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**IPAK** ← Institucionalna podrška antikorupciji  
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## **FINAL INCEPTION REPORT**

of the IPA Project

"Support to implementing anti-corruption strategies in Bosnia and Herzegovina"

This Inception Report is a document intended for internal use in the  
IPA project "Support to implementing anti-corruption strategies in Bosnia and Herzegovina"  
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**Abbreviations:**

<b>AC</b>	Anticorruption
<b>ACS</b>	Anticorruption Strategy
<b>AP</b>	Action Plan
<b>ACB</b>	Anticorruption bodies (at the level of entities, BD BiH and cantons)
<b>APIK</b>	Agency for prevention of corruption and coordination of the fight against corruption
<b>BD BiH</b>	Brčko District BiH
<b>BiH</b>	Bosnia and Herzegovina
<b>EU</b>	European Union
<b>EUD</b>	Delegation of the European Union to Bosnia and Herzegovina
<b>FBiH</b>	Federation of BiH
<b>NKE</b>	Non-key experts
<b>IE</b>	Incidental expenditures
<b>IP</b>	Inception Phase
<b>IPAK</b>	Institucionalna podrška antikorupciji (Institutional Support to Anti-Corruption)
<b>IR</b>	Inception Report
<b>IPA</b>	EU Instrument for Pre-Accession Assistance
<b>JNKE</b>	Junior non-key expert
<b>NGO</b>	Non-Governmental Organization
<b>PT</b>	Project Team
<b>PSC</b>	Project Steering Committee
<b>RS</b>	Republika Srpska
<b>SNKE</b>	Senior non-key expert
<b>TL</b>	Team Leader
<b>ToR</b>	Terms of Reference
<b>TO</b>	Technical Offer





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### EXECUTIVE SUMMARY

This is Inception Report (IR) of the two-year Project "Support to the Implementation of Anti-Corruption Strategies in Bosnia and Herzegovina" (BiH) which is funded by the European Union from the Instrument for Pre-Accession Assistance (IPA). Value of the Project is 658.250 EUR and will be implemented by Consortium led by European Consulting Group LLC (RS), consisting of Bureau for Institutional Reform and Democracy – BIRD GmbH (DE), INCOM Business Consultants Ltd. (GR), Ecorys Netherland B.V. (NL), DCS d.o.o. (BA).

The Project will provide assistance to anticorruption bodies and institutions at all levels of government in BiH to raise the fight against corruption in the country at a higher and more engaged level.

For easier recognition (due to the long and not easy to remember title of the Project) and branding of the Project, the Project Team proposed and the European Delegation to BiH (EUD) approved that the working title of the Project to be "Institutional Support to Anti-Corruption" (Institucionalna podrška antikorupciji - on local languages) or abbreviated - IPAK. Working title and abbreviation will be used in parallel with the official name on all documents and in all occasions where the working title will be used, to make a reference to the official name of the Project.

According to the Terms of References (ToR) of the Project, which is attached to this IR as Annex 1, the beneficiaries of the Project will be:

- Agency for prevention of corruption and coordination of the fight against corruption (APIK)
- Anti-Corruption Team of the Government of the Federation of BiH
- Commission for Implementation of the Strategy for Fighting against Corruption of Republika Srpska
- Commission on prevention of corruption and coordination of activities in the fight against corruption of the Brčko District BiH
- Office for the fight against of corruption and management of quality of Canton of Sarajevo
- Anti-Corruption Team of Zenica-Doboj Canton
- Anti-Corruption Team of the Central Bosnia Canton
- Anti-Corruption Team of the Herzegovina-Neretva Canton
- Anti-Corruption Commission of the West Herzegovina Canton
- Working body for fight against corruption of the Government of Una – Sana Canton
- Corruption Prevention Team of the Tuzla Canton
- Team for Monitoring the Anti-Corruption Strategy and Action Plan of the Posavina Canton
- Anti-Corruption Team in Bosnian - Podrinje Canton
- Corruption Prevention Team in Canton 10 and
- State Investigation and Protection Agency (SIPA)
- Public Administration Reform Coordinators Office of BiH
- Audit office of the institutions of BiH
- Commission of the BiH Parliamentary Assembly for monitoring of work of APIK
- Commission on Conflict of Interest of the BiH Parliamentary Assembly





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Through the three components, the project will provide assistance at all levels of government to:

- Improve implementation of their anti-corruption strategies (ACS) and action plans (AP)
- Improve monitoring of implementation of anti-corruption strategies and action plans
- More efficiently curb corruption in institutions that are particularly prone to corruption
- Improve existing anti-corruption strategies and accompanying action plans
- Improve and harmonize anti-corruption legislation in the country
- Give recommendations for preparation of BiH ACS and AP plan for the period 2020-2024
- Increase the level of transparency and ethics in the work and conduct of public institutions
- Improve the system for receiving and acting upon the citizens' reports for corruption
- Harmonize the activities of non-governmental organizations in the fight against corruption
- Improve the preparation and implementation of integrity plans in public institutions
- Improve the system for implementation of integrity plans and prevention of conflicts of interest
- More actively involve the private sector and business associations in the fight against corruption
- Encourage and enhance communication of anti-corruption institutions with media and public
- Increase citizens' understanding impact of corruption and readiness for reporting of corruption
- Establishment traditional, annual award for "Contribution to the fight against corruption".

Project will be implemented by the Team consisting of:

- Zoran Jačev – Team Leader, telefon: 063 999 818, e-mail: [zoran.jachev@ipak.ba](mailto:zoran.jachev@ipak.ba)
- Zlatko Minić – Key Expert, telefon: 063 999 828, e-mail: [zlatko.minic@ipak.ba](mailto:zlatko.minic@ipak.ba)
- Una Lazin – Office manager, telefon: 063 999 195, e-mail: [una.lazin@ipak.ba](mailto:una.lazin@ipak.ba)

In addition to the core Project Team (PT), short term experts will be engaged in amount of 200 expert days, according to the needs for expertise, as described in the part "5.1.1. Staff, Key and non-key experts" of this IR.

## PRESENTATION OF THE PROJECT

### Background and Project context

BiH has a status of potential candidate for EU membership with serious set of obligations for reforms required to advance in the EU accession process, where design and implementation of anticorruption policies is an important criterion. The reasons for insufficient results in prevention and fight against corruption in the country are various and include obstacles imposed from the complex administrative structure of the country, lack of political will of political elites, as well as insufficient pressure from general public, civil society, media and business sector for positive changes.

The fragmented and complex governance system, split between different administrative units - 143 municipalities, two entities, one separate district, and, in the case of Federation of BiH - ten cantons, as well as federal state structures influences negatively coordinated prevention and fight against corruption and produces evident lack of responsibility, transparency and accountability at all levels of government.

Having in mind problems related to the corruption, fight against corruption in BiH and lack of sufficient capacity of its institutions to prevent and curb the corruption, this project is expected to contribute to overall success of BiH's capability to cope with corruption. By doing so, the Project will make positive effects and remove some of the obstacles Bosnia and Herzegovina faces on its way to







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the EU. The timing of this project is properly chosen, when the Agency for prevention of corruption and coordination of the fight against corruption is properly staffed, anticorruption bodies (ACBs) are established at all levels in BiH and all levels of governance have their own anticorruption policies - anticorruption strategies (ACSs) and/or related action plans (APs).

But, despite all obstacles, one can say that BiH has all prerequisites for serious and more tangible anticorruption results, since the legislation is in place, APIK is staffed and budgeted up to the level to deliver concrete work, majority of the citizens demands improvement of rule of law and the CSOs are willing to contribute in that process. The only remaining component is creation of serious political will and its transfer to the institutions mandated to prevent and combat corruption, for the start of needed improvement of the rule of law in the country.

Countries in the Western Balkans have more or less similar, relatively high corruption levels compared with the rest of the European countries, due to the systemic nature and institutionalization of corruption creating systemic corruption that remains one of the main obstacles to the reforms in the process of EU integration. Corruption undermines the legitimacy and reputation of government institutions, negatively influencing the trust of the public in the institutions and represents a constant threat to the rule of law and causes political instability.

Tolerance to corruption creates a perception among the citizens that it is profitable and if there is no punishment for corruptive behaviour – it pays back and it is worth risking for the gains that it produces, and undermining the democratic values. It also has negative impact on human rights, principles of free market economy, standard of living of citizens and their basic freedoms.

Recognising this negative impact of the corruption and the need for prevention and fight against corruption in the region, at the margins of the Western Balkans 6 Summit on 20 July 2017 in Italy a high level-workshop on anti-corruption was organised and led to the following conclusions for the entire region:

- It is in the common interest of EU's Member States and the Western Balkans to ensure that efficient anti-corruption policies are in place and are working and have a strong political backing;
- The awareness on the prevention of corruption is considered to be as equally effective as a repressive approach to combat corruption;
- A strong political will is needed, which is present today to a greater degree than in the past;
- Further efforts for adoption of national integrity plans should be made, especially at local level with the active involvement of local authorities;
- Measures for avoiding conflict of interest need to be further developed;
- Transparency enhances public scrutiny of public administrations, and collective control is one of the best ways to monitor the use of public resources, especially at the local level;
- Better management of public procurement is crucial.

### Project objectives and results

The overall objective of the Project is to strengthen the capacities of institutions in BiH in implementing the anti-corruption strategies and related actions plans at the different levels of government with the aim to prevent, respectively reduce all forms of corruption in the country.





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The purpose of the Project is to further enhance the capacities of the relevant institutions in BiH to effectively coordinate and monitor the implementation of anti-corruption strategies and related action plans with a harmonised approach as well as to better address corruption in the private sector. Where corruption prevention bodies, anti-corruption strategies and/or related action plans are not yet established on all levels of government in BiH the support shall also focus on their constitution.

The Project is to achieve three results:

Result 1: The BiH Anti-Corruption Strategy 2015 – 2019 and Action Plan as well as anti-corruption strategies and action plans at all other levels of government of BiH are in place, implemented and monitored, in accordance with the proposed indicators for success.

Result 2: Prevention of corruption is strengthened in public service, including in the interaction with the private sector.

Result 3: Needs for training on communication and awareness raising in the context of preventing and repressing corruption are addressed.

To match this expected results, the Project is divided into 3 components each of which is defined by ToR as a distinct set of results - Result 1 as Component 1, Result 2 as Component 2, and Result 3 as a Component 3.

### Project outputs and activities

Numerous outputs of the Project are listed in details in the Technical Offer (TO) of the Consortium and in order not to burden this Inception Report, the most important and relevant are listed below:

#### Component 1:

- Assessment of state of implementation of ACSs and APs at all levels
- Recommendations for establishment, composition and scope of work of ACBs
- Recommendations for improved implementation of measures and activities from ACSs and APs
- Recommendations for enhanced cooperation and coordination of the ACBs and ACIs
- Recommendations for composition and competencies of the ACB at all levels
- Recommendations for improved chain of interactions and responsibilities among ACBs
- Set of standards and measures to prevent corruption in public services prone to corruption
- List of obstacles for sufficient implementation of preventive measures in such public services
- Recommendations for improved prevention and fight against corruption respectively in customs, indirect taxation, education, health and justice
- Recommendations for improvement of monitoring of implementation of ACSs and APs
- Recommendations for amendments to existing ACS and AP for every level respectively
- Recommendations on objectives and activities under BiH ACS and AP (2020-2025)
- Manual for ACBs for implementation and monitoring of implementation of ACSs and Aps
- Recommendations for synergy among CSOs/NGOs and between CSOs/NGOs and ACBs/ACIs
- Procedures for cooperation of focal points in the institutions and ACBs
- Procedures for work of focal points in the institutions with citizens
- List of international documents and standards that BiH AC legislature has to comply with
- List of AC laws at all levels in BiH that need to be consolidated, harmonized and streamlined
- Recommendations for consolidation, harmonization and streamlining of AC laws in BiH





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### Component 2:

- Assessment of methodologies for preparation and implementation of integrity plans
- Recommendations on improvement and harmonization methodologies all levels in BiH
- Recommendations for improved capacities and implementation of integrity plans at all levels
- Raw model of methodology for preparation and implementation of integrity plans
- Assessment of capacities for transparency, ethic infrastructure and e-governance
- Recommendations for improvement of legislation for transparency and ethic infrastructure
- Recommendations for improvement of capacities for transparency and ethic infrastructure
- Model of Code of ethics/Code of conduct for public institutions in BiH
- Model of rules for conflict of interest management for public institutions in BiH
- Model procedures for establishment and work of ethics board in public institutions
- Assessment of up-to-date involvement of private sector in prevention of corruption
- Recommendations for improvement of role of the private sector in prevention of corruption
- Model Code of ethics/Code of conduct for private and public companies in BiH
- Recommendations for adoption of integrity standards for public and private companies

### Component 3:

- Assessment of comprehensiveness of communication strategies and level of implementation
- Assessment of major awareness raising and anticorruption campaigns in general in BiH
- Analysis of the attitudes of general public and specific groups regarding corruption
- Model of communication strategy for ACBs and relevant AC institutions
- Assessment of capacities for implementation of Model of communication strategy
- Assessment of previous trainings delivered to ACBs and institutions
- Assessment of internal fluctuation of information as a base for communication strategies
- Recommendations for communication with media and public for ACBs and institutions
- Recommendations for communication of ACBs with institutions from ACSs/Aps
- Manual for communication with media and public for ACBs and institutions
- Manual for communication with the institutions from ACSs and APs for ACBs
- Manual for implementation of awareness raising activities for ACBs and institutions
- Recommendations for inclusion of training modules in curriculums and activities of PARCO
- Assessment of up-to-date activities on ethics and integrity and negative impact of corruption
- Recommendations for improved ethics and integrity in education and public broadcasting
- Recommendations for campaigning ethics and integrity in education and public broadcasting
- Messages and slogan(s) for the campaign targeting citizens to foster countering corruption
- Indicators for measuring of the impact of awareness raising campaign
- Criteria and procedures for selection and awarding "Good Practice Award".
- TV and radio spots
- Printing promotional material produced
- Report on the measuring of the effects from the awareness raising campaign
- Press clipping regarding the campaign, social media for campaigning report / clipping
- Recommendations for future autonomous organization of the "Good Award Practice".







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The results and outputs will be achieved through the implementation of the 18 activities briefly described below:

### Component 1: Status update on anticorruption strategies, related action plans and assessment of legal framework at all levels of government in BiH

#### 1.1. Improvement of timely and punctual implementation of ACSs and APs at all levels in BiH

Preparation of Methodology for assessment the level of implementation and up-to-date way of implementation of ACSs and APs, assessment of the way of implementation of AKS and AP, assessment of up-to-date interaction among ACBs, preparation of recommendations for improving of implementation of ACSs and APs and interaction among ACBs, preparation of Training needs assessment in these areas.

#### 1.2. Improvement of the fight against corruption in institutions particularly prone to corruption

Identification of institutions particularly prone to corruption, identification of mechanisms that can prevent corruption in these institution and assessment of presence and functioning of these mechanisms, preparation of recommendations for improvement of prevention in these institutions, organisation of country-wide conference to present these recommendations.

#### 1.3. Strengthening capacities for accurate monitoring of implementation of ACSs and APs at all levels

Preparation of Methodology for assessment of monitoring of implementation of ACSs and APs, assessment of the up-to-date way of monitoring and capacities for that purpose, identification of obstacles for punctual and efficient monitoring, preparation of recommendations for improving of monitoring of implementation of ACSs and APs, preparation of Training needs assessment in these areas.

#### 1.4. Improvement of existing ACSs and APs and recommendations for next ACS and AP of BiH

Preparation of Methodology for assessment of existing ACSs and APs and drafting recommendations for the BiH ACS and AP 2020 – 2025, assessment of needs for improving existing ACSs and AP and activities under BiH next ACS and AP, preparation of recommendations for improvement of existing ACSs and APs and new BiH ACS and AP, organisation of country-wide conference to present recommendations.

#### 1.5. Delivery of trainings for implementation and monitoring of implementation of ACSs and APs at all levels

Plans for preparation and delivery of trainings on implementation of ACSs and APs and monitoring of implementation of ACSs and APs, delivery of trainings in these scopes, assistance to ACBs at all level for implementation of recommendations for improved implementation of ACSs and APs and monitoring of implementation of ACSs and APs.

#### 1.6. Facilitation of coordination and synergy of CSOs activities in the fight against corruption

Identification and analysis of on-going NGO AC projects and plans of donors for future AC NGO funding, identification of possibilities for synergies among NGO AC activities and between NGO and ACBs activities, country-wide workshop on these issues, recommendations for creation of synergy in these issues, support to implementation of recommendations in these scopes.





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### 1.7. Support to establishment of anticorruption network in institutions and citizens reporting system at all levels

Assessment of status of anticorruption network and citizens reporting system in the institutions at all levels, recommendations for establishment, competencies and work of AC network in the institutions, country-wide workshop on recommendations for anticorruption network and citizens reporting system, support to implementation of recommendations in these scopes.

### 1.8. Consolidation, harmonization and streamlining of anticorruption legal framework at all levels

Identification of international standards that BiH anticorruption legal framework at has to comply with, assessment of BiH anticorruption legal framework against that standards, recommendations for achieving these standards, country-wide conference on these recommendations, initiation, support and monitor consolidation, harmonization and streamlining of anticorruption legal framework at all levels.

## Component 2: Development of ethic infrastructures in public services and standards on ethic and integrity for the business sector in BiH

### 2.1. Improvement of preparation and implementation of integrity plans in public institutions

Identification of institutions obligated to prepare integrity plans, assessment of methodologies for preparation of integrity plans and status of their preparation, recommendations for harmonisation of methodologies and improved implementation of integrity plans, trainings on these issues, support to processes of preparation of integrity plans and their improved implementation.

### 2.2. Enhancing transparency and ethics infrastructure in public services at all levels

Assessment of legislature and capacities for transparency, ethics infrastructure and e-government at all levels in BiH, assessment of level of implementation of measures to provide transparency, ethics infrastructure and e-government, recommendations for improvement these issues for all levels in BiH trainings for improvement of the level of transparency, ethics infrastructure and e-government.

### 2.3. Support to enhancement of transparency and ethics infrastructure in public services

Selection of institutions for support in implementing of recommendations on transparency, ethics infrastructure and e-governance, preparation of models for codes in these scopes, preparation of Plan for support and delivery of support in implementing these recommendations, identification of issues related to transparency, ethic infrastructure and e-governance to be included in the PARCO's activities.

### 2.4. Development of integrated standards to mitigate risk of corruption from private sector

Establishment of cooperation with relevant and active business organizations, assessment of the up-to-date involvement of private sector in the prevention of corruption, recommendations for improvement of the role of private sector in prevention of corruption, development of integrity standards to mitigate corruption risks from private sector, national-wide conference on implementation of integrity standards.





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### 2.5. Support to adoption of integrated standards to mitigate risk of corruption from private sector

Selection of stakeholders for support in advocacy for adoption of integrity standards for private sector and public companies, recommendations for advocacy for adoption of integrity standards, training needs analysis and delivery of delivery of trainings on these issues for private and public companies, plan for support and delivery of support for adoption of integrity standards for private and public companies.

### Component 3: Enhanced capacities for communication on anticorruption issues and awareness raising campaign targeting citizens to counter corruption

#### 3.1. Preparation of model of AC communication strategy based on existing ones and on major awareness-raising campaigns

Identification and analysis of existing communication strategies of ACBs and relevant institutions, as well as major awareness raising campaigns in BiH, analysis of attitude of general public towards corruption and identification of sensitization issues, preparation of a model AC communication strategy, recommendations for adoption and training on implementation of AC communication strategy.

#### 3.2. Enhancing capacities for communication on integrity, anticorruption and awareness raising and interaction with the media

Analysis of previous and existing trainings for communication of ACBs and institutions, analysis of capacities and existing practices for communication and internal fluctuation of information in ACBs and institutions, identification of shortcomings and recommendations for improvement in these scopes TNA for communication on integrity, anticorruption, awareness raising and interaction with the media.

#### 3.3. Delivery of trainings for communication on integrity, anticorruption, interaction with the media and awareness raising

Preparation of training curriculums and materials on integrity, anticorruption, awareness raising and interaction with the media, delivery of training of trainers in these scopes, preparation of manuals for civil servants for communication on integrity, AC and awareness raising based on training modules, advocacy on integration of training modules in the official training curricula for civil servants.

#### 3.4. Empowering media and civil society to educate public at large about the dangers and negative impact of corruption at the life of citizens

Analysis of previous and current programmes and projects for education of public on ethics and integrity and negative impact of corruption, recommendations for improved sensitisations measures on these issues in the education and public broadcasting, training needs analysis for education of public about dangers and negative impacts of corruption on citizen's life, delivery of trainings on these issues.





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### 3.5. Preparation and launch awareness-raising campaign targeting citizens to counter corruption and establishment of AC "Good Practice Award"

Design and preparation of awareness raising campaign targeting citizens to counter corruption and report corruption, design of criteria and procedures for "Good Practice Award" for promotion of best AC practices, launching and delivery of awareness raising campaign targeting citizens to counter corruption, support to organization of the first "Good Practice Award" for promotion of AC practices.

## PROJECT PROGRESS TO DATE

### Inception phase

The Inception Phase (IP) took place in the period January 15<sup>th</sup> - February 15<sup>th</sup> 2019 in order to ensure a swift and effective start of the Project and gather information to address the needs and expectations of beneficiaries and stakeholders. Although relatively short compared to the number of beneficiaries and complexity of activities envisaged in the ToR and Technical Offer (TO), thanks to the previous experience of the PT in BiH and cooperation with the most of the beneficiaries of the Project, it was possible to gather all relevant information for the further implementation of the Project.

Gathered information were used to set out a detailed distribution of the man-days of the PT and non-key experts (NKE), distribution of Incidental expenditures (IE), adjusted time-table of activities, identifying their proper sequencing and putting in place adequate coordination and cooperation mechanisms to enable smooth project management and implementation.

Within the IP, the Office of the Project was established in Sarajevo at 23 Radnička str., PT mobilized, office manager recruited, all project stakeholders mapped and clearly identified, as well as necessary structure for project implementation was established.

### Activities and proceedings of the Inception Phase

The IP was used to organize meetings with EU Delegation, Project beneficiaries, stakeholders and similar ongoing projects, to review of the outputs from previous and relevant current AC projects as well as to do other necessary analysis of the Project's environment. Due to the short IP and high number of beneficiaries, the focus of the meetings with the beneficiaries was on the ACBs as a major recipient of the technical assistance provided by the Project.

During the IP, communication with all anticorruption bodies at all levels were established and with 12 out of 14 ACBs, introductory meetings were held, including 5 meetings with APIK, 2 meetings with Anti-Corruption Team of the Government of the Federation of BiH and 2 meetings with the Commission for Implementation of the Strategy for Fighting against Corruption of Republika Srpska.

Meeting with the Working body for fight against corruption of the Government of Una – Sana Canton was not held due to the situation on the roads during the floods. Meeting with the Corruption Prevention Team in Canton 10 was not held because, according the last head of the Team, the mandate of the Team has expired and they have no mandate to accept cooperation with the Project.

Although the meetings were not held, the Project was presented and the situation in the fight against corruption in both cantons was discussed over the telephone. Meeting with the head of the







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body from Una – Sana Canton is arranged at the day of the Kick-off meeting, while for the meeting with the team from the Canton 10, the PT will wait for the official establishment of the team in that canton. Until the preparation of this Draft Final IR, there are still no information when the new Team in the Canton 10 will be established. The PT will proceed with communication with the last Head of the Team, especially because there is no formal decision for dismissal of the Team which is established and work on the implementation of ACS and AP of this Canton, which is still valid, until the end of 2019.

By that, in general, very good communication with the major beneficiaries of the Project is effectively established as a base for efficient cooperation in the implementation of the activities of the Project. The only exception from that is The Working body for fight against corruption of the Herzegovina-Neretva Canton, which claims that they need an approval from the Government of the Canton in order to cooperate with the Project, but despite that the PT will continue with communication and work with this ACB in the same way as with the other beneficiaries. Meetings with other stakeholders are either pending or planned for the very start of the Implementation phase of the Project and the first direct contacts will be established at the PSCM.

List of the meetings held during the IP is attached as Annex 2.

During the IP, all planned outputs were realized:

- Project Team mobilized
- Project office fully operational and office manager recruited;
- Meetings with Project Beneficiary and EU Delegation, as well as stakeholders held;
- All project stakeholders mapped and clearly identified;
- Established necessary structure for project implementation and identified members of PSC;
- Precise Work Plan prepared
- Scopes of Non-Key expertise identified
- Target groups clearly identified
- Preliminary communication strategy prepared
- Draft Inception Report prepared
- PSC meeting held.

The only remaining output from the IP is the adoption of the IR at the PSCM which is organized on February 14<sup>th</sup> 2019 in the EUD.

### Stakeholders' needs assessment and recommendations

One of the most important aspects of the IP was screening of the situation with the beneficiaries that will be recipients of majority of technical assistance of the Project – the ACBs at all levels of governance in BiH, in order to adjust the activities in a way to secure most efficient delivery of assistance.

The conclusions are that:

- ACBs exists at all levels of government in BiH and all of them are established by formal decision of the governments or parliaments
- All ACBs are functional, except the ACB in the Canton 10 (as they claim, expired mandate) and BD BiH (professionalized body is expected to replace existing *commission type* of body)







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- All levels of government have its own ACS and /or APs (in the cases when there is no ACS in place there is AP for that level of government (most of them linked to the BiH ACS and AP)
- All ACBs are monitoring the implementation of their own ACS and/or AP and report on that to the government (in most of cases) or to parliament (rare) on their own level
- All ACBs have software for monitoring of implementation of ACSs and APs (most of them provided by APIK and trained for its usage) or have their own software for that purpose (Republika Srpska)
- All ACBs have received fair amount of trainings (mostly by APIK) for monitoring of implementation of ACSs and APs while six of them report to APIK about the implementation of the ACS and/or AP
- Number of members of ACBs for a *commission type* of bodies significantly varies, from 3 in Western Herzegovina canton to expected 16 or more in Republika Srpska
- Competencies of all bodies overlap in the monitoring of implementation of ACSs and APs, while some of the ACB like in Republika Srpska have implementation of ACS and AP in their mandate
- ACB show significant difference in the capacities, structure, competencies, support from their governments and parliaments as well as, to certain extend - commitment to work on prevention and fight against corruption.

Except APIK, Office for the fight against of corruption and management of quality of Canton of Sarajevo and, to certain extend Anti-Corruption Team of Zenica-Doboj Canton all other ACBs are not professional units or bodies, but "commission type" of bodies, which means that:

- Members of the bodies are regularly employed in some of the institutions at that level of government and work in the ACB is additional obligation
- The time that the members of ACBs are committing to the work in the ACB is not determined and depends on the enthusiasm and varies from body to body and from person to person
- Members of some of ACBs receive additional financial compensation for the work in the ACB which is more of symbolic nature than motivational compensation
- Most of the members of ACBs are appointed (ordered) to work in the ACBs, rarely by their will or application or personally expressed desire for that position
- In most of the cases competencies of the ACBs are weakly defined in the acts for their establishment, mostly consisting of monitoring of implementation of ACSs and APs
- Precise definition of the procedures for work of the ACBs is rare and if there are documents in that scope, they are quite general and regulates the way of conducting the meetings
- Average frequency of the meetings of the ACBs is once a month, while some of the ACBs have challenges to gather all the members for meetings of the ACBs
- Most of the ACBs have poor administrative support (usually one part-time person from the institution of the head of the body), functioning within the office of the head of the ACB





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- Most of the ACBs do not have budget for their functioning, relying on the resources either of the government at that level or institution of the head of the body
- If there is no direct support from the government at respective levels, efficiency and commitment for work of the ACBs mostly depends on the enthusiasm of the head of the body
- There is significant difference in the length of the time of existence of ACBs, from ACB that exists for three years to ACB established at the very end of 2018.

The Office for the fight against of corruption and management of quality of Canton of Sarajevo has achieved high level of advancement in the last couple of years and is a good example of the possibilities for development of the capacities of the ACBs. Their experience in the development of capacities, tools for prevention of corruption and conflict of interest are advanced and shall be used to the extent possible in the activities of the Project.

On the other hand, APIK has several products that will be used to build upon them or to support their implementation by other ACBs, such as (but not limited to):

- Guidelines for the collection and processing of data related to the implementation of strategic anticorruption programs
- Software for proactive monitoring of implementation of strategic anti-corruption documents
- Rules for preparation of integrity plans - a Manual
- Software for drafting integrity plans is in the final phase
- Manual: Combating corruption and creating integrity plans in public enterprises of FBiH
- Improving the legal framework for more active participation of the private sector in anti-corruption activities
- Involvement of the private sector in combating corruption, possibilities and forms of co-operation between institutions in the anti-corruption system in BiH

In order to take in consideration previous achievements of the ACBs and to pay credit for them, at the beginning of the implementation of the activities, the PT will inform in more details the plan for the implementation of respective activities and ask for information what has been achieved by them in that scope so far. The information and products that will be received will be taken into consideration in order to avoid the duplication of work and to build upon already achieved results, respecting the difference in achievements by respective ACBs.

In cases where it is possible, the achievements of respective ACBs will be shown as a case study/best practice and the ACB that has achieved that will be invited to be part of the trainings as a peer trainer, alongside with the PT and engaged STE. Where APIK has developed particular expertise (such as above mentioned ones), the Agency will be invited to assume a more active part for the implementation of the activities related to that capacities, providing the opportunity to transfer their knowledge to other ACBs.

The PT will take in consideration all of this preliminary findings in its work on the activities of the Project addressing shortcomings and problems with recommendations for improvement of the situation in the ACBs at all levels in BiH.

Wherever there was improvement between the time of the preparation of the ToR of the Project and the TO of the Consortium such developments will be taken into consideration in the implementation





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of the activities of the Project. Most tangible progress is made in the monitoring of the implementation of ACSs and APs, due to the APIK's "Guidelines for the collection and processing of data related to the implementation of strategic anticorruption programs" and software for proactive monitoring of implementation of strategic anti-corruption documents.

According to APIK the software is distributed to the ACBs and around 600 persons are trained to use it. Data on the extend of the use of the software or the way how the collected data are used is currently limited and shall be improved. Having in mind this achievement of APIK, the PT will build up on it, invite the APIK to be active partner in the part of the activities related to monitoring of implementation of ACSs and APs and provide a ground for further development of the skills needed for the use of the guidelines and the software. In addition, APIK will be invited and assisted to enhance their skills on the "other side of the coin", meaning the improvement of the implementation of ACSs and APs, which is at least as important as the monitoring of implementation.

Another finding worth to note in the IR is the high interest of most of the ACBs at all levels for assistance of the Project in the preparation of the ACSs and APs since these anticorruption documents at all levels (except the ones of RS) expire at the end of 2019 and the new ones has to be prepared before the end of this year. The PT answered to this interest that, although it is not envisaged in the ToR of the Project, the PT will do its best to rearrange some of the activities in order to create a room to meet this legitimate and important need of the beneficiaries as described in the next chapter – "Adjustment of the activities".

### Adjustment of the activities

On the basis of introductory meetings with the ACBs in the IP the Project concluded that given the wide spectre and high of number of activities that need to be addressed, a pragmatic and flexibility approach for planning and implementation of the Project activities is required.

Reasons and needs for adjustment of activities are based on the following issues:

- Demand of most of the ACBs to receive assistance in the preparation of the new ACSs and APs as an issue of high interest for them and of high importance for the future of the prevention and fight against corruption in BiH
- For some of the activities there is lack of counterparts for cooperation and implementation of the activities, such as spokespersons or units in the ACBs for public relations as well as existence of communication strategies and persons in charge for their implementation
- As envisaged, some of the activities of the Project (mostly trainings) have similar content and without merging them, it could happen that similar or same group of people would be trained on similar or same issues
- Significant amount of knowledge and expertise will be delivered to the beneficiaries in more direct way - by on-job or distanced assistance in one-to-one manner, which will be more useful than delivery in groups on trainings
- Merging some of the activities, without decreasing the quantity and quality of the level of knowledge transferred or number of persons to be trained will provide ground for strengthening of other activities of the Project, using its resources more efficiently.





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Therefore, after detailed analysis and review of all activities, the PT decided to adjust some of the activities in a way that will not influence the quantity and quality of the level of knowledge transferred or number of persons to be trained and will provide more efficient use of its resources. Proposed changes are based on abovementioned reasons, especially on explicit demand from many ACBs for assistance in the preparation of new ACSs and APs and to reduce number of events that will need their often and/or extensive absence from regular work.

More detailed description of particular adjustments of respective activities are listed below:

- **Adjustment:** Merging two trainings in one in Task 2.1.4 - Trainings for preparation and improved implementation of integrity plans at all levels in BiH.  
**Justification:** In almost all of the ACBs the same people are working both on implementation (although very rare) and monitoring of implementation of ACSs and APs (in almost all of the cases), which will mean that the same people shall be trained in very similar activities.
- **Adjustment:** Merging three trainings in two in Task 2.2.3 - Recommendations for improvement of transparency, ethics infrastructure and e-government  
**Justification:** Most of the topics related to transparency of the beneficiaries will be covered in the Component 3 and delivered to the same representatives of the beneficiaries and there is a need to avoid repetition of subjects for trainings.
- **Adjustment:** Merging four trainings in two in Task 2.5.3 - Trainings on advocacy for adoption of integrity standards for private and public companies  
**Justification:** Trainings for private companies and business associations could be merged into one and trainings for public companies and CSOs could be merged into one contributing to interaction among these categories of beneficiaries, without losing on quality of transferred knowledge.
- **Adjustment:** Merging three trainings in one in Task 3.3.2 - Delivery of training of trainers on communication on integrity, anticorruption, awareness raising and interaction with the media  
**Justification:** In all three trainings, participants are envisaged to be identical and trained in the different aspect of communication with media and public, which will mean that the same people shall be trained in very similar activities.
- **Adjustment:** Merging three trainings in one in Task 3.4.3 - Preparation of curriculums and materials for the trainings on improved ethics in the education and public broadcasting  
**Justification:** Subjects of all three trainings are very similar and interconnected so, it is recommendable to be merged into one, with more crosscutting relations among improved ethics in the education, public broadcasters and negative consequence of corruption.

All resources that will be rationalized by this merge of activities will be used in other activities and provide wider and/or deeper assistance to the beneficiaries, where that assistance is more needed and, by that deliver advanced results of the Project.

In this respect, special attention will be paid to providing assistance to the preparation of new ACSs and APs for the period 2020 – 2024, by adding new tasks in the Activity 1.4 - Improvement of existing ACSs and APs and recommendations for next ACS and AP of BiH, which is already dedicated to these strategic anticorruption documents. This assistance is very much needed since the next ACSs and APs







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will predetermine the prevention and fight against corruption in the country for the next five years, especially at the level of cantons.

Because of that, the Project will support the preparation of the BiH ACS and AP 2020 – 2024 with organization of two two-days workshops of the Working group their preparation and with the organisation of three promotional events in Sarajevo, Banja Luka and Mostar. In addition, the Project will support the preparation of these strategic anticorruption documents with between 15 and 25 working days of the TL in assisting of preparation of BiH ACS and AP 2020-2024.

In addition, abovementioned adjustment by merging the trainings will be used for organisation of the following trainings:

- Two trainings (one already envisaged and one additional) on the subject of implementation of lessons on ethics and integrity, which are in line with the ACS BiH and AP 2016 - 2019 and the projected activities of the Project in the Activity 3.4.4. One training will be organised for primary and secondary school counsellors and one for representatives of ACBs, who would later use this knowledge for initiating and implementing lessons on ethics and integrity in the future.
- One training of representatives of ACBs (possibly representatives of leading anticorruption CSOs) for enhanced cooperation between CSOs and the ACBs, based on the Recommendations on improved cooperation between CSOs and ACBs that the Project will prepare and will be included in the Activity 1.6.
- One training on the assessment of the effects of implementation of ACSs and APs at all levels in BiH, based on the Methodology for assessment of effects of implementation of ACSs and APs that the Project will prepare. This preparation of the Methodology and the training will be included in the Activity 1.1 and Activity 1.3.
- In addition to this trainings, the Project will pay special attention to the promotion of the competencies and work of the ACBs to the general public, by inclusion in the Public awareness campaign from the Activity 3.5.3:
  - Preparation of one-minute video clip about work and competencies of APIK and other ACBs
  - Promotion of APIK and other ACBs through different channels of communication as placing the logos of ACBs and anticorruption messages on commercial products.

The messages and the way of communication them with the citizens will be defined by the Working Group composed of representatives of APIK and other AKTs.

## PROJECT MANAGEMENT, COMMUNICATION AND NETWORKING

### Management structure

The project will be implemented by the European Union through the Delegation of European Union to BiH (as the Contracting Authority), while the Contractor has full responsibility for overall contract performance, finances, expenditure and reports directly resulting from the project.

The APIK will have the responsibility for the coordination of the various stakeholders involved, being be responsible for facilitating the monitoring and approval of project activities, project outputs as well as co-chairing the Project Steering Committee.







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Steering Committee of the Project is established to supervise and ensure smooth implementation of the project and it will be chaired jointly by the EU Delegation and APIK, and according to the ToR should consist of representatives of all 14 AC bodies and "Any representatives of other institutions directly or indirectly involved in the implementation of this Project". If only the main institutions involved in the implementation of the Project (at least the ones mentioned in the ToR) it should consist of more than 20 members of the PSC, which can become difficult to manage and complicate decision making. Therefore, at the first PSC, in addition to 14 ACBs, State Investigation and Protection Agency (SIPA) and Public Administration Reform Coordinators Office of BiH were invited. Since the PT has the role of the Secretariat of the PSC, the PSC together with EUD representatives should decide on the final composition of this body (whether to include Audit office of BiH, Commission for prevention of conflict of interest, CSOs, media organizations, chambers of commerce, companies, etc.).

The role and main functions of the PSC is to assess the Project progress, to monitor all activities of the Project, to guide the PT on all technical matters and review/comment on all reports, to assess the PT performance, approve the Inception, Interim (Progress) and Final Reports as well as all other written Project outputs.

In addition, the SC is to jointly discuss any critical points, risks or bottlenecks in the Project implementation and to propose and discuss remedies to mitigate problems, to guide the development and to monitor the implementation of experts' schedules and Project work plans, and jointly take decisions on timing, costs and Project contents, to ensure close cooperation and coordination among all levels of government and towards other stakeholders.

The PT is to organize all SC meetings, performing the function of a secretariat of the SC, taking and preparing meeting minutes and distributed to all attendees while the frequency of the SC meetings shall be agreed upon by the SC but shall not be less frequent than quarterly.

List of the ACBs and institutions included in the PSC is attached as Annex 3.

### Communication and visibility

The objective of the Communication and Visibility Plan (attached as Annex 4) is to ensure that communication reaches the target group of the Project in time and thus to increase awareness of our Project's objective, purposes and activities, increase sense of Project ownership among beneficiaries and other stakeholders, provide all possible horizontal support to successful implementation of the Project, and to present the achievements of the Project to a wide audience.

Also, the objective is a high level of awareness of the impact of the participation of European Union in the project and in the anti-corruption efforts in BiH in general. The purpose of the Plan is to give the internal and external public accessible, accurate, timely and understandable information about:

- Project's objective, purposes, activities and successes in the implementation of the project
- Commitment of the EU and beneficiaries in curbing corruption in BiH through implementing anti-corruption strategies

Target groups of the communication and visibility within this Project will be:

- ACBs at all level: most of them are already familiar with PT, and after the kick-off meeting, C&V activities toward this stakeholder will mainly be through direct contacts





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- Public institutions, especially institutions with anti-corruption mandate, as well as parliamentary bodies at all levels in BiH, also mainly through direct contacts
- CSOs active in the fight against corruption will be often included in the activities of the Project because of their wide expertise and experience and as a source of fresh ideas, as well as for support in advocacy of proposed recommendations for improvement of the fight against corruption that will be prepared
- Media and journalists active in investigating and informing the public about corruption cases are main targeted stakeholders. Besides targeting them with our C&V activities, they will be included in the activities related to support to establishment of anticorruption network in institutions and citizens reporting system, enhancing of transparency and ethics infrastructure in public services, support to enhancement of transparency and ethics infrastructure in public services, advocacy for adoption of integrated standards and delivery of trainings in this scope, preparation of model of AC communication strategy, empowering media and civil society to educate public about dangers and negative impact of corruption and preparation and launch awareness-raising campaign targeting citizens to counter corruption and establishment of AC "Good Practice Award".
- General public through media and directly through project's website and social networks

The Project will have overarching message which will be its slogan – '*EU supports BiH in the fight against corruption*' and will be used on the visibility materials.

In addition to this slogan, other key messages will be communicated, such as:

*It is time to gear up fight against the corruption, with the support from European Union.*

*European Union supporting Bosnia and Herzegovina taking anti-corruption to higher level.*

*European Union supporting Bosnia and Herzegovina taking anti-corruption to a more tangible level*

Proposal for specific messages delivered within this Project will be:

- To the general public: *Corruption can be curbed - very step and everyone counts*
- To the media: *Prevention and strategic approach make long term effect.*  
*Media are a true investigative reporter, not only observer.*  
*Media are important anti-corruption pillar, not just the observer.*

The PT has paid attention to identifying the activities and events that would be of interest of the general public in the country (attached as Annex 5) and, during their implementation a particular, matching messages will be developed (based on the analysis respective scopes during the implementation). These messages will be communicated to media and general public by the press releases for the events (such as workshops, conferences, trainings) and activities and on the press conferences organized for these events. These messages will be incorporated in the titles of the events and activities, as well as communicated through the website and social networks channels of the Project (Facebook and Twitter).

### Communication Channels

Direct, face-to-face (Consultations with relevant stakeholders; Press conferences; Briefings for journalists)





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Media (Project's web page and social media; Reports by radio, television, newspaper, web portals, social media)

Combination (Events - conferences, round tables, trainings)

Deliverables of the communication and visibility within this Project will be:

- Reports on participants, topics and discussions from events
- Reports on media coverage from events
- Reports on media coverage of other activities (media clipping)
- List of participants, list of media and agenda from events
- Press releases

Products of the communication and visibility within this Project will be:

- Website functional; social networks profiles established
- Well-designed layouts for printed material and promotional material
- Printed material (project outputs, but also leaflets, brochures)
- Promotional material - other items (pencils, notebooks, bags, roll ups, USBs, calendars)
- press clipping

### Networking and synergies with other on-going anticorruption projects

In addition to the ACBs, communication with other projects, initiatives and organizations were established, such as with the OSCE, British Embassy, USAID and Regional Anticorruption Initiative in order to identify possibilities to harmonise activities and create a synergy. Special attention in this regard was paid to harmonisation of the activities of OSCE, which organises quarterly coordination meetings of the ACBs, providing a ground for them to exchange experienced, challenges in their work as well as possibilities for overcoming them. At the two meetings between the OSCE and the PT clearly defined cooperation and synergy of the activities, as well as dynamic way of exchange of information was agreed.

## PROJECT RESOURCES MANAGEMENT

### Staff, Key and non-key experts

The Project will be implemented by uniquely qualified PT and will be able to meet the challenges in the implementation of the Project, achieve its results and deliver more than envisaged in the ToR, because both Key experts are:

- Highly skilful in anticorruption issues, with more than 20 years of work experience each
- Experienced in delivering assistance to ACBs, AC institutions and CSOs in the Western Balkans
- Very familiar with anticorruption situation in BiH, with the ACSs and APs and state of ACBs
- Familiar (particularly the TL) to beneficiaries and professionally already well connected in BiH
- Native speakers of the languages in BiH as well as with proven fluency in English
- Coming from the same or similar cultural and sociological background that will ease cooperation
- Coming from the countries of same legal background and similar on-going reforms
- Professionally and personally very compatible because of previous work on other projects

Team Leader and expert in prevention of corruption (Mr. Zoran Jachev)





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- Graduated lawyer with special expertise regarding security issues, with almost 30 years of work experience at senior positions in four ministries, two NGOs (including being the Founder and President of TI Macedonia) and freelance consultant in the scope of anticorruption in last 12 years
- More than 20 years of the professional experience in a field related to the fight against corruption including assignments mainly in the region, e.g. Bosnia and Herzegovina, Macedonia, Serbia, Kosovo and Albania;
- Recent and proven experience in management of 14 international projects related to anti-corruption in Macedonia and BiH, out of which two as a Team Leader of IPA anticorruption projects in BiH in last 6 years:
  - o “Supporting NGOs in the fight against corruption” 2011 – 2013
  - o “Strengthening anti-corruption capacities and CSO networks in the area” 2014 – 2016
- Extensive experience in drafting different recommendations and guidelines related to anti-corruption policies, strategies and legislation (anti-corruption laws and by-laws) in the region including implementation of anti-corruption instruments, tools and measures;
- Vast experience in working with, counselling and monitoring of bodies dealing with anti-corruption such as Anti-corruption Agency in Bosnia and Herzegovina and Macedonia, Ministry of Interior, Ministry of Foreign Affairs and Ministry of Defence in Macedonia, etc.;
- In-depth knowledge and familiarity with work of non-governmental organizations in the area of fighting corruption gained while working on international donor funded projects as well as for different organizations and ministries in charge of anti-corruption;

### Key Expert 2 – Communication and media expert for anticorruption (Mr. Zlatko Minic)

- More than 20 years of experience in public communication as journalist, deputy editor-in-chief in news agency and communication expert.
- 16 years of professional experience specialized in corruption-related topics through delivery of assistance to build institutional capacities of various anti-corruption bodies (among which is (ACAS) Anticorruption Agency of Serbia), mandated to prevent and fight corruption.
- Former member of (ACAS) Anticorruption Agency of Serbia’s Board, in charge for setting-up the ACAS, media department building, development communication strategy and awareness-raising campaigns.
- Previous Deputy Editor in Chief at Beta News Agency, editor of Beta’s regional anticorruption web portal Clean hands (Čiste ruke).
- Previous experience working for OSCE, Transparency International Serbia (TIS) and other international organizations and NGOs as anticorruption expert, lecturer, trainer, and communication expert. Additionally, served as expert for Serbian governmental bodies.
- 15 years of experience in training journalists, NGO representatives and institutions mandated to prevent and fight corruption in the following fields: journalism in general, NGO-media relations and communications, codes of ethics, corruption in general, conflict of interest,







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political party financing, free access to information, public procurements, public-private partnerships, anticorruption instruments, tools and measures.

In addition to the presented key experts, the PT will allocate 200 non key experts days NKE, as per the ToR - 80 senior non key experts (SNKE) days and 120 junior non key expert (JNKE) days, both national and international. For the non-key expertise, the PT has and will pay particular attention to two important moments:

- To identify areas in which the non-key experts are most needed and will be most useful and
- To identify high quality SNKE and JNKE to deliver quality needed to achieve results of the Project

As for the areas of expertise, in the IP the PT identified them and prepared the distribution of non-key expertise (attached as Annex 6) on the basis of the need of additional, specific expertise that key experts can't cover sufficiently and for the activities which are "labor intensive".

As for the quality of the non-key experts, most of them are already identified (enlisted in the TO), while the process of selection for each non-key expert deployed will be done on specifically designed assignment Terms of Reference. These terms of reference will provide a summary of the project and the component within which the assignment shall take place, the tasks to be carried out and results to be achieved, the roles and responsibilities of the non-key experts, the reporting lines as well as administrative and operational information. Furthermore, the terms of reference will include the minimum qualifications and expertise of the experts. The terms of reference along with the selected expert(s) will be submitted to the EUD for approval.

For easier orientation in all relevant information regarding the distribution of KE, NKE days and events organized within the Project, the PT has prepared an 'Overall table of distribution of working days and events (attached as Annex 7) '.

### Incidental expenditure

As important part of the IP, the PT has defined the activities in details and calculated the Incidental expenditures in the envisaged total amount of 140.000 EURO, covering the following main categories of costs for activities under this Project:

- Trainings, workshops, roundtables, opening or closing conferences
- Costs for the awareness campaign (production of video and radio spots, press clipping etc).
- Costs of design and production of communication, visibility and promotion materials.
- Travel costs and subsistence allowances for missions.
- Translation of documents from English to B/H/S and vice versa.

In the planning of the activities and calculation of incidental expenditure for their implementation, the PT has paid particular attention to rational use of incidental expenditures to cover the numerous Project activities.

Incidental costs are calculated and planned on the basis of previously checked prices of the goods and services in the country and will be spend in a responsible manner and the PT will do its best to use them rationally. If there are funds spend less than planned, they will be used to implement







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additional activities that will increase the effects of the technical support delivered to the beneficiaries.

Breakdown of the Incidental costs is shown in the Annex 8.

### PLAN OF OPERATIONS FOR THE NEXT PERIOD

Based on activities stipulated in the ToR and TO, as well as on the inputs from the stakeholders during the IP, the PT defined a detailed timetable of activities for the whole duration of the Project attached as Annex 9) as well as the indicative timing of the events to be organized within the Project (attached as Annex 10). The timetable of activities and the indicative timing of the events will be updated according to what will be agreed among the EUD, APIK and PT about the timing and events of the additional activity for support to preparation of ACSs and APs.

During the preparation of these plans for work, the PT has taken in consideration all important aspects such as:

- Logical sequencing and order of the activities - to plan the activities in rational manner by grouping similar activities and implement them at once (such as gathering relevant data for the analysis of the situation needed for all activities of the Project).
- Need for detailed collection and analysis of data needed for implementation of activities - the first quarter will be mainly dedicated to the research – implementation of the questionnaires for all of the activities of the Project.
- Planning of the activities (especially conferences, round tables and trainings) to avoid seasons of holidays in order to secure presence of participants
- Possibility to harmonize activities of the Project with the implementation of ACSs and APs to the extent possible and, by that, to support implementation of the ACSs and APs at all levels in BiH.

Main activities in the first quarter of the Project, until the next PSC, will be:

- Prepare a Methodology for assessment of state of implementation of ACSs and APs at all levels
- Conduct assessment of the state of implementation of ACSs and APs at all levels
- Identify reasons for shortcomings in implementation of ACSs and APs at all levels respectively
- Prepare recommendations for overcoming of shortcomings in implementation of ACSs and APs
- Identify shortcomings in the coordination of work of ACBs and ACIs at all levels in BiH
- Identification of public services particularly prone to corruption and their prevention measures
- Reviewing of completeness and quality of prevention measures regarding this public services
- Reviewing of implementation status of prevention measures regarding this public services
- Preparation of Methodology for assessment of monitoring of implementation of ACSs and APs
- Conduct assessment of capacities and tools for monitoring of implementation of ACSs and APs
- Prepare Methodology for assessment of needs for amendments of existing ACSs and APs and for objectives and activities under next BiH ACS 2020-2025
- Conduct assessment of needs for amendments of existing ACSs and APs and for objectives and activities under the next BiH ACS 2020-2025
- Identification and analysis of on-going NGOs AC projects and plans of donors for future AC funding





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- Identification of synergies among NGO AC activities and among NGO and ACBs/ACIs activities
- Assessment of status of anticorruption network and citizens reporting system at all levels
- Identification of international standards that anticorruption legislation in BiH has to comply with
- Assessment of anticorruption legal framework at all levels that is critical to personal and institutional integrity
- Identification of institutions obligated to prepare integrity plans and methodologies for that purpose
- Assessment of methodologies for preparation of integrity plans and state of their preparation
- Identify and establish cooperation with relevant and active business organizations at all levels in BiH
- Prepare assessment of the up-to-date involvement of private sector in the prevention of corruption in BiH
- Identify and analyse existing communication strategies of ACBs and relevant AC institutions
- Identify and analyse major awareness raising campaigns of ACBs, relevant AC institutions and CSOs
- Analysis of previous trainings and existing training practices and programs for communication of ACBs and institutions
- Analysis of capacities and existing practices for communication and internal fluctuation of information in ACBs and institutions.

### VALIDITY OF ASSUMPTIONS AND RISKS (UPDATE)

Every project is based on certain assumptions and faces risks during the implementation and they have to be reviewed and updated as part of the IP, which was done very carefully by the PT by validating them, using information from the stakeholders and analysis of the materials related to the subject, resulting with the following conclusions regarding the assumptions:

- Assumption: Commitment of all levels of government to implement the anti-corruption reforms combined with a decisive political will to strengthen prevention and repression of corruption in BiH  
Partially confirmed - there are some improvements in the political will in this scope, but still, there is a lot of room for enhancement, which is confirmed by the BiH Progress Reports of the EC
- Assumption: The objectives, respectively measures envisaged in the anti-corruption strategies and action plans are realistic and implementable  
Partially confirmed: There are significant number of activities from ACSs and APs (which varies from ACB to ACB) which are not implemented, partially because they are not realistic and implementable
- Assumption: Implementation of the Project measures will take place in line with the deadlines stated in the action plans  
Partially confirmed: PT will use every possibility to comply the activities of the Project with the activities for implementation of the ACSs and APs, which will be planned on the case-by-case ground.
- Assumption: Commitment of all relevant parties to participate in the Technical Assistance activities of the Project with the necessary human, material and financial resources, during and after the end of the Project in order to ensure sustainability





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Partially confirmed: Level of commitment for participation in Technical Assistance varies from enthusiasm or readiness to reluctance (in case of one ACB, due to the overburden with regular work and additional obligations in the ACB), but, generally the readiness to participate in the Project is more than satisfactory

- Assumption: Target audience for outlined training activities is available;  
Mostly confirmed: ACBs expressed readiness to participate at the trainings, but swerved the attention to the PT that the number of days that they can commit should not be very high, due to their regular working obligations, plus the days that they work for the ACBs
- Assumption: Trainers knowledgeable and capable to implement the envisaged training activities are available  
Confirmed: Need for higher level of expertise for trainings of ACBs was confirmed, therefore special attention will be paid to selection of adequate NKE for that role
- Assumption: Communication strategies adopted on some levels of government and allocated means and resources for their implementation  
Partially confirmed: Besides of APIK, no other ACB at all levels in BiH have not adopted communication strategy, even more, all ACBs at all level are insufficient in communication with the media and public that needs to be addressed in the Component 3 of the Project
- Assumption: Staff and resources of relevant stakeholders are available to ensure implementation of this project (in particular, recommendations from the analyses)  
Partially confirmed: In general, all ACB (except APIK) have evident lack of resources for implementation of their regular obligations and that will be valid for the recommendations of the Project, which will be addressed with recommendations in the Component 1 of the Project
- Assumption: Governmental institutions are ready for tangible cooperation and coordination with CSOs  
Confirmed: Most of the ACBs are ready for tangible cooperation with the NGOs, especially in the cases when that cooperation contributes to implementation of the activities from the ACSs and APs

In addition to the assumptions, in the IP the validity of the risks was checked, resulting with the following conclusions:

- Risk: Relevant authorities are not sincerely dedicated to the implementation and the results of the Project and/ or do not allocate sufficient human resources and time for the activities  
Partially confirmed: In general, majority of ACBs function without or with limited sufficient human resources and time for the activities
- Risk: Insufficient political will to address corruption would negatively impact the absorption capacities regarding the assistance provided by the Project  
Partially confirmed: Insufficient political will not prevent absorption capacities to receive assistance provided by the Project, but could influence implementation of gained skills
- Risk: Insufficient political support to allow for good cooperation between the concerned institutional levels  
Partially confirmed: Cooperation among ACBs is insufficient, sporadic and depends almost only on enthusiasm of the heads of ACBs, without obligations and clear regulation for in that scope



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- Risk: Lack of structured knowledge - transfer from the participants taking part in the Project-activities to their peers in their home administration  
Mostly confirmed: There is a possibility that knowledge transfer from trainees to other members of ACBs and other institutions because change of members of ASBs is not rare and mechanisms to secure” institutional memory of ACBs” are missing
- Risk: Lack of will in governmental institutions for cooperation with media and civil society organizations as for instance business organization  
Partially confirmed: ACBs are insufficiently present in the media, rarely cooperate with the business associations while the readiness for cooperation with the civil society (although varies from body to body) is confirmed
- Risk: Governmental institutions will not have willingness to adopt new knowledge and techniques  
Partially confirmed: One can expect that adoption of new knowledge and techniques will be much less an issue that practical implementation of gained knowledge, which largely depends on the political will and personal commitment of the members of ACBs
- Risk: Complicated coordination of the numerous stakeholders, which will be addresses of the project Recommendations  
Confirmed: Administrative set-up of BiH is complex, with mixture of competencies and that will influence the design of Project recommendations, but the PT understands the system in BiH and will accommodate the recommendations accordingly

The PT will be strongly dedicated to risk management and identified risks will be followed permanently through our Risk Management Plan, dealing with project risks and to continuously identify, analyze, monitor and control potential risks, including preparation and identification of responses on risks. The objective of Project Risk Management Plan is to increase the probability and impact of positive events, and decrease the probability and impact of events to the project.