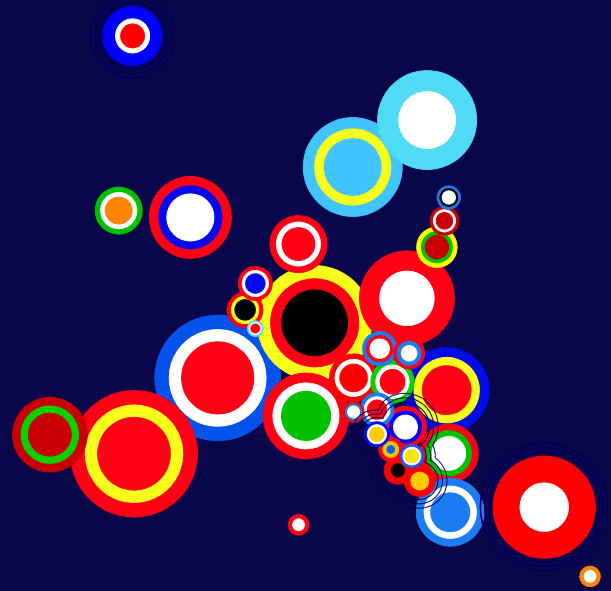




INSTRUMENT FOR PRE-ACCESSION ASSISTANCE (IPA II) 2014-2020

BOSNIA AND HERZEGOVINA European Integration Facility



Action Summary

The Action is designed to provide a flexible support to institutions in Bosnia and Herzegovina at various levels in order to address specific and unforeseen needs identified in the course of the European integration process, including the needs for acquiring post-graduate and short intensive academic education on EU integration/affairs for public servants at universities in the European Union (EU).

To achieve this, a variety of technical assistance and other types of support to the said institutions in Bosnia and Herzegovina will be provided in order to make them more capable to respond to challenges and requirements of the European Union integration processes and to better prepare and implement IPA programmes/projects funded by the Instrument for Pre-accession Assistance 2014 – 2020 (IPA II). The Action will as well enable more qualified public servants employed in the public service and working on EU integration matters to apply the knowledge and expertise related to EU integration/affairs that they will have gained at universities in the European Union.

Action Identification	
Action Programme Title	Country Action Programme for Bosnia and Herzegovina for the year 2014
Action Title	European Integration Facility
Action Reference	IPA 2014/ 037-662. 2/Bosnia and Herzegovina/ European Integration Facility
Sector Information	
IPA II Sectors	Democracy and Governance
DAC Sector	43010 - Multisector aid
Budget	
Total cost	EUR 2 089 053
EU contribution	EUR 2 089 053
Management and Implementation	
Method of implementation	Direct management
	Delegation of the European Union to Bosnia and Herzegovina
Location	
Zone benefiting from the action	Bosnia and Herzegovina
Timeline	
Deadline for conclusion of the Financing Agreement	at the latest by 31 December 2015
Contracting deadline	3 years following the date of conclusion of the Financing Agreement, with the exception of the cases listed under Article 189(2) Financial Regulation
End of operational implementation period	6 years following the date of conclusion of the Financing Agreement.

1. RATIONALE

For the European integration process in Bosnia and Herzegovina it is of critical importance to have effective European integration capacities at all relevant levels of the government, in line with their respective competencies, as well as to ensure their effective cooperation and coordination. This in particular relates to the Stabilisation and Association Agreement (SAA) implementation, the Programme of Integration (PI) development and implementation and the legal harmonisation process i.e. transposition of *Acquis* in a consistent/ manner in Bosnia and Herzegovina, that remain rather challenging tasks in the context of Bosnia and Herzegovina's multi-level administrative set up.

A comprehensive EU coordination mechanism including precise procedures and instruments that will enable timely and efficient internal harmonisation as well as approximation of Bosnia and Herzegovina's legislation with the *Acquis* is a must if Bosnia and Herzegovina is striving for a smooth and fast integration in the EU. Further improvement of the structures involved in European integration¹, strengthening their capacities, and enhancing cooperation among these institutions are key priorities. In addition, there is also a need for the public institutions' staff to further acquire and strengthen their knowledge and capacities required for the EU integration process (e.g. development and implementation of the PI, legal harmonisation/transposition of the *Acquis*, conducting regulatory impact assessment, etc), in particular through specialised European integration related Master programmes and short training courses offered abroad.

The process of European integration is a dynamic and evolving process. Complementary to other IPA projects which are programmed with a multi-years lead time, there is a need for a flexible instrument which may be used to address short-term developments and provide necessary assistance and capacity building support to the relevant authorities in Bosnia and Herzegovina at various levels. This ad-hoc instrument shall assist them in relation to the SAA implementation, *Acquis* transposition, projects preparation and implementation, as well as for reinforcing their institutional capacity for SAA implementation and absorption and management of pre-accession funds.

PROBLEM AND STAKEHOLDER ANALYSIS

EU Integration

The accession to the European Union is an extremely complex process, involving practically all governmental bodies, requiring continuous and efficient coordination among key players in the process. Some coordination bodies and mechanisms already exist in Bosnia and Herzegovina, but they need to be re-organised and upgraded, and new structures should be established in order to be prepared for candidate status with the EU. Bosnia and Herzegovina lacks coherent coordination/cooperation among authorities of state, entities', cantons' and Brčko District's levels, hence, a comprehensive EU coordination mechanism should be improved as a must, since it will affect the entire process of legal harmonisation, i.e. transposition of the *Acquis* in the legal system of Bosnia and Herzegovina.

The authorities at all levels of government in Bosnia and Herzegovina face challenges in relation to IPA project/programme preparation and/or in relation to implementation of projects relating to specific parts of the *Acquis* or SAA requirements. The personnel assigned to the preparation of projects and their implementation come from different institutions from different levels of the government, and not all of them have sufficient experience in this area and/or adequate and harmonised level of knowledge. Projects' readiness depends among other things also on the availability of quality tender documents (e.g. terms of reference, technical specifications, bill of quantities, etc.). The authorities of Bosnia and Herzegovina do not have sufficient experience in developing such documents and sometimes the level of technicalities is so specific and complex that it requires much specialised expertise. The institutions of Bosnia and Herzegovina and personnel concerned need assistance in this respect from experts that would facilitate the process and also provide the authorities in Bosnia and Herzegovina at all levels with hands-on training.

¹ These include the Directorate for European Integration (DEI) and line ministries of the Council of Ministers, Federation of Bosnia and Herzegovina coordination capacities, their line ministries, cantons' administrations within the Federation of Bosnia and Herzegovina, the Republika Srpska's Ministry of Economic Relations and Regional Cooperation and line ministries of Republika Srpska's Government, and Brčko District Government.

Furthermore, authorities of Bosnia and Herzegovina need to prepare for utilisation of the pre-accession assistance/instrument for the EU budgetary period 2014-2020 (IPA II). IPA II requires its own strategic documents at different levels: at the level of the entire pre-accession instrument and/or at the level of specific objectives and priorities. Bosnia and Herzegovina lacks important strategies in accession and *Acquis* related areas that represent a precondition for the utilisation of the IPA II as well as for introduction of the sector wide approach that IPA II foresees to be applied for its utilisation by IPA beneficiary countries. In order to enable Bosnia and Herzegovina to fully use IPA II, the assistance to Bosnia and Herzegovina needs to be provided through preparatory activities and capacity building with respect to strategic planning, programming, implementation and strengthening capacity for coordination of these processes. Currently there is limited support foreseen to do all that preparatory work. In addition, the constitutional competencies and division of responsibilities among different levels of the government in Bosnia and Herzegovina and specific needs of different actors at various levels of government involved in programming, managing and implementation of pre-accession assistance must be duly taken into account. Therefore, among others, the activities foreseen in this Action in relation to analysing and preparing sector and country-wide multi-sector strategies for the use of EU pre-accession funds are crucial.

The Action will, if need be, support Bosnia and Herzegovina in relation to the natural disaster (floods and landslides) that hit the country in May 2014 in the form of undertaking various studies, damage assessments, recovery plans for the (re) constructions of infrastructure in the affected areas in Bosnia and Herzegovina.

The requirements for the establishment of indirect management are explicitly stressed in the Commission Implementing Regulation² No. 447/2014 of 2 May 2014. Further support in this respect may be financed under this Action, in line with the EU requirements in the period 2014-2020.

In conclusion, a flexible technical assistance instrument is necessary in order to address the respective needs of the authorities in Bosnia and Herzegovina at various levels by supporting them in their European Integration process, project preparation and implementation, reinforcing their institutional capacity for SAA implementation, and absorption and management of pre-accession funds.

Eligible beneficiaries for this component are the line-ministries and government institutions/agencies at various levels of government and staff directly involved in the EU accession process.

Scholarship scheme for public servants in Bosnia and Herzegovina

In order to allow the public administration staff in Bosnia and Herzegovina to acquire knowledge and capacities in EU Integration and Affairs (including EU law, economy, etc.), this Action will finance a scholarship scheme for public servants working on EU integration matters to complete abroad specialised EU integration related Master programmes and intensive summer courses. So far, this has been done under CARDS³ 2004, 2005 and 2006 programmes.

RELEVANCE WITH THE IPA II STRATEGY PAPER AND OTHER KEY REFERENCES

The Action is related to Indicative Country Strategy Paper 2014 – 2017 (CSP) for Bosnia and Herzegovina policy area 3.1.1. *Democracy and Governance*.

Furthermore, the Strategy Paper under part IV, 4.1 Targets and planned activities foresees a need for a flexible instrument – *European Integration Facility*. The Action will provide a variety of technical assistance (mainly institutional capacity building) and other types of support to the institutions/public administration in Bosnia and Herzegovina in order to make the country more efficient and effective in response to challenges and requirements of the EU integration processes, in preparation and implementation IPA programmes/projects as well as in having more qualified public servants working on EU integration matters, including young public servants, employed in public service who apply the most contemporary knowledge and expertise on EU integration/affairs.

² Commission implementing regulation (EU) No 447/2014 of 2 May 2014 on the specific rules for implementing Regulation (EU) No 231/2014 of the European Parliament and of the Council establishing an Instrument for Pre-accession assistance (IPA II)

³ Community Assistance for Reconstruction Development and Stabilisation

Link with Progress Report 2014 for Bosnia and Herzegovina:

The Progress Report 2014 highlights that there was no progress in improving the functionality and efficiency of the political institutions at all levels of government. There was no agreement on an EU coordination mechanism and countrywide strategies were lacking.

The Progress Report 2014 also highlights that very limited progress has been made in reforming public administration and improving its capacity to fulfil the requirements of EU integration. The Enlargement Strategy and Main Challenges 2014-15 stresses that the administrative structures of the country need to be strengthened.

SECTOR APPROACH ASSESSMENT

This Action will support the authorities in Bosnia and Herzegovina at various levels to adequately respond to their respective duties and tasks in the EU integration process of Bosnia and Herzegovina, and covers therefore a variety of sectors. Bosnia and Herzegovina has not yet developed a Programme of Integration which would serve as the underlying strategic document for its EU integration process. This Action should support the capacities of the authorities to develop and implement such a programme. Furthermore, the Action may provide support to specific activities related to the introduction of the sector wide approach, such as training on application of the sector wide approach, development of sectoral strategies, etc.

LESSONS LEARNED AND LINK TO PREVIOUS FINANCIAL ASSISTANCE

EU integration

As mentioned above the European integration processes in Bosnia and Herzegovina is a great challenge due to the administrative set up of the country and division of competences among different levels of the government. This has been reflected through weak or insufficient capacity of authorities' representatives in Bosnia and Herzegovina to prepare and manage the SAA negotiations, the work of the Interim Committee and Interim Sub-Committees, *Acquis* transposition, IPA programming and implementation, and other European integration processes, heavily influenced by conflicting political views regarding the constitutional division of competencies in Bosnia and Herzegovina (state versus entities). The need to strengthen capacities of all institutions required to undertake European integration related work at various levels of the government in their respective sectors has been recognised. Particular effort is required to develop and maintain effective coordination among different levels of the government for the European integration purposes.

The need for strengthening capacities of the Directorate for European Integration and line ministries of the Council of Ministers of Bosnia and Herzegovina, the Republika Srpska Ministry of Economic Relations and Regional Cooperation and line ministries of Republika Srpska Government, Brčko District and EU Integration Department of the General Secretariat of the Federation of Bosnia and Herzegovina Government, as well as the Federation of Bosnia and Herzegovina and cantonal line ministries, has been in particular recognised as far as EU policies, legal approximation, EU affairs coordination are concerned. Previous technical assistance (TA) showed that development of capacity, models and mechanisms requires work with a wider range of recipient institutions and public servants. Due to the higher number of players more time for development of models and capacities is needed, and the real issues have to be addressed in a flexible manner. As the previous technical assistance projects have focused on the support to the Directorate for European Integration more than on its partners, any future assistance shall give special attention also to the DEI partners.⁴

The experience with IPA 2008, IPA 2010, IPA 2011 and IPA 2012 Project Preparation Facility (PPF)/General Technical Assistance Facility (GTAF)/EU integration Facility (EUIF) has shown that the demand for this type of assistance has always been very high and that this type of assistance has been particularly useful to respond quickly to urgent and evolving needs.

⁴ These are: Ministry of Economic Relations and Regional Cooperation of Republika Srpska, Office of the Mayor of Brčko District (where a technical assistance of small size via a Framework Contract (FWC) is being currently implemented), EU Integration Office of the General Secretariat of the Government of the Federation of Bosnia and Herzegovina, as well as partners at cantonal level EU Coordinators.

The only problem that has been detected in the usage of this instrument have been delays or cancellation of the contracting and implementation of a few small-size project interventions (e.g. preparation of terms of reference for a larger scale assistance project) due to a lack of agreement among all the stakeholders involved in the design of the interventions due to political stalemate in the country and influence on the interventions by daily politics. In the future, endorsement of the intended project intervention by all the stakeholders involved should be a precondition before the funds from EUIF Action are earmarked.

These conclusions are reiterated in the Second Country Interim Programme evaluation of IPA assistance in Bosnia and Herzegovina⁵. With regard to the performance, IPA projects have been effective and efficient, although there have been problems in implementation due to contractor performance, slow procurement procedures, meeting conditionalities or delay in reaching consensus between all stakeholders.

In this regard, one of the key lessons learned is that the ownership and commitment of all relevant stakeholders of any intervention and its formalisation is an imperative before the action starts in the complex governmental and administrative framework of Bosnia and Herzegovina. This and other relevant lessons learned from the evaluations are taken into account while the programme was designed.

Overview of budget allocations in € from IPA 2008-2013 for PPF/GTAF/EU Integration Facility:

	2008	2009	2010	2011	2012	2013
PPF/GTAF/EU Integration Facility	1 500 000	-	2 478 099 ⁽⁶⁾	3 030 000	3 648 495	3 213 402

Scholarship scheme for public servants in Bosnia and Herzegovina

A similar project financed by EU was implemented under CARDS Programmes in Bosnia and Herzegovina. Three scholarship schemes of the programme titled PASS (Public Administration Scholarship Scheme) were implemented between 2004 and 2010. The overall value of the contracts was EUR 1 080 955 and in total 40 candidates received master degrees while almost 100 participants attended short intensive seminars. The focus of the master programme was on EU Integration issues, European Public Law and Public Administration.

Several lessons were learned, also in the context of the conducted evaluation on the performance of such scheme⁷ from this programme and implementation including:

- The international restricted tender procedure is not the most suitable contracting option for universities. Thus, call for proposals (grant) procedure should be also taken into consideration.
- The selection of candidates was done by civil service agencies. While the participants were from all levels of the administration, the initial interest was not sufficiently high, so also interns in public institutions were accepted in order to make public service positions more attractive to young graduates as well as to convince them that their professional carriers could be pursued to the best of their expectations in the public service.
- Time allowed by the university regulations for obtaining a master degree was longer than the time frame for IPA disbursement expiry date. As a result, extension of IPA disbursement expiry date had to be extended.
- The public servants ultimately selected signed contracts in which they committed to return to the public administration and hold a position during at least three years in the public service following the training. Otherwise they were deemed to repay the costs of the programme. There was no enforcement mechanism and no case of repayment. Yet, it is likely that students may not be able to afford refunding the IPA programme or the public budget.

⁵ http://ec.europa.eu/enlargement/pdf/financial_assistance/phare/evaluation/2013/23914_rep_bih.pdf

⁶ In addition to the indicated amount in the table, the IPA 2010 PPF fiche also includes the project related to Environmental infrastructure in the value of € 2 500 000.

⁷ Ad Hoc Evaluation of the CARDS Programme

http://ec.europa.eu/enlargement/pdf/financial_assistance/phare/evaluation/ad_hoc_evaluation_cards_bih_en.pdf

- The monitoring after the end of the programme also proved challenging.
- After the first series of the scholarship scheme, implemented in the period 2004-2010, the reviews of public servants' familiarity with the EU institutions, EU integration process, EU economy and legislature have shown increased and adequate knowledge of the same.

2. INTERVENTION LOGIC

LOGICAL FRAMEWORK MATRIX

OVERALL OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	
To contribute to Bosnia and Herzegovina's overall progress in fulfilling its obligations for accessing the European Union.	- Progress of Bosnia and Herzegovina towards meeting the requirements of the SAA and the <i>Acquis</i> transposition by 2020.	- EC Annual Progress Reports - SAA Committee's and Sub-Committees' reports - IPA monitoring reports - Ad-hoc surveys on EU integration topics undertaken by EU and/or Bosnia and Herzegovina	
SPECIFIC OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	ASSUMPTIONS
To provide flexible support to institutions in Bosnia and Herzegovina at all levels of the government, addressing specific needs identified in the course of European integration process, including the needs for acquiring post-graduate and short intensive academic education on EU integration/affairs of public servants at EU Universities.	- Overall level of administrative capacity of Bosnia and Herzegovina institutions involved in European integration process and process itself	- EC Annual Progress reports	- Political support to institutions of Bosnia and Herzegovina to participate in the EU <u>integration processes</u>
RESULTS	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	ASSUMPTIONS
<p>Result 1: Bosnia and Herzegovina's authorities give more effective and timely responses to emerged EU integration priorities,</p> <p>Result 2: Increased administrative capacity with regard to EU integration requirements.</p>	<ul style="list-style-type: none"> - Programming, contracting and disbursement of pre-accession assistance in line with programming timetable - Number of students of post graduate programmes who obtain a Master of Arts (MA) degree from well established EU Universities by the end 2020 - Number of participants in the short intensive academic studies/courses who receive a certificate of achievement certified by the Universities by 2020. 	<ul style="list-style-type: none"> - Database reports and project documentation from individual TA and other contracts - Monitoring /implementation reports for IPA Monitoring Committee and Sectoral Monitoring Committees - Monitoring reports within the DEI - Submitted and approved programming documents/Action documents Tender documentation - Project reports - EC Annual Progress Report - Number of post-graduate students who successfully completed studies and returned to their institutions - Certificates of the Universities that participants of short intensive academic courses have obtained at the end of courses - Civil Service Agency/ies reports in Bosnia and Herzegovina on students-public servants that have undergone Master programmes and short intensive courses on EU affairs - Training records/evaluation sheets/training reports - Performance appraisal system records of institutions of Bosnia and Herzegovina 	<ul style="list-style-type: none"> - Identification of priority areas for assistance in a timely manner. - Good cooperation with all relevant stakeholders established. - Sufficient number of quality and motivated candidates interested in applying for scholarships and participation to the short intensive courses on EU matters abroad - Institutions willing to let their best staff go for a year for the sake of improved performance in the future - Public service in Bosnia and Herzegovina committed to give preference in employing candidates who have successfully accomplished Master programmes through the EU funded Scholarship scheme and assign them to positions related to EU integration/affairs.

ACTIVITIES	MEANS	OVERALL COST	ASSUMPTIONS
<p><u>The following list is indicative of the types of activities that may be implemented under this intervention but is not exhaustive:</u></p> <p>Activities to achieve Result 1:</p> <ul style="list-style-type: none"> • Provision of technical advice and preparation of required documents and analysis to support SAA implementation, <i>Acquis</i> transposition and implementation, and the EU accession process in Bosnia and Herzegovina • Supporting urgent and/or unforeseen emerging priority tasks to support EU integration and SAA implementation priorities, through technical assistance and other interventions (including software and Information Communication Technology equipment) • Provision of technical assistance to the administrations of various levels of government in Bosnia and Herzegovina in acquiring knowledge and hands-on training on Sector wide approach, its introduction, and in preparation of sector programmes for IPA multi-annual programming purposes • Supporting urgent and unforeseen priority tasks (e.g. studies, damages and recovery needs assessments, projects preparation, prevention measures against flooding and landslides, etc. as well as implementation of interventions to mitigate the consequences and prevent disasters in the future) in case of natural disasters • Drafting manuals, working procedures, job descriptions, rulebooks and other procedural documentation for the implementation of SAA priorities, utilisation of pre-accession instruments, Indirect management of EU assistance (ex-DIS) establishment, and in support of EU accession process in Bosnia and Herzegovina • Analysis, assessment and preparation of sector strategies, multi-sector strategies and strategic programming documents, for the harmonisation of national legislation, SAA implementation, and the current and future use of EU pre-accession funds • Drafting of (pre-)feasibility and impact studies in relation to Bosnia and Herzegovina's compliance with the SAA and carrying out (pre-investment studies, regulatory impact assessment studies, environmental impact assessment studies, business plans, market studies, economic and cost-benefit analyses, investment appraisals, project pipelines, etc.) for the upcoming investments • Preparing projects for upcoming IPA/pre-accession funding, in particular those requiring specialised expertise, including support to the project preparation process and all necessary project documentation and annexes to programming documents • Preparing of project tender and procurement documentation (terms of reference, technical specifications, market research, bills of quantities, guidelines for grant schemes and other supporting documents for tender dossiers) • Provision of institution building activities and training relevant to any of the above-mentioned activities and the European integration process • Participating in European integration related meetings, workshops, study visits • Provision of information activities and material regarding EU integration. • Provision of assistance to the line-ministries and government institutions/agencies at various levels who are involved in the EU accession process through these above mentioned activities. 	<p>Services/Framework contracts/Twinning/Twinning light/Grant/Works/Supply</p>	<p>EUR 2 089 053</p>	<ul style="list-style-type: none"> - Availability of quality expertise; - Good cooperation among all relevant stakeholders - Sufficient and good quality applications by the potential beneficiaries.

ACTIVITIES	MEANS	OVERALL COST	ASSUMPTIONS
<p>Activities to achieve Result 2:</p> <ul style="list-style-type: none"> • Promotion of the scholarship scheme among the public administration employees at all levels of the government in Bosnia and Herzegovina and among the applicants for the civil service position • Preparing public announcements in printed and electronic media to general public • Establishing transparent selection of applicants in cooperation with the institutions and universities • Proposing and preparing topics for short intensive courses in cooperation with the institutions and universities • Sending (logistically assisting) successful candidates to full post graduate courses and short intensive courses with established EU Universities. • Payment of enrolment fees for European integration master and specialised short intensive postgraduate courses, and of costs of living/studying scholarships/allowance, for selected candidates/public servants working on EU integration issues. 			<ul style="list-style-type: none"> - Authorities in Bosnia and Herzegovina willing to set up a national fund out of which scholarship scheme for prospective civil servants would be financed

ADDITIONAL DESCRIPTION

The main pre-condition is the commitment of Bosnia and Herzegovina authorities towards the EU integration process that is reflected through the unhindered fulfilment of SAA/IA obligations, increased quality of IPA programmes and Actions and their implementation in BiH and the readiness and commitment of the public service to allow its servants to go on a 1-year post-graduate degree, as well as on intense short term courses on EU integration topics abroad.

3. IMPLEMENTATION ARRANGEMENTS

ROLES AND RESPONSIBILITIES

The main institutional stakeholders that will be involved in the implementation of the Action are:

- EU Delegation to Bosnia and Herzegovina
- Directorate for European Integration - DEI
- Line ministries of the Council of Ministers of Bosnia and Herzegovina
- Republika Srpska Ministry of Economic Relations and Regional Cooperation
- Line ministries of Republika Srpska Government
- Brčko District European Integration Office
- Brčko District government line departments
- EU Integration Office of the General Secretariat of the Government of the Federation of Bosnia and Herzegovina
- Federation of Bosnia and Herzegovina's and cantonal line ministries

as well as direct beneficiary institutions that benefit from the projects financed from the Action.

IMPLEMENTATION METHOD(S) AND TYPE(S) OF FINANCING

As the management of EU funds still operates in a direct management mode in Bosnia and Herzegovina, the EU Delegation will be responsible for the management of the contracts financed from the Action via EU public procurement rules for external actions (i.e. external Consultant companies/academic institution selected to implement the projects). In the event that the indirect management mode is introduced (conferral of management of EU funds is transferred from EU to Bosnia and Herzegovina), Bosnia and Herzegovina will become also responsible for the management of EU funds.

In the majority of the contracts (services, twinning/twinning light, grant) there will be a steering committee established whose members will be the Beneficiary/ies' representatives and EU Delegation staff members.

The Action will be implemented through various types of contracts (Service/Framework contracts/Twinning light/Supply). Indicative number of contracts to be signed: 5-10.

4. PERFORMANCE MEASUREMENT

METHODOLOGY FOR MONITORING (AND EVALUATION)

The Action will be monitored through various internal and external monitoring tools.

Internal monitoring will be implemented through the project steering committees meetings, EU Delegation quarterly Implementation reviews, on-the-spot checks, meetings with project beneficiaries and consultant companies/ contractors, while the external monitoring will be implemented through Result-oriented Monitoring (ROM).

As the DEI has recently developed an 'Increased Monitoring' scheme for IPA projects that face various implementation problems, the DEI intends to undertake additional monitoring measures and their follow-up in close cooperation with the beneficiary institutions and the EU Delegation.

With regards to the evaluation (external monitoring tool), as an additional performance measure, the EU Delegation and/or DG ELARG Evaluation units will consider, where need be, various types of evaluations, as prescribed by the DG Enlargement guidelines for Evaluations.

The Action will be subject to external evaluations and monitoring in line with the EC rules and procedures set in the Financing agreement.

INDICATOR MEASUREMENT

Indicator	Description	Baseline (2010)	Last available	Milestone 2017	Target 2020	Source of information
Overall objective	CSP indicator(s) [outcome/impact]					
Progress of Bosnia and Herzegovina towards meeting the requirements of the SAA and the <i>Acquis</i> transposition by 2020	Progress made towards meeting accession criteria as assessed by the European Commission in the annual Progress Reports. Progress is measured on the basis of decisions taken, legislation adopted and measures implemented.	No progress to limited progress depending on the respective criteria	Year: 2013 Status: stalemate of the EU integration process of Bosnia and Herzegovina. Limited process as regards the EU <i>Acquis</i>	<i>Acquis</i> transposition partially achieved	<i>Acquis</i> transposition achieved	EC Annual Progress Reports SAA Committee's and Sub-Committees' reports IPA monitoring reports Ad-hoc surveys on EU integration topics undertaken by EU and/or Bosnia and Herzegovina
Specific objective	Outcome indicator					
Overall level of administrative capacity of institutions of Bosnia and Herzegovina involved in the European integration process and process itself	Overall level of administrative capacity of institutions of Bosnia and Herzegovina involved in European integration process and process itself assessed by EU (qualitative assessment)	Administrative structures not capable of responding effectively to the requirements of EU integration. Cumbersome institutions, fragmented, with unclear division of competencies across the various levels of	Year: 2013 Status: Administrative capacity for legal harmonisation or implementation of the <i>Acquis</i> remains weak. The complex division of competencies among administrative structures across	Administrative structures in Bosnia and Herzegovina more efficient and skilful to respond to challenges of EU integration process with clearer division of competencies across the various levels of government	Administrative structures in Bosnia and Herzegovina meet the requirements of EU integration in proficient and timely manner, making Bosnia and Herzegovina closer to EU membership	EC Annual Progress Reports SAA Committee's and Sub-Committees' reports

Indicator	Description	Baseline (2010)	Last available	Milestone 2017	Target 2020	Source of information
		government.	various levels of government continues to have a negative impact on the provision of efficient services and the functional division of roles in the EU integration process.			
Result 1	Immediate results indicator					
Planning, contracting and disbursement of pre-accession assistance in line with programming timetable	Level of implementation of the procurement, contracting and disbursements plans for the Actions funded with IPA II assistance	Not applicable. No contracting and disbursement of IPA II assistance in 2010	Not applicable. No contracting and disbursement of IPA II assistance before 2015.	85% of the tendering, contracting and payment procedures as anticipated in procurement, contracting and disbursements plans by 2017.	85% of the tendering, contracting and payment procedures as anticipated in procurement, contracting and disbursements plans by 2020	Database reports and project documentation from individual TA and other contracts Monitoring / implementation reports for IPA Monitoring Committee and Sectoral Monitoring Committees Submitted and approved programming documents/Action documents Project Reports EC Annual Progress Report

Indicator	Description	Baseline (2010)	Last available	Milestone 2017	Target 2020	Source of information
Result 2	Immediate results indicator					
Number of students of post graduate programmes who obtain a Master of Art (MA) degree from well-established EU Universities by the end of 2020	Number of students of post graduate programmes who will obtain a Master degree from well established EU Universities by the end of the academic year in the period Q3 2017 – Q3 2020	As of 2010, no scholarship scheme financed by the EU	Status: 40 students used scholarship schemes funded by the EU and obtained a MA degree in the period 2004-2010	7 post graduate students obtained MA degree	15 post graduate students obtained MA degree	Records / registers of post-graduate students who successfully completed Master programme studies and returned to their institutions Civil Service Agency/ies reports in Bosnia and Herzegovina on students-public servants that have undergone Master programmes and short intensive courses on EU affairs
Number of participants in the short intensive academic courses	Number of participants in the short intensive academic studies/courses who receive a certificate of achievement certified by the Universities by 2020.	Not applicable As of 2010, no short intensive academic studies/courses were financed by the EU.	Year: 2010 Status: 100 public servants/participants followed short intensive academic studies/ courses funded by the EU in the period 2004-2010	15	30	Certificates of the Universities that participants of short intensive academic studies/courses have obtained at the end of courses Training records / evaluation sheets / Training reports

5. CROSS-CUTTING ISSUES

ENVIRONMENT AND CLIMATE CHANGE (AND IF RELEVANT DISASTER RESILIENCE)

The Action will contribute to the protection of the environment in line with the needs identified by Bosnia and Herzegovina authorities and in line with the existing environment legislation in Bosnia and Herzegovina. The Action and the projects deriving from the Action will not have any negative impact on the environment nor jeopardise environment, health and security in the future. The projects deriving from this Action will be delivered in the most environmentally friendly possible way.

The Action will, if need be, support Bosnia and Herzegovina in relation to the natural disaster (floods and landslides) that hit the country in May 2014 in the form of undertaking various studies, damage assessments, recovery plans for the (re) constructions of infrastructure in the affected areas in Bosnia and Herzegovina. In all the undertaken interventions/activities, due attention will be given to environment protection.

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

The design of the Action included civil society representatives and non-state stakeholders (various associations, trade unions, chambers of commerce, etc.) through two rounds of consultation meetings and exchange of relevant information and comments during the IPA 2014 programming process.

The involvement and participation of civil society and non-state stakeholders in the European Integration process is very important and cooperation between governmental and non-governmental sectors crucial. As an integral part of the European Union accession process, opportunities for dialogue and cooperation among civil society and non-state actors and public sector actors will be further developed through various initiatives under the proposed Action.

EQUAL OPPORTUNITIES AND GENDER MAINSTREAMING

Equal opportunities for men and women will be guaranteed as an integral part of the implementation of the Action and projects deriving from the Action. It is expected that gender equity will be fully observed in the selection of participants to Master Programmes and short intensive seminars. Training will be equally available to men and women.

All research and analyses will be conducted using gender-sensitive methodologies, and gender will be mainstreamed in all activities related to the implementation of the respective projects.

MINORITIES AND VULNERABLE GROUPS

Improvement in the public service and strengthened good governance to be gained from the Action will be particularly beneficial for minorities and vulnerable groups. Publicity and dissemination of information will help to empower minorities and vulnerable groups to participate in the proposed projects and calls for proposals.

Participation in the projects' activities under this Action will be guaranteed on the basis of equal access regardless of racial or ethnic origin, religion or belief, disability, sex or sexual orientation.

6. SUSTAINABILITY

The sustainability of Action results will be achieved through the increased effectiveness of authorities and public service of Bosnia and Herzegovina to better cope with the EU integration process, by pursuing the necessary reforms, transposing and implementing *Acquis* as well as to effectively programme and implement the IPA funds that would eventually lead the country to join the EU.

In addition, the high level of continuous commitment of both authorities and public service of Bosnia and Herzegovina to pursue EU integration processes is of the paramount importance and the main pre-condition for Bosnia and Herzegovina to join the EU.

7. COMMUNICATION AND VISIBILITY

Communication and visibility will be given high importance during the implementation of the Action.

Visibility measures will be undertaken according to the specific Action activities implemented, in line with the EU visibility and communication rules and requirements, as detailed in the Communication and Visibility Manual for EU External Actions.

The implementation of the communication activities shall be the responsibility of the EU Delegation in close cooperation with beneficiary institutions, and shall be funded from the amounts allocated to the Action.

All necessary measures will be taken to publicise the fact that the Action and projects have received funding from the EU as well as to promote transparency and accountability of the use of the EU funds.

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.

The Action will put particular emphasis on the dissemination of best-practices and exchange of information in order to increase the impact of results and bring a multiplier effect over the structure of Bosnia and Herzegovina. The target audience will depend on the Action activities and their purposes, but the general public will be included to the maximum extent possible, since the Action deals with EU integration processes. Publicity and dissemination of information on proposed projects and calls for proposals will be implemented in line with the EC rules.