

Evaluation of the project “Strengthening Parliamentarian Capacities and Key Institutions mandated with fighting Corruption in BiH”

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1. EXECUTIVE SUMMARY

The project “Strengthening Parliamentarian Capacities and Key Institutions mandated with fighting Corruption in BiH” was implemented in challenging environment of a country that has yet to demonstrate its genuine commitment to fight against corruption, even though it constantly ranks among the lowest in Europe and the region in the Corruption Perception Index. Bosnia and Herzegovina has one of the most complex political systems in the world, where multiple government authorities either overlap, or leave gaping holes in authority to fight corruption. In addition, the project was implemented in pre-election period, when campaigning basically shuts down all but essential government services, further adding to the already formidable list of challenges for the project.

With all this in mind, the project is highly relevant, as the fight against corruption ranks among the chief concerns for continuing BiH’s slow path to EU integrations. Choice of the three project objectives, which translate into support for the Parliamentary Committee, Anti-Corruption Agency (APIK), auditors and the public procurement agencies, also contributed to the project relevance. Also, the choice of these agencies and bodies on the state level increased impact of the project. This is important to note, since the scope of the project and size of project intervention are limited, compared to the huge task of combating corruption in this country. Sustainability of the project is ensured by working directly with key stakeholders and supporting them assuming ownership of the project intervention, as evidenced through interviews with respondents in key government agencies and bodies.

All three project objectives/outputs were approached in systemic fashion, with tailor-made solutions implemented to reflect reality of the needs of individual stakeholders. Using this approach, the project team proved to be highly flexible, adapting the original blueprint of the project, to more effectively adjust and implement individual activities. The project developed new Governance Model to map and guide fight against corruption on the state level in systematic fashion.

The project made rather effective use of pilot approach, combined with efforts to assist networking of relevant stakeholders in the field of anti-corruption effort. Such approach increases visibility and impact of project intervention, bearing in mind the comparatively small size of the project. To this end, the evaluation suggests continuation of both networking exercise for the purpose of creating synergies between the key stakeholders, and designing one or two key activities that will be achieved through focused pilot approach.

2. INTRODUCTION

The BiH is one of the most corrupt countries in the Europe, and when it comes to the countries from the former Yugoslavia, BiH is holding the first place. The reports of the EU and other relevant organizations show very little or no progress in the fight against corruption in the last few years, even the opposite. The Corruption Perception Index (CPI) which measures perceived levels of corruption in the countries worldwide shows the regression when BiH is concerned ranking the BiH at 80th place in 2014 comparing to 2013 when it was at 72nd place.¹ With the new developments on EU accession processes, the fight against corruption will remain high priority issue.

Bosnia and Herzegovina became party to the United Nations Convention against Corruption (UNCAC) in 2006 that lists a number of different corrupt behaviors that countries that are parties to UNCAC have to criminalize or consider criminalizing. The purpose of UNDP's engagement in anticorruption field in BiH is to strengthen current anticorruption activities and to maximize outputs by utilizing its own local presence, participatory working modalities, developed methodologies and regional anticorruption portfolio and pool of experts to suit BiH-specific needs.²

Under the project "Strengthening Parliamentary Capacities and Key Institutions mandated with fighting Corruption in BiH" (SCAC BiH) implemented during October 2013 to March 2015 aim was to concentrate on streamlining anti-corruption UNDP's activities in BiH, strengthening capacities of the Anti-Corruption Agency, parliamentary capacities to review audit reports and detect various kinds of mismanagement and where applicable identify corruptive practices (Output 1); reviewing the use of audit reports by prosecutor's offices in identifying criminal activities related to corruption (Output 2); and, capacity development of Public Procurement Agency (PPA) and the Procurement Review Body of Bosnia and Herzegovina (PRB) (Output 3).

As requested by the Evaluation TOR the objective is to assess the success of the project activities, its stakeholder relations, overall strategic position of the project within the sectoral environment, and client satisfaction as well as the impact of the activities to the improvement of capacities of project stakeholders to tackle corruption. It should review the implementation progress with respect to the originally defined scope in addition to the new objective added during the project implementation. Furthermore, this evaluation report aimed to determine whether the project stakeholders feels the project activities should be continued in the future and what are the areas to be focused on.

1 Transparency international BiH - Corruption Perception Index 2014: Results;

2 Project document "Strengthening Parliamentary Capacities and Key Institutions mandated with fighting Corruption in BiH";

3. REPORT METHODOLOGY

3.1. Evaluation Methods

Given the fact that evaluation report should reflect on the implemented project activities, stakeholder relations, client satisfaction and impact that project activities had towards the increased capacities of the project partners to fight corruption in addition to follow up activities; the methodology used for drafting this report consisted of:

Desk review

Once the inception meeting is conducted and the proposed framework of planned activities was confirmed, the evaluation commenced by completing a desk review of available documents submitted by the UNDP, including but not limited to:

- Initial project document;
- Report on capacity assessment of the Agency for the Prevention for the Prevention of Corruption and Coordination of the Fight against Corruption;
- Draft of Strategy for fight against corruption 2015 – 2019;
- Action Plan for implementation of Strategy for fight against corruption 2015 – 2019;
- Guidelines of role and importance of audit institutions for detection and proving corruption and other civil servants crimes;
- Report on capacity assessment on Public Procurement Agency and Procurement Review Body;
- Other relevant documents;

Interviews and field analysis

Upon completion of thorough desk review, the evaluation continued through interviews with project stakeholders, including UNDP project staff, as well as key beneficiaries, namely:

- Agency for the Prevention for the Prevention of Corruption and Coordination of the Fight against Corruption (APIK)
- Parliamentary Assembly – Committee for election and monitoring over the work of Agency for Prevention of Corruption and Coordination of the Fight against Corruption;
- Faculty for Criminal Justice, Criminology, and Security Studies;
- Centre for Security Studies;
- Transparency International;
- Norwegian Embassy;
- Public Procurement Agency;
- UNDP;

The conducted interviews aimed to research specific project outputs against the defined scope of work as well as need for continuation of project activities.

3.2. Evaluation Questions

In accordance with the Terms of Reference for the evaluation, the project has been evaluated for relevance, impact and sustainability aspects. Focus has been on the relevance of the project and the impact that it made by contributing to the ability of key stakeholders to engage in their primary scope of work – combating corruption.

To this purpose an evaluation questionnaire has been developed to use as guidance in conducting semi - structured interviews with selected project partners. The principal questions used as a basis for collection of information include, but are not limited to, the following:

- How did the project contributed to enhancing your organizational and technical capacities;
- In what way has the project improved your channels and mechanisms of communication with other relevant institutions;
- Do you think that project activities addresses the existing problems in the area of fight against corruption in the best possible way;
- Do you feel that UNDP intervention has made an important contribution to resolving the problems identified in relevant strategies and documents;
- Do you think that project activities should continue? If yes, what are the areas that the next phase of the project should focus on;

3.3. Report and Recommendations

Upon completion of desk review and field analysis, draft evaluation report is produced, detailing both the comprehensive analysis of Anti Corruption project achievements with respect to originally envisioned scope, as well as conclusions and recommendations for continuation of project activities in BiH.

4. PROJECT RELEVANCE

The UNDP Anti Corruption project objectives were aligned with other international organizations initiatives. Namely, the European Commission has expanded the Structured Dialogue on Justice for BiH that focuses on the reform of the judiciary and issues related to processing war crimes, to include fight against corruption. With the Stabilization and Association Agreement (SAA) that will come into force on 1 June 2015 the BiH will be one step closer to the European Union candidacy. It will mean more pressure for reforms implementation expected by the country where fight against corruption is an integral part.

As noted in the latest European Commission progress report on BiH, the country had made little progress in enhancing reforms to reduce corruption, which is still pervasive through the entire public sector. Lack of political will to seriously confront corruption is still the case, with political powers influencing investigations and convictions for those chased upon the corruption cases.

These results are not surprising given the fact that the Anti Corruption Strategy 2009-2014, implemented by the central institution to tackle corruption in BiH the Agency for Prevention of Corruption and Coordination of the Fight against Corruption had been evaluated as only partially implemented. Namely, the assessment conducted by the Transparency International BiH under EU funded project concluded that the goals of the strategy had not been met. There are many reasons to this. To begin with, there were delays in appointment of the management of the Agency and inadequate financial resources for its operations. Also, international consultants who did not have a lot of contacts with representatives of civil society organizations, media and academia, created strategy initiated by the Council of Ministers. This was followed by the insufficient coordination and absence of the involvement of all the relevant stakeholders in its execution contributed to the low level of its implementation. With all this being put, it can be concluded that the fight against corruption largely if not entirely depends on political will. Therefore, this UNDP project combined with its consultative approach applied is in line with current needs for fight against corruption and other organizations' initiatives.

5. EVALUATION FINDINGS

At the time of the project inception, three main outputs were supposed to be achieved:

- **Output 1:** Strengthened capacity of parliamentarians (BiH Parliament) to cooperate with the BiH Supreme Audit Institution (SAI) and to take full advantage of the SAI audit reports in order to enhance parliamentary oversight functions. During the time of implementation, this output was expanded to include cooperation with “Agency for the prevention of corruption and coordination of the fight against corruption” (APIK) without which project activities would not be able to significantly impact fight against corruption in the country.
- **Output 2:** Assessed current state with regards to audit report utilization in criminal investigations and facilitated use of relevant information contained therein by the prosecutor’s offices.
- **Output 3:** Improved monitoring/oversight of public expenditure by strengthening the work of the PPA and PRB strengthening their ability to participate in the enhancement of accountability and transparency processes.

The evaluation took into account the circumstances that affected implementation of the project, which include unfavorable timing (project beginning implementation in the election year) and the need to partially shift the focus of the program to accommodate support to the Agency for the Prevention of Corruption and Coordination of the Fight against Corruption. Findings of the desk review have been corroborated with interviews with key stakeholders, both those directly involved in project implementation, and other who, while involved to a limited extent directly, nevertheless play an important role in the overall fight against corruption.

The findings for each output envisaged by the project document are listed below.

5.1. Output 1

Relevance

Given the central role that the Agency for the Prevention of Corruption and Coordination of the Fight against Corruption (hereinafter referred to as the APIK) holds in the BiH when it comes to institutional fight against corruption, soon after the project started, the APIK emerged as an essential link for the implementation of the project activities. This institution, unlike similar in the region, does not enforce the laws, instead playing only preventive and coordinating roles in the combat against corruption. Therefore, the project activities were aimed at strengthening their institutional capacities and links with other institutions necessary to implement specific anti-corruption activities. In line with this, the project worked on fostering cooperation of APIK with the Parliamentary Committee for election and monitoring over the work of the APIK (Hereinafter the Committee). Notably, this project was the first to propel participation of parliamentarians into the fight against corruption.

More enhanced cooperation of parliamentarians with the BiH Supreme Audit Institution (SAI) and use of their reports to undertake necessary actions to restrict corruptive practices are facing two main obstacles. First one is that the current content of the audit report prevents their effective use to determine possible corrupt behaviour. Audit reports are written in technical language, and only trained persons can get into their essence and identify the irregularities associated with corruption. Second is a lack of capacity of parliamentarians to interpret them as they are being presented with the large number of reports at the same time, which hinders their detailed analysis, even of those reports that calls for more attention such as opinions with reservation.

Impact

Significant results achieved during project implementation will help to further enhance the institutional and operational role of the APIK. Precisely, assessment of the Agency's capacities undertaken in the period September-October 2014 determined the technical and organizational resourcefulness of the APIK and simultaneously provided guidelines in which direction is necessary to work on further improvement. This document was necessary for development of the strategy of the Agency for the period 2015-2019.

APIK highlighted the support provided through the establishment of a database that allows for the more active role of the Agency in: a) dealing with applications of corruption, b) whistleblower protection, c) reporting on the progress of the action plan implementation, and d) provide necessary information for the improvement of the legal framework. This database is regarded as a necessary tool that will enable more competent execution of the tasks from the strategy and the action plan and improvement of the communication with relevant institutions and the public. At the same time, they were given the opportunity for mapping the key stakeholders involved in the fight against corruption for more focused engagement.

At the same time inclusion of Parliament members in the project activities were highly affected by the unfavorable timing of the project. During 2014 years and the first months of 2015 focus of the parliamentarians was entirely on election campaigns, the establishment of government in the aftermath of elections and the formation of new composition of parliamentary committees. Naturally, this limited the possibility for achieving the project objective related to the work with the Parliament in a larger scale. However, the project initiated a dialogue between the Parliament and the Audit Office with the changes to be seen in the coming years. These should be reflected in the improvement of the contents of the audit reports, which needs to more specifically indicate cases of eventual corrupt behaviour. In this way, the limited time of the parliamentarians could be used to focus on the further analysis of just those kinds of reports.

Moreover, the cooperation with the UNDP resulted in the revision of the Book of rules of the Parliamentary Committee where the most significant change relates to the reduced number of members that constitute quorum, from 7 members before to 5 members now. This will remove obstacles that impeded proper work of the Committee. New regulations will be presented at the first working session of the Committee.

As underlined by the both project beneficiaries, the project team was completely dedicated to execute project activities under the complex circumstances that marked the overall project implementation. They were able to recognize the directions in which project activities can yield more noticeable results and managed to implement them within the scheduled timeframe and resources. They nurtured participatory approach that helped project partners felt actions are not imposed but attuned to their specific needs.

Sustainability

In the opinion of the APIK representatives, their previous cooperation with the Committee had exclusively political prefix and is marked with disinclination of the Committee leadership from the start. The Committee refusal to accept their Report on activities for 2013 later accepted by the Parliament, the APIK sees as yet another example in a series of ones to obstruct their work. Nevertheless, the APIK feels project activities paved the way for the improvement of cooperation with the Committee that is expected to be more successful with the new leadership recently took place. This however calls for more active role of the APIK in order to ensure stronger support for the latest strategy from the Committee.

During the time of the project, the APIK managed to improve cooperation with the other relevant stakeholders such as High Judicial and Prosecutorial Council of BiH with whom they are about to sign Memorandum of Understanding but also the Civil Service Agency of BiH, 4 pilot Cantons and the Brčko District that requested their support for forming units for fight against corruption. In addition, they ensured political support from the RS representatives for the new Strategy and Action Plan implementation.

Even the corruption is ubiquitous in political life, the parliamentarians seems to lack broader knowledge on this matter to give greater contribution to the fight against corruption. The more specific audit reports that will indicate the corruption cases would definitely add to a more efficient Parliament. However, in the current political setting is somewhat unrealistic to expect that the Audit Office will openly play this role and identify itself as a source of corrupt behaviour detection. Hence, this action would require regulation of the system and stronger accountability of all relevant parties in this process, including representatives of the Parliament but also the Prosecutor's Office and other institutions.

5.2. Output 2

Relevance

Complexity and significance of the crime of corruption calls for strong cooperation between different institutions. By developing “Guidelines of role and importance of audit institutions for detection and proving corruption and other civil servants crimes”, the project aimed to contribute to the more efficient use of the audit reports in criminal investigations. As some research shows in many countries auditors play an important role in detecting and proving criminal acts of corruption.

Impact

As defined by the criminal legislation in Bosnia and Herzegovina, the duty prosecutor should indict for all crimes. However, necessary skills and knowledge to detect and prove corruption often go beyond the common knowledge of prosecutors, investigators and police officers. It is therefore extremely important to facilitate cooperation with other authorities that can discover and prove criminal offenses involving corruption such as audit institutions, agency for public procurement, and the like. The audit institutions specifically are at the source of information and by the quality of documentation presented during audit, they can determine whether there are cases of potential corruptive behavior.

The prepared document represents the first step in defining the cooperation between the investigating authorities and audit institutions in Bosnia and Herzegovina. It is a good tool that can help auditors and prosecutors in identification of the corrupt cases and its proper justification so further analysis can result in more criminal investigations and convictions.

Sustainability

The cooperation between auditors with the investigating authorities is a significant challenge in many countries, not just in BiH. Although the laws in BiH provide for this cooperation, the effects so far were rather modest. Hence, in Republic of Srpska all audit reports with a negative opinion should be submitted to the republican prosecutor while in the Brčko District all reports should be submitted to the prosecution office, but as a result only one case in Brčko District resulted in charges being confirmed by the court. Thus, more active roles are required both from the audit office and the prosecutors to create setting for efficient fight against corruption.

5.3. Output 3

Relevance

Public Procurement Agency (PPA) and the Public Review Body (PRB) both face budgetary problems placing constraint on their staff numbers with outputs such as more than 1,800 complaints received annually of which only a handful have been resolved. Given such conditions, the proposed Project activities were designed to make their work more effective by developing a system of benchmarking and monitoring of the public procurement activities and improving professional capacities of the staff to handle current workload.

Public procurement is one of the areas where corruption is most prevalent and observable, even in countries with far better corruption ranking compared to Bosnia and Herzegovina. This is why engaging the Public Procurement Agency and the Public Review Body is essential to create meaningful and sufficiently comprehensive anti-corruption effort in the country. The problem with the complex administrative and political organization of BiH makes it almost impossible to include all levels of governance in one project. However, these state-level agencies are very much relevant choice due to their responsibility for operations on the highest level of governance. This is both exemplary and increases visibility and prominence of anti-corruption effort.

Impact

As with all other objectives of the project, the overall impact is comparatively modest, which is understandable, given the gargantuan size of the anti-corruption struggle and small scale of the project intervention. However, support to development of the benchmarking and monitoring system significantly improved the ability of the agencies' staff to control the public procurement process on the state level and indicate possible irregularities.

Sustainability

Both agency involved in implementation of this project objective are full-fledged government agencies, staffed by highly dedicated professionals. Their mission has been accepted as essential by the government, and, despite insufficient budget and staffing problems they are bound to continue their mission of essential importance for anti-corruption work in the country. Sustainability, however, could be significantly aided through limited investment in capacity building for both agencies. In addition, advice and initiatives could be provided to the government to extend additional budgetary support to the agencies with the ultimate goal of expanding their staff and enhance their capacity to provide services to other public institutions and bodies.

6. CONCLUSION

The project “Strengthening Parliamentarian Capacities and Key Institutions mandated with fighting Corruption in BiH” represents relatively modest, yet essential, contribution to the overall fight against corruption in Bosnia and Herzegovina. Despite its small size and limited mandate, the project managed to address some important deficiencies in capacities and abilities of the key stakeholders on the state level. Capacity gap assessment that was conducted at the onset of the project helped identify and document some of these deficiencies. Such findings could then be used both by the project implementing agency, and by the institutions that were subject of the assessment. The project implementing team also proved to be highly flexible and adaptable, being able to accommodate changes to the project focus that were result of the assessment findings, and respond to difficult overall environment in which the project was implemented – pre-election period, limited capacities and mandate of the key stakeholders including APIK and the Committee.

Design and implementation of the project made it highly relevant to the fight against corruption on the state level in BiH. Intervention in key aspects of the overall anti-corruption institutional framework was tailored to maximize the impact of the project effort and assist the key stakeholders in the most critical aspects of their work. As a result, both APIK and the Commission benefitted with their overall capacities being improved and better suited to realization of their mandate.

The project, in the way that was implemented, had significant impact on the overall fight against corruption on the state level. Despite its small size in terms of expenditure and the number of staff involved in implementation, the impact of the project is visible when interviewing key stakeholders involved in the fight against corruption.

Addressing sustainability represents the core of any donor-funded intervention, and often represents the aspect which, if properly addressed, will translate into eventual success or failure of the entire project effort. By identifying and then addressing the capacity gaps of the key stakeholders in the fight against corruption, the project significantly contributed to the sustainability of the overall anti-corruption effort on the state level in BiH. Strengthened key aspects of the APIK work, development of software applications, strengthened and improved mission and capacities of the Parliamentary Commission, and enhanced networking and cooperation of the key stakeholders in the country all improve the sustainability of the project intervention.

7. RECOMMENDATIONS FOR FUTURE ACTIONS

Why continue?

Prevalence of corruption in Bosnia and Herzegovina seriously impacts its economic development, scares potential investors away, and, most importantly, adversely affects the country's prospects for advancing on the path of the EU integrations. Specific ethnic-denominated political system continues to breed clientelism as a means of advancing in hierarchy for civil servants and securing contracts in case of private businessmen. Such unfavorable environment is not conducive to political elites genuine determination to engage in anti-corruption effort. In the absence of such determination, practically the only hope of advancing in the anti-corruption effort is to create functioning mechanisms immune to political meddling and obstructions.

To this purpose, the project intervention has been designed around the Governance Model³, the purpose of which was to identify the best possible means of engaging all available capacities in fighting against corruption. Mapping exercise established the strengths and weaknesses of each of the components in this Model and enabled creation of synergies between the key stakeholders for the purpose of increasing efficiency and impact of the overall anti-corruption effort. Thus, strengthening APIK as the focal point for anti-corruption effort on the state level, and developing mechanisms and processes as an important contribution to building independent institutions capable of taking on corrupt practices and officials should stay in the focus of the future interventions. In addition to these main aspects should be individual involvements that can add to the more measurable results of the entire anti-corruption effort in the country.

Emphasis on pilot approach

Future project-sponsored intervention should take into account limitations imposed by the small size of the project, given the huge size of challenges awaiting overall anti-corruption effort on the state level. For this reason, and based upon the findings of this evaluation, we propose that future project intervention be structured around narrow and precisely formulated activities that will serve as force multipliers and produce maximum impact in the area of intervention.

Working with the APIK and the Parliament Committee

This evaluation identified that priority of future intervention should primarily be placed on the APIK and the Parliamentary Committee. There are few reasons behind this recommendation. To begin with, both institutions, within their different competencies are accountable for the implementation of the new Anti-Corruption Strategy, APIK through the governance of anti corruption activities and the Parliament through democratic oversight of the whole process. The implemented project paved the way and created setting in which carefully designed activities can produce more visible results in the next phase. Moreover, continuation of the strengthening capacities of two aforementioned institutions is in accordance with the prepared assessment on the capacities of the APIK and in line with the international practices of Global Organisation of Parliamentarians Against Corruption (GOPAC). Equally important is the governance model developed by the project that can serve as a tool to significantly improve effectiveness of the comprehensive fight against corruption in the country, but also to improve cooperation with other relevant stakeholders, including prosecutors and audit institutions as elaborated below.

³ See attached scheme in Annex II

Working with the Public Prosecutor's Office

Activities designed to assist the Public Prosecutor's Office in their anti-corruption effort are proposed by relevant stakeholders to focus on ensuring proactive role of the Office in investigating possible, suspected, or indicated cases of corruption on the state level. Current practice indicates that the Office expects cases to be referred to it for acting. This is far from ideal scenario, and creates the space for all relevant institutions to kind of bounce their responsibilities where no precedence or rules have been created which would stipulate the rules of procedure in such cases. It is proposed, therefore, to organize training with the Public Prosecutor's office that would educate prosecutors in the need, mechanisms, and procedures for taking upon cases of suspected or indicated corruption that have not been referred to the Office by a third party. In conjunction with this, rules of procedure should be developed and adopted by the Office that would govern order of activities in such cases. Above all, our respondents were of opinion that a precedent needs to be created with the Office acting independently in certain case(s). Once such precedent was created, it will serve as signpost for future activities of the Office in similar situations, i.e., where the Office independently becomes aware of the occurrence of corrupt practices involving institutions and officials on the state level.

Role of the Supreme Audit Institution

Supreme Audit Institution conducts audits of all state level public institutions, including ministries, agencies, and other bodies. By all accounts it has been established that the SAI conducts its work in an independent and highly professional manner. However, there's been long-standing concern regarding the lack of follow-up on points of concern or even clearly identified malpractices in the audits of different institutions. Simply said, such cases are given the appropriate negative or reserved opinion, possible misdemeanours or even criminal deeds identified, but such opinions remain on the paper and are not acted upon. Explanation to this relate to already mentioned practice of 'bouncing' or responsibility and also insufficient training and lack of clear code of practice for auditors. It is therefore proposed to focus project activities in the proposed second phase on providing training to auditors on reporting and referring to the Prosecutor's office identified malpractices that contain elements of suspected criminal deeds. In addition to the training or auditors, rules of procedure should be developed that would outline precise steps to be taken in cases of identified malpractices. Similar to the already described practice with the Prosecutor's Office, it is important to create precedent that would serve as originator of new practices within the SAI.

Importance of networking all relevant stakeholders

Coordinated activities of all relevant stakeholders are essential for successful anti-corruption effort. Due to the limited nature of donor-funded intervention, project activities are proposed to be streamlined around the work with the APIK and the Committee, with specific activities that aim to foster cooperation between the Public Prosecutors and the Supreme Audit Institution. Since it is essential that the APIK and the Parliamentary Committee remain in the loop and involved in steering project activities, the project therefore, should continue to assist the Committee as a venue where stakeholders meet and coordinate their activities. In line with this, the project should play more proactive role in bringing all these stakeholders together and involving them in different activities, as the Committee will likely continue to suffer from the same institutional and staffing issues and shortcomings as before.

8. ANNEXES

8.1. Annex I: Meetings

In order to conduct thorough review and evaluation of the “Strengthening Parliamentarian Capacities and Key Institutions mandated with fighting Corruption in BiH” project activities against the initially planned scope of work, a number of meetings were held with the project staff, key beneficiaries and counterparts, as well as project stakeholders.

Below is a list of conducted consultations:

- Mr. Sead Lisak, Director, Agency for the Prevention for the Prevention of Corruption and Coordination of the Fight against Corruption;
- Mr. Dragan Slipac, Deputy Director, Agency for the Prevention for the Prevention of Corruption and Coordination of the Fight against Corruption;
- Mr. Mevludin Dzindo, Assistant Director, Agency for the Prevention for the Prevention of Corruption and Coordination of the Fight against Corruption;
- Mr. Vladica Babic, Assistant Director, Agency for the Prevention for the Prevention of Corruption and Coordination of the Fight against Corruption;
- Mr. Jovica Katic, Secretary of the Committee for election and monitoring over the work of Agency for Prevention of Corruption and Coordination of the Fight against Corruption in Parliamentary Assembly of BiH;
- Mr. Almir Maljevic, Faculty for Criminal Justice, Criminology, and Security Studies;
- Mr. Elmedin Muratbegovic, Faculty for Criminal Justice, Criminology, and Security Studies;
- Ms. Dina Bajraktarevic Pajevic, Faculty for Criminal Justice, Criminology, and Security Studies;
- Mr. Denis Hadzovic, Acting Director, Centre for Security Studies;
- Ms. Lejla Ibranovic, Acting Director, Transparency InternationalBiH;
- Ms. Anne Havnor, Deputy Ambassador, Norwegian Embassy;
- Mr. Admir Cebic, Assistant Director, Public Procurement Agency;
- Mr. Jasmin Porobic, Program Manager of Human Security, UNDPBiH;

8.2. Annex II: Governance Model Scheme

