-government manner.</p> | <p><u>Indicator:</u> Level of whole-of-government participation and support in the Diaspora policy elaboration and endorsement stage. <u>Baseline:</u> Diaspora engagement discussed in an ad hoc and inconsistent manner (2016). <u>Target:</u> An Intragovernmental Working Group appointed by BIH Council of Ministers (2016) and regularly convenes to discuss diaspora engagement priorities to feed into the policy design process (at least three times). <u>Indicator:</u> Existence of a BIH diaspora policy. <u>Baseline:</u> No diaspora policy in place (2016). <u>Target:</u> Diaspora policy drafted in a participatory manner and submitted for review to the BIH Council of Ministers (2016). <u>Indicator:</u> Extent to which relevant institutions are</p> | <ul style="list-style-type: none"> - Diaspora policy document, BIH Official Gazette. - Finalized Guidelines. - Minutes of the working group meetings led by the MHRR. - Media coverage. - Project progress reports. | <p>Political and institutional ownership over the diaspora policy and the Guidelines across government levels</p> <p>The Working Group on diaspora policy development will be institutionalized and will be given clearly stipulated TORs by MHRR which will be approved by the Council of Ministers of Bosnia and Herzegovina</p> |

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| | | <p>aware of the Guidelines on Mainstreaming Migration into Public Policy Design and Delivery in BIH.</p> <p><i>Baseline:</i> Guidelines have been drafted in the previous phase of the project and coordinated among relevant state authorities (2016).</p> <p><i>Target:</i> Relevant institutions are familiarised with the Guidelines on Mainstreaming Migration into Public Policy Design and Delivery in BIH (2016).</p> <p><i>Indicator:</i> Level of awareness and understanding of members of the intragovernmental Working Group on diaspora engagement.</p> <p><i>Baseline:</i> N/A as no group has been yet set up (2016).</p> <p><i>Target:</i> Increased level of awareness and understanding of members of the intragovernmental Working Group on diaspora engagement (2017).</p> | | |
| <u>Output 1.2:</u> | <p>Inter-agency coordination on diaspora engagement strengthened to support the MHRR as the diaspora engagement coordinator in BIH and effectively mainstream diaspora engagement in relevant sectoral policies and their implementation.</p> | <p><i>Indicator:</i> # of technical level government staff with substantive knowledge and practice in the area of diaspora engagement.</p> <p><i>Baseline:</i> 25 persons who took part in the previous project phase and received some knowledge on diaspora engagement (2016).</p> <p><i>Target:</i> At least one representative per institution identified in the Diaspora Policy as important stakeholder in diaspora engagement – “diaspora focal point” - has advanced understanding of diaspora engagement and its practical relevance to the work of this institution (11) (2019).</p> <p><i>Indicator:</i> # of diaspora focal points in state institutions which participate in the inter-agency coordination network on diaspora engagement actively sharing information with the MHRR and</p> | <ul style="list-style-type: none"> - Pre- and post-training evaluation questionnaires filled in by technical level government staff. - List of names of focal points. - Annual situation report on BIH diaspora by MHRR and Migration Profile, section on emigration. - List of indicators on diaspora engagement for each government institution represented in the Working Group (White paper) | <p>All members of the Working Group assign dedicated technical level staff to be trained and to act as diaspora focal point within their respective institutions</p> <p>All members of the Working Group agree to cooperate and coordinate with MHRR on data sharing on emigration</p> |

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| | | <p>the network on cases of diaspora engagement within their respective agendas.</p> <p><u>Baseline:</u> 0 (2016).</p> <p><u>Target:</u> at least 11 (2019).</p> <p><u>Indicator:</u> Regularity and comprehensiveness of collecting and sharing data on emigration and diaspora from identified data producers which cooperate with the MHRR.</p> <p><u>Baseline:</u> Currently only ad hoc data collection on emigration at local level and by the MHRR for the migration profile on a limited number of indicators which is hindered by a lack of data sharing mechanism.</p> <p><u>Target:</u> Systematic and regular (annual) data collection and sharing on priority data sets related to emigration and diaspora, in particular by the State Agency on Employment and Statistical Agencies of BIH, under the coordination of MHRR.</p> | | |
| <u>Output 1.3:</u> | <p>BIH diaspora organized in representation bodies in four pilot countries, BIH diaspora globally participates in policy dialogue with BIH government (diaspora policy) and is being recognized by broad BIH public for its contribution for the development of the home country.</p> | <p><u>Indicator:</u> Participation rate at annual diaspora policy dialogue conferences in BIH.</p> <p><u>Baseline:</u> 10 diaspora representatives per small-scale round tables with 50 participants in total (during 2013-2016).</p> <p><u>Target:</u> At least 30 diaspora representatives per diaspora dialogue conference with 100 participants per each annual conference in total (2019).</p> <p><u>Indicator:</u> # of networks which can act as representative bodies vis-a-vis the BIH state and the country of destination.</p> <p><u>Baseline:</u> 0 (2016).</p> <p><u>Target:</u> 4 - Germany, Austria, Sweden and Italy (2019).</p> | <ul style="list-style-type: none"> - Minutes from annual diaspora policy dialogue conferences facilitated by MHRR. - Press releases on the establishment of new diaspora associations/networks which are representation bodies vis-a-vis BIH authorities and the destination countries. - Press releases, interviews in print media, radio shows, TV appearances, with recognized diaspora representatives related to annual diaspora policy dialogue conferences. | <p>MoFA cooperates with MHRR on the organization of representative bodies of the BIH diaspora in selected destination countries</p> <p>MoFA cooperates with MHRR on the organization of annual recognition events by nominating diaspora associations/individuals according to defined selection criteria</p> <p>MHRR minister will approve the concept and design of the new diaspora website with all its</p> |

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| | | <p><i>Indicator:</i> # of certificates of recognition issued for individuals / diaspora associations / networks at annual Diaspora Policy dialogue conferences. <i>Baseline:</i> 0 (2016). <i>Target:</i> 15 per year (2019).</p> <p><i>Indicator:</i> # of press releases, radio interviews, TV appearances, social media news, and articles in print media related to the annual Diaspora Policy dialogue conferences on BIH diaspora engagement. <i>Baseline:</i> 0 (2016). <i>Target:</i> 30 per year (2019).</p> <p><i>Indicator:</i> Level of functionality of the web portal for the diaspora managed by the MHRR / Sector for Diaspora <i>Baseline:</i> Absence of an effective internet communication channel for engagement with diaspora. (2016). <i>Target:</i> A web portal which allows effective communication with diaspora, including via social media, with monthly hits amounting to at least 1,000 (2019).</p> | MHRR/section diaspora website statistics and website statistics of new website. | functionalities to become an interactive platform for information exchange and communication between BIH government and BIH diaspora. |
| <u>Output 1.4:</u> | Effective schemes of skill and knowledge transfer from diaspora piloted and MHRR capacitated with continuing with these schemes on their own, including the conducting of comprehensive diaspora mapping and needs | <p><i>Indicator:</i> # of institutions benefitting from knowledge transfer from diaspora experts with regard to the implementation of the Diaspora Policy. <i>Baseline:</i> Currently 8 – 10 per year primarily in the field of medicine (2016). <i>Target:</i> Up to 50 diaspora experts during the period 2017-2019 with professions benefitting receiving institutions primarily in the public sector working on the implementation of the Diaspora Policy.</p> <p><i>Indicator:</i> # of diaspora mapping reports</p> | <ul style="list-style-type: none"> - Implementation reports on the diaspora expert assignments - diaspora mapping reports for 10 main destination countries providing key information for the implementation of the two pilot activities and outcome 3 - Press release and media coverage on implemented crowdsourcing projects | <p>Sufficient number of diaspora expert requests will be put forward by receiving institutions and diaspora experts needed by these receiving institutions can be identified and matched.</p> <p>BIH diaspora associations and MoFA mobilize the BIH diaspora to participate in the diaspora mapping</p> <p>BIH institutions and CSO and</p> |

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| | assessment in BIH. | <p>providing key information for output 1.4 and outcome 3.</p> <p><u>Baseline:</u> Initial diaspora mapping done for Switzerland.</p> <p><u>Target:</u> 10 diaspora mappings for selected destination countries provide concrete information on the kind of resources (knowledge and others) which can be mobilized for BIH development</p> <p><u>Indicator:</u> BIH diaspora resources (social, knowledge and financial) are being mobilized through a crowdsourcing platform which forms part of an interactive web portal owned by the MHRR.</p> <p><u>Baseline:</u> Ad hoc, mostly at individual level interactions between BIH stakeholders and diaspora.</p> <p><u>Target:</u> At least 4 project ideas posted on crowdsourcing platform implemented within project duration.</p> | | <p>diaspora representatives cooperate in the establishment of the crowdsourcing platform by contributing with their project ideas and resources with which these project ideas can be implemented</p> |
| Outcome 2: Local governments proactively connect with diaspora and their hometown associations, deliver tailored public services and measures, and facilitate diaspora's engagement in local economic development | | | | |
| Costs of outputs for outcome 2 (CHF): 1,000,000 % of total Project cost: | | | | |
| <u>Output 2.1:</u> | <p>Local governments, equipped with relevant structures, capacity and tools, lead effective two-way communication, networking and engagement with diaspora and their hometown associations</p> | <p><u>Indicator:</u> # of diaspora focal points established and strengthened at the local level.</p> <p><u>Baseline:</u> 10 (2016).</p> <p><u>Target:</u> At least 15 (2019).</p> <p><u>Indicator:</u> # of local government staff with substantive knowledge and practice (among whom at least 30 % women) in the area of migration for development.</p> <p><u>Baseline:</u> 20 (2016).</p> <p><u>Target:</u> 40, among whom at least 30 % women (2019).</p> | <ul style="list-style-type: none"> - Local government websites and internal documentation; - Participants' pre- and post-training assessments; attendance lists; - Local government diaspora registries; - Local media reports; - Protocols from B2B meetings; - Project reports; - Formal local government | <p>Highly motivated and pro-active local government staff instigating new ideas and driving cooperation with diaspora</p> <p>Insufficient level of trust between diaspora and their organisations and local governments and businesses.</p> <p>Local governments, their communities and businesses,</p> |

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| | | <p><u>Indicator:</u> % increase of diaspora members mapped and outreached by local governments. <u>Baseline:</u> In average, app. 10% of diaspora members within 10 local governments (2016). <u>Target:</u> 30% increase of diaspora members mapped and outreached by local governments (2019).</p> <p><u>Indicator:</u> # of B2B meetings, new investments and jobs resulting from diaspora engagement facilitated by local governments <u>Baseline:</u> 4 B2B meetings, 1 new investment and 10 jobs⁶⁶ resulting from diaspora engagement facilitated by local governments (2015). <u>Target:</u> At least 25 B2B meetings, 2 new investments and 20 new jobs resulting from diaspora engagement facilitated by local governments (2019).</p> <p><u>Indicator:</u> # of local government staff engaged in the migration for development professional exchange (among whom at least 30 % women). <u>Baseline:</u> 16 members of the local government migration for development network (2016). <u>Target:</u> At least 40 local government representatives (among whom at least 30 % women) engaged in the migration for development professional network and benefiting from peer-to peer exchange both in BIH and abroad (2019).</p> | <p>documentation and reports; - Project beneficiaries with new jobs; - Photos of business sites; - Minutes and photos from network meetings and events.</p> | <p>understand potentials of diaspora's direct and indirect contribution to development and are willing to engage in the project.</p> |
| <u>Output 2.2:</u> | Tailored public services and measures originating | <u>Indicator:</u> # newly-introduced / improved local administrative and / or information services targeting diaspora. | <p>- Local governments' websites. - Local governments' official</p> | Reluctance among diaspora members to register in diaspora registries led by local |

⁶⁶ This baseline relates only to the new investments in 10 partner local governments within the first Project phase.

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| | | <p>(among whom at least 30 % women) (2019).</p> <p><i>Indicator:</i> # of diaspora organisations which have basic capacity to facilitate knowledge and skills transfer between businesses from diaspora and BIH.</p> <p><i>Baseline:</i> No diaspora organisations have capacity to facilitate and / or broker targeted knowledge transfer between businesses from diaspora and BIH (2016).</p> <p><i>Target:</i> At least 4 diaspora organisations have basic capacity to facilitate knowledge and skills transfer between business from diaspora and BIH (2019).</p> | | |
| <u>Output 3.2:</u> | Reinvigorated interaction between businesses from diaspora and BIH translates into new jobs and investments | <p><i>Indicator:</i> # of diaspora investments above BAM 150,000 realised in BIH and # of new jobs resulting therefrom.</p> <p><i>Baseline:</i> n/a</p> <p><i>Target:</i> At least 20 diaspora investments above BAM 150,000, which create at least 320 new jobs (2019).</p> <p><i>Indicator:</i> # of BIH companies (among which at least 30 % women-owned) which expand their export markets as a result of interaction with diaspora or their business organisations.</p> <p><i>Baseline:</i> n/a.</p> <p><i>Target:</i> At least 20 BIH companies (among whom at least 30 % women-owned) which expand their export markets as a result of interaction with diaspora or their business organisations (2019).</p> | | |

| Activities for Output 1.1 | Inputs |
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| Activity 1.1.1: Support the participatory design of Diaspora Policy | 3 meetings of the Working Group members International and local expert (diaspora policy): consultancy fee plus 3x travel and DSA for international expert 2 international facilitators (IOM experts), travel and DSA Travel for 3 diaspora experts |

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| | <p>Accommodation costs (31 persons) Travel costs (in Bosnia and Herzegovina) for the meeting participants: 25 persons Training material: 31 participants Catering : 35 persons Translators: 2 persons Renting of equipment for simultaneous translation</p> |
| Activity 1.1.2: Finalize, promote and disseminate the Guidelines on Mainstreaming Migration into Public Policy Design and Delivery in Bosnia and Herzegovina. | <p>Review by IOM expert team (not budget relevant) Local expert Translation and publication of the Guidelines</p> |
| Activities for Output 1.2 | Inputs |
| Activity 1.2.1: Organize a series of seminars on diaspora engagement for government officials at technical level from institutions who are to be included in the inter-agency coordination mechanism foreseen by the Diaspora Policy | <p>6 technical Capacity building seminars for technical level staff (relevant state, entity and Brčko District) (2 per year) 2 international facilitators (IOM experts for thematic input), travel and DSA, Accommodation costs (35 persons) Travel costs (in country) for the training participants: 30 persons Training material: 35 participants Catering : 35 persons Translators: 2 persons Renting of equipment for simultaneous translation</p> |
| Activity 1.2.2: Establish and strengthen a network of diaspora focal points in institutions which engage or have potential to engage with diaspora within the mandate | <p>Network meetings for 11 diaspora focal points (1 per year starting from 2017, 3 in total) 2 international facilitator (IOM experts for thematic input), travel and DSA Accommodation costs (15 persons) Travel costs (in BIH) for the training participants: 13 persons Training material: 15 participants Catering: 15 persons Translators: 2 persons Renting of equipment for simultaneous translation</p> |
| Activity 1.2.3: Enhance MHRR's and other relevant state stakeholders' capacities and development of a methodology and tools for collection and exchange of data on emigration and diaspora for the purpose of evidence-based policy | <p>Training related costs c) and i) included in series of seminars on M&D and diaspora coordinator network meetings International expert (20 man days X 450 CHF – to guide the assessment and conduct trainings) Int. expert travel (twice, for 3 days each travel) National expert fees (30 man days X 300 CHF or whichever daily fees are for a national expert) Translation (100 pages) in 1 BIH language and printing costs for assessment report Interpreter (to help int. expert during the interviews and training) Computer, a printer etc. – up to 5.000 CHF</p> |

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| design, implementation and monitoring | |
| Activities for Output 1.3 | Inputs |
| Activity 1.3.1: Launch diaspora dialogue conferences in Bosnia and Herzegovina | 3 diaspora policy dialogue conferences (3 calendar days, 2 full days) (1 per year as of 2017) Travel (international): 30 persons Travel local participants: 66 Accommodation: 100 persons Translation services Renting of premises |
| Activity 1.3.2. Creation of BIH diaspora representation bodies in countries of destination which can represent diaspora vis-a-vis state and non-state partners of that countries of destination as well as vis-a-vis Bosnia and Herzegovina | 3 MHRR staff*2 meetings*4 countries=24 travel |
| Activity 1.3.3: Establishment of an official government owned web portal as the main communication tool between BIH government and diaspora world wide | Website design and creation, communication strategy IT support for maintenance of website |
| Activities for Output 1.4 | Inputs |
| Activity 1.4.1: Conduct diaspora mapping in 10 main destination countries | Relevant expertise |
| Activity 1.4.2: Set up a mechanism which will match diaspora experts with receiving institutions in BIH working on the implementation of the Diaspora Policy | Establish pilot scheme for transfer of skills for 50 persons in 3 years Diaspora mapping for 10 countries: Research in 10 countries of destination plus online surveys Consultancy (international and local expert) Travel |
| Activity 1.4.3: Based on diaspora mapping establish a crowdsourcing platform linked to the MHRR diaspora website | International Consultancy for creation of crowdsourcing platform Travel (3 to BIH) Maintenance and update of the platform as part of the website will be done by MHRR staff- Technical equipment for MHRR |
| Activities for Output 2.1 | Inputs |
| Activity 2.1.1: Establish, capacitate and set in motion diaspora | On-demand technical assistance Training, including standardized training materials made available by the MHRR and IOM, as well as modules from JMDI |

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| coordinators at the local level | <ul style="list-style-type: none"> toolbox Consultants for training Travel Local Governance Specialist |
| Activity 2.1.2: Support local governments to identify, outreach and connect with diaspora through innovative approaches, tools and communication channels | <ul style="list-style-type: none"> 15 local governments, diaspora coordinators Tailored technical assistance for each partner local government Software, ICT / social media support, advice and tools Workshops, events Publications, newsletters, videos Travel costs Local Governance Specialist |
| Activity 2.1.3: Support local governments to productively facilitate economic development interaction and connections between diaspora and their networks (business and hometown associations) and economic stakeholders in target localities. | <ul style="list-style-type: none"> Capacity development for local governments using standardized training materials made available by the MHRR or JMDI Workshops, events Case-specific technical assistance for market research, intelligence, etc. Travel costs Local Governance Specialist Economic Development Specialist Consultants |
| Activity 2.1.4: Provide support to networking and peer-to-peer exchange among local government practitioners in BIH and networks globally | <ul style="list-style-type: none"> Workshops, events Training Travel costs (in-country and international) Networking events in-country (travel, accommodation, hospitality) Publications, videos Local Governance Specialist |
| Activities for Output 2.2 | Inputs |
| Activity 2.2.1: Expand and improve the portfolio of public services offered by local governments by customising / introducing new services based on diaspora's needs and prospects to contribute to local economic development | <ul style="list-style-type: none"> Case-specific technical assistance Software, ICT Training Workshops, events Travel Consultants Local Governance Specialist |
| Activity 2.2.2: Support local governments to mainstream migration into their strategic | <ul style="list-style-type: none"> Consultants for helping local governments mainstream the aspect of migration into local strategies (at least 5 local governments) Seed fund (thematic public grant schemes operationalise priorities from local strategies) |

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| frameworks and apply tailored public incentive schemes operationalizing priorities originating from local strategies, which encourage investment / contribution by diaspora for economic development, livelihoods and job creation | Technical assistance Travel Publications (best practices) and video stories Local Governance Specialist Economic Development Specialist Project Financial Assistant |
| Activities for Output 3.1 | Inputs |
| Activity 3.1.1: Identify cooperation opportunities and facilitate exchange between private sector in Bosnia and Herzegovina and diaspora. | Travel costs (in-country and international) Grants Workshops, events Publications, videos |
| Activity 3.1.2: Support targeted knowledge and skills transfer from diaspora and their organisations to businesses and individuals in Bosnia and Herzegovina which contributes to economic development | Grants (eligible costs travel costs (in-country and international), training, workshops, events, networking events in-country, on-line mentoring / knowledge exchange tools and platforms) Travel Expertise Consultants (including for project mid- and final evaluation) Workshops, events Media, publications, video stories |
| Activities for Output 3.2 | Inputs |
| Activity 3.2.1: Support realisation of investments of BIH diaspora in Bosnia and Herzegovina. | Travel costs (in-country and international) Grants On-line mentoring / knowledge exchange tools and platforms Support to start-ups and mentoring Workshops, conferences, B2B events Consultancy for impact evaluation Publications, videos |
| Activity 3.2.2: Assist export capacity and activity of BIH businesses with pro-active and interest-based support by diaspora in host countries | Travel costs (in-country and international) Grants Publications, videos Consultancy for impact evaluation |

ANNEX II: EXCERPT FROM BOSNIA AND HERZEGOVINA MIGRATION PROFILE, 2015

| Host country | Number of emigrants from Bosnia and Herzegovina | Source of data and reference year |
|--------------------|---|-----------------------------------|
| Albania | 29,077 | UN67, 2013 |
| Australia | 41,449 | UN68, 2015 |
| Austria | 149,755 | Eurostat69, 2015 |
| Belgium | 450 | Eurostat, 2015 |
| Bolivia | 10 | UN,2015 |
| Brazil | 82 | UN,2015 |
| Bulgaria | 107 | Eurostat, 2015 |
| Canada | 39,583 | UN,2015 |
| Chili | 12 | UN,2015 |
| Croatia | 409,357 | Eurostat, 2015 |
| Cyprus | 96 | Eurostat, 2015 |
| Czech Republic | 2,928 | Eurostat, 2015 |
| Denmark | 17,858 | Eurostat, 2015 |
| Dominican Republic | 5 | UN,2015 |
| Egypt | 70 | UN, 2015 |
| Estonia | 2 | Eurostat, 2015 |
| Finland | 585 | Eurostat, 2015 |
| France | 13,958 | Eurostat, 2015 |
| Germany | 159,380 | Eurostat, 2015 |
| Greece | 456 | Eurostat, 2015 |
| Hungary | 506 | Eurostat, 2015 |
| Ireland | 1,200 | Eurostat, 2015 |
| Island | 153 | UN, 2015 |
| Italy | 27,726 | Eurostat, 2015 |
| Israel | 53 | UN, 2013 |
| Jordan | 64 | UN,2015 |
| Latvia | 4 | Eurostat, 2015 |
| Libya | 329 | UN, 2015 |

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

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

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

| | | |
|----------------------------------|------------------|---|
| Luxemburg | 2,232 | Eurostat, 2015 |
| Macedonia | 8,713 | UN, 2015 |
| Malta | 159 | Eurostat, 2015 |
| Montenegro | 34,259 | UN,2015 |
| Norway | 13,453 | Statistical Central Office of the Kingdom of Norway, 2015. |
| New Zealand | 626 | UN, 2013 |
| Poland | 3,741 | Eurostat, 2015 |
| Portugal | 111 | Eurostat, 2015 |
| Romania | 60 | Eurostat, 2015 |
| Russia | 515 | UN, 2015 |
| Slovakia | 321 | Eurostat, 2015 |
| Slovenia | 96,921 | Eurostat, 2015 |
| Spain | 3,510 | Eurostat, 2015 |
| Serbia | 335,992 | UN,2015 |
| Sweden | 56,477 | Eurostat, 2015 |
| Switzerland | 57,542 | UN,2015 |
| South Africa | 184 | UN,2015 |
| The Netherlands | 25,440 | Statistical Yearbook – Statistics Agency of the Netherlands 2013. |
| Turkey | 3,507 | UN, 2015 |
| United States of America | 132,255 | UN, 2013 |
| United Kingdom | 7,880 | Eurostat, 2015 |
| Venezuela | 24 | UN,2015 |
| TOTAL NUMBER OF EMIGRANTS | 1,679,177 | |