

Final Report

Investment Climate and Institutional Strengthening Technical Assistance Project Technical Advice and Assistance to the Republika Srpska Inspection Administration and the Federation BiH Inspection Administration¹

16 February 2016

I. Introduction

On 11 February 2015, the Republic Administration for Inspection Activities of the Republic of Srpska (RAIA-RS) and the Federal Administration for Inspection Activities (FAIA) of the Federation of Bosnia and Herzegovina (hereinafter called the Clients) signed a contract with Jacobs, Cordova & Associates (hereinafter called the Consultant) to perform the Technical Assistance Project for the Advice and Assistance to the Republika Srpska Inspection Administration and the Federation BiH Inspection Administration (hereinafter the Project), which aim was to support the reform of investment climate through strengthening institutional capacities and infrastructure, continuing reform and improvement of Inspectorates, and the business entry process in Bosnia & Herzegovina (B&H).

The objective of this project was to implement as series of activities established in the Terms of References (ToRs) grouped in 7 components for the FB&H Inspectorate, and 6 components for the RS Inspectorate, as follows:

1. Establishing a reporting, risk analysis and monitoring system in the internal market in the RS and FB&H Inspectorates
2. Assistance in upgrading internal procedures and control systems of inspectors in the RS and FB&H
3. Assistance in improving the internal organization of the RS and FB&H Inspectorates
4. Creating inspection check lists in accordance with EU practices in the RS and FB&H Inspectorates
5. Education of inspectors, staff and management of the RS and FB&H Inspectorates
6. Establishing an inspector certification system – only in the FB&H Inspectorate
7. Upgrading the Inspectorates websites

II. Organization of the Final Report

The report is organized into four main sections. The *first section* summarizes the key aspects of the practical implementation of the project. The *second section* describes the outputs in terms of the Terms of Reference (ToRs) activities. **Following section** provides additional contextual information on the outcomes of the project. Finally,

¹This report was prepared by Cesar Cordova, Amina Smajic, Borko Stajcic and Amra Hodzic, core team of consultants for Jacobs, Cordova & Associates.

the *last section* provides a chronogram listing the activities achieved in relations to the deliverables negotiated in the Contract and representing the payment tranches.

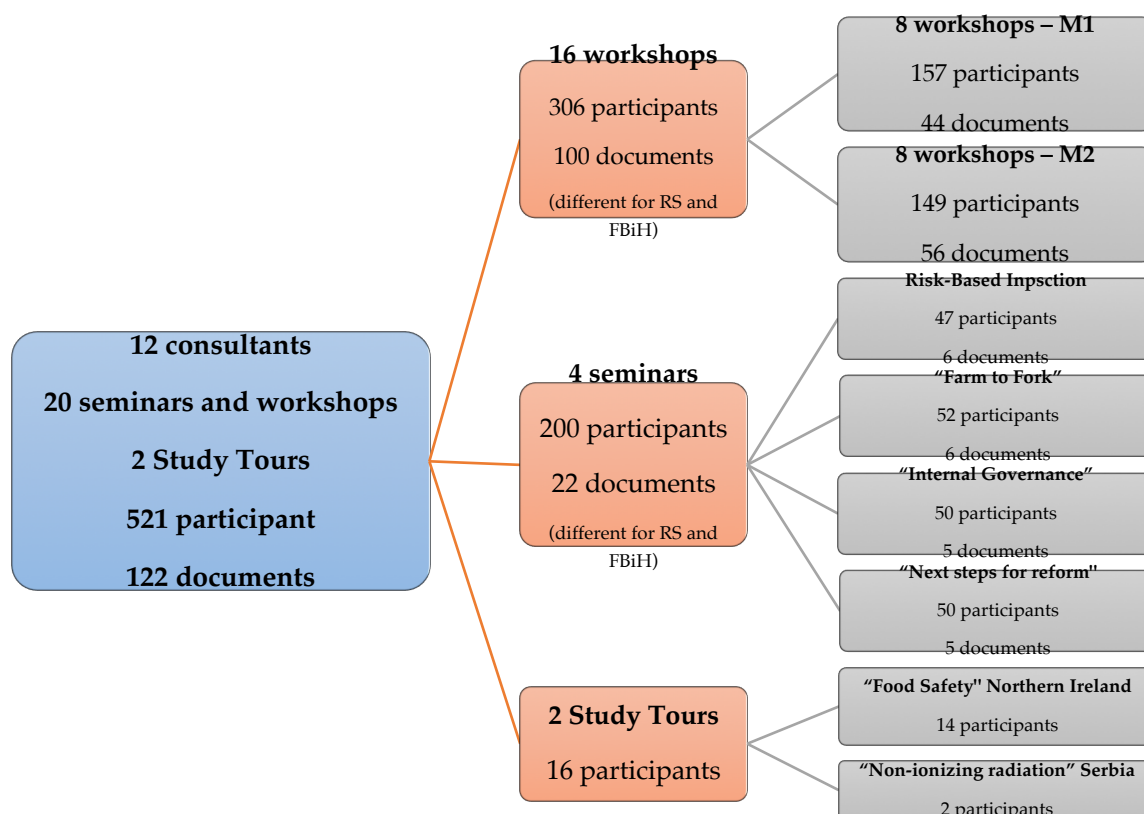
III. Summary of the Implementation of the Project

With the valuable assistance and guidance of Mr. Desimir Miljic and Mr. Amir Bacic, respectively the FAIA and the RAIA-RS Inspectorate Coordinators, the JC&A team (see Annex 1) prepared, discussed and agreed during the inception mission early March 2015 an Inception Report and Action Plan to deliver activities listed in the Terms of References (ToRs) of the Contract. (See Item A1 in Annex 3).

It should be noted that at requested of the Clients, a key feature of the Project was the customization of the ToRs. This was done all along the undertaking of the work, starting during the negotiations of the Contract with the Directors of FAIA and RAIA-RS in 15- 19 November 2014 and most importantly during early February 2015 inception mission. (See in particular Section VII of this report.

Overall the 10-month project produced a series of diverse documents and activities. A general perspective is presented in Figure 1. Annex 3 lists all documents produced and delivered.

Figure 1: Some Statistics on the Project Results



IV. Deliverables in Terms of the ToRs

The table below maps out the ToRs activities in the Contract to the deliverables. During the undertaking of the Project, JC&A produced progress reports linked to the Contract's invoicing agreements.

Activities	Deliverables
3.1	<i>Establishing a reporting, risk analysis and monitoring system in the internal market</i>

Activities	Deliverables
<i>in the RS and FB&H Inspectorates</i>	
<p>3.1.1 Produce the specification of data (regardless of the level of authority that owns the data) needed by all inspection services within the FB&H and RS Inspectorates in order to perform risk assessment in the best possible way</p>	<p>Two final reports (one for RS and one for FB&H inspectorate) were prepared by R. Croft were discussed in October and agreed December 2015. (See items J5 and J6 of Annex 3). They review the specificity and timeliness of data issues during the whole inspection procedures (selecting, visiting, reporting, profiling the economic entity).</p> <p>The fundamental elements of risk-based inspection programming and the best practice principles for improving regulatory enforcement and inspections are clearly set out in the report.</p> <p>The reports were the bases of a series of bilateral workshops held in Sarajevo and Banja Luka in March, May, June and October where extensive discussions were held on data management required for monitoring risks.</p> <p>In February 2015, Clients explicitly requested to avoid preparing diagnostic based on data-gathering given the time pressure on inspectorates. (See Section VII)</p>
<p>3.1.2 Analyze the existing manners and systems for risk analysis within the FB&H and RS Inspectorates, with the list and description of noted risks and a proposition on how to decrease and prevent them</p>	<p>Two final reports (one for RS, one for FB&H inspectorate) by Robin Croft were discussed in October 2015 and agreed in December 2015 (See items K5 and K6 of Annex 3).</p> <p>The Reports provides analytical appraisal upon the FAIA & RAIA-RS assessment practices and framework current, E-Inspector & ICIS Database and the risk based selection of inspected entities.</p> <p>The report also contains an executive summary and three major recommendations.</p> <p>They then provide an overview of the FAIA & RAIA-RS current risk assessment practices and indicate where they fail to meet accepted international standards.</p> <p>This is followed by specific recommendations covering:</p> <ul style="list-style-type: none"> • Co-ordination and co-operation, • Joint control visits, • Improved RBI strategy, • Table of indicators for risk management • IMS Database improvement/e-Inspector & ICIS improvements, • Responsive regulation and published enforcement policy • Inspection procedures. <p>Best practice examples and sources of further information are the provided.</p> <p>Attached Annexes provides further background information on third party inspections, risk assessment examples and inspection practices to be avoided.</p>

Activities	Deliverables
3.1.3 Produce a table with indicators for risk management in these areas during planning and execution of inspections, taking into consideration current availability of data in electronic format and future improvements	Two final reports (one for RS, one for FBiH inspectorate) prepared by R. Croft discussed in October and agreed in December 2015 (See items K5 and K6 in Annex 3). The Recommendation section of the reports provides a table of indicators for risk management including initial High Risk criteria. Examples of risk-based indicator tables are provided at Annexes H – N.
3.1.4 Develop the plan of training for inspectors on new risk assessment procedures	Annex 4 of the two final reports (one for RS, one for FBiH inspectorate) prepared by R. Croft provide a Training Inspectors in risk-based frameworks . (See items K5 and K6 in Annex 3)
3.1.5 Execute a set of trainings with inspectors on new risk assessment procedures	During the four missions, R. Croft had a series of workshops with chief inspectors and inspectors of FAIA and RAIA-RS. Seminar No.1, Banja Luka, in 8-9 June 2015 dealt with Risk-based inspection (see Items E1 in Annex 3) Specific material was presented during 12 Vlastic Workshops - in particular, the missions of A. Grlic (market surveillance) and and G. McCurdy (food safety).
3.1.6 Work with Food Safety, Market Surveillance, Health and Veterinary Inspections of RS and FBiH inspectorates on the implementation of the new risk assessment system	Staff from different inspectorates participated to the four R. Croft the four bilateral workshops in Sarajevo and Banja Luka. Chief inspectors, inspectors and staff of the Food Safety, Market Surveillance, Health and Veterinary also participated to Seminar No.1 in Banja Luka in June 2015. (See Item E1 in Annex 3). The risk based inspection thematic was also predominant during the missions' workshops of organized through the the Vlastic Approach by Sectoral Experts A. Grlic, G. Jerbic, G. McCurdy, S. Hajrlahovic, D. Mehikic, B. Vulevic.
3.1.7 Analyze the current management reporting system within the FBiH and RS Inspectorates (including all inspections), and suggest improvements in the current reporting system, with the aim to improve risk assessment and monitoring system. For Federation BiH only, propose detailed methodology for improving the reporting system, including creating computerized reports (on request) from existing databases (e-inspections, GPS, finances, etc.), import/export of information, data mining, advanced reporting and analysis. This will require IT solution that consultant will have to develop	Two reports (one for RS, one for FBiH inspectorate) on risk based inspection by R. Croft analyzed the current management reporting systems of FAIA and RAIA-RS. They were discussed in October and accepted in December 2015. (see items K5 and K6 of Annex 3). In the case of the RAIA-RS, R. Croft report assessed the ICIS Database system and provided recommendations discussed during a mission in October 2015 for its improvement. In the case of the FAIA, R. Croft report assessed the E-Inspector system and provided recommendations used by O. Beglerovic for the development of a special software Reporting Application for the FBiH (see Item K21 of Annex 3). Some of the key aspects of the application are:

Activities	Deliverables
and deliver to the FBiH Inspectorate. The Inspectorate will make available their IT staff for active involvement	<ul style="list-style-type: none"> • Extracted data from existing databases in temporary database • Setup of reporting software • Generating dashboards • Generating required reports from databases <p>O. Beglerovic, IT expert, provided training to IT staff of the inspectorates in the use of the module in December 2015.</p>
3.1.8 Analyze the legislations, rulebooks, procedures and other documents on sampling during inspections in the internal market, and provide recommendations on 1) aligning it with EU norms and 2) improving the sampling technique to ensure public health and safety and reduce costs for businesses	<p>Two reports (one for RS, one for FBiH inspectorate) on Risk-Based Inspections by R. Croft were discussed in October and accepted in December 2015. (See items K6 and K7 of Annex 3).</p> <p>Both reports examined the current sampling system and provide general sampling guidance with Basic Sampling Guidelines (For instance, see Appendix V of Item K6 and K7 of Annex 3).</p> <p>A Grlic (market surveillance) presented two reports (one for RS, one for FBiH inspectorate) assessing the current legal and administrative situation discussing best EU practices and proposing recommendations in terms of risk-based assessment.</p> <p>J. Basic, Legal Expert, analyzed the legal framework in order to prepare the Rulebook on Sampling (See Item K17 in Annex 3)</p> <p>Mr. A. Potocnik, (Phytosanitary inspection) presented best EU practice in sampling procedures in crossing border and in country. Techniques and set of hand tools showed during case studies provided very useful advices how to ensure public health and safety as well as reduce costs for businesses. See also Mr. Potocnik's presentations and final recommendations (Item H4 in Annex 3).</p>
3.1.9 Develop draft Rulebooks and methodology for sampling during inspections taking into consideration the specifics of each inspectorate	<p>J. Basic prepared a draft Rulebook on Sampling of products by authorized professional institutions. (See Item K10 n Annex 3))</p> <p>R. Croft reports also examined the current sampling system and provide general sampling guidance with Basic Sampling Guidelines in Annex V of item J1 of Annex 3.</p>
3.1.10 Prepare and deliver a plan of training for inspectors and staff to familiarize with and conduct aforementioned analyses, procedures and reporting systems	<p>Annex IV of the two R. Croft reports on risk based inspection (one for RS, one for FBiH inspectorate) provides aspects on training inspectors. (See items K6 and K7 of Annex 3).</p> <p>The reports were presented and discussed in October 2015 assisting the training of FAIA and RAIA-RS inspectors.</p> <p>During the series of Vlastic Workshops, technical experts presented draft reports and presentations discussing EU, regional and good practices concerning inspection</p>

Activities	Deliverables
<p>3.1.11 Execute a set of trainings for inspectors and staff on new procedures for conducting aforementioned analyses, procedures and reporting systems</p>	<p>procedures and reporting.</p> <p>Two reports (one for RS, one for FBiH inspectorate) on risk-based inspection by R. Croft were used during bilateral training workshops for FAIA and RAIA-RS inspectors in October 2015.</p> <p>A Seminar No. 1 on Risk Based Inspection was organized in June, 2015 in Banja Luka discussed key risk-based inspection procedures and reporting systems. (See item E1 in Annex 3).</p>
<p>3.2 Deliverable: Assistance in upgrading internal procedures and control systems of inspectors in the RS and FB&H</p>	
<p>3.2.1 Analyze principles and procedures for the functioning of the internal quality control</p>	<p>Two reports (one for RS and one for FBiH inspectorate) assessing the current Internal Procedures and Control Systems by R. Croft were discussed in October and accepted in December 2015. (See Item K6 and K7 of Annex 3).</p>
<p>3.2.2 Analyze the current methodology for the work performance analysis and employee reward system</p>	<p>Two reports (one for RS, one for FBiH inspectorate) by R. Croft assessed the current system of incentives mechanisms in the inspectorates. (See item K6 and K7 of Annex 3).</p> <p>A JC&A note complementing the preparation of Inspectors Certification System discussed challenges and present recommendation to improve the performance analysis of inspectors (see item E6, E7, E8 in Annex 3)</p> <p>In the case of FAIA, J. Basic prepared a Rulebook established norms of performing inspection surveillance under responsibility of Inspection for the FB&H. In the case of RAIA-RS they had already one. See Section VII)</p>
<p>3.2.3 Analyze internal rulebooks and other documents relating to internal control, work performance analysis, rewarding of employees</p>	<p>The legal experts – I. Djugum and J. Basic - assessed the current legal documents on performance management. These were discussed during bilateral meetings in the spring and fall 2015 and used for the drafting of the Rulebook. (See item K10 in Annex 3).</p>
<p>3.2.4 Analyze the existing personnel and develop proposals for their improvement, including the process of continuous training with a methodology for promotion and ranking</p>	<p>As part of the preparation of the Certification of Inspector Project, JC&A and in particular the legal experts assessed the RH management undertaken. Furthermore, as part of the general SWOT analysis of the Sectoral Reports (See Section V) experts assessed the overall performance inspectorates of FAIA and for RAIA-RS.</p> <p>During the February 2015 inception mission, the Directors of FAIA and RAIA-RS explicitly requested to avoid extensive diagnostic and data gathering on inspectorates, but to focus on recommendations, training, capacity building and IT and legal drafting.</p>
<p>3.2.5 Analyze the first and second instance offense/complaint decisions from</p>	<p>The Clients indicated in February 2015 that this topic was not required anymore. This was</p>

Activities	Deliverables
2013 and why were they annulled by the court. This analysis will help in determining the quality of inspectors' work and be introduced as the measurement for the work quality control.	validated by the Director of FAIA who requested to draw a list legal drafting to be done urgently in part to implement the amendment to the Law on Inspections (see Section VII below):
3.2.6 Develop a proposal for improving internal procedures, rulebooks and other documents	Two reports containing a series of recommendations on improving internal procedures by R. Croft (one for RS, one for FBiH inspectorate) were presented in October and accepted in December 2015 (see item I19 and I20 in Annex 3). J. Basic presented a series of Rulebooks improving the internal procedures of FAIA (see Table 2 in Section V.2 and items K25 in Annex 3)
3.2.7 Develop a rulebook for functioning of the Internal Control Sector, which should, along with periodical evaluation, contribute to the improvement of the quality of inspection surveillance	J. Basic (legal expert) presented in November 2015 a Rulebook for Internal Control to FAIA and to RAIA-RS (see item J9 and K4 in Annex 3)
3.2.8 Develop a methodology and accompanying indicators for the analysis of inspectors' work performance in order to ensure expert knowledge and quality of work and effects of surveillance through periodic evaluation of their work, taking into consideration the results of internal controls, received appeals, submissions, complaints, etc. and the influence of periodical evaluation on training plans, plan of work with a mentor, promotion of inspectors, etc.	Two reports by R. Croft (one for RS, one for FBiH inspectorate) containing recommendations on improving internal procedures were presented in October and accepted in December 2015 (see item K6 and K7 in Annex 3). In particular, the final reports on Internal Procedures and Control Systems of Inspectors covered the following aspects: <ul style="list-style-type: none"> • Methodology for analysis of Inspectors work performance • Indicators for analysis of Inspectors work performance: • Enforcement Guidance • Quality management system • Regulators Code • Best Practice Techniques in Market Surveillance • Enforcement Concordat See also the following Reports attachments: <ul style="list-style-type: none"> • Guidance on development of an Internal Control Rulebook in Annex A of the reports • Enforcement Policy Statement in Annex F of the reports • Skills and Knowledge Checklist in Annex E of the reports These documents covered aspects of periodic evaluation of their work, taking into consideration the results of internal controls,

² This was confirmed as follows by an email prepared by Diana Ruzic from FAIA

Activities	Deliverables
	<p>received appeals, submissions, complaints, etc. and the influence of periodical evaluation on training plans, plan of work with a mentor, promotion of inspectors, etc.</p> <p>All of these topics were discussed with the Internal Control staff of both FAIA & RAIA-RS both during the fact finding missions in June and specifically during the later workshops in October 2015. The discussion with the FAIA were more in depth as they had experienced people in post whereas the RAIA-RS had only just appointed a lady who had real experience.</p>
<p>3.2.9 Proposal to improve the e-inspector system in order to introduce a better control of inspectors' work and monitor the performance (incorporate into item 3.1.10)</p>	<p>The report by R. Croft for the FBiH presented in October and accepted in December 2015 discusses key improvements to the e-Inspector. In close consultation with R. Croft and I. Djugum, O. Beglerovic prepared a e-inspector module to:</p> <ul style="list-style-type: none"> • make real time dashboards to track whole activity of inspectors. • setup notifications for defined thresholds, and if the condition is satisfied system can alarm responsible person. • generate reports based on inspectors and determine productivity of inspectors. • extract exact statistics of all previous activity at any moment.
<p>3.2.10 Plan of training for management to familiarize with and how to conduct aforementioned analyses and procedures</p>	<p>Two reports by R. Croft (one for RS, one for FBiH inspectorate) on internal control addressing these issues were presented in October 2015 and accepted in December 2015 (See Item K5 in Annex 3).</p> <p>O. Beglerovic provided training to FAIA IT staff on the new Pentaho platform system in order to:</p> <ul style="list-style-type: none"> • create new reports • design templates for reports, • export already created reports • make new dashboard for live tracking <p>After training, FAIA IT staff were able to create more than five reports by their own. The new Reporting Module of e-Inspector is customizable to FBiH inspection needs. At the request of the Clients, Seminar No 3 held on 8 December included different internal governance issues like setting up anti-corruption procedures, improving coordination and cooperation. (See Item K10 in Annex 3)</p>
<p>Deliverable: Assistance in improving the internal organization of the RS and FB&H Inspectorates</p>	
<p>3.3.1 Analyze the efficiency of work of the administrative functions within Inspectorates</p>	<p>The analysis and recommendations were developed by A Grlic (market surveillance), G. Jerbic (veterinary), G. McCurdy (food safety), S. Hajrlahovic (chemical and biocides), and D. Stefanovic (environment and water</p>

Activities	Deliverables
	<p>management).</p> <p>The reports (one for RS, one for FBiH inspectorate) organized under the Vlastic Approach (see Section V) by the different sectoral experts analyzed the efficiency of the administrative functions within FAIA and RAIA-RS Inspectorates.</p> <p>In February 2015, the Clients requested JC&A to prepare a similar set of reports for toys, cosmetics and other aspects by D. Mehikic, and phytosanitary issues by L. Cooke and A Potocnik. These four reports were not explicit part of the ToRs and of proposal were considered a compensation for a lighter approach to diagnostic and analysis efforts (See Section VII).</p> <p>In February 2015, the RAIA asked a similar treatment for the non-ionizing radiation – although without using the Vlastic Approach given that that FAIA did not prioritize this topic. These resulted in JC&A organized workshops in Banja Luka, reports and study tour to Belgrade facilitated by B. Vulevic (See item E2 in Annex 3)</p> <p>The final reports were accepted in December 2015 after a last round for comments and validation.</p>
<p>3.3.2 Analyze document circulation efficiency with the Inspectorates</p>	<p>The analysis and recommendations related to this topic were developed by A Grlic (market surveillance), G. Jerbic (veterinary), G. McCurdy (food safety), S. Hajrlahovic (chemical and biocides), L. Cooke/A. Potocnik (Phytosanitary) and D. Stefanovic (environment and water management).</p> <p>JC&A hired a second health expert – D. Mehikic – to undertake training and prepare a report on cosmetics/toys, etc., plus specialized experts on phytosanitary not contemplated in the ToRs to undertake the analysis, recommendation and training under the Vlastic Approach training.</p> <p>The Clients agreed during the inception mission in February 2015 and its work program that the significant extension of the scope of the reports of Deliverable 3 supplants the extensive diagnostic, analytical and data-gathering efforts indicated in the ToRs.</p> <p>As well, in June 2015, the Clients agreed to avoid managing too many reforest, that the Vlastic Approach analysis, training and reporting will also include the topics on checklists contemplated in Deliverable 4. (See Section VII)</p>
<p>3.3.3 Analyze the efficiency of certain inspectorates (for this analysis the Consulting Firm shall take into</p>	<p>During February and March 2015, JCA& local consultants had a series of meetings with mentioned institutions. During the the bilateral</p>

Activities	Deliverables
<p>consideration the relevant cantonal inspection services in the FB&H, the State Veterinary Inspection Service of B&H, and the constitutional competences in B&H)</p>	<p>discussion, training in Vlastic and the drafting of the Sectoral Report, JC&A Experts - A Grlic (market surveillance), G. Jerbic (veterinary), G. McCurdy (food safety), S. Hajrlahovic (chemical and biocides), and Đ. Stefanovic (environment and water management) - included their comments and incorporated their inputs.</p> <p>However, it should be noted, that during the Inception, the Clients indicated that the recommendations should mostly focus on Entities' mandates.</p> <p>The analysis was further deepened and discussed through bilateral meetings with FAIA and RAIA-RS under the Vlastic Approach. (See Section V.)</p> <p>During the Vlastic Workshop and bilateral meetings, officials from the following state, entity and cantonal institutions participated:</p> <ul style="list-style-type: none"> • High Judicial and Prosecutorial Council of Bosnia and Herzegovina • State Veterinary Office of Bosnia and Herzegovina • Food Safety Agency of Bosnia and Herzegovina • Administration of Bosnia and Herzegovina for Plant Health Protection • Federal Ministry of Agriculture, Water Management and Forestry • Federal Health Ministry • Federal Institute for Agriculture Sarajevo • Market inspection of Canton Sarajevo <p>To note that during the contractual negotiation and inspection mission, the Clients indicated that they will be in charge of inviting non-Entity officials to the different events: bilateral discussion, Vlastic workshops and Seminars.</p>
<p>i) Analyze the Food Safety Inspectorate/Inspection with proposition for improving the inspection surveillance (number of inspectors, sampling, risk assessment, laboratory capacities, number of inspectors over the number of business, number of inspectors over certain case files, number of inspection controls per day, week, month, etc.)</p>	<p>Two final reports including a SWOT analysis (one for RS, one for FBiH inspectorate) and two workshops by G. McCurdy as part of the Vlastic Approach responded to this topic. The final reports were accepted in December 2015 (see items K9 and K10 in Annex 3)</p> <p>Seminar No.2 in Sarajevo, June 2015 and the Study Tour to Northern Ireland in November 2015 focused on the Food Safety issues at the request of the Clients. (See Item E3 and J6 in Annex 3).</p>
<p>ii) Analyze the Market Inspectorate/Inspection (market surveillance) with proposition for</p>	<p>Two final reports including a SWOT analysis (one for RS, one for FBiH inspectorate) and two workshops by A. Grlic as part of the Vlastic Approach responded to this topic. The final</p>

Activities	Deliverables
improving the inspection surveillance (number of inspectors, sampling, risk assessment, laboratory capacities, number of inspectors over the number of business, number of inspectors over certain case files, number of inspection controls per day, week, month, etc.)	reports were accepted in December 2015. (See items H1 and H2 in Annex 3). Three specific presentations by A. Grlic during Seminar No.1 in Banja Luka, June 2015 discussed the risk-based approach. (See Items E1 in Annex 3).
iii) Analyze the Environmental Inspectorate/Inspection with proposition for improving the inspection surveillance (number of inspectors, sampling, risk assessment, laboratory capacities, number of inspectors over the number of business, number of inspectors over certain case files, number of inspection controls per day, week, month, etc.)	Two final reports including a SWOT analysis (one for RS, one for FBiH inspectorate) and two workshops by D. Stefanovic as part of the Vlastic Approach (see below) responded to this topic. The final reports were finalized in December 2015. (See the in items K26 and K27 in Annex 3).
iv) Analyze the Veterinary Inspectorate/Inspection (protection of animal health and welfare, veterinary medications, public veterinary health, <u>official controls</u>) with proposition for improving the inspection surveillance (number of inspectors, sampling, risk assessment, laboratory capacities, number of inspectors over the number of business, number of inspectors over certain case files, number of inspection controls per day, week, month, etc.)	Two reports including a SWOT analysis and two workshops on the efficiency of the Veterinary inspectorates (one for RS, one for FBiH inspectorate) by G. Jerbic as part of the Vlastic Approach (see below) responded to this topic. The final reports were finalized in December 2015. (See items K8 and K9 in Annex 3)
v) Analyze the Health Inspectorate/Inspection with proposition for improving the inspection surveillance in the area of chemicals and biocides, non-ionizing radiation, medications and medical equipment, cosmetics and children's toys (number of inspectors, sampling, risk assessment, laboratory capacities, number of inspectors over the number of business, number of inspection controls per day, week, month, etc.)	Two reports by D. Mehikic including a SWOT analysis and two workshops on the efficiency of Health inspection of toys, cosmetics and medical equipment (one for RS, one for FBiH inspectorate) as part of the Vlastic Approach (see below) responded to this topic. The final reports were accepted in December 2015. (See items K1 and K2, in Annex 3) Two reports including a SWOT analysis and two workshops on the efficiency of Health inspections of chemicals and biocides (one for RS, one for FBiH inspectorate) by S. Hajrlahovic as part of the Vlastic Approach (see below) responded to this topic. The final reports were finalized in December 2015. (See items K3 and K4 in Annex 3) One report for RS, workshops in Banja Luka and a study tour to Serbia prepared by B. Vulevic on non-ionizing radiations (See Item E9 in Annex 3).

Activities	Deliverables
<p>vi) Written procedures for improving the inspection surveillance in the aforementioned areas for the RS and FB&H Inspectorates</p>	<p>In all the 15 sectoral reports, the experts A. Grlic (market surveillance), G. Jerbic (veterinary), G. McCurdy (food safety), S. Hajrlahovic (chemical and biocides), D. Mehikic (toys and cosmetics), Đ. Stefanovic (environment and water management) and B. Vulevic (non-ionizing radiations) prepared recommendations to improve the inspection and surveillance of the mentioned areas. These recommendations were discussed during the Vlastic Approach workshop consisting in:</p> <ul style="list-style-type: none"> • Selecting key practical concerns of the inspectorates to be prepared by experts before arrival. • During the first workshop discussing the issues/problems. • Preparing a first draft reports (one for the RS one for the FB&H) • During a second working discussing the recommendation including procedures, checklists and other technical aspects • Drafting a final report that was validated by each FAIA and RAIA-RS chief inspectors. <p>To be noted that during the inception mission in February 2015, three agreements clarified the Clients' needs. The Clients reviewed and prepared an inclusive list of legal drafts to be prepared by JC&A including different Rulebooks framing procedures, for instance Methodology on the performance appraisal of inspectors (See item K25 Annex 3). In June 2013, the Clients accepted to incorporate the sectoral checklists (Deliverable 4 below) into the sectoral Vlastic Approach in order to have a more coherent set of analysis and recommendation for each of the 7 inspection areas targeted.</p>
<p>vii) Plan and execution of a set of trainings for inspectors from aforementioned areas, with emphasis on:</p> <ul style="list-style-type: none"> - EPPO/IPPC Information System (access and use of PQR databases) - Primary identification of symptoms with the available laboratory manual (defining laboratory capabilities and training of phytosanitary inspectors) - Training of phytosanitary inspectors in the area of determining symptoms and sampling procedures for the identification of quarantine harmful organisms - Training of inspectors in control of milk 	<p>The topics of the training were reformulated in February/ March into a consolidated list during the preparation of the first mission and Workshops are were including in the reporting and training Vlastic Approach by A Grlic (market surveillance), G. Jerbic (veterinary), L. Cooke and A. Potocnik (phytosanitary) G. McCurdy (food safety), S. Hajrlahovic (chemical and biocides), D. Mehikic (toys and cosmetics), Đ. Stefanovic (environment and water management). In the case of Phytosanitary surveillance, JC&A a set of trainings were done at crossing borders, and business locations in Gradiska and Visoko. (See Item H5 in Annex 3)</p>

Activities	Deliverables
<p>and dairy products</p> <ul style="list-style-type: none"> - Inspection procedures and primary determination of symptoms of harmful organisms in production and marketing of potato (visual checks, samplings, document check, seed or mercantile potato) - Inspection procedures and primary determination of symptoms of harmful organisms in nursery gardens and production of multi-annual seed materials - Inspection procedures and primary determination of symptoms of harmful organisms in controls of health condition of citruses (<i>monolinia fructicola</i>) and vegetable seedlings (<i>bemisia tab.</i>), other new forms of pathogens and pests - Inspection of imported consignments of cut and ornamental plants - Use of phyto-pharmaceuticals in the production of plants (application equipment, certification, etc.) - Surveillance principles for GMO consignments during import (recognizing, allowing, etc.) - Pesticides residuals in agricultural produces (surveillance of import and internal market) - Market standards for products of plant origin - Training of inspectors in the use of new inspection surveillance procedures in the area of market surveillance - Training of inspectors in the implementation of new inspection surveillance procedures in the area of environmental protection - Training of inspectors in the surveillance of the production and marketing of chemicals and biocides - Training of inspectors in the surveillance in the area of non-ionizing radiation - Training of inspectors in the surveillance over the marketing of medication and medicinal materials, with the emphasis on detecting counterfeit medications - Training of inspectors in the surveillance over cosmetics and children's toys 	<p>As indicated, the experts received a new list of topics/challenges to be discussed during the first mission. (See Section V).</p>
<p>3.4 Deliverable: Creating inspection checklists in accordance with EU practices in the RS and FB&H Inspectorates</p>	
<p>3.4.1 Analyze inspection checklist (separately for the RS and FB&H Inspectorates) of the following Inspections – Food Safety,</p>	<p>During Inspection, the Clients asked to focused exclusively ion checklist for Veterinary inspection, but during the discussion, training and reporting all JC&A Experts provided</p>

Activities	Deliverables
<p>Veterinary, Market, Sanitary, Health and Agricultural Inspection, in accordance with EU practices and current regulations in place in B&H and its entities</p>	<p>know-how and best EU practice. On June 2015 in Banja Luka during the preparation of the Second phase of Vlastic Approach, the Clients and JC&A agreed to incorporate the analysis of sectoral Checklists in the discussion of the second workshop and final reports (one for RS, one for FB&H inspectorate) by A. Grlic (market surveillance), G. Jerbic (veterinary), G. McCurdy (food safety), S. Hajrlahovic (chemical and biocides), and Đ. Stefanovic (environment and water management). During the inception mission, JC&A agreed the analysis, training workshops and reports according to the Vlastic Approach to phytosanitary inspections by L. Cooke/A Potocnik and on the inspections of toys, cosmetics and medical equipment by D. Mehikic. As noted these policies were not explicit part of the ToRs activities.</p>
<p>3.4.2 Develop a methodology and procedure for developing new checklists and accompanying documents</p>	<p>J. Basic incorporated this criterion in the Rulebooks on Internal Control determining the scope and complexity of inspection control. A report prepared by JC&A integrated the different aspects on the use and misuse of checklist (See item K18 in Annex 3). During Seminar No.3 in Jahorina in December 2015, a special session on checklists was introduced by D. Ruzic. (See item K16 in Annex 3).</p>
<p>3.4.3 Extend the existing checklist based on developed methodologies and procedures, as well as the annex of developed and harmonized inspection surveillance procedures</p>	<p>From the Sectoral Reports prepared by JC&A experts, a report was prepared integrating the key and different aspects in the use and misuse of checklist (See item K18 in Annex 3). During Seminar No.3 in Jahorina in December 2015, a special session on checklists was introduced by D. Ruzic. (See item K17 in Annex 3). During the project it was discussed that the extension of the checklists would require reforms to the Law on Inspection of the RS. Only after this reform, the changes and harmonization could be launched. However, in Croatia, this process took 8 years and more that 25000 pages of documents for one inspection.</p>
<p>3.4.4 Propose a methodology for the implementation of checklists taking into consideration the necessary level of flexibility and application of inspectors' expert knowledge in inspection surveillance and methodologies for future improvements of checklists and an annex of previously harmonized</p>	<p>A report prepared by JC&A integrated the different aspects on the use and misuse of checklist (See item xxx in Annex 3). During Seminar No.3 in Jahorina in December 2015, a special session on checklists was introduced by D. Ruzic. (See item xxx in Annex 3).</p>

Activities	Deliverables
inspection procedures	
<p>3.4.5 Conduct workshops (separate for the RS and FB&H Inspectorates) with selected inspectors trainers from each of the Inspections with competences in the subject areas with a presentation of the analysis of existing checklists, proposals for improvements of checklists including a proposal of a methodology for the implementation of checklists in accordance with proposed surveillance procedures (at least one two-day workshop by key expert)</p>	<p>The issue of Checklists was central during the discussions, training workshops and reporting of the Sectoral Reports organized around the Vlastic Approach . Bilateral discussions and workshops organized for the preparation of R. Croft's Report on Internal Control also included considerations on the proper implementation of a checklists. In December 2015, D. Ruzic presented and discussed the use and misuse of checklist during the Seminar No.3 in Jahorina.</p>
<p>3.4.6 Develop written procedures (separate for the RS and FB&H Inspectorates) for inspection surveillance of the interior in the area of food safety from farm to table (veterinary, phytosanitary and food safety surveillance) in accordance with domestic legislations, EU standards and good global practices, including procedures for sampling for laboratory testing (selection, number, quantity, marking, type of sampling, etc.)</p>	<p>Two final reports (one for RS, one for FBiH inspectorate) and corresponding workshops by G McCurdy as part of the Vlastic Approach (see below) responded to this topic. The reports included a series of documentation and information regarding inspection procedures of dairy hygiene, cold stores, egg products, butchers, fishery products, animal by-products, food standards inspections and food sampling plans. Seminar No.2 – Sarajevo in June 2015 the presentations by G. McCurdy and B. Antonov discussed the best practices of inspection and surveillance procedures. During the Study Tour to Northern Ireland in November 2015 different meetings focused on Food Safety procedures. Substantial additional material was further provided as best practice here in Northern Ireland, which complies with EU requirements.</p>
<p>3.4.7 Develop written procedures for inspection surveillance of chemicals and biocides, cosmetics, children's toys, sources of non-ionizing radiation, medicines and medical materials</p>	<p>Two final reports (one for RS, one for FBiH inspectorate) and corresponding workshops by each to the following experts dealt with the issues:</p> <ul style="list-style-type: none"> • S. Hajrlahovic on chemicals and biocides, as part of the Vlastic Approach - responded to this topic. The final reports will be finalized in December 2015 (See Items K3 and K4 in Annex 3). • D. Mehikic on cosmetics, children's toys, as part of the Vlastic Approach (See Items K1 and K2 in Annex 3). • B. Vulevic on non-ionizing radiation presented together with the study tour report to Serbia in October 2015. (See Item E2 in Annex 3). <p>It should be noted given the urgency by RAIA-RS in terms of more assistance on nonionizing radiation a Study Tour to Serbia (that was not requested by ToRs was organized in June 2015 instead of extending the Health inspection</p>

Activities	Deliverables
	analysis to t Drugs and medical devices with study tour to Serbia. (See Section VII.). The non-ionizing component results in a thorough development of the inspections functions in this area including support in the procurement of technology improvements and wireless and remote accesses+ other sources slike UV, quartz, etc....
3.5 Deliverable: Education of inspectors, staff and management of the RS and FB&H Inspectorates	
3.5.1 Prepare the annual inspectors training plan for the RS and FB&H Inspectorates (the Consulting Firm does not have to implement the complete plan, rather just parts listed earlier under 3.1, 3.2, 3.3)	During the inspection mission JC&A prepared an action plan around the innovative Vlastic Approach consisting in discussing practical challenges and issues concerning procedures, checklists etc. through two consecutive workshops and the discussion and validation of final customized reports for each of the 15 inspectorates/inspection systems. The training component of the Vlastic Approach was further supported by four Thematic Seminars involving staff from other inspectorates including from other levels of government. R. Croft Risk Based Inspection Reports included an annual inspectors training plan for the RS and FB&H on risk based inspection. (See Appendix of Items K7 and K8 in Annex 3).
3.5.2 Organize one study tour to an EU country, matter of agreement between the RS and FB&H Inspectorates, where the specialist skills in EU controls could be best developed. Maximum 6 (six) participants per Inspectorate	From 16 to 20 November the Consultant organized a Study Tour to Belfast, Northern Ireland for 12 inspectors (six per Inspectorate). A report on the study tour was presented in December 2015. (See item J6 in Annex 3)
3.5.3 Train the management in terms of developing communication skills with the media and in public relations	Capacity-building of communication skills was conducted during different workshops in Vlastic mostly to Chief Inspectors who are part of management teams of FAIA and RAIA-RS. In particular, during the workshops on market inspection, A Grlic discussed 'new social media' techniques used in Slovenia through mystery shopping, to control the notices posted on Facebook, to mobilize businesses in the application and the prevention of irregularities of its own products. Other aspects discussed included: <ul style="list-style-type: none"> • how to communicate through the inspection website and through the media or how to use the media for preventive action like the use of notices warning for citizens for certain products. • How to promote the communication of positive news See also market inspection reports recommendations on how to develop a whole

Activities	Deliverables
	<p>project dedicated exclusively to communication. (Item J7 and J8 in Annex 3)</p> <p>During the Study Tour to Northern Ireland participants had a chance to build the capacities in the communication skills related to public relations and communications with the all stakeholders included as part of market and food safety environment, such as inspection, local authorities, business and citizens. For instance, the Food Safety Department of the Belfast City Council, Food Standards Agency and Department of Agriculture and Rural Development presented the examples of their communications style what can be used as idea for BH inspectorates in a way how the partnership working with regulators, industry and consumers is a more effective way of securing compliance with food law and protecting consumer interests, and how to promote a culture change in the regulatory functions from one of control and command to one of partnership working. Improving the communications between the all stakeholders, the inspections can be the only one tool in securing compliance. Last, a specific session on consultation and communication was organized in Seminar No.3 in Jahornia, December 2015. (See Item 16 in Annex 3)</p>
<p>3.5.4 Train the management in terms of developing skills needed for work with and management of employees</p>	<p>Seminar No. 3 in Jahornia on December 2015 dealt with different aspects on internal governance of the Inspectorates such as communication, consultation, anti-corruption activities and procedures. (See items K16 in Annex 3)</p>
<p>3.5.5 Train the inspectors in using preventive and not repressive actions</p>	<p>The 14 Vlastic Approach training workshops for the 6 sectoral inspection functions and the bilateral workshops facilitated by R. Croft on risk-based inspection and internal control processes dealt with improving and fostering the use of preventive actions instead of the repressive ones.</p> <p>Seminar No.4 on Next Steps organized in Jahorina on December 2015 discussed the lessons learned during the Project on this issue.</p>
<p>3.5.6 Conduct training in terms of improving administrative and organizational skills of employees working in the Administration</p>	<p>Seminar No.3 organized in Jahorina on December 2015 dealt with different aspects on internal governance of the Inspectorate such as communication, consultation, anti-corruption activities and procedures.</p>
<p>3.6 Deliverable: Establishing an inspector certification system – only in the FB&H Inspectorate</p>	
<p>3.6.1 Analyze the best practices in education and certification processes in the EU</p>	<p>JC&A prepared in June 2015 a Note best practice concerning the certification of the Inspectors. (See Item C9 in Annex 3).</p>

Activities	Deliverables
3.6.2 Prepare in detail principles and procedures for the functioning of the inspectors certification system, according to the Law on Inspections of FB&H	I. Djugum prepared a Bylaw on Certification of Inspectors. (See Item F6 in Annex 3) These principles were presented during a seminar in Fojnica, June 2015
3.6.3 Propose the solution for establishing an inspectors certification system in the FB&H, including development and installation an IT (software development) system for online, randomized test, solution	O. Beglerovic developed an application for the Certification for FAIA Inspectors through modules including: <ul style="list-style-type: none"> • Certification system • User ACL • Customizable exam templates • Test sessions for users self-testing • Randomizing questions and answers • Two step official test validation (user password, and administrator password) • Results and certificates O. Beglerovic trained the IT personal and prepared a User Manuel for the Certification Application.
3.6.4 Develop a rulebook on conditions and manner of certifying inspectors	I. Djugum, legal expert, prepared a Bylaw on Certification of Inspectors. These principles were presented during a seminar in Fojnica, June 2015
3.7 Deliverable: Upgrade the Inspectorates websites	
3.7.1 Upgrade the Inspectorates websites in terms of developing new elements and improvements of: <ul style="list-style-type: none"> - Design - Multiple languages (on one of the languages used in B&H – Bosnian and/or Serbian and/or Croatia and English) - System for publishing press statements and releases Databases of inspection regulations - Checklists databases - Security - Submissions 	O. Beglerovic developed the websites for both FAIA and RAIA-RS in close collaboration with the respective inspectorates' IT officials. The new systems include: <ul style="list-style-type: none"> • CMS upgraded to obtain easy moderation • New Design, with responsive feature. (views for Desktop, Tablet, Mobile) • implemented English language • Implemented automatic transliteration service for Cyrillic and Latin. • For Federation implemented Frequently asked questions. • For RS rewrite of module for for Import/Export • For RS small changes on design for checklists • Setup and installation of required modules on production Servers, for both sites. • Search through whole content and files. • SEO optimization of sites • User Manuel To note that some of the features and modules being developed go beyond the ToRs requirements (See Section VII). The Website were presented and delivered in December 2015. Training of IT staff was

Activities	Deliverables
	realized in December 2015

V. Priorities and Focus on the Preparation of Deliverables

The ToRs together with the requested very tight deadline (i.e. December 2015) and specific requests and constraints from Directors of FAIA and RAIA-RS to limit as much as possible the time available for Chief Inspectors and inspectors for discussions and training under the Project presented a daunting challenge to properly deployed the Project's ToRs.

From the first negotiation session with the Clients in December 2014 through the inception phase in February 2015 as well as during the periodic discussions with the Directors of FAIA and RAIA-RS throughout the whole Project undertaking, a series of agreements between the Clients and JC&A guided and informed the implementation of the ToRs (See Section VII) into four main pillars/priorities discussed below.

Priority 1: Raising the efficiency and effectiveness of Key Inspection Areas

Early on, the Directors indicated that *Deliverable 3.3: Assistance in improving the internal organization of the RS and FB&H Inspectorates* was the most important for them. In practice, they requested JC&A to work deeper and closer with Head of Inspectorates. In particular, they set up a governance system for the Project under one single coordinator for each Entity who chaired a committee of Chief Inspectors. JC&A was requested to report to them.

Directors also signaled three important constraints on JC&A implementation approach. First, JC&A should avoid producing more analysis, diagnostics, reports, and very long documents. Importantly, JC&A should avert requesting information and data to inspectors and services.

Second, the Directors also requested to reduce and minimize the training time dedicate to the Project of Head of Inspectors and Inspectors given the other time constraints put by governmental for FAIA and RAIA-RS reaching their annual targets.

Third, Directors requested that the recommendations focus on rapid gains and clear added value in term of new competencies rather than ambitious legislative (or even constitutional) initiatives.

Based on this understand and the noted constraints as well as the very tight schedule to deliver an extremely ambitious set of ToRs activities – 10 months, minus holidays – JC&A designed an innovative transfer of knowledge mechanism named as *The Vlastic Approach*.

this innovate delivery Approach was deployed for the following seven Inspection Areas: Food Safety, Market Surveillance, Environment, Veterinary and Health (1 and 2) of the FBiH and RS Inspectorate, plus the Phytosanitary aspects not considered in the ToRs but representing 80 % of the topics raised in the ToRs.

In June 2015 and based on promising successes an agreement between the Clients and JC&A included as much as possible the analysis, discussions and recommendations concerning checklists and procedures - but not the legal drafting (see below) - of *Deliverable 3.4 Checklists* in the training and reporting for *Deliverable 3.3*.

The *Vlastic Approach* is organized around six steps producing each time interconnected outputs/outcomes for each of the six inspectorate areas of each Client.

a) *Confirmation and updating of key critical issues/topics*

Based on ToR's Activity 3.3.3 (vii), JC&A Local Coordinators interviewed and gather data with each of the Head Inspectors and prepare background information. This produced a validated List (See Annex 2) which was then sent to JC&A Sectoral Experts together with additional information and data for their preparation of their first mission (See Table 1).

b) First mission: Scoping and EU perspective

During a first mission of each Sectoral Expert JC&A organized intensive bilateral discussions and meetings with Head Inspectors and inspectors of FAIA and RAIA-RS at the inspectorate headquarters in Sarajevo and Banja Luka on the new validated list of issues/challenges to prioritize during the Project.

c) First Workshop in Vlasic

In order to save inspector's time and maximize discussion, collaboration and coordination between the Clients, JC&A organized in spring 2015 a Technical Workshop for each of the six Inspection Areas together with a dinner the day around an agenda developed in coordination with Clients on a selected number of issues. The Spring Workshop focused on main assessment and challenges concerning the list of concerns and the EU practices.

Table 1: Timetable of Vlasic Approach Missions

Inspection Areas	Sectoral Expert	1 st mission	2 nd mission
Market Surveillance	Andrejka Grlič (Slovenia)	23 - 27 March	7 - 11 Sept
Environmental	Đorđe Stefanović (BIH)	30 March - 3 April	5 - 9 Oct
Health 1	Semira Hajrlahovic (Slovenia) Drako Mehikić (Slovenia)**	13 - 17 April	12 - 16 Oct
Health 2	Branislav Vulević (Serbia)	20-22 May	17-19 Jun
Phytosanitary*	Louise Cooke (UK)/A. Potocnik (Slovenia)	20 - 24 April	14 -18 Sept
Food Safety	Gerry McCurdy (UK)	11 - 15 May	21- 25 Sept
Veterinary	Gordan Jerbic (Croatia)	18- 22 May	26- 30 Oct

Note: * The topic was not required in the ToRs

** The ToRs did not mention this type of expert

d) Preparation of a Draft Sectoral Report

Informed by the discussions and new topics/questions raised during the first mission (See Annex 2), each Sectoral Expert (and in the case of Health Inspection two of them) prepared during the summer of 2015 a technical report of 30 - 40 pages (without annexes) as executive possible.

The generic outline for these Sectoral Reports are based on the following template:

1. Brief summary of bilateral meetings and 1st Vlasic Workshop
2. Analysis of the current situation (in particular through a SWOT assessment)
3. Recommendations concerning:
 - The topics and questions raised during the bilateral meetings and workshops on Vlasic

- The possible improvements of inspection procedures³
- The possible improvement of the inspection checklists
- The improvement of the administrative functions within Inspectorates
- The improvements of the efficiency in the document circulation within the Inspectorates

In terms of substance, the Sectoral Reports focused on *key inspection procedures which could increase the efficiency of the inspectorate area rapidly*. The also discussed the possibility of harmonized inspection surveillance procedures between FAIA and RAIA-RS and on the improvements to *checklists* currently used in the area addressing how far (or not) they are aligned with EU practices, specifically covering methodological for the implementation of checklists should take into consideration the necessary level of flexibility and application of inspectors' expert knowledge in inspection surveillance and methodologies for future improvements of checklists and an annex of previously harmonized inspection procedures .

e) Second mission: Discussing and Training based on the first Draft Report

The second set of missions (See Table 1) followed the same pattern than the ones organized during spring 2015. This time, the Sectoral Experts concentrated the training and knowledge and technical transfer in a much more effective using the first draft report submitted two weeks earlier.⁴

Each time, the Sectoral Experts discussed bilaterally with FAIA and RAIA-RS inspectors the draft report before or after reconvening with Chief Inspectors and inspectors from the two Entities and guests from sub or supranational bodies into a Vlašić Workshop for a broader training on issues of interest to both Clients.

In total, nearly 150 participants took part to the 12 Vlasic Workshops At least 10 inspectors of each of the two Beneficiary inspectorates participated to each Vlasic Workshop. Participants from other public authorities (Canton, State Level, etc.) were invited.⁵

f) Finalization of the Sectoral Report and Validation by Clients

The final step of the Approach was the redrafting of a coherent, effective, short report together with the provision of annexes and appendixes to assist concretely FAIA and RAIA-RS inspectors.

These final report were then validated with Chief Inspectors during November and December 2015.

Priority 2: Technical Assistance on Critical Aspects of a Modern Inspectorate.

³ In the case of the FBiH reports, Experts also considered the role of relevant cantonal inspection services.

⁴ In the case of Phytosanitary inspection, the Sectoral Experts organized a day tour to Gradizca for practical exercises (See Item F5 in Annex 3).

⁵ Based on Inspectorates' recommendations the Consultant conducted consultations with representatives from bodies on state, entities and cantonal levels, that are directly or indirectly involved in the inspection work, as follows:

High Judicial and Prosecutorial Council of Bosnia and Herzegovina
 State Veterinary Office of Bosnia and Herzegovina
 Food Safety Agency of Bosnia and Herzegovina
 Administration of Bosnia and Herzegovina for Plant Health Protection
 Federal Ministry of Agriculture, Water Management and Forestry
 Federal Health Ministry
 Federal Institute for Agriculture Sarajevo
 Market inspection of Canton Sarajevo

a) *Risk based assessment and Internal Control mechanisms*

This priority dealt with more complex and cross-inspectorate issues encompassing the introduction and sustainability of risk-based inspection systems (*Deliverable 3.1*) and establishing modern internal controls inside FAIA and RAIA-RS (*Deliverable 3.2*).

For these two horizontal dimensions JC&A did not follow the Vlastic Approach. The analytical aspects and the specific recommendation were target separately for FAIA and RAIA-RS.

However, in the case of the risk-based inspection system (*Deliverable 3.1*), at the Clients' requested, JC&A went beyond a strict interpretation of ToRs' which emphasized internal market inspection and dealt the the risk-based issue concerning other inspectorate areas as well like food safety.⁶

Further synergies were obtained in this priority as the IT expert – in line with the recommendations from the risk-based inspection Expert – started working on development of a new module system for reporting of e-inspector application of the FB&H capable of reporting for risk-based situation and internal control.

In terms of training and capacity building for this Priority, intensive training by the JC&A Expert was complemented with the the organization of the two Seminars to discuss them (see below): in June 2015 on Risk Based Inspection System and in December 2015 on Internal Governance. Respectively.

It should be noted the procedural work on internal control for the RAIA-RS was less intensive given the very elaborate legal and administrative existing system already in place (See RS Rulebook on internal control <https://www.sendspace.com/file/oyzfxv>).

b) *Legal Drafting*

Given the fluid sate of legal drafting and the differing needs from each Client, it was agreed to establish a definite list of legal document (See Annex 2) to be prepared during the Project, replacing ToRs requirements.⁷ It should be noted that RIAI-RS only requested the preparation of the Rulebook on Internal Control (See Table 2).

Table 2: List of Legal Documents Prepared

No	Inspectorate	Name of regulation
1	FB&H	Decree on certification of inspectors
2	FB&H	Code of Ethics for Inspectors
3	FB&H	Rulebook on Sampling
4	FB&H	Rulebook on Electronic Maintenance of Inspection Surveillance Records
5	FB&H	Rulebook on Content of the report on Inspectors work
6	FB&H	Rulebook establishing norms for performing inspection surveillance under responsibility of Inspections
7	FB&H	Rulebook on Criteria for Defining Scope and Complexity of Inspection Surveillance
8	FB&H	Rulebook on internal control
9	RS	Rulebook on internal control
10	FB&H	The methodology on the method of performance appraisal of

⁶ Interpreting ToR Activity 3.1.6 applying to the whole Deliverable

⁷ FB&H had enacted a new inspection law with a list of bylaws and other legal documents to prepared unconnected with some of the ToRs activities like: 3.1.8, 3.1.9, 3.2.5, 3.4.6 and 3.4.7)

		inspectors
11	FB&H	Rulebook on internal organization

c) Checklists, inspection procedures and other regulations

As indicated above, due to the high level of potential synergies between Deliverable 3.3 and 3.4, the work on Checklists was mostly incorporated into the specific assessment and recommendations related of the Sectoral Reports prepared as part of the Vlastic Approach.

The sectoral work on Checklists was further supported with discussions, training and reports concerning the risk-based inspection system (Deliverable 3.1.) and internal control (Deliverable 3.2).

Based on the previous findings, a summary on the topics was presented in Seminar No 3 in a special session on The Role, Importance and Limits of Checklists . This session covered topics such as:

- The use checklists during inspections visits as a key instrument to make inspection more efficient, transparent and accountable.
- The main advantages of checklists
- The main limitations, challenges and risks when using inspection checklists
- How to prepare, test and review inspection checklists
- Methodology for creating a check list in BiH and the region

d) FB&H Inspector certification system

As a standalone Deliverable (3.6), JC&A developed the legal framework and IT application for an innovative the certification system for FB&H inspectors.

The certifications system for inspectors and the Decree on Certification of Inspectors for FAIA (See Table 2) covered:

- Note on the International Experience with Certificate for Inspectors Systems
- Explanation and the first draft of the Decree on certification
- Program for inspector certification
- User manual on the use of the certification program
- Administrator manual on the use of the certification program
- The testing of the delivered IT system is on-going, and corrections of smaller errors were made. Currently the collected questions are being entered and the system is being released into production.

These actions were further supported by bilateral meetings with other institutions regarding the certification methodology (High Judicial and Prosecutorial Council of Bosnia and Herzegovina), the preparation of a note on international practices.

As well, JC&A presented the certification system for inspectors at a conference on 22 June 2015 in Fojnica.

Priority 3: Increase the Technical Competencies of FAIA and RAIA Inspectors

This Priority covered most activities listed in Deliverable 3.5. In order to minimize training time for inspectorates the efforts in this case concentrated on study tours and seminars

a) The study tour to Northern Ireland

JC&A organized a Study Tour to Belfast from 16 to 20 November 2015. Twelve high officials from FAIA and RAIA-RS participated.

Given the presence of Chief Inspectors of distinct areas, it was agreed to focus the study tour on the crucial and multi-dimensional aspects of food safety inspection involving market access, veterinary, phytosanitary, environmental and health aspects. The visit covered:

- The Food Safety Department of the Belfast City Council
- The Food Standards Agency (FSA),
- The Port authority where the participants did not see a practical example of an inspection.

b) Study Tour to Belgrade

At the explicit Clients' requested JC&A organized a special program to set up rapidly a non-ionization radiation surveillance system for RAIA-RS. For this, a series of meetings and one workshop on 17, 18 and 19 June, 2015 in Banja Luka and a four-day study tour to Belgrade were organized. Although not part of the ToRs, study tour included a visit to the VINČA Institute of Nuclear Science, Belgrade City Environmental Secretariat, Ministry of Agriculture and Environment of the Republic of Serbia, SunService Company (introduction with various types of artificial sources of UV radiation).

c) Discussions and training on the governance of inspectorate

The final area of concentration for this Priority focused on aspects like

- Consultation and communication of inspectorates
- Coordination and collaboration of different inspection bodies at national, entity, cantonal and municipal level
- Anti-corruption initiatives

Although mostly discussed during the Vlasic Approach workshops, Seminar No3 in December 2015 was an opportunity to review them in a larger context. This permitted to increase the reach to other departments/inspector areas of FAIA and RAIA-RS, but also to invite a broader participation from officials from other levels of government.

Last, a special session on how to fund further efforts of modernization of the Clients Inspectorates was organized in Seminar No4 together with a discussion of what was achieved in the Project and what would be the next steps.

Priority 4: Website upgrade and IT infrastructure

The priority mostly consisted in completing the tasks Deliverable 3.7. It consisted in the design and development of the two new Websites.

The new webpages were presented at a press conference held on 10 December at Hotel Europa in Sarajevo.

VI. Outcomes of the Project

This Section emerging results from of the project. Although it is very difficult to appreciate clear ones in a 10-month projects mostly devoted to transfer information, methodology, good practices and raise competencies of Client's officials two promising outcomes are worth noting.

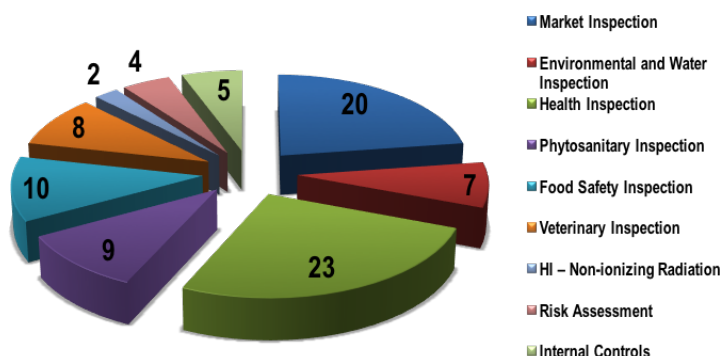
First, the project permitted to deliver, discuss, review and validate thousands of pages

prepared and discussed, hundred to PowerPoint slides exhibited and commented. Overall, a clear agreements and a sense of purposed emerged during Seminar No.4 discussion the Next Steps around the nearly hundred concrete recommendations proposed and discussed (See Figure 2)

Second, most probably one of the main outcome of this Project as well as a key lesson learned was the impetus to work together from FAIA and RAIA-RS inspectors through the Vlastic Approach but also the Study Tour. Indeed, as the EU experience shows coordination and collaboration can mighty improve inspection and surveillance in a region where borders are fading fast. Coordination in an increasing globalized economies can only be the way to deal with new risks for consumers, health, food and environment, and strengthening contacts and working methods at a human level therefore essential for a more effective inspection by BiH.

Given the emphasis on quick wins and easy and practical solutions to be implemented requested, it is expected that the efforts will permeate in the daily practice of inspection and a better businesses' perception soon. The willingness to move forward with the modernization of FAIA and RAIA-RS as well as the effort to prioritize key recommendations were tested, discussed and agreed during Seminar No.4 workshops on next steps. This should be considered as positive step to bring results from the Project sooner rather than later.

Figure 2: Graph on the number of suggested recommendations by the JC&A



Some of the recommendations are worth noting though:

Market Inspection

- Establish a codes of ethics and integrity of employees.
- Cooperation and exchange of good practice inspections and other authorities in BiH, courts and ministries, as well as with the public.

Environmental and Water Inspectorate

- Priorities in the harmonization of regulations with EU.
- Coordination at the operational level between levels in BiH

Health Inspection

- Define the subject of planning, the responsibility of manufacturers, distributors.

- Determination of content and frequency of supervision.

Phytosanitary Inspection

- Checklists procedures for import phytosanitary inspection.
- Develop a database for everyday use and work of phytosanitary inspectors.

Inspection for Food Safety

- Inspection program based on risk.
- Database Business Objects/ Register of business facilities.

Veterinary inspection

- Facilities categorization.
- Efficient organization and implementation of official controls in the area of food safety.

Non-ionizing radiation

- Harmonize of regulations on non-ionizing radiation based on good practice and actual situations.
- Law on Protection from non-ionizing radiation--amend the law in the sense of the inspectors' powers--authorizations of inspectors

Risk assessment

- Emphasis should be placed on the coordination of inspections and sampling with inspectors who are at the municipality level.
- Develop a programming system for inspections so that it provides score based on the risk assigned to each economic operator

Internal Control

- Develop ways to measure the level of satisfaction of economic operators and identification of issues that cause misunderstandings
- Review the command chain in order to determine whether there are opportunities for increasing the degree of delegation of responsibility for the development and strengthening of the team

VII. Agreed Modifications to ToRs

As discussed in previous sections, the implementation of the Project was based on a very close collaboration with Mrs Tirak and Tomic, respectively Directors of FAIA and RAIA-RS as well as with the two Project Coordinators Mr. Basic and Mr. Miljic they appointed to deal the implementation internal committee. The agreed aim was to undertake a very responsive consultancy services as close as possible to the current needs of the two Clients.

This close collaboration permitted to discuss and agree on the Key Priorities (See Section V) that structured the project along the 10-month period, as well decide on some pointed modifications and additions to the ToRs activities under the framework of JC&A proposal and level of efforts.

During a series of bilateral meetings and a joint meeting in Vlasic during the inception mission of February 2015 between the Directors and JC&A team a agreement around the

implementation of the ToRs was reached based on elements included in the JC&A technical proposal implementing the ToRs. They resulted in the customizing and interpretation of the ToRs to the timing, constraints and needs facing FAIA and RAIA-RS without further adjusting to the the level of efforts agreed in the contract.

These modifications were further fine-tuned through constant meetings between the JC&A Local Coordinators with their counterparts and Chief Inspectors as well as periodic meetings between the JC&A and the Directors of FAIA and RAIA-RS. They resulted in preparing, discussing, agreeing with enough time the dozens of reports delivered. It is however, important to underline the four main reasons advanced for adjusting the ToRs.

Adjusting activities to real needs

First, the Clients indicated that the ToRs were drafted many months before the contract was awarded and the project started. Since then, new events and pressures on the inspectorates have accumulated. Some issues had become more pressing - like the need to have the certification of inspectors, the setting up of a non-ionizing surveillance mechanisms and some others were of lower priority such as the annulment of some decisions by the court (activity3.2.5). In some cases, the Clients indicated the uselessness of working on deliverables that they already had; for instance, in the the case of drafting internal control procedures as that already existed in an sophisticated system already in place. (See RS Rulebook on internal control <https://www.sendspace.com/file/oyzfxv>).

Practical recommendations instead of analysis and data gathering

Second, Directors insisted that the Project should produce quick and practical recommendations rather than more analysis, diagnostics and data. In particular, during inception mission in February 2015, they indicated that inspectors should not be asked to deliver data and statistics given their busy day-to-day obligations (see below). They also stressed that inspectorates had already been over-diagnosed and they were more interested on practical reforms and improvements.

Based on this constraints JC&A organized a simple survey of topics of interest which was listed and discussed in a qualitative way as part of the the Vlasic Approach (See Annex 2).

Last, Directors also insisted on avoiding the drafting of lengthy and repetitive reports trying to cover different aspect in the Sectoral Report (for instance the checklists).

Minimize the time of inspectorates dedicated to the Project

Linked to the above, Directors asked to minimize the training time of FAIA and RAIA-RS staff dedicated to the Project given the constant need to perform their duties in the field.

The Vlasic Approach for the organization of the missions and organization of four seminars were adapted to reduce the travel time of participants as well as concentrate the training and use of inspectors' time.

Finalizing the Project by December in based on priorities

Despite of the lengthen of the ToRs and constraints on the Client's time available to be trained and review reports, the Clients asked to finalize the project by December 2015. This was achieved through an effort of setting clear priorities (See Section V). It also implied giving more emphasis to some Deliverable tasks - such Deliverable 3.3., 3.6 and 3.7 and focusing the legal drafting activities and prepared a new set of legal documents to be prepared (See Table 2). FAIA also asked to give a higher level of priority to the development of IT applications rather than to procedurals and even legal aspect.

It should also be noted that the Clients agreed with with JC&A to apply the Vlastic Approach (See above) to two additional inspection areas (toys, cosmetics by D. Mehikic and phytosanitary issues by L. Cooke and A. Potocnik) than those listed in Deliverable 3.3. Together with a second study tour to Belgrade, the five training / reporting deliverables were considered a substitute for a lighter approach to diagnostic and analysis efforts as well as to complex work on redesigning checklists (See Section VII).

Activities and deliverables prepared beyond the ToRs requests

The lower priority given to some activities were compensated by additional activities and services not listed in the ToRs. The main ones are:

- Only an expert in the area of chemicals and biocides was requested in item 4.1.2 of the ToRs. However, JC&A accepted to include a second Health Expert for other health issues and assign them to the Vlastic Approach (2 missions and 2 reports, etc.)
- Phytosanitary was not considered in 3.3.3. However, JC&A accepted to include the sector in the Vlastic Approach, meaning Two reports (one for RS, one for FBiH inspectorate) and special mission Phytosanitary Inspection
- Only one study Study Tour was requested in item 3.5.2. However, JC&A agree to organize for the Republic Srpska a second study tour for non-ionizing radiation inspections to Serbia
- Important improvements not listed in item 3.7.1 concerning the development of a new Website was requested and accepted by JC&A, for instance a new management of Cyrillic/English abbreviations module for the Republic Srpska.
- Although not included in the ToRs, JC&A unilaterally organized a Press Conference to communicate results on 10 December, 2015.

Annex 1. The JC&A Team

Name	Nationality	Position on Project
Cesar Cordorva	Mexico/France	Project Manager
Amina Smajić	Bosnia and Herzegovina	Project Coordinator
Amra Hodžić	Bosnia and Herzegovina	Logics Coordinator
Borko Stajčić	Bosnia and Herzegovina	RS Project Coordinator
Omar Beglerović	Bosnia and Herzegovina	Consultant on IT and Web Design
Robin Croft	United Kingdom	Consultant for Risk based Inspection and Internal Controls
Josip Bašić	Bosnia and Herzegovina	Legal Expert
Gordan Jerbić	Croatia	Consultant for Veterinary Inspection
Branislav Vulević	Serbia	Consultant for Non-Ionizing radiation
Andrejka Grlić	Slovenia	Consultant for Market Inspection
Louise Cook	Northern Ireland	Consultant for Phytosanitary Inspection
Gerry McCurdy	Northern Ireland	Consultant for Food Safety Inspection
Andrej Potočnik	Slovenia	Consultant for Phytosanitary Inspection
Đorđe Stefanović	Bosnia and Herzegovina	Consultant for water and environmental Inspection
Semira Hajrlahović	Slovenia	Consultant for Chemicals and Biocides
Darko Mehikić	Slovenia	Consultant for Health Inspection
Damir Šehanović	Bosnia and Herzegovina	Communication Expert

Annex 2: Consolidated List of Issues and Challenges

FEDERAL INSPECTION – WORKSHOP TOPICS

<p style="text-align: center;">Tržišna inspekcija</p> <ol style="list-style-type: none"> 1. Zakon o zaštiti potrošača u BiH 2. Zakon o nadzoru nad tržištem 3. Zakon o sigurnosti proizvoda 	<p style="text-align: center;">Market Inspection</p> <ol style="list-style-type: none"> 1. The Law on Consumer Protection in BiH 2. The Law on Market Surveillance 3. The Law on Product Safety
<p style="text-align: center;">Zaštita okoliša</p> <ol style="list-style-type: none"> 1. Upravljanje i zbrinjavanje otpada 	<p style="text-align: center;">Environmental protection</p> <ol style="list-style-type: none"> 1. Management and disposal of waste
<p style="text-align: center;">Zdravstvo (hemijska i nejonizirajuća tematika)</p> <ol style="list-style-type: none"> 1. Inspeksijska kontrola velikih zdravstvenih ustanova (način rada, priprema inspektora, itd.) 2. Kontrola hemikalija/ biocida (registracija, evidencije, bezbjedonosno-tehnički list, klasifikacija obilježavanje, kontrola boja, lakova i deterdženata, mjere zaštite pri radu sa hemikalijama, usklađenost propisa sa carinskim propisima) 3. Kontrola usaglašenosti medicinskih sredstava, kozmetičkih sredstava i dječjih igračaka i otkrivanje krivotvorenih lijekova na tržištu (način kontrole u zemljama EU, notifikacija kozmetičkih sredstava u EU – CPNP (Cosmetic Products Notification Portal) 	<p style="text-align: center;">Health (chemical and non ionizing theme)</p> <ol style="list-style-type: none"> 1. Inspection of big medical institutions (operating mode, preparing inspectors, etc.) 2. Control of chemicals / biocides (registration, records, safety-data sheet, classification marking, control of paints, varnishes and detergents, safety measures when working with chemicals, compliance regulations with customs regulations) 3. Evaluation of compliance of medical devices, cosmetics and children's toys and detection of counterfeit medicines on the market (the method of control in the EU, notification of cosmetics in the EU - CPNP (Cosmetic Products Notification Portal)
<p style="text-align: center;">Fitosanitarna oblast</p> <ol style="list-style-type: none"> 1. Analiza rizika (u fitosanitarnoj oblasti) 2. Analiza rizika na određene štetočine – generalni principi 3. Analiza rizika na rezidue pesticida i drugih stranih materija (npr. olova i sl.) u proizvodima biljnog porijekla pri uvozu 4. Procedure fitosanitarnog pregleda u proizvodnji sadnog materijala sa posebnim osvrtom na uočavanje, simptome i identifikaciju prisustva karantinski štetnih organizama i štetnih organizama 	<p style="text-align: center;">Phytosanitary</p> <ol style="list-style-type: none"> 1. Analysis of risk (in the fields of phytosanitary) 2. Analysis of risks to certain pests - General principles 3. Analysis of the risks to pesticide residues and other foreign Matri (eg. Lead, etc.) In products of plant origin during the importing process 4. Phytosanitary inspection procedures in the production of planting material with a special focus on the detection, symptoms and identification of the presence of quarantine pests
<p style="text-align: center;">Sigurnost hrane</p> <ol style="list-style-type: none"> 1. HACCP i praćenje sljedivosti hrane 2. Aditivi u hrani 3. Prehrambene i zdravstvene tvrdnje na etiketama hrane i Pravilnik o informisanju potrošača (postoji državni pravilnik) 4. Uzorkovanje hrane na GMO 	<p style="text-align: center;">Food safety</p> <ol style="list-style-type: none"> 1. HACCP and monitoring of food traceability 2. Food Additives 3. Nutrition and health claims on the labels of food and the Ordinance on customer information (there is state regulation) 4. Sampling food on GMOs
<p style="text-align: center;">Veterinarstvo</p> <ol style="list-style-type: none"> 1. Uspostostava baze podataka i međusobna razmjena podataka 2. Izrada jedinstvenih ček lista u skladu sa zahtjevima higijenskog paketa, koje će se 	<p style="text-align: center;">Veterinary</p> <ol style="list-style-type: none"> 1. Setting up a database and mutual exchange of data 2. Creating unique checklist in accordance with the requirements of hygiene package, to be applied

<p>primjenjivati na cijeloj teritoriji BiH i standardnih operativnih postupaka</p> <p>3. Službeno uzrokovanje u procesu službene kontrole (obezbjedivanje sredstava a što je povezano sa donošenjem pravilnika o naknadama za provođenje službenih kontrola i ukidanje ili izjena postojećih pravilnika o naknadama za veterinarsko zdravstvene prijedloge)</p>	<p>throughout BiH and standard operating procedures</p> <p>3. Officially sampling in the process of official controls (provision of funds, which is associated with the adoption of the Ordinance on Fees for the implementation of official controls and remove or modify existing ordinance on fees for veterinary healthcare proposals)</p>
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RS INSPECTION – WORKSHOP TOPICS

<p>VODNA INSPEKCIJA</p> <ul style="list-style-type: none"> • Metodologija rada vodne inspekcije i • Preklapanje dijela nadležnosti vodne i ekološke inspekcije 	<p>Water Inspection</p> <ul style="list-style-type: none"> • Water Inspection work methodology and • Overlapping of the jurisdiction between water and environmental inspections
<p>EKOLOŠKA INSPEKCIJA</p> <ul style="list-style-type: none"> • Veći broj inspektora na republičkom i lokalnom nivou • Uspostavljanje stalnih i vanrednih procedura rada sa MUP-om Republike Srpske i UIO-om BiH-Carina i provođenje obuka i treninga zajedno sa gore navedenim službama u cilju sprovođenja procedura • Uspostavljanje procedura u segmentu prekogranične saradnje i obuka inspektora na sprovođenju istih • Uspostaviti veći stepen kontrole kretanja otpada na međuentitetskom nivou • Rad na modernizaciji i efikasnosti radi većeg stepena kontrole prekograničnog kretanja otpada te obezbjediti tehničku podršku za sprovođenje nadzora (SKENERI)-ekološka inspekcija na granici 	<p>Environmental Inspections</p> <ul style="list-style-type: none"> • The larger number of inspectors at national and local level • Establishment of permanent and part-time work procedures with the RS Ministry of the Interior Affairs, Indirect Taxation and BIH Customs. Conducting trainings in order to implement procedures (together with the above-mentioned institutions) • Establishing procedures in the field of cross-border cooperation and training of inspectors on the implementation of such procedures • Establishing better control of waste movement at the inter entity level • Work on modernization and efficiency for greater control of transboundary waste movement and providing technical support for supervision (SCANNERS)-Environmental inspection at the cross border
<p>INSPEKCIJA ZA HRANU</p> <ul style="list-style-type: none"> • HACCP i praćenje sljedivosti hrane • Aditivi u hrani • Prehrambene i zdravstvene tvrdnje na etiketama hrane 	<p>Food Inspection</p> <ul style="list-style-type: none"> • HACCP monitoring and food traceability • Additives in food • Nutrition and health claims on food etiquettes
<p>VETERINARSKA INSPEKCIJA</p> <ul style="list-style-type: none"> • Usaglašenost postojeće legislative sa EU zakonodavstvom u oblasti bezbjednosti hrane i veterinarstva • Organizacija službenih kontrola u skladu 	<p>Veterinary Inspection</p> <ul style="list-style-type: none"> • Compliance of existing legislation with EU legislation in the field of food safety and veterinary medicine

<p>sa zahtjevima Pravilnika o službenim kontrolama...odnosno službene kontole usaglašene sa zahtjevima higijenskog paketa</p> <ul style="list-style-type: none"> • Izrada jedinstvenih ček lista u skladu sa zahtjevima higijenskog paketa, koje će se primjenjivati na cijeloj teritoriji BiH • Kontrolne liste nisu usaglašene sa EU propisima, u IMS-u kontrolne liste nisu pripremane na nivou objekta nego po oblastima nadzora. • Ne postoje standardne operativne procedure za pripremu i izradu lista u skladu sa novim propisima, odnosno u skladu sa planom službenih kontrola, koji bi trebao da se zasniva na jedinstvenom integrisanom višegodišnjem planu izrađenom u skladu sa Pravilnikom o službenim kontrolama... i higijenskim paketom. 	<ul style="list-style-type: none"> • The organization of official controls in accordance with the requirements of the Rulebook on official controls ... or official control compliant with the requirements of hygiene package • Creating of unique checklists in accordance with the requirements of hygiene package, which would be applied throughout BiH • Checklists are not harmonized with EU regulations – In the IMS, Checklists were not prepared at the level of the economic operators, but by areas of supervision. • There are no standard operating procedures for the preparation and development of the lists in accordance with the new regulations, in accordance with the plan of official controls, which should be based on a single integrated multi-annual plan which is drawn up in accordance with the Rulebook on official controls ... and hygiene package.
<p style="text-align: center;">ZDRAVSTVENA INSPEKCIJA</p> <ul style="list-style-type: none"> • Kontrola izvora nejonizujućeg zračenja (oprema za inspektora za detekciju izvora, vrste i tipovi izvora, relevantne tačke za mjerenje zračenja, mjerenje zračenja na lokaciji na kojoj postoji više izvora, rezultati istraživanja uticaja zračenja na zdravlje kada je zračenje blizu gornje granice). • Kontrola hemikalija/ biocida (registracija, evidencije, bezbjedonosno-tehnički list, klasifikacija obilježavanje, kontrola boja, lakova i deterdženata, mjere zaštite pri radu sa hemikalijama, usklađenost propisa sa carinskim propisima) • Kontrola usaglašenosti medicinskih sredstava, kozmetičkih sredstava i dječjih igračaka i otkrivanje krivotvorenih lijekova na tržištu (način kontrole u zemljama EU, notifikacija kozmetičkih sredstava u EU – CPNP (Cosmetic Products Notification Portal). 	<p style="text-align: center;">Health Inspection</p> <ul style="list-style-type: none"> • Control of non-ionizing radiation sources (equipment for inspectors to detect sources, kinds and types of sources, relevant points for measuring radiation, measurement of radiation at multiple sources, The effect of radiation on human health when the radiation is close to upper limit). • Control of chemicals / biocides (registration, records, safety-data sheet, classification marking, control of paints, varnishes and detergents, safety measures when working with chemicals, compliance regulations with customs regulations) • Evaluation of compliance of medical devices, cosmetics and children's toys and detection of counterfeit medicines on the market (the method of control in the EU, notification of cosmetics in the EU - CPNP (Cosmetic Products Notification Portal).
<p style="text-align: center;">TRŽISNA INSPEKCIJA</p> <p>1. Iz oblasti autorskih i kolektivnih ostvarivanja autorskog i srodnih prava,</p>	<p style="text-align: center;">Market Inspection</p> <p>1. In the field of copyright and collective management of copyright and related rights,</p>

<p>- sa posebnim akcentom na softvere i muzička djela.</p> <p>2. Sistem za identifikaciju proizvoda: kontrola i provjera ispravnosti bar kodova, jednodimenzionih, dvodimenzionih, GS1, EPC. struktura brojeva, jedinstvenoj bazi podataka za proizvođače, jedinstvena baza podataka za proizvođače i sl.</p> <p>3. Analiza rizika i tržišta-kriterij za uzimanje uzoraka</p> <p>4. Desktop testing -radno testiranje proizvoda na licu mjesta- i procjena rizika –kako provesti a da može da bude dokazni materijal u vođenju upravnog ili prekršajnog postupka.</p> <p>Napomena: Od projekta očekujemo da dobijemo pisane metodologije rada inspekcije po oblastima, što sam već rekla na sastanku sa ekspertom.</p>	<p>- With special emphasis on software and musical works/songs.</p> <p>2. The system for the identification of products: control and verification of bar codes, one dimensional / two-dimensional, GS1, EPC. Numbers structure, a single database for manufacturers, a unique database for manufacturers.</p> <p>3. Risk and market analysis - criteria for sampling</p> <p>4. Desktop testing - Work product testing on-site and risk assessment - how to conduct procedure in order to become evidence in the conduct of the administrative or misdemeanor proceedings.</p> <p>Note: „As I have already said in a meeting with an expert, from this project we expect to get written methodology for inspection work by areas. - chief market inspection inspector</p>
<p style="text-align: center;">FITOSANITARNA INSPEKCIJA</p> <ul style="list-style-type: none"> • Procjena fitosanitarnog rizika pri uvozu bilja, • Procedure fitosanitarnog pregleda pošiljki bilja pri uvozu (po vrstama bilja: sadni materijal, citrusi, cvijeće, krompir itd) sa posebnim osvrtom na uočavanje, simptome i identifikaciju prisustva karantinski štetnih organizama, • Procedure uzorkovanje pri fitosanitarnom pregledu pošiljki bilja pri uvozu (po vrstama bilja: sadni materijal, citrusi, cvijeće, krompir itd), • Procedure fitosanitarnog pregleda u proizvodnji sadnog materijala sa posebnim osvrtom na uočavanje, simptome i identifikaciju prisustva karantinski štetnih organizama, • Procedure uzorkovanja u kontroli proizvodnje sadnog materijala, • Procedure fitosanitarnog pregleda u proizvodnji sjemena poljoprivrednog bilja i procedure uzorkovanja sjemena, 	<p style="text-align: center;">Phytosanitary Inspection</p> <ul style="list-style-type: none"> • Assessment of the phytosanitary risk on importation of plants, • Procedures phytosanitary inspection of consignments of plants at import (by types of plants: planting material, citrus, flowers, potatoes, etc.) with a special focus on the detection, symptoms and identification of the presence of quarantine pest, • Sampling procedures at phytosanitary inspection during imports (by types of plants: planting material, citrus, flowers, potatoes, etc.), • Phytosanitary inspection procedures in the production of planting material with a special focus on the detection, symptoms and identification of the presence of quarantine pests, • Sampling procedures to control the production of planting material, • Phytosanitary inspection procedures in the production of agricultural seed and seed sampling procedures,

Annex 3: List of deliverables

A. February 2015

1. JC&A: Inception Report with Clarification Notes on Implementing the Project
 - *Action Plan and Chronogram*
 - *Outline of the Sectoral Reports*
 - *Note on the Vlastic Approach for Analysis, Training, Recommendations and Reporting on Sectoral Inspectorates*
 - *Proposed topics and Seminars*

B. March 2015

1. Grlic, Andrejka: Prezentacija za trzisnu inspekciju – Vlastic, March 2015, PPT
Prezentacija za trzisnu inspekciju – Vlastic
2. Stefanovic, Djordje: EU BiH Ekoloska i vodna inspekcija, March 2015, PPT EU BiH
Ekoloska i vodna inspekcija
3. Stefanovic, Djordje: Inspekcije u BiH, Ekoloska i vodna inspekcija, March 2015, PPT
Inspekcije u BiH, Ekoloska i vodna inspekcija
4. Cook, Louise: DEFRA guide-plant-passporting March 2015

C. April 2015

1. Stefanovic, Djordje: Metodologija rada inspekcije Ekoloska i vodna inspekcija, April 2015, PPT
2. Stefanovic, Djordje: Komentari sastnaka na Vlasticu, April 2015
3. Hajrlahovic, Semira: Vlastic Workshop Material
 - *CLP BiH, April 2015, PPT CLP BiH*
 - *CORS, BiH, April 2015, PPTCORS, BiH*
 - *Kozmetika, BiH, April 2015, PPT Kozmetika, BiH*
 - *MSDS BiH Note, April 2015*
4. Mehikic, Darko: Non-ionized radiation inspection, April 2015, PPT
5. Cook, Louise: Phyto-sanitary inspection, April 2015, PPT
6. Cook, Louise: ash-dieback-bio-security-guidance, April 2015
7. Cook, Louise: Summary Report and Recommendations for Plant Health Inspection in BiH – F BiH, April 2015
8. Cook, Louise: Summary Report and Recommendations for Plant Health Inspection in BiH – RS, April 2015
9. JC&A Note on Best Practices on certification of inspectors

D. May 2015

1. Cook, Louise: UK Plant Health Risk Register, May 2015
2. Cook, Louise: UK Plant Health Risk Register Summary-of-Guidance-for-phase-1-Public-Ver2, May 2015
3. Beglerovic, Omar: Procjena izrade web sajta - poslovna korespodencija, May 2015
4. Beglerovic, Omar: Procjena izrade web sajta Prilog - popis dogovorenih modula RS, May 2015
5. Croft, Robin: Nadzor nad trzistem procjena rizika – UVOD, May 2015, PPT Nadzor nad trzistem procjena rizika – UVOD
6. Croft, Robin: Nadzor nad trzistem procjena rizika - UVOD ENG, May 2015, PPT Nadzor nad trzistem procjena rizika - UVOD ENG
7. Potocnik, Andrej: Zadaci za fitosanitarnog eksperta, May 2015
8. McCurdy, Gerry: Vlastic Workshops on Food Safety, May, PPT
9. Jerbic, Gordan: Vlastic Workshop on Phyto-Sanitary Inspection
 - *Harmonizacija EU - Veterinarska insp, May 2015, PPT*
 - *Note on Harmonizacija EU - Veterinarska insp*
 - *Kategorizacija objekata - Veterinarska insp, May 2015, PPT*
 - *Sluzbene kontrole - Veterinarska insp, May 2015, PPT*

E. June 2015

1. JC&A: Agenda and Material for Seminar No1 on Risk Based Inspection, Banja Luka
 - Grlic, Andrejka: *Inspekcije zasnovane na riziku, June 2015, PPT Inspekcije zasnovane na riziku*
 - Grlic, Andrejka: *Risk Based Inspection - BiH risk- Risk-based Inspection, June 2015, PPT*
 - Croft, Robin *Risk Based Inspection – Principles, June 2015, PPT*
 - Croft, Robin *Risk Based Inspection - UK Practices, June 2015, PPT*
 - Croft, Robin: *Risk Based Inspections - Product sectors, June 2015, PPT*
 - Croft, Robin: *Odgovori potrebni za kompletiranje izvjestaja iz komponente 2_Internal control, June 2015*
2. Study tour report to Belgrade – no ionizing radiation, June 2015
1. Vulevic, Branislav: Report of Study Tour to Belgrade on no ionizing radiation, June 2015
 - *Izvjestaj o nejonizirajućem zračenju RS, June 2015*
 - *Nejonizujuća Zračenja Zastita BV, June 2015*
 - *2EMF u životnoj sredini, June 2015*
 - *3GSM, June 2015*
 - *4GSM, June 2015*
 - *PREDLOG OBIMA AKREDITACIJE, June 2015*
 - *2012scenih_r_s_001, June 2015*
 - *2013pravilnik o preventivnim mjerama vještackim optičkim zračenjima SR, June 2015*
 - *2015followup_cons_emf_en, June 2015*
 - *2015 scenih_r_o_041, June 2015*
 - *2015 UVscenih_r_q_038, June 2015*
 - *EUDirective2013-35, June 2015*
 - *MRI_Occup_Exp_RevArt_BJRApril2012, June 2015*
 - *savetUVhidmet, June 2015*
 - *Zahtev za mišljenje Ministarstvu, June 2015*
 - *480836_td, June 2015*
 - *emf828_td, June 2015*
 - *MjeracZračenjaPRO-UVC254, June 2015*
 - *Specification of basic equipment for testing of non, June 2015*
 - *ZračenjePRO-UVC35, June 2015*
3. JC&A: Agenda and Material for Seminar No 2 on Food Safety, Sarajevo, May 2015
 - *McCurdy, Gerry: Inspekcije zasnovane na procjeni rizika - Seminar o sigurnosti hrane, June 2015, PPT*
 - *McCurdy, Gerry: Nalazi sa misije u BiH - Seminar o sigurnosti hrane, June 2015*
 - *McCurdy, Gerry: Sektorska problematika u sigurnosti hrane - Seminar o sigurnosti hrane, June 2015*
 - *Antunovic, Boris: Izazovi inspekcija u sustavu sigurnosti hrane u zemljama JIE- Seminar o sigurnosti hrane, June 2015, PPT*
 - *Antunovic, Boris: Koordinacija inspekcija u sustavu sigurnosti hrane u Hrvatskoj - Seminar o sigurnosti hrane, June 2015, PPT*
 - *Antunovic, Boris: Postupak procjene rizika u hrani u Hrvatskoj - Seminar o sigurnosti hrane, June 2015, PPT*
 - *Antunovic, Boris: Izvjestaj po obavljenom seminaru, June 2015*
 - *JC&A: Bilješka o međunarodnim iskustvima u oblasti sistema certifikata za inspektore, June 2015*
 - *Beglerovic, Omar: Program za certificiranje inspektora u Federaciji (CD sa instalacijom programa i print screen) June 2015*

- *Korisničko upustvo o primjeni programa za certificiranje*
 - *Administrativno upustvo o primjeni programa za certificiranje*
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