

Project Fiche – IPA Annual Action Programme 2007 for Bosnia & Herzegovina
Support to the BiH Government for the European Integration process and co-ordination of
Community Assistance – Phase III

1. Basic information

1.1 CRIS Number:

1.2 Title: Support to the BiH Government for the European Integration process and co-ordination of Community Assistance – Phase III

1.3 ELARG statistical Code: 01.34 - Political Requirements; Institutions

1.4 Location: Sarajevo, Bosnia and Herzegovina

Implementing arrangements:

1.5 Contracting Authority (EC): Delegation of the European Commission to Bosnia and Herzegovina

1.6 Implementing Agency: Delegation of the European Commission to Bosnia and Herzegovina

1.7 Beneficiary (including details of project manager):

Directorate for European integration of Bosnia and Herzegovina

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Financing :

1.8 Overall cost: 1.700.000,00 EUR

1.9 EU contribution: 1.700.000,00 EUR

1.10 Final date for contracting: N + 2 years

1.11 Final date for execution of contracts: N+ 4 years

1.12 Final date for disbursements: N+ 5 years

2. Overall Objective and Project Purpose

2.1 Overall Objective:

BiH administrative structure is capable to lead Bosnia and Herzegovina through EU integration process until accomplishment of full membership status.

2.2 Project purpose:

To further improve the capacities and capabilities of the Directorate for European Integration (DEI), as the main coordinator and the leading institution within the EU integration process, as well as the relevant BiH institutions/ DEI's partners, as a preparation for Bosnia and Herzegovina to reach status of candidate country.

2.3. Link with AP/NPAA / EP/ SAA

Medium-term priorities in the European Partnership 2005 (page 12 under the section Political Requirements/ Public administration) to be addressed:

- build training capacity for civil servants within Bosnia and Herzegovina and continue improving policy making and coordination capacities

- increase the capacity for progressive legal harmonisation with the *acquis* and further expand Bosnia and Herzegovina's role in assistance programming and implementation, with the aim of preparing for the decentralisation of Community assistance.

2.4. Link with MIPD

MIPD 2007 – 2009 in section 2.2.1. "Political Requirements" 2.2.1.1. "Main areas of intervention, priorities and objectives" states the following "Supporting the Reform of the Public Administration, including the institutions responsible for EU integration policies, in order to obtain a reformed, streamlined, harmonised, effective, transparent and service oriented public administration, capable of leading Bosnia and Herzegovina through the Stabilisation and Association Process". Furthermore, section 2.2.1.3. "Programmes to be implemented in pursuit of these objectives" states: "Implementation of the Public Administration Reform action plans, modernisation and streamlining of the entire public administration through institution and capacity building and reform of the human resources management. This includes the support to the BiH Government to develop and implement sectoral strategies and EU integration strategies. Support to the development of a public internal financial control system and the preparation of the relevant services for the decentralisation of community assistance".

2.5 Link with National Development Plan (where applicable)

2.6 Link with national/ sectoral investment plans (where applicable)

EU Integration Strategy of Bosnia and Herzegovina in section 2.1.11. "Coordination of European Integration process" states the following: "The European integration process entails coordination functioning of all the participants to the process, so that outcome is its acceleration....Coordination of the process must be at two levels, within the state, and presenting results of reforms in the country to EU institutions and member states. ...The state should assume full responsibility for both aspects, and it should be able to respond to the demands of the process at specific levels, from negotiations and accession to membership. ... The state level should be in a position to act effectively in securing adequate progress in the integration process: the state is responsible for the situation in the entire of BiH and for the functioning of its institutions. This responsibility should be complementary with instruments available to the state to provide a guarantee of success in the integration process (e.g. strengthening the central coordination mechanism, institutional framework, modernisation)".

3. Description of project

3.1 Background and justification:

Making progress in the European integration process and toward a full membership in the European Union (EU) is widely recognised as perhaps the single most important objective for Bosnia and Herzegovina's (BiH) future security and prosperity. This goal was maintained by the new Council of Ministers of Bosnia and Herzegovina (the Council of Ministers, formed on 3rd January, 2007)), as per agreement reached by seven BiH political parties. Following an official opening of the negotiations in Sarajevo on 25 November, 2005 two official and five technical rounds of the SAA negotiations took place. During the fifth technical round the SAA negotiations were completed in a technical sense; in other words, the whole text of the SAA was agreed. The commitment to resolve issues related to signing SAA with the EU demonstrates determination to the EU integration process. As the signing of the SAA will require the implementation of numerous reforms, BiH institutions will face new challenges. One of them is related to BiH institutions capacities to coordinate implementation of these reforms and to lead the country throughout further phases of the European integration process.

The Directorate for European Integration has been playing an important role within the governmental structures in promoting the EU integration objective. DEI has acted as a permanent, independent, professional body of the Council of Ministers and has been responsible for harmonising the activities carried out by the authorities in BiH, overseeing the implementation of the decisions of the responsible

institutions in BiH requiring that the appropriate activities be taken toward the EU integration.¹ Acting as the EU integration coordinator in the country, DEI has maintained its effort in building adequate coordination links with other State- and Entity- level institutions. These efforts have been recognised by the Commission in its Regular Report 2006 on Bosnia and Herzegovina's progress. By the DEI's proposal, the Council of Ministers approved the "*Decision on Implementation of Coordination in the Process of the BiH Accession to the EU*"², which defines the manner of implementing horizontal and vertical coordination of the activities the BiH institutions are taking toward preparing and implementing all actions and tasks within the process of the BiH accession to the EU. The established coordination mechanism ensures an effective management of the European integration processes and establishes a functional relationship with the Ministries, administration bodies and the entity governments over the issues from within the area of European integration policies, legislative harmonisation and aid coordination. With a view of implementing the Decision, regular meetings are held with the European Integration Coordinators for the purpose of prioritising the activities which are important for the SAP, their monitoring and implementation. More than 50 coordination meetings have been organised by the DEI since December 2003. However, the position of the EU Integration coordinators in their respective institutions and their support units remain the important issues. Undefined structures in the line institutions limit their contributions and still create gaps in the system.

The DEI is acting as National Aid Coordinator (NAC) for CARDS program and as such as NIPAC for the IPA instrument. As NAC the DEI initiated and led the programming of CARDS 2006. On NAC's initiative the first BiH institutional structure, that appointed Senior Programme Officers (SPO) for programming and monitoring of EU assistance, was created in the beginning of 2005. The institutional structure continues its further involvement in the IPA programming and implementing process. The DEI has initiated and led the preparation of BiH for the DIS introduction. And as a result of this initiative the CoM has accepted the BiH DIS strategy. The DEI and Ministry of Finance and Treasury, with its responsibility in the area of tendering, contracting and financial management, are the most important BiH actors for the implementation of this strategy. Facing the new challenges of IPA instrument's implementation, the DEI has to continue strengthening its own capacities as NIPAC. The current experience shows an existing need for further efforts to also strengthen the position and capacities of SPOs in the line institutions, as well as their more expanded capacities to lead and coordinate the consultation process for specific sectors of IPA in both, programming and implementation of EC assistance programmes. Further strengthening of the DEI as NIPAC and its partners SPOs, in order to be fully operational in DIS for new IPA instrument, is of utter importance for the preparation of BiH to gain the access to all IPA components. The strengthening of NIPAC is directly reflecting on the coordination of other EC and EU member state assistance. Therefore it is necessary to further strengthen the DEI and SPOs in the above mentioned areas.

As a coordinator of the harmonisation of the national legislation with the *acquis communautaire*, DEI aligns activities of BiH governmental bodies in the process of harmonisation with EU legislation. It coordinates and supervises the implementation of related decisions being brought by the relevant institution. In accordance to the Decision on the Procedures in the Process of Harmonisation of Legislation of Bosnia and Herzegovina with *acquis communautaire*, DEI assists the ministries and administrative bodies in legal drafting and verifies compliance of draft laws and other legal acts, submitted to the Council of Ministers by ministries and administrative bodies.

The issue of the proper implementation of the Programme for EU Integration, and its component Programme for legal harmonisation, will be of the primary importance after the conclusion of the SAA between Bosnia and Herzegovina and European Communities. Furthermore, Bosnia and Herzegovina

¹ The DEI role is defined in the *Law on the Council of Ministers of BiH (2002)* and in the *Law on Ministries and Other Administration Bodies of BiH*. On the basis of these two laws, the Decision on the establishment of the Directorate for European Integration was also approved.

² December 2003

will be obliged to harmonise its national legislation with the *acquis communautaire*, thus DEI is expected to have increased workload. In order to successfully accomplish its further tasks, DEI will need support in its capacity building. Harmonization of the national legislation with the *acquis communautaire*, being one of the prerequisites for successful accession of BiH into EU, presupposes the translation of the EU legal acts into the official languages of BiH. The Translation Unit of DEI, acting as a coordination body in the process of translation of EU legal acts, will be in charge of relevant terminology management and provision of methodology support to BiH institutions. In order to effectively implement these activities, a decision on inter-institutional cooperation, governing the translation and terminology issues, needs to be adopted. Furthermore, a network of contact points for legal and expert revision needs to be established. All these activities imply an increased number of TU staff. Generally, there is a need for greater awareness of the importance of the translation, notably awareness of legal consequences which may arise from the incorrect translations.

In parallel, it is extremely important to address EU promotion issues. Communication of clear messages about the EU integration process to the public contributes in preventing a division between the public opinion and policy objectives. As part of EU integration promotion, it is important to build analytical capacity in the country to support coordinated policy making process. At the same time, having such analytical capacity in forms of research networks helps in ensuring a feedback from society and assessment of impact policy decisions will have on public, interest groups.

However, for the purpose of effective implementation of the European integration process, the roles of DEI's partner institutions and the Directorate of European Integration (DEI), as a coordinator of all activities carried out within the process of BiH's accession to the EU, need to be even more enhanced and supported, as their roles are becoming even more prominent.

The DEI is financially sustained by the BiH State budget. However, it should be noted that the government expenditure is relatively high [compared to official GDP estimates] and there is considerable pressure to both reduce expenditure and balance the budget. This may materially impact the DEI, particularly having in mind the forthcoming processes, which will require the use of more variable expenses (e.g. travel costs, running of workshops, translation etc). At the DEI 40 positions are currently filled out of total number of 51 (according to the employer specification listed in the DEI Rule-book), but some of these 40 positions are still of temporary character and require permanent resolution of their employment status. The assessment of the experts/ current TA to DEI (most of which come from sister organisations to DEI) shows that some key functions of the DEI are not adequately staffed even if all current 51 positions listed in the Rule Book were filled. We can anticipate that the demands placed on DEI will require a resource increase. This is why the DEI prepared a proposal for a new employment systematisation according to which the number of employees would be 106. CoM BiH adapted this proposal by 24th of May 2007. Also a dynamic plan for employment is foreseen in accordance with the needs of the EU integration process and available budget resources. According to this systematisation, the DEI should be organised through work of the basic organisational units and departments:

1. Office of Director
2. Strategy and Policy Department (In order to enable better functioning and operation of this Department, new units shall be established providing better division between planning, analytical and strategic activities)
3. Department for Harmonisation of the Legal System with the *acquis communautaire* (Effective organisation of the department in accordance to the *acquis* chapters)
4. Department for Translation Coordination and Terminology (the current Translation Unit (TU) is going to be transformed into a department)
5. Department for EU Assistance Coordination (comparing with the current situation the future department will have four units instead of current two units. This proposal is based on the need for further engagement in using IPA component I, II, preparation for using IPA component III, bilateral assistance and participation in other EU programmes).

6. Department for General Affairs (it is currently the unit for General Affairs)

7. Unit for the promotion of EU integration (As promotion issues are becoming more important, this Unit should function independently. Currently this Unit is emplaced within the Strategy and Policy Department).

The proposed new DEI structure, based on EU integration process' requirements in the coming period, needs further support in building its adequate capacity for this process.

3.2 Assessment of project impact, catalytic effect, sustainability and cross border impact (where applicable)

Generally, this project will contribute to an inter-institutional cooperation on the level of CoM, as well as to the development of vertical coordination and cooperation between institutions on the state and entity level. It will also contribute to the cooperation between governmental and non- governmental sectors on the planning and creating of policy and strategic documents and defining the priorities of the country's approach to the reforms and their implementation. The project will have impact on the capacity of BiH institutions in the field of cooperation with different international organisations, including overall assistance coordination in the country.

In order to make the project sustainable it is necessary to allocate adequate financing by the CoM for establishment of BiH administrative structure to lead BiH throughout the integration process.

The project will directly have an impact on further development of the cooperation between BiH institutions and the institutions of EU member states and the countries in the region of Western Balkans. Furthermore the project will inspire widening and deepening of cooperation within the civil society in BiH, and with civil societies in the neighbouring countries and EU member states.

3.3 Results and measurable indicators for respective components:

This Project should ensure support to the BiH administrative structures, leading BiH through EU integration process, which includes the Directorate of European Integrations as a whole and the DEI partners in particular.

Results:

1. The Department for Strategy and Policy of the DEI (SPD) is competent to design policy and strategic documents. It leads and coordinates BiH and stakeholders throughout the European integration process and monitors implementation of European partnership, SAA and other relevant strategic documents.

Indicators: 1. Existence of strategic and specific EU policies- related documents, prepared by DEI and adopted by CoM.

2. Indications of acceptance by CoM of BiH of priorities stipulated in the SAA, EP and other strategic documents.

3. Indications of adoption of implementation of impact assessment procedures and the quality of implementation of strategic documents.

4. Positive reaction by the EC to responses to the questionnaire submitted by the EC.

2. DEI's Department for Harmonisation of the Legal System with the *acquis communautaire* (LHD) is competent to lead and coordinate law harmonisation process in BiH, by defining law harmonisation and translation priorities and performing check compliance against increasing number of draft laws, deriving from the implementation of the Interim Agreement and the whole SAA.

Indicators: 1. Increased number of opinions on draft laws each year.

2. Numbers of Draft laws, submitted to the DEI by state institutions, based on DEI's issued opinions

3. Indications that requirements of tables of concordance and statements of compliance submitted to the DEI are fully met by institutions.

4. Number of regular meetings between DEI and the Committee of European Integration of Parliamentary Assembly BiH on the legislative planning priorities related to EU integration process.

3. The Translation Unit of the DEI (TU) (the future Department for Translation Coordination and Terminology) coordinates legal translation process and provides methodology support to relevant BiH institutions.

- Indicators:*
1. Number of documents translated in accordance with systematic approach and with the EU requirements in 2009-2010 in accordance with DEI plans.
 2. Revised lexicon of English/Bosnian Terminology in use
 3. Indications of public access to translations and terminology
 4. Positive reaction by stakeholders to quality of performance of the translation process

4. DEI/ National IPA Coordinator and BiH institutions are fully operational in DIS and lead BiH to measurable progress in absorption of IPA and other EC and EU member state assistance.

- Indicators:*
1. From increased to full involvement of DEI (NIPAC) and related BiH institutions in the programming and implementation activities of EC assistance programmes in 2008-10.
 2. All project fiches are assessed by the DEI following the EC PCM guidelines.
 3. A number of sectoral monitoring sub-committees for all relevant EC projects established.
 4. Increased number of events/ materials is prepared and organised by DEI for involvement of BiH institutions and organizations in.
 5. Regular Forum meetings with EU Donors and SPOs led by the DEI, report positive progress in effectiveness of assistance.

3.4 Activities:

The project is foreseen to be realised through one Technical Assistance contract, providing technical expertise (experts) support to achieving project results.

Result 1

- 1.1 To assist the DEI/ SPD (Department for Strategy and Policy) in drafting policy papers on specific EU policy areas conducting analyses.
- 1.2 To assist the DEI/ SPD to follow implementation and update EP Action Plan.
- 1.3 To assist the DEI/ SPD to implement regulatory transposition of (*acquis*) impact assessment methodology on regular basis.
- 1.4 To assist the DEI/ SPD to report to the EC and BiH authorities.
- 1.5 To assist the DEI/ SPD to lead and coordinate work of BiH institutions related to collection and submitting answers to the EC questionnaire in a timely manner.
- 1.6 To assist the DEI/ SPD to organise and coordinate work of SAA institutions (involving BiH and EU institutions).

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Result 2

- 2.1 To assist the DEI/ LHD (Department for Harmonisation of the Legal System) staff in gathering knowledge and experience of *acquis* sectors according to their responsibilities.
- 2.2 To assist the DEI/ LHD in providing the support to the Committee of European Integration of Parliamentary Assembly BiH about ongoing legislative priorities to BiH in EU integration.
- 2.3 To assist the DEI/ LHD staff of the State and entity level institutions in having sufficient EU law and law harmonization knowledge in order to implement Interim Agreement/ SAA.
- 2.4 To provide the DEI/ LHD with Helpdesk for preparation of opinions and information on the issues of law harmonisation, especially check compliance of the draft laws, requested by institutions of BiH.

Result 3

- 3.1 To assist the DEI/ TU (Translation Unit) with the implementation of the legal translation strategy.
- 3.2 To assist the DEI/ TU to further develop and maintain terminology related to the translation of the *acquis*.
- 3.3 To assist the DEI/ TU to prepare training needs analysis.
- 3.4 To assist the DEI/ TU to further develop a system for documentation of best practices and know-how.
- 3.5 To assist the DEI/ TU to provide public access to important EU legal instruments and establishment of procedures for dissemination of outputs within the BiH institutions.
- 3.6 To assist the DEI/ TU to enhance co-operation with the countries having relevant experience in the translation of the *acquis*.

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Result 4

- 4.1. To support DEI/ NIPAC (National IPA Coordinator) to fully operate in DIS (programming, monitoring and evaluation of programmes/ projects).
- 4.2 To support DEI's partners/ line institutions in order to fully operate through SPO's network in DIS (programming, monitoring and evaluation of programmes/ projects).
- 4.3 To assist DEI/ NIPAC to implement BiH action plan to access IPA components III, IV, V.
- 4.4 To further support improvements of DEI capacities to coordinate other Community programmes.
- 4.5 To assist the DEI/ NIPAC in building fully functional mechanisms of EU bilateral assistance coordination.

3.5 Conditionality and sequencing:

There are no specific issues regarding conditionality in this project.

3.6 Linked activities:

The project is linked to the following previous, on-going and planned activities, none of which would be overlapped.

Previous projects:

- BiH National CARDS 2005, the project "Support to Directorate for European Integration and other relevant BiH institutions in preparations for participation in Community Programmes".

The Twinning Light project had purpose to support the DEI to define and develop its role as EC assistance coordinator in relation to Community Programmes and to develop the strategy for BiH participation in Community Programmes. To support DEI and the relevant BiH institutions in ensuring that they are able to prepare effectively the formal pre-conditions and requirements for participation in Community Programmes in general and for those Community Programmes selected by BiH for initial participation from 2006.

To support DEI and the relevant BiH institutions in developing their capacity and the capacity of potential target groups to benefit from participation in Community Programmes, and to help in the development of a campaign to promote prioritised programmes in order to raise awareness and preparation of target groups for their possible participation in the programmes.

- BiH National CARDS 2004, SAP Support Facilities, funded 8 Twinning Light projects:

Improvement of Communication and Information Dissemination among Ministry of Foreign Affairs and its Missions abroad and Directorate for European Integration and other relevant B&H institutions:

Assistance to the Ministry of Justice in B&H in internal organization and improvement of administrative capacity to undertake European Integration tasks:

Assistance to the Ministry of Communications and Transport in European Integration and assistance in Alignment with the Transport *Acquis*

Assistance to the Training Unit of the Civil Service Agency in defining training strategy and content of training for civil servants

Assistance to the Ministry of Civil Affairs in BiH in internal organization and improvements of administrative capacity to undertake European Integration tasks

Assistance to the Ministry of Finance and Treasury in B&H in internal organization and improvement of administrative capacity to undertake European Integration tasks including awareness-raising of future needs related to decentralisation

Assistance to MOFTER in B&H in internal organization and improvement of administrative capacity to undertake European Integration tasks

Assistance to the Translation Unit within the Directorate of European Integration in BiH in development of a multilingual multi-term database as the initiative stage in the process of the preparation for the translation of the *acquis communautaire*

Ongoing projects:

- BiH National CARDS 2005, the project “Support to the BiH Government for the European Integration Process and Co-ordination of Community Assistance – phase II”

The project purpose is improvement of capacities of DEI to coordinate and lead BiH institutions within the EU integration process, and through DEI further enhance the capacities of the relevant BiH institutions to use mechanism of horizontal and vertical co-ordination. The project includes 5 components.

Results of the component I: The DEI has capacities to effectively and efficiently facilitate the process of policy and strategy formulation on EU integration with: the BiH and entity stakeholders, to monitor policy and strategy implementation and report it to the EU, and perform the role of secretariat to the chief negotiator of the SAA and to organise work of the SAA institutions. The awareness of EU integration has measurably increased in government, the parliament and the general public.

Results of the component II: The DEI continues to be the leading institutions in the law harmonisation and check compliance issues in BiH, which also pays attention in its activities to the strengthening the vertical levels of the government in BiH.

Results of the component III: The DEI shall be capable to effectively lead the programming and implementation of EC assistance. The fuller involvement of the beneficiary through the DEI will lead to the greater impact, sustainability and beneficiary ownership characteristics of EC programmes.

Results of the component IV: The DEI shall be applying a systematic approach of legal translation in degree which secures better understanding of the overall system of legal translation in accordance with the EU requirements.

Results of the component V: The DEI shall be operating on the basis of new organisational structure formalised in the new Rule Book and new management structure of desk officers with improved capacities of strategic and operational planning making it a role-model for organizational development of other state institutions in BiH.

- BiH National CARDS 2006, the project “Capacity building of the Ministry of Finance and Treasury in Decentralisation Implementation System“.

The Project Purpose is developing of the institutional capacity for the progressive process of decentralisation of financial and contractual management of EC pre-accession of funds. The results expected to be generated by the project would include CFCU and NF operational; trained and prepared staff of NF and CFCU to carry out tasks under Decentralisation Implementation System.

- The **Regional CARDS 2003 – “CBC Institution Building”** (CBIB) project, worth 1.8 million, with the main objective to build up capacity of the eligible partners within the eligible areas to prepare and implement cross-border development projects both within the framework of the Neighbourhood Programmes and within the framework of further interregional cooperation and raise awareness for future CBC projects, particularly in light of the ENPI and IPA, started in May 2006 and will last till November of 2007.

The project is expected to support the increase of cooperation on practical problems in the border regions of the CARDS countries by setting up an efficient operation of Joint Cooperation Structures (Joint Committees and Joint Technical Secretariat) and elaboration of Joint Programming Documents as a basis for management of Border Region Cooperation programmes in line with EU standards.

- BiH national CARDS 2006, the Project “Support to Legislative Office of the BiH Council of Ministers in defining its role and function in the preparation and drafting of laws – phase 1”.

The overall objective is improvement of quality and efficiency of legislature in BiH in order to meet obligations arising from Stabilisation and Association process.

The project purpose is to increase the capacity of the LO and to contribute in development of methodology and standardization of its work.

- EU Awareness Program project, worth of 1.5 million, aims on awareness raising for the authorities of Bosnia and Herzegovina at all levels of government, targeting civil social organisations. Another objective is to enable the DEI to strengthen its capacities in the field of public relations and carry out its role in the dissemination of information on SAP and EU membership and other EU related issues. The project should take place for next 24 months (started January 2007) and comprise a number of differing but complementary components such as capacity building measures for DEI and a public information campaign.

Planned projects:

- **BiH National CARDS 2006**, there is an allocation worth 1,5 million euro for cross-border cooperation with neighbouring countries, which includes 0,5 million euro for technical assistance and 1 million euro for a grant scheme for cross-border cooperation projects Croatia, Serbia and Montenegro. It is supposed to start in course of 2007, building on results of the regional CARDS 2003 CBIB project.
- IPA 2007 Component I, the Project “Strengthening PRM system area of civil service training throughout TWINNING”. Overall objective is to support institution building through consultation of the HRM network in the area of training and development. The project purpose is developing capacities of institutions needed for implementation of the Principles of BiH State Level Civil Training System developed jointly with twinning and BiH CSA and adopted by CoM.

3.7 Lessons learned

Based on the experience of previous and current TA projects for DEI and its partner institutions, the following lessons are provided:

- The designing of strategic documents and materials is a very important issue in leading BiH through the process of European integration. For the purpose of this issue it is necessary to fully develop the capabilities of the DEI staff. The DEI staff is building its knowledge on the process and its instruments, but clearly is lacking adequate knowledge about specific EU policies. The proposed project will support deepening of sectoral knowledge. The previous and current Technical Assistance projects have been more focused on the support of the DEI than its partners. Taking into account the future process’ requirements, it is necessary that special attention be given to DEI partners.
- Support through TA provided remarkable results. Having in mind this experience as well as the complexity of the projects, TA is considered the most suitable way to continue building upon the lacking capacity.
- Management issues related to overall coordination and leading BiH through integration process is extremely important in order to face more complex demands of European integration process as well as a project environmental. As far as the Team leader function in the proposed project is concerned, it would slightly differ from the approach taken in the first two phases of the TA support to the DEI. The TL would provide support in relation to the generic management processes, system, and approaches of

the DEI. Also, the project would involve a balance between long-term and short-term expertise, with the balance being slightly more towards short-term expertise than has been the case in previous projects in the DEI. This reflects the current state of development of the DEI and its need for a strong framework of support to give continuity, but also for greater demands for specialist inputs on an ad-hoc and demand-driven basis to meet the changing requirements of the DEI.

4. Indicative Budget (amounts in €)

Activities	TOTAL COST	SOURCES OF FUNDING										
		EU CONTRIBUTION				NATIONAL PUBLIC CONTRIBUTION					PRIVATE	
		Total	% *	IB	INV	Total	% *	Central	Regional	IFIs	Total	% *
Activity 1	1.7 MEUR	1.7 MEUR	100	x								
contract 1.1	1.700.000 EUR	1.700.000 EUR	100	x		0,00	0,00				0,00	0,00
TOTAL	1.700.000 EUR	1.700.000 EUR	100			0,00	0,00				0,00	0,00

* expressed in % of the Total Cost

5. Indicative Implementation Schedule (periods broken down per quarter)

Contracts	Start of Tendering	Signature of contract	Project Completion
Contract 1.1	1 st Q/2008	3 rd Q/ 2008	3 rd Q/2010

All projects should in principle be ready for tendering in the 1st Quarter following the signature of the FA.

6. Cross cutting issues (where applicable)

6.1 Equal Opportunity

The principle of non-discrimination regarding nationality, gender, religion and race will be applied during tendering, contracting and implementation of this project. The project will support DEI and its partners in order to recognise and address issues of equal opportunity.

6.2 Environment

The environmental issue is a constant priority for BiH in the process of European integration. It will have a growing importance on the EU agenda and the project will take this into account. The project will support DEI and its partners in order to recognise and define environmental issues within BiH strategic documents and action plans for the implementation of EP priorities. This includes defining further legislation, institutional measures and further preparation of BiH for using EU funds for environmental projects.

6.3 Minorities

Please see 6.1 above.

ANNEX 1: Logical framework matrix in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche	Programme name and number	
Support to the BiH Government for the European Integration process and co-ordination of Community Assistance – Phase III	Contracting period) expires	Disbursement period expires
	Total budget : 1.700.000,00 EUR	IPA budget: 1.700.000,00 EUR

Overall objective	Objectively verifiable indicators	Sources of Verification	
BiH administrative structure is capable to lead Bosnia and Herzegovina through EU integration process until accomplishment of full membership status.	Positive assessment of performance of BiH administrative structure for leading BiH to successfully completing all phases of the EU integration process by European Commission.	The Progress Reports of the European Commission The European Partnership	
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
To further improve the capacities and capabilities of the Directorate for European integration (DEI), as the main coordinator and the leading institution within the EU integration process, as well as the relevant BiH institutions/ DEI's partners, as a preparation for Bosnia and Herzegovina to reach status of candidate country.	Positive assessment of increased capacities and improved capabilities of the DEI and its relevant BiH partner institutions in EU integration process in the period 2008-2010. Successfully organized and finalised process of completing the EC questionnaire, aiming to make an assessment of BiH achieving the candidate status. Positive assessment of given responses to the questionnaire in terms of methodology and validity issues and language skills.	The Progress Reports of the European Commission 2008-2010 The European Partnership	Political commitment of all BiH government layers to European Integration process. The BiH government supports the DEI in leading of the EU integration process. Good BiH inter-institutional co-operation. Continued support of Donor community to BiH EU integration process.
Results	Objectively verifiable indicators	Sources of Verification	Assumptions
1. The Department for Strategy and Policy of the DEI (SPD) is competent to design policy and strategic documents. It leads and coordinates BiH and stakeholders throughout the European integration process and monitors implementation of European partnership, SAA and other relevant strategic documents. 2. DEI's Department for Harmonisation of the Legal System with the <i>acquis communautaire</i> (LHD) is competent to lead and coordinate law harmonisation process in BiH, by defining law harmonisation and translation priorities and performing check compliance against increasing number of	1. Existence of strategic and specific EU policies- related documents, prepared by DEI and adopted by CoM. 2. Indications of acceptance by CoM of BiH of priorities stipulated in the SAA, EP and other strategic documents. 3. Indications of adoption of implementation of impact assessment procedures and the quality of implementation of strategic documents. 4. Positive reaction by the EC to responses to the questionnaire submitted by the EC. 1. Increased number of opinions on draft laws each year. 2. Numbers of Draft laws, submitted to the DEI by state institutions, based on DEI's issued opinions 3. Indications that requirements of tables of concordance and statements of compliance submitted to the DEI are fully	Monitoring of strategic and policy documents. SAA Progress Report by the European Commission. SAA implementation plan and monitoring plan. Reports submitted to the European Commission in 2008 and 2009. Assessment of the quality of strategic documents and implementation of contractual and other obligations through the political dialogue between BiH and EU. EC Regular Reports DEI LHD Report 2008 – 2010 Project Progress Report TAIEX Progress Editor Database Official Gazette of BiH Where appropriate, minutes from working groups	Ability of BiH CoM to adopt decisions and strategies, adjustments to new tasks, flexibility of resources regarding new tasks. SAA implementation plan adopted and implemented by the CoM and other relevant institutions. Effective vertical coordination. Legislative work plan of Council of Ministers is adopted. State institutions are capable to develop the-increasing number of draft laws in order to implement the Interim Agreement/SAA. Plan of laws to be transposed according to the <i>acquis</i> is pursued by the Committee of EI of BiH Parliament Assembly in the period 2008-2010. Working Groups –for Law

<p>draft laws, deriving from the implementation of Interim agreement and the whole SAA.</p> <p>3. The Translation Unit of the DEI (TU) (the future Department for Translation Coordination and Terminology) coordinates legal translation process and provides methodology support to relevant BiH institutions.</p> <p>4. DEI/ National IPA Coordinator and BiH institutions are fully operational in DIS and lead BiH to measurable progress in benefiting from all IPA components, other EC programmes and EU member state assistance.</p>	<p>met by institutions.</p> <p>4. Number of regular meetings between DEI and the Committee of European Integration of Parliamentary Assembly BiH on the legislative planning priorities related to EU integration process.</p> <p>1. Number of documents translated in accordance with systematic approach and with the EU requirements in 2009-2010 in accordance with DEI plans.</p> <p>2. Revised lexicon of English/Bosnian Terminology in use</p> <p>3. Indications of public access to translations and terminology</p> <p>4. Positive reaction by stakeholders to quality of performance of the translation.</p> <p>1. From increased to full involvement of DEI (NIPAC) and related BiH institutions in the programming and implementation activities of EC assistance programmes in 2008-2010.</p> <p>2. All project fiches are assessed by the DEI following the EC PCM guidelines.</p> <p>3. A number of sectoral monitoring sub-committees for all relevant EC projects established.</p> <p>4. Increased number of events/ materials is prepared and organised by DEI for involvement of BiH institutions and organizations in.</p> <p>5. Regular Forum meetings with EU Donors and SPOs led by the DEI, report positive progress in effectiveness of assistance.</p>	<p>Progress reports 2008 -2010 Monitoring reports 2008 -2010 DEI TU regular reports 2008-2010 Terminology harmonisation tables and, where appropriate, minutes from working group meetings. Terminology database Translations database Internal and external evaluation, in accordance with the Translation Quality System</p> <p>EC Regular Reports Minutes from IPA Management Committee Meetings Minutes from the EC programming mission Minutes from Joint Monitoring Committee annual meetings; minutes from semi-annual Sectoral Monitoring Committee meetings; Monitoring Reports Guidelines for programming and monitoring of IPA component I Project progress reports DEI work reports for 2009-2011 Minutes of SPO and Donor Forum meetings DEI database on EC and EU-member states projects Minutes of BiH working groups for developing the access strategies for respective IPA components Promotion materials for other EC programmes</p>	<p>Harmonisation fully operational</p> <p>Competent institutions are co-operating closely with DEI in the process of the translation of the <i>acquis communautaire</i> and harmonisation of terminology.</p> <p>SPOs recognize and implement their role in EC and EU-member states assistance implementation and coordination.</p> <p>The Ministry of Finance and Treasury recognizes and implements their roles and responsibilities under DIS.</p>
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Activities	Means	Costs	Assumptions
1.1. To assist the DEI/ SPD	Technical Assistance (Service contract)	1,700,000.00 Euro	<p>DEI dynamic plan for staffing is fully implemented and educated staff continues working for DEI.</p> <p>The formal EU integration structure in line-institutions is fully established.</p> <p>DEI can provide adequate office space both for all employees and experts of the project.</p> <p>These assumptions are valid cross all the activities presented in LF</p>

<p>(Strategy and Policy Department) in drafting policy papers on specific EU policy areas conducting analyses.</p> <p>1.2. To assist the DEI/ SPD to follow implementation and update EP Action Plan.</p> <p>1.3. To assist the DEI/ SPD to implement regulatory transposition of (<i>acquis</i>) impact assessment methodology on regular basis.</p> <p>1.4. To assist the DEI/ SPD to report to the EC and BiH authorities.</p> <p>1.5. To assist the DEI/ SPD to lead and coordinate work of BiH institutions related to collection and submitting answers to the EC questionnaire in a timely manner.</p> <p>1.6. To assist the DEI/ SPD to organize and coordinate work of SAA institutions (involving BiH and EU institutions).</p> <p>2.1 To assist the DEI/ LHD (Legal Harmonisation Department) staff in gathering knowledge and experience of <i>acquis</i> sectors according to their responsibilities.</p> <p>2.2 To assist the DEI/ LHD in providing the support to the Committee of European Integration of Parliamentary Assembly BiH about ongoing legislative priorities to BiH in EU integration.</p> <p>2.3 To assist the DEI/ LHD staff of the State and entity level institutions in having sufficient EU law and law harmonisation knowledge in order to implement Interim Agreement/ SAA.</p> <p>2.4 To provide the DEI/ LHD with Helpdesk for preparation of opinions and information on the issues of law harmonisation, especially check compliance of the draft laws, requested by institutions of BiH.</p> <p>3.1. To assist the DEI / TU (Translation Unit) with the implementation of the legal translation strategy.</p> <p>3.2. To assist the DEI/ TU to further develop and maintain terminology related to the translation of the <i>acquis</i>.</p> <p>3.3. To assist the DEI/ TU to prepare training needs analysis.</p> <p>3.4. To assist the DEI/TU to further develop a system for documentation of best practices and know-how.</p> <p>3.5. To assist the DEI/ TU to provide public access to important EU legal instruments and establishment of procedures</p>			<p>Experts in all line ministries/institutions acquainted with and using impact assessment methodology.</p> <p>Quality coordination of reporting with line ministries on BiH and entity level established.</p> <p>SAA implementation progressing in such a way that BiH is able to submit formal application for joining the EU.</p> <p>Good inter-institutional cooperation on legal harmonisation process in BiH</p> <p>Full reorganisation of the Committee of EI of PA BiH on legislative priorities for BiH as a whole in its EU integration process</p> <p>Target language-s issue is resolved. Co-operation procedures is agreed and all stakeholder in the <i>acquis</i> translation process are involved.</p> <p>Funds for procurement of necessary software and expertise are available.</p> <p>Impotence of co-operation is recognized at the State level and necessary administrative support provided.</p>
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<p>for dissemination of outputs within the BiH institutions.</p> <p>3.6. To assist the DEI/ TU to enhance co-operation with the countries having relevant experience in the translation of the <i>acquis</i>.</p> <p>4.1. To support the DEI/ NIPAC to fully operate in DIS (programming, monitoring and evaluation of programmes/ projects).</p> <p>4.2. To support DEI's partners/ line institutions in order to fully operate through SPO's network in DIS (programming, monitoring and evaluation of programmes/ projects).</p> <p>4.3. To assist the DEI/ NIPAC to implement BiH action plan to access IPA components III, IV, V.</p> <p>4.4. To further support improvements of DEI capacities to coordinate other Community programmes.</p> <p>4.5. To assist the DEI/NIPAC in building fully functional mechanisms of EU bilateral assistance coordination.</p>			<p>Ensured means and expanded capacities for SPOs and their assistance to continue their work in respective BiH institutions.</p> <p>BiH government recognizes the importance of access to IPA components III, IV, V.</p> <p>BiH institutions are interested in participating in the activities of other EC programmes.</p> <p>Relevant BiH stakeholders and the Donor community agree on bilateral assistance coordination procedures in BiH.</p>
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ANNEX II: amounts (in €) Contracted and disbursed by quarter for the project

Contracted	3rd quarter of 2008	-2nd quarter of 2009	4th quarter of 2009	4th quarter of 2010							
Contract 1.1	1,7 mil EUR										
Cumulated	1,7 mil EUR										
Disbursed	3rd quarter of 2008	-2nd quarter of 2009	4th quarter of 2009	4th quarter of 2010							
Contract 1.1	510,000.00 EUR	510,000.00 EUR	510,000.00 EUR	170,000 EUR							
Cumulated	510,000.00	1,020,000.00	1,530,000.00	1,700,000.00							

ANNEX III Reference to laws, regulations and strategic documents:

Reference list of relevant laws and regulations

Law on the Council of Ministers of Bosnia and Herzegovina

Law on Ministries and Other Administration Bodies of BiH.

Decision on Implementation of Coordination in the Process of the BiH Accession to the EU, adapted by the Council of Ministers

Link with AP /NPAA / EP / SAA

European Partnership for Bosnia and Herzegovina 2005, Medium-term priorities, the section Political Requirements/ Public administration, page 12

Regular Report on Bosnia and Herzegovina's progress 2006

Link with MIPD

MIPD 2007 – 2009 in section 2.2.1. “Political Requirements” 2.2.1.1. “Main areas of intervention, priorities and objectives”

Link with National Development Plan

Link with national/sectoral investment plans

EU Integration Strategy of Bosnia and Herzegovina

ANNEX IV Details per EU funded contract (where applicable):

For TA contracts: account of tasks expected from the contractor

The principle activities and results of the project are described within the Project Fiche. On this basis the principal tasks of the contractor are clearly set out.

To provide clearer presentation about the proposed approach to the project implementation, and to facilitate prompt preparation of the Terms of Reference for the project, an indicative structure for the expert team and approach could be as follows:

- 1) The expert team should provide an overall team leader, with lead experts allocated for each of the four main areas of activity: Strategy/Policy, Legal Harmonisation, NIPAC/Aid-coordination. It is expected that the team leader would him/herself take responsibility as lead expert for the area of Strategy/Policy, Legal Harmonisation, or NIPAC/Aid-coordination. There would therefore be a core team of 4 Key Experts (Team Leader + 3).
- 2) It is also proposed that in addition to a pool of International Short-Term Experts, there would also be provision for DEI to access a slightly larger pool than previously of local Short-term experts for certain technical/specialist functions.
- 3) The Team Leader function would operate as follows:
 - a) Long-term, but not full-time (estimated indicative allocation of 16 man months over the duration of the 2 year contract).
 - b) TL would be located directly within the office (Cabinet) of the Director of DEI.
 - c) In addition to providing overall co-ordination/leadership of the technical assistance project team, the TL would him/herself provide content-based TA support in the following two areas:
 - i) One area directly related to EU Integration (Strategy/Policy, Legal Harmonisation, or Aid-Co/NIPAC)
 - ii) Specific and dedicated support in relation to the generic management processes, systems, and approaches of DEI. This would include HRD-related matters. This would support directly the Director of DEI, but also the heads of each department as part of the development of an integrated management approach. In this way, the TL would have a key role in ensuring that support was given to assist management in their task of achieving all purposes and objectives of the project, as well as wider responsibilities in the performance of DEI's agreed and mandated functions.
 - iii) Providing ad-hoc support to the Director and Senior Management as appropriate on matters related to the overall functions of the DEI, drawing on the inputs from the relevant LTEs and/or STEs as appropriate.
 - d) In this respect, the TL would need to have knowledge of EU integration processes at strategic level, in-depth knowledge of one of the key aspects of the EU integration processes, but would also be required to offer very strong capability and expertise in organisational management.
- 4) There would be two additional Key experts to cover each department of DEI (Department for Strategy and Policy, Department for Legal Harmonisation, Department for EU Assistance Co-ordination, of excluding, of course, the department that would be covered directly by the Team Leader). It is proposed that these Key experts would each bring detailed knowledge and experience relevant to the particular department/area they would cover. In addition to providing direct TA support in their specialist area, they would also be responsible for managing the utilisation of short-term expertise and any incidentals allocated to their department. Indicatively it is proposed that these 2 Key experts would each provide medium- to long-term input (but not full-time), with an initial estimation of 26 man months of combined input (for all two KEs) throughout the project. The specific allocation to different areas would be agreed at the time of preparation of the ToRs.
- 5) There would be one additional Key experts for the Translation Unit (in the future the Department for Translation). This expert would provide medium-term input, indicatively 6 man months, and to be a specialist in translation issues. Also, he/ she would also be responsible for managing the utilisation of short-term expertise and any incidentals allocated to the Unit (department in the future).

- 6) A pool of Short-term expertise would be provided, with an indicative allocation to each area of activity being made at the time of preparation of the ToRs (and detailed allocation being undertaken during the project). Indicatively it would be estimated that approximately 400-500 days of international STE, and 100 of local would be available.
- 7) An incidentals budget would be allocated to support relevant direct costs. A specific allocation will be made at the time of preparing the ToRs (although indicatively this would be approximately €100,000).