

Strengthening of Public Institutions

The challenge

The complex administrative structure in Bosnia and Herzegovina stems from the Dayton Peace Agreement of 1995. It includes a very large number of public institutions, with more than 70 at state level alone. All of these institutions vie for scarce financial resources in the weak economic conditions that prevail today. Reforms to the public administration in Bosnia and Herzegovina are therefore urgently needed before any further national economic and social development can take place, or if progress is to be made in the EU integration process.

Due to the heterogeneous political system, implementation of the Public Administration Reform Strategy as adopted in 2006 was very slow and came to a formal end in 2014. A follow-up strategy for period of 2019 to 2022 was finalized on working level in 2018 and was approved by the Council of Ministers of Bosnia and Herzegovina, the Government of the Federation of Bosnia and Herzegovina as well as from the District of Brčko. For the implementation of the new strategy action plans have to be prepared in order to ensure that public institutions do adequately apply principles of transparency and accountability in public administration and achieve effective and efficient public service delivery on the various levels of government for the benefit of the citizens.

Goal

Selected public institutions apply principles of public administration for transparent, accountable, effective and efficient public service delivery.

Our approach

On behalf of the Federal Ministry for Economic Cooperation and Development (BMZ) and the Department for International Development (DFID) through Good Governance Fund (GGF) GIZ is

Name	Programme for Strengthening of Public Institutions in Bosnia and Herzegovina
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ) and the UK Government
Country	Bosnia and Herzegovina
Lead executing agency	Public Administration Reform Coordinator's Office (PARCO)
Implementing partner	Please see Our approach, Paragraph 1
Duration	2010 – 2021
Project value	15.7 million euro

implementing the programme jointly with the Public Administration Reform Coordinator's Office (PARCO). Activities also entail direct cooperation with the Civil Service Agency, the Directorate for European Integration (DEI), the Public Procurement Review Body and the Public Procurement Agency.

The programme operates in four intervention areas: 1) policy development and coordination, 2) improvement of transparency and accountability, 3) improvement of the quality of public service delivery and 4) improvement of public financial management in the area of public procurement. It provides bilateral process and advisory services and technical advice in selected reform areas, aimed at strengthening the capacities of the partner institutions to coordinate and implement reform measures. Through ongoing cooperation with selected public institutions in inter-institutional thematic working groups and other platforms, the programme can further develop successfully piloted initiatives. Furthermore, through co-financing the Department for International Development (DFID) of the Government of the United Kingdom and Northern Ireland, the programme can expand the technical support to other administrative levels in the country.



Left to right:

Regional conference on quality management in public administration organised November 2016 in Sarajevo;
Conference on Proactive Transparency in Public Administration in October 2019

From July 2019 until the end of October 2020, the Programme is implementing also the pilot project “Inclusion of LGBTQI rights in Open Government approaches in BiH”, in collaboration with the Cross-sectoral Programme „Realising human rights in development cooperation”.

Results

The programme provided technical expertise to the vertical and horizontal coordination in order to improve the overall quality and effectiveness of the coordination processes. It organised roundtables, workshops, conferences, training and publications to enhance the capacities of the partner institutions. As a result, DEI and PARCO have improved their efficiency and functionality, specifically in terms of providing support to other institutions involved in the processes of public administration reform and European integration.

The partner institutions have developed a Policy of Proactive Transparency in Public Administration. The programme provided technical advice to the development process, in close collaboration with civil society organisations. Following the adoption of the co-created Policy by the Council of Ministers of BiH in 2018, the institutions are not only the most transparent institutions in the country, but also act as transparency champions within the government. In 2019, new self-assessment tool was piloted and used to assess the transparency of 77 institutions.

In the field of human resource management, with technical support from the programme, the Civil Service Agency (CSA) has developed a Rulebook on Competency-Based Job Interviews in the Civil Service. As the first publication of its kind, this has improved recruitment practices and increased the transparency of the processes involved.

In the area of public procurement and e-governance, the capacities and qualifications of the civil servants responsible for public procurement procedures have improved. Also, with programme support, a website for public procurement has been developed which provides an easily accessible, transparent and user-friendly e-procurement system. This is an important tool for improving the efficiency, accessibility and transparency of public procurement. The Procurement Review Body has introduced a document management system, which is helping it to become a more effective, efficient and transparent body and supports it in making its decisions available to the public.

Several partner institutions have introduced quality management systems to improve the effectiveness and efficiency of their services

and ensure a citizen-centred approach to service delivery. Following capacity development measures provided by the programme, PARCO has become the resource centre for the Common Assessment Framework (CAF), a quality management model for the public sector. It has since promoted the countrywide introduction of CAF in public administration. The inter-institutional working group for quality management has developed guidelines for client and employee satisfaction surveys, and the first regional e-learning course on the CAF.

Additional Information

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