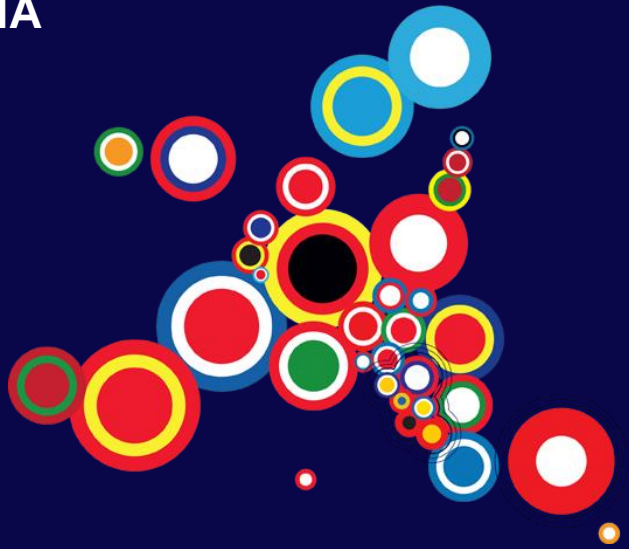




## INSTRUMENT FOR PRE-ACCESSION ASSISTANCE (IPA II) 2014-2020

### BOSNIA AND HERZEGOVINA

#### EU Integration Facility



#### **Action summary**

The Action is designed to provide support to institutions in Bosnia and Herzegovina at various levels in order to address specific needs identified in the course of the European integration process.

To achieve this, a variety of technical assistance and other types of support to institutions in Bosnia and Herzegovina will be provided in order to enable them to respond swiftly to challenges and requirements of the European Union integration process and to better prepare and implement IPA programmes/Actions funded by the Instrument for Pre-accession Assistance 2014 – 2020 (IPA II). It also foresees a Young Civil Servants programme with exchanges among different levels of administration within BiH.

<b>Action Identification</b>	
<b>Action Programme Title</b>	Annual Action Programme for Bosnia and Herzegovina for the year 2018
<b>Action Title</b>	EU Integration Facility (including a Young Civil Servants programme within BiH)
<b>Action ID</b>	IPA 2018/decision number.sequencenumber/country/title(short)
<b>Sector Information</b>	
<b>IPA II Sector</b>	Democracy and governance
<b>DAC Sector</b>	43010 - Multisector aid
<b>Budget</b>	
<b>Total cost</b>	EUR 4 900 000
<b>EU contribution</b>	EUR 4 900 000
<b>Budget line(s)</b>	22 020 101
<b>Management and Implementation</b>	
<b>Management mode</b>	Component I: Direct management Component II: Indirect management
<i>Direct management:</i> <b>EU Delegation</b> <i>Indirect management:</i> <b>National authority or other entrusted entity</b>	Component I: Delegation of the European Union to Bosnia and Herzegovina  Component II: British Council
<b>Implementation responsibilities</b>	Component I: Delegation of the European Union to Bosnia and Herzegovina Component II: British Council
<b>Location</b>	
<b>Zone benefiting from the action</b>	Bosnia and Herzegovina
<b>Specific implementation area(s)</b>	Bosnia and Herzegovina
<b>Timeline</b>	
<b>Final date for concluding Financing Agreement(s) with IPA II beneficiary</b>	At the latest by 31 December 2019
<b>Final date for concluding delegation agreements under indirect management</b>	At the latest by 31 December 2019
<b>Final date for concluding procurement and grant contracts</b>	3 years following the date of conclusion of the Financing Agreement, with the exception of cases listed under Article 189(2) of the Financial Regulation
<b>Final date for operational implementation</b>	6 years following the conclusion of the Financing Agreement
<b>Final date for</b>	12 years following the conclusion of the Financing Agreement

<b>implementing the Financing Agreement (date by which this programme should be de-committed and closed)</b>			
<b>Policy objectives / Markers (DAC form)</b>			
<b>General policy objective</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Main objective</b>
Participation development/good governance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Aid to environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender equality (including Women In Development)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Trade Development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reproductive, Maternal, New born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Main objective</b>
Biological diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Combat desertification	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Climate change mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Climate change adaptation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# 1. RATIONALE

## PROBLEM AND STAKEHOLDER ANALYSIS

The process of European integration is a dynamic and evolving process. Complementary to other IPA Actions which are programmed with a multi-years lead time, there is a need for a facility addressing short term developments and providing necessary assistance and capacity building support to the relevant authorities in Bosnia and Herzegovina at various levels. This facility shall assist them in relation to the Stabilisation and Association Agreement (SAA) implementation, EU *acquis* transposition, Action programmes preparation and implementation, as well as for reinforcing their institutional capacity for SAA implementation and absorption and management of pre-accession funds.

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 government, in line with their respective competencies, as well as to ensure their effective cooperation and coordination in line with the provisions of the Decision on the system of coordination in the process of European integration in Bosnia and Herzegovina<sup>1</sup>. This in particular relates to the SAA implementation, the Programme of Integration (PI) development and implementation and the legal harmonisation process i.e. transposition of EU *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, as pointed out in the SIGMA 2017 assessment. In the case of sector-specific issues and Actions, the need for consultation and coordination becomes particularly emphasised since the competences, in line with the Constitution of Bosnia and Herzegovina, are often divided or shared between sectoral institutions of different administrative levels.

Bosnia and Herzegovina is in a new phase of the European integrations process. The SAA has entered into force on 1 June 2015, thus replacing the Interim Agreement (IA) which had been in force since July 2008. Furthermore, Bosnia and Herzegovina submitted application for EU membership on 15<sup>th</sup> February 2016 which was accepted on 20<sup>th</sup> September 2016. The EC questionnaire was handed to Bosnia and Herzegovina on 9<sup>th</sup> December 2016. The answers to the questionnaire were submitted officially on 28<sup>th</sup> February 2018 to the European Commission.

Directorate for European Integration is expert body of the Council of Ministers of Bosnia and Herzegovina responsible for coordination of activities concerning the requirements for the European integration process. In the Federation of Bosnia and Herzegovina, Republika Srpska and the Brčko District of Bosnia and Herzegovina there are institutions that coordinate European integration process at these levels of government. These include EU Integration Office of the Government of the Federation of Bosnia and Herzegovina, the Republika Srpska Ministry of Economic Relations and Regional Cooperation and Brčko District Department for European Integration and International Cooperation. In addition, the ten cantonal governments in the Federation of Bosnia and Herzegovina all have EU integration coordinators nominated and some have established specific bodies in charge of European integration. The aforementioned institutions represent the main stakeholders for IPA programming in BiH. However, the institutions from all levels of governance in BiH may benefit from the assistance foreseen under this Action.

The accession to the European Union is an extremely complex process, involving all governmental bodies, requiring continuous and efficient coordination among key players in the process. In order to effectively implement the vertical coordination of the European integration process in Bosnia and Herzegovina, set under the SAA, the BiH Council of Ministers adopted the Decision on a coordination system in 2016. The Decision defines an institutional and operational system and coordination approach between institutions in BiH in implementing activities in the context of EU accession, and joint bodies within the coordination system, their composition, competences and mutual relations. Under the Decision working groups for European integration have been established, with members representing competent institutions at all levels of government in Bosnia and Herzegovina.

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<sup>1</sup> Council of Ministers of BiH adopted the Decision on the system of coordination in the process of European integration in Bosnia and Herzegovina in 2016

The authorities at all levels of government in Bosnia and Herzegovina face challenges in relation to IPA Action/programme preparation and/or in relation to implementation of Actions relating to specific parts of the EU *acquis* or SAA requirements. The personnel assigned to the preparation of Actions 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. Actions' 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 in 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 in 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.

Furthermore, authorities in Bosnia and Herzegovina need to be able to fully benefit from the pre-accession assistance/instrument under the multi-annual financial framework in the 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. In view of the sector approach under IPA II, Bosnia and Herzegovina still lacks country-wide strategies in important sectors that represent a precondition for the utilisation of the IPA II. IPA II also introduces a sector budget support/sector reform contract as a new modality for assistance utilisation that is a novelty to Bosnia and Herzegovina and its institutions.

In order to enable Bosnia and Herzegovina to fully utilise IPA II, the assistance to Bosnia and Herzegovina needs to be provided through support to activities and capacity building with respect to strategic planning, programming, implementation and strengthening capacity for coordination of these processes. 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 country-wide sector and multi-sector strategies in line with the sector approach are crucial.

In conclusion, technical assistance 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, Action preparation and implementation, reinforcing their institutional capacity for SAA implementation, and absorption and management of pre-accession funds.

Bearing in mind the growing obligations arising from the process of European integration, Bosnia and Herzegovina will need well-trained civil servants who understand the principles and mode of work in the European Union. The trainings provided by the administration are limited and not focused on the training of young civil servants with short work experience in public administration. The Public Administration Reform Coordinator's Office (PARCO), civil service agencies at all levels of governance in BiH, as well as various donors, including the European Commission through the IPA programme, have so far invested a lot of resources in developing capacities of civil servants, but only a few programmes were focused on the new generation of young civil servants who should in the future become the driving force for development of public administration.

In addition, the lack of co-operation between officials at different levels of government is still one of the problems faced by administrations in BiH. It is necessary to promote cooperation within governments in Bosnia and Herzegovina and institutions at the level of civil service by making connections between young civil servants and agents of changes that will share best practices. The exchange of young civil servants between different levels of government in BiH (state, entities, cantons, Brčko District) could create a more collaborative environment, encourage competitiveness, professionalism, and mobility within the civil services.

## **OUTLINE OF IPA II ASSISTANCE**

**Component I:** The Action will provide flexible support to address specific and unforeseeable needs of the authorities in Bosnia and Herzegovina at various levels, identified in the course of the European Integration process, by supporting them in responding to European Integration process priorities in a country wide approach manner, Action preparation and implementation, and strengthening and reinforcing their institutional capacity for SAA implementation, and absorption and management of pre-accession funds.

The Action will provide for various types of support, such as technical assistance to and capacity building of institutions in Bosnia and Herzegovina at various levels, preparation of studies, assessments, strategic documents, manuals, trainings, Action proposals, tender documentation, assistance to tender/call for proposals evaluations, communication activities, as well as for provision of potential supplies underpinning EU integration processes.

**Component II:** An intra-BiH programme and exchange component for young civil servants from BiH is also foreseen. Eligible beneficiaries for this Action are line-ministries and government institutions/agencies at various levels of government and staff directly involved in the EU accession process.

## **RELEVANCE WITH THE IPA II STRATEGY PAPER AND OTHER KEY REFERENCES**

This action is in line with the priorities of the Democracy and Governance sector of the Indicative Strategy Paper for Bosnia and Herzegovina 2014 – 2020 (ISP) which foresees the need for short-term capacity building support to the authorities in Bosnia and Herzegovina in view of further legal alignment, in sector approach uptake as well as in preparation of financial assistance programmes.

Furthermore, the ISP foresees support to preparing Bosnia and Herzegovina for the challenges of EU integration and in ensuring a more efficient, professional and accountable administration through implementation of the public administration reform (PAR) in line with the new Strategic Framework for Public Administration Reform<sup>2</sup>. Capacity building of young civil servants is an integral part of PAR efforts.

The recent EC Communication 'A credible enlargement perspective for and enhanced EU engagement with the Western Balkans' confirms the paramount importance of PAR to strengthening governance at all levels and commits to enhancing the Commission's technical assistance to Western Balkans to help them align with the EU legislation and ensure its effective implementation in practice.

The Bosnia and Herzegovina 2018 Commission Report highlights that the country is at an early stage in public administration reform.

## **LESSONS LEARNED AND LINK TO PREVIOUS FINANCIAL ASSISTANCE**

### **Component I:**

As mentioned above the European integration process in BiH 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 demonstrated during the SAA negotiations, the work of the Interim Committee and Interim Sub-Committees, EU *acquis* transposition, IPA programming and implementation, and other European integration processes. 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 maintain effective coordination among different levels of the government for the European integration purposes.

A more general lesson learned from implementation of EU-support across all sectors is the need to ensure that principles of public administration on a good policy development and coordination are applied in elaboration of any policy and legislation. This process should be based on evidence, assess the financial impact, as well as be subject to appropriate internal and external stakeholder consultations at the right time of the legislative and policy-making process. This is the key in ensuring implementation and enforcement of adopted policies and legislation.

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, European Integration Office of the Government of the Federation of Bosnia and Herzegovina and cantonal EU integration coordination bodies, as well as the Federation of Bosnia and Herzegovina and cantonal line ministries, Brčko District Department for European Integration and International Cooperation and Government

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<sup>2</sup> Inter-institutional working group has agreed the final draft of Strategic Framework for PAR.

departments, has been in particular recognised as far as EU policies, legal approximation, EU affairs coordination as well as EU funds 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. Given the administrative structure in Bosnia and Herzegovina and the corresponding division of competencies, support is required to institutions at all levels of the government.

The experience with previous 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.

The only problem that has been detected in the usage of this Facility 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. In the future, endorsement of the intended intervention by all stakeholders concerned by that action 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 Herzegovina.<sup>3</sup> 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 conditionality or delay in reaching consensus between all stakeholders. Therefore, ownership and commitment of all relevant stakeholders of any intervention and its formalisation is an imperative before support under the Action starts. Moreover, a general lesson learnt which applies to all sectors is that policy and legislative development needs to be evidence-based, costed and subject to appropriate internal and external stakeholder consultations at the right time of the legislative and policy-making process. This is a key in ensuring implementation and enforcement of adopted policies and legislation. Therefore, the action shall ensure consistency with the horizontal public administration reform (PAR) efforts.

Overview of budget allocations in € from IPA 2008-2016 for PPF/GTAF/EU Integration Facility:

	2008	2009	2010	2011	2012	2013	2014	2015	2016
PPF/ GTAF/ EU Integra tion Facility	1 500 000	-	2 478 099 <sup>(4)</sup>	2 809 857	2 772 715	2 588 807	2 089 053 <sup>(5)</sup>	4 589 800	6 355 043

## Component II:

As regards the Young Civil Servants programme, a regional pilot programme was implemented in 2016-2017 and, based on good results, the regional programme will continue for a further two years. This action will complement the activities under the regional programme with a training in EU MS for an increased number of participants from Bosnia and Herzegovina and will have an additional intra-BiH exchange component.

<sup>3</sup>[http://ec.europa.eu/enlargement/pdf/financial\\_assistance/phare/evaluation/2013/23914\\_rep\\_bih.pdf](http://ec.europa.eu/enlargement/pdf/financial_assistance/phare/evaluation/2013/23914_rep_bih.pdf)

<sup>4</sup>In addition to the indicated amount in the table, the IPA 2010 PPF fiche also included the project related to Environmental infrastructure in the value of € 2 500 000.

<sup>5</sup>Includes Scholarship scheme for civil servants in Bosnia and Herzegovina

## 2. INTERVENTION LOGIC

### LOGICAL FRAMEWORK MATRIX

OVERALL OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (*)	SOURCES OF VERIFICATION	
To contribute to Bosnia and Herzegovina's overall progress in fulfilling its obligations for European Union accession.	Progress made towards meeting accession criteria	<ul style="list-style-type: none"> <li>- EC Annual Country Reports</li> <li>- SAA Committee's and Sub-Committees' reports</li> <li>- IPA monitoring reports</li> <li>- IPA Monitoring Committees meetings' conclusions</li> <li>- Ad-hoc surveys on EU integration topics undertaken by EU and/or Bosnia and Herzegovina</li> </ul>	
SPECIFIC OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (*)	SOURCES OF VERIFICATION	ASSUMPTIONS
To strengthen the capacity of administration in BiH at all levels, and young civil servants in particular, for accession negotiations, transposition of the EU <i>acquis</i> and implementation of EU policies.	Frequency of requests received by the EUD for EUIF assistance from BiH authorities to address specific EU integration requirements	<ul style="list-style-type: none"> <li>- EC Annual Country Reports</li> <li>- IPA Monitoring Committee meetings' conclusions</li> </ul>	-Political support to institutions in Bosnia and Herzegovina to participate in the EU integration process
RESULTS	OBJECTIVELY VERIFIABLE INDICATORS (*)	SOURCES OF VERIFICATION	ASSUMPTIONS
<p><b>Result 1:</b> More effective and timely responses to emerged EU integration priorities are given by authorities in BiH at all levels</p> <p><b>Result 2:</b> Capacities of young civil servants from Bosnia and Herzegovina at all levels strengthened.</p>	<ul style="list-style-type: none"> <li>% of tender procedures launched and finalised</li> <li>% of IPA funds contracted</li> <li>% of IPA funds disbursed</li> </ul> <p>Number of young civil servants from different levels of government having successfully completed the executive training programme</p>	<ul style="list-style-type: none"> <li>- Database reports and Action documentation from individual TA and other contracts</li> <li>- Project monitoring /implementation reports</li> <li>- IPA Monitoring Committee meetings' conclusions</li> <li>- Monitoring reports within the DEI</li> <li>- Submitted and approved programming documents/Action documents</li> <li>-Tender documentation</li> <li>-Action reports</li> <li>- EC Annual Country Reports</li> <li>- Implementation reports</li> </ul>	<ul style="list-style-type: none"> <li>- Identification of priority areas for assistance in a timely manner.</li> <li>- Sufficient and good quality applications by the potential beneficiaries.</li> <li>- Good cooperation with all relevant stakeholders established and maintained during Action implementation.</li> </ul>



## DESCRIPTION OF ACTIVITIES

The following list is indicative of the types of activities that may be implemented under this intervention but is not exhaustive:

### Component I

- Provision of technical advice and preparation of required documents and analyses, respecting gender mainstreaming aspect as well, to support SAA implementation, EU *acquis* transposition and implementation, including Programme of Integration of Bosnia and Herzegovina into the EU, and the EU accession process in Bosnia and Herzegovina in general.
- 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, and for example provision of required translation of documents within the process of transposition of EU *acquis* and accession of Bosnia and Herzegovina to the EU in general).
- 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.
- Provision of technical assistance in acquiring knowledge, introducing and utilising sector budget support/sector reform contract, including preparation of respective programming documents for sector budget support/sector reform contract utilisation.
- Supporting urgent and unforeseen priority tasks (e.g. studies, damages and recovery needs assessments, Action 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, paying attention to specific needs of women and men.
- Provision of technical assistance in drafting manuals, working procedures, job descriptions, rulebooks and other procedural documentation for the implementation of SAA priorities, utilisation of pre-accession instruments, meeting requirements for indirect management of EU assistance, and in support of EU accession process in Bosnia and Herzegovina.
- Provision of technical assistance in analysis, assessment and evidence-based preparation of countrywide sector strategies, multi-sector strategies, strategic programming documents, for the harmonisation of national legislation, SAA implementation, and the current and future use of EU pre-accession funds, ensuring paying attention to specific needs of women and men.
- Provision of technical assistance in 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, ensuring that these include a gender component.
- Provision of technical assistance in setting up and developing methodology and single project pipelines for investment projects and utilisation of respective instruments of support for investment projects.
- Preparing Actions for upcoming IPA funding, in particular those requiring specialised expertise, including support to the Action preparation process and all necessary Action documentation and annexes to programming documents, ensuring a gender component as well.
- Preparing of 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) as well as support to tender/call for proposals evaluations, with due consideration of a gender component.

- Supporting awareness raising of EU programmes (current and future) and building capacity of end beneficiaries to access the funds available under EU Programmes
- Provision of technical assistance to enhance monitoring, reporting and evaluation processes and capacities
- Provision of institution building activities and training relevant to any of the above-mentioned activities and the European integration process, taking into consideration specific needs of both men and women.
- Participation in European Integration related meetings, workshops, study visits.
- Provision of information, communication and training activities and material regarding EU integration.
- Carrying out evaluations of IPA Actions/programmes.

## Component II

**The part of the action related to the „EU Scheme for Young Professionals in Bosnia and Herzegovina“** will be composed by two clusters of activities: 1) a tailor-made training programme in two academic institutions (Sciences Po Paris in France and College of Europe in Belgium; 2) an intra-BiH exchange programme.

At least 50 young civil servants (about 25 each year under a two-year action) from Bosnia and Herzegovina administration at the State, the two entities, cantons, and the Brčko District level would jointly participate in a tailor-made 3-4 week long executive programme covering key public administration areas and areas relevant to the EU integration process. The shorter duration allows them to limit their time away from work but the intensive nature would still provide them with a global perspective on public sector administration. The joint enrolment would facilitate the intra-BiH exchange component which involves each candidate spending 2-3 weeks in the public administration of another administration level in BiH. The successful candidates would have to work in the public administration for at least 3 years following their return.

- **Activity 1:** Tailor-made advanced courses will be developed for young civil servants looking to build their knowledge and skills. The courses will be intensive 10 days (2 weeks) each in Sciences Po Paris in France and the College of Europe in Belgium. The learning/training methodology is a mix of different tools and approaches. This methodology includes lectures on administration and policy-related topics and active pedagogy, specific case studies, direct interaction between trainers and participants (simulation, role play, etc.), organisation of high level meetings and visits to understand the realities faced by European policy makers and interact with them, the use of a mixed academic team with academics and practitioners and of team work to enhance collaboration skills of participants. The training sessions will be interactive training and learning events creating a highly engaging environment that fosters collaboration and encourages participants to be actively involved. Each session will allow discussions and exchange of good practice. Summarizing it can be defined as “learning by doing”, highly interactive and participatory.

The detailed programme will be drafted and submitted once the selection of participant is completed, so as to tailor as much as possible the four-week training programme to the participants needs in line with their background and needs.

- **Activity 2:** The intra-BiH exchange programme will complement the training programme under Activity 1 above with a 2-3 week long mobility exchange component for the young professionals involved in the programme. The purpose of the intra-BiH exchange programme will be to maintain the momentum of career development of young professionals and of administrative capacity improvement at the State, entities, cantons, and the BD administration level. The exchange programme will provide an excellent opportunity for the selected young professionals to learn and to develop their skills by visiting similar public institutions of another administrative level in BiH. The programme will also provide a good opportunity to participants to further network and receive direct insight on how the respective institutions

manage the process of EU integration. The exchange will be perceived as a short term programme limited to 2-3 weeks, and it will be organised for all civil servants who will complete the trainings at Sciences Po and College of Europe.

## **RISKS**

### *Assumptions:*

- Political support to institutions in Bosnia and Herzegovina to participate in the EU integration process.
- Identification of priority areas for assistance in a timely manner.
- Sufficient and good quality applications by the potential beneficiaries.
- Good cooperation with all relevant stakeholders established and maintained during implementation.

However, the main risk of the Action implementation is the lack of cooperation among institutions of different levels of governance in BiH, caused by poor or none political support provided to them for the EU Integration process. Different mitigating measures, including the Commission's political support and enhanced policy dialogue, will be undertaken to eliminate risks to successful implementation of interventions undertaken under the Action.

## **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 Department for European Integration and International Cooperation
- Brčko District government line departments
- EU Integration Office of the Government of the Federation of Bosnia and Herzegovina and cantonal Coordinators and bodies for European Integration.
- Federation of Bosnia and Herzegovina's and cantonal line ministries as well as direct beneficiary institutions that benefit from the activities financed from the Action.

Each level of governance in BiH (cantonal, entity, district, state) will direct a request for assistance, foreseen under this Action, to its respective EU Integration coordination institution that will then, through the vertical coordination path, communicate it to the DEI/NIPAC and its NIPAC office. The NIPAC office plays a coordination role among the EU integration coordination institutions in BiH for the use of EU Integration Facility. NIPAC will communicate the requests for EUIF to the EU Delegation to Bosnia and Herzegovina in order to be considered and finally approved, as the management of EU funds operates in a direct management mode in Bosnia and Herzegovina.

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

#### **Component I**

The EU Delegation will be responsible for the management of the contracts financed from the Action via EU public procurement rules for external actions.

In the majority of the contracts a steering committee is expected to be established whose members will be the Beneficiary/ies' representatives from all concerned levels of government and EU Delegation staff members.

The Action will be implemented through various type of contracts:

- Procurement (services, supply, works)
- Grant – call for proposals (twinning light)

## **Component II**

Component II will be implemented under indirect management through a delegation agreement with the British Council that will be entrusted with the budget implementation tasks building on its mandate, strengths, presence and valuable previous expertise in the Western Balkans, particularly in implementing a similar scheme, the Young Cells Scheme in Kosovo, as well as a regional executive programme and exchange component for young civil servants from the Western Balkans in 2016-2017 and subsequent years.

## **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 steering committees meetings, EU Delegation quarterly Implementation reviews, on-the-spot checks, meetings with beneficiaries and consultant companies/contractors, while the external monitoring will be implemented through Result-oriented Monitoring (ROM). The gender component will be duly considered in these reports.

The DEI through the NIPAC office will also provide its contribution to the activities of the monitoring and evaluation, with particular emphasis in handling the difficulties that would require strong commitment, long term devotion and constant follow up on effects of implementation of recommendations corrective measures.

The 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 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 set in the Financing Agreement.

## INDICATOR MEASUREMENT

Indicator	Baseline (2017) (2)	Target 2020 (3)	Final Target (2022) (4)	Source of information
<b>CSP indicator</b>				
Progress made towards meeting accession criteria	No progress to limited progress depending on the respective criteria	Good progress	Acquis transposition largely achieved (2022)	EC Annual Country Reports SAA Committee's and Sub-Committees' reports IPA monitoring reports IPA Monitoring Committee meetings conclusions Ad-hoc surveys on EU integration topics undertaken by EU and/or Bosnia and Herzegovina
<b>Outcome indicator</b>				
Frequency of requests received by the EUD for EUIF assistance from authorities in BiH to address specific EU integration requirements	Up to 5 requests received by the EUD for EUIF assistance from authorities in BiH per annum	At least 10 requests received by the EUD for EUIF assistance from authorities in BiH per annum	At least 10 requests received by the EUD for EUIF assistance from authorities in BiH per annum	EC Annual Country Reports SAA Committee's and Sub-Committees' reports IPA monitoring reports IPA Monitoring Committee meetings' conclusions Ad-hoc surveys on EU integration topics undertaken by EU and/or Bosnia and Herzegovina
<b>Immediate results indicator</b>				
- % tender procedures launched and finalised - % of IPA funds contracted - % of IPA funds disbursed	- 70% of the tender procedures launched and finalised against the anticipated tendering plan; - 70% of IPA funds contracted against the anticipated	80% of the tender procedures launched and finalised against the anticipated tendering plan;	85% of the tender procedures launched and finalised against the anticipated tendering plan;	Database reports and documentation from individual TA and other contracts

	contracting plan - 60% of IPA funds disbursed against the anticipated disbursement plan	- 80% of IPA funds contracted against the anticipated contracting plan - 65% of IPA funds disbursed against the anticipated disbursement plan	- 85% of IPA funds contracted against the anticipated contracting plan - 70% of IPA funds disbursed against the anticipated disbursement plan	Project monitoring/implementation reports IPA Monitoring Committee meetings' conclusions Submitted and approved programming documents/Action documents Activity Reports EC Annual Country Report
Number of young civil servants from different levels of government having successfully completed the executive training programme	0	25 (disaggregated by administrative level and by sex)	50 (disaggregated by administrative level and by sex)	Project implementation reports

## **5. 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, as well as to deliver on the tasks deriving from the candidacy application and status. 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., as well as to the introduction of sector budget support/sector reform contract.

## **6. CROSS-CUTTING ISSUES**

### **GENDER MAINSTREAMING**

Due attention will be given to gender aspect within Action activities, including ensuring participation of both women and men, recognising different needs of women and men, ensuring benefits for both men and women, ensuring gender sensitive data. In general, a gender perspective will be maintained ensuring that the results of the Action impact positively on gender equality as well.

With regards of the nature of the Action, the gender analysis and sex disaggregated data cannot be currently provided for Component I, while they will be provided for Component II.

### **EQUAL OPPORTUNITIES**

Based on the fundamental principles of promoting equality and combating discrimination, participation in the Action will be guaranteed on the basis of equal access regardless of sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation.

### **MINORITIES AND VULNERABLE GROUPS**

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

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

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. Initiatives such as assessment of BiH capacities of elections' observation process, alternative dispute resolution/mediation in BiH, anti-discrimination laws, etc. were supported in previous IPA EUIF/GTAF Actions.

### **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 authorities in Bosnia and Herzegovina and the respective Action activities. The Action and the activities deriving from the Action will not have any negative impact on the environment nor jeopardise environment, health and security in the future. The activities deriving from this Action will be delivered in the most environmentally friendly possible way.

Climate action relevant budget allocation (EUR): 0
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## **7. SUSTAINABILITY**

The sustainability of results of this action will be achieved through the increased effectiveness of authorities at all levels of administration to better cope with the EU integration process, by pursuing the necessary reforms, transposing and implementing EU *acquis* as well as to effectively programme and implement the IPA funds that would prepare the country to join the EU.

In addition, the high level of continuous commitment of authorities in Bosnia and Herzegovina to pursue EU integration processes is of the paramount importance to sustain the results of IPA assistance in view of Bosnia and Herzegovina joining the EU.

Elaboration of strategic documents or new legislation/amendments shall be carried out respecting the national legislation, especially that which regulates fiscal/regulatory impact assessments, public consultations, inter-ministerial coordination. As a rule, projects should start by providing support to the beneficiaries with options analysis, regulatory impact assessment, concept papers etc. prior to supporting them with drafting legislation/amendments.

Any written procedural manuals or guidelines developed with the support of this action shall be simple enough to be regularly updated and changed by the staff of the respective organisations without additional external support. Any guidelines or procedures developed shall not contradict with any legal provision of the country.

Trainings organised for a large number of public administration employees should to the extent possible be coordinated with the institutions centrally responsible for training of civil servants. The Young Civil Servants will result in a network of alumni after the completion of the project.

Any IT development shall respect the national standards for interoperability. In cases when such standards are missing, relevant consultations with the coordinating institution for ICT in public administration should be a prerequisite to launch any tender.

## **8. 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.

All necessary measures will be taken to publicise the fact that the Action has received funding from the EU in line with the EU communication and visibility requirements in force. All stakeholders and implementing partners shall ensure the visibility of EU financial assistance provided through IPA II throughout all phases of the programme cycle.

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. DG NEAR and the EU Delegations should be fully informed of the planning and implementation of the specific visibility and communication activities carried out by the beneficiaries and the implementing partners.