



## ANNEX C1: Twinning Fiche

**Project title:** Further strengthening of the Statistical System in Bosnia and Herzegovina

**Beneficiary administration:** Agency for Statistics of Bosnia and Herzegovina (BHAS), Institute for Statistics of the Federation of Bosnia and Herzegovina (FIS), Institute for Statistics of Republika Srpska (RSIS)

**Twinning Reference:** The Twinning Reference Number: **BA 22 IPA ST 01 25**

**Publication notice reference: 185996**

**EU funded project**

***TWINNING TOOL***

*(It is recommended that the complete Twinning Fiche should not exceed 10 pages, excluding annexes)*

## 1. Basic Information

- 1.1 Programme: IPA III Annual Action Programme 2022 for Bosnia and Herzegovina; EU4 Public Administration Reform (Window 2: Good Governance). Financed under the IPA III, implemented under direct management by the European Commission (Delegation of the EU to BiH): IPAlII/2022/JAD.1045709/AAP2022 – direct management mode
- 1.2 Twinning Sector: Statistics
- 1.3 EU funded budget: EUR 1,000,000
- 1.4 Sustainable Development Goals (SDGs): The project primarily contributes to SDG 16 – *Peace, Justice and Strong institutions*; also contributing to SDGs 8: *Decent Work and Economic Growth*; SDG 10 – *Reduce inequality within and among countries*;

## 2. Objectives

- 2.1 **Overall Objective(s):** To further harmonise official statistics in Bosnia and Herzegovina with EU standards and improve statistics in terms of volume, quality and statistical production
- 2.2. **Specific objective:** To strengthen the statistical system institutional capacities and to further harmonise statistics in BiH with EU standards by improving social and macro-economic statistics, statistical business register, sectoral statistics and quality management
- 2.3 **The elements targeted in strategic documents i.e. National Development Plan/Cooperation agreement/Association Agreement/Sector reform strategy and related Action Plans**

This project directly addresses priorities identified in BiH-EU agreements and national strategies for statistics and public administration, including:

**Stabilisation and Association Agreement (SAA)** between Bosnia and Herzegovina (BiH) and the European Union: Article 111 of the SAA commits BiH to developing an efficient, accountable public administration, and Article 88 obliges statistical institutions in BiH to meet both national and international user needs, and respect European and international statistical standards such as the UN Fundamental Principles of Official Statistics, the European Statistical Code of Practice, and the stipulations of the European Statistical law and develop towards the Community *acquis*.

By strengthening coordination and cooperation among BHAS, FIS and RSIS and aligning methodologies with the EU *acquis*, the project contributes to fulfilling these SAA obligations in the area of statistics.

**Strategic Development of Statistics of Bosnia and Herzegovina 2030:** This long-term strategy is the roadmap for developing statistical system in BiH. It aligns national priorities with EU-level objectives, particularly in line with Chapter 18 of the EU *acquis* and Article 88 of the SAA. The strategy supports BiH's commitments under Article 88 of the SAA by promoting the production of high-quality, reliable, and comparable statistics for national and international users. It also reflects the objectives under IPA III

Programming Framework, with a focus on enhancing the increased use of modern technology and administrative data to expand the range of official statistics while reducing costs and responding burden.

**Statistical Programme of BiH 2025–2028:** translates the long-term strategy into concrete actions in the medium term, providing a plan of statistical activities and development efforts to be undertaken by BHAS, FIS, RSIS, and CBBH, aligned with EU integration requirements. This Twinning directly supports the realization of the Statistical Programme's targets by delivering the planned improvements in methodology and increased statistical production before the next programme cycle.

### 3. Description

#### 3.1 Background and justification:

Bosnia and Herzegovina (BiH) has been recognised as a candidate country for EU accession since the European Council's decision in December 2022, following its formal application for membership in February 2016.

BiH participates in the Stabilisation and Association Process, which provides the framework for its alignment with the EU standards and policies and is a prerequisite for accession negotiations.

EU pre-accession assistance in BiH targets key reform areas essential for EU integration, Statistics plays an important role within this support, as the production of reliable, harmonised, and timely statistical data is fundamental for monitoring reforms and meeting EU requirements.

The statistical system of Bosnia and Herzegovina is characterised by a complex institutional structure. The Agency for Statistics of Bosnia and Herzegovina (BHAS) coordinates statistical activities at the state level, working alongside the entities statistical offices, Institute for Statistics of the Federation of Bosnia and Herzegovina (FIS), the Republika Srpska Institute of Statistics (RSIS), and the Central Bank of Bosnia and Herzegovina (CBBH). The Law on Statistics of Bosnia and Herzegovina defines the responsibilities and coordination mechanisms among these bodies, with BHAS responsible for overall coordination, international representation, and harmonisation of methodologies.

Entity laws on statistics are largely harmonised with the state Law on Statistics. They clearly define the obligation of the entity institutes to align their methodologies, standards, and practices with those prescribed by BHAS. Entity statistical institutes are responsible for the collection, processing, and dissemination of data at the entity level, and the provision of data to BHAS is a legally binding obligation.

Despite ongoing improvements, the statistical system faces significant challenges. According to the European Commission's 2024 Bosnia and Herzegovina Report (Chapter 18 – Statistics), the country remains at an early stage of preparation in the field of statistics, with limited progress in aligning with the EU acquis.

Key challenges include:

- Partial compliance with the European System of Accounts (ESA 2010) and gaps in national accounts and government finance statistics.
- Although a statistical business register is operational, data received from administrative sources is insufficient for full compliance, particularly regarding enterprise group data. Strengthening business statistics and improving the integration of administrative data are critical for advancing national accounts and macroeconomic statistics
- Incomplete harmonisation of sectoral statistics (e.g., energy), with data coverage and quality below EU standards.
- Environmental statistics (such as waste and resource efficiency) and Research and Development (R&D)/innovation statistics require significant improvement in terms of data quality and reporting,
- Quality management remains a key challenge. Not all statistical processes in BiH are documented or implemented according to the latest quality standards. The adoption of the Generic Statistical Business Process Model (GSBPM) and quality reporting standards (SIMS 2.0) is uneven across surveys. Many statistical surveys lack proper metadata and quality reports, as noted in the baseline assessment. Enhancing the quality management framework will improve transparency and reliability, ensuring that data users, including Eurostat, can trust BiH's statistics.
- Slow and uneven development of the statistical system, requiring further efforts to expand coverage, harmonies methodologies, and strengthen the use of administrative data.

In summary, the need for this project is clear: BiH must significantly strengthen its statistical system to meet both national needs and EU accession requirements. The proposed Twinning activities directly address the identified gaps and build on previous support, aiming to establish an EU-compliant statistical system. Overcoming long-term challenges such as expanding statistical production, increasing the use of administrative data, and further aligning with the EU acquis is fully in line with the 2025 EC Report's findings. Country report for BiH 2025 can be found at:

[https://enlargement.ec.europa.eu/bosnia-and-herzegovina-report-2025\\_en](https://enlargement.ec.europa.eu/bosnia-and-herzegovina-report-2025_en)

The project will contribute to improving macroeconomic, business, and social statistics, as well as enhancing sectoral statistics and quality management. These efforts are particularly important following the Council of the EU's March 2024 decision to open accession negotiations with BiH. Strengthening the statistical system is not only a technical requirement but also an integral part of public administration reform and good governance.

Further to improvement of respective statistical areas, this project will enable better cooperation between statistical institutions and improve coordination mechanisms. Regular common activities within the project course and expert mission from EU Member State Partner Administration provide an opportunity for statistical staff from the three institutions

to work together, learn and develop common methodology. As mentioned in the Commission Analytical Report: “These issues are of particular relevance in order for European methodology to be applied in a harmonised manner”.

### **3.2 Ongoing reforms:**

**Public administration reform (PAR)** provides the broader framework for this Twinning project. According to the 2024 EC Country Report, BiH remains between an early stage and some level of preparation in PAR, which is a fundamental pillar of the EU enlargement process and a key priority for opening accession negotiations. The PAR Strategic Framework 2018–2022 has been extended until 2027, maintaining a focus on improving service delivery, accountability, and evidence-based policymaking, where statistical development plays a crucial role.

There are two key strategic documents within the area of statistics: **Strategic Development of Statistics of Bosnia and Herzegovina 2030** and the current **Statistical Programme**, both endorsed by the Council of Ministers of BiH. This Twinning project is designed to directly support the implementation of these strategies, ensuring full alignment with country’s reform efforts and the EU accession agenda.

BiH’s EU candidate status (granted in December 2022) and the EU Council’s decision in 2024 to open accession negotiations have given additional momentum into reform processes. Meeting the 14 Key Priorities outlined in the European Commission’s 2019 Opinion remains crucial, including the priority to ensure reliable, high-quality statistics for monitoring progress. The Commission has repeatedly stressed that statistical system of BiH requires strengthening to ensure data accuracy and comparability with EU standards.

The importance of strengthening statistics is also underlined in the IPA III Programming Framework (2021–2027), where statistics are placed under Cluster 1 (Fundamentals) of the enhanced enlargement methodology. Reliable, objective, and timely statistics are recognised as essential for evidence-based policymaking, effective policy monitoring, and enabling citizens to hold governments accountable.

The **Reform Agenda** of the Growth Plan is an ambitious framework that aims to foster sustainable economic development, enhance governance, and support integration into the European Union for the countries of the Western Balkans. This initiative seeks to tackle key challenges faced by the region, including economic diversification, institutional capacity-building, and alignment with EU standards. It is aligned with broader EU policies for the region and builds on the foundations of the Berlin Process and other EU-driven initiatives for regional cooperation and development.

The Growth Plan is designed to accelerate structural reforms and ensure the countries of the Western Balkans can successfully implement the necessary reforms to meet EU accession criteria. It focuses on improving the region's economic performance, boosting private sector development, and enhancing the resilience of public institutions.

The Reform Agenda for Bosnia and Herzegovina is approved by the European Commission on 4<sup>th</sup> December 2025.

### **3.3 Linked activities:**

EU has been the main development partner supporting statistical system of BiH, through both national and regional (multi-beneficiary) projects. The most significant

improvements in the statistical system of BiH have been achieved through the implementation of IPA national projects, complemented by activities under IPA multi-beneficiary programmes. An important added value of these projects has been the opportunity for extensive learning, collaboration, and joint work among staff from the three statistical institutions.

The following EU projects are related to this project:

- Previous Twinning projects: Twinning interventions were programmed in IPA 2015, IPA 2017 aiming to increase the volume of statistical data in/for BiH and further increase compliance with the EU acquis in statistics.
- The ongoing IPA 2019 Twinning project – *EU for Further development of Statistics System in Bosnia and Herzegovina* started at the beginning of 2024, with duration of 24 months. Its objectives are to increase the volume of statistical data for BiH and further increase compliance with EU acquis, strengthen the statistical system institutional capacities and further harmonise statistics in BiH with EU acquis and standards by improving Business, Tourism, Information Society, SILC and Balance of payments statistics.
- The ongoing IPA 2019 service contract *EU 4 increased use of administrative data sources in production of official statistics in BiH* – aims to increase the use of administrative data sources in regular production of official statistics.

Both IPA 2019 Twinning project and IPA 2019 Service contract *EU4 increased use of administrative data sources in production of official statistics in BiH* will be the inputs for this Twinning project in respective areas.

- The ongoing IPA 2019 Service contract *Support for Agricultural Census* aims at contributing to the improvement of agriculture statistics in BiH by increasing volume and quality of data. Its specific objectives are to successfully conduct preparations for full Agricultural census/AC in BiH and increase the capacities of statistical institutions, and to successfully conduct AC in BiH in line with the EU requirements and enable further alignment of agricultural statistics in BiH with the EU standards.
- The complementary IPA 2022 Supply contract will provide necessary IT hardware and perhaps software tools to enable IT connection and data exchange between statistical institutions and relevant administrative sources, which will complement the Twinning project's capacity building. The preparations for the technical specifications for the Supply of IT equipment and software tools for data exchange for statistical purposes are underway.
- IPA 2022 MBP: BiH takes part in 18 statistical projects under this programme, including those on national accounts, business registers, transport statistics, SILC, environmental accounts, and quality management. The programme lasts 36 months and is expected to conclude by the end of 2027.

This Twinning project has been carefully planned to avoid overlapping with current regional projects activities. It is important to note that all three statistical institutions in BiH are involved in the implementation of all the aforementioned projects.

### **3.4 List of applicable *Union acquis/standards/norms*:**

Legislative framework on statistics in BiH is regulated at three levels of government.

Regulation (EC) No 223/2009 on European statistics (as amended) which provides the legal framework for the ESS, including principles of professional independence, impartiality, reliability, etc., and the European Statistics Code of Practice. BiH aims to align its practices with these principles to ensure trust in its statistical system (e.g., by improving quality management and data confidentiality procedures in line with EU standards).

**Macro-economic Statistics** (National Accounts): Regulation (EU) No 549/2013 of the European Parliament and of the Council of 21 May 2013 on the European system of national and regional accounts in the European Union Text with EEA relevance.

Regulation (EC) No 2516/2000 of the European Parliament and of the Council of 7 November 2000 modifying the common principles of the European system of national and regional accounts in the Community (ESA) 95 as concerns taxes and social contributions and amending Council Regulation (EC) No 2223/96

Council Regulation (EC) No 479/2009 of 25 May 2009 on the application of the Protocol on the excessive deficit procedure annexed to the Treaty establishing the European Community (Codified version)

**Business Statistics:** Regulation (EU) 2019/2152 on European business statistics (EBS), which repeals and integrates numerous sectoral business statistics regulations. This covers structural business statistics, short-term statistics, business registers, PRODCOM, and others under a common framework. The project will help implement 2019/2152 and Commission Implementing Regulation (EU) 2020/1197 which lays down technical specifications for EBS. For example, aligning the Statistical Business Register with EBS requirements (including enterprise group characteristics) and adopting the new EU definition of statistical units (enterprise) in SBS as mandated by EBS.

**Social Statistics:** Regulation (EU) 2019/1700 establishing a common framework for European statistics relating to persons and households, based on data at individual level from sample surveys. This Framework Regulation integrates EU requirements for Labour Force Survey, SILC (income and living conditions), etc. The project will help BiH implement modules of 2019/1700 (for example, continuously conducting SILC in the harmonized format).

**Energy statistics:** EC Regulation No. 1099/2008 on energy statistics;

EC Regulation No. 2022/132 amending Regulation (EC) No 1099/2008 on energy statistics, as regards the implementation of updates for the annual, monthly and short-term monthly energy statistics; EC Regulation No. 2024/264 amending Regulation (EC) No 1099/2008 on energy statistics, as regards the implementation of updates for the annual, monthly and short-term monthly energy statistics.

**Environmental statistics:** Regulation (EC) No 691/2011 on European environmental economic accounts.

Parliament and of the Council amending Regulation (EU) No 691/2011 as regards introducing new environmental economic accounts modules (EEA)

Legal acts: Regulation (EC) No 2150/2002 on waste statistics; Regulation (EC) No 782/2005 setting out the format for the transmission

Legal acts under preparation at the EU level will need to be taken into consideration.

**Cross-cutting standards:** The project will also adhere to European Statistical System (ESS) guidelines and recommendations, such as the ESS Quality Assurance Framework, the General Data Dissemination Standard (GDDS) / SDDS Plus (from the IMF, relevant for macroeconomic statistics), and where applicable, standards from the UNECE or other international bodies for specific indicators.

### 3.5 Components and results per component

The Twinning project is structured into two components, each corresponding to mandatory outputs approved in the Action Document IPA2022 and detailed in the Logical Framework (Annex C1a).

#### **Component 1: Macroeconomic and Business statistics**

National Accounts statistics improved including (but not limited to): drafting the methodologies and staff training, assessment of compilation practises and Recommendations for improvement to align with ESA 2010 standards prepared.

Statistical Business Register further improved including (but not limited to): development and test of profiling of large enterprises, preparation of guidelines and methodology for profiling and data integration and preparation of methodology for business demography.

#### **Component 2 - Social and sectoral statistics**

Activities to be included (but not limited to) are: Preparation of inventory list of administrative data sources relevant for the population and housing census. Preparation of methodological document and action plan for migration statistics. Provision of capacity building assistance for: EU SILC, gender statistics, energy statistics, environment statistics, Research and Development (R&D) and Innovation statistics and implementation of standardised quality framework for quality management in statistics.

### 3.6 Means/input from the EU Member State Partner Administration(s)\*:

#### **3.6.1 Profile and tasks of the Project Leader (PL):**

In accordance with the Twinning Manual (Section 4.1.3), the Member State Project Leader (PL) should be a senior official or equivalent from a public administration with a sufficient rank to ensure an operational dialogue at political level. This should guarantee the capacity to lead the implementation of the project and the ability to mobilise the necessary expertise in support of its efficient implementation.

The PL is expected to participate actively in the preparation of the Member State proposal, attend the mandatory selection meeting, participate in quarterly Project Steering Committee meetings and contribute to communication and visibility activities, as outlined in the Twinning Manual (Section 5.7).

While maintaining their regular duties, the Member State PL will oversee the project's planning, coordination, and supervision. The PL is supported by the Resident Twinning Adviser (RTA), who will work on-site with the Beneficiary administration to manage daily project activities.

Importantly, the PL cannot be sourced from an ad hoc mandated body. This restriction ensures that the PL has a direct and formal affiliation with a public administration, maintaining the integrity and effectiveness of the Twinning partnership.

### **Qualifications and skills**

- University degree preferably in statistics, economics, or a related field, or, in its absence, equivalent professional experience of 8 years.
- Strong communication skills in English, both written and spoken

### **General professional experience**

- At least 3 years of general professional experience in the area of statistics gained within an EU Member State (MS) National Statistical System

### **Specific professional experience**

- At least 3 years of experience in a managerial position within an EU MS National Statistical System

These qualifications ensure that the PL is well-equipped to lead the project effectively, fostering collaboration between the Member State and the Beneficiary administration.

### **Tasks**

- Leading the planning, supervision, and coordination of the project's preparation and implementation.
- Co-chairing the Project Steering Committee meetings alongside the Beneficiary Country's Project Leader;
- Handling essential administrative tasks related to the project, such as signing quarterly progress reports, operational side letters, and any necessary addenda;
- Bearing the overall responsibility for the correct and successful implementation of the project and for its sound financial management.

### **3.6.2 Profile and Tasks of the Resident Twinning Adviser (RTA)**

The Resident Twinning Adviser (RTA) plays a central role in the implementation of the Twinning project and is based full-time in the Beneficiary administration for the project's duration (18 months). The RTA leads day-to-day operations and provides support, coordinates activities, and ensures the smooth delivery of project outputs.

The RTA is expected to fill in the following:

#### **Tasks:**

- Oversee and coordinate the implementation of all project activities, as well as management of the project administration
- Advise the Beneficiary administration on EU statistical standards and practices;
- Supervise short-term experts and prepare their Terms of Reference;
- Preparation of project progress reports;
- Develop and regularly update the project work plan in collaboration with stakeholders;
- Coordination of the activities of the team members in line with the agreed work programmes to enable timely completion of project outputs;
- Where appropriate, participation in project's workshops; Preparation of project progress reports;
- Maintain regular communication with the Beneficiary administration, Member State PL, EU Delegation Programme Manager, and other relevant stakeholders;
- Ensure close cooperation with the Beneficiary administration and alignment with the objectives of the Twinning Fiche.

### **Qualifications and skills:**

- University degree preferably in statistics, economics, or a related field, or, at least 8 years of relevant experience
- Fluent written and spoken English;
- Relevant working experience in the Western Balkans is an asset.

### **General professional experience**

- At least 3 years of general professional experience in the area of statistics gained within an EU Member State (MS) National Statistical System

### **Specific professional experience**

- At least 3 years of experience in a managerial position within an EU MS National Statistical System

The RTA will work closely with short-term experts and the Beneficiary administration to ensure timely achievement of all project results and may propose justified adjustments or complementary activities during implementation, in agreement with the Beneficiary administration and the Member State Partner.

### **3.6.3 Profile and Tasks of the Component Leader**

#### **Two component leaders have to be proposed, one covering economic statistics and one covering social and sectorial statistics**

### **Qualifications and skills related to the tasks for which they will be deployed:**

- University degree, preferably in statistics, economics, or a related field; or equivalent professional experience in another field relevant to the project, or, in the absence of a university degree, equivalent professional experience of 8 years
- Fluent written and spoken English.
- At least 3 years of professional experience in one or more of the statistical domains relevant to the project, gained within an EU MS Administration.

### **Specific professional experience:**

- At least 3 years of experience in the area for which component leader is proposed;
- Overall knowledge of relevant EU legislative and institutional requirements related to the various components of this project;
- Experience in Twinning/technical assistance project or other similar international projects in the field of statistics

### **3.6.4 Profile and tasks of other short-term experts**

Short-term experts are officials or assimilated agents of a Member State public administration, or mandated body. They deliver their expertise under the overall responsibility of the Member State PL and the coordination and supervision of the RTA. Terms of Reference (ToR) for short-term expert(s) will be elaborated by the RTA. The ToR for the short term experts is to be agreed with the EU Delegation Programme Manager and with the BC Project Leader in cooperation with the beneficiary institutions.

The short-term experts are expected to have:

- University degree or equivalent professional experience of 8 years.
- At least 3 years of specific professional experience related to the tasks for which they will be deployed in a specialised national administration;
- Experience in implementation of training courses;
- Fluent written and spoken English.

#### **4. Budget**

EUR 1 000 000,00

#### **5. Implementation Arrangements**

##### **5.1 Implementing Agency responsible for tendering, contracting and accounting:**

The EU Delegation in Bosnia and Herzegovina

Contact point:

Ms. Dijana Sikima, Programme Manager

Delegation of the European Union to BiH

Skenderija 3a, Sarajevo

Tel: + 387 33 254 785, Fax: + 387 33 666 037

##### **5.2 Institutional framework**

The statistical system comprises three statistical institutions recognised as '*competent authorities*' under the Law on Statistics of Bosnia and Herzegovina, each reflecting a distinct level of government:

- The Agency for Statistics of Bosnia and Herzegovina (BHAS) at the state level,
- The Institute for Statistics of the Federation of Bosnia and Herzegovina (FIS), and
- The Republika Srpska Institute of Statistics (RSIS) at the entity level.

Since 2006, the statistical office of the Brčko District has operated as an integral part of BHAS, following a government decision.

At the state level, BHAS and the Central Bank of Bosnia and Herzegovina (CBBH) are official producers of statistics. BHAS is responsible for coordinating statistical activities at the national level, while FIS and RSIS act as equal implementation partners. Each statistical institution is expected to provide staff for all relevant activities and ensure the implementation of activities within its jurisdiction. The CBBH produces official statistics in the areas of monetary and financial statistics, external sector statistics, and government finance.

Competences, responsibilities and relationships between the state and entity statistical bodies are defined by: the Law on Statistics of Bosnia and Herzegovina (Official Gazette BiH 26/04, 42/04), Law on Statistics of the Federation of BiH (Official Gazette FBiH 63/03, 9/09), Law on Statistics of Republika Srpska (Official Gazette RS 85/03), and The 2005 Agreement on the Implementation of Harmonised Methodologies and Standards in Producing Statistical Data in BiH.

The 2004 state-level Law on Statistics outlines the mandate of BHAS and its coordinating role in all statistical activities across BiH. State-level responsibilities include collecting, processing, and disseminating statistics on a countrywide basis, using data collected by state-level authorities or provided by the entity statistical institutes. All statistical activities must align with internationally accepted standards.

BHAS also leads international cooperation and represents the country in statistical matters abroad.

Entity-level statistical laws are largely harmonised with the state-level law and explicitly require FIS and RSIS to align their methodologies, classifications, and practices with referent regulations defined by BHAS. The entity institutes are responsible for statistical production at their respective levels, and the provision of data to BHAS is a legal obligation.

BHAS is funded through the state budget, while the entity statistical institutes are financed by their respective entity budgets.

### **5.3.1 Contact person:**

Ms. Selveta Hot, Head of International Cooperation and European Integrations Department Agency for Statistics of Bosnia and Herzegovina (BHAS), Zelenih beretki 26, 71000 Sarajevo

### **5.3.2 PL counterpart**

Ms. Vesna Ćužić, Director of the Agency for Statistics of Bosnia and Herzegovina Agency for Statistics of Bosnia and Herzegovina (BHAS), Zelenih beretki 26, 71000 Sarajevo

### **5.3.3 RTA counterpart**

Ms. Selveta Hot, International Cooperation and European Integrations Department Agency for Statistics of Bosnia and Herzegovina (BHAS) Zelenih beretki 26, 71000 Sarajevo

## **6. Duration of the project**

Duration of the project is **18 months**.

## **7. Management and reporting<sup>1</sup>**

### **7.1 Language**

The official language of the project is English. All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

### **7.2 Project Steering Committee**

A Project Steering Committee (PSC) will be established to oversee the implementation of the project. Its key responsibilities include monitoring progress and verifying achievements against the mandatory results and outputs across all components, ensuring effective coordination among all stakeholders, reviewing and finalising interim reports, and discussing updates to the work plan. Further details on the composition and functioning of the PSC are outlined in the Twinning Manual.

### **7.3 Reporting**

All project reports will include both a narrative and a financial section, and must, at a minimum, cover the elements specified in Annex A7 – Section 5 of the Twinning Manual. Reports are expected to go beyond a description of activities and inputs,

---

<sup>1</sup> Sections 7.1-7.3 are to be kept without changes in all Twinning fiches.

providing a comprehensive analysis of progress towards the mandatory results. Two types of reports are foreseen within the Twinning framework: interim quarterly reports and a final report. An interim quarterly report will be submitted for review at each PSC meeting. The narrative section of these reports will assess progress against the mandatory results and include specific recommendations and corrective measures to ensure the project remains on course.

## **8. Sustainability**

The action is designed to support the beneficiary institutions in strengthening their capacity to align with the EU acquis and international statistical standards, while ensuring the long-term sustainability of improvements. By linking the project results to the official *Strategic Development of Statistics of Bosnia and Herzegovina 2030* and embedding them within established government procedures, the action aims to secure institutional ownership and lasting impact. The Member State will also propose its own approach to help ensure the sustainability of project achievements.

## **9. Crosscutting issues (*equal opportunity, environment, climate etc...*)**

The planned activities are complementary to the Principles of Public Administration, and in accordance with the Strategic Framework for Public Administration Reform 2018-2022, extended until 2027, as well as the Public Finance Management Strategy. Improving quality and volume of statistical indicators would improve monitoring of implementation of the above-mentioned strategies.

Participation in the action will be ensured on the basis of equal access, irrespective of sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation, with measures taken to promote the inclusion of persons with disabilities and other vulnerable groups. Minority rights and the needs of vulnerable populations will be fully respected throughout the implementation of project activities. A rights-based approach will be reinforced by strengthening the capacity of public institutions to uphold citizens' rights and by enhancing transparency and efficiency, thereby enabling citizens to hold their government accountable for the protection of those rights.

### **Gender mainstreaming and equal opportunities**

Gender equality will be fully integrated across all project activities and outputs. Legislation, regulations, and methodological frameworks and capacity-building initiatives – including trainings, workshops and study visits – will be designed and delivered using gender-sensitive approaches and language, ensuring equal access for women and men alike.

Participation will be guaranteed on an equal-opportunity basis, irrespective of sex, race or ethnicity, religion or belief, disability, age or sexual orientation, with specific measures to enable full inclusion of persons with disabilities and other vulnerable groups.

By strengthening institutional capacity to apply gender-sensitive methodologies and uphold non-discrimination principles, this Twinning project will support BiH's commitment—outlined in the 2022 Action Document—to mainstream gender in statistics and governance. This advance aligns directly with SDG 5 (Gender Equality). Minority and other marginalised groups (such as Roma, internally displaced persons, and youth) will be protected from any form of direct or indirect discrimination based on

gender, age, marital status, language, sexual orientation, political affiliation, ethnic origin, religion or social status.

#### Environmental considerations

The project is designed to be climate-neutral and to have no negative environmental impact, reinforce policy coherence on green administration (e.g. reduced paper use), and promote environmentally friendly procurement in line with the Green Agenda.

#### Civil society development and dialogue

Civil society was considered during the strategic planning of reforms. The implementation of this Action will remain open to cooperation with civil society organisations and other non-state actors where relevant, ensuring transparency and inclusivity in line with EU values.

#### Good governance, with particular attention to fight against corruption

Sound financial management and transparency will be ensured throughout project implementation. All necessary anti-corruption measures will be applied in accordance with the IPA Implementing Regulation and the principles of good governance.

### **10. Conditionality and Sequencing**

Conditionality

N/A

Sequencing - Key milestones will be:

1. Approval and launch of the Twinning Project Fiche;
2. Selection of the twinning partner;
3. Signature of the Twinning Contract;
4. Establishment of the Steering Committee;
5. Commencement of the implementation of the Twinning;
6. End of the implementation period;
7. Submission of the final report.

### **11. Indicators for performance measurement**

Please see section 3.5 and Annex 1 the Logical Framework (Annex C1a)

- Prepared methodology for creating the first Supply and Use Tables (SUT) and Input-Output Tables (IOT)
- First Supply and Use Tables (SUT) and Input-Output Tables (IOT) compilation started.
- Number of staff trained on ESA 2010
- Increased percentage of National Accounts outputs meeting Eurostat quality standards
- Guidelines and methodologies for profiling large enterprises developed
- New SBR variables produced and delivered to Eurostat
- Increased use of administrative data sources for business statistics
- Methodology prepared for BD
- Number of annual BD datasets produced
- Annual transmission to Eurostat

- Share of BD variables with quality documentation
- An inventory list of administrative data sources relevant for the population and housing census is prepared
- Methodological documents for migration statistics are reviewed and revised to fully align with Regulation (EC) No 862/2007 and Eurostat/UNECE guidelines
- Comprehensive report on existing and potential migration data sources is prepared and adopted
- Number of new administrative or survey data sources for migration statistics identified and documented
- Number of mandatory EU-SILC transmission files prepared and submitted to Eurostat in accordance with EU requirements
- Number of new or improved gender-disaggregated indicators produced and published annually
- Methodological guidelines for gender statistics developed/updated
- Number of staff trained in gender statistics and mainstreaming
- Increased number of high-quality energy statistics indicators produced and regularly transmitted to Eurostat
- Improved data on R&D through data collection online survey
- Increased number of R&D statistical surveys conducted in line with the Frascati Manual guidelines
- Number of climate investment evaluation reports produced using the new methodology
- Number of relevant staff trained in the new methodology for environmental accounts and climate investment evaluation
- Number of specific waste streams for which regular data reporting is established in accordance with EU regulations
- Percentage of statistical surveys for which full process documentation (GSBPM), quality reporting (SIMS 2.0), and quality performance indicators are available and which are transmitted to Eurostat in compliance with EU standards

## **12. Facilities available**

- Office space: Sufficient office space shall be allocated by the BHAS to the MS Twinning Partner for the RTA, the Project Assistant(s) and for the short-term experts on mission. Meeting space will be provided when necessary.
- Logistical support: The project office at the BHAS will be furnished with the necessary number of telephones and PC's with e-mail and internet access. Free use of photocopying and fax machines will be provided by the beneficiary.

## **ANNEXES TO PROJECT FICHE**

1. The Simplified Logical framework matrix as per Annex C1a (compulsory)

### Annex C1a : Simplified Logical Framework: IPA 2022 Twinning

	<b>Description</b>	<b>Indicators (with relevant baseline and target data)</b>	<b>Sources of verification</b>	<b>Risks</b>	<b>Assumptions (external to project)</b>
<b>Overall Objective</b>	To further harmonise official statistics in Bosnia and Herzegovina with EU standards and improve statistics in terms of volume, quality and statistical production	Progress in the alignment of BiH official statistics with the EU acquis as evidenced by improved assessment in the EC's annual report and/or Eurostat annual compliance assessment Baseline 2025: Early stage, partial compliance; 2029 – Improved EC/Eurostat assessment	Web, publications	Lack of agreement and cooperation between all involved partners in BiH might slow down the process and make more difficult the achievement of high quality and sustainable results.	
<b>Specific (Project) Objective(s)</b>	To strengthen statistical system institutional capacities and further harmonise statistics in BiH with the EU standards by improving social and macro-economic statistics, statistical business register, sectoral statistics and quality management	Improved statistical domains (social, macro-economic, business register, sectoral, and quality management) for which statistical outputs are aligned with the EU acquis, and data regularly transmitted to Eurostat	Web: BHAS; FIS, RSIS Eurostat public dissemination database, peer reviews reports;	Lack of commitment and cooperation between all involved partners	Full cooperation between all involved partners

<b>Mandatory results/outputs by components</b>	<p><b>Component 1:</b> <b>Macroeconomic and Business statistics</b></p> <p>Under this result, the following indicative sub-results will be achieved:</p> <p>National Accounts statistics improved including (but not limited to): drafting the methodologies and staff training, assessment of compilation practises and Recommendations for improvement to align with ESA 2010 standards prepared.</p> <p>Statistical Business Register further improved including (but not limited to): development and test of profiling of large enterprises, preparation of guidelines and methodology for profiling and data integration and preparation of methodology for business demography.</p>	<p>Prepared methodology for creating the first Supply and Use Tables (SUT) and Input-Output Tables (IOT); First Supply and Use Tables (SUT) and Input-Output Tables (IOT) compilation started.</p> <p>Number of staff trained on ESA 2010. Increased percentage of National Accounts outputs meeting Eurostat quality standards</p> <p>New SBR variables produced and delivered to Eurostat</p> <p>Guidelines and methodology for profiling large enterprises developed and adopted</p> <p>Increased use of administrative data sources for business statistics</p> <p>Methodology adopted, Number of annual BD datasets produced, Annual transmission to Eurostat</p>	<p>Web: Eurostat; BHAS, FIS, RSIS,</p> <p>Web: Eurostat; BHAS, FIS, RSIS,</p>	<p>Limited IT support may affect the implementation of planned activities;</p> <p>Shortage of sample design staff could affect timely data preparation;</p> <p>Insufficient human resources may affect the implementation</p>
--	--	--	---	---

	<p><b>Component 2: Social and sectoral statistics</b></p> <p>Activities to be included (but not limited to) are: Preparation of inventory list of administrative data sources relevant for the population and housing census. Preparation of methodological document and action plan for migration statistics. Provision of capacity building assistance for: EU SILC, gender statistics, energy statistics, environment statistics, Research and Development (R&amp;D) and Innovation statistics and implementation of standardised quality framework for quality management in statistics.</p>	<p>Share of BD variables with quality documentation</p> <p>Inventory list of administrative data sources relevant for the population and housing census is prepared.</p> <p>Methodological documents for migration statistics are reviewed and revised to fully align with Regulation (EC) No 862/2007 and Eurostat/UNECE guidelines</p> <p>Comprehensive report on existing and potential migration data sources is prepared and adopted</p> <p>Number of new administrative or survey data sources for migration statistics identified and documented</p> <p>Number of mandatory EU-SILC transmission files prepared and submitted to Eurostat in accordance with EU requirements</p>	<p>Web: Eurostat; BHAS, FIS, RSIS,</p>		
--	--	---	--	--	--

		<p>Number of new or improved gender-disaggregated indicators produced and published annually</p> <p>Methodological guidelines for gender statistics developed/updated</p> <p>Number of staff trained in gender statistics and mainstreaming</p> <p>Increased number of high-quality energy statistics indicators produced and regularly transmitted to Eurostat</p> <p>Improved data on R&amp;D through data collection online survey</p> <p>Increased number of R&amp;D statistical surveys conducted in line with the Frascati Manual guidelines</p> <p>Number of climate investment evaluation</p>	<p>Web: Eurostat; BHAS, FIS, RSIS,</p> <p>Web: Eurostat; BHAS, FIS, RSIS,</p>	<p>Failure to establish cooperation with some of the potential data sources in this field</p>	
--	--	---	---	---	--

	<p>reports produced using the new methodology</p> <p>Number of relevant staff trained in the new methodology for environmental accounts and climate investment evaluation</p> <p>Number of specific waste streams for which regular data reporting is established in accordance with EU regulations</p> <p>Percentage of statistical surveys for which full process documentation (GSBPM), quality reporting (SIMS 2.0), and quality performance indicators are available and which are transmitted to Eurostat in compliance with agreed standards</p>	<p>Web: Eurostat; BHAS, FIS, RSIS,</p> <p>Web: Eurostat; BHAS, FIS, RSIS, Agency for Gender Equality of Bosnia and Herzegovina, GC Republika Srpska, GCF Bosnia and Herzegovina</p>		
--	---	---	--	--

--	--	--	--	--

**OVERALL OBJECTIVE:** Indicate the global strategic objective which goes beyond the immediate scope of the project but to which the project can contribute. The overall objective should be linked to the general sector reform in the Beneficiary country, as agreed in the framework of the definition of cooperation with the EU.

These are the changes in the political, social, economic and environmental global context which will stem from interventions of all relevant actors and stakeholders in the project. These require the involvement of third parties that were not direct beneficiaries of the intervention. Hence, changes are indirectly influenced by EU Intervention.

**Specific PROJECT OBJECTIVE(S):** Identify the specific objective(s) that shall be achieved through the implementation of the Twinning project. These are the effects on the political, social, economic and environmental areas targeted by EU intervention as well as changes in behaviour of Beneficiaries of EU intervention.

**MANDATORY RESULTS/OUTPUTS:** Describe each of the results that shall be achieved by the project, as outlined in the Twinning Fiche. Each mandatory result/output should correspond to a "project component". Please include one line per component.

**INDICATORS:** (with relevant baseline and target data): Provide an indication of how the achievement of each component of the mandatory results, from sub results per component to outcomes (specific objectives) and to impact (overall objective), will be measured. Make sure that the indicators define the following, as appropriate: 1. Value of measurement (Quantity or Quality); 2. Baseline and target (values and times); 3. Actors in charge of data collection and reporting; 4. Target Group; 5. Deadline for reporting; 6. Place. Baseline and target data, as indicated in the Twinning Fiche, to be mentioned in brackets next to each indicator. Indicators may be revised if deemed appropriate when drafting the initial work plan.

**SOURCES OF VERIFICATION:** For every component, specify the sources of information from which evidence can be obtained that the targets have been achieved: e.g. independent reports, surveys, Official Journal, Commission reports, etc.

**RISKS:** Mention external factors which can potentially hinder the successful implementation of the project, including any event beyond the control of the main actors involved.

**ASSUMPTIONS:** *Specify the external conditions and/or third parties initiatives which can influence the implementation of the project to the point that only their fulfilment can guarantee its success. These are the necessary and positive conditions that allow for a successful cause-and-effect relationship between different levels of results.*