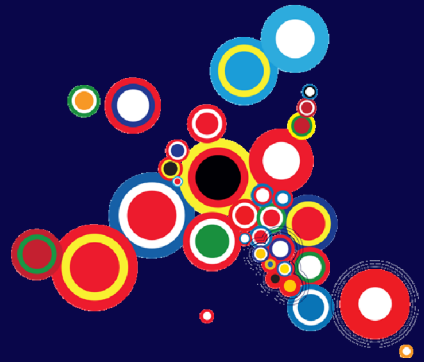




INSTRUMENT FOR PRE-ACCESSION ASSISTANCE (IPA II) 2014-2020

BOSNIA AND HERZEGOVINA

Civil Society Facility and Media Programme 2018-2019



Action summary

IPA II assistance within the Civil Society Facility and Media Programme 2018-2019 will encourage sector-based networking and cooperation among Civil Society Organisations (CSOs) in areas of education, health, social inclusion and social entrepreneurship, environment and climate change, youth, culture, entrepreneurship and local economy, women, media freedoms and media integrity, fight against corruption, and strengthening political pluralism. Gender and inclusion of minorities will be a cross cutting issue.

Assistance will also increase domestic CSOs' capacities to contribute to transparent and fair elections, and improve capacities of CSOs to combat corruption, improve social dialogue and support social partners. Assistance will also be provided to the Governments at different levels to build their capacities for more effective inclusion of CSOs in policy and decision-making.

Action Identification	
Action Programme Title	Civil Society Facility and Media Programme 2018-2019
Action Title	Civil Society Facility and Media action for Bosnia and Herzegovina 2018-2019
Action ID	IPA 2018/040-646.03/CSF & Media/ Bosnia and Herzegovina IPA 2019/040-647.03/CSF & Media/ Bosnia and Herzegovina
Sector Information	
IPA II Sector	Regional and territorial cooperation
DAC Sector	15150 Democratic participation and civil society 15153 Media and free flow of information
Budget	
Total cost	2018 = EUR 2 700 000 2019 = EUR 6 100 000 Total: EUR 8 800 000
EU contribution	IPA 2018: EUR 2 500 000 IPA 2019: EUR 5 500 000 Total: EUR 8 000 000
Budget line(s)	22.020401 – Multi-country programmes, regional integration and territorial cooperation
Management and Implementation	
Management mode	Direct Management
Direct management: EU Delegation Indirect management: National authority or other entrusted entity	EU Delegation to Bosnia and Herzegovina
Implementation responsibilities	Not applicable.
Location	
Zone benefiting from the action	Bosnia and Herzegovina
Specific implementation area(s)	Not applicable.
Timeline	
Final date for concluding procurement and grant contracts	IPA 2018: 31 December 2019 IPA 2019: 31 December 2020
Indicative operational implementation period	72 months from the adoption of this Financing Decision

Policy objectives / Markers (DAC form)			
General policy objective	Not targeted	Significant objective	Main objective
Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	x
Aid to environment	<input type="checkbox"/>	x	<input type="checkbox"/>
Gender equality (including Women In Development)	<input type="checkbox"/>	x	<input type="checkbox"/>
Trade Development	x	<input type="checkbox"/>	<input type="checkbox"/>
Reproductive, Maternal, New born and child health	x	<input type="checkbox"/>	<input type="checkbox"/>
RIO Convention markers	Not targeted	Significant objective	Main objective
Biological diversity	x	<input type="checkbox"/>	<input type="checkbox"/>
Combat desertification	x	<input type="checkbox"/>	<input type="checkbox"/>
Climate change mitigation	<input type="checkbox"/>	x	<input type="checkbox"/>
Climate change adaptation	<input type="checkbox"/>	x	<input type="checkbox"/>

1. RATIONALE

PROBLEM AND STAKEHOLDER ANALYSIS

EU support to Civil Society Organisations (CSOs) aims at building stronger democracies, improving accountability systems and ultimately achieving better policy and economic and social development. It seeks to empower civil society to fulfil the following key roles:

- Creating stronger links to citizens by engaging in public policy processes, reaching out to society as a whole including marginalized groups and grass-root communities and encouraging civic activism and public participation in policy-making across all areas;
- Becoming professional and reliable partners in the policy-making and reform process through evidence-based advocacy across all sectors and close monitoring of reforms;
- Contributing to enhancing responsible and inclusive leadership in the political, economic and social spheres and provide early warning in case of societal change,
- Strengthening economic development and create better links with business by promoting entrepreneurship, social innovation and job creation.

Regarding **civil society**, Bosnia and Herzegovina has seen some progress in establishing institutional mechanisms for cooperation between governments and CSOs, as well as in public financing of CSOs. A Charter on Cooperation between the Council of Ministers of Bosnia and Herzegovina and CSOs was signed in November 2017. A strategic framework for cooperation with civil society still needs to be developed at all governance levels. A number of institutions at various levels of government designated contact points in charge of dialogue and cooperation with CSOs. Consultations with CSOs were occasionally held in specific sectors, also thanks to the use of institutional mechanisms such as e-consultation web platforms. Public funding calls and, in some cases, results of selections were publicly available, but some funding mechanisms for distribution of funds remained non-legally binding and were not fully implemented. Transparency remained weak due to lack of monitoring and evaluation mechanisms. The “Alliance for EU Integration” – a platform bringing together civil society actors – published their Alternative Responses to Commission’s Opinion Questionnaire in October 2017.

The strengths and weaknesses of the Civil Society (CS) in Bosnia and Herzegovina as well as the challenges faced by the CS in the specific context of the European integration have been recurrently analysed since 2008 when the European Commission (EC) set up the so called Civil Society Facility (CSF) to financially support the development of civil society. This is reflected also in the EC enlargement strategy underlining the “importance of civil society being able to play its role in a participatory democracy”. Gaps and deficiencies in the legal framework both affect the development of the sector and the prospects for success of interventions. The relationship between government and civil society has yet to be defined and operationalised particularly at higher levels. The engagement of civil society is limited and uneven. The domestic infrastructure to support civil society remains underdeveloped. Public awareness and the image of the sector need to be improved and deepened.

The engagement of citizens in the decision-making processes at the state level in Bosnia and Herzegovina is regulated but not implemented in full. Only recently, long-term EU support to Bosnia and Herzegovina authorities and Civil Society led to establish a publicly accessible registry¹ of the Civil Society Organisations.

A significant number of professional Civil Society Organisations² exists. Yet, due to the inconsistent CSO registration procedures and the absence of a single register of CSOs, the overall number of CSOs operating in Bosnia and Herzegovina was only established by an EU project titled “Mapping study of CSOs in

¹ Please consult <http://zbrnregistri.gov.ba/> only accessible in Bosnia and Herzegovina’s official languages .

² “Legal persons may include civil society organisations, such as non-governmental non-profit organisations and independent political foundations, community-based organisations and private-sector non-profit agencies, institutions and organisations and networks thereof at local, national, regional and international level.” – Article 8.1 Regulation (EU) N° 236/2014 of the European Parliament and of the Council of 11 March 2014. available at: http://ec.europa.eu/enlargement/pdf/financial_assistance/ipa/2014/236-2014_cir.pdf

Bosnia and Herzegovina”³. The project final report was delivered back in 2016 and established that the number of registered civil society organisations is approximately 22,800.

According to the 2018 Report on Bosnia and Herzegovina there is some level of preparation on **freedom of expression**⁴. However, no progress was achieved in this area and no progress was made in addressing 2016 Report’ recommendations. The financial stability of the public broadcasting system was neither fully nor sustainably addressed. Political pressure and intimidation towards journalists, including physical and verbal attacks, continued during the reporting period without a systemic institutional follow up. Authorities made no attempt to address the lack of transparency of media ownership.

In the coming year, Bosnia and Herzegovina should in particular:

- fi ensure sufficient protection of journalists and an appropriate law enforcement response to cases of threats to journalists;
- fi finalise the reform of the public broadcasting system, including securing the funding of public broadcasters, harmonising relevant entity broadcasting legislation with the state-level law, and securing political neutrality of the steering boards;
- fi adopt appropriate legislation on media ownership transparency, including for online media.

Finally, Bosnia and Herzegovina has some level of preparation in the fight against **corruption**⁵. Some progress was made on addressing the previous report’s recommendations with the adoption of strategies and action plans at various levels of governance. However, the legal and institutional framework remained inadequate and the fragmentation of the action plans makes their implementation less effective. There remains a gap between the declared political will and the lack of concrete results.

In this area, in the coming year, Bosnia and Herzegovina should in particular:

- fi adopt consistent and credible action plans (where they are still missing), underpinned by a realistic budget and ensuring the implementation and monitoring of anti-corruption strategies;
- fi establish prevention bodies, where not yet set up, and ensure that they cooperate among themselves and with the Agency for prevention of corruption and coordination of the fight against corruption;
- fi amend legislation to ensure effective management of conflicts of interest, notably at state, Federation entity and Brčko District levels, improve legislation governing asset declarations, and adopt legislation for the effective protection of whistle-blowers in the Federation entity and Brčko District;
- fi significantly improve the track records in the areas of repression and prevention of corruption, including by imposing effective and deterrent sanctions.

In summary, the main issues to be addressed with this programme are as follows:

1. The dialogue between the governmental and the non-governmental sector is weak and not institutionalized at all levels.
2. Citizens’ participation in policy and decision making processes at local level is sporadic and not institutionalized.
3. Capacities of CSOs, particularly at grass-root level, remain low.
4. CSOs do not contribute sufficiently to fight corruption and support socio-economic development.
5. Media freedoms remain threatened and must be ensured and strengthened.

³ Please consult <http://europa.ba/wp-content/uploads/2016/11/Mapping-study-of-CSOs-in-BiH.pdf>

⁴ Please consult <http://europa.ba/wp-content/uploads/2018/04/20180417-bosnia-and-herzegovina-report.pdf>

⁵ Please consult <http://europa.ba/wp-content/uploads/2018/04/20180417-bosnia-and-herzegovina-report.pdf>

OUTLINE OF IPA II ASSISTANCE

The Civil Society Facility and Media programme of 2018 – 2019 will address the following areas in Bosnia and Herzegovina:

- 1. The capacity of governments to include CSOs into decision-making is enhanced.** This assistance will address the problem of weak cooperation and dialogue between governments and civil society in Bosnia and Herzegovina and extend support to inclusive social dialogue and social partners (employees, employers, governments) including in relation to legislation, collective negotiations, assessing the need for new legislation, drafting the laws and monitoring the implementation of reforms.
- 2. Support to existing and newly established CSOs networks in various areas** (Education, Health, Social inclusion and social entrepreneurship, Environment and climate change, Youth, Culture, Entrepreneurship and local economy, Women, Media freedoms and media integrity, Fight against corruption, and Strengthening political pluralism). In addition, particular attention will be focused on support to CSOs to engage with **election monitoring**. This assistance will address the problem of weak sector-based cooperation among CSOs and will support CSOs in promoting social development and fighting corruption in Bosnia and Herzegovina.

RELEVANCE WITH THE IPA II STRATEGY PAPER AND OTHER KEY REFERENCES

Over the recent years, the EU has increased its focus on civil society as a way to meet the key challenges in establishing functioning democratic institutions.

DG Neighborhood and Enlargement Negotiation's approach to supporting civil society in enlargement countries for the period 2014 – 2020 focuses on supporting the development of an *“environment that is conducive to civil society activities and building the capacity of CSOs to be effective and accountable independent actors”*⁶. This is also reflected in the 2018 Western Balkan Strategy stating that *“governments should ensure stakeholders can actively participate in the reform and policy making process, for example by establishing inclusive structured dialogues on reform priorities with the involvement of an empowered civil society. An enabling environment for civil society organisations is therefore crucial”*.

As indicated in DG NEARs *Guidelines for EU support to media freedom and media integrity in enlargement countries, 2014-2020*, *“Free media come as the principal precondition for freedom of expression. Since the media and their markets are basically national in scope, there is little acquis at the EU level. However, in the context of the European Enlargement policy, the European Commission is obliged by the Copenhagen political criteria to make a full assessment and conclude if there is real respect and true commitment to promoting freedom of expression in the given aspiring country.”*⁷

The 2018-2019 main priorities of the Civil Society Facility and Media Programme, identified by stakeholders for support through consultation during the programming exercise, are as follows:

- Institutionalisation of civil society participation in policy and decision making process.
- Further capacity building of CSO in Bosnia and Herzegovina, particularly of grassroots CSOs.
- Continuation of support to issue based networks in the area of election monitoring, education, health, social inclusion and social entrepreneurship, environment and climate change, youth, culture, entrepreneurship and local economy, women, media freedoms and media integrity, fight against corruption, and strengthening political pluralism.

The revised IPA II Indicative Strategy Paper (ISP) for Bosnia and Herzegovina confirms that *“the Commission attaches great importance to the involvement of civil society (CSOs) in the pre-accession process, contributing to foster public understanding of the required reforms and ensuring that EU accession is a consensual and well-understood process. In the period 2014-2017, IPA II has supported the*

⁶ DG NEAR Guidelines for EU support to civil society in enlargement countries 2014-2020

⁷ DG NEAR Guidelines for EU support to media freedom and media integrity in enlargement countries, 2014-2020

*involvement of civil society in the EU integration process through CSO capacity building and improved sector-level coordination among the CSOs. Further support is needed to leverage on the expert knowledge of civil society (including business community, media, and social partners) in specific sectors to shape policy and strategy, as well as to enable change.*⁸ The preparation of the ISP and selection of priorities has involved consultations with the civil society including through a series of brainstorming discussions which started early 2013.

The ISP is designed to impact on several sectors and/or priorities. The present action is intended to contribute to the following priorities:

- Inclusion of CSOs into the decision-making at all levels of government: The ISP states that: *“The Commission will encourage enlargement countries to make legislation more conducive for civil society. It will also promote the involvement of civil society in the pre-accession process, including in the formulation, implementation and monitoring of sector strategies for EU financial assistance.”* *“Public institutions recognise the importance of CSOs in improving good governance through CSOs’ inclusion in decision making processes.”* The present action will respond to this priority, and also to a series of objectives and results of the Guidelines for EU support to civil society in enlargement countries 2014-2020⁹:

- Capacity building of CSOs: The revised ISP emphasises the importance of civil society involvement in policy making process, particularly EU accession process of Bosnia and Herzegovina. The ISP states that the: *“As concerns civil society, the Commission will offer a combination of political and financial support to meet these objectives and will advocate for a more conducive legislative framework for civil society. It will also promote the involvement of civil society in the pre-accession process, including in the formulation, implementation and monitoring of sector strategies.”* The present action will contribute to this priority and to several objectives and results of the Guidelines for EU support to civil society¹⁰:

- Social development and enabling environment: The action will involve support to networking CSOs in areas of education, health, social inclusion and social entrepreneurship, environment and climate change, youth, culture, entrepreneurship and local economy, and women. Particular attention will be paid to gender aspects and inclusion of minorities as cross-cutting issues in all identified areas. It will therefore contribute among others to the objectives of the revised ISP in the sector education, employment and social policies. At the same time, this component will support networking of CSOs for capable, transparent, and accountable CSOs in the listed areas. The action will therefore contribute to several objectives and results of the Guidelines for EU support to civil society¹¹:

- Fight against corruption: CSOs in the region have demonstrated their ability to initiate effective anti-corruption initiatives¹². The support to CS in Bosnia and Herzegovina will help to strengthen CSO anti-corruption initiatives and enhance the visibility of anti-corruption campaigns, especially in local

⁸ Revised Indicative Strategy Paper (2014-2020) for Bosnia and Herzegovina

⁹ The action will respond in particular to the Guidelines' Objective 2 and 3: “An enabling financial environment, which supports sustainability of CSOs”; and “Civil society and public institutions work in partnership through dialogue and cooperation, based on willingness, trust and mutual acknowledgment around common interests”, Results concerned are Result 2.4: “Government support to CSOs is available and provided in a transparent, accountable, fair and non-discriminatory manner”; and Result 3.1: “Public institutions recognise the importance of CSOs in improving good governance through CSOs’ inclusion in decision making processes”.

¹⁰ The action will respond in particular to the Guidelines' Objective 4: “Capable, transparent and accountable CSOs”; Objective 5: “Effective CSOs”; and Objective 6: “Financially sustainable CSOs”. Concerned Results are: Result 4.2: “CSOs are able to communicate the results of their activities to the public”; Result 4.4: “CSOs monitor and evaluate the results and impact of their work”; Result 5.1: “CSO activities are guided by strategic long-term organisational planning; and Result 6.1.: “Fund-raising activities are rooted in CSOs’ long-term strategic plans and the core mission of the organisation”.

¹¹ The action will respond in particular to the Guidelines' Objective 1: “An enabling legal and policy environment, for the exercise of the rights of freedom, expression, assembly and association”; Objective 4: “Capable, transparent and accountable CSOs”; and Objective 5: “Effective CSOs”. Concerned results include: Result 1.3.: “National and/or local authorities have enabling policies and rules for grass-roots organisations and/or civic initiatives”; Result 4.4.: “CSOs monitor and evaluate the results and impact of their work”; Result 4.2.: “CSOs are able to communicate the results of their activities to the public”; and Result 5.3.: “CSOs regularly network within and outside country borders and make use of coalition-building for increased impact in campaigning and advocacy”.

¹² DG NEAR’s Guidelines for EU support to civil society in enlargement countries 2014-2020

communities and in particular in the areas of health and education. The action will contribute in this area, as well as to the CSO Guidelines.¹³

- **Freedom of expression:** The ISP notes with regard to freedom of expression and the media: "*Assistance will support building up technical capacity, and provide training and expertise to the relevant media bodies in order to develop investigative journalism and to improve professional journalistic standards. Support in this respect will be based on the 'Guidelines for EU support to media freedom and media integrity in enlargement countries, 2014-2020'.*"

The action will therefore contribute to this priority and to objectives and results of the Guidelines for EU support to media freedom and media integrity in enlargement countries, 2014-2020¹⁴:

LESSONS LEARNED AND LINK TO PREVIOUS FINANCIAL ASSISTANCE

Considerable IPA 2007-2013 and 2014-2017 funding has been allocated to civil society development, in particular to build the capacities of civil society to actively take part in policy dialogue, reinforce local democracy and strengthen civil society organisations to fight corruption and protect the environment.

The recently finalised **Mid-term Evaluation of the Civil Society Facility for the Western Balkans and Turkey** contains a section specifically related to Bosnia and Herzegovina. Major conclusions are:

- The CSF is a very relevant instrument for support to civil society in Bosnia and Herzegovina. Relevance is high both from the point of strong linkages of the CSF objectives to the Copenhagen Political criteria for accession and their operationalisation for Bosnia and Herzegovina in terms of preservation of democratic governance and human rights.

- CSF financial assistance is efficient. The cycle of programming, tendering and contracting goes relatively quickly, without major delays. CSF financial assistance has increased its reach to grassroots and community-based organisations in Bosnia and Herzegovina. The evaluation found that CSF assistance is flexible and responds to the changing needs of civil society organisations and of the government. This is extremely important in Bosnia and Herzegovina, where the political and socio-economic context is very complex and affects civil society significantly. This flexibility also raises the very relevance of CSF.

- There is a varying degree of effectiveness of CSF assistance in addressing civil society needs. With regards to effectiveness of support to the capacities of CSOs in internal organisation and organisational capacity, the CSF has had more success, with direct results seen in improvements to individual CSO and network capacities.

- Whilst project level impacts are visible, the broader impact from CSF funding in Bosnia and Herzegovina is less strong. Donor involvement is shrinking, leaving the EU as the main donor in the country. CSF supported projects, have more visible outcomes on specific target groups. The most visible impact of the assistance is seen in the profiling and consolidation of networks, allowing them to continue to enhance constructive dialogue and collaboration with public authorities. External factors affecting CSF ability to achieve positive outcomes and impacts are political, as well as the low institutional and human capacities within grassroots CSOs, and a lack of continuous financial support for CSOs.

- The sustainability of CSF actions in Bosnia and Herzegovina remains fragile, and many of the actions financed by the CSF will face difficulties in producing effects after projects close. Systematic and transparent mechanisms for funding of CSOs are lacking, as is an overall government strategy for ensuring the enabling environment for the development of civil society.

¹³ The action will respond in particular to the Guidelines' Objective 4: "Capable, transparent and accountable CSO"; and to Result 4.2. CSOs are able to communicate the results of their activities to the public".

¹⁴ The action will respond in particular to the Guidelines' Objective 3: "Qualitative and trustworthy investigative journalism available to citizens"; and Result 3.1: Improved conditions for quality investigative journalism including modern/innovative approaches to increase quality and credibility of investigative journalism. Increased cooperation between journalists, their groups and CSOs for benefiting investigative journalism. Training programmes for modern analytical approaches in investigative journalism in place.

- The focus on human rights in the CSF for Bosnia and Herzegovina is strong; however, the focus on gender seems to be more declarative than essential. Focus on the environment has been positive. While CSF assistance appropriately targets issues relating to human rights and the environment, it seems that gender is not yet a truly mainstreamed concept.

- CSF actions in Bosnia and Herzegovina follow priorities as recognised by EU programming documents and EU progress reports. Synergies between the CSF, Cross-Border Cooperation (CBC) and the European Instrument for Democracy and Human Rights (EIDHR) and some sectoral support instruments can be further developed.

- CSF projects follow EU visibility requirements. The CSF is, besides the EIDHR, the most visible instrument for civil society. Participation in CSF-funded projects also allows organisations to work on stronger advocacy and inclusion in policy processes, which in turn, raises the visibility of the EU as a donor. Also, as civil society organisations work at the local level, their proactive promotion of the EU as a donor raises awareness of EU support in local communities.

Finally, evidence indicates that civil society should not be supported in isolation, but as an integral part of every policy area. Civil society should be regarded as a cross-cutting issue and not as separate sector. In Bosnia and Herzegovina, the EU is promoting involvement of CSOs in consultations regarding programming of EU funds (namely IPA I, IPA II and EIDHR) as well as in the preparation of EU annual reports on country progress. The EU Integration process will be a major challenge for Bosnia and Herzegovina with a particular role for CSOs. Through the Technical Assistance to CSOs (TACSO) project, the Delegation of the EU in Bosnia and Herzegovina encourages civil society organisations, entrepreneurs, academia, activists, bloggers and similar, to actively participate in the “Alliance for EU Integration” – a joint platform bringing together non-governmental actors as a counterpart and complement to the governmental institutions in Bosnia and Herzegovina.

2. INTERVENTION LOGIC

LOGICAL FRAMEWORK MATRIX (FIGURES IN BRACKETS REFER TO RESULTS AND INDICATORS OF THE GUIDELINES FOR EU SUPPORT TO CIVIL SOCIETY IN ENLARGEMENT COUNTRIES 2014-2020)

OVERALL OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (*)	SOURCES OF VERIFICATION	
To strengthen participatory democracies and the EU approximation process in the Western Balkans and Turkey by empowering civil society to actively take part in decision making and by stimulating an enabling legal and financial environment for civil society and pluralistic media.	<ul style="list-style-type: none"> ✓ Quality assessment of existing legislation and policy framework ✓ Quality of structures and mechanisms in place for cooperation between CSOs/media and public Institutions 	<ul style="list-style-type: none"> ✓ Independent assessments by I.O. and CSOs ✓ Progress reports 	
SPECIFIC OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (*)	SOURCES OF VERIFICATION	ASSUMPTIONS
To support civil society' involvement in the EU integration process in Bosnia and Herzegovina including in the formulation, implementation and monitoring of sector strategies for EU financial assistance and in influencing policy, decision-making processes and legislation enacting in the areas critical for EU integration.	<ul style="list-style-type: none"> ✓ Percentage of laws/bylaws, strategies and policy reforms effectively consulted with CSOs. 	<ul style="list-style-type: none"> ✓ Project reports ✓ Competent government institutions` reports 	<ul style="list-style-type: none"> ✓ Civil society and the governments cooperate in a transparent way based on institutional arrangements
RESULTS	OBJECTIVELY VERIFIABLE INDICATORS (*)	SOURCES OF VERIFICATION	ASSUMPTIONS
<p><u>1. THE CAPACITY OF GOVERNMENTS TO INCLUDE CSOs INTO DECISION-MAKING IS ENHANCED</u></p> <p>1.1. Government support to CSOs is available and provided in a transparent, accountable, fair and non-discriminatory manner.(2.4)</p> <p>1.2. Public institutions recognise the importance of CSOs in improving good governance through CSOs' inclusion in decision making processes. (3.1)</p>	<ul style="list-style-type: none"> - "Amount of public funding for CSOs" (2.4a) - "Percentage of laws/bylaws, strategies and policy reforms effectively consulted with CSOs" (3.1.a.) - "Quality of structures and mechanisms in place for dialogue and cooperation between CSOs and public institutions" (3.1.b) - "Participation of CSO's in dialogues and cooperation mechanisms between government and CSOs" (3.1.) 	<ul style="list-style-type: none"> ✓ Project reports ✓ Competent government institutions` reports <p>Monitoring missions</p>	<ul style="list-style-type: none"> ✓ Governments implement the outcomes of the cooperation with civil society. ✓ Civil Society responsive to the given opportunities.
<p><u>2. SUPPORT TO EXISTING AND NEWLY ESTABLISHED CSO' NETWORKS IN VARIOUS AREAS</u></p> <p>2.1. All individuals and legal entities continue to express themselves freely, assemble peacefully and establish, join and participate in non-formal and/or registered organisations (1.1)</p> <p>2.2. National and/or local authorities have enabling policies and rules for grass-roots organisations and/or civic initiatives. (1.3)</p> <p>2.3. CSOs are able to communicate the results of their activities to the public. (4.2)</p> <p>2.4. CSOs monitor and evaluate the results and impact of their work. (4.4)</p> <p>2.5. CSO activities are guided by strategic long-term organisational planning, (5.1)</p> <p>2.6. CSOs use research and other forms of evidence to underpin their activities. (5.1)</p> <p>2.7. CSOs regularly network within and outside countries borders and make use of coalition-building for increased impact in campaigning and advocacy. (5.3)</p> <p>2.8. Fund-raising activities are rooted in CSOs' long-term strategic plans and the core mission of the organisation. (6.1)</p>	<ul style="list-style-type: none"> - Quality of existing legislation and policy framework (1.1.a) - Progress with the adoption and implementation of relevant legislation (1.1.b) - "Quality of the enabling environment for grass-roots organisations and/or civic initiatives" (1.3.a) - "External perception of importance and impact of CSOs activities" (4.2.a) - "Share of CSOs that monitor and evaluate their projects and programmes using baselines and quality indicators" (4.4.a) - "Share of CSOs which have developed strategic plans including human resources development activities" (5.1.a) - "Number of CSOs' who use adequate argumentation and analysis for achieving advocacy goals" (5.2.a) - "Share of CSOs taking part in local, national, regional and international networks" (5.3.a) - "Percentage of CSOs that confirm that they are able to raise funds according to their strategic plans (6.1.a) 	<ul style="list-style-type: none"> ✓ Project reports ✓ Competent government institutions` reports <p>Monitoring missions</p>	<ul style="list-style-type: none"> ✓ Active participation of all stakeholders involved in the project implementation.

DESCRIPTION OF ACTIVITIES

Result 1. The capacity of governments to include CSOs into decision-making is enhanced

Activity 1: Capacity-building of governments to include CSOs into decision-making.

This assistance will support the Bosnia and Herzegovina governments to better include CSOs into the decision and policy-making and improve/develop their strategic documents defining cooperation with CSOs and social partners (employees, employers, governments) in an inclusive, evidence-based process. It will target the problem of weak cooperation and dialogue between governments and civil society in Bosnia and Herzegovina and extend it in direction of support to social dialogue and social partners (employees, employers, governments) including on such issues as legislation, collective negotiations, assessing the need for new legislation, drafting the laws and monitoring the implementation of reforms. The activity will be implemented through technical assistance to the government structures in charge of civil society cooperation and social dialogue.

Result 2. Support to existing and newly established COS networks in various areas.

Activity 2: Support to existing and newly established CSOs to engage with election monitoring

This activity will enable CSOs to engage with election monitoring by offering them financial support to carry out activities in this area. This will enhance the role and strengthen the capacity of CSOs to effectively support further democratic consolidation by contributing to the free and fair election process in Bosnia and Herzegovina. Overall, the efforts should anchor democratic values and structures and foster citizens' participation and democratic developments. It will be implemented through a grants scheme. Specific activities will depend on the concrete proposals selected.

Activity 3: Support to existing and newly established CSOs networks in various areas

The activity will support CSOs to engage in sector networking across a range of themes, such as Education, Health Social inclusion and social entrepreneurship, Environment and climate change, Youth, Culture, Entrepreneurship and local economy, Women, Media freedoms and media integrity, Fight against corruption, and Strengthening political pluralism. The assistance will enable CSOs to advocate for positive societal changes, including towards public institutions. It will be implemented through a grants scheme. Specific activities will depend on the concrete proposals selected. Attention to grassroots will be important.

RISKS

The overall political situation and establishment of the governments on all levels upon the 2018 General Elections could influence implementation of the proposed activities.

The main implementation risk on project level is lack of transparency in re-granting process by the successful implementers. The mitigation measure is close follow-up and involvement in monitoring of re-granting process by EU Delegation.

Assumptions:

- Political support and will of the government levels of Bosnia and Herzegovina to continue with the democratisation and EU integration process in Bosnia and Herzegovina with the involvement of a strong civil society.
- Support and sufficient level of interest by all government levels to cooperate with CSOs and their networks.
- Political support to election monitoring, media freedom and anti-corruption activities.
- CSOs have interest to cooperate under sectoral networks.

CONDITIONS FOR IMPLEMENTATION

All conditions necessary for successful implementation of the proposed action are in place.

An important condition for the proper advancement of the programme is the functioning of the relevant ministries at all levels of authorities with particular attention to be given towards Bosnia and Herzegovina' Council of Ministers and entity governments. The implementation of the 2017 Charter on Cooperation between Bosnia and Herzegovina's Council of Ministers and CSOs and possible expansion of same approach to entity level will add important value to all EU funding directed towards Bosnia and Herzegovina's Civil Society.

General Elections will be held in October 2018 and the speedy implementation of their results will be important for the programme.

3. IMPLEMENTATION ARRANGEMENTS

ROLES AND RESPONSIBILITIES

Main institutional stakeholders for the activities at all levels of governance will be consulted for the implementation via the NIPAC office, in line with constitutional roles and responsibilities along the established practices of Bosnia and Herzegovina.

The beneficiaries will be directly responsible for the preparation and management of their actions. The regular Steering Committee meetings will be established for all contracts.

IMPLEMENTATION METHODS AND TYPES OF FINANCING

The action will be implemented in direct management by the EU Delegation.

Activity 1 - Capacity building of Governments to include CSOs into the decision-making will be implemented indicatively through one (1) Service contract.

Activity 2 - Support to existing and newly established CSOs to engage with election monitoring will be implemented indicatively through one (1) Action grant contract following a call for proposals.

Activity 3 - Support to existing and newly established CSOs networks in various areas will be implemented indicatively through eleven (11) action grant contracts in which support to third parties is foreseen, following a call for proposals.

The envisaged assistance is deemed to follow the conditions and procedures set out by the restrictive measures adopted pursuant to Article 215 TFEU.

4. PERFORMANCE MEASUREMENT

METHODOLOGY FOR MONITORING (AND EVALUATION)

The European Commission may carry out a mid-term, a final or an ex-post evaluation for this action or its components via independent consultants, through a joint mission or via an implementing partner. In case a mid-term or final evaluation is not foreseen, the European Commission may, during

implementation, decide to undertake such an evaluation for duly justified reasons either on its own decision or on the initiative of the partner. The evaluations will be carried out as prescribed by the DG NEAR guidelines for evaluations. In addition, the action might be subject to external monitoring in line with the European Commission rules and procedures.

In line with the DG NEAR's Guidelines for EU support to civil society in enlargement countries, 2014-2020, the European Commission has developed a set of objectives, results and indicators for EU support to civil society, which will allow for the measurement of progress at country level as well across the enlargement region, including also from a gender perspective. The monitoring and evaluation system includes a yearly regional meeting with the involvement of CSOs to analyse the state of play and advancement towards targets.

The implementation of support to civil society should include monitoring and evaluation systems at different levels:

Activity level: the EU Delegation will be responsible for monitoring and evaluation throughout the implementation phase. TACSO as well as external contractors may assist these efforts.

National/Programme level: CSOs will be actively involved in the yearly monitoring of indicators and results. Yearly national and regional meetings will analyse the development of the CSOs in all countries and the advancement towards the targets.

INDICATOR MEASUREMENT (FIGURES IN BRACKETS REFER TO INDICATORS OF THE GUIDELINES FOR EU SUPPORT TO CIVIL SOCIETY IN ENLARGEMENT COUNTRIES 2014-2020)

Indicator	Baseline 2014	Target 2020/2021	Final Target (2022)	Source of information
<p>The capacity of government to include CSOs into the decision making is enhanced:</p> <p>“Increase of public funding for CSOs.” (2.4.a)</p> <p>“Percentage of laws/bylaws, strategies and policy reforms effectively consulted with CSOs”. (3.1.a)</p> <p>“Quality of structures and mechanisms in place for dialogue and cooperation between CSOs and public institutions”. (3.1.b)</p>	<ul style="list-style-type: none"> - There are no state bodies with a clear mandate for allocation and/or monitoring of state funds. Monitoring of fund allocation and spending is the responsibility of the institutions allocating the funds and is dependent on these institutions as well as on the reports of CSOs using the funds. - 59% of CSOs had income from membership fees, 40% had from citizens, 22% from local self-government and/or regional administration, 26% from other foreign private or state resources, 28% from the EU funds, 24% from governments/ministries/state administration bodies, 22% from private companies operating in the country, 11% from public companies. - 34% of CSOs in Bosnia and Herzegovina were consulted in the process of preparation of specific laws, 26% of national strategies, 18% of national action plans, 14% of IPA programming of EU financial support, 17% of policy documents. - There is a lack of strategic documentation at the Bosnia and Herzegovina level that would address and support civil society development with clearly stated goals and measures for implementation, clear allocation of responsibilities and funding available. 	<ul style="list-style-type: none"> - Established Bosnia and Herzegovina bodies with a clear mandate for allocation and monitoring of state funds to CSOs. - 60% of CSOs in Bosnia and Herzegovina are consulted in the process of preparation of specific laws, 42% of national strategies, 30% of national action plans, 40% of IPA programming of EU financial support, 40% of policy documents. - Adopted adequate strategic documentation on the Bosnia and Herzegovina level addressing and supporting civil society development with clearly stated goals and measures for implementation, clear allocation of responsibilities and funding available. 	<ul style="list-style-type: none"> - Bosnia and Herzegovina bodies with mandate for allocation and monitoring of public funds fully operational. - 70% of CSOs in Bosnia and Herzegovina were consulted in the process of preparation of specific laws, 50% of national strategies, 35% of national action plans, 50% of IPA programming of EU financial support, 50% of policy documents. - Strategic framework for creation of more enabling environment for civil society development adopted at all levels in Bosnia and Herzegovina (state, entities, District Brcko, cantons and minimum 50% of municipalities). 	<ul style="list-style-type: none"> • Project final report • Independent research • Official Gazette BiH • EC Bosnia and Herzegovina CountryReport • Reports on the results of inter-ministerial and public consultations
<p>Support to existing and newly established CSOs networks in various areas:</p> <p>Quality of existing legislation and policy framework (1.1.a.)</p> <p>Progress with the adoption and implementation</p>	<ul style="list-style-type: none"> - Media, social networks, the official web platforms of public authorities and a number of CSOs are not fully protected from political and other influences especially at the local level. CSO activists and journalists expressed distrust towards public authorities and security agencies because of their surveillance of social networks and 	<ul style="list-style-type: none"> - Improved legislative framework for ensuring media freedoms and integrity. 	<ul style="list-style-type: none"> - Improved legislative framework for ensuring media freedoms and integrity. 	<ul style="list-style-type: none"> • Projects final report • Independent research • Official Gazette Bosnia and

<p>of relevant legislation (1.1.b)</p> <p>“Quality of the enabling environment for grass-roots organisations and/or civic initiatives.” (1.3.a)</p> <p>“External perception of importance and impact of CSOs activities”(4.2.a)</p> <p>“Share of CSOs that monitor and evaluate their projects and programmes using baselines and quality indicators”(4.4.a)</p> <p>“Share of CSOs which have developed strategic plans including human resources development activities”(5.1.a)</p> <p>"Number of CSOs' who use adequate argumentation and analysis for achieving advocacy goals”(5.2.a)</p> <p>“Share of CSOs taking part in local, national, regional and international networks”. (5.3.a)</p>	<p>incidences of phone tapping reported by the media.</p> <ul style="list-style-type: none"> - 13% of CSOs stated that had a greatest benefit from the network in terms of the exchange of experience/knowledge. - 49.7% of surveyed trust to CSOs. - 20% of CSOs believe that decision making in CSOs in Bosnia and Herzegovina is in compliance with prescribed rules and laws of the organisation, 56% believe that decisions are made by some individual or top management, 23% that decisions are made with prescribed rules including consultations with the employees and volunteers. - 83% of CSOs believe that CSOs in Bosnia and Herzegovina mainly adopt to donors’ priorities and collect funds also for other activities not in line with their organisational strategic plan, while 17% of CSOs believe that CSOs in Bosnia and Herzegovina mainly stich with their strategic plan and collect funds for activities in line with their strategic plan. - 26% of CSOs stated that they have a human resources development plan aimed at attacking and keeping talented associates, while 53% stated that they do not have such plan - 61% of CSOs active in public advocacy, mainly/frequently uses research for their advocacy actions, while 39% of them mainly/very rarely use research - 47% of CSOs do not find CSO networks efficient, while 53% find them efficient - 33% of CSOs indicated that they do not belong to any national network, 23% stated that belong to one national network, 14% stated that they belong to 2 national networks, 29% belong to more than 3 national networks. - 59% of surveyed believe that CSOs in Bosnia and Herzegovina are not active in fight against corruption. 	<ul style="list-style-type: none"> - 35 % of CSOs stated that had a greatest benefit from the network in terms of the exchange of experience/knowledge. - 65 % of surveyed trust to CSOs in Bosnia and Herzegovina. - 65% of general population believes that CSOs support dealing with problems in Bosnia and Herzegovina. - 42% of CSOs use external evaluation for realisation of their projects - 42% of CSOs have a human resource development plan - 75% of CSOs active in public advocacy uses research for their advocacy actions while 25% of them mainly/very rarely use research - 50% of surveyed believe that CSOs in their country are not active in fighting problems in rural development and employment, 45% believe in the area of safety, and 40% in overseeing government and local government performances and fight against corruption - 50 % of surveyed believe that CSOs in Bosnia and Herzegovina are active 	<ul style="list-style-type: none"> - 50 % of CSOs stated that had a greatest benefit from the network in terms of the exchange of experience/knowledge. - 70 % of surveyed trust to CSOs in Bosnia and Herzegovina. - 70% of general population believes that CSOs support dealing with problems in Bosnia and Herzegovina. - 50% of CSOs use external evaluation for realisation of their projects - 50% of CSOs have a human resource development plan - 80% of CSOs active in public advocacy uses research for their advocacy actions while 30% of them mainly/very rarely use research - 60% of surveyed believe that CSOs in their country are not active in fighting problems in rural development and employment, 55% believe in the area of safety, and 50% in overseeing government and local government performances and fight against corruption - 60 % of surveyed believe that CSOs in Bosnia and Herzegovina 	<p>Herzegovina</p> <ul style="list-style-type: none"> • EC Bosnia and Herzegovina Country Report
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<p>“Percentage of CSOs that confirm that they are able to raise funds according to their strategic plans (6.1.a)</p>	<ul style="list-style-type: none"> - 59% of CSOs had income from membership fees, 40% had from citizens, 22% from local self-government and/or regional administration, 26% from other foreign private or state resources, 28% from the EU funds, 24% from governments/ministries/state administration bodies, 22% from private companies operating in the country, 11% from public companies - 66% of surveyed believe that CSOs in their country are not active in fighting problems in rural development and employment, 63% believe in the area of safety, and 59% in overseeing government and local government performances and fight against corruption 	<p>in fighting problems in employment.</p> <ul style="list-style-type: none"> - 60 % of surveyed believe that CSOs in Bosnia and Herzegovina are active in fight against corruption. - 65% of CSOs had income from membership fees, 50% had from citizens, 30% from local self-government and/or regional administration, 30% from other foreign private or state resources, 25% from the EU funds, 30% from governments/ministries/state administration bodies, 30% from private companies operating in the country, 15% from public companies 	<p>are active in fighting problems in employment.</p> <ul style="list-style-type: none"> - 70 % of surveyed believe that CSOs in Bosnia and Herzegovina are active in fight against corruption. - 70% of CSOs had income from membership fees, 60% had from citizens, 40% from local self-government and/or regional administration, 35% from other foreign private or state resources, 20% from the EU funds, 35% from governments/ministries/state administration bodies, 35% from private companies operating in the country, 20% from public companies 	
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5. CROSS-CUTTING ISSUES

GENDER MAINSTREAMING

Bosnia and Herzegovina is in the process of acceding to the European Union and over the past years has successfully set up the legislative and policy framework for gender equality. It is a signatory to a number of important and binding international documents, which guarantee the equality of men and women and prohibit gender-based discrimination. Yet, despite the progress that has been made to establish a legal and policy framework for the advancement of women's rights and gender equality, inequalities are pervasive. In 2017, Bosnia and Herzegovina ranked 66th out of 144 countries in the Global Gender Gap Report, indicating modest progress. Traditional patriarchal attitudes are prominent, gender inequalities are present in all spheres of social and economic life, and violence against women is still widespread. The current political and institutional set up of Bosnia and Herzegovina society is characterised by social differentiation among citizens, such as along ethnic and religious divisions, minority status, age, regional and rural-urban differences, including exposure to environmental risk. Inequality between women and men is most persistent, cuts across all social strata, and interlinks with other inequalities and social, political, and economic exclusion.

Challenges in effectively implementing the legal and policy framework on gender equality negatively impact on real equality experienced by women and men, and on development outcomes in general. The challenges of implementation in Bosnia and Herzegovina have been highlighted by all stakeholders. Lack of human resources and institutional capacity to implement the normative framework for equality of women and men remain among the most serious challenges in Bosnia and Herzegovina. Therefore, within the complex web of social inequalities and discrimination, reform processes need to pursue gender equality as a core element of governance, shifting from 'equality of rights' to the equality of results. The EU accession agenda and its profound reform of governance, procedure and contents clearly require the provision of specific and enhanced support to the governments in Bosnia and Herzegovina for absorbing and effectively implementing the EU gender equality legislation and directives.

Great challenges remain in Bosnia and Herzegovina to achieve gender equality and to allow equal opportunities for all. The evaluation of the CSF indicated that this matter needed enhanced attention.

Therefore, in Terms of Reference and guidelines, it will be requested that successful candidates use gender-sensitive methodologies, closely monitor gender equality and minorities' rights and make sure that they are addressed properly. Each activity will - to a maximum extent possible - include a perspective on critical gender issues in Bosnia and Herzegovina like: women's low political participation; insufficient resources of the institutional mechanisms for ensuring gender equality; unavailability of gender-related statistical data; financial resources for implementation and awareness of the Action Plan on the UN Security Council Resolution 1325 on Women, Peace and Security; a low level of participation of women in the workforce; discrimination in employment with regard to maternity rights; harmonization of relevant laws and documents. Gender-related (including sexual orientation and gender identity) hate speech and intolerance will also be tackled. Law on Gender equality in Bosnia and Herzegovina will have to be observed promoting and protecting gender equality and guaranteeing equal opportunities to all.

Collection of gender sensitive data will be upgraded ensuring i) better use of the existing data, ii) better collection of data which exists in the institutions (if any), iii) better procession and cross tabulation of data (i.e. age and sex, sex and education, etc.), iv) better accessibility and timeliness of data (on-line), v) better interpretation of statistical data, vi) organizing some additional surveys, if needed. In general, a gender perspective will be maintained ensuring that the results of the projects impact positively on gender equality as well.

The focus should also be on media attention or critical approach of media to the work of civil society activities in thematic areas dealing with youth and women's rights.

In addition, it is expected that the upcoming TACSO III support will offer training to CSOs in this area.

EQUAL OPPORTUNITIES

This action will be implemented in a non-discriminatory manner and with a view of ensuring equal opportunities for all.

Special attention will be given to the needs of vulnerable groups by supporting the work of civil society in areas such as social inclusion, education, social entrepreneurship, environment and climate change, and youth. Emphasis will also be put on gender aspects and inclusion of minorities as cross-cutting issues in all identified areas.

MINORITIES AND VULNERABLE GROUPS

As regards international human rights instruments, Bosnia and Herzegovina has ratified all major UN and international human rights conventions. The principles of the European Convention on Human Rights are entrenched in the Constitution of Bosnia and Herzegovina, which also guarantees the supremacy of this Convention over national legislation. However, the Constitution fails to guarantee full access to fundamental human rights to citizens who do not affiliate to any of the three "constituent peoples" in Bosnia and Herzegovina. The judgment of the European Court of Human Rights in the Sejdic-Finci case, which relates to some major constitutional amendments, has yet to be addressed. The action will pay attention to this issue and where possible seek to address it.

In addition to being exposed to constitutionally inherent political discrimination, the Roma minority continues to live in extremely vulnerable conditions regarding health, employment and education. The very slow progress in this area will be also addressed by the action ensuring alignment with the Roma action strategy and related action plans.

Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) persons are one of most marginalized minority groups in Bosnia and Herzegovina and they are regularly suffering discrimination and violence because of their sexual orientation and/or gender identity, i.e. constant violation of their human rights. The intervention will also target LGBTI persons, assisting in furthering their interests, ensuring full respect of their rights and advocating for the full equality of this group in Bosnia and Herzegovina

ENGAGEMENT WITH CIVIL SOCIETY (AND IF RELEVANT OTHER NON-STATE STAKEHOLDERS)

The selection of the priorities for the CSF is based on consultations organised by the EU with civil society since October 2015; consultations in the context of ISP preparations; discussions with civil society organized by TACSO in 2016 and 2017; and DG NEAR "*Guidelines for EU support to civil society in enlargement countries 2014-2020*".

Other instruments are available to support civil society: the European Instrument for Democracy and Human Rights (EIDHR) and the Cross-Border Cooperation programmes. As concerns EIDHR, approximately EUR 13 million were contracted during the programming period 2007-2016 to support LGBTI, women - victims of war, disabled, democratic reforms, etc. From bilateral CBC programmes, approximately EUR 15 million were programmed between 2011 and 2013, focusing mostly on social and territorial cooperation in the areas of environment, natural and cultural heritage, public health, education, and others. Also, a number of on-going IPA projects are providing direct support to the civil society, for example the Regional Local Democracy (ReLOaD) project implemented by UNDP as well as different grant schemes focused on lifelong learning, anti-corruption, demining, social inclusion, and others.

ENVIRONMENT AND CLIMATE CHANGE (AND IF RELEVANT DISASTER RESILIENCE)

There are a number of environmental/ecological CSOs active in Bosnia and Herzegovina who have been instrumental in persuading authorities to take a more pro-active role in dealing with environmental problems at the local level. It is envisaged that continued activities and development in this area towards influencing state, entities, and municipal governments to deal with the country's environmental problems would be covered by the project.

Local authorities have an important role to play in environmental protection and civil society groups

have been active in co-operating at local level in order to bring about improved practices. It is anticipated that this project would encourage and "systematise" this development.

Environment and climate action relevant budget allocation: EUR 0.5 million
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6. SUSTAINABILITY

In order to achieve sustainability beyond the implementation period, the design of the assistance takes account of the following:

- Financial assistance will be delivered in an appropriate mix of funding instruments to respond to different types of CSOs and needs in a flexible, transparent, cost-effective and results focused manner.
- Design corresponding to needs/demands shared amongst the key beneficiaries, i.e. key stakeholders such as civil society and public institutions are consulted in the design process.

The focus of the assistance is on the development of strategic documents for Bosnia and Herzegovina by joint efforts of governments and civil society. In the process of developing the documents, governments and civil society will be assisted to build and develop the mechanism for their cooperation as well as to build capacity needed for use of these mechanisms. The three components of the assistance's outcome (Bosnia and Herzegovina strategic documents, mechanisms for cooperation between the governments and civil society, and developed capacities of governments and civil society) support each other, they will be developed by key local stakeholders in accordance with their assessed and confirmed needs, so their ownership will guarantee sustainability.

The action will seek to have its outcomes enacted in relevant Bosnia and Herzegovina legislation wherever possible with ensured financial resources and implementation mechanisms.

7. COMMUNICATION AND VISIBILITY

Communication and visibility will be given high importance during the implementation of the action. The implementation of the communication activities shall be funded from the amounts allocated to the action; a budget for communication activities will be required. In addition to financial resources, human resources shall be assigned for the implementation and management of the communication activities with the objective to ensure high-quality communication and visibility.

There shall be a communication and visibility plan even before operational activities begin, to clearly highlight to stakeholders and public the impact of EU support.

Communication and visibility activities shall follow the EC rules for the visibility of external actions in force at the time of the activities, laid down in the Communication and Visibility requirements for EU-financed External Actions. This may be complemented by additional visibility guidelines provided by the EU Delegation.

EU flag and acknowledgement of the support received under the relevant EU programmes shall be prominently displayed in all communication and promotional material. This includes information given to the press and to the final beneficiaries, as well as all related publicity material, official notices, reports and publications or any kind of supplies purchased.

Visibility and communication actions shall demonstrate how the intervention contributes to the agreed programme objectives and the accession process. Actions shall be aimed at strengthening general public awareness and support of interventions financed and the objectives pursued. The actions shall aim at highlighting to the relevant target audiences the added value and impact of the EU's interventions and will promote transparency and accountability on the use of funds.

Visibility and communication aspects shall be complementary to the activities implemented by DG NEAR and the EU Delegations in the field. The European Commission and the EU Delegations should

be fully informed of the planning and implementation of the specific visibility and communication activities.