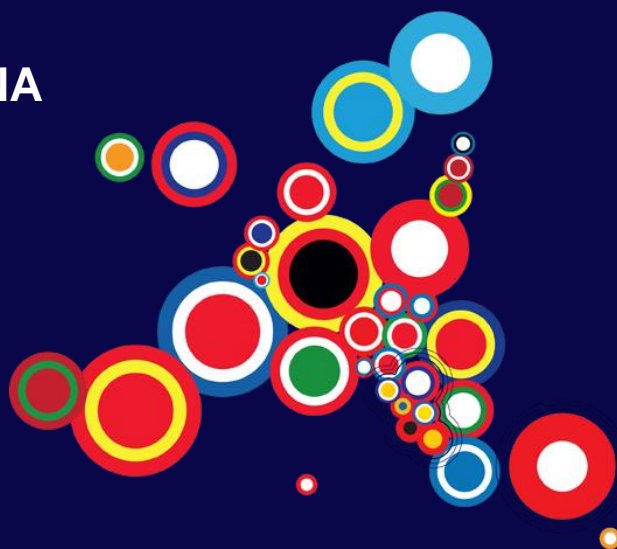




## INSTRUMENT FOR PRE-ACCESSION ASSISTANCE (IPA II) 2014-2020

### BOSNIA AND HERZEGOVINA

EU support to an efficient  
and responsible public  
administration



#### **Action summary**

This action will contribute to an efficient, professional, transparent and service-oriented public administration in Bosnia and Herzegovina (BiH) which is capable of implementing the EU integration requirements.

The action will target three areas: firstly, it will focus on improving the system of human resources management in the public administration at all levels of government by supporting further development of policy and legislative framework, as well as building the individual and institutional capacities.

Second, a particular focus will be given to further strengthening the BiH statistical system by increasing the number of indicators produced according to EU standards, adopting a plan for the development of agriculture statistics and establishing a framework for quality management system and compilation of monthly Balance of Payments (BoP).

And thirdly, the action will also enhance the technical capacity of the Agency for Identification Documents, Registers, and Data Exchange (IDDEEA) necessary for smooth support to the current and planned e-service users enabling all citizens, companies and civil society to complete their transactions with the public administration in a transparent, secure, simplified and expedited way, at lower financial costs.

<b>Action Identification</b>	
<b>Action Programme Title</b>	Annual Action Programme for Bosnia and Herzegovina for the year 2017
<b>Action Title</b>	EU support to an efficient and responsible public administration
<b>Action ID</b>	2017/040-524.01
<b>Sector Information</b>	
<b>IPA II Sector</b>	Primary sector: Democracy and Governance
<b>DAC Sector</b>	15110 - Public sector policy and administrative management 16062- Statistical capacity building
<b>Budget</b>	
<b>Total cost</b>	EUR 5 700 000
<b>EU contribution</b>	EUR 5 700 000
<b>Budget line(s)</b>	22.020101
<b>Management and Implementation</b>	
<b>Management mode</b>	Direct management
<i>Direct management:</i> <b>EU Delegation</b>	EU Delegation to Bosnia and Herzegovina
<b>Implementation responsibilities</b>	EU Delegation to Bosnia and Herzegovina
<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 2018
<b>Final date for concluding delegation agreements under indirect management</b>	N/A
<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 implementing the Financing Agreement (date by which this programme should be de-committed and closed)</b>	12 years following the conclusion of the Financing Agreement

<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 type="checkbox"/>	X
Aid to environment	X	<input type="checkbox"/>	<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"/>
<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Main objective</b>
Biological diversity	X	<input type="checkbox"/>	<input type="checkbox"/>
Combat desertification	X	<input type="checkbox"/>	<input type="checkbox"/>
Climate change mitigation	X	<input type="checkbox"/>	<input type="checkbox"/>
Climate change adaptation	X	<input type="checkbox"/>	<input type="checkbox"/>

# 1. RATIONALE

## PROBLEM AND STAKEHOLDER ANALYSIS

A well-functioning public administration is one of the key principles which are necessary for meeting the Copenhagen and Madrid EU membership criteria or contractual obligation under the Stabilization and Association Agreement, but it is also a precondition for democratic governance and accountability. The quality of administration directly impacts governments' ability to provide public services, to prevent and fight corruption and to foster competitiveness and growth. Public administration reform (PAR) in Bosnia and Herzegovina (BiH) is trying to embed meritocratic principles in the management of the civil service and to ensure adequate administrative procedures as one of the essential principles of modern administration. Reform is also directed towards increasing the transparency, accountability and effectiveness, and accordingly to respond more efficiently to the needs of citizens and businesses. Availability of comparable, reliable, objective, and accurate data is necessary for proper functioning of the public administration and for planning and monitoring country-wide transition and reforms processes of in BiH. In that sense it is necessary to have efficient and sustainable statistical systems in order to better meet the needs of the public administration and all other users.

Human resources management remains fragmented and inefficient due to the absence of a central policy-making institution at the state and entities' level. There are four main civil service agencies (CSAs) which perform centralised HRM functions, but they are not empowered to lead and monitor implementation of the civil service policy and legal framework. HRM units have been established in a limited number of institutions (BiH - 21, Federation of BiH (FBiH) – a few, Republika Srpska (RS) – all institutions, and Brčko District (BDBiH) – subdivision for HRM is responsible for all District administrations). HRM information systems have been put in place at different levels of administration, but are not used as tools for decision-making and planning due to lack of complete information and legal obstacles over data protection. The remuneration system is not transparent and does not ensure equal pay for equal work because different salary regulations are in force at different levels of administration. A fair and objective job evaluation and classification system is still to be implemented.

According to SIGMA Monitoring Report 2016 for BiH, the lack of consistency in civil service policies between administrative levels has led to a further fragmentation of civil service systems and hinders mobility of civil servants between different levels. In addition, the vertical scope has been defined inconsistently, and there are no comprehensive policies for public service development at all levels of government. There is a need for greater clarity in the roles and responsibilities of each institution and a more collaborative approach to formulation and implementation of HRM policy. CSAs are not sufficiently empowered to lead, support and monitor the implementation of the civil service policy and legal framework. The practical application of the existing legal framework is not harmonised and there is a problem in how the policy and primary and secondary legislation are applied in practice. Independent supervision of the implementation of the CSL is entrusted to administrative inspections in the FBiH and the RS, and at the State level and in the BD, the administrative inspections are established based on their respective Laws on Administration. There is a need to establish a fair motivating system that will regularly “revise” and assess job descriptions, the workload and set up an adequate, affordable and transparent remuneration system for managing and non-managing/other servants.

A careful analysis of the four separate Civil Service Laws adopted for the State institutions, the Federation of Bosnia and Herzegovina (FBiH), Republika Srpska (RS) and the Brčko District of BiH (BD BiH) needs to be conducted. Additionally, in the FBiH, five cantons have adopted their own civil service laws. It is important to ensure that new legislation sets clear selection criteria based on professional competences, especially in regard to senior civil servants. Any new legislation should also integrate new methodology for job analysis, new gradation system (which needs to be linked to new remuneration system), establishment of HR personnel/units and introduction of modern HR planning principles. It is recommended to continue with capacity-building activities in order to ensure continuous upgrading of, primarily, central HR institutions, as well as transposition of acquired knowledge across the levels of administration.

As the leading institution responsible for overall coordination of PAR process and implementation of the PAR Strategic documents, the PAR Coordinator's Office (PARCO) was leading the preparation of this action. PARCO consulted the key stakeholders during the preparation of this action. Key stakeholders and beneficiaries are the relevant competent ministries: Ministry of Justice of BiH, Federation Ministry of Justice (including the FBiH PAR Coordinator), and Ministry of Administration and Local Self-Governance of Republika Srpska (including the RS PAR Coordinator), as well as Civil Service Agencies (CSA) – BiH, FBiH and RS and subdivision for Human Resources of the BDBiH. Ministries are responsible for proposals of civil service legislation, while CSA's perform a number of centralized HR managerial functions, such as selection procedures, professional exams, horizontal professional training and education, certain aspects of implementation of CS legislation, as well as expert assistance to individual institutions. A clear definition of the relations between CSAs and competent ministries in the field of drafting CS legislation is lacking. Ministries of finance at BiH, entity and BDBiH level will be consulted during the implementation of this action in the segments related to the laws on salaries and budgetary planning.

Competent cantonal institutions should be included in the implementation of this action, primarily in regard to the activities related to the civil service legislative framework, in line with constitutional distribution of competences. The manner of their inclusion and coordination mechanisms will be further elaborated in consultations with FBiH institutions.

There are two main challenges ahead for the statistics in BiH: increasing the volume of statistical data, and further harmonisation with the EU standards. To implement European System of National and Regional Accounts/ESA 2010 and to transmit data of better quality to Eurostat, a better availability of basic statistics and development of business statistics is one of the conditions. This action will target business statistics and will address the following issues: Statistical Business Register/SBR does not contain information on enterprise groups (EG); in Structural Business Statistics/SBS variables for Section K have not yet been developed in line with requirements in the planned FRIBS (Framework Regulation Integrating Business Statistics) regulation and some characteristics are missing for Annexes I-IV too; a number of Short Term Business Statistics (STS) indicators are missing too.

The agriculture statistics development is not defined by a long-term strategic document. For the development of a comprehensive document on agriculture statistics (i.e. Master Plan), it will be necessary to gather all the relevant stakeholders (state and the Entity level) to discuss possibilities and availability of administrative and other data sources.

To improve quality in statistics it is necessary to introduce at least basic elements of the quality framework agreed at the EU level (self-assessment, quality reviews, and quality indicators). Data on energy consumption in households are very limited and the obligation of the Agency of Statistics of BiH is to report on the final energy consumption in households in line with the mentioned EU Regulations. In order to meet these requirements, BiH statisticians need to obtain specific knowledge and to get experts' recommendations concerning this area. Conducting Pilot Structure of Earnings Survey (SES), as a basis for conducting a full survey, will improve the quality of labour market statistics as a one of the most important for society and be an ideal basis for monitoring the gender pay gap, and gross and net earnings by gender, as well as the number of hours worked and hours paid.

Currently the Central Bank of Bosnia and Herzegovina produces Balance of Payments (BoP) statistics on a quarterly basis<sup>1</sup>, which is not aligned with the EU regulations. EU statistical standards require production of Balance of Payments statistics on monthly basis, what is necessary for regular reporting to EU institutions and providing this important information about trade, financial and other flows in and out of the country.

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<sup>1</sup> Balance of Payments (BoP) statistics is one of key macroeconomic accounts measuring external weaknesses of domestic economy.

Key stakeholders are the Agency for Statistics of BiH/BHAS, entity institutions (Institute for Statistics of Federation of Bosnia and Herzegovina /FIS and Institute for Statistics of Republika Srpska/RSIS) and Central Bank of BiH including other relevant stakeholders. These are the institutions that make up the statistical system of BiH. BHAS is responsible for representing BH statistical system internationally.

In the field of e-Government in BiH, the Agency for Identification Document, Registers, and Data Exchange (IDDEEA) has been identified as one of the key institutions in charge of fulfilling the objectives in the public administration reform process in terms of service delivery to citizens. IDDEEA collaborates with a number of authorities at all administrative levels in BiH. Issues related to civil statuses and data exchange in BiH are under the jurisdiction of competent authorities at different levels of government, while IDDEEA is in charge of providing technical support to this process and, therefore, is working closely with these authorities. Cooperation is mainly based on: administration of data networks, development of information systems and information and communication technologies (ICT) in line with legal regulations, management of civil status registers (personal documents and registration of permanent and temporary residence, allocation of personal identification number, vehicle registration, issuing local border traffic permit and tachograph cards) and data exchange (exchange of information between law enforcement agencies, as well as electronic verification of data used in the process of issuing identity documents in the registry offices).

In the future IDDEEA should standardize the obligation to publish a large number of public information such as information on budget execution, budget or statistical data on data exchanges from electronic registers of IDDEEA. All services delivered by the public administration at all levels of government should be accessible to citizens in electronic form, which is also a requirement of 'eSEE' Agenda signed by BiH in 2007, and is in line with the Open Government Partnership (OGP) Initiative<sup>2</sup>. Through this Action, IDDEEA will provide electronic services required to deliver statistical data to electronic registers (so called Open Data Project) and will promote cooperation between public administration authorities, citizens and civil society organizations.

Online transaction services, web portals and contact points of the public administration, are not sufficiently used by BiH citizens. Traditionally, the interaction between citizens and businesses and public administration authorities are held in government offices. IDDEEA has about 15 000 users entitled to access the electronic registers through specialized data centres that provide 24/7 online access. In order to enable these centres to work efficiently and provide a constant secure and reliable customer support, it is necessary for IDDEEA to provide them with equipment. In the premises of the new building in Banja Luka where the seat of IDDEEA is to be located, it is required to supply the new data centre with suitable hardware and software equipment that will ensure a secure functioning of the information and communication system. The main beneficiary for this part of the action is IDDEEA. However, all institutions from PAR Sector will benefit from this Action.

Indirect beneficiaries of this action are decision makers, private/business community and BiH citizens who will get more efficient and transparent services including statistical services and reliable data provided by committed and professional civil servants and employees engaged in the public administration.

## **OUTLINE OF IPA II ASSISTANCE**

The action intends to create a higher level of modernisation of HRM system in the civil service structures in BiH that will attract and keep knowledgeable, skilful and competent civil servants capable to fully implement the EU *acquis*. The further improvement of the statistical system in terms of reliable data will facilitate the social and economic development of the country. The action will contribute to more efficient, effective and accountable delivery of services to decision makers, citizens and businesses in the area of statistics.

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<sup>2</sup>The Open Government Partnership is a multilateral initiative that aims to secure concrete commitments from governments to promote transparency, empower citizens, fight corruption, and harness new technologies to strengthen governance.

In the PAR area of HRM, the action is aiming to enhance the system of human resources management through the improvement of the policy and legislative framework, capacity building, and harmonisation of procedures and practices of the civil service in line with the Principles of Public Administration. Achievements of the IPA 2016 action "Support to Public Sector Management Reform", which will be implemented by the World Bank from 2017, will be taken into account during the preparation of terms of reference for this action. It is expected that the action will support the future implementation of the upcoming strategic document for the PAR in the pillar of HRM and civil service reform and therefore further alignment with the Principles of Public Administration.

With regards to statistics, the action will address business statistics, social statistics, agriculture statistics and energy statistics by improving and creating new basic statistical indicators in those areas and thus provide more reliable data/inputs for production of macro-economic statistics.

The action will assist to increase and improve the quality of data in line with the new Framework Regulation Integrating Business Statistics/FRIBS. It will support development and adoption of a detailed Master Plan for Agricultural Statistics for the period 2020-2030. Furthermore, the Quality Management System will be established in all three BiH statistical institutions. Conducting of Pilot Survey on energy consumption in households in BiH will provide improvement in the data quality with a special emphasis on renewable energy sources and will also enable the fulfilment given by the EU Regulations. Pilot Structure of Earnings Survey/SES will allow further development of the labour market statistics. SES will be a basis for monitoring the gender pay gap and BiH will have, for the first time, gross and net earnings by gender, as well as the number of hours worked and hours paid. Methodology for the compilation of the Monthly Balance of Payments/BoP Statistics will be developed by the action as well as the action plan for its implementation.

In the area of e-Government/e-services, this action will provide technical assistance for strengthening capacities, optimisation of processes and information technologies, thereby supporting BiH to achieve its EU integration objectives. In order to promote and increase the capacities of IDDEEA, the intervention in two areas is required - increase in use of e-services offered by e-Government portal in BiH and increase of hardware and software capacity of IDDEEA, thereby enabling the information system to support increasing requests for information by increasing the level of e-services use. By reinforcement of the capacity and upgrade of IDDEEA information system, the efficiency of public administration on all levels of government will be strengthened. This action will supply equipment for the data centre in the new seat of IDDEEA in Banja Luka, hardware, software and equipment, and renewal of the existing equipment at the telecommunication hubs of IDDEEA. Through the implementation of this action, IDDEEA will improve business practices in the process of issuance of identity documents, and reduce the time required from filing a request to delivery of ID cards or passports to the citizens of BiH.

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

Through the **Enlargement Strategy** for the period 2014-2015, the European Union (EU) has enhanced its focus on Public Administration Reform (PAR) in candidate countries, by presenting six key issues i.e. reform areas and better integration of reform in enlargement process. These key areas are Public Administration and Human Resource Management and public service delivery which includes e-services. Based on Enlargement Strategy SIGMA developed Principles of public administration and the proposed action will concern the aforementioned principles that will serve as a key guidance for further HRM development.

In the **Indicative Strategy Paper (ISP) 2014-2017 for BiH**, governance and Public Administration reform are clearly defined as key priorities in the EU enlargement process. Bosnia and Herzegovina's public administration and particularly its economic governance have to ensure a more efficient, effective and accountable delivery of services to citizens and businesses, including reliable administrative procedures and e-Government services. The ISP also indicated that BiH statistical system does not produce sufficiently reliable data on the population, on economic, macro-economic and trade statistics and national accounts. Reliable data remain crucial to support the social and economic development of the country.

**The Commission's 2016 report on BiH** indicates that no progress was achieved in the past year and backsliding has been recorded with the amendments to the legal framework for the civil service in the Federation entity, increasing the risk of politicisation. The insufficient political support for countrywide reforms and the fragmentation of the public service are hampering efforts to carry out institutional and legislative reforms. The Report also specifies the electronic signature is not in use at the state level due to incomplete legal framework; therefore, available electronic services are limited to providing information. As regards services of the information society, the Law on e-Business and the Law on e-Signature at the state level are not being implemented and the Supervising and Accreditation Bodies have not been designated yet. The Report recommends ensuring implementation of an effective human resources management system, in particular in recruitment, and amending civil service legislation in an inclusive and evidence-based process to reduce the risk of politicisation of the civil service at all administrative levels. Regarding statistics, it is recommended to make efforts in further alignment of national statistics with the EU *acquis* and further improve cooperation, coordination and decision-making processes in order to develop the national statistical system in key areas of statistics.

**SEE 2020** sets targets for public governance such as transparent, well-functioning and efficient public administration. Transformation of the traditional administration into a citizen-oriented is one of the main aspects of the reform.

**Europe 2020 Strategy** under the Smart growth priority promotes deployment and usage of modern accessible online services in the Governments. This action will also contribute to fulfilment of the **Digital Agenda for Europe** plan related to user empowerment. The Agenda defines e-Government services as: “services to empower citizens and businesses e.g. to increase access to public information, strengthen transparency and stakeholder involvement”.

**Strategy for Public Administration Reform in BiH 2006-2014** - The strategic overall objective in Human Resources area of Strategy is to develop professional, politically impartial, nationally balanced, ethical, stable and active public administration, which will be respected and able to deliver efficient services both to the Governments and to the citizens. All efforts invested in PAR should lead to the development of professional and depoliticized civil service with which this action is aligned. The overall goal in the area of information technology is: “increase IT utilization in public administration to: make government more accountable, transparent and effective; improve information and service delivery; and encourage citizen participation in the decision-making process”. The ongoing activities on preparation of a new Strategic Framework for the PAR in BiH are planned to be finalised by mid 2017 and will be based on the Principles of Public Administration. It is expected that action will support the future implementation of the upcoming strategic document for the PAR (pillar related to HRM and civil service).

**Development strategy of IDDEEA for the period 2016-2020** is aligned with overall goal of the PAR Strategies in the area of information technology.

**Strategy for Development of Statistics of BiH 2020** emphasises similar objectives as the ISP for BiH for period 2014-2017.

**Sector Review on Business Statistics in BiH 2015** finds that further effort will be needed, as well as resources, to achieve the goal of fully compliance with EU standards.

In the latest available **Adapted Global Assessment/AGA Report** (2011<sup>3</sup>) several recommendations are related to the quality of statistics. One of the recommendations is that the institutions should agree on and implement a plan for improved quality management by introducing at least some elements of the framework under development at the EU level (self-assessment, quality audits, and quality indicators).

The action will contribute to addressing the above mentioned recommendations.

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<sup>3</sup> AGA was conducted by Eurostat and the purpose was to make the assessment of the statistics in BiH and provide recommendations for the further improvement of statistics and national statistical system



## LESSONS LEARNED AND LINK TO PREVIOUS FINANCIAL ASSISTANCE

The EC has supported the reforms in the area of HRM through Modernisation of HRM system in civil service (IPA 2011) aiming at improving HRM system in the civil service in BiH by supporting the key institutions BiH, FBiH, RS and BD BiH in charge of HRM. Even though the project took a participative and consultative approach, and all outputs were consulted with all stakeholders, not all documents were adopted. The activity plan and solutions proposed at the beginning of the project implementation received political support but stated political support was not reflected in revisions of legislation. In addition, BiH general elections that took place in 2014 caused delays in certain project activities implementation, as well as changes in identified priorities. Next general elections will take place in 2018 and possible implications need to be taken into account.

One of the gaps identified during the implementation of the previous project, was the absence of an independent ROM (Result Oriented Monitoring) and there is a need to carry out respective ROM activity.

SIGMA has conducted periodical assessments in the HRM area and provided ad hoc assistance when needed in terms of appraising the compliance of proposed legislation to the Principles of Public Administration. Also, IPA 2016 action "Support to Public Sector Management Reform", which will be implemented by the World Bank, is expected to support the further reforms in this area. Generally, despite substantial technical assistance provided for alignment with the EU *acquis*, the beneficiary countries continue to suffer from poor implementation and enforcement of laws and policies. A lesson learned is to look not only at technical alignment of the laws, but also to ensure that the legislative drafting and policy-making processes ensure proper inter-ministerial coordination, impact assessment of proposed laws and policies as well as external (public) consultation of the relevant stakeholders.

In previous years the EU provided continuous support for BH statistics. Statistical system in Bosnia and Herzegovina gained the most benefits from national projects implemented in the form of Twinning.

Some of lessons learned through EU projects implementations are: the EU *acquis* in statistics requires technical support in transfer of knowledge and full understanding for adoption and implementation of complex methodologies; it is a continuous and long lasting process; the best results are provided by projects which have clearly defined objectives; all projects required significant human capacities and accurate planning of internal beneficiaries resources; cooperation within the BiH statistical system (among the three institutes) and with data providers has to be efficient. Furthermore, the coordination role of the Agency has to be clearly defined and the focus has to be on the production of the state level statistics harmonised with the EU *acquis* (which is conditioned by production of statistics at the level of entities which also has to be harmonised with the EU *acquis*). All the lessons learned are hereby incorporated into this action.

Furthermore, successful coordination of assistance provided through national and multi-beneficiary IPA projects is crucial to increase the benefit of the two support instruments. The national programme should coordinate with and build on support under the multi-beneficiary programmes, in particular on the components covering business statistics, energy statistics and BOP. This coordination should be ensured by the BHAS, supported by Eurostat through the annual donor coordination survey and other instruments.

ROM reports on the Project "ICT based solutions for IDDEEA and Parliamentary Assembly of BiH" financed by IPA 2010 described maximum involvement of IDDEEA staff in the phase of Project implementation: "...both at the level of senior management of IDDEEA and the level of technical staff. They "were daily involved in the implementation of project activities through constant communication with the project team". In line with recommendations in ROM monitoring the role of IDDEEA will include active involvement in each phase of the action implementation.

## 2. INTERVENTION LOGIC

### LOGICAL FRAMEWORK MATRIX

OVERALL OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (*)	SOURCES OF VERIFICATION	
To contribute to the development of an efficient, professional, transparent and service oriented public administration that has achieved an increased level of harmonisation amongst the different levels of government and increasingly capable to deal with EU matters	Progress towards meeting the criteria for accession (political criteria on public administration reform and chapter 18 on statistics)	EC reports on BiH	
SPECIFIC OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (*)	SOURCES OF VERIFICATION	ASSUMPTIONS
To improve the capacity of the public administration to implement the EU integration requirements in the areas of: human resources management, statistics and e-services	Extent to which the policy, legal framework and institutional set-up for professional human resources management in the public service is in place. % of statistical compliance with the EU <i>acquis</i> Average time IDDEEA is required to deliver a service to citizens upon filing of the request	SIGMA Measurement Report Eurostat Progress reports on the monitoring of public administration reform	There is political will to support the implementation of SAA's obligations related to reforms in public administration and civil service Institutions' resources allocated to implementing the proposed Reform Agenda sufficient;
RESULTS	OBJECTIVELY VERIFIABLE INDICATORS (*)	SOURCES OF VERIFICATION	ASSUMPTIONS
<p><b>Result 1:</b> Human resources management system is further aligned with the Principles of Public Administration</p> <p><b>Result 2:</b> Statistics system in BiH is further harmonised with the EU <i>acquis</i></p> <p><b>Result 3:</b> IT utilization in the public administration increased in accordance with EU Directives and Standards for security features</p>	<p>1. Level of compliance with the Principles of Public Administration (supported with amended legislation, HR policies and managerial and HR staff capacities)</p> <ul style="list-style-type: none"> <li>- Application in practice of recruitment procedures for civil service positions</li> <li>- Development, implementation and monitoring of training plans</li> <li>- Existence of annual HR plans which are costed and aligned with the annual budget</li> </ul> <p>2. Number of Indicators and other relevant documents concerning Business, Labour, Energy, Agriculture and Balance of payments statistics produced and available</p> <p>3.1 Number of documents required to be delivered by IDDEEA upon filing of the paper request by a citizen and legal entity</p> <p>3.2 Number of documents required to be delivered by IDDEEA upon filing of the e services request by a citizen and legal entity</p>	<p>SIGMA Assessment Report in the field of the civil service reform in BiH</p> <p>Eurostat</p> <p>Web sites of the three statistical institutes: <a href="http://www.bhas.ba">www.bhas.ba</a>; <a href="http://www.fzs.ba">www.fzs.ba</a>; <a href="http://www.rzs.rs.ba">www.rzs.rs.ba</a>;</p> <p>Report on Monitoring and Evaluation of IDDEEA Development Strategy</p>	<p>Full commitment and support of the decision-makers of the involved institutions;</p> <p>Good cooperation between relevant partners and willingness to adapt to changes where necessary;</p> <p>Technical and human resources required for action implementation allocated</p> <p>Active participation of all stakeholders</p> <p>Access to available relevant data</p>

(\*\*) Relevant activities have to be included only in the following sub-section.

## DESCRIPTION OF ACTIVITIES

This action will be composed of a set of activities for each of the 3 results as follows:

**Activities related to Result 1: HRM is further aligned with the Principles of Public Administration**, are the following:

**Activity 1.1.: Support harmonization of the policy and legal framework for the civil service at all administrative levels with the Principles of Public Administration and the objectives of the new PAR Strategic Framework**

*Envisaged tasks corresponding to Activity 1.1 are:*

- Provide support to the development of overall (horizontal) HRM policy at all administrative levels in BiH administration system, based on the agreed principles and objectives of the PAR Strategic Framework in the field of civil service;
- Analyse civil service legislation (taking into account prior analysis done by SIGMA experts) at distinct administrative levels (BiH, FBiH, including cantons, RS and BD BiH) and provide recommendations in order to align with the Principles of Public Administration (including horizontal, vertical and material scope);
- Based on the recommendations from the analysis of the civil service legislation, where relevant, support the development of new or improved legislation in the field of civil service (comprising in total approximately 10 laws on different levels of government, and up to 20 by-laws) as well as provide support to create coherent regulations in related fields (i.e. law on salaries in line with new classification (gradation) system - relation to Activity 1.2<sup>4</sup>);
- Support the development and harmonisation of implementing regulations on the basis of legislation in civil service and the guidelines and principles set out in the policy document;

A set of tasks of the Activity 1.1. refers to an adjustment and directing HRM policy and its corresponding legislation at all levels (including cantons of FBiH), including the issue of depoliticisation, then the harmonisation of definitions and scope of civil service at all levels, taking into account the scope of the civil service to meet the needs of different levels authorities (including cantons). Also, within the Activity 1.1., it is envisaged to make the review of the existing definitions of civil servants in order to contribute to consistency in defining the vertical scope of civil service across administrative levels, as well as transposing into domestic legislation the EU *acquis* on non-discrimination and equal opportunities issues taking into consideration provisions of BiH Anti-discrimination Law and BiH Gender Equality Law.

**Activity 1.2: Support the implementation of the objectives in the field of HRM within the strategic framework for PAR in BiH by further development and support in implementation of HR procedures and tools for key functions to ensure a coherent and professional civil service system across the different levels of administration.**

*Envisaged tasks corresponding to Activity 1.2 are:*

- Analyse HR functions and areas of HRM that need further development on the basis of the results of previous projects, and according to eventual new legal arrangements (based on achievements of the previous component);
- Develop and implement system of competencies management in public administration;
- Support the further development and improvement of the classification (gradation) system and job classification based on job analysis/ analytical job evaluation;
- Connecting the system of human resources planning with multiannual (medium-term) and annual budgetary plans as well as with the activities plan of the institutions and work plan of Council of Ministers/Governments;

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<sup>4</sup> In regard to implementation of this task, it will be necessary to take into account achievements of the of IPA 2016 action "Support to Public Sector Management Reform", which is implemented by the World Bank from 2017, in order to ensure consistency of the proposed solutions.

Competent ministries of justice/administration, BiH, FBiH and RS CSAs and subdivision for HR of BD BiH as key institutions in regard to HRM, which were also the key stakeholders of the previous project, are key counterparts in implementation of these tasks. Their close involvement in implementation of these tasks is necessary in order to contribute to strengthening of relevant institutions through implementation of this action, as well as to support coordination among these institutions and strengthening their capacity to carry out their tasks in the future. Respective ministries of finance on these four administrative levels will also be involved in implementation of the activities related to remuneration and human resource budgetary planning.

**Activity 1.3: Support the improvement of capacities for development and efficient management of human resources in line with the new policies and procedures at all administrative levels,**

*Envisaged tasks corresponding to Activity 1.3 are:*

- Analyse the required capacity for the development, implementation, control and monitoring of general HRM policies, regulations and individual HR documents (i.e. the training strategy; Strategy of Human Resource Development, HR planning documents/Human Resource plans and similar);
- Support the transformation of functions and roles of key HR institutions (in line ministries/CSAs) at different administrative levels in the process of designing HR policies and regulations in the civil service;
- Build up the advisory capacities and competencies of key HR institutions in order to support other administrative bodies and institutions of public administration;
- Develop mechanism to enhance the coordination between the different institutions in charge of HRM to ensure further harmonisation of the practices, legislation etc.
- Support the strengthening of capacity of administrative inspection, internal audit departments, and audit offices in regard to the performance audit over the implementation of regulations in the civil service system and relevant systematic legislation such as labour (mainly through specialized training for the staff performing oversight of the implementation of civil service legislation);
- Develop standardized training programmes for staff in key HR institutions and design and deliver Training of Trainers programmes as a tool for ensuring sustainable outputs; support CSAs and Subdivision for HR in BD BiH in order to build their capacities to take over the training programme after the end of this action (e.g. drafting standards for development of curricula) and develop mechanism for efficient engagement of internal trainers.

**Activity 1.4 Enhance general managerial capacities across all management positions/functions in the civil service,**

*Envisaged tasks corresponding to Activity 1.4 are:*

- Provide support to Training Needs Assessment (TNA) and Capacity Needs Assessment (CNA) at the level of management structures in the civil service;
- Based on the results of TNA and CNA, develop an action plan for training in the short term, and a training strategy for medium term; support development of necessary regulations for their implementation (e.g. making certain trainings mandatory, introduction of regular testing of managerial competences);
- Design and deliver a pilot training on the general and specific training programmes intended for managerial civil servants at all government levels;
- Further enhancement of the competency framework for managers;
- Design and deliver a specific training programme (such as leadership, change management, integrity in civil service, development of human resources, codes of conduct, etc.) for the top management of civil service system (i.e. senior categories of managing civil servants);

It is foreseen that activities within Activity 1.3 and 1.4 will be implemented after the previous two activities. It is anticipated that training will be required for approximately 1300 participants from all administrative levels. As well, Activity 1.3 and 1.4 will have to make sure that the top managers in the civil service will be given additional attention to, in order to ensure that they are capable to lead the reform process in front of the country, especially the EU accession. The training programme under this Component 1 will be designed in

consultations with CSAs ensuring the necessary ownership needed to continue delivering the specific training programme targeting the top management of civil service system, once the action has finished. Training programmes designed and delivered within this Activity should be made an integral part of the training curricula of the CSAs, as relevant training institutions, in order to ensure its sustainability.

The overall action will consider the recommendations of the project “Modernisation of Human Resources Management System in the Civil Service Structures in BiH” in order to carry on further development of HRM system, procedures and practices building on the results achieved in the previous project. Key achievements of this project were related to the development of methodology for job analysis, proposals of new structure for gradation of work posts (for the levels of F BiH, RS and BD BiH), development of competencies framework to be used in recruitment procedures, advising on introduction of modern HR planning concept, and implementation of capacity building programme. Recommendations of the Final Report of the project stress that, in order to ensure sustainability of the project results and full compliance with the 2015-2018 Reform Agenda of BiH and the Principles of Public Administration, a careful analysis and revision of current civil service legislation needs to be conducted on different administrative levels. Furthermore, this action is expected to provide support to beneficiaries in implementation of practices for which the grounds have been set through previous project, in order to ensure that all preconditions necessary for successful implementation are in place (in terms of regulations, capacities, etc.).

Overall, assistance in the area of civil service will ensure close coordination with SIGMA.

**Activities related to Result 2: Statistics in BiH is further harmonised with the EU *acquis*,** are the following:

**Activity 2.1.1: To increase volume of characteristics in Statistical business register (SBR) regarding enterprise groups and improve quality of data in line with FRIBS (current EC Regulation no.177/2008),**

*Envisaged tasks corresponding to Activity 2.1.1 are:* analysis of the current situation, training of statisticians (in practice) on using profiling method and profiling selected enterprise(s); further support to implementation of Enterprise groups (EG) in SBR.

In addition, guidelines and description of the profiling process for large and complex Enterprise groups (EG) will be developed in order to start systematic work on this activity; the five year development plan for period 2018-2022 will be revised and new plan for SBR (2022- 2027) drafted and available.

**Activity 2.1.2 Develop SBS variables for Section K according to (new) FRIBS regulation and integrate missing characteristics for Annexes I-IV,**

Under Activity 2.1.2 it was planned to analyse the administrative source/data (with CBBiH) for section K in order to extend the scope, develop variables for Section K and some missing variables, and publish them and deliver to Eurostat. (Series 1D-annual Business statistics for Central Bank and loan institutions; Series 1G – annual Business statistics for Insurance services and pensionary funds and missing series for Annexes I-IV).

**Activity 2.1.3 Produce new STS indicators for IPC, SPPI and ISP (Index of Production in Construction, Services Producer Price Index, and Index of Services Production) in accordance to FRIBS (current EU regulation STS No 1165/98),**

*Tasks foreseen for the Activity 2.1.3 are:* to develop new methodology, produce and publish indices Index of Production in Construction / IPC (by using value data and CPPI as deflator), Services Producer Price Index /SPPI (for selected service industries); Index of Services Production/ ISP (production of volume index) according to the FRIBS.

**Activity 2.2 Provide necessary pre-conditions to improve/for further development of Agriculture statistics,**

*Envisaged tasks corresponding to Activity 2.2 are:* to organise several workshops for all stakeholders and analyse availability of administrative data, develop and adopt Master Plan for Agriculture statistics/AS for

the period 2020-2030 with clearly defined objectives, timetable of implementation and precisely define responsibilities of all stakeholders;

**Activity 2.3 Establish Quality management system in all three statistical institutions,**

*Envisaged tasks corresponding to this activity are:* to revise existing methodological documents related to quality (System of Quality Management); draft new documents (procedures, guidelines, etc.) and establish system of quality reporting (using SIMS/ Single Integrated Metadata to link ESMS/ EURO-SDMX Metadata Structure and ESQRS/ ESS Standard for Quality Reports Structure quality reports) that will result with the quality reports for the majority (at least 70%) of statistical surveys in line with current EU recommendations;

**Activity 2.4 Complete Questionnaire for statistics on energy consumption in households (ENERGY\_ESH\_A) with the latest available data for BiH and provide to Eurostat,**

*Envisaged tasks related to the Activity 2.4 are:* to develop methodology for collecting data required for fulfilling ENERGY\_ESH\_A and conduct pilot survey on consumption in household sector by end user; practical support in completing ENERGY\_ESH\_A Questionnaire with the latest available data for BiH and sending data to Eurostat (fulfilling requirements of OECD/IEA).

**Activity 2.5 Prepare questionnaire and methodology for implementing Pilot Structure of Earnings Survey,**

*Planned activities are:* development of methodology and instruments (including questionnaire) for the structure of earnings survey (fully harmonised with EU standards) and conducting Pilot survey; analysing Pilot survey results and calculation of new indicators such as: gross and hour wages by age, sex, occupation, hours worked and hours paid, and type of contract services.

Training of relevant staff will be provided; application for SES will be developed; data micro - basis and quality reports will be prepared according to the EU requirements.

**Activity 2.6 Develop methodology for the compilation of the monthly balance of payments statistics and action plan for its implementation,**

*Envisaged tasks corresponding to Activity 2.6 are:* to develop methodology for compilation of monthly BOP in accordance with EU standards and requirements; to select reliable data sources for compilation of monthly BOP; develop models required for estimate of monthly data and create working application with purpose of compilation of monthly data.

**Activities to achieve Result 3: “IT utilization in public administration is increased in accordance with EU Directives and Standards for security features”**

**3.1 Conduct analysis, identification and implementation of Open Government Data (OGD) for IDDEEA.<sup>5</sup>**

IDDEEA will promote cooperation between public administration authorities it works with, citizens and civil society organizations, and implement recommendations for good practice in EU member states. This activity will enable implementation of rules, mechanisms and web tools to standardize the disclosure of information of public interest such as: statistical data on data exchange in electronic registers of IDDEEA, statistical data on use of telecommunication resources. This will make the activities of IDDEEA to be done more transparently and effectively, and consequently, this activity would produce more effective and stronger fight against corruption and enable progress in the field of economic development and investment, especially when it comes to data transparency.

**3.2 Develop suitable new application module on existing applications for the purpose of data exchange between Central Election Commission and IDDEEA in BiH**

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<sup>5</sup> Open Government Data (OGD) is increasingly a set of policies - that promotes transparency, accountability and value creation by making government data available to all. Public bodies produce and commission huge quantities of data and information. By making their datasets available, public institutions become more transparent and accountable to citizens. By encouraging the use, reuse and free distribution of datasets, governments promote business creation and innovative, citizen-centric services

There are individual application modules and database schema on information and communication system of IDDEEA used to generate Central Voters' Register for electoral process in BiH. This activity will enable the analysis, development and implementation of specific web modules that will lead to improvement of efficiency of data exchange between Central Election Commission of BiH and IDDEEA when generating Central Voters' Register in BiH.

### **3.3 Assess, analyse and implement solutions for promotion of higher usage of current and planned e-services for personal documents to all competent authorities**

IDDEEA will promote and reinforce the use of e-services in BiH. The best way to achieve that is through trainings, seminars, conferences and study tours to EU countries that are best case practices in this field. This activity will raise knowledge of the competent authorities staff to start using web technologies in their work and daily communication with citizens because currently technical capacity exists, but the utilization level of information technology (IT) and e-services needs to be risen to an higher level. Beside this, the Activity will promote the usage of e-service by the general public. This activity is in line with the **SIGMA Report 2015**, which gives a recommendation for BiH to use a mechanism to ensure the quality of public e-services through regular trainings of public officials engaged in the provision of services.

### **3.4. Equip the data Centre for placement of IDDEEA IT service racks and communication hub**

IDDEEA is currently in the phase of constructing a new building for the seat and the Centre for Personalization in Banja Luka. This activity should supply and procure sophisticated hardware, software, ICT equipment, microclimate conditions to accommodate server and telecommunication equipment, backup power supply, antistatic floor and other data centre equipment in line with the standards governing this area.

### **3.5 Consolidate and improve IDDEEA IT systems**

This activity includes supply, delivery and training for IDDEEA experts to use hardware, software and specialist equipment required for optimal functioning of information systems, applications and SDH telecommunication system of IDDEEA. Upon implementation of this activity, IDDEEA will expand their capacity to accept new users at their information systems.

## **RISKS**

Assumptions relevant to all components of the action:

- ✓ Full commitment and support of the decision-makers of the all involved institutions is ensured and their public administrations are fully committed to cooperate during the action implementation;
- ✓ Good cooperation between relevant partners and willingness to adapt to changes where necessary;
- ✓ Access to all available relevant data, including reports, normative acts, HR data and records of previous EU funded projects, and to any required information relevant to the subject of this action (particularly for results that will be linked to upgrading the current civil servant system);

The main risks that may occur during the action implementation:

- Changes to the PAR sector coordination mechanism and the roles of main actors;
  - ▶ Mitigating measure: Regular policy dialogue and donor coordination to adjust the action to any eventual changes.
- Lack of adequate human and financial resources for the achievements of action results;
  - ▶ Mitigation measures: It is important to involve all key institutions during the preparation of this action to ensure that the proposed action is relevant for their needs and thus to get a higher level of ownership and engagement. Ensure sufficient human and financial capacity to implement planned activities through timely planning in the institutions.
- Proposed reform in the civil service may produce resistance by some groups of civil servants.
  - ▶ Mitigating measure: Support the relevant authorities in preparation and implementation of a strategic communication plan, explaining the benefits of these reforms.
- Resistance of staff to apply the latest web standards and trends in the field of Open Government Data.
  - ▶ Mitigation measures: Training of IDDEEA staff in the area of Open Government Data

- ❑ Lack of interest of the users entitled to access web services of IDDEEA related to functionality of web services
- ▶ Mitigation measures: timely planning of trainings on technical capacity of web service functionality

### **3. IMPLEMENTATION ARRANGEMENTS**

#### **ROLES AND RESPONSIBILITIES**

The Public Administration Reform Coordinator's Office (PARCO) is the leading coordinating institution for the PAR Sector and therefore will be involved in implementation of the action through participation in the steering committees once they are established. In the HRM area PARCO will especially ensure that the project is implemented in line with objectives of new PAR Strategic Framework through a participation in the working groups, if they are established.

The main Beneficiary of the activities related to Results 1 are relevant civil service agencies: Civil Service Agency of BiH, Civil Service Agency of FBiH, Civil Service Agency of RS and a Subdivision for Human Resources of the BDBiH. Further competency relevant for HRM lies down within following ministries: Ministry of Justice of BiH, Federation Ministry of Justice and Ministry of Administration and Local Self Governance of RS. For the activities related to budgetary plans linked to human resource planning, the relevant Ministries of Finance will also be involved. In addition, due to distribution of competences between the FBiH and cantonal level in the field of civil service, relevant cantonal institutions will be involved in the implementation of the Action. In specific segments of the action related to the issues in the competence of the ministries of finance, respective ministries will be consulted during the implementation of the action. Key beneficiaries will nominate their representatives in the working bodies and participate actively in legislative drafting and other planned activities.

For statistics the main Beneficiaries in line with listed activities related to Result 2 are: The Agency for Statistics of BiH/BHAS, responsible for the production of statistics at the state level; entities institutions: Institute for Statistics of FBiH /FIS and Institute for Statistics of RS/RSIS) and Central Bank of BiH (CBBiH).

The only producers of official statistics of BiH at the state level are the Agency for Statistics of BiH and the CBBiH. Entity Statistical Institutes are producers of Entity Statistics, and by delivering data needed to implement the Statistical Programme of BiH, they participate in the production of the Statistics of BiH.

List of other stakeholders: Entity taxation authorities; Entity Pension and Health Funds;

For Business statistics: Indirect Taxation Authority; For the entity level: Financial intelligence Agency (FIA), FBiH and Agency for Intermediary, IT and financial services of the RS (APIF). CBBH has the responsibility for the Statistics addressed by the Action– BoP statistics but other institutions may contribute and benefit (the Agency for Statistics of BiH and Entity Statistical Institutes, Directorate for Economic Planning, Finance Ministries). Institution responsible for Agriculture are: Ministry of Foreign Trade and Economic Relations of BiH, for the entity level: Federation Ministry of Agriculture, Water Management and Forestry (FBiH); Ministry of Agriculture, Forestry and Water Management of RS; Government of the BDBiH; Department for Agriculture, Forestry and Water Management; and ministries of agriculture on cantonal level.

IDDEEA as a main beneficiary will be involved in the management and implementation of the action in line with Result 3. During the implementation of this action, IDDEEA will cooperate with a significant number of institutions at State, Entity, cantonal and local level. The list of partnering institutions is presented in the Annex I of this AD.

A Steering Committee will be established at the beginning of each Service Contract and Twinning Contract. The composition of the Steering Committee and its rules of procedures will be determined in the Terms of Reference of each contract. Furthermore, if necessary, working groups of experts - representatives of the beneficiary institutions - will be established for specific tasks under the proposed measures. Information related to the implementation of the projects will also feed the policy dialogue between the EC and the country.



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

The action will be managed under direct management by the EU Delegation to BiH.

The action will be implemented through two service contracts (service contract is proposed for the implementation of the activities 1.1, 1.2, 1.3, 1.4 because of a large number of beneficiary institutions), one Twinning contract and one supply contract.

## **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 on linking planning/programming, monitoring and evaluation<sup>6</sup>. In addition, the action might be subject to external monitoring in line with the European Commission rules and procedures set in the Financing Agreement.

The evaluations will be carried out as prescribed by the DG NEAR guidelines for evaluations.

Overall action will be regularly monitored by EU Delegation to BiH. 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).

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<sup>6</sup>[https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/pdf/financial\\_assistance/phare/evaluation/2016/20160831-dg-near-guidelines-on-linking-planning-programming-vol-1-v0.4.pdf](https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/pdf/financial_assistance/phare/evaluation/2016/20160831-dg-near-guidelines-on-linking-planning-programming-vol-1-v0.4.pdf)

**INDICATOR MEASUREMENT**

<b>Indicator</b>	<b>Baseline (value + year) (2)</b>	<b>Target 2020 (3)</b>	<b>Final Target (year) (4)</b>	<b>Source of information</b>
<b>Indicators for the Overall objective</b>				
Progress towards meeting the criteria for accession (political criteria on public administration reform and chapter 18)	At an early stage (2016)	Some level of preparation	Moderately prepared (2021)	EC reports on BiH
<b>Indicators for the Specific objective</b>				
Extent to which the policy, legal framework and institutional set-up for professional human resources management in the public service is in place.	Baseline to be updated in summer (2017)			SIGMA Measurement Report SIGMA Assessment Report in the field of the civil service reform in BiH
% of statistical compliance with the EU <i>acquis</i>	8-14% (2013) 24-30% (2015) 27-37% (2017)	47-57%	47-57% (2021)	Eurostat <a href="http://ec.europa.eu/eurostat/documents/45004/0/Strategy_Statistical_Cooperation_2014-2020+final.doc">http://ec.europa.eu/eurostat/documents/45004/0/Strategy_Statistical_Cooperation_2014-2020+final.doc</a> ; Annex 1 Compliance
Average time IDDEEA is required to deliver a service to citizens upon filing of the request	(2016) 30 days	15 days	(2020) 15 days	SIGMA Reports
<b>Results indicators</b>				
1. Level of compliance with the Principles of Public Administration (supported with amended legislation, HR policies and managerial and HR staff capacities)	2 (2015) (SIGMA baseline value for HRM system)	3 SIGMA Country Monitoring Assessment value for HRM system	3 (2021) SIGMA Country Monitoring Assessment value for HRM system (no unexpected demotion)	SIGMA Assessment Report in the field of the civil service reform in BiH
2. Number of Indicators and other	0 <sup>7</sup>		Business statistics further	Eurostat

<sup>7</sup> For this Action are selected specific areas/section of activities from business, labour and energy statistical domains with no available indicators

relevant documents concerning Business, Labour, Energy, Agriculture and Balance of payments statistics produced and available	Alternative–Currently: SBS variables for Annex I-IV 88% STS: Currently, BiH compiles 16 STS indicators out of 35 -, approx. 46% of total requirements. SES methodology not available Quality reports (in line with current EU recommendations) for approx. 30% of statistical surveys available Strategic plans for agriculture statistics not available Data for ENERGY_ESH_A Questionnaire not collected Quarterly BOP in line with BPM6 available (no geographical breakdown)	SBS: Annexes: I-IV 95-100% (missing characteristics for Annexes I-IV and section K integrated); STS: approx. 15-17% more indicators . Total STS component 61 – 63% Methodology for full SES available Quality reports for at least 70% of statistical surveys produced (according to the EU recommendations) Master plan for agriculture statistics prepared and available Completed ENERGY_ESH_A Questionnaire and all related data available	aligned with the EU <i>acquis</i> in statistics	Web sites of the three statistical institutes ( <a href="http://www.bhas.ba">www.bhas.ba</a> ; <a href="http://www.fzs.ba">www.fzs.ba</a> ; <a href="http://www.rzs.rs.ba">www.rzs.rs.ba</a> )
3.1 Number of documents required to be delivered by IDDEEA upon filing of the paper request by a citizen and legal entity	(2016) 17150	5000	(2020) 5000	Report on Monitoring and Evaluation of IDDEEA Development Strategy
3.2 Number of documents required to be delivered by IDDEEA upon filing of the e-services request by a citizen and legal entity	(2016) 53468	250000	(2020) 250000	Report on Monitoring and Evaluation of IDDEEA Development Strategy

## **5. SECTOR APPROACH ASSESSMENT**

The study called “Mapping of Sector Strategies” was carried out in February 2014. According to its findings and conclusions, the PAR sector with PARCO as coordinating institution was considered ready for sector wide approach with some additional improvements. Out of 6 assessed sectors, PAR was the most mature regarding the application of sector approach.

The sector had a Public Reform Strategy (PAR) in place 2006-2014 and Revised Action Plan 1 2011–2014 (RAP1). The sector coordination is well-developed and organised according to the pillars of the strategy. The sector has a unique instrument of donor coordination, set up as the PAR Fund, which pools the resources of donors for the priority projects aiming to implement the PAR Strategy’s objectives. The new Strategic Framework development is under way and envisaged to be finished in 2017. The new donor coordination system for PAR sector will be established. Based on a current monitoring and coordination setup, it will be developed an improved monitoring of strategy based on performance indicators and, finally, strategy will have, for the first time, cost estimation for its activities.

The donor coordination for the sector is conducted through the meetings of the PAR Fund Joint Management Board (JMB) as well as through sector donor coordination meetings. Sector donor coordination meetings beside the PARF donors also include the EUD, GIZ, UK GGF, WB, and USAID. There is also a Donor Coordination Forum organised by the Ministry of Finance and Treasury of BiH. The performances of the sector are constantly measured and monitored also through various forms of external assessments such the one carried out by SIGMA. The last performance assessment has been done by SIGMA in 2016. SIGMA is in the process of preparation of the 2017 Measurement Report.

Under the sector there are some other strategies. Example is the “Strategy for Development of Statistics of BiH 2020”. This is a document aiming to define long-term goals as well as the general principles, guidelines and criteria for action and for development of the statistical system in BiH. The Strategy is, to a great degree, determined by BiH's strategic goal – accession to the EU. The Strategy is the basis for preparation of detailed activity plans on an annual basis. All annual plans have results/indicators of achievements, defined. Annual Report on the Work are prepared in the Agency and submitted to the Council of Ministers of BiH, ensuring regular monitoring of achieved results. All activities funded by donors outside of statistics have to be in compliance with the Strategy, i.e. annual work plans.

IDDEEA has a Development Strategy for 2016–2020 which is in line with PAR. Permanent performance monitoring framework is used to monitor the implementation of the Development Strategy for 2016-2020. It is established by the management of IDDEEA in order to measure deadlines and execution percentage for each item specified in the Development Strategy for 2016–2020. A specific part of the Strategy for 2016-2020 deals with donor coordination arrangement to be in place and individual costs for implementation subject to the Three-Year Long-Term Framework Budget Document which is mandatory for any of the BiH level institution.

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

### **GENDER MAINSTREAMING**

All analyses and drafting legislation will be conducted using gender-sensitive methodologies, and gender will be mainstreamed in all activities and deliverables related to the implementation of this action. Regarding all capacity building activities, they will be available and accessible equally to men and women. Envisaged training(s) will be equally available to men and women. Gender sensitive language will be maintained throughout the entire project cycle.

Under the intervention in area of statistic Pilot Structure of Earnings Survey/SES will be conducted. It will bring the further development of labour market statistics in area of the quality. As a result, SES will be a basis for monitoring the gender pay gap and, considering that BiH will have capability to collect data related to gross and net earnings by gender, as well as the number of hours worked.

### **EQUAL OPPORTUNITIES**

Equal opportunities for all participants (i.e. men and women) will be guaranteed as an integral part of the implementation of this action. Project will be guaranteed equal access regardless of sex, racial or

ethnic origin, religion or belief, disability, age or sexual orientation. It will be ensured that the action management will have adequate capacities to enhance equal opportunities for participants.

#### **MINORITIES AND VULNERABLE GROUPS**

The authorities in BiH are committed to a policy of social inclusion of minority and marginalised social groups, persons with disabilities, young persons, internally displaced persons, and women. It is expected that future HRM policy and legislative framework and regulations would ensure that minorities and vulnerable groups will have equal access to work for public administration at all levels and have the same benefit from public services.

Publicity and dissemination of information will help to empower minorities and vulnerable groups to have easier access to public data.

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

When it comes to the implementation of this specific action, all envisaged activities will be open to cooperation and setting of synergies with CSOs and other interested non-stakeholders active in the field of PA. In cooperation with beneficiaries, those in charge of implementing projects will prepare a plan for involvement of representatives of the non-governmental sector, particularly taking into account the fact that representatives of the CSO shall be consulted during the preparation of laws and policies (interventions relating to the HRM area), as well as the necessity of consulting with the CSO and the public with regard to activities in line with the Open Government Partnership, for the purpose of further development of services related to e-documents. The action will promote public consultations on all policies and laws to be developed through the relevant institutions' websites, that is, consultations by organizing focus groups/round tables for representatives of the non-governmental organizations, media, the academic community, and the private sector.

#### **ENVIRONMENT AND CLIMATE CHANGE (AND IF RELEVANT DISASTER RESILIENCE)**

Action is environment and climate change-neutral. Its implementation will not have any negative impact on the environment nor jeopardise environment, climate change and security in the future. Further, the action will be delivered in the most environmentally friendly way possible.

### **7. SUSTAINABILITY**

The sustainability of the action intervention in PAR will be ensured in several ways, primarily through the continuation of a comprehensive policy dialogue between the EU and the principal stakeholders (the public authorities), through the Public Administration Reform Special Group, established under the Stabilisation and Association Agreement, as well as through regular operational dialogue with the EU Delegation. A key element for this consideration is recent BiH's clear political determination toward accession to the EU, for which the reform of the PAR is one of crucial steps. Speaking in practical terms, the sustainability of action's results will depend on the true commitment of the Beneficiary institutions at all four government levels. The prospects for sustainability are good, as the legal acts aligned with EU legislation and SIGMA principles, standardisation of training curricula, and trained staff in HRM area likely to have sustainable effects. As this is action aiming at bringing the public administration system to an higher level of modernisation in BiH, the key issue is to ensure the high involvement of the main actors in the action's design and implementation. This will create ownership and long-term links and commitment among key actors and direct and indirect beneficiaries within the Public Administration sector in BiH.

In order to ensure sustainability, this action will support the beneficiaries with developing the analytical prerequisites for policy and legislative drafting rather than focusing solely on developing legal/policy documents. The action will support the beneficiaries throughout the legislative and policy-making process starting from preparation of concept notes, analysis of options, costs and impact, as well as inter-institutional coordination and public consultations, ensuring that results of public consultation are published and submitted to the government/parliament along with the legislative proposal. Actual legal drafting will be done mainly by the beneficiaries and not the project experts. Any written guidance prepared as a result of the action should be kept simple, translated in local language and taken over by the beneficiary institution for any future updates.

In the area of statistics, the action was planned based on previous and current activities and represents continuation of previous projects in support to the statistical system in BiH, such as earlier projects funded through CARDS and IPA Twinning Projects (2008 and 2012) and newly planned IPA 2015 Twinning, which is envisaged to start in 2017. Considering the complexity of this statistical domain it should be continued in the future, as well. In the area of agriculture, labour, energy statistics and quality dimension the action is connected with the activities implemented within current IPA MBP 2014, and the previous ones (IPA MBP 2009, IPAMBP 2011, IPA MBP 2012).

The proposed action will contribute to the further alignment of statistics with European standards in particular regarding macro-economic statistics, business statistics, social statistics, agriculture and energy statistics by improving and creating new basic statistical indicators in those areas. As well capacities of statistical institutions (The Agency for Statistics of BiH/BHAS and entities institutions: Institute for Statistics of FBiH and Institute for Statistics of RS/RSIS) and Central Bank of BiH, including other relevant stakeholders will be improved in order to provide better services to decision makers, citizens and businesses in area of statistic matters. As the implementation of the action will result in ability of BiH statistical institutions to produce more reliable statistical data needed in above mentioned areas, the action will also ensure ownership over further strengthening of statistical system in BiH contributing to the social and economic development of the country.

By creating a strong ownership between beneficiaries of the action, the level of sustainability is expected to be higher. This will put the outputs delivered by the action into practical use and ensure the Public Administration system is on higher modernised level which is characterised by efficient, professional and transparent civil services and HRM. As well statistical system in BiH will be further harmonised with the EU *acquis* and be able to produce reliable statistical data in macro-economic statistics.

Based on the results of the activities envisaged by this action, institutions in the areas of public administration and e-government will continue their regular activities focusing on the reform processes and fulfilment of the EU integration requirements particularly regarding new e-services that will ensure e-democracy. The activities proposed in this action are part of the undergoing PAR reforms in the sector and they are based on the strategic framework. This action further expands the scope of IDDEEA activities to manage and administer a complex information and telecommunication system in effective way.

Any ICT development should respect the existing standards or needs for interoperability of IT systems. The necessary technical specifications shall be consulted with the relevant authorities and ensured before the launch of the tender.

Trainings that involve a large number of representatives of different public administration institutions should preferably be organised in close cooperation with the relevant training institutions for the public administration.

## **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. Communication activities will be planned during the ToR preparation, having in mind potential for promoting EU aid, reform achievement of BiH and importance and impact of project activities on citizens and different groups of people.

All necessary measures will be taken to publicise the fact that the action has received funding from the EU in line with the Communication and Visibility Manual for EU External Actions. Additional Visibility Guidelines developed by the European Commission (DG NEAR) will have to be followed.

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 fund.

