

Joint EU/CoE Project
Strategic Development of Higher Education and Qualification Standards

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Priorities for 2016 – 2026 Higher Education Development in BiH

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Glossary of Acronyms

BiH	Bosna i Hercegovina	Bosnia and Herzegovina
CoE	Vijeće Evrope	Council of Europe
ECTS	Evropski sistem prenosa bodova	European Credit Transfer System
EHEA	Evropski prostor visokog obrazovanja	European Higher Education Area
ESG	Evropski standardi i smjernice za osiguranje kvaliteta	European Standards and Guidelines for Quality Assurance
EU	Evropska unija	European Union
EUROSTAT	Evropski statistički ured	European Statistical Office
EUROSTUDENT	Istraživanje o kvaliteti studentskog života koje se provodi u 27 evropskih zemalja	Research of student living conditions quality conducted in 27 countries
EURYDICE	Evropska mreža podataka o odgojno-obrazovnim sistemima	European Education System Data Network
HE	Visoko obrazovanje	Higher Education
HEA	Agencija za razvoj visokog obrazovanja i osiguranje kvaliteta BiH	Higher Education Development and Quality Assurance Agency of BiH
HEI	Visokoškolska ustanova	Higher Education Institution
Horizon 2020	Okvirni program EU za istraživanja i inovacije	EU Framework Programme for Research and Innovation
HERE	Ekspert za reformu visokog obrazovanja	Higher education reform expert
IPA	Instrument za predpristupnu pomoć	Instrument for Pre-Accession Assistance
JP	Zajednički projekat	Joint Project
MoCA	Ministarstvo civilnih poslova	Ministry of Civil Affairs
QA	Osiguranje kvaliteta	Quality Assurance
QF	Kvalifikacijski okvir	Qualifications Framework
SEE 2020	„Strategija 2020 Jugoistočne Europe“ - Radna mjesta i prosperitet u evropskoj perspektivi.	South East Europe 2020 Strategy Jobs and Prosperity in European Perspective

1. INTRODUCTION

In the period from 2013 to 2015 a joint EU/CoE project titled *Strategic Development of Higher Education and Qualification Standards* (funded by IPA) was carried out in Bosnia and Herzegovina. One of its fundamental objectives was to define priorities for higher education development in BiH after 2015, i.e. the year in which *the Strategic Directions for Education Development in BiH with Implementation Plan for 2008-2015* (Official Gazette of BiH, No. 63/08) expires, projecting full accession of BiH to the European Higher Education Area.

Good governance and management are reflected in a stimulative and effective framework of policies, strategies, legislation, improvement of quality assurance mechanisms in higher education and research.

Resources, as a precondition to the functioning and development of higher education, have been targeted and covered as a topic by many reform projects implemented so far, resulting in a common analysis: higher education in BiH is inadequately funded and ranks low in the list of priorities.

Qualification standards stem from the requirement to produce a qualification framework for BiH, harmonised with the European Framework, for national qualifications to be recognised in all countries, which joined the Bologna Process (not only the EU Member States) and foreign qualifications to be recognised in BiH.

The current BiH statistics on higher education cannot meet the demands of European statistical agencies.

It is beyond a doubt that higher education has the potential to significantly contribute to BiH's progress, to the improvement of economic development, democratic culture and general quality of life.

With the whole-hearted engagement of the Project Advisory Group (comprising representatives of all public and a few private universities), recommendations have been translated into 2016-2026 Higher Education Development Priorities in BiH. These priorities are grouped in seven key areas, describing the institutions responsible for and participating in the activities, as well as the implementation time period. This document provides a comprehensive overview of activities to be implemented in order to strengthen the development of higher education in BiH.

Society as a whole has an interest in the successful development of this sector. Therefore the Project Advisory Group has pointed out that all parties are responsible for taking actions to find solutions to the problems, which BiH higher education encounters. This implies greater and good-quality cooperation of many higher education actors, which would establish a joint vision for the development of this sector in BiH and progress for BiH in its integration into the European Higher Education Area.

2. BiH HIGHER EDUCATION DEVELOPMENT PRIORITIES

- P1 Good governance and management
- P2 Resources
- P3 Connection between the labour market and higher education
- P4 Qualification standards
- P5 Student experience
- P6 Internationalisation
- P7 Statistics

P1. GOOD GOVERNANCE AND MANAGEMENT

P1.1. Policy framework (strategic and legislative framework)

1. Through active and creative dialogue identify and agree on priority areas and plan the necessary actions, their sequence and stakeholders (including the academic community and students, and provide proper consultations with social partners, employers and the general public) to be included in Higher Education through joint activity.
2. Clearly describe realistic objectives and determine the resources required for their implementation and clearly define goals that HEIs should realise, as well as the indicators of achievement and stakeholders for the next 10 years.
3. a) Establish and improve educational research in order to monitor the sector and to make sure that policy-making and strategic planning at the institutional and sectoral levels are conducted on the basis of information and evidence;
b) Incorporate the policy objectives of the EHEA into the development strategies for higher education in Bosnia and Herzegovina (e.g. internationalisation, student participation and student experience) and include information on the needs of the labour market therein;
c) Establish information systems for monitoring the implementation and impact of policies, legislation, outcomes, and studies on higher education in Bosnia and Herzegovina and best practices in this area where they have not been established yet;¹ Establish registers of experts in various fields of HE reform in Bosnia and Herzegovina, where they have not been established yet.
4. Improve and establish clear connections between policies and higher education objectives on all government levels in Bosnia and Herzegovina, authorities and institutions, with each other and with the objectives of the Bologna process. Improve and enhance the trust between universities and ministries (Education, Finance, and other ministries).

¹ Preliminary studies for the higher education analysis in Bosnia and Herzegovina in 2013, EU IPA Project: *Support to Development of Higher Education in Bosnia and Herzegovina*.

5. a) Establish a better balance between the autonomy and capacity of HEIs to manage and plan their activities and the responsibility of HEIs to the authorities for the effective use of public funds and the achievement of strategic objectives²;
b) Improve governance and accountability for the efficient use of funds, planning, and control, connecting plans of HEIs with higher-level strategies³.
6. Establish coordination for monitoring the Bologna process in Bosnia and Herzegovina in order to improve awareness, understanding and progress among the actors in question, regularly assess the progress, ensure the exchange of experiences, good practices and expertise, support capacity building and enable key stakeholders to work together to ensure the active participation of Bosnia and Herzegovina in the EHEA.

P1.2. Good governance and legislation

1. Ensure that HE development takes place in a transparent, co-operative and creative manner on all levels; improve the dissemination of information about HE through the media.
2. Increase activities in the area of higher education regarding the preparation and organisation of conferences, workshops, seminars, and other forms of exchanging good experiences and practices of all key actors in higher education.
3. Implement Article 43 of the Framework Law on Higher Education in Bosnia and Herzegovina referring to the Rectors' Conference of Bosnia and Herzegovina.
4. Continue to explore the impact of existing legislation (legal provisions) in the implementation of strategies, policies, reports, and the Law on Higher Education in BiH, conducted by higher education institutions in Bosnia and Herzegovina and the corresponding bodies at all levels. The outcomes of this research will serve as guidance on the best ways to improve/modernise future studies and strategies in the best possible way; make strategic documents of HEIs and administration bodies publicly available.

P1.3. Quality assurance

1. Improve quality assurance mechanisms and consistently implement quality assurance principles and standards in all HEIs.
2. Establish the necessary conditions and implement an effective, affordable and transparent accreditation process for study programmes of higher education based on a realistic cost-benefit assessment.
3. Assess the effect of the first phase of institutional accreditation of HEIs in Bosnia and Herzegovina on the quality, relevance and effectiveness of HEIs. Provide analyses in the area of higher education, prepared by the HEA and relevant education authorities, based on the acquired experience with the accreditation process, in order to establish strategic approaches based on relevant information.

² EU IPA Project: *Reform of Financing Higher Education in Bosnia and Herzegovina*.

³ EU IPA Project: *Support to the Development of Higher Education in Bosnia and Herzegovina*.

4. Analyse the current legislation from the perspective of harmonisation of provisions related to the accreditation process with the requirements of European Standards and Guidelines for Quality Assurance in European Higher Education Area (ESG).
5. Recommend the consideration of the option of introducing mandatory periodic accreditation to education authorities and clarify the consequences if accreditation is not awarded.

P1.4. Scientific Research

1. Agree on sector-wide priorities for the development of academic research at HEIs, with clear priorities in terms of subject areas to be funded and establish institutional development plans accordingly.
2. Adopt laws on scientific research, where required.
3. Increase investment in scientific research⁷; allocate specific budget items to support scientific research in all public HEIs (for example, funding publications, access to electronic journals, co-financing of international cooperation and networking, innovation and research work related to Horizon 2020, the procurement of ICT equipment and new laboratories in all public HEIs).
4. Establish adequate programmes for staff development at institutional level⁸, and consider the administration of professional development of staff at sectoral level, and provide the necessary resources.
5. In accordance with EHEA 2020 Mobility Strategy '*Mobility for better learning*', develop documents on mobility.
6. Provide the opportunity to acquire doctoral degrees also through scientific research, transfer of knowledge to the economy and the practice, and not only through attending classes in the third cycle studies; improve cooperation between universities and industry in research.

P2. RESOURCES

1. Introduce systems of HE funding systems based on their success in achieving set objectives; the social dimension of HE; the need to increase the financial autonomy of HEIs; the guarantee of basic labour costs, adequacy and timeliness in the payment of staff; provision of sufficient and reliable public funds without replacing supplementary funds generated by HEIs; strategies for human resource development at all HEIs, including the learning of foreign languages; agreed priorities for funding HE according to the strategic objectives; encouraging HEIs to establish partnerships and stimulate donations; the identification of causes of drop-outs and long periods for completing studies, and monitoring of employment of graduates.
2. Increase the share of the public budget allocated to HE; long-term projected target percentage of GDP for HE through a combination of public funds and private contributions;

⁷ EU IPA project: *Support to the Development of Higher Education in Bosnia and Herzegovina*

⁸ E.g. an intensive professional development programme will be necessary for developing learning outcomes on institutional level for the entire academic staff and the staff responsible for quality assurance.

consider the introduction of common principles for the allocation of budgetary resources, as used by integrated universities in Europe.⁹

3. Identify the necessary activities and the time frame for achieving the reform of funding HE in Bosnia and Herzegovina in three phases (analysis of the collected data, the decision on funding methodology, implementation with defined responsibilities and time frame); through coordination determine how the new system shall be implemented in practice.
4. Set priorities for HE funding in Bosnia and Herzegovina according to the strategic objectives; establish funds for the development of higher education in Bosnia and Herzegovina in relevant education authorities with the basic aim to support the agreed priorities for the development of HE.
5. Introduce compatible information systems in relevant education authorities in entities, cantons, District of Brčko in Bosnia and Herzegovina and HEIs, which will primarily serve the internal management of higher education institutions, the collecting of statistics and the provision of information to EUROSTAT, EUROSTUDENT, etc.
6. Establish a regular dialogue between HEIs and the government regarding reform of funding of HE, whereby the ministries of education should play a more active role in terms of advocacy vis-à-vis financial authorities.
7. Improve the capacity for leadership, management and administration at the level of education authorities, and provide more continuity in staff.

P3. CONNECTION BETWEEN LABOUR MARKET AND HIGHER EDUCATION

1. Modernise and increase the number of existing study programmes for qualifications that are in demand in the labour market; develop consultations on careers and provide public information as a way to stimulate the enrolment for qualifications in demand; provide scholarships for deficit curricula; limit the number of students in programmes where there is overproduction of staff; clearly define goals that HEIs should realise in relation to the labour market, as well as indicators of achievement; harmonise new professions to make them usable throughout the territory of Bosnia and Herzegovina.
2. Establish consultative consortia at all HEIs (employers, employment bureaus, chambers of commerce, etc.) to coordinate strategic objectives.
3. Give high priority to research and innovation at HEI - which should be supported by the government - and focus on the priority areas of innovation (new industries, Horizon 2020, etc.); significantly increase the level of practice and application of acquired knowledge, especially in programmes related to the profession and industry, using the experience of industry experts as lecturers; build programmes for lifelong learning at all HEIs, which also include professional training.
4. Improve legislation and practice in the field of recognition of higher education qualifications for employment purposes; initiate solving the problem of abuse of unpaid temporary work, bribery and corruption in employment; initiate and develop regulations for equal opportunities in employment.

⁹ EU IPA Project: *Reform of Financing Higher Education in Bosnia and Herzegovina*.

5. In public budgets, allocate budget items for financing “graduates-entrepreneurs”; develop programmes for graduates to gain experience abroad in the field of growth and innovation on the condition that they return and apply their knowledge in Bosnia and Herzegovina.

P4. QUALIFICATION STANDARDS

1. Implement the Action Plan for the Development and Implementation of QF in BiH for the time period 2014-2020, the Manual for further development and use of qualification and occupational standards in BiH¹¹, the Guidelines on the use and acquisition of academic and scientific titles and the Curriculum Development Good Practice Guide; introduce the practice of continuous professional development of academic and administrative staff in HEIs.
2. Establish a special budget item for innovation of study programmes in public HEIs; establish mechanisms for consultation with students and stakeholders of the business environment on the development of study programmes and monitor the implementation of changes; relevant education authorities and the BiH Higher Education Development and Quality Assurance Agency and the RS Accreditation Agency for Higher Education Institutions provide support in the application of criteria and standards for the development and approval of study programmes and their role in the process of internal quality assurance.
3. a) Ensure that each programme of study is designed with two outputs¹²: for the labour market and for continuation of education;
b) Identify the medium and long-term implications of applying the revised curriculum for academic structures, resources, process quality assurance, and the long-term infrastructure.
4. Improve legislation and practice in the field of recognition of higher education qualifications for the purposes of employment or continuation of education.
5. Establish qualification standards in accordance with the Qualifications Framework in Bosnia and Herzegovina and Action Plan for Implementation of Qualifications Framework in Bosnia and Herzegovina for the time period 2014-2020.

P5. STUDENT EXPERIENCE

1. Set goals for equal access to HE of members of certain target groups¹³; assign a separate budget item for HEIs in order to provide scholarships (e.g. a custom curriculum for these groups).
2. Increase participation in higher education; introduce and/or increase co-financing the costs of the study in the second and third cycle; establish an appropriate ratio between the number of students and professors; ensure eligibility and regular fulfilment of the obligations of academic and other staff; introduce modern teaching methods aimed at students and improve the quality of instruction and evaluate student satisfaction; establish

¹¹ The Manual for further development and use of qualification and occupational standards in BiH was developed in the framework of the joint project of the EU and the Council of Europe *Strategic Development of Higher Education and Qualification Standards* (2013-2015).

¹² The output is the possibility for further career development after graduation

¹³ The target groups are students with disabilities, students from low-income families, students from rural and remote areas, students above 25 years of age, and other students who have difficulties accessing to higher education

transparent complaint procedures; respond constructively to student dissatisfaction; incorporate entrepreneurial skills in the curriculum; improve the efficiency of the outcomes of the HEI, including the length of study and employability of graduates; establish a central register in HEI and relevant education authorities of drop-out rates, moving to other institutions and the length of studying.

3. Allocate budget items to fund sports and other activities for students and to fund the establishment of programmes to support students in all aspects of student life; develop a programme of social engagement in the community for which ECTS points will be awarded; consider providing accommodation under the auspices of HEIs; reduce costs for students and introduce a system of grants and/or loans and/or vouchers.
4. Analyse the work of student organisations (paying special attention to the independence of their work, and tenure of student organisation management); introduce budget items in the budgets of HEIs for the work of student organisations; improve cooperation between student organisations in BiH; consider the possibility of establishing a students' association at the level of FBiH; create a campaign of zero tolerance and appropriate procedures in case of intimidation and corruption in HE; invite the European Students' Union to conduct a feasibility study on cooperation with student organisations in BiH.

P6. INTERNATIONALISATION

1. Allocate a budget item to support the internationalisation of HEIs; allocate budget items intended for international networking, especially research (international conferences, seminars, visiting professors, etc.) as well as reporting on international projects (maintaining relationships with partners, the initial funding, etc.).
2. Improve regional and cross-border cooperation through joint registration and participation in projects; actively support the international mobility of HEIs' staff by linking this to career advancement; support the development of study programmes in foreign languages; support the international mobility of students; create conditions for accommodation and other infrastructural capacities for international mobility; provide training in foreign languages to staff in HEIs, and provide learning of official languages in BiH to visiting staff; strengthen human and financial resources of services for international cooperation in HEIs; create legal and other requirements for the development of programmes for the acquisition of joint degrees; develop and fund programmes to gain experience abroad for graduates in the field of growth and innovation, on the condition that they return and apply their knowledge in BiH.
3. Through training programmes ensure that all actors in HE understand the development of the Bologna Process and properly implement it, particularly in terms of pedagogy, quality assurance and accreditation; change the focus of internationalisation - mobility must be two-way; create a favourable regulatory environment for the recognition of periods of all mobility types at HEIs abroad; require that the Diploma Supplement be provided together with a Diploma in all HEIs at no additional charge; establish an association of graduates (Alumni) at all HEIs.

P7. STATISTICS

- 1.** Improve the collection, availability and quality of data relevant for the objectives of HE policies.
- 2.** Develop statistical systems in relevant education authorities in entities, cantons, District of Brčko in Bosnia and Herzegovina and HEIs, which can meet international requirements (EUROSTAT, EUROSTUDENT, EURYDICE, etc.).

3. Table presentation of all priorities

PROGRAMMING PERIOD: 2016 – 2026

		Priority	HOLDERS (leaders, participants)	TIME PERIOD
P1.	P1.1.	Policy framework (strategic and legislative framework)		
GOOD GOVERNANCE AND MANAGEMENT	P1.1.1.	Through active and creative dialogue identify and agree on priority areas and plan the necessary actions, their sequence and stakeholders (including the academic community and students, and provide proper consultation with social partners, employers, and the general public) to be included in higher education through joint activity.	Ministry of Civil Affairs, relevant education authorities, rectors' conferences, all higher education institutions, higher education agencies, academic community, labour market representatives, student organisations and unions, Ministries of Labour and Employment, local authorities, Ministries of Finance, general public, through joint activity.	2016 – 2026
	P1.1.2.	Clearly describe realistic goals and determine the resources required for their implementation and clearly define goals that HEIs should realise, as well as the indicators of achievement and stakeholders for the next ten years.	Relevant education authorities, all higher education institutions, higher education agencies, student organisations, and unions.	2016 – 2026
	P1.1.3.	a) Establish and improve educational research to monitor the sector and to make sure that policy-making and strategic planning at the institutional and sectoral levels are conducted on the basis of information and evidence.	Relevant education authorities, higher education agencies in BiH, Agency for statistics and statistical institutes, higher education institutions, and all other actors in the area of higher education in accordance with research topic, student organisations, and unions.	2016 – 2026

		b) Incorporate the policy objectives of the EHEA (e.g. internationalisation, student participation, and student experience) into the development strategy of higher education in BiH; include information on labour market needs therein.	Relevant education authorities, higher education agencies in BiH, Agency for statistics and statistical institutes, higher education institutions, labour market representatives, student organisations, and unions.	2016 – 2026
		c) Establish information systems for monitoring the implementation and impact of policies, legislation, outcomes, and studies on higher education in BiH and best practices in this area, where they have not been established yet; establish registers of experts in various fields of HE reform in BiH, where they have not been established yet.	Relevant education authorities, higher education agencies in BiH, Agency for statistics and statistical institutes, student organisations, and unions.	2016 – 2026
	P1.1.4.	Improve and establish clear links between policies and the objectives of higher education, relevant authorities and institutions, with each other and with the objectives of the Bologna process. Improve and enhance trust between HEIs and ministries (education, finance, and other ministries).	Relevant education authorities, higher education institutions, higher education agencies in BiH, Ministries of Finance and other relevant Ministries, student organisations, and unions.	2016 – 2026
	P1.1.5.	a) Establish a better balance between the autonomy and capacity of HEIs to manage and plan their activities and the responsibility of HEIs for the efficient use of financial resources and achieving strategic objectives;	Relevant education authorities, higher education institutions, Ministries of Finance, student organisations, and unions.	2016 – 2026
		b) Improve governance and accountability for the efficient use of resources, planning, and control at HEI, connecting HEI plans with higher-level strategies.	Higher education institutions, relevant Ministries, students unions, and organisations.	2016 – 2026

	P1.1.6.	Establish coordination for monitoring the Bologna process in BiH in order to improve awareness, understanding, and progress among stakeholders, regularly assess the progress, ensure the exchange of experiences, good practices and expertise, support capacity-building and enable key stakeholders to work together to ensure the active participation of BiH in the EHEA.	Relevant education authorities, higher education institutions, higher education agencies in BiH.	2016 – 2026
P1.	P1.2.	Good governance and legislation		
GOOD GOVERNANCE AND MANAGEMENT	P1.2.1.	Ensure that the development of higher education takes place in a transparent, cooperative, and creative manner at all levels; improve the dissemination of information about HE through the media.	Relevant education authorities, higher education agencies in BiH, higher education institutions, student organisations, unions, and the media, rectors' conferences in BiH.	2016 – 2026
	P1.2.2.	Increase activities in the area of higher education regarding preparation and organisation of conferences, workshops, seminars and other forms of exchanging good experiences and practices of all key actors in higher education.	Relevant education authorities, agencies in the area of higher education in BiH, higher education institutions, student organisations, and unions, rectors' conferences in BiH.	2016 – 2026
	P1.2.3.	Implement Article 43 of the Framework Law on Higher Education in Bosnia and Herzegovina referring to the Rectors' Conference of Bosnia and Herzegovina.	Rectors Conference of BiH, higher education institutions.	2016 – 2026
	P1.2.4.	Continue to explore the impact of existing legislation (legal provisions) in the implementation of strategies, policies, reports, and the Law on Higher Education in BiH, conducted by higher education institutions in Bosnia and	Relevant education authorities, higher education institutions, higher education agencies in BiH rectors' conferences.	2016 – 2026

		Herzegovina and the corresponding bodies at all levels. The outcomes of this research will provide guidance on the best ways to improve/modernise future studies and strategies; make the strategic documents of HEIs and education authorities publicly available.		
P1.	P1.3.	Quality assurance		
	P1.3.1.	Improve quality assurance mechanisms and consistently implement quality assurance principles and standards in all HEIs.	Higher education institutions, Higher Education Development and Quality Assurance Agency of BiH and Accreditation Agency for Higher Education Institutions of RS, relevant education authorities.	2016 – 2026
	P1.3.2.	Establish the necessary conditions and implement an effective, affordable and transparent accreditation process for study programmes of higher education based on a realistic cost-benefit assessment.	Higher education agencies in BiH, relevant education authorities, higher education institutions.	2016 – 2026
	P1.3.3.	Assess the impact of the first phase of institutional accreditation of HEIs in BiH on the quality, relevance, and effectiveness of HEIs. Provide analyses in the area of higher education, prepared by the HEA and relevant education authorities, in order to establish strategic approaches based on relevant information.	Higher education agencies in BiH, higher education institutions, professionals' commissions, relevant education authorities.	2016 – 2026
	P1.3.4.	Analyse the current legislation from the perspective of harmonisation of provisions related to the accreditation process with the requirements of European Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG).	Relevant education authorities, higher education agencies in BiH.	2016 – 2026

	P1.3.5.	Recommend the consideration of the option of introducing mandatory periodic accreditation to education authorities and clarify the consequences if accreditation is not awarded.	Higher Education Development and Quality Assurance Agency, relevant education authorities, higher education institutions.	2016 – 2026
P1.	P1.4.	Scientific research		
	P1.4.1.	Agree on sector-wide priorities for the development of academic research in HEIs, with clear priorities in terms of subject areas to be funded, and establish institutional development accordingly.	Higher education institutions, relevant Ministries.	2016 – 2026
	P1.4.2.	Adopt laws on scientific research where required.	Relevant executive and legislative authorities.	2016 – 2026
	P1.4.3.	Increase investment in scientific research; allocate specific budget items to support scientific research in all public HEIs (for example, funding publications, access to electronic journals, co-financing of international cooperation and networking, innovation and research work related to Horizon 2020, the procurement of ICT equipment and new laboratories in all public HEIs).	Higher education institutions, relevant executive and legislative government.	2016 – 2026
	P1.4.4.	Establish adequate programmes for staff development at institutional level and consider the administration of professional development of staff at the sectoral level, and provide the necessary resources.	Higher education institutions, relevant education authorities.	2016 – 2026
	P1.4.5.	In accordance with the mobility EHEA 2020 strategy “ <i>Mobility for better learning</i> ”, develop documents on	Higher education agencies in BiH, higher education institutions, relevant education authorities.	2016 – 2026

		mobility.		
	P1.4.6.	Provide the opportunity to acquire doctoral degrees also through scientific research, transfer of knowledge to the economy and practice, and not only through attending classes in third cycle studies; improve cooperation between HEIs and industry in research.	Relevant education authorities, rectors' conferences, all higher education institutions, higher education agencies in BiH, academic community, labour market representatives, labour and employment Ministries, local authorities, Ministries of Finance, student organisations, and unions, through joint activity.	2016 – 2026

P2.	RESOURCES			
RESOURCES	P2.1.	Introduce systems of HE funding based on their success in achieving set objectives; the social dimension of HE; the need to increase the financial autonomy of HEIs; the guarantee of basic labour costs, adequacy, and timeliness in the payment of staff; provision of sufficient and reliable public funds without replacing supplementary funds generated by HEIs; strategies for human resource development at all HEIs, including the learning of foreign languages; agreed priorities for funding HE according to the strategic objectives; HEI incentives for the establishment of partnerships and stimulating donations; the identification of causes of drop-outs and long periods for completion of the study and monitoring of employment of graduates.	Relevant Ministries of Education, Finance, Labour and Employment, higher education institutions, rectors' conferences, all higher education institutions, higher education agencies, academic community, labour market representatives, student organisations and unions, local authorities, through joint activity.	2016 – 2026
	P2.2.	Increase the share of the public budget allocated to HE; long-term projected target percentage of GDP for HE through a combination of public funds and private contributions; consider the introduction of common principles for the allocation of budgetary resources as used by integrated universities in Europe.	Relevant education and legislative authorities, higher education institutions.	2016 – 2026
	P2.3.	Identify the necessary activities and the time frame for achieving the reform of funding of HE in BiH in three phases (analysis of the collected data, the decision on funding methodology, implementation with defined responsibilities and time frame); through coordination determine how the new system shall be implemented in	Relevant education and legislative authorities, higher education institutions.	2016 – 2026

	practice.		
P2.4.	Set priorities for HE funding in BiH according to the strategic objectives; establish funds for the development of higher education in BiH in relevant education authorities with the basic aim to support the agreed priorities for the development of higher education.	Relevant education and legislative authorities, higher education institutions.	2016 – 2026
P2.5.	Introduce compatible information systems in relevant education authorities in entities, cantons, District of Brčko in Bosnia and Herzegovina and HEIs which will primarily serve the internal management of higher education institutions, the collecting of statistics and the provision of information to EUROSTAT and EUROSTUDENT, etc.	Agency for Statistics and statistical institutes, relevant education authorities, higher education institutions.	2016 – 2026
P2.6.	Establish a regular dialogue between the HEIs and the government on the reform of funding of higher education, whereby the ministries of education should play a more active role in terms of advocacy vis-à-vis financial authorities.	Relevant Ministries, higher education institutions, rectors' conferences in BiH.	2016 – 2026
P2.7.	Improve the capacity for leadership, management, and administration at the level of education authorities, and provide more continuity in staff.	Relevant education authorities.	2016 – 2026

P3.	CONNECTION BETWEEN THE LABOUR MARKET AND HIGHER EDUCATION			
CONNECTION BETWEEN THE LABOUR MARKET AND HIGHER EDUCATION	P3.1.	Modernise and increase the number of existing study programmes for qualifications that are in demand in the labour market; develop consultations on careers and provide public information to stimulate enrolment for qualifications in demand; provide scholarships for deficit curricula; limit the number of students in programmes where there is an overproduction of staff; clearly define goals that HEIs should realise in relation to the labour market, as well as indicators of achievement; harmonise new titles to make them usable throughout the territory of BiH.	Relevant education authorities, Ministries of Labour and Employment, Ministries of Finance, rectors' conferences, all higher education institutions, higher education agencies in BiH, academic community, labour market representatives, student organisations and unions, local authorities, the general public, through joint activity.	2016 – 2026
	P3.2.	Establish consultative consortia at all HEIs (employers, employment bureaus, chambers of commerce, etc.) to coordinate strategic objectives.	Relevant education authorities, Ministries of Labour and Employment, Ministries of Finance, rectors' conferences, all higher education institutions, higher education agencies, academic community, labour market representatives, student organisations and unions, local authorities, the general public.	2016 – 2026
	P3.3.	Give high priority to research and innovation at HEI, which should be supported by the government - and focus on the priority areas of innovation (new industries, Horizon 2020, etc.); significantly increase the level of practice and application of acquired knowledge, especially in	Higher education institutions, relevant Ministries, labour market representatives, student organisations and unions, Ministries of Labour and Employment, local authorities, Ministries of Finance.	2016 – 2026

	programmes related to the profession and industry, using the experience of industry experts as lecturers; build programmes of lifelong learning at all HEIs which also include professional training.		
P3.4.	Improve legislation and practice in the field of recognition of higher education qualifications for employment purposes; initiate solving the problem of abuse of unpaid temporary work, bribery and corruption in employment; initiate and develop regulations for equal opportunities in employment.	Centre for Information and Recognition of Qualifications in Higher Education, relevant Ministries, employment bureaus, higher education institutions.	2016 – continuous process
P3.5.	In public budgets, allocate budget items for financing “graduates-entrepreneurs”; develop programmes for graduates to gain experience abroad with graduates in the field of growth and innovation on the condition that they return and apply their knowledge in BiH.	Relevant executive and legislative authorities, employment agencies, higher education institutions, Alumni associations/organisations, higher education agencies in BiH, employers.	2016 – 2026

P4.	QUALIFICATION STANDARDS			
QUALIFICATION STANDARDS	P4.1.	Implement the Action Plan for the Development and Implementation of QF in BiH for the time period 2014-2020, the Manual for further development and use of qualification and occupational standards in BiH, the Guidelines on the use and acquisition of academic and scientific titles in BiH, Curriculum Development Good Practice Guide; introduce the practice of continuous professional development of academic and administrative staff in HEI.	Sectoral councils, higher education institutions, higher education agencies in BiH, relevant Ministries, professional associations, chambers, projects and schools, Conference of Ministers of education in BiH.	2016 – 2026
	P4.2.	Allocate a special budget item for innovation of study programmes in public HEIs; establish mechanisms for consultation with students and stakeholders of the business environment on the development of the programme and monitor the implementation of changes; relevant education authorities and Higher education institutions, Higher Education Development and Quality Assurance Agency of BiH and RS Accreditation Agency for Higher Education Institutions provide support in the application of criteria and standards for the development and approval of study programmes and their role in the process of internal quality assurance.	Relevant education authorities, rectors' conferences, higher education agencies in BiH, academic community, labour market representatives, student organisations and unions, Ministries of Labour and Employment, local authorities, Ministries of Finance, the general public, through joint activity.	2016 – 2026

	P4.3.	a) Ensure that each study programme is designed for two outputs: for the labour market and for continuation of education.	Relevant education authorities, rectors' conferences, all higher education institutions, higher education agencies in BiH, academic community, labour market representatives, student organisations and unions, Ministries of Labour and Employment, local authorities, Ministries of Finance, the general public, through joint activity.	2016 – 2026
		b) Identify the medium and long-term implications of applying the revised curriculum for academic structures, resources, process quality assurance, and long-term infrastructure.	Relevant education authorities, rectors' conferences, all higher education institutions, higher education agencies, academic community, labour market representatives, student organisations and unions, Ministries of Labour and Employment, local authorities, Ministries of Finance, the general public, through joint activity.	2016 – 2026
	P4.4.	Improve legislation and practice in the field of recognition of higher education qualifications for the purpose of employment or continuation of education.	Centre for Information and Recognition of Qualifications in Higher Education, higher education institutions, relevant Ministries, representatives of the labour market, student organisations and unions.	2016 – 2026
	P4.5.	Establish qualification standards in accordance with the Qualifications Framework and Action Plan for the implementation of the Qualifications Framework in BiH for the time period 2014 - 2020.	Higher education institutions, higher education agencies in BiH, relevant Ministries, professional associations, chambers, projects, and schools.	2016 – 2026

P5.	STUDENT EXPERIENCE			
STUDENT EXPERIENCE	P5.1.	Set goals for equal access to HE of members of certain target groups; assign a separate budget item for HEIs in order to provide scholarships (e.g. a custom curriculum for these groups).	Higher education institutions, relevant Ministries, student organisations and unions, organisations/associations of target group members.	2016 – 2026
	P5.2.	Increase participation in higher education; introduce and/or increase co-financing the costs of the study in the second and third cycle; establish an appropriate ratio between the number of students and professors; ensure eligibility and regular fulfilment of the obligations of academic and other staff; introduce modern teaching methods aimed at students and improve the quality of instruction and evaluate student satisfaction; incorporate entrepreneurial skills in the curriculum; improve the efficiency of the outcomes of the HEI, including the length of study and employability of graduates, establish a central register in HEIs and relevant education authorities of dropout rates, moving to other institutions and the length of studying.	Higher education institutions, relevant Ministries, student organisations and unions.	2016 – 2026
	P5.3.	Allocate budget items to fund sports and other activities for students and the establishment of programmes to support students in all aspects of student life; develop a programme of social engagement in the community for which ECTS points will be awarded; consider providing accommodation under auspices of HEIs; reduce costs for students and introduce a system of grants and/or loans and/or vouchers;	Higher education institutions, relevant Ministries, student organisations and unions.	2016 – 2026
	P5.4.	Analyse the work of student organisations (paying special attention to the independence of their work, and duration of tenure of student	Student organisations and unions, higher education institutions, European Student	2016 –

	<p>organisation management); introduce budget items in the budgets of HEI for the work of student organisations; to improve cooperation between student organisations in BiH, consider the possibility of establishing a students' association at the level of FBIH; create a campaign of zero tolerance and procedures in case of intimidation and corruption in PA; invite the European Students' Union to conduct a feasibility study on cooperation with student organisations in BiH.</p>	<p>Union (ESU), relevant Ministries.</p>	<p>2026</p>
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P6.	INTERNATIONALISATION			
INTERNATIONALISATION	P6.1.	Allocate a budget item to support the internationalisation of HEIs; allocate budget items intended for international networking, especially research (international conferences, seminars, visiting professors, etc.) as well as reporting on international projects (maintaining relationships with partners, the initial funding, etc.).	Relevant Ministries, higher education institutions, student organisations and unions.	
	P6.2.	Improve regional and cross-border cooperation through joint registration and participation in projects; actively support the international mobility of HEI's staff by linking this to career advancement; support the development of study programmes in foreign languages; support the international mobility of students; create conditions for accommodation and other infrastructural capacities for international trade; provide training in foreign languages to staff in HEIs, and enable learning of official languages in BiH to visiting staff; strengthen human and financial resources of services for international cooperation in HEIs; create legal and other requirements for the development of programmes for the acquisition of joint degrees; develop and fund programmes to gain experience abroad for graduates in the field of growth and innovation, on the condition that they return and apply their knowledge in BiH.	Relevant Ministries, higher education agencies in BiH, higher education institutions, student organisations and unions.	2016 – 2026
	P6.3.	Through training programmes ensure that all actors in HE understand the development of the Bologna Process and properly implement it, particularly in terms of pedagogy, quality assurance and accreditation; change the focus of internationalisation - mobility must be two-way; create a favourable regulatory environment for the recognition of periods of all mobility types at HEI abroad; require that the Diploma Supplement be provided together with a Diploma in all HEIs at no	Relevant education authorities, higher education institutions, higher education agencies in BiH, BiH representatives in the Bologna Group (BFUG), HERE experts, student organisations and unions, ERASMUS + Office.	2016 – 2026

		additional charge; establish an association of graduates (Alumni) at all HEIs.		
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P7.	STATISTICS			
STATISTICS	P7.1.	Improve the collection, availability and quality of data relevant to the objectives of higher education policy.	Agency for statistics and, statistical institutes in BiH, relevant education authorities, all higher education institutions, higher education agencies, academic community, labour market representatives, student organisations and unions, Ministries of Labour and Employment, local authorities, Ministries of Finance, the general public, through joint activity.	2016 – 2026
	P7.2.	Develop statistical systems in relevant education authorities in entities, cantons, District of Brčko in Bosnia and Herzegovina and HEIs, which can meet international requirements (EUROSTAT, EUROSTUDENT, the EURYDICE, etc.)	Relevant education authorities, Agency for statistics and statistical institutes, higher education institutions, higher education agencies in BiH, academic community, labour market representatives, student organisations and unions, Ministries of Labour and Employment, local authorities, Ministries of Finance, the general public.	2016 – 2026

