

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis /comment
PART I POLICY MAKING AND COORDINATION CAPACITIES								BiH	FBiH	RS	BD	BiH	FBiH	RS	BD	
PART I POLICY MAKING AND COORDINATION CAPACITIES					Part Value	100,00	41,91	100,00	100,00	100,00	100,00	43,09	35,61	42,22	48,11	
					Contribution to PM	28,00	13,78	28,00	28,00	28,00	28,00	14,15	12,97	17,98	18,08	
PM 1 Strengthening of the central capacities for policies					Action Group	100,00	49,21	100,00	100,00	100,00	100,00	50,53	46,30	64,21	64,58	
PM 1.1. Strengthening central capacity (State and Entities)					Contribution to Action subgroup	50,00	29,63	100,00	75,00	100,00	75,00	50,53	46,30	64,21	45,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	59,25	100,00	100,00	100,00	100,00	50,53	61,74	64,21	60,00	
1. Strengthen the role and capacity of BiH General Secretariat, and government Secretariats on other levels of authority in BiH (hereinafter: government Secretariats), so they develop into central policy coordination units able to:	Establish a joint Working Group to discuss recommendations for strengthening government Secretariats' mandates, organizational structure and means, in line with improvement of government policy-making, and agreement on a common approach to the reform.	CoM and Entity governments Government Secretariats Offices for Legislation	By end 2006	31.12.06	Working Group established; tasks, timelines and procedure agreed	5,00	5,00	1,25	1,25	1,25	1,25	1,25	1,25	1,25	1,25	Workgroup comprising of secretaries of the CoM BiH, entity governments and the Government of the BD BiH was established by the Conclusion of the secretaries of the CoM BiH, entity governments and the Government of the BD BiH at the meeting held on July 11, 2007 in Sarajevo. The government of the RS appointed their representative in the Workgroup by Solution No.: 04/1-012-1035/07 ("Official Gazette of the RS" No 58/07). F BiH Government Conclusion No. 03/04-012-54/07 from January 18, 2007. Through the harmonised Memorandum on mutual cooperation between the Secretariats of the CoM of BiH, entity governments and the Government of the BD BiH and the adopted model "Blueprint of development of central bodies of governments in Bosnia and Herzegovina", harmonised were framework tasks, timeline framework and procedures for realisation of this measure. Memorandum on mutual cooperation between the secretariats, harmonised at the meeting held on December 10, 2007 in Brčko; Model "Blueprint of development of central bodies of governments in Bosnia and Herzegovina" adopted: • BiH – Act of the Secretariat General of the Council of Ministers no.: 05-07-2990-19/07 from December 13 2007. • F BiH – Conclusion of the Government of the F BiH no.: 03/04-05-928/2007 from October 22nd, 2007. • RS – Conclusion of the Government of the RS no.: 04/1-012-54/07 from January 18, 2007. • BD – Decision of the Government of the BD no.: 01-014-008535/07 from April 27, 2007.
Links to the Twinning Project to the BiH General Secretariat; SIGMA reviews of central policy capacity in BiH	With expert support, identify options for the reform. Consider in particular proposals for: - Consolidation of government services into unified Secretariats serving, respectively, both the Prime Minister and the Council of Ministers (Government). - Arrangements for coordination with other central structures (horizontal coordination) and vertical coordination with line-ministries. - Coordination with other layers of government. - Proposals to strengthen the tasks and responsibilities of government Secretariats, including for granting them authority to: • Coordinate the process of setting government strategic priorities, after consultations with other responsible institutions, both within and outside their government structures; • Monitor implementation, to ensure that policy initiatives of ministries are in line with the government strategies (the EU Integration Strategy, the Mid-Term Development Strategy, the PAR Strategy), and the European Partnership; and coordinate with the Ministry of Finance to ensure policy links to the budget;	WG members	By mid 2007	30.6.07	Working group report submitted with proposals for strengthening central capacity, taking all focused topics into consideration and making respective proposals	10,00	10,00	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	Activities from this proposed measure are comprised through the project "Blueprint of development of central bodies of governments in Bosnia and Herzegovina", signed Memorandum on mutual cooperation between the secretariats of the Council of Ministers of BiH, entity governments and the Government of the BD BiH, as well as through the Project "Improvement of rules and procedures for legal, other regulations and general documents drafting in BiH". Accepting the model "Blueprint of development of central bodies of governments in Bosnia and Herzegovina", successful completion of the Twinning project "Strengthening of the Secretariat General of the Council of Ministers of BiH", signing of the Memorandum on mutual cooperation between the secretariats of the Council of Ministers of BiH, entity governments and the Government of the BD BiH and accepting the Project "Improvement of rules and procedures for legal, other regulations and general documents drafting in BiH" indicates this measure finalised. Partial realisation of this measure is covered through the project document "Report on research and proposal of activities of the programme Strategic Planning and Policy Development".

	<ul style="list-style-type: none"> Review drafts and other submissions received from ministries, and return them for further work, if necessary. The reviews may concern both formal aspects (e.g., whether all required signatures and attachments are included, and all required consultations have taken place), and substantial aspects of the proposal. The latter must ensure: that the issue has been analyzed in sufficient depth; alternative policy options have been taken into consideration and appropriately assessed; inter-ministerial issues have been settled; cross-sectorial issues of concern have been addressed appropriately; and the proposal is in line with government priorities and policies, including policy initiatives still under consideration; Monitor the performance of ministries in meeting deadlines set in government decisions; Coordination with other levels of government, and parliament. <p>- Proposals for changes to the government Rules of Procedure so that they deal adequately with the various aspects of the policy preparation, inter-ministerial consultations, policy review and coordination.</p>																	
Undertake consultations on identified options.	All governments	Mid 2007	30.06.07	Consultations completed; report on consultations submitted	10,00	10,00	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	Consultations in this context imply the individual support of the Council of Ministers of BiH, entity governments and the government of the Brčko District of BiH to the project proposal "Blueprint of development of central bodies of governments in Bosnia and Herzegovina", as well as the support to the Memorandum on mutual cooperation between the secretariats of the Council of Ministers of BiH, entity governments and the Government of the Brčko District of BiH. Project proposal and terms of reference for implementation of the phase 1 of "Blueprint of Development of Central Bodies of Governments in BiH" completed, which was supported by the PARF JMB. Part of consultations for preparation of the SPPD programme was implemented by the representatives of the UNDP.
Formulate specific proposals for granting sufficient authority to the Secretariats, in line with the new tasks and responsibilities.	Each government Secretariats	By end 2007; ongoing	31.12.07	RB and RP changed	20,00	9,00	5,00	5,00	5,00	5,00	5,00		3,00	3,00	3,00			Changed Order on the Secretariat of the Government of the FBiH and Order on the Head Office of the Government of the FBiH (Official Gazette of the FBiH No. 52/08). Government of the RS, at the 60th session, held on January 31st, 2008, enacted the Decision on changes and amendments to the Decision on the Secretariat of the Government of the RS. Adopted new Law on the Government of the RS (Official Gazette of the RS, No. 118/08). Adopted new Rules of Procedure of the Government of the BD BiH, on 57th session, on September 24, 2007.
Make necessary changes to government Rules of Procedure.	Each government	By end 2007; ongoing	31.12.07	Rules of Procedure amended/changed	10,00	5,50	2,50	2,50	2,50	2,50	2,50		1,50	2,00	2,00			New Rules of Procedure of the Government of the BD BiH adopted on September 24, 2007, at the 57th session of the Government of the BD BiH. Initiated procedure of change of the Rules of Procedure of the Government of the FBiH. The Government of the Republic of Srpska at 107th session of January 15, 2009, enacted the Rules of Procedure of the Government of the RS (Official Gazette of the RS No. 10/09).
Afterwards monitor implementation and introduce further changes to the Rules of Procedure as required			31.12.08	Monitoring report submitted	5,00	0,00	1,25	1,25	1,25	1,25	1,25							

	Make necessary changes to the Rulebooks on internal organization and job systematization and staffing at each level that reflect the new tasks and responsibilities of government Secretariats, including the responsibility for inter-linking with each other.	Each government Secretariats FBIH and RS	By end 2007;after ongoing	31.12.07	RBs changed (Org sheets and staffing)	10,00	8,00	2,50	2,50	2,50	2,50	2,00	2,00	2,00	2,00	Adopted new rulebook on internal organisation of the Secretariat General of the Council of Ministers of BiH and agreed to by the Council of Ministers of BiH at the session from May 24, 2007. Vacancy procedure for 23 work places in the Secretariat General of the CoM completed. The Government of the RS at the 61st session, held on February 7, 2008 enacted the decision on giving agreement to Rulebook on internal organisation and systematisation of Jobs in the Secretariat General of the Government of the RS. Adopted order on the principles for internal organisation and systematisation of jobs in the republic bodies of administration in the RS, Order on the categories and titles of civil servants and Order on the jobs of employees ("Official Gazette of the RS No. 18/09). The Government of the FBIH enacted the decision on giving agreement to Rulebook on internal organisation of the Secretariat General of the Government of the FBIH and the Rulebook on changes and amendments to the rulebook on internal organisation of the Head office of the government of the FBIH (69 th session from September 16, 2008) Enacted new Organisational plan of the Office of the Office of the Mayor of the BDBiH. Signed Memorandum on mutual cooperation between the secretariats of the CoM BiH, entity governments and the Government of the BD BiH.
	Periodically review needs afterwards and make necessary adjustments			31.12.08	First review of RB, RP done and review results proposed for implementation	5,00	1,00	1,25	1,25	1,25	1,25	0,50		0,50	0,50	At the 118th session of the CoM BiH changed Rulebook on Internal Organisation of the Secretariat General of the CoM BiH, which established a new department for support to electronic operation and the "e-Government". Ongoing are employment procedures for this department. At the 179th session of the Government of the RS, held on June 24, 2010, adopted the Decision on Giving Agreement to the new Rulebook on Internal Organisation and Systematisation of Jobs in the Secretariat General of the Government of the RS. ON January 1st 2010 adopted the new organisation plan of the Secretariat of the Government of the BD BiH.
	The Government Secretariat in FBIH, to improve capacity (e.g., in terms of staff, organizational structure) to coordinate relations with the cantons	FBIH Government	By end 2007; ongoing	31.12.07	Proposal for improvement identified and RB changed accordingly	5,00	3,50		5,00				3,50			This activity is covered through changes of the Order on the Secretariat of the Government of the FBIH and the Order on the Head Office of the Government of the FBIH (Official Gazette of the FBIH No. 52/2008); Signed Agreement on taking over the civil servants and employees from the Head Office to the Secretariat General adopted decision of the Government of the FBIH on transfer of the budget assets. Employees taken over from the Head Office and vacancy published for vacant posts. Employed 3 civil servants in the Secretariat General of the Government of the FBIH.
2. Ensure the proper operation of the central legislative offices	Strengthen staffing arrangements at the BiH, RS and FBIH level, based on identified needs.	State and Entity Governments Offices for Legislation	End 2007	31.12.07	New staffing arrangements implemented and RBs changed	10,00	1,75	2,50	2,50	2,50	2,50	1,75				Amended Rulebook on internal organisation of the Legislation Office of the CoM BiH in 2006 stipulated 34 jobs, currently filled 13. Vacancy procedure implemented, two expert advisors employed. Solved matter of office accommodation, ongoing is filling of vacancies (June 2009).

3. Improve the process of establishing the annual work program.	Amend the Rules of Procedure of governments at all levels to better elaborate the process of establishing the annual work program, setting clear minimum standards of justification for the submission of regulatory projects. Based on those, the Rules of Procedure will require governments to open consultations amongst the different portfolios at the time of establishing their work plan, resulting in a more coordinated, realistic, and prioritized regulatory program.	Governments at each level Government Secretariats Offices for Legislation at each level	Mid 2008	30.06.08	Amendments to RP approved and implements	10,00	5,50	2,50	2,50	2,50	2,50	1,50	1,50	1,50	1,00	Adopted Instruction of the Council of Ministers of BiH on the procedure and methodology of preparation of the work programme of the CoM Official Gazette of BiH No. 21/07 from March 26, 2007. Signed Memorandum on Mutual Cooperation Between the Secretariats of the Council of Ministers of BiH, Entity Governments and the Government of the Brčko District of BiH, for the purpose of improvement of communication, coordination, exchange of materials and other information, at the meeting held on February 13, 2009. The Government of the Republic of Srpska at 107th session of January 15, 2009, enacted the Rules of Procedure of the Government (Official Gazette of the RS No. 10/09). The Government of the FBiH adopted Operation Plan of Work for 2009. The Government of the RS at the 161st session held on February 19, 2010 adopted the Plan of r for 2010.
PM 1.2. Strengthening central capacity (Brčko District)						Contribution to Action subgroup	25,00	19,58	0,00	0,00	0,00	25,00	0,00	0,00	0,00	19,58
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	78,33	0,00	0,00	0,00	100,00	0,00	0,00	0,00	78,33	
1. Strengthen central policy-making and coordination capacity.	Review needs.	BD Government		30.06.07	Review Report submitted	10,00	10,00				10,00				10,00	Outsourced consultant engaged, who overviewed the needs. Overview implemented through the SIGMA project "Blueprint of development of central bodies of governments in Bosnia and Herzegovina"
	Formulate proposals for strengthening central capacity		Mid 2007; ongoing afterwards	30.06.07	Brčko Capacity proposals submitted	20,00	20,00				20,00				20,00	SIGMA's model "Outline of development of central bodies of governments in Bosnia and Herzegovina" adopted by the Decision of the Government of the BD BiH No.: 01-014-008535/07. On January 1st, 2010, adopted new organisation plan of the Secretariat of the Government of the BD BiH.
	Make necessary changes, e.g. in terms of staffing, procedures, organizational arrangements, etc.			31.12.08	Proposals implemented, RB changed	50,00	35,00				50,00				35,00	Adopted new Organisation Plan of the Office of the Mayor of the BD BiH. On January 1st, 2010, adopted new organisation plan of the Secretariat of the Government of the BD BiH.
	Reinforce the link between policy responsibility and drafting. Ensure that the Legal Service of the Brčko District Government recruits and trains a sufficient amount of drafting specialists, with a view to either devolving drafting expertise to the Departments, or at least assign drafters to serve specific Departments on a permanent basis.		End 2007	31.12.07	Quantitative and qualitative need for drafting staff specified, agreed upon and posts filled via training, recruitment or internal arrangements. RB changed	20,00	13,33				20,00				13,33	Adopted new Organisation Plan of the Office of the Mayor of the BD BiH
PM 1.3. Strengthening central capacity (Cantons)						Contribution to Action subgroup	25,00	0,00	25,00				0,00			
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00		100,00				0,00			
Strengthening central capacity (Cantons).	Review needs.	Cantonal governments (cooperation with the FBiH)	End 2007, ongoing afterwards	31.12.07	Review Report submitted	10,00	0,00		10,00							
	Formulate proposals for strengthening central capacity.			31.12.07	Proposals based on report submitted	20,00	0,00		20,00							
	Make necessary changes, e.g. in terms of staffing, procedures, organizational arrangements, etc.			31.12.07	Proposed changes adopted	20,00	0,00		20,00							

	Strengthen legislative offices in the Cantons, where their role in assisting institutions with less drafting capacity is particularly important. All cantonal governments will establish their Offices for Legislation and the number of expert staff employed in those units will be increased.		End of 2007	31.12.07	Legislation office in each cantonal Gvt established with expert staff as defined by the review. RB changed.	50,00	0,00		50,00							
					Contribution to PM	18,00	7,14	18,00	18,00	18,00	18,00	7,30	6,29	7,82	7,49	
PM 2 Improvement of capacities in respective ministries					Action Group	100,00	39,67	100,00	100,00	100,00	100,00	40,55	34,94	43,42	41,61	
PM 2.1. Strengthening policy capacities in individual institutions					Contribution to Action subgroup	20,00	8,45	20,00	20,00	20,00	20,00	7,60	7,60	8,40	10,20	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	42,25	100,00	100,00	100,00	100,00	38,00	38,00	42,00	51,00	
1. Strengthen the procedures for preparing items for the government. NB: Links to the reform of central policy capacity above Links to UNDP's project on Strengthening the capacity of BiH Governments representatives in Policy-making and Strategy Development	Revise procedures for preparing items for the government; paying special attention to clarifying and strengthening the procedures for: • Responding to strategic documents of the government; • Annual work planning; • Consulting external interest groups; • Inter-ministerial consultations; • Intra-ministerial clearance of legal drafts; • Monitoring, evaluating, and reporting the achievements and shortcomings of policies.	Individual institutions at all levels State and Entity Governments Government Secretariats	From 2007; ongoing afterwards	31.12.07	Updated procedures elaborated and adopted for all Institutions involved in preparation of legislation. RP amended / changed accordingly	30,00	16,50	7,50	7,50	7,50	7,50	4,00	4,00	4,50	4,00	Adopted new Organisation Plan of the Office of the Mayor of the BD BiH; Adopted Decision on the procedure of drafting the laws and other regulations in the BD, No: 01-014-019280/07 from October 31, 2007. During 2008, Project document "Strategic Planning and Policy Development - SPPD" received formal agreements of the CoM, the Government of the RS and the Government of the FBiH for implementation of the first phase of the project. Initiated implementation of the SPPD project. In 2009, adopted by the CoIM BiH second semi-annual report on implementation of the SPPD project. In the FBiH exist normative assumptions regulated through: the Law on the Government of the FBiH (Off. Gazette of the FBiH No. 1/94 and 8/95), the Law on Civil Service of the FBiH (Off. Gazette of the FBiH No. 29/03; 23, 39, 54/04; 67/05; 8/06), The Rules of Procedure of the Government of the FBiH (Off. Gazette of the FBiH No. 25/03 and 28/07), the Law on Ministries and Other Bodies of the Federal Administration (Off. Gazette of the FBiH No. 8/95; 2 and 3/96; 2/06), Order on principles of internal organisation of federal bodies of administration and administrative organisations (Off. Gazette FBiH No. 38/06), Order on affairs of basic trade from the competency of bodies of administration (Off. Gazette No. 35/04 and 3/06). In the Ministry of Justice of BiH, this measure is regulated the Handbook for Strategic Planning in 2008, the Rules for Consultations with the public in drafting legal regulations, the Rulebook for implementation of the consultations in drafting legal regulations in the Ministry of Justice of BiH, the drafting annual work plan, annual work plans and monthly reports on work of the MJ BiH, with calendar of strategic and operative planning and forms for draft of plans and reports on work; Mid-term strategic plan of the MJ BiH for the period from 2009 to 2011 and Action plan for implementation of the Strategy for reform of the justice sector. At the 103rd session, held on December 11, 2008, the Government of the RS discussed and adopted: • Draft Rules of Procedure of the Government of the RS. • Guidelines for Actions of Ministries and other Republic Bodies of Administration on Participation of Public and Consultations in Drafting the Laws • Information on the manner of action of the ministries on the occasion of delivery of the materials to the session of the National Assembly and the Government of the RS. Within the Twinning project "Strengthening of the Secretariat General of the CoM BiH" prepared series of draft documents: • Instruction on procedure of preparation of the Programme of Work of the CoM of BiH; • Instruction on coordination of programme tasks and monitoring of implementation of conclusions of the CoM BiH; • Decision on Vertical Coordination; • Rules of procedure of the Council of Ministers and e-Sessions; • Conclusion on the structure of the cover letter to the materials for the sessions of the CoM BiH; The Government of the Republic of Srpska at 107th session of January 15, 2009, enacted the Rules of Procedure of the Government (Official Gazette of the RS No. 10/09).
	The procedures for responding to strategic documents will ensure that ministries are able to identify, and effectively communicate to, the government priorities within their competence, in response to draft strategic documents. They will also ensure that ministries analyze the approved strategic documents of the government, respond with their own policy initiatives that conform to the strategy, and contribute to its realization.															
	The procedures for annual policy work planning will ensure that inputs to the government's annual work program take sufficient account of government priorities, especially priorities related to harmonization with EU legislation (e.g., BiH NPAA). These processes must ensure that: • All sectors/ departments within the ministry are involved in determining the ministry's priorities for policy and legislative initiatives in the upcoming year; • There is an internal coordination process to ensure that the overall submission of the ministry is realistic and balanced; and • The ministry has the capacity to adequately fulfill its work plan.															

2. Strengthening organizational arrangements and staffing in individual institutions.	The ministries and other administrative bodies will assess their existing organizational and human resource capacity to perform the process of strategic planning, policy analysis and legal drafting; and ensure the most appropriate internal organizational arrangements (depending on the workload and the existing human resource capacities for these functions), allowing these functions to be centrally located within the organizational structure.	Government secretariats Each institution individually	Late 2007, ongoing afterwards	31.12.07	Updated RBs elaborated and adopted for all Institutions involved in preparation of legislation	30,00	13,25	7,50	7,50	7,50	7,50	3,00	3,00	3,50	3,75	Adopted new Rulebook on Internal organisation of the Secretariat General of the CoM BiH and given agreement of the CoM BiH at the session from May 24, 2007. The Government of the RS, at the 61st session, held on February 7, 2008, enacted the Decision on Giving Agreement to the Rulebook on Internal Organisation and Systematisation of Jobs in the Secretariat General of the Government of the RS. The Government of the RS, at 113th session of February 26, 2009, enacted the Order on the Principles for Internal Organisation and Systematisation of Jobs in the Republic Bodies of Administration of the Republic of Srpska, the Order on the Categories and Titles of Civil Servants and the Order on Jobs of the Employees (Official Gazette of the RS, No. 18/09). At the 179th session of the Government of the RS, held on June 24, 2010, adopted the Decision on Giving Agreement to the new Rulebook on Internal Organisation and Systematisation of Jobs in the Secretariat General of the Government of the RS. The Government of the FBIH enacted decision on giving agreement to the Rulebook on Internal Organisation of the Secretariat General of the Government of the FBIH and the new Organisation Plan of the Office of the Mayor of the BD BiH and other bodies of administration of the BD BiH. Rulebook on internal organisation and systematization of the MJ BiH established the Sector for Strategic planning, coordination of assistance and european integration (SSPKPEI). Implemented estimation of the existing organisation and human resource capacities in the Sector for Strategic Planning, Coordination of Assistance and European Integrations of the Ministry of Justice of BiH (SSPCAEI).
	Based on the assessment, individual institutions may amend their Rulebooks on internal organization and job systematization to establish separate unit or units, or single specialist positions for these functions.			31.12.07	Institutions have proposed individual amendments to RB or declined to do so	10,00	4,25	2,50	2,50	2,50	2,50	1,00	1,00	1,00	1,25	Adopted new Rulebook on Internal organisation of the Secretariat General of the CoM BiH and given agreement of the CoM BiH at the session from May 24, 2007. The Government of the RS, at the 61st session, held on February 7, 2008, enacted the Decision on Giving Agreement to the Rulebook on Internal Organisation and Systematisation of Jobs in the Secretariat General of the Government of the RS. The Government of the FBIH enacted decision on giving agreement to the Rulebook on Internal Organisation of the Secretariat General of the Government of the FBIH and the Rulebook on Changes and Amendments to the Rulebook on Internal Organisation of the Head Office of the Government of the FBIH (69th session from September 16, 2008). Adopted new Organisation Plan of the Office of the Mayor of the BD BiH. Proposal of new systematisation in the SSPCAEI directed to Work Group for draft of the new Rulebook on Internal organisation of the MJ BiH.
	Institutions should develop adequate job descriptions for these functions.			31.12.07	Institutions that opted for individual amendments have submitted individual job descriptions	30,00	8,25	7,50	7,50	7,50	7,50	1,50	1,50	1,50	3,75	Adopted new Rulebook on Internal organisation of the Secretariat General of the CoM BiH and given agreement of the CoM BiH at the session from May 24, 2007. The Government of the RS, at the 61st session, held on February 7, 2008, enacted the Decision on Giving Agreement to the Rulebook on Internal Organisation and Systematisation of Jobs in the Secretariat General of the Government of the RS. The Government of the FBIH enacted decision on giving agreement to the Rulebook on Internal Organisation of the Secretariat General of the Government of the FBIH and the Rulebook on Changes and Amendments to the Rulebook on Internal Organisation of the Head Office of the Government of the FBIH (69th session from September 16, 2008). Adopted new Organisation Plan of the Office of the Mayor of the BD BiH. Prepared job descriptions in the SSPCAEI of the MJ BiH.

PM 2.2. Establishing a coherent policy on the quality of regulations					Contribution to Action subgroup	20,00	10,03	20,00	20,00	20,00	20,00	13,20	7,20	9,86	9,86	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	50,16	25,00	25,00	25,00	25,00	66,00	36,00	49,32	49,32	
1. Ensure that law drafting across BiH is based on common standards.	Review law drafting rules, and make necessary changes to ensure that law drafting across BiH is based on common standards.	Governments at all levels	Mid 2007	30.06.07	Law drafting rules for all governments updated and a drafting procedure in line with the uniform DR set up and adopted	50,00	34,16	12,50	12,50	12,50	12,50	12,50	5,00	8,33	8,33	<p>Adopted Unified Rules for drafting legal regulations in institutions of Bosnia and Herzegovina, at the session of the House of Representatives, held on January 12, 2005, and at the session of the House of Peoples, held on January 26, 2005. Drafted Rulebook for implementation of Unified rules for draft of legal regulations in the institutions of BiH.</p> <p>Rules for drafting laws and other regulations in the RS ("Official Gazette of the Republic of Srpska" No.13/06 and 20/06) adopted by the Republic Secretariat for Legislation with approval of the Government. In agreement with the National Assembly of the RS, it was proposed that the NA adopts the Rules for drafting regulations in the RS, so they would be obligatory for all the levels of authority in the Republic of Srpska.</p> <p>At the 58th Regular session of the Government of the Brčko District of BiH, held on October 31, 2007, adopted Decision on the procedure of drafting laws and other regulations. Prepared draft proposal of the decision on Unified rules for regulation drafting in the BD BiH. The PARCO prepared project proposal, terms of reference and the tedner documentation for the project "Improvement of rules and procedures for legal, other regulation and general documents drafting in BiH", which were adopted by the PARF JMB on November 4, 2008.</p>
	The FBiH, Brčko District, and Cantonal governments and/or parliaments will consider, in the nearest future, to adopt a drafting code such as the Uniform Drafting Rules in the Institutions of BiH (hereinafter the Uniform Rules) passed by the Parliamentary Assembly of BiH.	Government Secretariats, Offices for Legislation														
	Law drafting rules will be applied both by government and parliament; so to ensure that the draft laws or amendments initiated by members of parliaments do not circumvent and/or, go beyond, the overall legislative drafting system, and vice versa.															
	The government's Office for Legislation and the Secretariats, in cooperation with the parliamentary secretariats, will run several aspects of the implementation (including training, and the periodical revision of the Rules themselves), as common projects between government levels.	Parliaments (Parliamentary Secretariats)	End 2007; ongoing afterwards	31.12.07	At least 1 training course in each entity run	50,00	16,00	12,50	12,50	12,50	12,50	4,00	4,00	4,00	4,00	This Activity is foreseen by the project proposal and the terms of reference "Improvement of Rules and Procedures for Legal, Other Regulations and General Documents Drafting in BiH". Implemented advising on the topic "Application of Unified Rules for Regulation Drafting".
PM 2.3. Allow the sharing of capacity amongst institutions					Contribution to Action subgroup	10,00	4,00	10,00	10,00	10,00	10,00	4,00	4,00	4,00	4,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	40,00	100,00	100,00	100,00	100,00	40,00	40,00	40,00	40,00	
Stimulate and regulate the functioning of inter-institutional, and inter-governmental working groups	Formally establish better defined rules on the role of such WGs, methodology of work and internal decision-making, through the amendments to the Rules of Procedure of governments, or in another appropriate way.	Government Secretariats Offices for Legislation (all together) BiH DEI (and institutions responsible for European Integration in entities)	Late 2007	31.12.07	Framework regulation on inter-institutional and inter-governmental working groups elaborated and adopted as part of RP	100,00	40,00	25,00	25,00	25,00	25,00	10,00	10,00	10,00	10,00	In the F BiH adopted the Decree on principles for establishment of internal organisation of federal bodies of administration and federal administration organisations (Official Gazette of the F BiH, No. 36/06), and it is partially regulated through the rulebooks on internal organisation - chapters related with coordination of the work, the Law on Government of the F BiH (Official Gazette of the F BiH No 1/94 and 8/95), Rules of Procedure of the Government of the F BiH (Official Gazette of the F BiH No. 25/03 and 28/07). Held first coordination meeting of the Legislation Offices of all the levels of authority on September 18 and 19, 2007. The plan is to hold meetings quarterly so the Legislation Office could point out the mistakes in drafting legal regulations to the ministries, and so the information could be exchanged between the state level entities and the BD. Throuh the harmonised Memorandum on mutual cooperation between the

		DEI BiH (and entity institutions in charge of European integrations)														secretariats of the Council of Ministers of BiH, entity governments and the Government of the Brčko District of BiH it is planned to hold joint meetings of the aforementioned secretaries. Partially regulated by the Rules of Procedure of the Government of the BD BiH, which was adopted on September 24, 2007, at the 57 regular session of the Government of the Brčko District of BiH and by the Decision on the procedure of drafting laws and other regulations, No.: 01-014-019280/07 from October 31, 2007. In accordance with the Decision of the CoM BiH on establishment of work groups for harmonisation of legal regulations of BiH with the <i>acquis communautaire</i> ("OG BiH" No. 52/05), established je 8 work groups of 14 stipulated by the Decision. At 103rd session, held on December 11, 2008, the Government of the RS discussed and adopted the Draft Rules of Procedure of the Government of the RS.
PM 2.4. Facilitating the specialization of staff						Contribution to Action subgroup	20,00	8,30	20,00	20,00	20,00	20,00	8,80	8,00	8,00	8,40
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	41,50	100,00	100,00	100,00	100,00	44,00	40,00	40,00	42,00	
1. Develop training.	Develop a thorough training program for existing and new strategic planning, policy analysis, and drafting personnel –including initial certification, specialization and periodical upgrading. The program may be developed by the government Secretariats, in cooperation with the Offices for Legislation and the Directorate for European Integration, as well as in cooperation with the Civil Service Agencies. It may include contributions from universities (e.g. faculties of law, economics etc.).	Government Secretariats, Offices for Legislation (all together), and BiH DEI	Late 2007	31.12.07	Specialized training program developed and adopted	20,00	12,00	5,00	5,00	5,00	5,00	3,00	3,00	3,00	3,00	Adopted plan of expert training of officers and employees in the administration bodies of the BD BiH for 2008. Realisation also planned through the UNDP programme proposal of the SPPD. During 2008, adopted final report on research and overview of activities of the SPPD Programme. Great step forward in implementation of the SPPD project was made by signing the Memorandum of Understanding between the Bosnia and Herzegovina Authorities and the UNDP on May 19, 2009, so this project will cover civil servants from 18 ministries from the state and entity levels in 6 sectors, and this year 9 ministries in 3 sectors will be covered: transport, energy and labour and employment. By the end of Septebmer 2009, within the UNDP programme entitled SPPD, two cycles of workshops were held from the area of policy making and public finance management, and from the area of strategic planning, three workshops were held for the civil servants from the ministries whose competency is energy, transport and work and employment on the state and entity level. Training in the MJ BiH implemented through: 1. USAID-JSDP 1. and 2. 2. Project of technical assistance of the British Government to the MJ BiH 3. Training through ReSPA 4. Trainings through the CSA BiH 5. Approved project of EC through the IPA 2007.
<i>Links to UNDP's project on Strengthening the capacity of BiH Governments representatives in Policy-making and Strategy Development</i>	The program will be updated each year, with ministries identifying the specific areas in which improving skills will be considered a priority.		Ongoing	31.12.08	First Update drafted and adopted	10,00	4,00	2,50	2,50	2,50	2,50	1,00	1,00	1,00	1,00	Part of the training implemented through implementation of the SPPD project.
2. Envision funding for the employment and training of specialized staff.	Envision funds for the employment and training of specialized staff in institutions undertaking strategic planning, policy analysis, and legal drafting, as well as some funds for activities to be undertaken in the course of policy development, and drafting.	Each institution individually	Late 2007	31.12.07	Funds for employment / training of specialized staff defined and allocated	30,00	10,50	7,50	7,50	7,50	7,50	2,50	2,50	2,50	3,00	Part of assets planned in the BD Budget for 2008. Part of staff in the ministries on the state, entity and the BD level, will be trained for strategic planning and policy development through implementation of the SPPD project which is ongoing. Plan of employment in the MJ BiH in the next three years.

3. Use handbooks, manuals and other instruments.	Develop handbooks and other tools to assist staff performing these specialized functions.	Each institution individually	Mid 2007; ongoing afterwards	30.06.07	Toolboxes identified, developed and approved as an "official" annex to the RB	30,00	11,00	7,50	7,50	7,50	7,50	3,50	2,50	2,50	2,50	Draft of handbooks and other aids planned through the UNDP programme proposal SPPD. The Ministry of Justice of BiH drafted the Handbook for Strategic Planning. The Handbook for Legal Regulation Drafting in Institutions of BiH.
	Promote the use of existing instruments.			31.12.07	At least 1 training course in each entity run	10,00	4,00	2,50	2,50	2,50	2,50	1,00	1,00	1,00	1,00	Implementation of the SPPD project improves the manner of use of methodology for strategic planning and policy development in the ministries on the state and entity levels. Plan of building of capacities of the SSPKPEI.
PM 2.5 Better outsourcing of expert services																
					Contribution to Action subgroup	10,00	1,43	10,00	10,00	10,00	10,00	0,80	3,40	0,00	1,50	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	14,25	100,00	100,00	100,00	100,00	8,00	34,00	0,00	15,00	
1. Envision necessary funding for outsourcing of expert services.	Each institution will transparently foresee the need for additional funding and budget for it on the bases of planned normative activities, after a clear analysis of the expertise available in-house and in other institutions.	Institutions; Ministries of Finance	By end 2008	31.12.08	Funds for use of external experts defined and allocated	30,00	12,25	7,50	7,50	7,50	7,50	1,00	7,50		3,75	Within assets approved on budget positions of certain ministries, in the FBiH related with drafting strategic documents, planned were assets for engagement of persons with specialist knowledge. Selection is made on the basis of criteria from the public notice. In the BD planned were assets for this purpose in the Budget for 2008. Decisions of the Minister of Justice of BiH.
There may sometimes be a need to recruit external experts (lawyers and analysts) to support legislative drafting exercises.																
2. Establish transparent criteria and rules for outsourcing of expert services.	The selection of experts will be conducted on the basis of clear criteria according to rules which encourage maximum quality, openness and effectiveness – generally for lists of experts covering possible areas of need	Governments at all levels		31.12.08	Criteria list elaborated and incorporated in the RB or as RB annex	30,00	2,00	7,50	7,50	7,50	7,50	1,00	1,00			Selection is being made on the basis of clearly defined criteria and public calls of the Government of the FBiH. (Documentation basis not submitted). Decisions of the Minister of Justice of BiH.
	All selected experts will be supervised by civil servants, and made familiar with the basic rules governing the drafting of normative texts in the administration.	Government Secretariats and Legislative Offices		31.12.08	Rules for the use of external experts drafted and incorporated in RB	40,00	0,00	10,00	10,00	10,00	10,00					
PM 2.6 IT support to drafting																
This action is related to the EC funded e-Government project (1,5 M) that will computerize (2006-2007) BiH CoM including line Ministries and build one platform for the CoM. In 2007-2008 there will be a document management system introduced with workflow (after a business process redesign) for the entire operation of the CoM.																
					Contribution to Action subgroup	20,00	7,47	20,00	20,00	20,00	20,00	6,15	4,74	13,16	7,65	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	37,33	100,00	100,00	100,00	100,00	30,73	23,68	65,79	38,24	
1. Design a drafting support software – able to produce standardized legislative texts which could be easily fitted into a workflow system and a database (optional).	Now that the Uniform Drafting Rules are adopted at the State level, it is advised that the Parliamentary Assembly Secretariat and the Office for Legislation of the CoM will cooperate (with donor support), to design a simple drafting support software, as an aid for drafters in the implementation of the new Rules.	BiH Parliamentary Assembly Secretariat BiH CoM Office for Legislation	Mid 2008	30.06.08	Software delivered and use of Software described in RP and DR	20,00	2,00	5,00	5,00	5,00	5,00	0,50	0,50	0,50	0,50	Completed project idea "Design of software for support to legal drafting and monitoring of their implementation".
	This software will act as a pilot case for other government levels.	Governments on all levels (Offices for legislation)														
2. Starting from the State level, establish a workflow management information system to enable materials to be circulated electronically.	The Rules of Procedure of CoM and the Parliamentary Assembly will be adapted, and an obligation set for materials to be circulated electronically.	CoM General Secretariat Others: Parliamentary Assembly Secretariat	Late 2008	31.12.08	Workflow management system workable on BiH State level for CoM and Parliament and described in RP and DR	40,00	13,33	40,00				13,33				Adopted the Law on Electronic Signature ("Official Gazette of BiH" No.: 91/06). Within the Twinning project "Strengthening of the Secretariat General of the VM BiH", prepared proposals for amendment of the existing Rules of Procedure of the CoM of BiH – related with functioning of the e-government. Technical part is in the phase of realisation in the new building of the CoM of BiH.

	The pilot experience will be followed up at the other government levels.	Governments on other levels (Secretariats)	Mid 2009	30.06.09	Workflow management system workable on Entity level and included in the respective RP / DR	40,00	22,00		14,00	14,00	12,00		4,00	12,00	6,00	Adopted new Law on Electronic Signature of the RS at the 20th session of the NA RS from June 3rd 2008, a during 2009 bylaws as well. Adopted Law on Electronic Business of the Republic of Srpska. The government of the Republic of Srpska on the 100th session, adopted the Regulation on the carrier of Affairs of certification of electronic signatures for bodies of state administration in the Republic of Srpska. The RS started with application of e - government (held its first electronic session on 29.11.2007) and is working on making their own RS eGovernment Strategy 2008-2011. Technical requirements provided. Decision on the establishment of inter-department working group for implementation of eGovernment of the RS - Decision 04/1-012-/032/06 of 13.04 2006. BD BiH - Action Plan for e-government of the BD BiH no. 01.1-02-003296/08-1 adopted by the Government of the BD BiH 23.01.2008. the FBIH Government provided technical basis for implementation of these measures through realization of the project "session without paper" (built Communication and Server infrastructure allows widening and expansion Ongoing is process of legalisation of software in the bodies of local admin
						Contribution to PM	28,00	11,37	28,00	28,00	28,00	28,00	12,18	9,05	10,40	10,98
PM 3 Improvement of verification of harmonisation with the regulations						Action Group	100,00	40,60	100,00	100,00	100,00	100,00	43,50	32,33	37,13	39,22
PM 3.1 Improvement of compliance verifications (general)						Contribution to Action subgroup	20,00	7,10	20,00	20,00	20,00	20,00	6,80	6,00	8,80	6,80
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	35,50	100,00	100,00	100,00	100,00	34,00	30,00	44,00	34,00	
Define standard methods and criteria of verification as formal instruments that would provide a uniform approach in the process of considering regulations.	Prepare written guidelines and forms for verification of proposed/draft regulations. This will ensure all drafts/proposals of normative acts are in the future considered in a simple and consistent manner	Governments at each level	Mid 2008	30.06.08	Guidelines elaborated, adopted and included in DR	100,00	35,50	25,00	25,00	25,00	25,00	8,50	7,50	11,00	8,50	Partially done through the Twinning light project - aid to the Legislation Office in part which is related with improvement of explanation of the legal acts - draft version. Partially regulated by Unified rules for drafting legal regulations in institutions of BiH ("Official Gazette of BiH" No.: 11/05). Regulated by the Rulebook on the Work of the Government of the F BiH ("Official Gazette of the F BiH" No.: 25/03). The Office of the Government of the Federation of BiH for legislation and harmonisation with the regulations of the European Union establishes harmonisation of the regulations with the regulations of the EU. Initiated changes of the Rules of Procedure of the Government of the FBIH for the purpose of including the Economic Social Council in the procedure of drafting the regulations. Partially regulated by the Rules of the normative-legal technique for drafting of the laws and other regulations in the Republic of Srpska ("Official Gazette of the Republic of Srpska" No. 13/06 and 20/06), The Law on Publishing Laws and other regulations ("Official Gazette of the Republic of Srpska" No. 67/05), Government of the Brčko District of BiH, held on October 31, 2007, adopted Decision on procedure of drafting laws and other regulations. Prepared and by the PARF JMB approved Project proposal, terms of reference and the tender documentation for the regulation and general documents drafting in BiH". At 103rd session, held on December 11, 2008, the Government of the RS discussed and adopted the Draft Rules of Procedure of the Government of the RS, which, besides other things, in detail regulates: manner of drafting, preparation and submission of materials for the session of the Government, as well as action with these after the session of the Government. At the same session the Government also adopted Information on the manner of action of the ministries on the occasion of delivery of materials to the session of the National Assembly and the Government of the RS, and enacted conclusions which clearly define the manner of preparation and adjustment of materials, and their delivery to the session of the Government and the Session of the National Assembly of the RS, for deliberation.

PM 3.2 Improvement of compliance verifications (nomotechnics and style)					Contribution to Action subgroup	10,00	6,15	10,00	10,00	10,00	10,00	9,25	1,43	1,43	1,67	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	61,50	100,00	100,00	100,00	100,00	92,50	14,29	14,29	16,67	
Improvement of compliance verifications (nomotechnics and style).	The application of the nomotechnical and stylistic aspects of the "Uniform Rules for the Drafting of Regulations in the Institutions of BiH" and similar law drafting rules on other levels will be regarded as a priority, and actively supported.	BiH Parliamentary Assembly Secretariat, BiH Office for Legislation	Starting immediately Continuous activity	31.12.06	Office for legislation conducts checks of harmonisation of draft regulations with unified rules	20,00	15,50	20,00				15,50				Regulated by the Unified rules for drafting legal regulations in institutions of BiH which were adopted at the session of the House of Representatives, held on January 12, 2005, and the session of the House of Peoples, held on January 26, 2005 ("Official Gazette of BiH" No.: 11/05). Legislation Office of the CoM BiH, conducts the checks of harmonisation of all the regulations which are being adopted at the state level with the sa Unified rules for drafting legal regulations in institutions of BiH. Prepared and by the PARF JMB approved Project proposal, terms of reference and the tender documentation for the project "Improvement of rules and procedures for legal, other regulation and general documents drafting in BiH".
				31.12.06	Practical Manual elaborated and distributed online	40,00	40,00	40,00				40,00				Within the Project of development of the justice sector, the Advisory Board for legislation reform prepared and published the Handbook for drafting legal regulations in February 2006.
	The use of training materials, such as a practical manual for law drafters, will be encouraged on all levels, to demonstrate in a less prescriptive manner the application of drafting standards in particular circumstances, and how to deal with specific drafting difficulties.	Legislative Offices at other levels and parliaments		31.12.06	Responsible staff identified and Training plan drafted	20,00	6,00		7,00	7,00	6,00		2,00	2,00	2,00	Prepared and by the PARF JMB approved Project proposal, terms of reference and the tender documentation for the projec "Improvement of rules and procedures for legal, other regulation and general documents drafting in BiH". Prepared tender documentation for this project.
				30.06.07	Training completed for 90% of target groups	20,00	0,00		7,00	7,00	6,00					
IPM 3.3 Improvement of compliance verifications (other legal verifications)					Contribution to Action subgroup	20,00	8,80	20,00	20,00	20,00	20,00	8,80	8,80	8,80	8,80	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	44,00	100,00	100,00	100,00	100,00	44,00	44,00	44,00	44,00	
Improvement of other legal verifications, in order to ensure a full analysis of draft legislation from the perspective of its compliance with the present constitutional and legal system.	Amend the Rules of Procedures of the government at all levels to introduce a complete checklist for drafters to follow (with matching opinions by other specialized institutions if possible). This may entail the introduction of new verifications where missing, as in the case of those concerning the introduction of criminal sanctions, the organization of administrative bodies, and elements of administrative procedure.	Governments at each level	Mid 2008	30.06.08	RPs and DRs amended	100,00	44,00	25,00	25,00	25,00	25,00	11,00	11,00	11,00	11,00	Regulated by the Rules of Procedure of the Council of Ministers of BiH (Official Gazette of BiH, No. 38/02). Partially regulated by Rules of Procedure of the Government of the F BiH (Official Gazette of the FBiH No. 25/03 and 28/07). In the BD partially regulated by the Decision on the procedure of legal and other regulation drafting. Partially regulated by the Rules of Procedure of the Government of the RS from March 1st, 2001, as well as by new Rules of Procedure of the Government of the RS, which was as a draft adopted at the 103rd session of the Government of the RS, held on December 11, 2008. Prepared and by the PARF JMB approved Project proposal, terms of reference and the tender documentation za projekt "Improvement of rules and procedures for legal, other regulation and general documents drafting in BiH"

PM 3.4 Improvement of Compliance verifications (EU acquis)					Contribution to Action subgroup	20,00	7,85	20,00	20,00	20,00	20,00	7,25	7,50	7,50	9,75	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	39,25	100,00	100,00	100,00	100,00	36,25	37,50	37,50	48,75	
1. Establish formal arrangements for close cooperation with the DEI on all levels. Linked to the Twinning to the Legislative Office (and as secondary beneficiary DEI, Legal Harmonization Unit) starting Sept/Oct 2006	The FBiH, RS, BD and Cantonal institutions will not, beyond any doubt, be able to deal individually with the complexity of the process of approximation of their legislation with the acquis. Therefore, it is of utmost importance to set up formal arrangements for close cooperation among DEI, as central coordinating body, and ministries and other institutions at these levels of authority in BiH, with regard to exercise of approximation of reviewing the compliance of the new and existing domestic legislation with the acquis.	Governments at the FBiH, Cantonal, BD and RS levels, DEI	Mid 2007	30.06.07	Formal arrangements defined and made a part of the RP and DR	20,00	10,50	5,00	5,00	5,00	5,00	3,00	2,00	2,00	3,50	The CoM of BiH, at the 80 Session, held on April 6, 2005, adopted the decision on establishment of the workgroups for harmonisation of the legal regulations of Bosnia and Herzegovina with the acquis communautaire - (SG BiH No. 52/05). Of foreseen 14 work groups, 8 was formed. The CoM at the session held on July 3rd, 2008, adopted the conclusion putting the DEI in charge of establishing the commission which would draft the Changes and Amendments to this Decision in a sense of existence of new workgroups. This activity is ongoing. In accordance with the Decision on Procedures in the Proces of Harmonisation of BiH legislation with the acquis communautaire ("Official Gazette of BiH" No. 44/03), the DEI, in the reporting period drafted 21 opinions on harmonisation of legal regulations of BiH with the acquis, of which 12 for the Parliamentary Assembly of BiH and 9 for the originators from the CoM of BiH Regulated by Decision on the procedure of drafting the laws and other regulations, which was adopted by the Government of the Brčko District at the 58th Regular session, held on October 31st, 2007. Organisation plan of the Government of the BD established Department for European Integrations. Published vacancy notice and implemented procedure of selection of employees of the Department for European Integrations (Head of the Department, Advisor for Coordination of the EU Assistance) Ongoing is selection of associate for harmonisation of regulations. Draft Law on the Government of the RS stipulates establishment of organisation unit for affairs of european integrations within the Cabinet of the Prime Minister of the RS. Partialy Regulated by the Order on the Secretariat of the Government of the FBiH (Official Gazette of the FBiH No. 52/2008). Prepared and by the PARF JMB approved project proposal "Transposing EU Legislation in the Legal System of BiH". In August 2009, the Assembly of the Brčko District of BiH adopted the proposal of the Decision on the procedure of harmonisation of regulations of the BD with the acquis. At the 10th session of the Council of Ministers of BiH (July 21, 2009) adopted Programme of Priorities of Harmonisation in the Legislation Activities for Implementation of the European Partnership and the Interim Agreement.
2. Provide training	Design and deliver training in approximation methodology	Institutions DEI	Mid 2008	31.12.07	Responsible staff identified and Training plan drafted	10,00	6,75	2,50	2,50	2,50	2,50	1,50	1,50	1,50	2,25	"Training course on EC law" held on September 4, 7, 11 and 14, 2007 (organised by the Twinning light project) wit participation of the legal advisors of the Legislation Office of the CoM BiH, representatives of the legislation offices of the entities and some ministries of the state level. Training was organised in 5 workshops, and it comprised acquainting with the EU system, the EU legislation, harmonisation of domestic legislation with the EU acquis. "Workshop on EC case law" was held on September 28, 2007, with participation of the DEI Sector for harmonisation of the legal system, legal advisors of the legislation offices of both entities. DEI organised one-day training on harmonisation of legal system of BiH with the acquis, for members of all 8 work groups, on April 9, 2008, which was attended by 102 ciil servants. For 90 per cent of the competent personnel in the public administration of the Brčko District of BiH, fully completed training on the methodology of harmonisation of legal regulations with the acquis in the period May 20 - May 27, 2009. The Government of the BD adopted the draft proposal of the Decision on the Procedure of Harmonisation of the regulations of the BD with the acquis (May 2009). Prepared Report of the Department for European Integration of the Government of the BD on Implementation of the Training Programme. Also prepared and by the PARF JMB approved project proposal "Transposing EU Legislation in the Legal System of BiH". Training of the MP BiH staff through the approved project from the IPA 2007, which starts at the beginning of the next year.
<i>Links to: Twinning "lights" with key Ministries; the EU Integration training project that starts end 2006 and aims to train 1000 civil servants in the generalities of EU system.</i>	Design and provide training to responsible personnel within the administration at all levels in the generalities of the EU legal system, and the specificities of substantive acquis in their policy area of specialization.	Institutions DEI		30.06.08	Training provided to 90% of the identified staff	30,00	16,00	7,50	7,50	7,50	7,50	4,00	4,00	4,00	4,00	
3. Secure funds for the purpose of translating, editing and proofreading the respective primary and secondary EU legislation	There is an evident need that the State of BiH authorities, and also the Entities and BD, start securing substantial funds in their respective Budgets for the purpose of translating, editing and proofreading the respective primary and secondary EU legislation.	Governments at each level	2007, ongoing	31.12.06	Funds made available in the budget and funds use linked to DR	20,00	1,00	5,00	5,00	5,00	5,00	1,00				Translation Service of the Directorate for European Integrations was established in January 2004 and according to the Rulebook on internal orabnisation has 3 employees. DEI – has own budget.

	Agree with the neighbouring states on exchange of translated texts.				Agreements with at least 4 countries made; inventory of translated texts made available	20,00	5,00	20,00				5,00				Provided translation of the Acquis Communautaire to Croatian language - donation of the Republic of Croatia.
PM 3.5 Improvement of compliance verifications (budgetary impact)					Contribution to Action subgroup	10,00	3,50	10,00	10,00	10,00	10,00	3,40	3,00	3,00	4,60	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	35,00	100,00	100,00	100,00	100,00	34,00	30,00	30,00	46,00	
Ensure proper evaluation of the budgetary impact of regulations	The Ministries of Finance (incl. BD) on all levels to set a clear methodology and forms for the required calculations.	Ministries of Finance, BD BiH (sector responsible for finance)	Mid 2008	30.06.08	Methodology elaborated and approved as Annex to the DR	20,00	9,00	5,00	5,00	5,00	5,00	2,00	2,00	2,00	3,00	The Directorate for Finances of the BD brought instruction on manner and procedure of drafting a budget analysis of the draft laws and proposals of decisions from October 29 2007. (No documentation basis submitted). On all levels of authority in BiH used unified instructions for budget users which are used in the process of preparation of the BFD and the budget (three instructions per year).
	Drafting and financial staff in the institutions at all levels of authority, as well as the budget departments in the Finance portfolios, will be also trained in their use.	Ministries of Finance, BD (sector responsible for finance) Institutions (in cooperation with the CSAs)		30.06.08	Relevant staff identified, training course elaborated, training plan set up	20,00	8,00	5,00	5,00	5,00	5,00	2,00	2,00	2,00	2,00	Within the second phase of the Project of Strengthening Finance Management in BiH (which is financed by the Great Britain Department for International Development), the Ministry of Finance and Treasury of BiH (as well as entity ministries of finance) in 2005, 2006 and 2007 held workshops on preparation of the BFDs and programme budgeting for finance officers of all beneficiaries. Third phase of the Project of Strengthening Public Finance Management in BiH, which is financed by the DfID started at the end of the first quarter of 2009. Further workshops within this project will be held at the end of 2009 and in 2010. Part of Training implemented through implementation of the SPPD project.
				31.12.08	At least 90% of identified staff trained	30,00	14,00	7,50	7,50	7,50	7,50	3,50	3,50	3,50	3,50	
	Procedure of governments at all levels will include an obligation for evaluation of the budgetary impact of regulations.	Governments at each level		30.06.08	RP and DR amended, making evaluation mandatory	30,00	4,00	7,50	7,50	7,50	7,50	1,00			3,00	Decision on procedures for draft of regulations with form for budget implications of the Government of the BD from December 14 2007. Unified rules for draft of regulations in the institutions of BiH.
PM 3.6 Improvement of effect verifications (consultations)					Contribution to Action subgroup	10,00	4,20	10,00	10,00	10,00	10,00	4,40	2,80	4,80	4,80	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	42,00	100,00	100,00	100,00	100,00	44,00	28,00	48,00	48,00	
1. In order to better assess the potential impact of regulations in other policy areas, institutions will develop capacities to coordinate with each other as a matter of routine	The work Rules of the authorities at all levels will detail commitments. Based on which, the proposing party will distribute the draft regulation for comments in all other ministries and institutions, thus opening the possibility for them to comment within a given date.	Governments at each level	Late 2007	31.12.07	Communication and consultation procedure developed; RP and DR amended accordingly	20,00	12,00	5,00	5,00	5,00	5,00	2,00		5,00	5,00	Regulated by the Law on Government of the BD BiH ("Official Gazette of the BD BiH", No:19/07); The Law on Public Administration of the BD BiH ("Official Gazette of the BD BiH", No:19/07); the Rules of Procedure of the Government of the BD BiH and by a Decision on the procedure of drafting laws and other regulations, which was adopted by the Government of the Brčko District at the 58 Regular session held on October 31st, 2007. Enacted Guidelines for action of the ministries and other republic administration bodies on participation of the public and consultations in legal drafting ("Official Gazette of the Republic of Srpska 123/08). Rules for consultations in drafting legal regulations – CoM BiH Rulebook for implementation of the Rules for consultations in drafting legal regulations in the Ministry of Justice of BiH.
	As a rule, consultation will take place as early as possible in the policy development process so that as many conflicts as possible are resolved before items reach the government.															
2. Consultations across the levels of government..The issue of consultations across the federal system is important and will benefit from some institutionalization	A consultative group comprising the government secretaries, secretaries of key ministries, the heads of offices for legislation and secretaries of parliaments from the State, and the two Entities and Brčko District, will be convened at the stage of preparing the annual legislative work plan of the BiH CoM.	Governments at each level	End 2007; ongoing	31.12.07	Consultative Group established in RP for BiH CoM and FBIH	20,00	8,00	5,00	5,00	5,00	5,00	2,00	2,00	2,00	2,00	Held first coordination meeting of the Legislation Offices of all the levels of authority on September 18 and 19, 2007. Planned quarterly meetings so the legislation office in that way could point to the ministries the mistakes in drafting legal regulations, and so the information could be exchanged related with drafting of legal regulations between the state level, entities and the BD. Through the harmonised and signed Memorandum on mutual cooperation between the secretariats of the Council of Ministers of BiH, entity governments and the Government of the Brčko District of BiH it is

	Also, in case of preparation of key pieces of legislation having impact on different levels of government. A similar mechanism will be established within the FBIH.	Government Secretariats and Legislative Offices															planned to hold joint meetings of the aforementioned secretaries. In the Federation of BiH adopted is the Decree on the manners for establishment of the internal organisation of the federal administration bodies and federal administration organisations. ("Official Gazette of the Federation of BiH" No 36/06). At 103rd session, held on December 11, 2008, the Government of the RS discussed and adopted the draft Rules of Procedure of the Government of the RS in which one chapter regulates cooperation with the CoM BiH, the Government of the FBIH and the Government of the BD BiH.
3. Public consultations	Implement public consultations during the phase when the text is being drafted. The purpose of such consultations will be aimed at obtaining the views of specific non- governmental organizations or interest groups; rather than "the general public". A minimum requirement will be introduced for the most complex legislative projects to include the formal opinion of at least one (or more) competent non-government organization.	Governments at each level	Late 2007; ongoing	31.12.07	Communication and consultation procedure developed; RP and DR amended accordingly	20,00	20,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	The CoM of BiH at the 128th session held on September 7, 2006. adopted the Rulebook for consultations in drafting of the legal regulations. Rulebook for implementation of the Rules for consultations in drafting legal regulations in the Ministry of Justice of BiH regulated by the Statutes of BD BiH, ("Official Gazette of BiH" No.: 3/07). Regulated by the Statutes of the BD BiH, ("Official Gazette of the BD BiH", No: 3/07). Regulated by Conclusions of the Parliament of the Federation and the Government of the Federation of BiH. Also, regulated by the Constitution of the F BiH, for adoption of laws from joint competencies with the cantons. (Official Gazette of the F BiH No 1/94). At 103rd session, held on December 11, 2008, the Government of the RS discussed and adopted the Guidelines for action of the ministries and other republic administration bodies on participation of the public and consultations in legal drafting ("Official Gazette of the Republic of Srpska 123/08).
4. Comparative work.	Although the legal system at all levels in BiH is specific, comparative work can be a relatively costless way to identify possible mistakes in a regulation's strategic approach. The practice requires a minimum of reasoned comparative overviews (e.g. 3 EU countries), as part of the explanatory notes that will be introduced in the respective Rules of Procedure of Governments at all levels.	Governments at all levels	Late 2007	31.12.07	Benchmark methodology defined and approved; DR amended accordingly.	40,00	2,00	10,00	10,00	10,00	10,00	2,00					Rules for consultations in drafting legal regulations - CoM BiH. Rulebook for implementation of the Rules for consultations in drafting legal regulations in the Ministry of Justice of BiH.
PM 3.7 Improvement of effect verifications (impact assessments)					Contribution to Action subgroup	10,00	3,00	10,00	10,00	10,00	10,00	3,60	2,80	2,80	2,80		
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	30,00	100,00	100,00	100,00	100,00	36,00	28,00	28,00	28,00		
Each level of government will introduce a methodology for impact assessment of legislation. The methodology will be based on the "principle of proportionality": the time, resources and efforts to be invested into impact assessment will be proportionally tailored to the magnitude of the problem being addressed by the policy and/or legal act. Links to UNDP's project on Strengthening the capacity of BiH Governments representatives in Policy-making and Strategy	Introduce impact assessment methodology that proportionally to the significance of the issue under consideration, takes account of the following issues: • Budgetary, social, economic, environmental costs and benefits; • Distribution of costs and benefits by different levels of authority in BiH, if such exist; • Distribution of costs and benefits within the population and subgroups; • Possible problems with enforcement, acceptance and compliance; • Possible flaws, contradictions, lack of clarity and gaps in the preliminary draft; and • Undesired side effects. The methodology will reflect the following principles: • Policies and acts will relate to government strategic priorities; • Policies and acts will be fiscally achievable; • Policies and acts will be evidence-based; • Policies and acts will be developed through transparent and consultative procedures; • Policies and acts will include implementation plans, to ensure they are efficiently and effectively implemented.	Governments at all levels	Mid 2009, ongoing	30.06.09	Impact assessment methodology elaborated and approved; DR amended accordingly	100,00	30,00	25,00	25,00	25,00	25,00	9,00	7,00	7,00	7,00		With the support of the EU institutions, in Bosnia and Herzegovina (DEI-Directorate for European Integrations - 4 studies for acceptance of the acquis) started the process of accepting directives of the so called "the new approach", and the application of the Regulatory Impact Assessment – RIA. Prepared and by the PARF JMB approved Project proposal "Improvement of rules and procedures for legal, other regulation and general documents drafting in BiH". Prepared and by the PARF JMB approved Project proposal, terms of reference and the tender documentation for the projekt "Blueprint of Development of Central Bodies of Governments in BiH - Implementation of the Phase I". Started implementation of the project "Strategic Planning and Policy Development - SPPD". Part of the measures implemented through implementation of the Project "Strategic Planning and Policy Development - SPPD".

PM 4.2 Parliamentary consideration of legislation					Contribution to Action subgroup	30,00	5,55	30,00	35,00	35,00	35,00	6,00	17,50	0,00	1,40	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	18,50	100,00	100,00	100,00	100,00	20,00	50,00	0,00	4,00	
Since Parliament may introduce a bill on its own, it will be ensured that legislation initiated directly by MPs is developed according to the same quality requirements as acts originating from the government.	Develop formal processes to ensure that parliament, in preparing the draft, is made aware of (e.g., financial and operational) constraints on governments which any legislative action will take into account.	Governments and Parliaments of each layer of government	End 2007	30.12.07	DR amended	20,00	5,00	5,00	5,00	5,00	5,00		5,00			Rules of Procedure of both Houses of the Parliament of the F BiH stipulate that all the procedures not proposed by the Government, must go through the procedure of obtaining the opinion of the Government of the F BiH. (Official Gazette of the F BiH No. 69/07). Rules of Procedure of the Assembly of the BD BiH.
	Establish formal arrangements to ensure that drafts introduced in parliament are subjected to impact verifications same/similar to those that were applied by government to the original draft law.	Parliaments on all levels (in cooperation with governments)	Mid 2009, ongoing	30.06.09	DR amended	20,00	2,50	5,00	5,00	5,00	5,00		2,50			There are normative assumptions in the Rules of Procedure of the Houses of the Parliament of the F BiH. (Official Gazette of the F BiH No. 69/07)
	To ensure legislation initiated directly by MPs is developed according to the quality requirements common to the whole legislative drafting system, a unit for legislative affairs in the Secretariat of the BiH Parliamentary Assembly will be established. Other parliaments in BiH will also secure the presence of specialized positions amongst their staff (analysts; drafting personnel).	Parliaments (parliamentary secretariats)	End 2007	31.12.07	Institutional capacity for the additional work is defined and located in the BiH Parliament secretariate; RB updated accordingly	20,00	10,00	5,00	5,00	5,00	5,00	5,00	5,00			By the Rulebook on internal organisation of the Parliamentary Assembly of BiH, No: 03-34-7-251/06 from April 06, 2006, established Legislation - legal sector with the Common Service of the Secretariat of the Parliamentary Assembly of BiH. Rules of Procedure of the Houses of the Parliament of the Federation of BiH stipulate that both houses have a Legislation-legal commission. (Official Gazette of the F BiH No.69/07)
	Establish formal procedures that ensure that amendments proposed by MPs to a government's legislative proposal, which relates to the trans position to the acquis, do not infringe upon the respective provision(s) of the acquis with which the government's legislative proposals is being harmonized.	Governments and Parliaments of each layer of government	Beginning of 2008, ongoing	01.01.08	DR amended	20,00	1,00	5,00	5,00	5,00	5,00				1,00	In December 2009 adopted the Decision on the Procedure of Harmonisation with the Acquis.
	This may include establishing a joint body comprised of both government and parliament technical staff to provide advice on and/or alert MPs on potential implication(s) of such amendment(s); changes to rule of procedures, etc.			01.01.08	Decision on the implementation of a joint body made and respective changes in RBs, RPs and DR implemented	20,00	0,00	5,00	5,00	5,00	5,00					
PM 4.3. Establishment of the Commission for Linguistic Policy					Contribution to Action subgroup	15,00	7,50	15,00				7,50				
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	50,00	100,00				50,00				

Due to three-lingual system of BiH legislation, the Parliamentary Assembly of BiH will prioritize the establishment of the Commission for Linguistic Policy to be in charge of and deal with the following issues: a) Decide on complaints relating linguistic accuracy and correctness, and whether terms used in regulations that are in force are identical; b) Compile and update tri-lingual official lexicon of terms used in regulations; c) Determine dictionaries and grammatical rules to be used in the forthcoming year.	The Commission will be comprised of six distinguished linguistic experts, nominated by the House of Peoples of the BiH Parliamentary Assembly of BiH. The Commission will have equal number of members representing three constituent peoples. Meetings of Commission will be convened as necessary, and at least once annually. The Service for Publication of the House of Peoples of the BiH Parliamentary Assembly will serve as secretariat.	Parliamentary Assembly of BiH	Mid 2007		Commission established, Tasks, RP, RB implemented	100,00	50,00	100,00				50,00					By Unified rules for drafting legal regulations in institutions of BiH which were adopted at the session of the House of Representatives, held on January 12, 2005, and the session of the House of Peoples, held on January 26, 2005 ("Official Gazette of BiH" No. 11/05), in Article 81 establishment of the Commission for language policy in the legislation of BiH is regulated.
PM 4.4. Preparation of regulations for publication					Contribution to Action subgroup	15,00	3,75	15,00	20,00	20,00	20,00	7,50	0,00	0,00	0,00		
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	25,00	100,00	100,00	100,00	100,00	50,00	0,00	0,00	0,00		
Improve preparation of regulations for publication.	The Rulebook on Internal Organization and Job Systematization of the Secretariat of the House of Peoples of the BiH Parliamentary Assembly needs to be amended, in order to provide for at least two additional posts in the Service of the House of Peoples specifically tasked with preparing regulations for publication.	BiH Parliamentary Assembly Secretariat	Mid 2007	30.06.07	Rulebook amended	50,00	25,00	50,00				25,00					By the Rulebook on internal organisation and systematisation of the work places of the Secretariat of the Parliamentary Assembly of BiH No: 03-34-7-251/06 from April 6, 2006, established is the Department for drafting and publishing of the legal acts of the Expert Service of the House of Peoples of the PA BiH. A vacancy has been issued for the post of Head of the Department for drafting and publishing of the legal acts in the Expert Service of the House of Peoples of the PA BiH, June 11, 2007.
	Parliaments on other levels to consider similar changes based on identified needs.	Parliaments on other levels		30.06.07	Parliamentary decision on respective changes	50,00	0,00		17,00	17,00	16,00						
					Contribution to PM	8,00	2,89	8,00	8,00	8,00	8,00	2,52	2,21	1,66	4,50		
PM 5 Improvement of access to legislation					Action Group	100,00	36,18	100,00	100,00	100,00	100,00	31,50	27,57	20,75	56,23		
PM 5.1. Database of legislation					Contribution to Action subgroup	25,00	9,83	25,00	25,00	25,00	25,00	12,00	8,32	2,00	8,32		
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	39,32	62,50	12,50	12,50	12,50	48,00	33,28	8,00	33,28		

1. Establish and maintain a comprehensive database of legislation accessible from one point and through an integrated Web portal.	All existing laws (including legislation presently not available in electronic format) will be included in the database. They will be numbered and classified in accordance to various criteria. These codes find correspondence in the organograms mapping the harmonization of the BiH legislation with the EU acquis.	Governments on all levels	From 2007; ongoing afterwards	31.12.07	Legal Database established and available to the public	50,00	9,32	12,50	12,50	12,50	12,50		4,16	1,00	4,16	The Webpage of the Government of the F BiH provides the access to all the legal and bylaw regulations of the F BiH from 1996 until the present day. The PARCO in cooperation with Legislation Offices started the initiative for full implementation of the earlier started UNDP project "the Legislation Database" with an objective to provide all the users with free access to integrated Legislation Database. At the Web page of the government of the BD BiH, provided access to the Laws of the BD BiH. Internal act of the Assembly of the BD BiH. Operative budgets of the BD provide continuously assets for this purpose. Republic Secretariat for Legislation of the RS in the reporting period started establishing database of legal regulations. For the purpose of linking the electronic legislation darabases from the state, entity and the Brčko District level, there was a workshop "Application of Software for the Electronic Legislation Database" in the premises of the UNDP, on May 15, 2009 in Sarajevo, at which the participants were the IT experts from the UNDP and IT experts from all four administrative levels.
Link with Project database for legislation(UNDP in cooperation COM and DEK)	Include English translations of legislation on PAR Coordinator's website.	Others: Official Gazette of BiH, FBiH, RS Centre for Training of Judges and Prosecutors (hosting institutions); PAR Coordinator's Office		31.12.07	English translation of 90% of laws on PAR Coordinators Website	50,00	30,00	50,00				30,00				Legal database was accepted from the UNDP, and placed on the server of the PARCO. Access is provided at the webpage of the PARCO and directly at the www.laws.ba.
PM 5.2. Better access to secondary regulations					Contribution to Action subgroup	25,00	16,67	25,00	25,00	25,00	25,00	12,50	18,75	18,75	16,66	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	66,66	100,00	100,00	100,00	100,00	50,00	75,00	75,00	66,64	
Ensure full access to secondary legislation.	In order to ensure full access to secondary legislation, a legal requirement will be established specifying which types of by-laws need to be published in the official gazette.	Governments on all levels	Late 2007	31.12.06	Legal regulation adopted	50,00	50,00	12,50	12,50	12,50	12,50	12,50	12,50	12,50	12,50	The Law on Official Gazette of BiH (Official Gazette of BiH No: 01/97) regulated which acts are being published in the Official Gazette. The Law on publishing the laws and other regulations in the Republic of Srpska ("Official Gazette of the Republic of Srpska" No. 67/05). At the 81st session of the Government of the RS from June 26 2008, adopted the Draft Law on Changes of the Law on Publishing Laws and Other Regulations in the Republic of Srpska. The Law on Ministries ("Official Gazette of the Republic of Srpska" No.: 70/02, 33/04, 118/05 and 33/06). The Law on administrative service in the administration of the Republic of Srpska ("Official Gazette of the Republic of Srpska" No.: 16/02, 38/03, 42/04 and 49/06). Regulated by the Law on the Government of the BD BiH ("Official Gazette of the BD BiH", No. 19/07); The Law on Public Administration of the BD BiH ("Official Gazette of the BD BiH", No:19/07); Regulated by the Law on the Government of the F BiH (Official Gazette of the F BiH No. 1/94 and 8/95), and by the Law on Organisation od Administration in the F BiH (Official Gazette of the F BiH No. 35/05).

	For all the others, a register of all secondary legislation in force will be maintained by the respective Office for Legislation at each level of government. When established, these registers will be given public access through the on-line legislative database.	Offices for Legislation at each level		31.12.06	Online and written register of all secondary legislation that is not available in full text in a public Database	50,00	16,66	12,50	12,50	12,50	12,50		6,25	6,25	4,16	Republic Secretariat for Legislation, in cooperation with the ministries and other administration bodies prepared a database of secondary regulations which could be accessed on-line. On the Web page of the Government of the F BiH access is provided to all the bylaws of the F BiH since 1996. until today. Registry of Regulations of the Government of the BD.
PM 5.3. Consolidated version of laws					Contribution to Action subgroup	25,00	4,50	25,00	25,00	25,00	25,00	5,00	0,50	0,00	12,50	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	18,00	100,00	100,00	100,00	100,00	20,00	2,00	0,00	50,00	
To clarify the status of legislation in force, it is necessary to prepare and publish consolidated version of laws.	It is critically important that all levels of authority in BiH engage more proactively in the creation and publishing of consolidated texts of their regulations.	All	Mid 2007, ongoing	30.06.06	Official consolidated version of BiH laws and regulations available to the public	100,00	18,00	25,00	25,00	25,00	25,00	5,00	0,50		12,50	Regulated by the Rules of Procedure of the Assembly of the BD (2003 and 2008). Rules of Procedure of the Houses of the Parliamentary Assembly of BiH. The FBiH published the integrated text of the Rules of Procedure of the Government (Official Gazette of the FBiH No. 6/10).
PM 5.4. Collections of primary and secondary legislation					Contribution to Action subgroup	25,00	5,19	25,00	25,00	25,00	25,00	2,00	0,00	0,00	18,75	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	20,75	100,00	100,00	100,00	100,00	8,00	0,00	0,00	75,00	
To provide working access to essential legislation, it is advised that each ministry or institution with important normative functions publishes collections of both primary and secondary legislation, referring to their respective areas of activity.	Each ministry or institution with important normative functions will envisage in its budget sufficient funds for the publication of collections of both primary and secondary legislation.	Individual institutions at each level	2007, ongoing	31.12.07	Collection of all primary and secondary legislation available ministry-wise.	75,00	20,75	18,75	18,75	18,75	18,75	2,00			18,75	Regulated by the internal act of the Assembly of the BD. Published annual issue of the Official Gazettes of the BD BiH with regulations. Decision of the Minister of Justice of BiH.
	The same texts will be made also available online.			31.12.07	Online availability of texts	25,00	0,00	6,25	6,25	6,25	6,25					

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / coment
								BiH	FBiH	RS	BD	BiH	FBiH	RS	BD	
PART II PUBLIC FINANCES																
					Part Value	100,00	48,47	100,00	100,00	100,00	100,00	54,26	43,48	52,35	46,86	
					Contribution to PF	20,00	17,50	20,00	20,00	20,00	20,00	17,00	17,50	17,50	17,00	
					Action Group	100,00	87,50	100,00	100,00	100,00	100,00	85,00	87,50	87,50	85,00	
					Contribution to Action subgroup	25,00	25,00	35,00	25,00	25,00	35,00	35,00	25,00	25,00	35,00	
<p>The newly established Fiscal Council currently operates on the basis of the Agreement on Fiscal Council signed by entities, BiH and BD governments. It is considered necessary to strengthen the basis for its existence, and work through a law that will more closely define the work processes of the Fiscal Council, and outline the Fiscal Council bodies and other institutions that will provide it with analytical support.</p> <p>The activities under this action are directly linked to the EC Fiscal Policy Support project for BiH. The World Bank/IMF closely monitor the public expenditures at all government levels, and the overall macroeconomic stability.</p>																
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	
1. Create a draft of the law which will elaborate a work mode of the Fiscal Council and establish working bodies and its functioning mode	Urgently finalize the draft of the Law on Fiscal Council.	WG for drafting the Law on Fiscal Council	Short-term (immediate)	31.12.06	Draft of the Law on Fiscal Council submitted	40,00	40,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00	<p>The Law on Fiscal Council of BiH adopted by the PA BiH on July 23rd, 2008, published in the "Official Gazette of BiH 63/08 and enacted in August, 2008.</p> <p>At the 10th session of the Fiscal Council, held on 29.06.2009, adopted was the Global framework of fiscal balance and policies for BiH for the period from 2010 to 2012. At the sessions of the Fiscal Council, among other, were agreed and conducted negotiations of BiH with the IMF. Within the first overview of the IMF by the Standby arrangement, the Fiscal council, with the IMF, in November 2009, agreed the macro-fiscal framework for BiH (fiscal framework was agreed for BiH, and by levels for institutions of BiH, the FBiH, the RS and the BD), with the updated framework for estimation of execution for 2009, and projections for 2010. Advisory Group of the Fiscal Council discussed preparations for drafting the document Global Framework of Fiscal Balance and Policies for BiH for the period 2011 to 2013.</p>
2. Establish Fiscal Council Secretariat	Create the Rulebook on Procedures	Fiscal Council/Working body of Fiscal Council	Short-term (asap)	31.12.06	RB and PR for Fiscal Council secretariat elaborated and approved	40,00	40,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00	<p>The Law on Fiscal Council stipulates forming of the Secretariat of the Fiscal Council of BiH, and the manner of work of the Secretariat of the Fiscal Council is regulated in more detail by the Rules of Procedure of the Fiscal Council (adopted by the Fiscal Council on October 28, 2008). Secretariat will conduct expert-administrative and materialno-financial affairs of support in work of the Fiscal Council.</p>

	Make a systematization of workplaces.		Short-term (asap)		Workplace Systematization of FC Secretariate submitted	20,00	20,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	Systematisation of the Secretariat was adopted within the Rules of Procedure in 2008. By June 2009, appointed were all the members of the Secretariat. Persons engaged in the Secretariat are secretary and two assistant secretaries, who execute the function of the secretary six months each by principle of rotation, rights from work relation are exercised in institutions which appointed them, and the affairs will be done within the Secretariat General – Office of the Chairperson of the Council of Ministers of Bosnia and Herzegovina.	
PF.1.2 Regular preparation of macro-fiscal framework for the whole state																	
This is one of the basic analytical documents that are necessary for policy decision-making of any government. Until recently, BiH was lacking such a comprehensive analysis, which severely limited its policy makers in any decision-making process, and made them dependent on foreign assistance in this area. It is necessary to develop a coherent, comprehensive and single framework for the whole country.																	
Contribution to Action subgroup																	
25,00 25,00 35,00 25,00 25,00 35,00 35,00 25,00 25,00 35,00																	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00		
It is necessary to develop a unique macroeconomic and fiscal framework for the BiH.	The responsibility for preparing the macro-fiscal framework will be clarified by the Fiscal Council (in particular the roles of EPPU and ITA/MAU).	Fiscal Council, ITA/Governing Board	Short-term (start immediately)	31.12.06	Macro-fiscal framework on state level elaborated and workable	100,00	100,00	25,00	25,00	25,00	25,00	25,00	25,00	25,00	25,00	25,00	By establishment of the Fiscal Council, Fiscal Council received legal competency for adoption of unified macroeconomic and fiscal framework for BiH, i.e. document Global Framework of Fiscal Balance and Policies in BiH, which is adopted every year by May 31st, and which will be a base for the DFBs of all levels of government in BiH. In 2008, the Fiscal Council agreed growth of only budgets of the state and entity governments for 2009. At the 10th session of the Fiscal Council, held on June 29, 2009, adopted was the Global Framework of Fiscal Balance and policy of BiH for the period from 2010 to 2012. Adopted document contains macroeconomic projections prepared by the Directorate for Economic Planning and projections of overall revenues from indirect taxes prepared by the Department for Macroeconomic Analysis within the Indirect Taxation Administration of BiH. These Macroeconomic projections and projections of overall revenues from indirect taxes are common for the whole BiH and harmonised with the IMF. It is important to stress here that the adopted global framework contains only projections of revenues of indirect taxes, and it does not contain comprehensive fiscal framework, because there is a lack of detailed tables and data on income items, expense items, financing and appropriate fiscal objectives for BiH consolidated and for each of the levels of authority respectively. Advisory Group of the Fiscal Council put all the competent institutions in charge to submit, within the deadlines, all the necessary data for the purpose of drafting the document the Global Framework of Fiscal Balance and Policies in BiH 2011-2013.
PF.1.3 Regular preparation of Consolidated government account																	
The lack of information on the public sector size and its revenues / expenditures presented a lack of basic statistical data on BiH, its public sector, and its impact on overall economy. There is a need to establish consolidated governmental accounts as the main source of consolidated data on the public sector. A tentative precondition for this task is the harmonization of accounting standards within BiH.																	
Contribution to Action subgroup																	
25,00 12,50 30,00 25,00 25,00 30,00 15,00 12,50 12,50 15,00																	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	50,00	100,00	100,00	100,00	100,00	50,00	50,00	50,00	50,00		

<p>It is necessary to establish the consolidated government account as the main source of consolidated data on the public sector.</p> <p>This includes better cooperation and data exchange between different government levels.</p>	<p>To put the issue of responsibility for producing the Consolidated government account before the FC.</p> <p>Note: By European Partnership, the responsible institution for this activity is MAU.</p>	Fiscal Council/ITA MAU	Short-term (start immediately)	31.12.06	Responsibility for the elaboration of the consolidated account defined and necessary powers and resources assigned	100,00	50,00	25,00	25,00	25,00	25,00	12,50	12,50	12,50	12,50	<p>The Central Bank of BiH since 2002 publishes consolidated data on budgets of different levels of authority, in accordance with the methodology of the IMF (Government Finance Statistics - GFS). On an annual basis consolidated budget level covers budgets of the institutions of BiH (including payments on the basis of external debts), central governments of both entities and the District of Brčko (including out-of-budget funds in both entities, cantons in the FBiH, and municipalities in both entities, and excluding directorates for roads and projects of foreign assistance on all levels of authority). The Central bank of BiH publishes also consolidated data on quarterly basis, excluding municipalities. In accordance with the provisions of the Stand By arrangement with the IMF, the Fiscal Council of BiH, at the 11th session held on 19.10.2009, established a Group for consolidation of fiscal data within which are the representatives of the ministries of finances from all levels of authority, and the representatives of the OMA and CBBiH. The task of this group is to consolidate fiscal data for the whole BiH in accordance with the IMF methodology, and to publish them timely.</p> <p>Department for macroeconomic analysis (DMA) within the Management Board of the Indirect Taxation Administration of BiH (ITA) from 2005 publishes consolidated data on execution on monthly level. Data of the DMA include level of the Institutions of BiH, the Government of the FBiH, cantons, municipalities and funds in the FBiH, the Government of the RS, municipalities and funds of the RS, and the budget of the Brčko District.</p>
PF.1.4 Implementation of fiscal equalization system in the Entities					Contribution to Action subgroup	25,00	25,00		25,00	25,00			25,00	25,00		
<p>The laws introducing fiscal equalization at local government and cantonal level have been adopted in both entities in April 2006. Their implementation will improve the current excessive fiscal imbalances, both horizontally and vertically, across the public administration in both Entities. Efforts will focus on implementation of the new framework.</p> <p>This activity is linked to the USAID/ Swedish International Development Agency (SIDA) work on local government capacity building (GAP project).</p>																
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	100,00		100,00	100,00			100,00	100,00		
Implement laws introducing fiscal equalization in entities.	Create the bylaws necessary for law implementation.	FBiH MoF, RS MoF	Short-term (end 2006)	31.12.06	Laws elaborated and passed on all levels	100,00	100,00		50,00	50,00			50,00	50,00		Law on Income Tax and Law on Salary tax are adopted in RS, Official Gazette 91/06, and the Law on changes and amendments to the Law on Income Tax (Official Gazette of the RS No. 120/08), the Law on changes and amendments to the Law on provisions (Official Gazette of the RS No. 120/08), the Law on provisions - consolidated text (Official Gazette of the RS, No. 31/09). In the FBiH, adopted was the law on allocation of public revenues of the FBiH (Official Gazette of the FBiH No. 22/06) as well all the necessary instructions for application of the Law.
					Contribution to PM	30,00	14,51	30,00	30,00	30,00	30,00	18,92	13,62	15,41	14,66	
PF.2. Increase in efficiency and effectiveness of the budget management					Action Group	100,00	48,35	100,00	100,00	100,00	100,00	63,06	45,40	51,37	48,88	
PF.2.1 Medium-term expenditure framework is a process implemented in the whole of BiH																

<p>Medium-Term Expenditure Framework (MTEF) process introduction begun several years ago in both entities, and in 2005 has been expanded to the BiH level. This process has recently included Brčko District in MTEF preparation.</p> <p>Further improvement of the MTEF requires addition of new elements to the Budget framework paper. BFP needs to have a common macroeconomic and fiscal outlook for all governments, set expenditure limits by budget user, and incorporated common strategic goals of different sectors through line ministries. The BFP drafting process needs to be harmonized; this requires harmonization of budget calendars at all government levels.</p> <p>The current budget process needs to be strengthened by improving the communication between the MF and budget users, especially during budget preparation. Although program-based budgeting will deliver a strong policy-budget link, it is necessary to have institutions set policy priorities during the budget drafting process, for Currently, the manual data entry of budget requests takes too much capacity within the MFs budget departments, and minimizes analytical work. Introduction of an IT module for budget preparation (compatible with the treasury system), would streamline this process, and increase efficiency of the Ministries of Finance.</p> <p>The activities under this action are directly linked to the PKF/DFID's assistance with the MTEF and budget planning processes across all levels of government in BiH. The assistance links to the implementation of the World Bank's Economic Management Structural Adjustment Credit (EMSAC).</p>				Contribution to Action subgroup	20,00	11,70	20,00	20,00	20,00	20,00	20,00	14,96	9,60	12,27	9,78	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	58,50	100,00	100,00	100,00	100,00	74,78	48,00	61,33	48,89	
1. To include Brčko District in the process of the Medium-term Expenditure Framework.	Drafting the Mid-Term Expenditure Framework for the period 2007-2009 and beyond.	BD Government	Short-term (end 2006)	31.12.06	BD legally included in MTEF	5,00	2,50				5,00				2,50	Decision of the Government of the BD BiH on adoption of the AP of the Public Administration Reform (public finances) - Draft Law on the Budget of the BD BiH
			Continuously	31.12.06	MTEF 2007-2009 drafted including BD	5,00	0,00				5,00					Never done
				31.12.07	Second MTEF 2008 2010 drafted	5,00	5,00				5,00				5,00	Available on web site of Brcko District Government, www.bd.central.net
2. BFP has new elements: common macro-economic and fiscal projections, target surplus/deficit, expenditure limits per individual budget user, and implementation of the common strategic objectives realized through line Ministries	Drafting amendments to the BiH Law on financing.	BiH MoFT, FBiH MoF, RS MoF, BD Government (sector responsible for finance)	Short-term (end 2007)	31.12.07	Changes of BiH Law on financing according to new BFP drafted and submitted	10,00	10,00	10,00				10,00				Within the Coordination Board for Budget, agreed harmonisation of budget calendars on all levels in BiH, in accordance with which there was preparation of draft laws on changes and amendments to the laws on budgets on entity levels, and Law on Financing of Institutions of BiH on state level in 2008. Adopting the law on Fiscal Council of BiH created preconditions for changes and amendments to these laws. The Law on changes and amendments to the Law on Financing of Institutions of BiH was adopted on June 18, 2009 ("Official Gazette of BiH No. 49/09).

	Implementation of the system laws on budget at state and entity level.		Continuously	31.12.07	State and entity finance laws changed	5,00	5,00	1,25	1,25	1,25	1,25	1,25	1,25	1,25	1,25	In the RS corrected the Law on the Budget System and the Law on budget execution. Decree on Changes and Amendments to the Law on Budget System of the RS (Official Gazette of the RS no. 115/08). Law on Execution of Budget for 2010 of the RS (Official Gazette of the RS no. 115/09), available at www.narodnaskupstinars.net. In the RS Law on Changes and Amendments to the Law on Budget System of the RS (Official Gazette No. 92/09). In the Federation, the Law on Changes and Amendments to the Law on budgets in the Federation of Bosnia and Herzegovina, Official Gazette of the Federation of BiH, No. 5 / 09 of January 28, 2009. In BD BiH, the Law on the Directorate for Finance and the Law on Treasury of the Act. (Available on the website of the Assembly of the BD BiH), the Law on Changes and Amendments to the Law on Financing of the Institutions of BiH was adopted on June 18, 2009 (Official Gazette of BiH No. 49/09).
	Organization of seminars and workshops for finance officers in BiH and entities institutions', and BD BiH.			31.12.07	Seminars and workshops on new system elaborated, participants identified and workshops held with 90% participation.	5,00	4,00	1,25	1,25	1,25	1,25	1,00	1,00	1,00	1,00	Within the project to strengthen public finance management in BiH (which is funded by the Office for International Development of UK), Ministry of Finance and Treasury of BiH, entity ministries of finances and the Directorate of Finance of the Brcko District in 2005, 2006 and 2007 held a workshops on preparation of FBDs and programme and budgeting for staff of ministries finances and financial officers of all budget users. The third phase of the project to strengthen public finance management in BiH, which is funded by the DFID started in March 2009. General workshops at all levels within this project were held at the end of 2009. with special emphasis on the principles of programme budgeting. After these general seminars, the Sectors for budget at all levels, with technical assistance of the SPEM project in the period from December 2009 until April 2010 organize official individual technical assistance to budget users at the level of BiH institutions, in order to improve programme budgeting.
3. Harmonization of the BFP drafting process at state, entity and BD level.	Include BD in the Coordination Committee.	Coordination committee (Assistant Ministers for budget, MAU)	Short-term (end 2006)	31.12.06	Coordination committee decision on harmonization	5,00	5,00	1,25	1,25	1,25	1,25	1,25	1,25	1,25	1,25	Decision on establishment of the Coordination Board, the Government of the BD BiH appointed their representative. Head of the Directorate for Finances of the Brčko District is a member of the Coordination Board for Budget since 2006.
	Create a harmonized budget calendar.		Immediate	31.12.06	Coordination committee decision on a harmonized budget calendar	5,00	5,00	1,25	1,25	1,25	1,25	1,25	1,25	1,25	1,25	Within the Coordination Board for the Budget, agreed harmonisation of budget calendars on all the levels in BiH, in accordance with which drafts were prepared of laws on changes and amendments of the laws on budgets on entity levels, i.e. the Law on Financing of Institutions of BiH in 2008. The Law on changes and amendments to the Law on Financing of Institutions of BiH was adopted on June 18, 2009 ("Official Gazette" of BiH, No. 49/09).

	Create amendments to the system laws on budget following Coordination Committee's recommendations.	BiH MoFT, FBiH MoF, RS MoF, BD SBF	Short-term (mid 2007)		System laws amended	10,00	0,00	2,50	2,50	2,50	2,50					Draft of new Law on Budget in the BD BiH is completed, currently is in a public debate and awaits the Assembly procedure. The Law on changes and amendments to the Law on Financing of Institutions of BiH was adopted on June 18, 2009 ("Official Gazette" of BiH, No. 49/09).
4. Drafting the Consolidated BFP for entire BiH.		BiH MoFT, FBiH MoF, RS MoF, BD Government (sector responsible for finance), MAU EPPU	Short-term		Consolidated (first) BFP for entire BiH submitted	10,00	0,00	2,50	2,50	2,50	2,50					Consolidated BFD for whole BiH still not prepared. Work expected on consolidation of the BFDs (or at least of basis tables with consolidated fiscal indicators) in 2009, considering that these data should be the main inputs for preparation of the following documents: Globalnog Framework of Fiscal Balance and Policies, which should be adopted by the Fiscal Council of BiH, every year for the period of the next three years. In 2008, for the needs of draft of the Economic and Fiscal Programme of BiH for 2008, which is being sent to the European Commission (and it is adopted by the Council of Ministers of BiH on December 29, 2008), compilation of the data for the period 2008 - 2011 was done by the Central Bank of BiH, on the basis of the Budget Framework Documents (BFD) of the Institutions of BiH, the Federation of BiH, the Republic of Srpska and the Brčko District. Adopted in the form of an agreement in one document but numbers are not consolidated.
5. The budget process has new elements: establishment of institution's priorities, communication between MoF and beneficiaries; and including BFP into information package for Parliament.	Implementation of the system laws on budget at state and entity level.	MFT BiH, MF FBiH, MF RS, Government of BD (department in charge of finance)	Short-term	31.12.06	Law on Budget with new elements implemented	10,00	5,00	2,50	2,50	2,50	2,50	2,50		2,50		On all levels BiH authorities use unified instructions for budget users which are used in the process of preparation of the BFDs and budgets (three instructions per year). Within these instructions, users, besides the requested assets for the existing and additional proposals of spending fill also the information on the programmes within budgets of users, together with operative objectives and measures of result for all programmes respectively, as well as strategic objectives for the beneficiary. BFDs are published on the web pages of the ministries of finances every year in July. Adoption of the Law on Changes and Amendments to the laws on budgets on entity levels, these procedures which have been implemented in practice will be introduced in legal solutions. The Law on Changes and Amendments to the Law on Financing of the Institutions of BiH was adopted on June 18, 2009 ("Official Gazette" of BiH, No. 49/09).
	Drafting procedures and unified forms for budget users.				Budget preparation procedures including all supporting elements according to Law on Budget elaborated and made compulsory for all users	10,00	10,00	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	Work according to the process in 10 steps and the table of overview of budget priorities in accordance with the budget instructions No. 1.

	Organization of seminars and workshops for finance officers in BiH and entities' institutions.		Continuous		Seminars on new budget procedures held for all responsible budget officers in all budgeting institutions.	5,00	4,00	1,25	1,25	1,25	1,25	1,00	1,00	1,00	1,00	In October 2009 the Department for Budget of the Ministry of Finance and Treasury of BiH, with the Technical Assistance of the DFID project to strengthen public financial management - SPEM III, organized a seminar for all budget users of BiH institutions. To the seminar, invitees have been financial staff of all the beneficiaries, as well as managers of the beneficiaries. Training was held for about 150 employees from 69 budget users. The main objective of the seminar was to inform the users with the most common problems and errors in both the budgetary requests and reports on budget execution. Considering that the biggest shortcoming of the budget requests is the part related to programme budgeting, a special emphasis was placed on principles of programme budgeting.
6. Develop software for budget drafting compatible with treasury system.	Draft a project plan for the funds request.	BiH MoFT, FBiH MoF, RS MoF, BD Government (sector responsible for finance)	Short-term beginning Long-term implementation		Project plan incl. Funding elaborated	5,00	3,00	1,25	1,25	1,25	1,25	0,75	0,75	0,75	0,75	The PARCO changed the Project Proposal and the Terms of Reference for the BMIS, it prepared the tender documentation and received approval of the Supervisory Team for the area of Public Finances and the PARF JMB. Trnder is ongoing.
					Software roll out completed	5,00	0,00	1,25	1,25	1,25	1,25					
PF.2.2 Transparent expenditure of public funds																
Capital investments are currently budgeted on a yearly basis, making their management and planning more difficult and uncertain. It is necessary to create a new methodology for treatment of capital investment that would address the current weaknesses within the system. Consideration of recurrent expenditure implications of capital investments also needs to be strengthened																
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	50,00	100,00	100,00	100,00	100,00	50,00	50,00	50,00	50,00	
Introducing multi-annual planning of capital investments.	Establish a WG for drafting a joint methodology for treatment of the capital investments.	BiH MoFT, FBiH MoF, RS MoF, BD Government (sector responsible for finance)	Short-term (mid 2007)	30.06.07	Working group established, WG goals and workplan agreed	100,00	50,00	25,00	25,00	25,00	25,00	12,50	12,50	12,50	12,50	On the level of Institutions of BiH BiH, the RS and the FBiH every year prepared Programmes of public investments, which includes investments financed by the budget, donations and credit assets for three year period. Besides, the budget of Institutions of BiH for 2008 for the first time included Multiyear budget for capital investments of Institutions of BiH. In 2008, on the level of institutions of BiH the competency for preparation of Programmes of public investments is finally integrated in the Ministry of Finances and Treasury (so far it has been in the Ministry of Foreign Trade and Economic Relations), i.e. in the newly formed sector for coordination of international economic assistance. Future BMIS will have functionality of planning capital investments which will enable fast and efficient support to the process of planning capital investments.
PF.2.3 Inclusion of institution's management in the preparation of BFP and the budget																

Weaknesses in communication between the institution management and the finance unit within institutions, undermine the ability to link institution's policy priorities and the budget. This communication needs to be strengthened in the preparation of BFP, through adequate delivery of information, and inclusion of management staff in the work processes. During the process of budget drafting the communication with budget users needs to be conducted at different levels of authority, in order to ensure the budget proposal truly reflects the needs and priorities of any given sector/institution.					Contribution to Action subgroup	10,00	6,00	10,00	10,00	10,00	10,00	6,00	6,00	6,00	6,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	60,00	100,00	100,00	100,00	100,00	60,00	60,00	60,00	60,00	
It is necessary to strengthen communication between management of institutions and finance units.	Communication can be improved during the drafting of the Mid-Term Expenditure Framework through informing and inclusion of the management in the work. In case of insufficient explanation of the Mid-Term Expenditure Framework, implement a return of requests and raise the discussion to higher level. Establish discussion levels for the budget request – with the finance unit, at the ministerial level and at government level.	All institutions	Short-term (end 2007)	31.12.07	Communication and decision making process elaborated and respective regulations adopted on state and entity level	100,00	60,00	25,00	25,00	25,00	25,00	15,00	15,00	15,00	15,00	BFD, instructions 1, 2, 3 of the Ministry of Finances stress that the BFD and the budget it self in their basics present estimation of assets needed for achievement of strategic and operation objectives of the budget users, and that for quality drafting of budget instructions necessary is active participation of all the managers within the institution. Although further improvements are needed in order to achieve wanted quality level, (which can be expected considering the comprehensiveness of the reform which in other countries lasted for up to ten years), on all the levels of authority noticeable is continued improvement of quality of submitted data and greater engagement of managers. In the Law on Budgets in the FBIH, articles 9-15, stipulated is the manner of communication of the budget users with the MF FBIH Within process of preparation of the budget budget consultations are conducted between the Sector for Budget and managers of budget users in August and September every year. However, although improvements from year to year are visible, still most of the users are presented by the finance officers instead of institution managers. Sector for budget of the MFT holds seminars and individual technical assistance in programme budgeting at which the managers of the institutions are explicitly invited.
PF.2.4 Introduction of program-based budgeting in BiH public administration																
Program-based budgeting is a modern budget preparation methodology, which requests institutions to compose their budget on the basis of programs and activities which the institutions plan in the medium-term. This budget methodology will strengthen the linkage between the policy objectives of a sector and its budget (where significant weaknesses have been found). Every budget allocation will ultimately be linked to a policy goal. Program-based budgets are usually linked to national development plans, or similar strategic documents. This objective is long-term, and as a precondition for success, it necessitates capacity building within the Ministries of Finance, and individual institutions.					Contribution to Action subgroup	20,00	5,90	20,00	20,00	20,00	20,00	8,80	6,80	4,00	4,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	29,50	100,00	100,00	100,00	100,00	44,00	34,00	20,00	20,00	

It is necessary to implement a new methodology of budget planning – program-based budgeting (PBB).	Strengthening the department for budget - employment of civil servants who would be responsible to implement the system.	BiH MoFT, FBiH MoF, RS MoF, BD Government (sector responsible for finance)	Short-term activities (start immediately)	31.12.06	Changes to the RB implemented	30,00	7,50	7,50	7,50	7,50	7,50	4,00	3,50			At the beginning of 2007, the Sector for Budget of the MFT had 3 employees. In 2008, the Sector for budget had 8 employees, and on June 30, 2009, the Sector had 15 employees, including new budget analysts. In the RS the Rulebook on changes and amendments to the Rulebook on internal organisation and systematisation of jobs in the Ministry of Finances (Official Gazette 54/08) stipulated hiring of budget analysts.
	Training of employees.	All public administration institutions			Training targeted group identified, Training concept and training plan elaborated	10,00	10,00	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	The Sector for Budget of the MFT, with the technical assistance of the SPEM Project, in the period from December 2009 until April 2010 organised official individual technical assistance to budget users at the level of BiH Institutions, in order to improve the programming budget. The SPEM 3 project continues with these activities until April next year.
					Trainings executed with 90% attendance of target group	20,00	11,00	5,00	5,00	5,00	5,00	3,50	2,50	2,50	2,50	The third phase of the Project of strengthening of public finances management in BiH, which is being financed by the DfID, started at the end of the first quarter of 2009. Further workshops within this project will be held at the end of 2009. In 2010, the Sector for budget at all levels, with technical assistance of the SPEM project in the period from December 2009 until April 2010 organize official individual technical assistance to budget users at the level of BiH institutions, in order to improve programme budgeting.
Drafting of a methodology for introduction of PBB - identify law changes if necessary			Long-term objective		Report on PBB introduction in BiH	10,00	1,00	2,50	2,50	2,50	2,50	1,00				In June, adopted Changes and Amendments to the Law on Financing of the Institutions of BiH, which defines that the Council of Ministers and the Parliamentary Assembly are to be submitted the data in programme format, as additional information during adoption of the budget of the Institutions of BiH, which for the first time is done in the last quarter of 2009, in the procedure of adoption of the budget of the of the institutions of BiH for 2010. The next steps are: 1. IMPLEMENTATION OF THE INFORMATION SYSTEM (DESCRIBED ABOVE UNDER P.F.2.1.5); 2. FURTHER TRAINING OF THE BENEFICIARIES WITH THE ONE ALREADY IMPLEMENTED (DESCRIBED ABOVE UNDER P.F.2.1.5); 3. FINAL INTRODUCTION OF PROGRAMME FORMAT AS A CONSTITUENT PART OF THE ADOPTED BUDGETS Process of 10 steps is generally accepted and the quality of tables is increasing, although explicit programme budgeting is not put in the law.
	Strengthening finance units in institutions.				Changes to the RB in institutions implemented	30,00	0,00	7,50	7,50	7,50	7,50					

PF.2.5 Timely inclusion of the Parliament in the budget process																
The Parliamentary budget adoption process is currently starting quite late in the year for the next fiscal year. There is potential for improvement of budget adoption process through information meetings with relevant Parliamentary Commissions where they would be presented with the information on BFP and with the results of the fiscal coordination process.					Contribution to Action subgroup	10,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	
Parliamentary bodies must have enough time to review a budget draft.	Implementation of the systemic laws on budgets of BiH and entities.	BiH MoFT, FBiH MoF, RS MoF, BD Government (sector responsible for finance), MF of Cantons	Short-term (end 2007)	31.12.07	Law on Budget changed / amended	70,00	70,00	17,50	17,50	17,50	17,50	17,50	17,50	17,50	17,50	In RS, amended Law on Budget System, Official Gazette No. 117/07. Also, adopted Law on Amendments to the Law on Budget System of the RS (Official Gazette No. 92/09). In the BD BiH exists in the current budget law, and exists also in the draft new law on the budget. In the FBiH the Law on budgets. At the state level law on the financing of institutions of BiH Official Gazette 61/04, and the Law on Amendments to the Law on Financing of Institutions of BiH Official Gazette No. 49/09.
	Regular briefings for the members of PA commissions for budget and finance about the expenditure framework and results of the fiscal coordination process.		Continuously		Briefing procedure defined and agreed with PA commissions	30,00	30,00	7,50	7,50	7,50	7,50	7,50	7,50	7,50	7,50	In the RS defined by the Law of Budget System and the Rules of Procedure of the National Assembly of the RS. In the BD BiH by the Law on Budget and the Rulebook on drafting of the Budget. In the FBiH defined by the Law on Budgets of the FBiH. On the state level the Law on Financing of the Institutions of BiH OG 61/04
PF.2.6 Introduction of expanded reporting towards the Parliament and public																
The reports currently submitted to Parliament for adoption usually contain expenditure data sheets, and very limited analyses or recommendations for corrective actions. These reports are usually not available to general public, as they are not usually published in the Official gazettes or on MFs' web sites. It is necessary to improve the reporting to the Parliament and the public, by including detailed expenditure analysis, explanations on divergences from the original budget, and follow-up activities engaged in accordance with supreme audit office recommendations.					Contribution to Action subgroup	10,00	1,75	15,00	10,00	15,00	15,00	6,30	0,00	2,10	2,10	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	17,50	100,00	100,00	100,00	100,00	42,00	0,00	14,00	14,00	
Expanding reports for the Parliament and the public with expenditure analyses, deviations explanations, and reports on activities following audit recommendations.	Create a format of the reports in consultations with auditors, parliamentary commissions and beneficiaries.	BiH MoFT, FBiH MoF, RS MoF, BD Government (sector responsible for finance), MF of Cantons	Short-term (mid 2007)	30.06.07	Format for reports elaborated and adopted	30,00	10,50	7,50	7,50	7,50	7,50	3,50		3,50	3,50	In the BD BiH, developed form of report for the Parliament - in the U RS defined by the Law on Budget System (Official Gazette of the RS, no. 93/03, 14/04, 67/05, 34/06, 128/06, 117/07 and 54/08). Articles 41. and 42. defined that Ministry of Finances of the RS quarterly reports to the Government of the RS, and the Government of the RS every six months reports to the People's Assembly of the RS on execution of the budget of the Republic of Srpska. Also regulated by the Law on Amendments to the Law on budget system, Official Gazette No. 92/09. Ministry of Finance and Treasury in January 2007 published Regulation on reporting, according to which the reports on budget execution are prepared. Ministry of Finance and Treasury this year for the first time reviewed the requests of the users by program classification and included in explanation of the budget (including operational objectives, program managers, legal reference and proposed activities submitted by users, while measures and effects are not shown due to the fact that the reported measures and effectiveness in the program budget documents generally have not yet reached the optimum level of quality), for further information to the Council of Ministers of BiH the Presidency and the Parliamentary Assembly of BiH in the process of adopting the budget for 2010, in accordance with amendments to the Law on Financing Institutions of BiH adopted in 2009. After further training of budget users in the coming years, it is expected to further improve the quality of submitted information by budget users in terms of defining and measuring performance and cost justification of programs and activities of budget users of BiH institutions.

Revise the Rulebook on reporting.		Continuous		Revised reporting rulebook in force	30,00	0,00	7,50	7,50	7,50	7,50						In the BD BiH Rulebook revised, in the RS planned draft of the new Rulebook on Financial Reporting of the users of the Budget of the Republic, municipalities, towns and funds. Ministry of Finances and Treasury in 2007, published a Rulebook on reporting, according to which the reports on execution of the budget are being prepared. In June, adopted Changes and Amendments to the Law on Financing of the Institutions of BiH, which defines that the Council of Ministers and the Parliamentary Assembly are to be submitted the data in programme format, as additional information during adoption of the budget of the Institutions of BiH, which for the first time is done in the last quarter of 2009, in the procedure of adoption of the budget of the of the institutions of BiH for 2010.
Publish reports on institutions' web-sites.				Financial reporting integrated in the websites of 90% of institutions	40,00	7,00	10,00	10,00	10,00	10,00	7,00					Activities in the RS ongoing (realisation is expected at the beginning of 2009). All reports of the Ministry of Finances and Treasury are at the web page of the Ministry, and all reports of the Office for Audit of Institutions of BiH are at the web page of the Office.
PF.2.7 All off-budget funds, and funds flows from donations, need to be incorporated into the MTEF and the budget process																
Although there is a legal obligation, off-budget funds have not yet been included in the MTEF process. Their inclusion will mean that the MTEF process is rounded up to encompass the whole BiH public sector. Donation is not oftenly register in budget therefore analyses their effect impossible. Their including in budget will ensure possibility to develop database assimilate aid and analyses their effect.																
Contribution to Action subgroup																
10,00 8,00 15,00 10,00 15,00 15,00 12,00 8,00 12,00 12,00																
Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	80,00	100,00	100,00	100,00	100,00	80,00	80,00	80,00	80,00		
Off-Budget Funds will be involved in the work on the BFP. All donations will be expressed in the budget.	Include donations in the budget. Implement entities' Law on budgets and include the funds in the BFP.	BiH MoF, FBiH MoF, RS MoF, BD Government (sector responsible for finance), MF of Cantons Funds' management	Short-term (end 2007)	31.12.07 All off-budget funds and donations are incorporated in the budget.	100,00	80,00	25,00	25,00	25,00	25,00	20,00	20,00	20,00	20,00		In the BFD for the period 2009-2011, which presents basis for budget drafting for the next year, included are all non-budget funds. Application development in the Ministry of Finances and Treasury of BiH for intake of all grants. The UNDP Project, Grant Resources Management. In the BD BiH Instruction No. 1 sent to all budget users. Grants for sports, culture, religious communities are part of the budget, foreign donations are hard to foresee and include in time in the budget - In the FBiH Official Gazette of the FBiH 94/07 - the Law on the budget of the FBiH. The Fiscal Council and the IMF, through the current Stand By Arrangement, agreed to cover also the out-of-budget funds through the global framework, which has been done for the Employment Bureau and for the health funds. In the meantime the law on fiscal law was adopted, regulating those assumptions. Adopted DOB 2011-2013.
PF.2.8 Improvement of the budget process in FBiH																
FBiH has the most complicated administrative structure, with three different levels of government. It is necessary to implement mechanisms of fiscal coordination between the three government levels, and to increase the level of consultations about policy impacts (especially when higher government levels are introducing new policies with financial impacts on lower level governments).																
Contribution to Action subgroup																
10,00 0,00 10,00 0,00																
Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	0,00		100,00				0,00				

It is required to introduce adequate mechanisms for cooperation among all three Government levels.	Implementation of the FBiH Law on budgets.	FBiH MF, MF of Cantons	Mid-term 2008	30.06.08	Optimized mechanism for budgeting in FBiH elaborated and implemented	100,00	0,00		100,00								
					Contribution to PM	20,00	2,95	20,00	20,00	20,00	20,00	1,44	2,30	5,11	2,10		
PF 3. Improvement of the accounting framework and the treasury system function					Action Group	100,00	14,75	100,00	100,00	100,00	100,00	7,19	11,52	25,56	10,50		
PF.3.1 Introduction of the accrual accounting model in the public sector																	
Accrual accounting model is a model which is currently applied in the business community. It is generally considered to be the most advanced accounting model. The introduction of this model in the public sector can increase transparency and accountability of the public administration. This is an ambitious objective; not all EU countries have switched to this accounting model. This goal will require significant investment in capacity (both training and IT), and is therefore considered long-term.					Contribution to Action subgroup	20,00	0,00	25,00	20,00	20,00	20,00	0,00	0,00	0,00	0,00		
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00		
Introduce modern international accounting standards and accounting model in the BiH public administration.	Drafting the project plan for seeking donors' support.	BiH MoFT, FBiH MoF, RS MoF, BD Government (sector responsible for finance)	Long-term objective		Project plan drafted and agreed with donors	25,00	0,00	6,25	6,25	6,25	6,25					Accounting of public finance currently functions by the model of so called modified principle. In other words expenses are maintained on accounting basis while the incomes are maintained on cash basis. The existing treasury system implies IPSA standards which stipulate introduction of accounting basis completely. Terms of reference needs to be defined as well as the plan of activities for introduction of the IPSA and adoption of accounting basis. New law on accounting will harmonise the practice in all the institutions of BiH.	
	Translation of the standards.	Other: All public administration			Translation of standrds accomplished	25,00	0,00	6,25	6,25	6,25	6,25					In the RS, standards that were translated in Serbia will be taken over.	
	Implementation of the legal solutions in the BiH's Law on accounting and audit. (Framework Law).				Law on Accounting and Audit updated	50,00	0,00	12,50	12,50	12,50	12,50					Adopted were strategies of internal public control of the financial sector on 3 levels of authority. With the action plans, established central harmonisation units on 3 levels of authority, which makes pillars by the definition of the European Commission. Coordination board of the supreme audit institutions will be established, and in the FBiH the manager is not yet appointed.	
	Expand the Action plan (EBRD) to include public sector.																
	Include the establishment of public control in the action plan.																
PF.3.2 Harmonization of accounting standards in BiH																	
In BiH, each government uses its own accounting standards. The harmonization of the accounting standards in BiH is a necessary precondition for the production of the Consolidated government account, and will be prioritized in the near term.					Contribution to Action subgroup	20,00	0,00	25,00	20,00	20,00	20,00	0,00	0,00	0,00	0,00		
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00		
In order to produce the consolidated public sector account, it is necessary to harmonize the accounting standards currently in force in BiH.	Establish a WG for harmonization of the public sector standards.	BiH MoFT, FBiH MoF, RS MoF, BD BD Government (sector responsible for finance)	Short-term (next six months)	31.12.06	Harmonization WG established, Goals and Workplan agreed	30,00	0,00	7,50	7,50	7,50	7,50						
	Create changes of the laws/bylaws following the WGs recommendations at all levels.			31.12.06	Uniform accounting standard elaborated and respective laws passed in all entities	70,00	0,00	17,50	17,50	17,50	17,50						
PF.3.3 Establishment of technical coordination of treasuries within different levels of government																	

After the introduction of the Single Treasury Account at BiH, Entity and Cantonal levels, the technical coordination between different users of the same system was non-existent. Introduction of technical coordination will bring a range of benefits to the public administration: more efficient use of scarce IT resources, as the solutions to technical problems will be shared between different governments; and cost efficiency, as the administrations can jointly approach the supplier					Contribution to Action subgroup	20,00	0,00	25,00	20,00	20,00	20,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
Technical coordination will generate a number of benefits: easier solving of different technical problems, and a better negotiating position with the provider of the treasury system.	Establishment of a body for technical coordination –constituted from the IT professionals.	BiH MoFT for the establishment, FBiH MoF, RS MoF, BD BD Government (sector responsible for finance), MF of Cantons	Short-term (mid 2007) Continuous	30.06.07	Technical Coordination unit defined, RB elaborated and passed	100,00	0,00	25,00	25,00	25,00	25,00					
PF.3.4 Introduction of Treasury operations in the whole public administration																
When the Treasury single account system was introduced, it did not encompass the local governments level or the off-budget funds. To promote more transparent use of public funds, all general government institutions will introduce a Single Treasury Account for their operations (including local governments and funds).					Contribution to Action subgroup	20,00	6,00		20,00	20,00	20,00		2,50	10,00	2,50	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	30,00		100,00	100,00	100,00		12,50	50,00	12,50	
Due to a more transparent exploitation of public funds, all government institutions will introduce a Single Treasury Account (STA).	Establishment of the Treasury in the municipalities and Off-Budget Funds.	FBiH MoF,RS MoF, BD Government (sector responsible for finance), MF of Cantons, Municipalities' Mayors, Fund Directors	Mid-term (2008)	30.06.08	Treasury system established in Municipalities and Off-Budget funds by respective law(s) of BiH and Entities	100,00	30,00		40,00	40,00	20,00		5,00	20,00	5,00	In the RS, local treasuries have been established in 37 municipalities of 63 in total. According to plan, the RS will complete introduction of treasury in all these municipalities by Feb 2011. They are not established in the out of budget funds. In the FBiH, the Law on Changes and Amendments to the Law on treasury has been adopted (Official Gazette of the FBiH No. 79/07 (to treasury business, in addition to cantons, also cities and municipalities). Novi Grad Sarajevo introduced treasury in 2008, 3 cantonal health institutions are introducing treasury business (Mostar, Livno, Ljubuski). PARCO works on development of project of Computerisation of the treasury system in the BD. The Federal institution of health insurance with other 7 cantonal health insurance institutions agreed joint introduction of the treasury. It is expected that the tender procedure will start by the end of the year. Current deadline for introduction of the treasury in the local administration and out of budget funds in the FBiH is May 2011, having in mind that establishment of treasury systems lasts between 6-12 months, it is necessary that the FMF coordinates and sponsors activities, and propose the most efficient and financially acceptable model for all the units of local administration.
PF.3.5 Improved Treasury operations																
The USAID has recently supported the establishment of the treasury function and the introduction of financial management information systems at entity and sub-entity levels. Although the Treasury system is relatively new, it still requires constant improvement which will lead to increase in its efficiency. The necessary improvements include technical updates of the system, provision of legal basis for some of its operations (e.g. the cash management and liquidity investment function) to service-oriented upgrades – as treasury is essentially a service to the whole administration, and must provide, for example, customer support/help desks.					Contribution to Action subgroup	20,00	8,75	25,00	20,00	20,00	20,00	7,19	9,02	15,56	8,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	43,75	100,00	100,00	100,00	100,00	28,77	45,12	77,78	40,00	

1. It is necessary to implement the cash management function (investment of liquidity).	Create changes of the BiH Law on financing and the FBiH Law on public funds investment, in order to make the law implementable.	BiH MoFT, FBiH MoF, RS MF, BD Government (sector responsible for finance)	Short-term (end 2007)	31.12.07	Laws changed	15,00	15,00	3,75	3,75	3,75	3,75	3,75	3,75	3,75	3,75	The Government of the FBiH established at the 53rd session proposal of the Law on changes and amendments of the Law on Investment of Public Assets. The Law on Changes and Amendments to the Law on Investment of Public Assets ("Official Gazette of the Federation of BiH" No 48/08) and adopted Law on Investment Funds - Official Gazette of the FBiH", No. 85/08 /26.12.2008./ In June 2009 adopted Law on Changes and Amendments to the Law on Financing of the Institutions of BiH, including the part related with investment of free assets. Adopted Law on Public-Private Partnership in the RS (Official Gazette of the RS No. 59/09, in the BD (Official Gazette of the BD No. 7/10), and the Draft Law in the FBiH.		
	Create amendments to the Law on public procurement in order to harmonize it with Laws which regulate investment.			31.12.07	Law on public procurement amended	15,00	0,00	15,00										
	Appointment of investment managers (BiH and FBiH).			31.12.07	Investment Managers in BiH and FBiH appointed; RB changed	5,00	0,00	2,50	2,50									
2. Operations and maintenance of the treasury system require constant investments in IT capacities, including staff and equipment.		BiH MoFT, FBiH MoF, RS MoF, BD Government (sector responsible for finance), -	Short-term (begin immediately). Continuous	30.12.06	IT capacities created (sw, equipment, staff); RB amended	10,00	2,50	2,50	2,50	2,50	2,50	0,50	0,50	1,50		In the RS Rulebook on Changes and Amendments to the Rulebook on Internal Organisation and systematisation of Jobs in the Department for Information Technologies is in phase of publishing. Adopted at the Session of the Government of the RS. Procured IT equipment. All the MF (FBiH, RS, state, cantons) have contracted services of maintenance and support from the Oracle.		
	Continuous																	
3. Develop a Help desk.	Employ staff Establish a help-desk unit.	BiH MoFT, FBiH MoF, RS MoF, BD SBF	Short-term (end 2007)	31.12.07	Help desk implemented, RB amended accordingly	5,00	1,25	1,25	1,25	1,25	1,25			1,25		In the RS in 2007 proposed change of the existing systematisation and forming of Department for support to local treasuries within the IT section. In 2008, formed Help Desk – team for support to beneficiaries of the treasury system, consisting of the representatives of the IT Section and the Accounting Section, and their main obligation is to register problems which happened during work with the treasury application and to coordinate work on solving those problems.		
4. It is necessary to follow the principle of timely payments.	Ensure compliance with the Instruction on public revenues payment.	BiH MoFT, FBiH MoF, RS MoF, BD Government (sector responsible for finance), Cantons MFs	Short-term (end 2007)	31.12.07	Regulation implemented	20,00	20,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	In the BD Rule book on revenue payments - internal document. - In the FBiH the Law on Treasury Official Gazette No. 79/07 article 4		
	Introduce sanctions for budget users who create commitments without funds approval in the system.				Sanctions system elaborated and implemented	5,00	1,25	1,25	1,25	1,25	1,25				1,25	BD BiH documentation basis - the Law on the Budget of the BD BiH (available at www.skupstinabd.ba)		
	Provide feedback information on executed payment.				Feedback system elaborated and implemented	5,00	1,25	1,25	1,25	1,25	1,25	1,25						

5. Connect all budget users into the treasury system with the direct link.	Integration of small budget beneficiaries into the treasury system.	BiH MoFT, FBiH MoF, RS MoF, MF of Cantons	Mid-term (2008)	30.06.08	IT Solution implemented and workable	10,00	2,50	4,00	3,00	3,00				2,50		In 2008, the Government of the RS adopted the Decision on Establishment of Direct Connections to the System of Financial Information Management, Official Gazette of RS, No. 48/08. By 01.01.2009. all users of the RS budget have directne konections, except for elementary schools, high schools and institutions of culture. FBiH no moves, need to start talks with cantons to start putting offline online. Federation and cantons still haven't implemented this recommendation of the WB from 2007, which causes data to be out of date, that is, there are significant delays in delivery of information on execution of the budget.		
6. Electronic link/single treasury account in BD.	Establish an electronic link (on the level of application) between beneficiaries and BD sector responsible for finance. Simplification of the payment system.	BD Government (sector responsible for finance),	Short-term (ongoing)		IT system modified accordingly	10,00	0,00				10,00							
						Contribution to PM	15,00	6,56	15,00	15,00	15,00	15,00	7,35	7,35	6,75	4,80		
PF 4. Introduction of the PIFC in accordance with the relevant EU standards						Action Group	100,00	43,75	100,00	100,00	100,00	100,00	49,00	49,00	45,00	32,00		
PF.4.1 Preparation of PIFC introduction strategy																		
Introduction of the Public Internal Financial Control (PIFC), is a clear EC requirement in the field of public finance. The PIFC system contains both internal control and internal audit. Its aim is to ensure accountable, transparent, efficient and effective delivery of public services to citizens. The elements of internal control include: control environment, risk assessment, assessment of information and communication, control activities and monitoring. The internal audit is functionally independent, and needs a separate legal basis. The third element of the system is the establishment of a Central Harmonization Unit (CHU), which promulgates standards in this area. The first step in the process of PIFC introduction is to develop a strategy paper that will outline the main elements of the PIFC system, to ensure the implementation of a harmonized PIFC system across all levels of government.						Contribution to Action subgroup	20,00	13,00	20,00	20,00	20,00	20,00	20,00	16,00	16,00	0,00		
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	65,00	100,00	100,00	100,00	100,00	100,00	80,00	80,00	0,00			
Drafting a Strategy paper that would outline the introduction of the PIFC, its principles and a structure of the system.	Establishing WG for the Strategy development.	BiH MoFT Activity carrier	Short-term (mid 2007)	30.06.07	Working group established, WG goals and workplan agreed	30,00	22,50	7,50	7,50	7,50	7,50	7,50	7,50	7,50		Working group established in August 2008. Work group consists of representatives of the SIGMA and the European Commission, representatives of the Ministries of Finances from the Level of BiH, the FBiH and the RS, representatives of audit from all three levels and the coordinator for the reform area of public finances of the PARCO. BD is not the member of the work group.		
	WG will consult with the Supreme Audit.	FBiH MoF, RS MoF, BD (sector responsible for finance)																
	WG will review responsibilities of present bodies whose functions overlap with the function of internal audit (especially administrative and budget inspection) and will prepare a general overview of the current control environment, systems, methodologies, staff, etc.				Review report submitted	30,00	22,50	7,50	7,50	7,50	7,50	7,50	7,50	7,50		Work group for draft of PIFC Strategy completed its work, and the entity governments and the Council of Ministers adopted their own strategies, and establishment on the level of BiH lasts from 2009, and in the entities from this year.		

	WG will define the elements of the IA's and IC's systems, a central unit for harmonization, introduction of the international standards and timeframe for the system implementation. WG will looking for help for translation in this area				Strategy paper submitted	40,00	20,00	10,00	10,00	10,00	10,00	10,00	5,00	5,00		Adopted strategy for implementation of Public Internal Financial Control in the institutions of Bosnia and Hercegovina, which fulfilled another obligation established by the Stabilisation and Association Agreement. In March 2010, the CoM appointed the acting director and deputy director of the Central Unit for Harmonisation of BiH.	
PF.4.2 Introduction of PIFC in accordance with relevant European standards in BiH																	
This is the next step following the adopted strategy which defines the parameters of CHU institutionalization, and the modalities for introduction of internal control and audit.																	
Contribution to Action subgroup																	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	60,00	100,00	100,00	100,00	100,00	60,00	60,00	60,00	60,00		
Implementation of Strategy – work on the introduction of the PIFC system in entire BiH.	Drafting the project documentation for seeking of donor's support for this area.	BiH MoFT, FBiH MoF, RS MoF, BD (sector responsible for finance)	Mid-term (up to 2010)	31.12.10	Project documentation drafted and presented to donors	100,00	60,00	25,00	25,00	25,00	25,00	15,00	15,00	15,00	15,00	European Commission published international tender for award of the contract for introduction of the PIFC on all administration levels in BiH. Tender has been completed and the bidder has been selected.	
PF.4.3 Introduction of internal audit																	
This objective requires the formation of a joint working group that will produce harmonized drafts of Internal Audit (IA) legislation for BiH, entities and BD. The law will specify the model of IA to be introduced - centralized, decentralized, or an appropriate mix of the two approaches. It is necessary to underline that the introduction of internal audit calls for significant investment in education of internal auditors, as this function is not yet fully developed in the BiH private sector. An institution responsible for certification of internal auditors will be designated (in some countries the Central Harmonization Unit play this role).																	
NB: The authorities have formed an internal audit working group, consisting of senior finance ministry officials from the state, RS and FBH governments, other officials and donors. The group is working toward producing synchronized internal audit laws, the adoption of which will be in line with the Economic Management Structural Adjustment Credit (EMSAC) with the World Bank.																	
Contribution to Action subgroup																	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	40,75	100,00	100,00	100,00	100,00	45,00	45,00	45,00	28,00		
Drafting of the Law on Internal Audit.	Employ a person who would be responsible for internal audit at BiH level.	BiH MoFT, FBiH MoF, RS MoF, BD SBF	Short-term (end 2006)	30.12.06	Position created, RB and RPs adapted	15,00	1,00	3,75	3,75	3,75	3,75				1,00	In the BD, the Office for audit of financial operations established and draft Law on Internal Supervision is being prepared.	
	Complete the work of WG for drafting the harmonized drafts of the Law with the representatives from RS, BiH, FBiH and BD.				Harmonized laws agreed upon by all levels / Entities	20,00	20,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	World Bank Project
	The Law on Internal Audit will regulate the issue of IA certification.			30.12.06	Law on internal audit amended	25,00	19,75	6,25	6,25	6,25	6,25	6,25	6,25	6,25	6,25	1,00	Laws adopted in BiH (Official Gazette No. 27/08), the RS (Official Gazette No. 17/08), in the FBiH (Official Gazette No. 47/08)
	Begin training of the personnel for the Internal Audit.			30.12.06	Training targeted group identified, Training concept and training plan elaborated	15,00	0,00	3,75	3,75	3,75	3,75						
			Continuous	30.12.06	First training conducted	25,00	0,00	6,25	6,25	6,25	6,25						
PF.4.4 Introduction of internal control																	
Previously, internal control was sporadically introduced in the public administration. At different levels there are different legal provisions as the basis for its introduction, and making the management of any given institution responsible for its introduction. Entities and BiH have produced action plans for its introduction. The institutions will continue introducing internal control systems based on risks assessment, and tailoring internal control systems to address the particular risks faced by each institution. The standards of internal control need to be harmonized across different government levels.																	
Contribution to Action subgroup																	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	13,00	100,00	100,00	100,00	100,00	0,00	20,00	0,00	32,00		

It is suggested that institutions continue working on introduction and upgrading of their Internal Control systems. The approach to be taken here is to be based on Risk Assessment and drafting of Risk Registers for each institution. Internal Controls are to be introduced as measures to be taken for risk mitigation.	Establishment of the Internal Control system through the realization of action plans for improving Internal Controls at state and entity level.	BiH MoFT; FBIH MoF, Cantonal MoFs, RS MoF, BD (sector responsible for finance)	Short-term	30.12.06	Procedure developed and agreed; Regulations / Laws set up or amended	40,00	13,00	10,00	10,00	10,00	10,00		5,00		8,00	Rulebook on establishment of internal control in budget users of the BD BiH, Rulebook on internal controls in the Directorate for Finances of the BD BiH, Guidelines of the Mayor on establishment of internal control in the BD BiH - In the FBIH, the Government issued procedures for control and management (internal control) MF of the FBIH guidelines establishment and strengthening of internal controls with budget users.
It is necessary to harmonize standards of the Internal Control.		Other: Public administration institutions	Continuous		Standards of control harmonized BiH-wide; respective changes in laws and regulations adopted in all entities	60,00	0,00	15,00	15,00	15,00	15,00					
PF.4.5 Strengthening of the control environment																
The overall control environment which comprises issues such as overall attitude, awareness, and actions of management and staff, needs to be strengthened. This includes in particular the personal, professional and ethical integrity of management and staff; management's philosophy and operating style; the organizational structure and the methods for assigning and delegating authority and responsibility; and the human resources policies and practices and the commitment to competent staff. These goals will be accomplished jointly with the reforms included in the Human Resources component.					Contribution to Action subgroup	20,00	8,00	20,00	20,00	20,00	20,00	8,00	8,00	8,00	8,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	40,00	100,00	100,00	100,00	100,00	40,00	40,00	40,00	40,00	
It is necessary to pass laws that will precisely define the salaries and compensations at the BiH and entity level.	Establish WG with representatives from all levels to agree on harmonized approach to salary reform on all levels.	MFT, MF RS, MF FBIH, BD (sector responsible for finance)	Short-term (next six months)	30.12.06	Working group established, WG goals and workplan agreed	25,00	0,00	6,25	6,25	6,25	6,25					
	Drafting of the Law on salaries.	CSAs on all levels and BD HR unit	Short-term (end 2007)	31.12.07	Draft salaries Law submitted	75,00	40,00	18,75	18,75	18,75	18,75	10,00	10,00	10,00	10,00	The Law is not harmonized. In the BD BiH, adopted the Law on Salaries of the civil-public servants employees of BiH (www.skupstinabd.ba). Adopted the Law on Salaries and Remunerations in the Institutions of BiH - Official Gazette of BiH No. 50, June 23, 2008. In the RS, the Law adopted - the Law on Salaries of the Employees in the Administration Bodies of the Republic of Srpska (www.narodnaskupstinars.net). The Government of the Federation of BiH, at the 128th session held on 14.12.2009 established the draft law on salaries and remunerations in the bodies of government of the Federation of BiH, which was sent by the Prime minister to the Parliament of the Federation of BiH.
					Contribution to PM	15,00	6,95	15,00	15,00	15,00	15,00	9,56	2,70	7,58	7,97	
PF 5. Improvement of the organisation structure and investments in capacity building					Action Group	100,00	46,34	100,00	100,00	100,00	100,00	63,70	18,02	50,50	53,14	
PF.5.1 Improvement of MoF organizing structure																
There is a need for a clearly defined organizing structure to eliminate the current overlapping of functions, which will reflect the new and increased responsibilities of different MoF sectors, and the strategic goals of the reform of the public finance management system.					Contribution to Action subgroup	34,00	27,20	34,00	34,00	34,00	34,00	34,00	6,80	34,00	34,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	80,00	100,00	100,00	100,00	100,00	100,00	20,00	100,00	100,00	

Developing new organizational structure.		BiH MoFT, FBIH MoF, RS MoF, BD (sector responsible for finance), MF of Cantons	Short-term (end 2007)	31.12.07	RB and RP redrafted and approved	100,00	80,00	25,00	25,00	25,00	25,00	25,00	5,00	25,00	25,00	In July, 2008, adopted new Rulebook on Internal Organisation and Systematisation of the Ministry of Finances and Treasury of BiH, in the FBIH new rulebook on internal organisation of the MF FBIH prepared. In the RS Rulebook on internal organisation and systematisation of jobs in the Ministry of Finances (Official Gazette of the RS, No 108/09).
		Institutions' management														
PF.5.2 Implementation of organizing structure with the capacity building within MoFs																
Each of the reforms outlined in the public finance field calls for either new employment, or significant investment in developing the skills of existing employees. Capacity-building within the Ministries of Finance is of utmost importance to ensure the sustainability of past, ongoing, and future reforms currently endangered by the high mobility of labour from the Ministries of Finance. In particular, it has been noted that the budget sectors within all Ministries of Finance need to be substantially strengthened, following international best practices (e.g. hiring analysts to follow individual sectors).																
Contribution to Action subgroup																
33,00 12,54 33,00 33,00 33,00 33,00 23,10 4,62 9,90 12,54																
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	38,00	100,00	100,00	100,00	100,00	70,00	14,00	30,00	38,00	
It is necessary to hire and train personnel within the Ministries of Finance.	Drafting of a long-term employment programme defining training and salary ranges.	BiH MoFT, FBIH MoF, RS MoF, BD (sector responsible for finance), MF of Cantons	Begin immediately	30.12.06	Long term employment program drafted	10,00	5,00	2,50	2,50	2,50	2,50	2,50			2,50	In the BD BiH, drafted programme of long term employment (Special section for Human Resources drafted the programmes). Adoption of the new Rulebook on Systematisation of the Ministry of Finances and Treasury in July 2008 defined maximum number of employees, while the three year plan of employment is covered by the BFD of the institutions of BiH.
Strengthen the units responsible for the budget and fiscal policy within the Ministries of Finance in BiH, entities and cantons.	Changes of the Rulebook.		Continuously		RB Changed	30,00	15,00	7,50	7,50	7,50	7,50	7,50		4,00	3,50	In July, 2008, adopted new Rulebook on Internal Organisation and Systematisation of the Ministry of Finances and Treasury of BiH, which stipulates increases in staff in the Ministry of Finances and Treasury from 163 to 234 employees. Rulebook on internal organisation of the Directorate for Finances of the BD BiH. In the RS Rulebook on internal organisation and systematisation of jobs in the Ministry of Finances (Official Gazette of the RS, No 108/09).
Ensure sufficient number of ICT experts to maintain electronic systems.	Civil servants' employment.				RB Changed	30,00	0,00	7,50	7,50	7,50	7,50					Adoption of the new Rulebook on Systematisation of the Ministry of Finances and Treasury in July 2008 defined maximum number of employees, while the three year plan of employment is covered by the BFD of the institutions of BiH.

Ensure sufficient number of civil servants for reforms within fiscal, budget, treasury and PIFC areas.					RB Changed	30,00	18,00	7,50	7,50	7,50	7,50	7,50	3,50	3,50	3,50	At the beginning of 2007, the Sector for Budget of the MFT had 3 employees. In 2008, the Sector for budget had 8 employees, and on June 30, 2009, the Sector had 15 employees, including new budget analysts. Other employees foreseen by the Rulebook (total 28) will be employed after 2010. Rulebook on Internal Organisation of the Directorate for Finances of the BD BiH. In the RS established department for accounting and audit, vacancy procedure ongoing. In the FBiH • Filled following vacancies: Expert advisor for the ongoing budget, Expert advisor for the budget prognoses and analyses, head of the group for macroeconomic planning, expert advisor for macroeconomic planning, expert advisor for management of financial assets, monitoring and execution of the budget, Expert advisor for usage of information system in the sector for treasury, Expert advisor - interal auditor in the unit for internal audit.
PF.5.3 Strengthening of capacities in Public Finance Units within institutions																
Initially, a clear position of the PFUs is necessary within the organizational structure of each institution. The reforms call for significant investment in the capacity of PFU within institutions.					Contribution to Action subgroup	33,00	6,60	33,00	33,00	33,00	33,00	6,60	6,60	6,60	6,60	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	20,00	100,00	100,00	100,00	100,00	20,00	20,00	20,00	20,00	
Develop an organizational structure that will clearly define the position of the unit for public finance within the institutions.	Drafting the changes of the Rulebook.	Institutions' management	Short-term (end 2007)	31.12.07	RB and RP in all institutions changed	60,00	0,00	15,00	15,00	15,00	15,00					
Hiring (if required) and training for the personnel.	Employment and civil servant's training.	BiH MoFT, FBiH MoF, RS MoF, BD (sector responsible for finance), MF of Cantons	Continuous		Training targed group identified, Training concept and training plan elaborated	40,00	20,00	10,00	10,00	10,00	10,00	5,00	5,00	5,00	5,00	
In the BD BiH, trainings are implemented in cooperation with the Department for Human Resources. In the RS established department for accounting and audit, completed vacancy procedure for assisant minister for accounting and audit. In the FBiH, employment in the Federal Ministry of Finances, sector for budget. Within the second phase of the Project of Strengthening of Finances Management in BiH (which is financed by the Government of Great Britain Department for International Development), the Ministry of Finances and Treasury of BiH (as well as the entity ministries of finances) in 2005, 2006 and 2007 held workshops on preparation of the BFDs and programme budgeting for financial officers of all beneficiaries. The third phase of the Project of strengthening of public finances management in BiH, which is being financed by the DfID, started at the end of the first quarter of 2009. Further workshops within this project were held at the end of 2009, and in 2010. After these general seminars, the Sector for budget, with technical assistance of the SPEM project in the period from December 2009 until April 2010 organize official individual technical assistance to budget users at the level of BiH institutions, in order to improve programme budgeting.																

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / coment	
PART III HUMAN RESOURCES MANAGEMENT								BiH	FBiH	RS	BD BiH	BiH	FBiH	RS	BD BiH		
PART III HUMAN RESOURCES MANAGEMENT					Part Value	100,00	47,39	100,00	100,00	100,00	100,00	100,00	45,95	42,94	49,55	50,95	
Several donor projects of support will provide support to the administrations in BiH in implementation of the Action Plana. This includes, e.g. support by the European Commission for the programme of training for civil service, as well as support to the CSA on the state level. Project "Public administration reform in BiH on the state and entity level" which is financed by the DfID, which is implemented by the National School of Government of the United Kingdom, provides support to the Republic of Srpskoj, as well as on the level of whole BiH, for development of modern and harmonised approach to the HER. The UNDP assists in harmonising and modernising practice of institutions in relation with human potentials, with the focus, among other things, on the practice of employment, including the work evaluation, together with the suitable training. The UNDP also provides assistance to the CSA FBiH.																	
					Contribution to HR	5,00	2,06	5,00	5,00	5,00	5,00	2,09	1,63	2,09	2,23		
HR 1. General approach to modern human resources management policies					Action Group	100,00	41,13	100,00	100,00	100,00	100,00	41,88	32,50	41,88	44,69		
HR.1.1 Harmonization and direction of HRM polices and required legal provisions					Contribution to Action subgroup	50,00	41,13	50,00	50,00	50,00	50,00	41,88	32,50	41,88	44,69		
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	82,25	100,00	100,00	100,00	100,00	83,75	65,00	83,75	89,38		
Confirm policy areas for harmonization and continuing development for both the immediate and longer term.	Agree and adopt a program setting out the areas for immediate harmonization.	CSAs HR Unit in Brcko District Ministries of Justice, and Min of Administration & LSG	By end 2006	31.12.06	Harmonization program agreed and adopted	20,00	13,75	5,00	5,00	5,00	5,00	3,75	2,50	3,75	3,75	Brcko District of BiH: General Principles on Human Resources Management Policy in Administration Bodies of the Brčko District of BiH, (BD Mayor from November 6 2007) IV quarter 2008: November 25, 2008 PA RS adopted Law on the Government, Law on Civil Administration and the Law on Civil Servants (Off. Gazette RS 118/08). I quarter 2009: Draft changes of the Laws on Civil Servants prepared in the FBiH and BiH (submitted in parliamentary procedure) contain components of harmonisation. RS: Adopted new Law on Administrative inspection. No data on activities of draft of special programme of harmonisation among different levels of authority (vertical component). II quarter 2009: BiH institutions adopted Changes and amendments to the Law on Civil Service - Provided greater mobility in employment in the civil service.	
	Draft and adopt new legislation/regulations as required to harmonize procedures agreed above.		Mid 2007		Brcko District adopted new law	20,00	20,00					20,00			20,00	The Law on Civil Service in Administration of the Brčko District, "Official Gazette of the BD BiH No.: 28/06 and 29/06), this measure applies only to the BD BiH level	
	Agree working arrangements for joint development of modern HRM policy/legislative requirements, including on-going consultation arrangements between the levels of administration (working groups etc).		By end 2006		Working arrangements for joint policy development in the area of HRM harmonised and implemented	20,00	16,00	5,00	5,00	5,00	5,00	4,00	4,00	4,00	4,00	Common platform on principles and manner of implementation of the AP1 (estimate 50%). The next step is to ensure implementation of the principles and functioning of the structures for implementation in the area of HRM. III and IV quarter 2008: held meetings of the Supervisory and Implementation Team. I - IV quarter 2009: continued regular meetings of the Supervisory Team. First half of 2010: continued regular meetings of the supervisory team and implementation teams by projects.	

Agree policy areas requiring ongoing development and finalize timetable for agreement and implementation to 2010 (taking into account the PAR Strategy and action plan).			By mid 2007		Policy areas for development and timetable agreed	20,00	16,00	5,00	5,00	5,00	5,00	4,00	4,00	4,00	4,00	Brcko:GENERAL PRINCIPLES ON HUMAN RESOURCES MANAGEMENT POLICY IN ADMINISTRATION BODIES OF BRCKO DISTRICT IN BiH, (BD Mayor from 06.11.2007) setup general principles on human resources policy management for the period 2007-2012, RS : Training strategy and civil servants improvement for the period 2007-2010 , (RS Government March 2007) Decision of the Government of the RS on establishment of interdepartmental work group for draft of the group of laws on republic administration (June 2007) , BiH level: document Principles of training of civil servants, II quarter 2008 FBIH: the Government of the FBIH adopted Strategies for training of civil servants for the period 2008-2010. IV quarter 2008: the Government of the FBIH adopted Social agreement for the period 2009-2010. No data on common policy document among administration levels. I quarter 2009: the Government of the FBIH adopted Strategy of employment in the FBIH 2009-2013, II quarter 2009: Brčko District - Prepared draft strategy of professional improvement of officers and employees for the period 2009-2011
Draft and adopt new legislation/regulations as required to achieve ongoing development as agreed above.			By 2010		HRM legislation according to agreements development and adopted	20,00	16,50	5,00	5,00	5,00	5,00	5,00	2,50	5,00	4,00	Existing laws on civil service/administration levels, existing bylaw acts for certain functions. New regulations need to follow previously harmonised documents of programme and policy (short term and mid term). II quarter 2008 FBIH: prepared draft of new law on civil servants - withdrawn from the parliamentary procedure. IV quarter 2008: NA RS adopted on November 25, 2008 new law on civil servants, the law on government and the law on republic administration. I quarter 2009: the Government of the FBIH established the proposal of the law on changes and amendments to the law on civil service and draft law on changes and amendments to the law on employees, the RS: adopted new law on administrative inspection II quarter 2009: BiH-adopted changes and amendments to the law on civil service. III quarter: Brcko - changes of the law on civil service (Official gazette of the BD 25/09). I- IV quarter 2009: RS - Government of the RS gave orders and other bylaws for implementation of the law on civil servants. IV quarter 2009: BiH - changes and amendments to the law on administration and the law on ministries and other bodies of administration of BiH (Official gazette of BiH 102/09 and 103/09). I half of 2010 BiH: CoM BiH established Proposal of Changes and amendments to the Law on Work - which is in the parliamentary procedure/harmonisation with the other laws /. Brčko District - works on changes to the Law on Civil Service.
HR.1.2 To agree definition and scope of Civil Service						50,00	0,00	50,00	50,00	50,00	50,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
Define the range and scope of 'civil service' to meet the needs of the differing levels of Administration in BiH.	Establish cross BiH WG to review existing definitions of "civil servant".	CSAs,	Early 2007		Working group established, WG goals and workplan agreed	10,00	0,00	2,50	2,50	2,50	2,50					Civil service/administration laws on authority levels arcertain definitions and scope of civil service, No data on implementation of this group of measures through joint activities

Identify all possible options to include for example: <ul style="list-style-type: none"> All Public Servants Central, cantonal and municipal level public servants Only public servants working in central Government institutions All employees in Government Institutions All employees in Government Institutions vs only employees with a specified level of education. 	HR Unit in Brcko District COM All Governments and Parliaments	By Mid 2007		Report on options for civil service with pros and cons elaborated by workgroup and submitted	10,00	0,00	2,50	2,50	2,50	2,50					No data on implementation and documentation basis
		End 2007		Discussion paper prepared and submitted	10,00	0,00	2,50	2,50	2,50	2,50					No data on implementation and documentation basis
		End 2007		Consultations done and final consultation report prepared	10,00	0,00	2,50	2,50	2,50	2,50					No data on implementation and documentation basis
		By mid 2008		Overall BiH model defined and agreed upon; Changes to respective laws and regulations in all relevant units prepared	30,00	0,00	7,50	7,50	7,50	7,50					No data on implementation and documentation basis
		Mid 2008		Legal changes adopted	30,00	0,00	7,50	7,50	7,50	7,50					No data on implementation and documentation basis
					Contribution to HR	5,00	2,90	5,00	5,00	5,00	5,00	3,39	2,72	3,12	2,38
HR 2. Organisation system					Action Group	100,00	58,00	100,00	100,00	100,00	100,00	67,80	54,34	62,30	47,54
HR.2.1 Role of Central Units					Contribution to Action subgroup	40,00	18,02	40,00	40,00	40,00	40,00	24,00	15,04	20,00	13,04
Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	45,05	100,00	100,00	100,00	100,00	60,00	37,60	50,00	32,60	
Strengthen the policy role of the CSAs and Brcko HR Unit to create effective bodies that are responsible for HRM policy-making, defining general objectives and priorities in HR development, including: <ul style="list-style-type: none"> Development and oversight of HR policies and principles; Standard setting, and monitoring; Issuing guidelines and advice; Orchestrating, sharing and communicating good practice, including across BiH; Holding ministries to account for effective implementation; Reporting to Government/Parliament. 	Agree ongoing development of the status and role of the Civil Service Agencies/HR Unit Brcko as the future lead bodies for the introduction and oversight of good HR practice across the administrations.	CSA and Subdivision for HR of the Brcko District, COM Governments FBIH, RS, BD	Mid 2007	Common definition and strategy for central HRM units on Government and entity level agreed between Governments	15,00	13,75	3,75	3,75	3,75	3,75	3,75	3,75	3,75	2,50	On all levels, through acts on establishment and/or laws on civil service, established complementary functions and competencies of central HRM bodies (Agencies and the Subdivision for HR of the BD) No data on activities of the governments on establishing common strategy, established through regulations.

Require CSA and HR unit in Brcko to support and develop HRM capacity in individual institutions through delivery of policies, advice and guidance, and training.	Mid 2007; ongoing	Definition and strategy for HRM units within individual institutions agreed	25,00	18,80	6,25	6,25	6,25	6,25	6,25	6,25	3,15	6,25	3,15	BiH level: Decision on units identifying for implementation of the Civil Service Law in BiH Institutions, CoM BiH 52/06, and continuation of activities through scheduled projects of support through IPA programme for 2008 FBIH : activity realised through the UNDP Project Modernization of human resources management in civil service of the Federation of BiH - proposed relevant changes of the law (I KV 2008) IV quarter 2008 RS: in the Law on civil servants established formation of units/work places for human resource policy.
Amend legislation and rulebooks as necessary to reflect this developed role.	End 2007	RBs for HRM Units amended / created according to strategy	30,00	0,00	7,50	7,50	7,50	7,50	7,50					No data on implementation and Documentation basis (RS and BD reports on progress indicate improvement)
Develop capacities of the staff and experts in the CSAs (and HR Unit in Brcko) to ensure they are centers of excellence and modern HRM knowledge who are able to provide managers and peripheral HR staff with appropriate advice and guidance.	End 2007	Professional HRM Training Program for all CSA Staff elaborated and implemented; at least 90% of professional staff trained by 31.12.2008	30,00	12,50	7,50	7,50	7,50	7,50	7,50	5,00	2,50	2,50	2,50	PARTIALY IMPLEMENTED (30%) : Sources of reference - review of implemented trainings in within UNDP- CSTP project (Civil Servants Training Program) a component of HRM specialists training, TABULAR REVIEW OF IMPLEMENTED TRAININGS submitted by HRM and HR Sub-Division in Brčko District BiH. III quarter 2009: implemented specialist training of HRM on the level of the institutions of BiH - including the CSA.

HR.2.2 Enhance the coordination and cooperation between the CSAs and Brcko HR Unit

The Agencies are the most appropriate level for seeking greater harmonization for members of the civil service - in both helping to develop the law and practice across BiH - if they continue to work together, share experiences, and learn from each other.

Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	70,00	100,00	100,00	100,00	100,00	70,00	70,00	70,00	70,00	
Building on the existing good practice, it is necessary to enhance the cooperation between the CSAs and Brcko HR Unit to ensure, for instance: · Harmonization of regulations and procedures; · Enabling mobility of civil servants; · Unification of planning methodology; · Building-up of compatible information systems for HRM; · Improving the performance appraisal and promotion; · Reorganization of the salary and awarding system; · Strengthening the HRM capacities in individual institutions (ministries, directorates, agencies and alike); · Nomination of joint projects, which will be implemented in all government levels.	Civil Service Agencies to adopt a formal set of joint working arrangements for on-going cooperation and coordination of policy development and shared operational delivery. To include: · Joint annual planning; · Timetable of regular (1/4ly) meetings, with Rotating responsibilities for meetings, agendas, etc.; · Arrangements for ad hoc meetings between specialist staff as required; · Joint communication plans, for sharing of information across and within the different levels of administration. This may be achieved by signing a formal Memorandum of Understanding or Protocol for Cooperation, or in another appropriate way.	CSAs HR Unit in Brcko District Office of the PAR Coordinator	By mid 2007, ongoing	Formalized cooperation and Coordination structure of the 4 central HRM Units established (in legally binding form)	100,00	70,00	25,00	25,00	25,00	25,00	17,50	17,50	17,50	17,50	Partial realisation through implementation of provisions of the Common platform - establishment of structures for implementation /Supervisory team for HRM/, as well as for operative cooperation on common projects. Further formalisation of cooperation is needed. Activity is bound to previous measure HR 1.1.3 I KV 2008: submitted information on previously signed Agreement on Cooperation in the field of training between the CSAs and the Subdivision for HR of the BD (MoU from November 2006). IV quarter 2008 - I half 2010: continued cooperation on realisation of common projects - trainings (IT and EI), recruitment and selection of employees, performance management, units for HRM.

HR.2.3 Role of Peripheral Capacity				Contribution to Action subgroup	30,00	18,98	30,00	30,00	30,00	30,00	22,80	18,30	21,30	13,50	
Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	63,25	100,00	100,00	100,00	100,00	76,00	61,00	71,00	45,00	
Secure specialized HRM capacity in administrative organizations, and develop understanding of managers of modern HRM polices so that they are more actively involved in the development and motivation of staff.	Establish cross BiH Working Group of representatives from the Civil Service Agencies/HR Unit Brcko and other individual Institutions to work on HR capacity development for individual institutions.	CSAs and Brcko HR Unit and Individual Institutions	By mid 2007	HRM working group established, goals and work plan defined.	10,00	0,00	2,50	2,50	2,50	2,50					Activity planned through the project "Establishment of Modern Departments for HRM"
	Individual institutions to review existing organizational arrangements, and introduce necessary changes, in order to develop HRM as a strategic function in each institution.	Individual Institutions with support from CSAs and Brcko HR Unit	By end 2007	Review reports, including proposed changes, submitted to HRM work group	10,00	0,00	2,50	2,50	2,50	2,50					Activity planned through the project "Establishment of Modern Departments for HRM"
	Establish cooperation arrangements between CSA and peripheral HRM specialists/managers in the area of personnel planning, training, introduction of information systems for HRM, improvement in implementation of current HRM functions, etc.	CSAs and Brcko HR Unit and Individual Institutions	By end 2007; ongoing	Annual HRM experts conference / round table established; first session not later than 31.12.07	10,00	5,00	2,50	2,50	2,50	2,50	2,50		2,50		2008 RS progress report - Network for HR development, incomplete documentation basis. Implementation of HRMIS should make preconditions for technical support to joint functions. I half 2010: initiated HRM Forum of the BiH institutions, adopted programme and plan of work. held 3 meetings of the HRM Forum.
	Examine skills/knowledge needs for HR Management in institutions and develop training program to develop capacity of both HR specialists and line management.	CSAs and Brcko HR Unit	By end 2007	Target group identified, Training Program (Curricula) developed	10,00	10,00	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	Report 2007 BD - estimate 50%, Report of the RS on Progress - "Strategy of training and development of the civil servants". I quarter 2008 - FBiH: Summary overview of implemented trainings by topics in the period from January 1st, 2005 to December 31st, 2007 and Training plan for 2008, BD level: Plan of training and expert improvement for 2008/2009. I half 2010: BiH initiated Project of training of managers of training in institutions of BiH (IPA 2007).
	Procure/deliver specialist training to HRM specialists (individual institutions and CSA staff) as required.	CSAs and Brcko HR Unit	From end 2007 and ongoing as required	HR related training delivered to 20% of target group p.a. (= 5% implementation)	20,00	15,25	5,00	5,00	5,00	5,00	4,00	3,75	3,75	3,75	Tabulary overviews of the earlier completed trainings submitted by the CSAs and the Subdivision for HRM of the Brčko District of BiH (trainings through the projects TEMPUS and CSTP, own training programmes of the CSAs) III and IV quarter of 2008: Regular annual training plans for 2008 on all levels have a HRM component of training. II - III KV 2009 BiH : CSA BiH organises specialist training for 15 HRM specialists
	Identify and develop cadre of trainers from across the civil service (HRM specialists) to deliver ongoing training requirements to line management.	CSAs and Brcko HR Unit	By end 2007, and ongoing thereafter	Trainer pool data base set up and available for HRM units	10,00	10,00	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	Report of the RS and the FBiH on the progress 2007- COMPLETED TRAINING OF TRAINERS, SEPARB project tralised by the NSG /DfID, BiH level: programme of training of lecturers in civil service (Decision of the CoM on establishment of mutual relations and obligations between the CSA, civil servant-lecturer and institution of BiH in which the civil servant-lecturer is employed Official Gazette of BiH No. 51/2006), I KV 2008 - BD: Decision on expert improvement - realisation of trainings of the employees in the bodies of administration. III quarter 2008 continued training of internal trainers on all levels - RS report, 22 instructors in total.

					At least 1 "Train the Trainer" Seminar delivered in each entity	10,00	7,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	Report of BiH, the RS and the FBiH on the progress 2007 and 2008 - completed training of trainers, through the activities of the NSG/DfID project SEPARB (educated 11 trainers on the level of entities) III quarter 2008 BiH level: ongoing new training / application for lecturers in public administration.
	Deliver training to line managers to ensure effective management of personnel at all levels of the public service.	Trainers via the CSAs and Brcko HR Unit	2007 – 2009 (and ongoing for new managers thereafter)		HR related training delivered to 20% of target group p.a. (= 5% implementation)	20,00	15,50	5,00	5,00	5,00	5,00	5,00	4,00	4,00	2,50	Report of the BD on the progress 2007, tabulary overviews of completed trainings submitted by the CSAs and the Subdivision for HR of the Brčko District of BiH (CSTP and TEMPUS). CSA BiH special modules for managers (LOK Institute). III quarter 2008: realisation of the programme of the NSG/DfID - "Shaping the future for managers" RS, FBiH and BiH, I half 2010 BiH level: established programme of trainings for managers (period Oct-2008 to Feb-2009). III quarter 2009 : BiH - new cycle of training for managers
					Contribution to HR	5,00	4,50	5,00	5,00	5,00	5,00	4,50	4,50	4,50	4,50	
HR 3. Information Management					Action Group	100,00	90,00	100,00	100,00	100,00	100,00	90,00	90,00	90,00	90,00	
HR.3.1 Human resources data					Contribution to Action subgroup	100,00	90,00	100,00	100,00	100,00	100,00	90,00	90,00	90,00	90,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	90,00	100,00	100,00	100,00	100,00	90,00	90,00	90,00	90,00	
Develop and implement a common software solution which allows each individual institution to update and have access to the data about its own civil servants and other employees. At the same time, each CSA will have access to the data from all institutions, at their respective level. This way, the database will be regularly updated locally, and the Agencies will be able to create more realistic reports on personnel engaged in the civil service. Ideally, the unique software solution will be used at all levels.	Prepare technical specifications, identify resources for the development of a common software solution, and implement it	CSAs and Brcko HR Unit HR Unit in Brcko District	By end of 2006; ongoing afterwards		Common HRM software implemented and working on state and entity level	100,00	90,00	25,00	25,00	25,00	25,00	22,50	22,50	22,50	22,50	Through the special project of the European Commission Delegation – HRMIS completed full technical specifications for the IS for human resource management for all levels of authority (tender documentation completed in March 2007) I quarter 2008: Implementation of HRMIS started within second phase of the project in March 2008, upon implemented tender procedure of the EC Delegation. Completion of the project and full implementation of software solution /delivery of system foreseen successively within 27 months on all levels. III and IV quarter of 2008: completed procurement of equipment for BH HRMIS for the level of BiH, held presentations of the future system, prepared interim report and linking with the CIPS database. Planned trainings for system operators and integration with the web page of the CSA BiH. I quarter 2009: Completed instalation of the system and training of beneficiaries in the Brčko District of BiH. II quarter: BiH level completed training of beneficiaries - operators, started testing of the system. III quarter 2009: RS completed training of beneficiaries, started migration of data from the central register. IV quarter 2009: FBiH training of beneficiaries implemented. I half of 2010: completed contracted period of maintenance and support to the beneficiaries - official end of the project July 9, 2010 - Needed operability of the system at the level of each
					Contribution to HR	10,00	4,89	10,00	10,00	10,00	10,00	4,78	3,72	5,48	5,58	
HR 4. Human resources planning					Action Group	100,00	48,90	100,00	100,00	100,00	100,00	47,80	37,20	54,80	55,80	
HR.4.1 Ensure proper HRM planning in central and peripheral personnel units					Contribution to Action subgroup	20,00	10,40	20,00	20,00	20,00	20,00	7,80	7,20	12,80	13,80	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	52,00	100,00	100,00	100,00	100,00	39,00	36,00	64,00	69,00	

Introduce and implement procedures for effective HR planning in and across institutions to enable efficient delivery of institutional and Government priorities.	Agree on a common methodology for job evaluation that the CSAs and the HR unit in Brcko can adopt and promote.	CSAs and HR Unit in Brcko District	By end 2006		Common methodology agreed upon and published	10,00	5,00	2,50	2,50	2,50	2,50	1,25	1,25	1,25	1,25	CSTP project of training of civil servants implemented by the UNDP (for all levels) contained special training modules for "analysis of the work places" - Training for "analysis of the work places and evaluation of the jobs" through the UNDP project is ongoing on the level of FBiH / for federal ministries. In the RS through the support of the NSG/DFID ongoing activities "analytical evaluations of the work places" in the form of the pilot project. III quarter of 2008: Ongoing is implementation of the project of the PARCO, the UNDP and the DfID HRM 5 Recruitment and selection of employees - for testing of common methodology for job analysis, which is being implemented on a sample of institutions on all levels of authority. IV quarter 2008: analysis of results of the implemented methodology for job analysis in selected institutions on all levels of authority.
Develop and deliver training in methodology to identified individuals in both CSAs and individual institutions to establish local evaluation teams.		CSAs	End 2006 – mid 2007		Target group identified, Training Program (Curricula) developed	10,00	6,00	2,50	2,50	2,50	2,50	1,50	1,50	1,50	1,50	Partial realisation - basic concept of training which was realised through the CSTP project. I quarter 2008 CSA of the FBiH in continuation implemented education on analysis of jobs for federal bodies. III quarter 2008: defined programme of training for analysts from institutions which participate in the project "Recruitment and selection of employees".
		Individual institutions			Evaluation team training delivered to 90% of target group	20,00	8,50	5,00	5,00	5,00	5,00	2,00	2,50	2,00	2,00	Partial realisation - basic training implemented through the CSTP project, continued activities in the FBiH through special support programme of the UNDP and training of analysts for federal bodies. III quarter 2008: held training for analysts from institutions which participate in the project "Recruitment and selection of employees".
Agree timetable of priority Ministries/institutions with Government.		COM BiH and Governments	By mid 2007		Timetable agreed and published	10,00	10,00	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	I quarter 2009: the Government of the FBiH initiated implementation of measures from the Social agreement for the period 2009-2010 - signed agreement with the union (cooperation with cantonal prime ministers and the union in implementation of job analysis and rationalisation of employment). II quarter RS: Institute of human resources plan for all republic bodies of administration, confirmed by the Government of the RS in the period of adoption of the budget for the current year. BD 2009: Decision on implementation of the plan of employment in 2009. 2010: Decision on implementation of the plan of employment for 2010 Brčko, BiH level - submission of plans of employment when preparing budget for the next year.
Complete job evaluation in all institutions at all levels in order to assess the current situation and requirements; this may help institutions to understand whether the current staffing matches the workload required.		CSAs oversight of job evaluation teams Individual institutions	By end 2007		Evaluation report delivered	10,00	2,50	2,50	2,50	2,50	2,50		1,25	1,25		RS: progress report - partial realisation. IKV 2008: FBiH ongoing analysis of the jobs of the federal bodies of civil service with support of the UNDP (submitted data for 10% of the federal bodies which implemented changes)

Introduce annual workforce planning in all institutions in line with strategic and budget planning timetables.	CSAs, HR Unit in Brcko District	2007 – 2008		System elaborated	10,00	5,00	2,50	2,50	2,50	2,50			2,50	2,50	BD BiH: the Law on civil service in the administration of the Brčko District of BiH (art.25 Plan of needs for human resources), adopted Organisation plan of the administration of the Brčko District of BiH. Plan of needs for human resources - put in the planning of the budget of the BD BiH for 2008. IV quarter of 2008 RS: adopted draft of new law which contains provisions on obligatory human resource plan for bodies of administration of the RS and the Government of the RS.
				System introduced	10,00	5,00	2,50	2,50	2,50	2,50			2,50	2,50	BD: Decision on realisation of the employment plan in the administration of the Brčko District of BiH for 2007 (mayor), Plan of needs for human resources - defined by Rulebook on employment of the BD from November 6, 2006. IKV 2008 BD BiH: Adopted decision on realisation of the employment plan for 2008. No.: 01,1-05-001220. I quarter 2009: adopted new organisation plan of the Brčko District of BiH. II quarter 2009: RS adopted Rulebook on the manner of drafting and content of the human resources plan in the republic bodies of administration. III quarter 2009 RS: started preparation of HRM plans for 2010. I half of 2010 RS: employment plan submitted to the Government of the RS for adoption, adopted Brčko plan of employment for 2010.
Ensure regular and on-going human resource planning, in order that the institutions can continue to deliver effectively and efficiently in the future.	CSAs HR Unit in Brcko District Institutions	From 2008 onwards		First planning round completed	20,00	10,00	5,00	5,00	5,00	5,00	2,50		2,50	5,00	I KV 2008 BD BiH progress report - indicates continued changes of the Decision on realisation of the employment plan - in accordance with changes of employment in the public administration. I quarter 2009: BD completed new organisation plan. II quarter 2009: RS adopted Rulebook on the manner of drafting and content of the human resources plan in the republic bodies of administration, adoption of the Rulebook on internal organisation in accordance with the new bylaws for all bodies of administration is in the final phase. III quarter 2009 RS: started preparation of the HRM plans for 2010. 2009 BiH institutions: within preparation of the budget for 2010, mandatory delivery of the plan of employment. IV quarter Brcko: fulfilled plan for 2009 with 90 per cent fulfilment.
HR.4.2 Common job classification/grading arrangements introduced cross BiH				Contribution to Action subgroup	40,00	7,50	40,00	40,00	40,00	40,00	10,00	0,00	10,00	10,00	
Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	18,75	100,00	100,00	100,00	100,00	25,00	0,00	25,00	25,00	
Common job classification/grading arrangements introduced cross BiH.	Establish cross BiH working group to discuss and review current job classification arrangements, including skills, knowledge, qualifications etc requirements for differing levels of responsibility and activity.	CSAs	By Mid 2007	HRM working group established, goals and work plan defined.	10,00	0,00	2,50	2,50	2,50	2,50					Not realised - verification of feasibility as common measure since classifications of jobs and salary grades are independently set by the levels of authority through the existing laws.
	With expert support identify options for common grading structures.	CSAs	By end of 2007	Report on common grading planning submitted	20,00	0,00	5,00	5,00	5,00	5,00					not realised - see above

NB: Links to Job Evaluation actions below.	Undertake cross Civil Service Consultation on options identified.	CSAs, relevant ministries	By Mid 2008		Consultations completed; report on consultations	20,00	0,00	5,00	5,00	5,00	5,00					not realised - see above
	Amend and adopt new classification legislation/regulations and structures.	CSAs, relevant ministries	By end 2008		Legislation adopted	50,00	18,75	12,50	12,50	12,50	12,50	6,25		6,25	6,25	(BD BiH progress report for 2007 and I quarter 2008 indicates complete realisation - new Organisation plan of public administration, Decision No.: 01-014-023089 and organisation plans of institutions of the BD BiH. RS and BD Partial realisation within the same level of administration (RS new order on categories and titles of civil servants - Official Gazette of the RS 18/09) Measure is supposed to be implemented through common work of all administrative levels. IV quarter BiH: CSA BiH - Rulebook on similar jobs for the needs of direct takeover of civil servants from entity bodies in the institutions of BiH.
HR.4.3 Introduction of common competency profiles for each grade/sector specific positions					Contribution to Action subgroup	40,00	31,00	40,00	40,00	40,00	40,00	30,00	30,00	32,00	32,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	77,50	100,00	100,00	100,00	100,00	75,00	75,00	80,00	80,00	
Introduction of common competency profiles for each grade/sector specific positions.	Establish working groups from different grades across the Civil Service to develop competency frameworks.	CSAs	Mid 2007	30.06.07	Workgroups implemented and active	10,00	10,00	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	RS REPORT on progress, reports of the NSG /DFID -activities on development of the competency framework for the managing civil servants of the RS. Partial realisation, planned to verify the application of methodology of competency framework in the RS by a special act. IV quarter 2008: through project Recruitment and Selection, implemented workshops for establishment of the competency framework.
	Pilot Frameworks in specified institutions and revise as required.	CSAs, identified pilot institutions	Mid-end 2007	31.12.07	Pilot project results from at least 5 institutions with very different structure, state, entities, cantons, policy making, internal administration, institution with intense customer contact	50,00	50,00	12,50	12,50	12,50	12,50	12,50	12,50	12,50	12,50	RS REPORT on progress, reports of the NSG /DFID -activities on development of the competency framework for the managing civil servants of the RS. Partial realisation, planned to verify the application of methodology of competency framework in the RS by a special act. IV quarter 2008: Through the project Recruitment and Selection the UNDP-NSG/SEPARB established draft competency frameworks for managing and non-managing civil servants - through results of piloting.
	Develop and deliver communications and training strategy for all staff.	CSAs	By end 2007	31.12.07	Strategy elaborated and submitted	20,00	5,00	5,00	5,00	5,00	5,00	1,25	1,25	1,25	1,25	No Data on realisation - no documentation basis. IV quarter 2008: Through the project Recruitment and Selection the UNDP-NSG/SEPARB for institutions involved in the pilot project - implemented training for application and establishment of the competency framework.

	Adopt and introduce competency frameworks into all job descriptions, recruitment processes and performance management arrangements.	All	From 2008	31.12.08	Framework adopted by all Levels	20,00	12,50	5,00	5,00	5,00	5,00	2,50	2,50	3,75	3,75	I quarter 2009: Through pilot project Recruitment and selection UNDP-NSG/SEPARB for institutions involved in the pilot project and the CSAs / internal trainers - implemented partial training for application of competency framework in the process of selection of candidates. II quarter 2009: RS - adopted Rulebook on the Procedure of evaluation and advancement of the civil servants and employees - inbuilt competencies in evaluation of work, BD - Rulebook on employment - inbuilt competencies in the procedure of interview.	
HR 5. Recruitment and Selection						Contribution to HR	15,00	7,46	15,00	15,00	15,00	15,00	6,89	6,83	7,88	8,25	
In recent years progress has been made in BiH in introducing more competitive recruitment procedures. Simply filling positions is one issue, but to optimize recruitment results – to attract and identify “the best and the brightest” – requires a more coordinated and proactive approach.						Action Group	100,00	49,73	100,00	100,00	100,00	100,00	45,90	45,50	52,50	55,00	
HR.5.1 Identification of Need In conjunction with Job Evaluation and Job Classification activities above						Contribution to Action subgroup	10,00	7,50	10,00	10,00	10,00	10,00	7,00	6,50	8,00	8,50	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	75,00	100,00	100,00	100,00	100,00	70,00	65,00	80,00	85,00		
1 Ensure only appropriate positions are filled to meet the changing demands of public service delivery and government priorities.	Agree and adopt robust procures for identifying need for recruitment in line with workforce panning documents.	CSAs, Mins of Justice and Admin & LSG, Ministries of Finance	by start 2008	31.12.07	CSA working group established	10,00	10,00	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	I quarter 2008 BD BiH: Planning procedures for the Brčko District of BiH - established through the existing regulations / the Law on Civil Service in Bodies of Administration of the BD BiH, Rulebook on Employment / with Plan of needs for human resources / and changes of the Rulebook on Employment. III quarter of 2008 RS: interdepartmental workgroup prepared solutions for new law on civil servants - in the segment of human resources plans and records of internal labour market. I quarter 2009: the Government of the FBiH, at the session of March 4, 2009, established an obligation of establishment of work body of the representatives of the Government and the Union for analysis of rulebooks on internal organisation of all budget users.
					Procedure developed and submitted for adoption	10,00	5,00	2,50	2,50	2,50	2,50			2,50	2,50	Progress report of the BD BiH: the Law on Civil Service in bodies of administration of the BD BiH, Rulebook on employment / with a Plan of needs for human resources/ Linked with function and the process of planning (chapter 4 HRM), IV quarter of 2008: Report on Progress of the RS: NA RS adopted draft new law on civil servants (solutions - by matters of human resources planning). II quarter 2009: RS Rulebook on the manner of drafting and content of the human resources plan in the republic bodies of administration. Adoption of the new Rulebook on Employment of Civil Servants is in the final phase.	
2. Robust and explicit job and person specifications are available to attract and evaluate appropriate candidates.	In line with developing Competency Frameworks, review and revise specific and general requirements to allow for flexibility in recruitment. Develop agreed format for job and person specifications to include qualification and experience requirements, skills, attributes and competencies in line with competency frameworks developed (above).	CSAs, individual institutions	by mid 2007	30.06.07	Job specification and requirements model elaborated and agreed	20,00	6,25	5,00	5,00	5,00	5,00	1,25	1,25	1,25	2,50	Activities of pilot project of the PARCO, the UNDP and the Dfid/NSG "Recruitment and Selection of Employees" - prepared model for specification of job and profile of executors. I quarter of 2008 BD BiH: reference to Organisation plan and established cathegorisation of jobs (job descriptions, minimum and special conditions etc.)	

	Prepare and disseminate guidance to institutions and managers.	CSAs	By end 2007		Job evaluation manual elaborated and published.	15,00	10,00	3,75	3,75	3,75	3,75	2,50	2,50	2,50	2,50	Activities of the pilot project of the PARCO, the UNDP and the DfID/NSG "Recruitment and Selection of Employees" - prepared draft handbook (guidelines).		
Appropriate Announcement of Vacancies across BiH.	Through joint CSA activity agree common format for job announcements	CSAs	By end 2007		Uniform vacancy announcement rules elaborated and agreed upon; compliance with rules made mandatory for lawful filling of vacancy.	15,00	15,00	3,75	3,75	3,75	3,75	3,75	3,75	3,75	3,75	Overview of the realised recommendations of the previous UNDP project "Modernisation and harmonisation of practices and procedures in a civil service" in practical application : - webpages are used on all levels and adds are published in newspapers - Publishing in the Official Gazette kept only on the level of the FBIH (deadlines from the day of publishing in the Official Gazette) and the RS (deadlines from the day of publishing in dayly papers) , - Electronic notification (newsletter) exist only in the case of FBIH and BIH. I quarter 2009 RS by new law on civil servants, publication only in daily news papers.		
	All Civil Service Vacancies to be announced through CSA websites (to include links between websites), and in cross BiH newspapers. Review current requirement to publish in Official Gazettes. Introduce service to notify serving civil servants of available opportunities (electronically where possible).																	
	Implement 'customer friendly' procedures to inform all candidates of the progress of their applications.				By end 2007		Rules elaborated; this included an opportunity for candidates to track their application online.	15,00	15,00	3,75	3,75	3,75	3,75	3,75	3,75	3,75	3,75	Existing laws and procedures established the obligation of notification of candidates. implementation of the remaining part- "on line " process of application monitoring - technically can be provided through the HRMIS. III quarter 2008: improved webpages of the CSAs of the FBIH and the RS. IV quarter 2008: BH HRMIS established specification for on line application.
	Amend legislation/regulations as required.		Mid 2007		Legislation adopted	15,00	13,75	3,75	3,75	3,75	3,75	3,75	2,50	3,75	3,75	Partial realisation the FBIH - publishing of vacancies in the Official Gazettes kept as a legal solution. I quarter 2008 FBIH: through changes of the law planned revision of obligation of publishing in the official gazettes.		
HR.5.2 More time-efficient and cost-friendly application process																		
The objective is to make the application process more inviting. There is a trend to require additional qualifications- higher academic degrees – even if they are not needed for the job. It is necessary to move the focus away from the current emphasis on paper qualifications and length of work experience; to more consideration of skills, motivation, capability, attitude and potential.					Contribution to Action subgroup	10,00	5,60	10,00	10,00	10,00	10,00	5,40	5,50	6,00	5,50			
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	56,00	100,00	100,00	100,00	100,00	54,00	55,00	60,00	55,00			

To develop more time-efficient and cost-friendly process for applicants and the administration.	Reduce current burden on applicants by agreeing and adopting common application requirements across BiH administrations.	CSAs	By mid 2007		Optimized application process designed	20,00	15,00	5,00	5,00	5,00	5,00	3,75	3,75	3,75	3,75	Overview of the realised recommendations of the projects and new procedures in practical application - the UNDP project "Modernisation and harmonisation of practices and procedures in the civil service". Partial realisation of recommendations on shortening the procedure of expert exam and expenditures in relation with application. I quarter of 2008 BiH: the CSA of BiH brought new Rulebook on Procedures of Advertising, Selection of Candidates, Transfer and Appointment of Civil Servants in case of Transfer or Taking Over Competencies by the Institutions of BiH (Official Gazette of BiH, No 27/08) IV quarter of 2008: the Government of the Federation adopted changes and amendments of the Order on conditions, manner and programme of taking the exam of general knowledge for candidates for civil service in the FBiH, which symplifies the procedure of selection and ensures higher level of competency in the structure of the commissions for selection of the candidates for civil service. I KV 2009: RS Law on Civil Servants - solutions for application without public announcement - announcement and assignement for the existing civil servants.
	Jointly design and adopt common application form (to reflect new competency and skills set requirements).		Mid 2007		Application form designed and implmeneted	30,00	0,00	7,50	7,50	7,50	7,50					
	Identify unnecessary documentation requirements and amend regulations to reflect new arrangements.		Mid 2007		Analysis of documents needed; regulations amenmded	20,00	17,50	5,00	5,00	5,00	5,00	3,75	5,00	3,75	5,00	The UNDP projekt "Modernisation and harmonisation of practices and procedures in the civil service" and respective activities of the CSAs: Overview of realised recommendations of projects and new procedures in practical application / bylaw acts by levels of authority. RS abolished condition of residence, but there was no revision of other documentation. FBiH i BD- significantly symplified procedures - only short listed candidates submit documentation.
	Introduce on-line application process.	CSAs and Brcko HR Unit	End 2008		Online application process working	30,00	23,50	7,50	7,50	7,50	7,50	6,00	5,00	7,50	5,00	RS REPORT on progress: webpage of the CSA from 2005 online application form. Possible implementation on other levels through the HRMIS project. IV quarter 2008: BH HRMIS established specification and foreseen usage of the module for on line application of candidates. I half of 2010: BiH level - CSA initiated project My Application - for electronic application of candidates.

HR.5.3 Efficient screening of applications				Contribution to Action subgroup	10,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00		
Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00		
Central Personnel Units given responsibility to screen applications and forward to the Selection Panel only those that meet the minimum criteria.	Identify burden and risks to CSAs and introduce procedures to mitigate against these, including appropriate training of CSA staff.	CSAs and Brcko HR Unit	By Mid 2007	Procedures elaborated and approved	100,00	100,00	25,00	25,00	25,00	25,00	25,00	25,00	25,00	25,00	25,00	25,00	SOURCE OF DATA: Laws on civil service/administration and bylaws which define the role of selection commission and work practices/operation procedures. Through the UNDP project "Modernisation and harmonisation of practices and procedures in the Civil Service" implemented recommendations that CSAs review the applications. U Brčkom, verification is being conducted by the Employment Board which is appointed for a mandate period.
	Agree common methodology and adopt changes to regulations.	COM BIH and Governments															
HR.5.4 Selection Process				Contribution to Action subgroup	20,00	8,75	20,00	20,00	20,00	20,00	20,00	7,00	8,00	9,00	11,00		
Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	43,75	100,00	100,00	100,00	100,00	100,00	35,00	40,00	45,00	55,00		
1. Create more efficient screening of applicants based on new person/job specifications, competency framework and job evaluation activity.	Establish Working Group to consider alternatives methods of evaluation of candidates – including for example: improved application forms to allow for paper evaluation; assessment centers; structured interviews; and establishment of a Civil Service Commission to recruit and appoint to senior positions.	CSAs and HR Unit Brcko	From mid 2006	HRM working group established, goals and work plan defined.	10,00	6,25	2,50	2,50	2,50	2,50	2,50	1,25	1,25	1,25	2,50	III/IV quarter of 2008 - I quarter 2009: Activity partially realised through the project of the PARCO, the UNDP and the DFID/NSG "Recruitment and selection of employees". Previously this measure discussed through the previous UNDP projekt "Modernization and harmonisation of practices and procedures in the civil service". Developed procedures and forms for evaluation of candidates at the interview. In the Brčko District of BIH - Board for employment uses forms for evaluation of candidates.	
	Agree most appropriate methods for BiH Civil Service recruitment and pilot at all levels.	COM BIH and Governments	Mid 2007	Pilots with at least 2 alternative approaches	20,00	10,00	5,00	5,00	5,00	5,00	5,00	2,50	2,50	2,50	2,50	Activity partially implemented through the pilot project of the PARCO, the UNDP and the DFID/NSG "Recruitment and selection of employees" PHASE 1.	
	Review and revise methodologies based on experience from pilots.		End 2007	One compulsory method agreed	10,00	0,00	2,50	2,50	2,50	2,50						No data on implementation	
	Using job/person specifications and competency evidence evaluate applicants prior to interview.		During pilot phase	"Shortlisting" method implemented	5,00	0,00	1,25	1,25	1,25	1,25						No data on implementation	
	Agree and implement maximum interview to vacancy ratio.		Mid 2007	Rule implemented	10,00	7,50	2,50	2,50	2,50	2,50	2,50	1,25	1,25	2,50	2,50	In the BD BiH according to the existing regulations - Rulebook on employment - interviews are used as primary mean and written testing as supplement. RS only interview in the process of selection.	
	Amend necessary legislation/regulations to reflect new procedures and implement changes.		End 2007	Legislation amended	10,00	2,50	2,50	2,50	2,50	2,50					2,50	Progress report BD : indicates full implementation of the measure!	
2. Ensure all selection committee members are fully competent in the skills required for the objective interviewing and evaluation of candidates.	Design and deliver (or commission) a common training program for those involved in the evaluation of applicants.	CSAs and HR Unit Brcko	From mid 2007 - ongoing	Training program developed	10,00	5,00	2,50	2,50	2,50	2,50	2,50	1,25	1,25	1,25	1,25	Partially - through the UNDP project "Modernisation and harmonisation of practices and procedures in the Civil Service". and through the pilot project proposal of the PARCO, the UNDP and the Dfid/NSG and through individual training programmes of the CSAs.	

					Training delivery to at least 90% of selection committee members until end of 2008	15,00	7,50	3,75	3,75	3,75	3,75	1,25	2,50	2,50	1,25	RS report - Trainings realised through the activities of the NSG, BiH: TABULAR OVERVIEWS of realised trainings (TEMPUS). I KV 2008: to FBIH submitted data on the list of experts and procedures of education in implementation of vacancy procedure. I quarter 2009: Activity partially realised through the pilot project of the PARCO, the UNDP and the Dfid/NSG.
	Using developed selection methodology prepare guidance and deliver training on establishing criteria for candidate evaluation, interviewing skills and objective scoring techniques, final selection and record keeping.				Methodology made compulsory including documentation of procedure	10,00	5,00	2,50	2,50	2,50	2,50	1,25	1,25	1,25	1,25	Partially - through the UNDP project "Modernisation and harmonisation of practices and procedures in the Civil Service" and through the pilot project proposal of the PARCO, the UNDP and the DFID/NSG and independent training programmes of the CSAs.
HR.5.5 Standardization and mutual recognition of professional exams among different levels of government					Contribution to Action subgroup	10,00	3,88	10,00	10,00	10,00	10,00	4,00	4,00	3,50	4,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	38,75	100,00	100,00	100,00	100,00	40,00	40,00	35,00	40,00	
1. All levels to ensure standardization and mutual recognition of professional exams among different levels of government.	Establish a WG to agree on common BiH examination policy, and introduce the proposals on each level. Commission experts to develop large pool of common examination questions for each area of public administration to be utilized at all levels of Government. Review and revise examination questions annually to reflect changing circumstances.	CSAs and HR Unit Brcko	By mid 2008		HRM working group established, goals and work plan defined.	10,00	0,00	2,50	2,50	2,50	2,50					
					Ensured mutual recognition of expert exams among different levels of authority	20,00	20,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	Acknowledgement of expert/general/public exams - was established by regulations (BiH, BD, i FBIH) or through the existing practices (level of RS)
					Question pool developed and approved	20,00	0,00	5,00	5,00	5,00	5,00					Expert exams are implemented by programmes established independently by every level of authority (similar framework and areas of work)
					Annual Revision 09, 10 (5% each)	10,00	0,00	2,50	2,50	2,50	2,50					Expert exams are implemented by programmes established independently by every level of authority (similar framework and areas of work)
	Include improved and alternative methods for evaluation of candidates to encourage a wide range of applicants, including young people to the service, for instance: -performance based tests; -assessment; -centers for higher level Employees; -unassembled exams (the objective review of a application or CV, followed by an interview).		Mid 2008		Testing toolbox elaborated, instructions to use written and system made available to users	20,00	0,00	5,00	5,00	5,00	5,00					
2. To introduce cost-friendly examination process	Reduce/remove the cost of 1st examination to all candidates. Re-examination to be at cost of candidate.	CSAs and HR Unit Brcko	By mid 2007		Regulation on examination cost elaborated and adopted	20,00	18,75	5,00	5,00	5,00	5,00	5,00	5,00	3,75	5,00	Regulations on the programme and manner of taking expert/public exam: there is an obligation of paying the expert exam in the RS for new candidates (director enacts a decision on expenses in a ccordance with a Decree on expert exam for the work in the administration of RS), NO expenses for the exam of general knowledge, as well as for the public exam organised by the CSA BiH and the CSA FBIH. IKV 2008 BD BiH: exam for work in bodies of administration is being taken in front of the Commission appointed by the Mayor - the Government of the BD BiH bears expenses of first try fully.

HR.5.6 Appointments				Contribution to Action subgroup	10,00	0,00	10,00	10,00	10,00	10,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
Increase the level of independence of CSAs and Brcko HR Unit in the area of appointments.	Cross BiH working group to consider benefits and risks associated with CSAs and Brcko HR Unit having responsibility for all CS appointments.	CSAs and Brcko HR Unit	By end of 2007	Report on analysis submitted	20,00	0,00	5,00	5,00	5,00	5,00					Different solutions in relation with the CSAs' responsibilities for managing and other civil servants
	Prepare options paper for consideration by Governments.	COM BiH and Governments		Option paper drafted and submitted to governments for decision	20,00	0,00	5,00	5,00	5,00	5,00					Different solutions in relation with the CSAs' responsibilities for managing and other civil servants
				Governments decision	30,00	0,00	7,50	7,50	7,50	7,50					Different solutions in relation with the CSAs' responsibilities for managing and other civil servants
	Adopt necessary changes to legislation.			Changes to legislation drafted and adopted	30,00	0,00	7,50	7,50	7,50	7,50					Different solutions in relation with the CSAs' responsibilities for managing and other civil servants
HR.5.7 Cross Government/Institution Mobility				Contribution to Action subgroup	10,00	4,75	10,00	10,00	10,00	10,00	5,50	4,50	5,00	4,00	
Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	47,50	100,00	100,00	100,00	100,00	55,00	45,00	50,00	40,00	
1. Creation of a fair and open system of transfers between Government levels.	Revise current laws and regulations to allow transfers between all levels of Government.	CSAs and Brcko HR Unit/ Mins of Justice and Admin & LSG	Mid 2007	Legal system changed to allow simple transfer of civil servants between levels and entities	30,00	22,50	7,50	7,50	7,50	7,50	7,50	5,00	5,00	5,00	Amendments of the OHR to the laws on civil service /BiH level/ article 32.a, suitable changes of the laws of the RS and the FBiH/ defined transfers in case of establishment of new institution on a state level or in cases of transfer of competencies from the entity level. II quarter 2009: Changes to the Law on Civil Servants in the Institutions of BiH introduce the instrument of direct takeover of civil servants - and increased mobility. I half 2010: BiH - CSA - Applied Rulebook on Similar Jobs for the needs of direct takeover of civil servants.
2. Ensure fair and efficient redundancy provisions.	Review, revise as appropriate, and implement common redundancy policies across BiH. Provide written guidance available to individuals and managers to ensure correct procedures are followed.	CSAs and Brcko HR Unit, CSABs	End 2007	Common redundancy policies implemented for all levels of Gvt	20,00	12,50	5,00	5,00	5,00	5,00	2,50	3,75	3,75	2,50	- existing legal solutions on redundancy have similar general elements on the level of BiH the FBiH, the RS and the BD - no documentation basis on common policy I KV 2008: the FBiH special regulation additionally set the policy of redundancy - Rulebook on unified criteria, rules and procedure of filling vacancies of civil servants from the list of redundant (Official Gazette of the FBiH 51/07) I quarter 2009: New law on civil servants - more detailed solves the problem of redundancy - set obligation of enactment of Programme of Care for Redundant Civil Servants. IV quarter 2009: RS adopted Order on criteria for declaration surplus of employees and Programme of care for surplus of civil servants.

3. To allow for inter-entity/inter-institutional mobility for job seekers.	Consider the development of a common policy to allow for the growth of an internal market across BiH to be introduced.	CSAs and Brcko HR Unit	2007-2008	Common policy agreed	10,00	0,00	2,50	2,50	2,50	2,50					No data on realisation of the measure
	Create and implement database of individuals interested in voluntary moves between institutions/cross levels.			Database of Jobs and Jobseekers created and available	20,00	0,00	5,00	5,00	5,00	5,00					Operability of the HRMIS as a precondition for the technical part of implementation.
	Consider the implementation of simplified (but open) internal recruitment process for existing Civil Servants to be considered for vacancies at all levels.			Internal recruiting process elaborated; Laws and regulations for application, testing and selection changed	20,00	12,50	5,00	5,00	5,00	5,00	3,75	2,50	3,75	2,50	2007: In the current regulations there are mechanisms of internal/external transfer and internal publishing (within the same institution or on the same level of administration). IV quarter of 2008-II quarter of 2009: level of BiH change of the law on civil service creates preconditions for larger volume of internal employment (transfers, contracted) level of theRS: new Law on civil servants improves mechanisms of internal employment in republic bodies of administration (transfer, appointment, advancement, etc.). No mechanism of internal employment between the levels of administration.
HR.5.8 Career prospects in the civil service				Contribution to Action subgroup	20,00	9,25	20,00	20,00	20,00	20,00	7,00	7,00	11,00	12,00	
Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	46,25	100,00	100,00	100,00	100,00	35,00	35,00	55,00	60,00	
1 Development of Strategies to attract under represented groups and young people into the Civil Service.	Develop and implement outreach strategies to provide awareness of CS careers.	CSAs and Brcko HR Unit, institutions	Early 2007	Strategy elaborated and approved by CSAs and Centers of Gvt	10,00	2,50	2,50	2,50	2,50	2,50			1,25	1,25	III quarter of 2008 RS: Project of the Government of the RS and the Employment Bureau for employment of 600 interns with a university degree. I half of 2010: New project of the Government of the RS for employment of interns. Brčko programme of the Government of the BD for employment of 500 interns.
	Ensure Civil Service is fully represented at job fairs, university and school career days and local community events.		From Spring 2007 – then ongoing	Calendar of events set up and participation agreed between CSAs	10,00	0,00	2,50	2,50	2,50	2,50					
	Place job announcements in alternative media to attract applications from under – represented groups.		From Spring 2007	Relevant media identified (List); binding advertising guidelines (which jobs in which media) set up	15,00	0,00	3,75	3,75	3,75	3,75					
	Introduce procedures to disseminate all CS position announcements across the levels of BiH and to be made accessible via each others CSA websites.		From end 2006	Information procedures set up	15,00	15,00	3,75	3,75	3,75	3,75	3,75	3,75	3,75	3,75	3,75

2. Create a working environment that allows for development of high potential employees.	Further develop concept of internship program to traineeship for future managers.	CSAs and Brcko HR Unit, institutions	By end 2007		Junior manager traineeship system elaborated and respective regulations set up	10,00	7,50	2,50	2,50	2,50	2,50	1,25	1,25	2,50	2,50	RS: "Programme of expert training and manner of taking intern exam in the bodies of state administration of the RS" (Official Gazette 48/04), Provisions of the Law on Civil Service in the bodies of administration of the BD BiH, bylaw acts on employment of interns on the level of BiH and the FBIH (the RS and the BD - have detailed provisions on the intern term and the programme and evaluation of the work, on the level of BiH and the FBIH - only regulations on the manner of employment of interns). II quarter 2009: RS new programme of expert training and manner of taking inter exam in bodies of administration of the RS (Official Gazette 43/09)	
	Prepare handbooks for individuals and managers of trainees to enable ongoing development opportunities.		By end 2007		Handbooks prepared, approved, distributed	10,00	2,50	2,50	2,50	2,50	2,50		1,25		1,25	I KV 2008: FBIH handbook for taking the exam of general knowledge with examples of tests; BD BiH: established patterns for intern training plan	
	Implement first year of traineeship scheme.		2008		Implementation done	5,00	5,00	1,25	1,25	1,25	1,25	1,25	1,25	1,25	1,25	1,25	Reports on the progress in implementation of the AP1 which were submitted by the entity coordinators and the BD BiH. The RS report on the progress 2007 - Conclusion of the Government of the RS from November 2, 2006. I KV 2008: FBIH Conclusion of the Government of the FBIH No 4/2008 from January 09, 2008, BD BIH: plan of employment of interns in accordance with Decision on Realisation of the Employment Plan and the budget for 2008.
	Remove requirement of minimum period of prior work experience for entry level or trainee ship positions.		By mid 2007		regulations amended	5,00	5,00	1,25	1,25	1,25	1,25	1,25	1,25	1,25	1,25	1,25	Existing provisions of the law on civil service and bylaw acts which regulate the procedure of employment of interns.
	Identify positions (using job evaluation exercise) that do NOT require university degree for new applicants and amend regulations as appropriate.		By end 2007		regulations amended	5,00	2,50	1,25	1,25	1,25	1,25				1,25	1,25	Neded harmonisation of the the measure of indicators of progress in relation with the existing solutions - definitions of civil servant (currently on the level of the RS and the BD BIH - established positions in the civil service for which university degree is not needed)
	Further develop competency and skills frameworks to allow for internal promotion for high performing individuals.		2008		Update of the framework, based on strategies and ex periences made that far	5,00	0,00	1,25	1,25	1,25	1,25						No data on realisation in the reporting period!
3. To use promotions for career development and staff retention (especially for high achieving young employees).	Alter the existing regulations that govern the practice of promotions.	CSAs and Brcko HR Unit	2007		Internal promotion scheme defined and regulations amended accordingly	10,00	6,25	2,50	2,50	2,50	2,50	1,25		2,50	2,50	I quarter 2009: RS - New law on civil servants defined mechanism of advancement - transferred to a senior job and in higher pay grade without change of the work place. II quarter 2009: RS new Rulebook on the Procedure of Evaluation and Advancement (Official Gazette 43/09), BD Rulebook on Evaluation and Plan of Promotion in accordance with the annual evaluation. 2009 BiH Institutions: the law on salaries defined internal pay grades - dynamics of application moved for two years.	

				Contribution to HR	10,00	2,00	10,00	10,00	10,00	10,00	1,31	1,31	2,36	3,01		
HR 6. Result Management				Action Group	100,00	19,97	100,00	100,00	100,00	100,00	13,08	13,08	23,64	30,08		
HR.6.1 Result Management (general)				Contribution to Action subgroup	60,00	7,89	60,00	60,00	60,00	60,00	3,00	3,00	13,56	12,00		
Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	13,15	100,00	100,00	100,00	100,00	5,00	5,00	22,60	20,00		
1. Ensure current laws and regulations for performance appraisal are consistently implemented across all BiH public institutions.	CSAs and Brcko HR Unit to undertake evaluation of performance appraisal implementation for 2006.	CSAs and Brcko HR Unit, institutions	By End 2006	Evaluation report submitted	5,00	1,90	1,25	1,25	1,25	1,25			0,65	1,25	RS progress report - partial realisation, ongoing project activities implemented by the NSG UK. I KV 2008 BD BiH: analysis of annual evaluation of work/Information on annual evaluation of work No.: 02-052020503. For the OVI/Implementation of the measure needed to move deadlines by 1 year - 2007/08	
	Deadlines set for all performance appraisal reports to be completed and returned to CSAs and Brcko HR Unit for year ending December 2006.		By end 2006	Deadline set and communicated	5,00	1,25	1,25	1,25	1,25	1,25				1,25	BD: procedure of evaluation of the result of the work together with the deadlines established in detail by the regulations and applied in practice for 2007 / continued implementation for 2008 as well. Planned through realisation of the project "Development of Performance Management System in the Structures of Civil Service of BiH	
	Communications strategies implemented to raise awareness of current regulations and procedures – to managers and individuals.		By end 2006	Communication strategy elaborated and implemented	5,00	0,00	1,25	1,25	1,25	1,25						No data on realisation in the reporting period! Planned through realisation of the project "Development of Performance Management System in the Structures of Civil Service of BiH
	Develop and deliver training for managers in performance appraisal interviewing and reporting (under existing arrangements).		By end 2006	Training concept (Curricula) elaborated and distributed	10,00	7,50	2,50	2,50	2,50	2,50	1,25	1,25	2,50	2,50	Partially - through the UNDP project "Modernisation and harmonisation" and respective activities of the CSAs; Subdivision for HR of the BD BiH - implemented "Plan of annual evaluation of the civil servants and the employees for 2007 in the Government of the BD BiH". IV quarter 2008: NSG/SEPARB Training for evaluation of work of civil servants. I half of 2010: the RS level training for managing civil servants through the project Development of Performance management system in the structures of the civil service of in BiH.	
	Develop and disseminate guidance handbooks.		By end 2006	Guidance handbook developed and disseminated	10,00	0,00	2,50	2,50	2,50	2,50						Planned through realisation of the project "Development of Performance Management System in the Structures of Civil Service of BiH
	CSAs and Brcko HR Unit to undertake second evaluation of performance appraisal implementation for 2007.		Mid 2007	Evaluation report submitted	5,00	0,00	1,25	1,25	1,25	1,25						For the OVI/Implementation of the measure needed to move deadlines by 1 year - 2007/08. Planned through realisation of the project "Development of Performance Management System in the Structures of Civil Service of BiH
	2.To ensure that the performance management exercise has motivational value for employees and that it is used for employee development.		Develop cross BiH performance cycle and procedures to reflect developing competency frameworks and incorporating individual objective setting, annual appraisal interviews and forward planning.	CSAs and Brcko HR Unit, Mins of Justice and Admin & LSG, institutions	By end of 2007	1st version of performance management system completed and submitted	5,00	0,00	1,25	1,25	1,25	1,25				

Pilot new performance management system in selected institutions.	2008	Performance management system piloted in at least 2 institutions on state level, 2 in each entity and in 2 cantons; pilot results collected	10,00	0,00	2,50	2,50	2,50	2,50							Planned through realisation of the project "Development of Performance Management System in the Structures of Civil Service of BiH
	2008	final system concept elaborated taking into consideration pilot experiences	10,00	0,00	2,50	2,50	2,50	2,50							Planned through realisation of the project "Development of Performance Management System in the Structures of Civil Service of BiH
	By end 2008	Legislation amended	5,00	0,00	1,25	1,25	1,25	1,25							Planned through realisation of the project "Development of Performance Management System in the Structures of Civil Service of BiH
	By end 2008	Performance Management Handbook developed and disseminated	10,00	0,00	2,50	2,50	2,50	2,50							Planned through realisation of the project "Development of Performance Management System in the Structures of Civil Service of BiH
		Concept of training (plan and programme) drafted; at least 1 workshop held on state and entity level	10,00	2,50	2,50	2,50	2,50	2,50			2,50				I half of 2010: the RS level training for managing civil servants through the project Development of Performance management system in the structures of the civil service of in BiH.
Launch new performance management system across all institutions.	2009	System introduced in at least 50% of eligible institutions	10,00	0,00	2,50	2,50	2,50	2,50						Planned through realisation of the project "Development of Performance Management System in the Structures of Civil Service of BiH	
HR.6.2 Probationary Work and Induction					Contribution to Action subgroup	40,00	12,08	40,00	40,00	40,00	40,00	10,08	10,08	10,08	18,08
Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	30,20	100,00	100,00	100,00	100,00	25,20	25,20	25,20	45,20	
1. Creation of common standards and time periods for probation period.	Agree common maximum duration of the probationary period for all public administration structures in BiH.	CSAs and relevant Ministries	By end 2007	Uniform Probation period duration agreed and legally implemented	5,00	2,60	1,25	1,25	1,25	1,25	0,65	0,65	0,65	0,65	Probationary work was established by existing regulations - depending on the specifics of the respective levels of authority. (Current legal solutions: 6 months Brčko and Federation, 1 year BiH level and the RS-OPTIONALY/it can be set to 30 to 60 days)
	Develop and implement performance management system specific for probationers, to include agreed programme of activities and progress expected during probation period.			Probation period management and performance and behaviour assessment system elaborated and set in force countrywide	15,00	3,75	3,75	3,75	3,75	3,75				3,75	BD: developed system for evaluation of the probationary work compatible with evaluation of the work of the existing employees. Planned through realisation of the project "Development of Performance Management System in the Structures of Civil Service of BiH.
	Provide guidance/training for managers on identifying and improving poor performance during probation period.			Probationary work supervision guidelines elaborated and disseminated	10,00	0,00	2,50	2,50	2,50	2,50					Planned through realisation of the project "Development of Performance Management System in the Structures of Civil Service of BiH

	Ensure probation expectations are clearly understood by individuals and managers – include in induction pack.				Inclusion of probationary work topics in general training seminars for Managers and HRM experts	5,00	1,25	1,25	1,25	1,25	1,25				1,25	BD BiH report 2007 - information that it is realised, no documentation basis! I quarter 2008 BD BiH: Planned new cycles of training for evaluators and managers upon adoption of new Rulebook on Evaluation. I quarter 2009: BD adopted new rulebook and instruction and realised training for 2008.
	Agree and implement cross BiH policies for terminating employment/extending probation period, ie if an employee fails to meet the expectations of his/her supervisor during probation, an extension of another 3 months should be given with clear targets for improvement agreed. If performance is not improved, the Head of the Institution can dismiss the employee.				Cross BiH policy for termination of employment and extending probation period elaborated and set in force	5,00	2,60	1,25	1,25	1,25	1,25	0,65	0,65	0,65	0,65	Different legal solutions by levels of authority: (level of BiH and the FBiH have provision on possible extension for 6 months if the probationary period was not satisfactory, BD BiH mandatory probationary work for 6 months without extension. The RS - no mandatory probationary work, but if it is unsatisfactory, without extension). No data on harmonised policies. Planned through realisation of the project "Development of Performance Management System in the Structures of Civil Service of BiH
2. To develop procedure for induction of new employees.	Establish working party of experienced and new Civil Servants to develop 'generic' (minimum) induction procedures and new employees induction packs.	CSAs and Brcko HR Unit	End 2006		Induction period procedures and induction pack elaborated and established	20,00	20,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	BiH level: special training cycles are implemented for newly employed civil servants. III quarter 2008: FBiH : realised programmes of training for the newly employed and interns /report and training plan of the CSA FBiH/ III quarter 2008 RS: realised trainings of newly employed and interns which are being implemented by the training instructors. I quarter 2009: BiH level - continued regular trainings for newly employed. Activity also planned through realisation of the project "Development of Performance Management System in the Structures of Civil Service of BiH
	Disseminate (electronically and hard copy as appropriate) induction packs to all institutions.		From mid 2007		Induction pack (general part) electronically available for all institutions	20,00	0,00	5,00	5,00	5,00	5,00					
	Provide all new employees with induction pack on appointment.	Individual institutions	From mid 2007		All new employees get induction pack and are subject to induction	10,00	0,00	2,50	2,50	2,50	2,50					No data on realisation in the reporting period! (Documentation basis - not possible to establish without aggregation of the reports from respective institutions in the future period)
	Individual institutions/teams to add appropriate and specific induction requirements.	Institutions	Ongoing													
	Evaluate implementation and effectiveness of new induction arrangements.	CSAs and Brcko HR Unit Individual institutions	End 2008		Evaluation Report	10,00	0,00	2,50	2,50	2,50	2,50					Planned through realisation of the project "Development of Performance Management System in the Structures of Civil Service of BiH

				Contribution to HR	15,00	9,89	15,00	15,00	15,00	15,00	9,57	8,97	9,27	11,73	
HR 7. Training and Development				Action Group	100,00	65,90	100,00	100,00	100,00	100,00	63,80	59,80	61,80	78,20	
HR.7.1 Training to be based on personal, organizational and performance needs				Contribution to Action subgroup	60,00	43,50	60,00	60,00	60,00	60,00	40,80	38,40	38,40	56,40	
Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	72,50	100,00	100,00	100,00	100,00	68,00	64,00	64,00	94,00	
Training to be based on personal, organizational and performance needs. This requires to train managers in the identification of training needs.	Design and deliver (commission) training for managers on identification of training needs so as to enable them to provide CSAs and Brcko HR Unit and potential individual donors with the right information on the type of training needed.	CSAs, Brcko HR Unit	From early 2007	Training on Training needs elaborated and delivered to 90% of target group	30,00	23,50	7,50	7,50	7,50	7,50	6,00	5,00	5,00	7,50	Data and reports of the CSAs on the implemented activities on establishment of the training needs, TABULAR OVERVIEWS of realised trainings for 2006-2007 (CSTP project and individual activities), the FBiH progress report 2007 and I quarter 2008, BD I quarter 2008: Decision on expert improvement of civil servants for 2008 No: 01.1-05001220/08 from January 14, 2008, BIH level: information on preparation of training plan for 2008. II quarter 2008: RS started training of new group of 14 instructors. IV quarter 2008: RS completed training of 11 new instructors. III quarter 2009: BiH twinning project CSA BiH for training managers, additionally new cycle of manager trainings. Brcko : centralised function on the level of the Subdivision for HR
	All institutions to undertake a training needs analysis of all current staff.	Institutions	End 2008	90% of institutions submit reports of their training needs analyses	30,00	24,00	7,50	7,50	7,50	7,50	6,00	6,00	6,00	6,00	BD level: progres report for 2007 on profress in implementation of the AP1, the FBiH progress report 2007. 2009: all CSAs and the Subdivision for HR of the BD continuously follow the training needs. I half of 2010: All CSAs and the Subdivision for HR of the BD continuously monitor training needs.
	New employees training and develop requirements are identified during probation period.	Line Managers	From 2007 and ongoing	Probation period procedure includes training needs assessment	20,00	12,50	5,00	5,00	5,00	5,00	2,50	2,50	2,50	5,00	BD level: through the procedure established by the Law and by the Rulebook on evaluation, established was the "Plan of professional development on the basis of evaluation of the work results" I quarter 2008: the FBiH progress report; III quarter 2008: the RS progress report indicates partial implementation through the training for newly employed and interns. Planned through realisation of the project "Development of Performance Management System in the Structures of Civil Service of BiH
	Individuals training and development needs are discussed and identified as part of the performance management cycle.	Line Managers	From 2007 and ongoing	Performance management cycle includes training needs analysis	20,00	12,50	5,00	5,00	5,00	5,00	2,50	2,50	2,50	5,00	Existing bylaw acts - Rulebooks on evaluation of the work of the civil servants with the accompanying forms (Partially - FBiH level, BD level completely through the existing procedures). On the level of BiH and the RS established is the mandatory training and it is put as a component of evaluation of work/ as an element for grading. Planned through realisation of the project "Development of Performance Management System in the Structures of Civil Service of BiH.

HR.7.2 Agencies to develop and implement a training strategy and programme of activities, based common personnel and skills development needs identified across all institutions				Contribution to Action subgroup	20,00	7,00	20,00	20,00	20,00	20,00	7,00	7,00	9,00	5,00		
Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	35,00	100,00	100,00	100,00	100,00	35,00	35,00	45,00	25,00		
1. Agencies to develop and implement a training strategy and programme of activities, based common personnel and skills development needs identified across all institutions.	Individual CSAs and Brcko HR Unit to develop three year training plans, revised annually to reflect new identified needs.	CSAs and Brcko HR Unit	From 2006	3-year training plan forecast	10,00	8,75	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	1,25	Documents: RS - Strategy of training and development of civil servants for the period 2007-2010 the GOVERNMENT OF THE RS) with the accompanying Action Plan, BiH: Principles of the training system for the civil servants on the level of BiH and a three year plan of training (annual report), Draft strategy of expert education and improvement of the Brčko District of BiH. II quarter 2008 - the Government of the FBiH adopted the Strategy of training and improvement of the civil servants in the FBiH 2008-2010. II quarter 2009: BD established draft Strategy of professional improvement 2009 - 2011 which was not adopted because of decrease of budget.
	Governments to provide annual raining budgets (3% of salary budgets) in order that training and development plans can e implemented.	COM BiH and Governments	From 2007	3% of salary budget set aside for training purposes (fixed in Budget and Mid term Planning)	20,00	7,50	5,00	5,00	5,00	5,00	1,25	1,25	3,75	1,25	RS progress report: partialy (part of the training strategy - for training provision of the amount of 0.5 % of the assets provided for total salaries). On all levels Governments provide certain amounts of assets for training. I quarter 2009: RS progress report points to fulfilment of the measure - asets foreseen by the budget for 2009. I half 2010: RS progress report shows fulfilment of measure - assets foreseen by the budget for 2010 - NO AMOUNT.	
	Cadres of civil servants to be developed as 'in house' trainers to deliver across civil service.	CSAs lead (and Brcko HR Unit)	End 2006 – end 2007, and ongoing as required	Inhouse training staff identified and Train-the-Trainer seminars conducted	10,00	8,75	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	1,25	Data on realised trainings of the CSAs and information on donor activities. RS progress report 2007 - completed training and certification of 10 trainers for the needs of civil service. I quarter 2008: FBiH - confirmation of realisation of the programme of training for trainers, BD BiH: Plan of expert improvement established civil servants who will implement certain trainings. III quarter of 2008: RS completed training of 11 new trainers, on BiH level ongoing training for lecturers in public administration.
	Annual joint planning of activities between CSAs and Brcko HR Unit to maximize resources and sharing of good practice.	CSAs and Brcko HR Unit	From Start 2007 and ongoing	First annual joint activity plan	10,00	0,00	2,50	2,50	2,50	2,50						No data on realisation in the reporting period
2. Establish an Institute for Public Administration. Links to EC TA	Establish an Institute for Public Administration (for the whole BiH) that will work as a training provider/curriculum designer for the Civil Service.	COM BiH Governments CSAs and Brčko HR Unit	End 2007.	Prepared document for analysis of options for establishment of the Institute for Public Administration and confirmed acceptable model	20,00	10,00	5,00	5,00	5,00	5,00	2,50	2,50	2,50	2,50	Feasibility study as a precondition for establishment of the Institute for Public Administration for the area of BiH - prepared final work draft for discussion! Implemented discussion with beneficiaries in I KV 2008 - ongoing are consultations and analysis of comments on the work draft of the document. II quarter 2008 - revised draft document did not win support for proposed options-no agreement on the acceptable model	
	Make the Institute fully operational.		End2008.	Institute for Public administration established (Laws, Budget, RB and RP)	30,00	0,00	7,50	7,50	7,50	7,50					No agreement on realisation of the previous reform measure (precondition)	

HR.7.3 Specific technical or professional training requirements				Contribution to Action subgroup	20,00	15,40	20,00	20,00	20,00	20,00	16,00	14,40	14,40	16,80	
Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	77,00	100,00	100,00	100,00	100,00	80,00	72,00	72,00	84,00	
Specific technical or professional training requirements for individual institutions to be managed and coordinated.	Individual Institutions to prepare annual training plans and submit to CSAs and Brcko HR Unit	Individual institutions	From 2007	Annual training plans submitted by 90% of institutions	60,00	51,00	15,00	15,00	15,00	15,00	12,00	12,00	12,00	15,00	2007: BD BiH report on implementation progress of the AP1, RS report: partial realisation III and IV quarter 2008: on all levels continued coordination with institutions for submitting plans and needs for trainings. I quarter 2009: CSA BiH regularly gathers information on the needs of the institutions, RS: Law on Civil servants stipulates adoption of the Training Programme for the current year and special training plans.
	CSAs and Brcko HR Unit to coordinate common development needs/activity (within and across the levels of Administration) to ensure efficient use of available resource.	CSAs and Brcko HR Unit	Ongoing	Coordinated specialized training plan prepared	40,00	26,00	10,00	10,00	10,00	10,00	8,00	6,00	6,00	6,00	Realised joint training from the area of european integrations for civil servants of the institutions of BiH, entities and the Brčko District of BiH (PROJECT European integration training). In preparation joint training for application of IT technologies - through joint project of all the levels of administration. III quarter of 2008: Realised programmes of training for foreign languages and managers (Shaping of Future widened on levels of BiH and FBiH). 2009 - 2010: CSA BiH coordinates and implements specialist trainings for HRM and other trainings of common interest among the levels of administration (ReSPA).
HR 8. Salaries				Contribution to HR	15,00	3,64	15,00	15,00	15,00	15,00	3,90	3,00	3,90	3,75	
Salaries are a common problem to all levels. This is exacerbated by competition from the private sector for the best and the brightest; and budget limitations. The opportunity to compete for salary increases (i.e. pay for performance) is likely to appeal to today's job seekers far more than the seniority system that still dominates compensation. Similarly, more senior staff will derive greater satisfaction when salary ranges correspond to the complexity of tasks. The need for revision of the pay and grading system was agreed between the BiH government and the World Bank as part of the commitments under EMSAC. These commitments include the need to introduce pay grade structures with salary scales harmonized with the job categories established by the civil service laws and other relevant legislation; the clear definition of criteria to allocate position and staff within a salary grade; the clear definition of rules for the modification of the salary grades; the definition of rules governing salary increase in line with performance assessments established by the civil service laws and other relevant legislation; the replacement of the coefficient and minimum price of labor system by a single base wage; the reduction in the number of allowances from the current system, through the inclusion of such allowances as the hot meal or the holiday allowances in the base wage. There have been several reviews by donors (World Bank, DFID) that have made specific recommendations. There are already drafts for new salary legislation, in RS and at the level of BiH.				Action Group	100,00	24,25	100,00	100,00	100,00	100,00	26,00	20,00	26,00	25,00	
LJP 8.1. Salaries				Contribution to Action subgroup	100,00	24,25	100,00	100,00	100,00	100,00	26,00	20,00	26,00	25,00	
Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	24,25	100,00	100,00	100,00	100,00	26,00	20,00	26,00	25,00	

To amend the salary structure so as to make it more attractive for existing and prospective employees and single common approach across BiH enabling both transfers and harmonization of salary. These principles could be then elaborated at all levels, as different governments have different possibilities in terms of disposing of their budget	Establish a WG including HR Professionals and MoFs, to undertake in depth analysis of current salary/grading issues and based on the job analysis, and the new job descriptions/ specifications and taking account of the current market rates for individual jobs, explore future requirements and needs	CSAs and Brcko HR Unit, COM BiH Governments, responsible ministries	From 2006	Working group established, TOR and workplan agreed	10,00	10,00	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	Konsultancy report PwC drafted within the project of the DFID and the World Bank - support to the work of the workgroup for fiscal sustainability (FSWG- BiH, RS i FBiH) "Support for the Determination of the Pay and Grading System at State Level CNTR 05 6419 " from July 2005. Currently there is a document which has been adopted by the CoM BiH - June 2007 "SALARY POLICY IN INSTITUTIONS OF BIH FOR THE PERIOD 2007-2010". No data on work activities and results of the joint WG which worked on establishment of the principles, analysis of the salary grades and on draft law on salaries and remunerations as an intergovernmental work body.	
	Working Group to consider relevant reports, and prepare proposals for change			Working group report submitted	10,00	0,00	2,50	2,50	2,50	2,50						No data on implementation in reporting period!	
	Working Group to report on findings to all levels of Government.		Mid 2007	Working group report delivered and Governments reports collected.	10,00	0,00	2,50	2,50	2,50	2,50						No data on implementation in reporting period!	
	Governments to respond to WG report in order to advise next steps.																
	WG to propose a new salary/ grading scheme that is acceptable at all levels of Government, to include:	CoM BiH and Governments	End 2007	Working group proposal for uniform new grading and compensation scheme	20,00	0,00	5,00	5,00	5,00	5,00							No data on implementation in reporting period!
	· Consideration of performance based pay awards; · The possibility of consolidating allowances and other increments into the basic salary; · Reconsider the number of salary grades with the aim of abolishing unnecessary levels; · Arrangements for attracting suitable employees for 'hard to fill' vacancies; · Specific proposals to make an appropriate pay differentials.																
Ministries of Finance to undertake cost/benefit analysis of proposals and prepare advice for Government.	Ministries of Finance	Early 2008	MoF Report	10,00	0,00	2,50	2,50	2,50	2,50							No data on implementation in reporting period!	
Cross Government Commission to consult, debate and agree future pay systems based on proposals of the Working Group.		By mid 2008	Decision on countrywide system	20,00	0,00	5,00	5,00	5,00	5,00							No data on implementation in reporting period!	

	New pay and grading structures agreed, legislation adopted, budgets amended and changes rolled out.	CoM BiH and Governments	2009/2010		Legislation and budget adopted	20,00	14,25	5,00	5,00	5,00	5,00	4,00	2,50	4,00	3,75	Annual report for 2007: -Brčko district of BiH – adopted new law on salaries of employees in the bodies of administration of the Brčko district of BiH, which is being applied since 01.juna 2006. II quarter 2008 - BiH level – adopted law on salaries and fees in the institutions of BiH I quarter 2008 - RS level – adopted new law on salaries of the employees in the bodies of administration of the Republic of Srpska (Official Gazette of the RS No. 118/07) which is being applied since 01.januar 2008 - Federation of BiH - in current use on the level of federal bodies are regulations enacted by the Government of the FBiH – Decisions on establishment of pay grades and quotients for managing and other civil servants in the Federal bodies (Official Gazette of the FBiH 68/04,15/06,7/08 + new changes and amendments 75/09) - IV quarter 2008: the Government of the FBiH enacted the conclusion to draft the law on salaries - House of Peoples of the FBiH Parliament established a deadline for its application. IV quarter 2009 FBiH: the Government established a draft law on salaries and remuneration in the government bodies of the FBiH. RS level and BiH - decreased salary through decrease of basis and decrease by pay groups (stand by arrangement and saving measures). I quarter 2010: the Government of the FBiH established Prop of the Law on salaries, which was not adopted by the Parliament	
					Contribution to HR	10,00	6,10	10,00	10,00	10,00	10,00	6,10	6,10	6,10	6,10		
HR 9. Discipline					Action Group	100,00	61,00	100,00	100,00	100,00	100,00	61,00	61,00	61,00	61,00		
HR.9.1 To deal with disciplinary problems in a managerial rather than a legalistic manner					Contribution to Action subgroup	40,00	40,00	40,00	40,00	40,00	40,00	40,00	40,00	40,00	40,00		
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00		
To deal with disciplinary problems in a managerial rather than a legalistic manner.	Develop HRM capacity in individual managers. Prepare and disseminate disciplinary guidance, rules and procedures, to include levels of authority and guidance on appeals procedures.	CSAs and Brcko HR Unit	2007		Disciplinary Problems Guidelines for Managers elaborated and distributed as binding document	100,00	100,00	25,00	25,00	25,00	25,00	25,00	25,00	25,00	25,00	25,00	Bylaws through levels of administration BiH: "Rulebook on discipline responsibility of the civil servants in institutions of the BiH "(Official Gazette of the BiH 20/03), FBiH: "Order on rules of discipline procedure for discipline responsibility of the civil servants in bodies of civil service of the FBiH" (Official Gazette of the FBiH 72/04 and 75/09 changes and amendments), RS: "Rulebook on discipline and material responsibility of the civil servants" and BD: "Rulebook on discipline and material responsibility of the civil servants, public servants and employees of administration bodies of BD BiH". Besides this, there are Ethical codes /codices of behavior on levels of the RS, the FBiH and the BD BiH. IV quarter 2009 RS: new order on disciplinary and material responsibility in the republic bodies of administration of the Republic of Srpska (Official Gazette of the RS 104/09)
HR.9.2 To ensure that Appeal Panel members are aware of the basic HRM concepts					Contribution to Action subgroup	30,00	18,00	30,00	30,00	30,00	30,00	18,00	18,00	18,00	18,00		
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	60,00	100,00	100,00	100,00	100,00	60,00	60,00	60,00	60,00		
To ensure that Appeal Panel members are aware of the basic HRM concepts.	Appeal Panel members trained in the basics of Human Resources Management.	CSAs and Brcko HR Unit	2007. godina		Set of information material defined that has to be given to all appeal panel members; update procedure defined	100,00	60,00	25,00	25,00	25,00	25,00	15,00	15,00	15,00	15,00	2007: BD BiH and RS progress report on implementation of the AP1/ no documentation basis I KV 2008 FBiH: - Distribution of "Guide through the Human Resource Management" and education of the members of the boards of appeals	

HR.9.3 Civil Service Appeals Boards to communicate good practice advice based on experience, and to work with CSAs and Brcko HR Unit to continuously develop procedures and training for managers					Contribution to Action subgroup	30,00	3,00	30,00	30,00	30,00	30,00	3,00	3,00	3,00	3,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	10,00	100,00	100,00	100,00	100,00	10,00	10,00	10,00	10,00	
Civil Service Appeals Boards to communicate good practice advice based on experience, and to work with CSAs and Brcko HR Unit to continuously develop procedures and training for managers.	CSAB board members to deliver awareness and development workshops within and across institutions.	CSABs	From end 2006	31.12.07	At least 1 workshop delivered in each the 4 Government units	40,00	0,00	10,00	10,00	10,00	10,00					2007 RS progress report: partial implementation - but without documentation basis and concrete data.
	Clarification in law of role and responsibilities for CSABs and Managers in respect of disciplinary procedures.	CSABs, Ministries of Justice and Admin & LSG	mid 2007	30.06.07	respective primary and secondary legislation identified and changes set in force	40,00	0,00	10,00	10,00	10,00	10,00					No data on implementation - in the reporting period.
	CSABs to prepare annual review of cases considered, including recommendations for managers to develop managerial capacity.	CSABs	End 2006 and ongoing	30.06.08	First annual review completed and published (by 30.06.08 for first full year = 2007)	20,00	10,00	5,00	5,00	5,00	5,00	2,50	2,50	2,50	2,50	I KV 2008: RS - Board of Appeals submits a work report annually, FBIH the same - no documentation basis. In the BD BiH, these affairs are dealt with by the Appeal Commission.
					Contribution to HR	5,00	1,94	5,00	5,00	5,00	5,00	1,62	1,62	2,90	1,62	
HR 10. Support to the staff					Action Group	100,00	38,80	100,00	100,00	100,00	100,00	32,40	32,40	58,00	32,40	
HR 10.1 Support to the staff					Contribution to Action subgroup	100,00	38,80	100,00	100,00	100,00	100,00	32,40	32,40	58,00	32,40	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	38,80	100,00	100,00	100,00	100,00	32,40	32,40	58,00	32,40	
To ensure that employees in every institution are fully aware of their rights and duties.	Develop staff handbooks in each institution incorporating details of HR and other (e.g. health and safety) policies, processes and procedures.	CSAs and Brcko HR Unit	By early 2008		Staff handbook elaborated and distributed to every staff member (new staff members at start of their work)	50,00	18,80	12,50	12,50	12,50	12,50	3,10	3,10	9,50	3,10	2007: CSTP Project - prepared guidelines for draft of the handbook for the staff of institutions of public sector. I quarter 2008: RS Initiated publication of the magazine "Modern administration", II quarter RS : submitted proposal for financing publication of the magazine by the assets of the PAR Fund. I quarter 2009: RS CSA published overview of the set of new laws on civil servants, Government, republic administration and administrative inspection, ongoing preparation of the second issue of "Modern Administration". II quarter 2009: RS publication of the second issue of the "Modern Administration" and IV quarter in preparation third issue.
	Staff Handbooks and reviewed and updated at least annually to ensure all staff are aware of new developments.	CSAs and Brcko HR Unit	From 2008		Annual revision in 08, 09, 10 (10% each)	30,00	0,00	7,50	7,50	7,50	7,50					No data on implementation in reporting period!
	CSAs and Brcko HR Unit provide regular information notices to staff to advise on changes to HRM policies, and/or to encourage consultation and involvement in the ongoing modernization of practice.	CSAs and Brcko HR Unit	From 2006 and ongoing			Information on internet databases (updated whenever needed); staff information board in all CS buildings	20,00	20,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00

				Contribution to HR	5,00	2,03	5,00	5,00	5,00	5,00	1,80	2,55	1,95	1,80	
HR 11. Diversity management				Action Group	100,00	40,50	100,00	100,00	100,00	100,00	36,00	51,00	39,00	36,00	
Different countries have different interpretations of the concept of diversity and different approaches to the priorities for action. The EU acquis includes directives on anti-discrimination and equal opportunities, including in the area of employment.															
HR.11.1 Develop a policy on meeting the requirements in regards to national representation				Contribution to Action subgroup	60,00	4,50	60,00	60,00	60,00	60,00	0,00	15,00	3,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	7,50	100,00	100,00	100,00	100,00	0,00	25,00	5,00	0,00	
Develop a policy on meeting the requirements in regards to national representation.	Establish a team of HR professionals (cross country) to propose a common policy geared towards enhancing national representation in Civil Services across BiH: The team should review available analysis and reports.	CoM BiH and Governments	Mid- 2008	Working team established and TOR defined	10,00	3,75	2,50	2,50	2,50	2,50		2,50	1,25		RS progress report 2007: partial implementation. I KV 2008 FBiH: established Commission for drafting work version of the Law on obligation of proportional representation of constituent nations and others in the bodies of civil service - administration on all levels of authority in BiH (conclusion of the Government of the FBiH on acceptance of initiative No. 461/2005 and decree on establishment of the Commission ADS FBiH 01-34-8-94/08 from February 8, 2008)
	Formulate specific proposals, activities, timelines.	CSAs and Brcko HR Unit		Report of the Working team	20,00	3,75	5,00	5,00	5,00	5,00		3,75			I KV 2008 FBiH: work group prepared work report with draft law / documentation basis not submitted/ I quarter 2009: the Government of the FBiH at the session of April 2, 2009 discussed reports of the CSA FBiH on the condition of human resources and put the CSA FBiH and the Secretariat General in charge of preparing new initiative for enactment of the Law on Provision of Proportional Ethnical Representation in the bodies of administration and local self governance in BiH - proposal sent to the CoM BiH
	Continuously monitor the levels of representation to ensure meeting the obligations as agreed above, as well as to be able to adjust the policy to changing circumstances.	CSAs and Brcko HR Unit Institutions	Mid-2008; ongoing afterwards	Monitoring system elaborated and in use with annual reporting	70,00	0,00	17,50	17,50	17,50	17,50					
HR.11.2 Adopt and implement the EU acquis on anti-discrimination and equal opportunities				Contribution to Action subgroup	40,00	36,00	40,00	40,00	40,00	40,00	36,00	36,00	36,00	36,00	
Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	90,00	100,00	100,00	100,00	100,00	90,00	90,00	90,00	90,00	
Adopt and implement the EU acquis on anti-discrimination and equal opportunities.	Draft legislation in line with the EU acquis communautaire requirements.	CoM BiH Governments Relevant ministries DEI	By end 2008	Legislation changed according to EU rules	100,00	90,00	25,00	25,00	25,00	25,00	22,50	22,50	22,50	22,50	Through the existing laws on civil service / administration by levels of authority - built in general provisions on non-discrimination and equal opportunities in relation with HR policies. On the level of the FBiH, the RS and the Brčko District of BiH - there are ethical codices for work of the civil service. II quarter 2009: BiH level - Changes to the Law on Civil Service in the institutions of BiH - contains obligation of adoption of the code of ethics and provisions on the gender non-discrimination. III quarter 2009: PA BiH adopted the Law on ban of discrimination (Official Gazette of BiH 59/09) - within 1 year other laws have to be harmonised; level of the RS amendments to the code of ethics in accordance with the GRECO recommendations, IV quarter 2009: FBiH amendments to the code of ethics in accordance with the GRECO recommendations

				Date	Plan	Actual	Planned				Implemented				Documentation basis/ comment	
PART IV ADMINISTRATIVE PROCEDURE					OVI		BiH	FBiH	RS	BD	BiH	FBiH	RS	BD		
PART IV ADMINISTRATIVE PROCEDURE					Part Value	100,00	34,10	100,00	100,00	100,00	100,00	26,58	29,18	44,83	29,54	
					Contribution to PM	10,00	0,95	10,00	10,00	10,00	10,00	0,95	0,95	0,95	0,95	
AP.1. Symplication Strategy of Administrative Procedure					Action Group	100,00	9,52	100,00	100,00	100,00	100,00	9,52	9,52	9,50	9,52	
AP.1.1 Symplication Strategy of Administrative Procedure																
Administrative procedures are at the core of the relations between the administration and the public that it serves. The Laws on Administrative Procedures (LAPs) originate within a strong legal tradition. However, the quality of administrative decision-making is often undermined by inadequate organization and resources, and an excessively complex administrative decision-making system, which results in undue burdens to the parties. The primary challenge is to develop the administrative decision-making practices to be more client-oriented. For example, in other countries, programs for improving public service delivery foresee: increased application of IT within the administration; introduction of electronic communications between the administration and the parties; registration of special administrative procedures to reduce and rationalize implementation processes; systematic application of simplification measures to key procedures (e.g. one-stop shops for businesses and citizens); certification and professional training of staff involved in administrative-decision making; and application of quality management models.					Contribution to Action Subgroup	100,00	9,52	100,00	100,00	100,00	100,00	9,52	9,52	9,50	9,52	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	9,52	100,00	100,00	100,00	100,00	9,52	9,52	9,50	9,52	
Adopt a program for improving the quality of administrative decision-making. The main features of such a program will be shared and agreed upon across the different government levels. Additional measures may be taken by each of them individually.	Establish cross-BiH Commission of representatives from the: <ul style="list-style-type: none"> · MoJ BiH; · MoJ FBiH; · MALG RS; · BD Government; 	BiH MoJ, FBiH MoJ, RS MALG, BD Government	By mid 2007	30.06.07	Commission established and rules of procedure agreed	10,00	9,52	2,50	2,50	2,50	2,50	2,38	2,38	2,38	2,38	Documentation basis: Decision of the Government of the FBiH No. 550/07 from July 27, 2007; Decision of the Government of the BD BiH No. 01-014-011290/07 from June 8, 2007; Decision of the CoM BiH No. 172/07 from September 20, 2007; Decision of the Government of the RS No. 04/1-012-1044/07 from June 21, 2007. Adopted Rules of Procedure of the Supervisory Team. Approved project fiche, logframe and terms of reference "Drafting Administrative Decision Making in BiH Quality Improvement Programme". (Decision on Acceptance of the Terms of Reference No. 01-07-186-2/08 from July 23rd 2008.) Prepared Rules of Procedure of the Implementation Team for realisation of this Project. All four administrative levels appointed the members of the Implementation team for implementation of the project "Draft of Administrative Decision Making in BiH Quality improvement Programme" (doc. basis: Gov. RS Decision No. 04/1-012-2-1061/09; MJ BiH No. 02-07-6716/09; Mayor of the Brčko Distrikta Decision No.: 01.1-05-020844/09; Federal MJ Decision No.: 04-02-348/09)
	Identify possible measures to include in the program, including legislative, organizational, IT and capacity-building measures. For instance, consider: <ul style="list-style-type: none"> - application of quality management models (e.g., ISO, CAF), to the internal process and the relations with the third parties; and - "one-stop shops" or legal and organizational arrangements allowing the party to complete all formalities leading to a certain service at a single location, even if different administrative bodies are involved. 	CoM BiH and Governments	End 2007	31.12.07	Draft program completed	30,00	0,00	7,50	7,50	7,50	7,50					
	Select measures based on this Strategy and Action Plan, and include additional measures as appropriate.															

Prepare and circulate a draft program.			From end 2007	30.06.08	Consultations finished with all governments business communities and civil society in 3 entities	20,00	0,00	5,00	5,00	5,00	5,00					
Carry out consultations with main actors in the administrative decision-making process, and with business communities, civil society, and citizens.																
Submit the program to governments for approval, and start implementation.			By mid-2008; ongoing thereafter		Program approved by all Governments	40,00	0,00	10,00	10,00	10,00	10,00					
Contribution to PM						20,00	4,65	20,00	20,00	20,00	20,00	3,00	1,84	4,36	3,84	
AP.2. Simplification Strategy of Administrative Procedure – procedural law																
Action Group						100,00	23,24	100,00	100,00	100,00	100,00	15,00	9,20	21,80	19,20	
AP.2.1 Harmonization and improving of procedural laws																
Harmonization is required to overcome the current variations in the standard of legal protection afforded to the parties at different government levels.																
Contribution to Action Subgroup						20,00	2,85	20,00	20,00	20,00	20,00	5,80	1,20	3,20	1,20	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	14,25	100,00	100,00	100,00	100,00	29,00	6,00	16,00	6,00	
Harmonization of the existing procedural laws regulating administrative decisions-making.	Establish a cross-BiH WG to review existing LAPs. In addition to members from each government level, the WG may include recognized legal experts in the field (practitioners), and members of the academia.	BiH MoJ FBiH MoJ, RS MALSG, BD Government Others: CoM BIH Governments, Parliaments	By mid 2007	30.06.07	Harmonization WG established and rules of procedure agreed	10,00	7,25	2,50	2,50	2,50	2,50	2,25	1,50	2,00	1,50	All governments nominated their representatives for Supervisory Team. Documentation basis: Decision of the Government of the Federation BiH number 550/07 date July 27, 2007; Decision of the Government of the Brčko District number 01-014-011290/07 date June 08.2007; Decision of the Council of Ministers of BiH number 172/07 date September 20, 2007.; Decision of the Government of the Republic of Srpska number 04/1-012-1044/07 date June 21, 2007. Adopted Rules of Procedure of the Supervisory Team. Implementation team still not established. RS: Signed Memorandum of Understanding, related with implementation of the GAP project of administrative accountability. The GAP will appoint mixed WG for the purpose of negotiations with the central authorities, as well as change of the existing LAPs. Documentation basis Memorandum of Understanding between the Alliance of Municipalities and Cities of the RS and the Project of Administrative Accountability, phase II (GAP).
	The WG to identify all possible solutions for harmonizing the approach to administrative decision-making, to include: · Enacting a single state-level Law based on an improved version of the current texts. Within this option, each system could maintain its implementation mechanisms (including separate inspectorates); · The state-level LAP to determine the conditions of its application by the administrations of the Entities and their subdivisions.		By end 2007	31.12.07	WG Final Report prepared	10,00	1,75	2,50	2,50	2,50	2,50	1,00		0,75		On State level identified elements which will be a starting basis for change of the Law on Administrative Procedure for the purpose of facilitation of procedures of decision making by requests of the parties as well as for the purpose of enabling usage of new technologies which facilitate the existing procedures of leading of administrative procedure. Ministry of Communications and Transport proposed changes in the Law on Administrative Procedure related with needs of functioning of electronic operations and the project of e-Government (Doc. basis: first quarterly progress report for 2009. Min. com. and trans.). RS: Gov. RS adopted

The WG will formulate specific proposals for improving and unifying the current texts regulating administrative procedures (on the basis of this Strategy and Action Plan).																	the Law on changes to the Law on Republic administration, which achieves harmonisation of this law with the Law on General Administrative Procedure. Doc. basis Official Gazette of the RS 11/09 -
The WG will also consider changes to administrative dispute legislation and formulate proposals to align it with standards in EU Member States which call for full judicial review of administrative cases.																	
Prepare and circulate a discussion paper exploring the advantages and disadvantages of each explored option.		End 2007	31.12.07	Discussion paper circulated and comments received	20,00	0,00	5,00	5,00	5,00	5,00							
Undertake cross country consultation on options identified.		From end 2007	30.06.08	Report on results of Cross Country consultations	20,00	0,00	5,00	5,00	5,00	5,00							
Agree on the most appropriate solution for harmonizing general administrative procedure in BiH, and prepare draft legislation.		By mid 2008.	30.06.08	Draft Legislation submitted	20,00	0,00	5,00	5,00	5,00	5,00							
Adopt appropriate changes to legislation.		By end 2008		Legislation adopted	20,00	5,25	5,00	5,00	5,00	5,00	4,00		1,25				Adopted law on changes and amendments to the on administrative procedure (Official Gazette of BiH No.: 93/09). Adopted law on changes and amendments to the on general administrative procedure (Official Gazette of the RS, No. 50/10)
AP.2.2 General principles of administrative action																	
Matters that are not classic administrative cases, such as the rights of clients in relation to service providers, remain potentially uncovered by LAPs. In these cases, a number of institutions selectively apply individual aspects of the respective LAP by analogy. To avoid this selective application based on disputable comparisons, some minimal procedural requirements (applicable to a broader range of subjects, such as service providers etc.), need to be identified, and included in the general administrative law.																	
Contribution to Action Subgroup																	
10,00 0,00 10,00 10,00 10,00 10,00 0,00 0,00 0,00 0,00																	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00		
Formulation of general principles of administrative action applicable to the exercise of any public power.	WG for harmonization of LAPs will analyze provisions of the separate LAPs; and prepare proposals for amendments in order to broaden the scope of their application to different groups of service providers (schools, hospitals, etc.). These proposals will include minimum procedural requirements, in the form of general principles of administrative action applicable to the exercise of any public power.	BiH MoJ F BiH MoJ, RS MALSG, BD Government Others: CoM BiH Governments, Parliaments	By end 2007	31.12.07	Proposals submitted by harmonization WG	100,00	0,00	25,00	25,00	25,00	25,00						
AP. 2.3 Delegation of decision-making power																	
All administrative decisions in BiH tend to be formally determined by the head of an institution, who retains responsibility for the entire decision-making process. A portion of relevant responsibilities can be delegated to subordinates, but the extent this is possible varies under each LAP. Usually, only preparatory activities prior to the final decision are delegated, while in practice the assumption still prevails that all decisions are formally taken by the head of the organization. The practice of delegation will be introduced at all levels, allowing transfer of responsibility for administrative decisions to the level of senior officials, who are the only officials with the time and competence to weigh individual cases. Practice in the EU Member States has also proceeded in this direction.																	
Contribution to Action Subgroup																	
10,00 1,40 10,00 10,00 10,00 10,00 0,00 0,00 5,60 0,00																	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	14,00	100,00	100,00	100,00	100,00	0,00	0,00	56,00	0,00		

LAPs at all levels will explicitly allow for delegation of responsibility for administrative decisions from the head of the institution to subordinate staff.	WG for Harmonization of LAPs will analyze and suggest concrete solutions to regulate delegation of jurisdiction over preparation and signing of legal acts.	BiH MoJ FBiH MoJ, RS MALSG, BD Government Others:CoM BiH Governments, Parliaments	End of 2007	31.12.07	Proposals submitted by harmonization WG	60,00	14,00	15,00	15,00	15,00	15,00			14,00		Adopted law on changes and amendments to the on general administrative procedure (Official Gazette of the RS, No. 50/10)	
	In implementing the relevant provisions, the delegations to senior officials (e.g. heads of sectors), will be actively encouraged.	All institutions with administrative decision-making powers	Ongoing		50% of the respective institutions have changed their Procedures delegating additional decision responsibilities to senior officers	40,00	0,00	10,00	10,00	10,00	10,00						
AP.2.4 Obligation of the first instance decision maker to take the decision																	
One of the most frequent problems with respect to administrative decision-making is timeliness of decisions, i.e., the procedure is very lengthy, and deadlines for administrative decision-making set in LAPs and material legislation are not honoured. This is exacerbated by lengthy process of appeals and referrals.					Contribution to Action Subgroup		15,00	0,19	20,00	20,00	20,00	15,00	0,00	0,00	1,00	0,00	
In cases where administration fails to provide a formal decision, as a general rule, LAPs recognize non-decision as a "negative decision"; triggering the right of the party to file an appeal to the second instance body. Such appeals usually result in a referral to the first instance decision-maker. This process indicates that the party can eventually compel the administration to provide a formal decision, but not in the most time-effective manner.																	
Problems of the sort described above, require re-examination of the classic approach that considers administrative silence as a negative response. In other countries, "silent assent" in administrative procedure is increasingly being introduced. It is being used either as a technique to exercise greater pressure on the deciding administration, or as an administrative simplification measure, decreasing the bureaucratic burden on citizens and businesses, especially in cases concerning authorization requests to the administration, which are unlikely to affect the rights and interests of third parties. In Italy, for example, LAP introduced a presumption that silence signifies consent, unless otherwise specifically stated in material legislation. In other cases, the party may be authorized to respond to administrative silence through direct judicial recourse.																	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	1,25	100,00	100,00	100,00	100,00	0,00	0,00	5,00	0,00		
1. Inaugurate procedural guaranties for reaching a first-instance decision by including a provision that would specifically require the first instance decision-maker to pass the decision.	The WG for Harmonization to: · Consider good practice from other countries in regards to administrative silence; · Identify cases where it is possible to reverse the terms of the presumption, allowing that for certain types of decisions, silence on the part of the public authorities indicates assent; · Assess the advantages and disadvantages of such option; and · Based on the assessment, formulate specific proposals for legislative changes.	BiH MoJ FBiH MoJ, RS MAL and BD Government Others:CoM BiH Governments, Parliaments	by end of 2007	31.12.07	Analytical report and proposals submitted by WG	100,00	1,25	25,00	25,00	25,00	25,00			1,25		Adopted law on changes and amendments to the on general administrative procedure (Official Gazette of the RS, No. 50/10)	
AP.2.5 Bringing second instance decisions on merits																	
Appellate bodies very frequently fail to decide the cases based on their merits. These bodies limit their intervention to invalidating the original decision on procedural grounds, returning the case to the first instance body for further determination. LAPs do not set any limit to the possibility for the appellate authority to return the case to the first instance body, which can result in the case being sent back and forth several times. Also, there appears to be a normative gap, since the appellate authority is not mandated to decide a case on merits, if the appeal authority has already noted problems with the first instance decision at an earlier stage. In Austria, a second instance authority decides the matter directly on the basis of the file, and when the gathering of evidence is completed, it can either remit the case to a lower instance for a new hearing, or it can hold the hearing directly.					Contribution to Action Subgroup		15,00	1,50	20,00	20,00	20,00	15,00	0,00	0,00	8,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	10,00	100,00	100,00	100,00	100,00	0,00	0,00	40,00	0,00		

1. Obligation of the second instance decision-maker to decide a case on the merits.	The WG for Harmonization of LAPs will make proposals for amendments to LAPs on all levels to ensure inclusion of provisions strictly binding a second-instance authority to decide the case on merits, especially in cases of persistent violations by the first-instance authority.	BiH MoJ FBiH MoJ, RS MAL and BD Government Others: CoM BiH Governments, Parliaments	By end 2007	31.12.07	Proposals submitted by harmonization WG	40,00	10,00	10,00	10,00	10,00	10,00			10,00		The Government of the RS adopted the Law on Changes and Amendments to the Law on Republic Administration, which achieves harmonisation of this Law with the Law on General Administrative Procedure in respect of prescribing possibilities for appeal against first instance administrative acts of the ministries and independent administrative organisation. These changes provide for more efficient and rational work in the second instance administrative procedure and avoid uncertainties in leading the procedure. Doc. basis: Law on changes to the Law on Republic Administration. Official Gazette of the RS 11/09. Adopted law on changes and amendments to the on general administrative procedure (Official Gazette of the RS, No. 50/10)
2. The occurrence of a remittance of a case to the first-instance decision-maker will be specifically monitored.	Monitor remittance of a case to the first-instance body and note the case in periodic reports on decision-making practices to be prepared as part of internal control mechanisms.	All institutions BiH MoJ FBiH MoJ, RS MAL and BD Government	Mid 2007; ongoing	30.06.07	Monitoring System established	60,00	0,00	15,00	15,00	15,00	15,00					
AP.2.6 Brčko District Appellate Commission																
The BD Appellate Commission is the single central body which makes decisions in the second-instance administrative procedure. It has a fixed composition, and this makes its competence to decide on a wide range of administrative matters doubtful.						Contribution to Action Subgroup	10,00	10,00				10,00	0,00	0,00	0,00	10,00
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	100,00				100,00	0,00	0,00	0,00	100,00	
The BD Appellate Commission will be mandated a variable composition, to ensure that its members will have substantial knowledge of the subject matters decided upon.	The BD Government to propose necessary changes to ensure that members of the Commission deciding specific case have the relevant expertise and experience.	BD government Others: Appellate commission, Legal Service	End 2006	31.12.06	Regulation for Appellate Commission approved	100,00	100,00				100,00				100,00	This measure is completely implemented as there was change in the constitution of the Appellant Commission of the Government of Brčko district. This was done so to guarantee that members of the Appellant Commission are in dispose of necessary knowledge for decision making during resolution in second level AP. (Law on changes of AP, "Official Gazette of BD" no. 8/07; Decree of the BD Supervisor "Off. Gazette of BD" no. 10/07).
AP.2.7 Extraordinary legal remedies																
Some of these extraordinary legal remedies significantly complicate the text of the LAPs; they have been found unnecessary, since they are rarely used in practice.						Contribution to Action Subgroup	10,00	0,00	10,00	10,00	10,00	10,00	0,00	0,00	0,00	0,00
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
Simplify the appeal system under LAPs, by eliminating or modifying existing extraordinary legal remedies.	The WG for Harmonization of the LAPs will examine the existing extraordinary legal remedies on all levels, such as "cancellation and amendment upon request or consent of the party" and "appeal in protection of legality", and make specific proposals for abrogation or modification.	BiH MoJ FBiH MoJ, RS MAL and BD Government Others: CoM BiH Governments, Parliaments	End 2007	31.12.07	Proposals submitted by harmonization WG	100,00	0,00	25,00	25,00	25,00	25,00					
AP.2.8 Sanctions																
Different LAPs considerably differ on the issue of sanctions; some (BiH, FBiH), stipulate sanctions for their own execution, and others (RS, BD), do not allow administrative inspection to activate such sanctions; thus considerably undermining the decisiveness of their actions.						Contribution to Action Subgroup	10,00	7,30	10,00	10,00	10,00	10,00	9,20	8,00	4,00	8,00
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	73,00	100,00	100,00	100,00	100,00	92,00	80,00	40,00	80,00	

LAPs will expressly stipulate monetary and other sanctions that may be imposed for the violation of its key provisions by responsible officials (i.e., officials conducting the procedure, officials undertaking activities prior to taking the decision, and the head of the administrative authority).	The WG for Harmonization of LAPs will make specific proposals for legislative changes on all levels in regarding the inclusion of provisions stipulating sanctions for responsible officials.	BiH MoJ FBiH MoJ, RS MAL and BD Government Others: CoM BiH Governments, Parliaments	End 2007.	31.12.07	Proposals submitted by harmonization WG	100,00	73,00	25,00	25,00	25,00	25,00	23,00	20,00	10,00	20,00	Adopted law on changes and amendments to the law on Administrative procedure (Official Gazette of BiH No.: 93/09) By the LAP of BiH ("Official Gazette of BiH" No. 29/02, 12/04 and 88/07), the LAP of the BD BiH ("Official Gazette of the BD BiH", No. 3/00, 5/00, 9/02, 8/03, 8/04, 25/08, 8/07) monetary penalties for violations of the LAP provisions are prescribed and implementation of these in the BD BiH was conditioned by issuing new Law on Violations of the BD BiH, and in the FBiH by the LAP ("Official Gazette of the FBiH" No. 02/98 and 48/99) monetary penalties are foreseen for violations of the LAP, both for institutions and for the official staff. Besides above mentioned, documentation basis can be found in Annual Report of the BD Coordinator for 2007 and the first quarterly report for 2008, as well as first quarterly report for 2008 of the FBiH Coordinator, which were submitted to the Public Administration Reform Coordinator's Office. RS: The Law on Administrative Inspection, art. 27 stipulates financial fines for accountable persons in the bodies of administration in case of violation of provisions of the said law. Documentation basis: the Law on Administrative Inspection, Official Gazette of the RS 01/09.
						Contribution to PM	20,00	5,16	20,00	20,00	20,00	20,00	0,48	8,16	11,52	0,48
AP.3. Simplification Strategy of Administrative Procedure – material law						Action Group	100,00	25,80	100,00	100,00	100,00	100,00	2,40	40,80	57,60	2,40
AP.3.1 Central registries of procedures																
The specific authority of an administrative body to make different types of decisions (e.g., decisions conferring certain benefits), is always prescribed in material legislation, regulating the subject matter that the institution decides upon. Maintaining registers of the various procedures in the administration can be particularly helpful for obtaining insights into existing arrangements, deciding on the optimal allocation of new responsibilities, and rationalization of existing ones. A central registry of procedures was created in Slovenia, and today it is an important tool for fostering administrative simplification.						Contribution to Action Subgroup	60,00	15,30	60,00	60,00	60,00	60,00	0,00	24,00	37,20	0,00
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	25,50	100,00	100,00	100,00	100,00	0,00	40,00	62,00	0,00	
1. At each level of government, the central institution responsible for AP matters (BiH MoJ, FBiH MoJ, RS MALSG, and relevant BD Government sectors responsible for AP), will require all institutions to produce a list of all relevant powers (authorizations to engage in administrative decision-making), that have been granted to them by substantive laws, in order to set up a registry.	BiH MoJ, FBiH MoJ, RS MALSG, BD Government will initiate a process to amend relevant laws/regulations regulating jurisdiction of the ministries, to authorize ministries responsible for AP matters on each level, to be able to request from all institutions involved in administrative decision-making (e.g. administrative authorities, administrative organizations, and organizations entrusted with public powers), to prepare and submit a list of all their decision-making powers in administrative matters granted to them by substantive laws.	BiH MoJ, FBiH MoJ, RS MALSG, BD Government (sectors responsible for AP)	By end 2007	31.12.07	Initial complete List ensured	50,00	13,50	12,50	12,50	12,50	12,50		5,00	8,50		Peoples' Assembly of the RS adopted a Conclusion by which a law is requested from the Government of the RS for the reorganisation of the Government, ministries, administrations and other Government organisations, in order to make more efficient organisation and better results (No. 01-1080/07 from July 3, 2007), and the Government of the RS appointed an intersectoral working group for the development of the Law (The Conclusion No. 04/1-012-1035/07 from June 21, 2007). Intersectoral workgroup prepared drafts of the laws: the Law on Government, the Law on Civil Administration and the Law on Civil Servants which were adopted on July 18, 2008. Said Laws will contribute to establishment of more efficient public administration in the RS (Documentation basis is Information of the entity coordinator on the achieved progress No.10.2-3291/08 from September 17, 2008). The Government of the FBiH at the session from August 14 2008 adopted the information on start of the Project Regulatory Reform Guillotine of Regulations of the FBiH and in relation to that adopted the conclusions on implementation of the Project. This project implies abolishment and change of regulations which aggravate the work in certain spheres of work, such as issue of personal documents to citizens, start of small business, establishment and start of work of firms, issue of building and other permits, various approvals, but there are also matters of wider development of trade and economy. (Documentation basis: Information of the entity coordinator on the achieved progress No. 03/04-05-349/08 from September 18, 2008)

	<p>The central authority responsible for administrative decision-making will provide instructions on the content of such list (e.g., to include the relevant issues decided upon, and specific articles of the law conferring such empowerments to administrative authority).</p>	<p>All institutions with decision-making authorities in administrative matters</p>													<p>Also, the Government of the Federation of BiH, on November 13, 2008, enacted the Decision on Giving Agreement to the Memorandum of Understanding between the Government of the Federation of BiH and the International Financial Cooperation, obligating them to ensure comprehensive simplification and improvement of legislation, i.e. administrative procedures for the purpose of creating conditions for improvement of business in BiH through cutting expenses and risks of Business. After this activity, will follow agreement of the Government of the Federation of BiH to the Contract with the IFC, and establishment of the body for monitoring of implementation, as well as appointment of the Technical Unit for implementation. (doc. basis: Information of the entity coordinator on the achieved progress No. 03/04-05-349/08 from January 12, 2009). The Government of the FBiH, at the 100th session held on April 29, 2009, adopted the Decision on giving agreement to the Agreement on Cooperation of the Government of the FBiH and the International Financial Cooperation (doc. basis: V. No. 358/2009). Conclusion of the Gov. of the RS No.: 04/1-012-2-2428/09, puts all the republic bodies in charge to draft a report on the condition of administrative decision making and a plan of solving the unsolved cases from the earlier period and to submit it to the Government. Republic bodies of administration submitted to the Government of the RS the plan of administrative decision making and the plan of solving unsolved cases from earlier period.</p>
<p>2. An updated copy of this list will be periodically provided to the central institution responsible for AP matters on each level, which will keep a complete and accurate registry of procedures.</p>	<p>The central institution responsible for AP matters on each level to set up and maintain a registry of procedures.</p>		<p>From end 2007; ongoing</p>		<p>updated lists completed and submitted every 6 months (First update per 30.06.08) - 10% each</p>	<p>50,00</p>	<p>12,00</p>	<p>12,50</p>	<p>12,50</p>	<p>12,50</p>	<p>12,50</p>		<p>5,00</p>	<p>7,00</p>	<p>Peoples' Assembly of the RS adopted a Conclusion by which a law is requested from the Government of the RS for the reorganisation of the Government, ministries, administrations and other Government organisations, in order to make more efficient organisation and better results (No. 01-1080/07 from July 3, 2007), and the Government of the RS appointed an intersectoral working group for the development of the Law (The Conclusion No. 04/1-012-1035/07 from June 21, 2007). Intersectoral workgroup prepared drafts of the laws: the Law on Government, the Law on Civil Administration and the Law on Civil Servants which were adopted on July 18, 2008. Said Laws will contribute to establishment of more efficient public administration in the RS (Documentation basis is Information of the entity coordinator on the achieved progress No.10.2-3291/08 from September 17, 2008). New Law on Administrative Inspection in the RS regulates maintenance of records on implemented inspection supervision. Documentation basis: the Law on Inspection Supervision, Official Gazette of the RS 01/09 and the Rulebook on the Contents and Manner of Maintenance of Records on Implemented Inspection Supervision. Regulatory Reform Guillotine of Regulations of the FBiH and in relation to that adopted the conclusions on implementation of the Project. This project implies abolishment and change of regulations which aggravate the work in certain spheres of work, such as issue of personal documents to citizens, start of small business, establishment and start of work of firms, issue of building and other permits, various approvals, but there are also matters of wider development of trade and economy. (Documentation basis: Information of the entity coordinator on the achieved progress No. 03/04-05-349/08 from September 18, 2008) Also, the Government of the Federation of BiH, on November 13, 2008, enacted the Decision on Giving Agreement to the Memorandum of Understanding between the Government of the Federation of BiH and the International Financial Cooperation, obligating them to ensure comprehensive simplification and improvement of legislation, i.e. administrative procedures for the purpose of creating conditions for improvement of business in BiH through cutting expenses and risks of Business. After this activity, will follow agreement of the Government of the Federation of BiH to the Contract with the IFC, and establishment of the body for monitoring of implementation, as well as appointment of the Technical Unit for implementation. (doc. basis: Information of the entity coordinator on the achieved progress No. 03/04-05-349/08 from January 12, 2009). The Government of the FBiH, at the 100th session held on April 29, 2009, adopted the Decision on giving agreement to the Agreement on Cooperation of the Government of the FBiH and the International Financial Cooperation (doc. basis:</p>

																and risks for business, comprehensive simplification and improvement of quality of laws related with inspection in the FBiH (first phase of reform), comprehensive simplification and improvement of administrative procedures in the level of the FBiH (second phase of the reform) and provide technical support in creating regulatory overview and process of gullotining, help-desk during the process of gullotining and overview.
Set up a cross-BiH WG to consider the proposals.	CoM BiH and Governments	By end 2007	31.12.07	WG established and rules of procedure agreed	10,00	6,00	2,50	2,50	2,50	2,50	1,50	1,50	1,50	1,50	All governments nominated their representatives for Supervisory Team. Documentation basis: Decision of the Government of FederationBiH number 550/07 date July 27.2007; Decision of Government Brčko District number 01-014-011290/07 date June 08.2007; Decision of the Council of MinistersBiH number 172/07 date September 20.2007.; Decision of the Government of Republic of Srpska number 04/1-012-1044/07 date June 21.2007. Adopted Rules of Procedure of the Supervisory Team.	
Draft and adopt necessary changes to legislation/regulations.	BiH MoJ, FBiH MoJ, RS MALSG, BD Government (sectors responsible for AP) CoM BiH Governments, Parliaments	By mid 2008 (with adoption process possible by end 2008)	31.12.08	Changes to regulations / legislation adopted by responsible body	30,00	6,75	7,50	7,50	7,50	7,50		3,00	3,75		Peoples' Assembly of the RS adopted a Conclusion by which a law is requested from the Government of the RS for the reorganisation of the Government, ministries, administrations and other Government organisations, in order to make more efficient organisation and better results (No. 01-1080/07 from July 3, 2007), and the Government of the RS appointed an intersectoral working group for the development of the Law (The Conclusion No. 04/1-012-1035/07 from June 21, 2007). Intersectoral workgroup prepared drafts of the laws: the Law on Government, the Law on Civil Administration and the Law on Civil Servants which were adopted on July 18, 2008. Said Laws will contribute to establishment of more efficient public administration in the RS (Documentation basis is Information of the entity coordinator on the achieved progress No.10.2-3291/08 from September 17, 2008). The Government of the FBiH at the session from August 14 2008 adopted the information on start of the Project Regulatory Reform Guillotine of Regulations of the FBiH and in relation to that adopted the conclusions on implementation of the Project. This project implies abolishment and change of regulations which aggravate the work in certain spheres of work, such as issue of personal documents to citizens, start of small business, establishment and start of work of firms, issue of building and other permits, various approvals, but there are also matters of wider development of trade and economy. (Documentation basis: Information of the entity coordinator on the achieved progress No. 03/04-05-349/08 from September 18, 2008) Also, the Government of the Federation of BiH, on November 13, 2008, enacted the Decision on Giving Agreement to the Memorandum of Understanding between the Government of the Federation of BiH and the International Financial Cooperation, obligating them to ensure comprehensive simplification and improvement of legislation, i.e. administrative procedures for the purpose of creating conditions for improvement of business in BiH through cutting expenses and risks of Business. After this activity, will follow agreement of the Government of the Federation of BiH to the Contract with the IFC, and establishment of the body for monitoring of implementation, as well as appointment of the Technical Unit for implementation. (doc. basis: Information of the entity coordinator on the achieved progress No. 03/04-05-349/08 from January 12, 2009). The Government of the FBiH, at the 100th session held on April 29, 2009, adopted the Decision on giving agreement to the Agreement on Cooperation of the Government of the FBiH and the International Financial Cooperation (doc. basis: V. No. 358/2009). Objectives of the project are: assistance in improvement of the climate for business in the FBiH through decrease of expenses	

The four LAPs are based on outdated concepts where communication between administration and various parties can only take place via the postal system, or face-to-face interaction. Electronic communication with the parties can be an advantage given the physical and administrative fragmentation of BiH, and LAPs will be amended regarding this point. In Estonia, LAP provides for documents to be sent to an e-mail address indicated in the application, with a digital signature. In Slovenia, parties can submit electronic requests to a central information system, which confirms receipt and passes the file to the responsible organ. The Austrian LAP allows written materials to be communicated by e-mail or in any other technical device, if the party consented to this mode of communication.				Contribution to Action Subgroup	50,00	11,31	50,00	50,00	50,00	50,00	50,00	15,96	2,00	16,26	11,00	
Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	22,61	100,00	100,00	100,00	100,00	31,92	4,00	32,52	22,00		
Allow electronic communication with parties.	A cross-BiH WG to consider the experience in electronic communication, of new and established EU Member States, and propose necessary changes to LAPs to allow communication with parties by electronic means.	BiH MoJ, FBiH MoJ, RS MALSG, BD Government (sectors responsible for AP) AIS and government centres for IT at other levels	2008-2010 31.12.08	Study finished, report and proposals submitted	25,00	17,85	6,25	6,25	6,25	6,25	6,10		6,25	5,50	In the Republic of Srpska is adopted the Law on Electronic Signature. (Off. Gazette of the RS 59/08) and the Law on Electronic Document (Official Gazette of the RS 110/08). Adopted bylaws for the law on electronic signature. In the RS is ongoing establishment of the Agency for Information Society. On the state level is adopted the Law on Electronic Signature. Drafted set of rulebooks and legal documents for normal functioning of the project of e-Government: Decision on Electronic Operations and e-Government of the Council of Ministers of BiH, the Decision on Usage of Communication Facilities of the e-Government of the Com of BiH, Decision on Changes and Amendments to the Rules of Procedure of the CoM of BiH, Instruction on Design and Maintenance of the Web Pages of the Institutions of BiH, the Law on Changes and Amendments to the Law on Administrative Procedure (proposal), and the Law on the Agency for Information Society is being prepared. The CoM BiH adopted the Decision on Electronic Operations and e-Government in the Council of Ministers of BiH ("Official Gazette of BiH" No. 07/10). related with implementation of the GAP project of administrative responsibility. This memorandum established the work on improvement of the legal framework which regulates electronic data processing. Documentation basis Memorandum of Understanding between the Alliance of Municipalities and Cities of the RS and the Project od Administrative Accountability, Phase II (GAP). National Assembly of the RS adopted the Proposal of the Strategy of Development of local self governance in the RS for the period of 2009 - 2015. Strategy provides the programme of improvement of availability of services which will introduce e-administration in all local units with common information system of local self governance in the RS. Also, there will be establishment of the programme of e-participation which will develop platforms of e-participation of citizens in the processes of decision making and enable the administration and citizens for usage of mechanisms of e-participation. The Government of the RS, at 130th session adopted the Draft Law on Registry Books. The Government of the BD signed the protocol on electronic exchange of documents entitled - Faster to Spatial and Building permits in Brčko. national Assembly of the RS, on June 10, 2009 adopted the Proposal of the Law on Electronic Operations of the RS. Adopted law on changes and amendments to the law on administrative procedure (Official Gazette of BiH No.: 93/09). Adopted Law on Registrar Books of the RS ("Official Gazette of the RS", No.: 111/09). Adopted law on changes and amendments to the on general administrative procedure (Official Gazette of the RS, No. 50/10) Adfopted law on changes and amendments to the law on administrative procedure of the Brčko District of BiH. (Official Gazette of the BD BiH 36/09). Assembly of the Brčko disrtict, in the second reading, adopted the Draft Law on Electronic Signature. Assembly of the Brčko disrtict, in the second reading, adopted the Draft Law on Electronic Document.	

	The central institutions responsible for AP matters to coordinate the selection and implementation of at least one pilot project each (e.g. in a municipality, or in an institution that fulfils the criteria), keeping in mind IT capacity within the administration and the level of Internet access amongst potential users.	Specific institutions selected for pilot project		31.12.10	Pilot Project Implemented	75,00	4,76	18,75	18,75	18,75	18,75	1,88	1,00	1,88		Signed protocol on acceptance of the concept of simplification of issuing of permits in the area of building by introduction of electronic exchange of documents and management of documents (EDMWS), which significantly shortens the time needed for obtaining urbanistic permits. Through the project Simplification of Activity of Issuing Permits and Regime of Inspection (SPIRA), the USAID, in cooperation with the City Management of Banja Luka, financed procurement of the system for electronic operations and monitoring of documents. (related to the RS and the FBiH). Public administration closer to citizens: at the web page of the PARCO www.parco.gov.ba placed application "Interactive Map of Administration", which gives to the users of the internet information on which institutions and in what manner provide the services to citizens and business community. Signed memorandum of understanding related with implementation of the GAP project of administrative accountability. The Alliance and the GAP will cooperate on providing data from the records for the purpose of diminishing administrative burden of citizens and business subjects. Documentation basis Memorandum of Understanding between the Alliance of Municipalities and Cities of the RS and the Project of Administrative Accountability, phase II (GAP). Completed Phase I of the project "e-Government in the Council of Ministers", and the Phase II should be approved by the Council of Ministers of BiH. Documentation basis is the Conclusion from the 75th session of the Council of Ministers of BiH. Adopted Strategy of e-Government of the RS. Within planned projects, whose implementation is expected in 2009, proposed series of projects which would improve electronic communication with the clients. Documentation basis: Plan of Work of the Government of the RS for 2009 and the Strategy of e-Government of the RS.
					Contribution to PM	10,00	5,40	10,00	10,00	10,00	10,00	5,34	5,34	5,58	5,34	
AP.5. Organization and resources																
AP.5. Organization and resources																
Apart from actual decision-making in its various instances, the current legislation covers other administrative functions to a very limited extent. Achieving real improvements in administrative decision-making requires more than the precise application of existing legislation. In order to deliver better results, the system needs to develop capacity for own analysis and constant improvement. This requires new organizational arrangements, and investment in staff.																
					Contribution to Action Subgroup	40,00	16,80	40,00	40,00	40,00	40,00	16,80	16,80	16,80	16,80	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	42,00	100,00	100,00	100,00	100,00	42,00	42,00	42,00	42,00	
Improve the organization of administrative decision-making; paying particular attention to increasing the capacity for systematic analysis to identify and remove problems in the design of administrative procedures, and the abilities of responsible staff members.	Establish cross BiH Working Group of representatives from each competent central institution (BiH MoJ, FBiH MoJ, RS MALSG, relevant BD Government's sectors) to work on administrative decision-making capacity development for individual institutions	BiH MoJ, FBiH MoJ, RS MALSG, relevant BD Government's sectors	By mid 2007	30.06.07	Organization WG established and rules of procedure agreed	20,00	12,00	5,00	5,00	5,00	5,00	3,00	3,00	3,00	3,00	All governments nominated their representatives for Supervisory Team. Documentation basis: Decision of the Government of Federation BiH number 550/07 date July 27.2007; Decision of Government Brcko District number 01-014-011290/07 date June 08.2007; Decision of the Council of Ministers BiH number 172/07 date September 20.2007.; Decision of the Government of Republic of Srpska number 04/1-012-1044/07 date June 21.2007. Adopted Rules of Procedure of the Supervisory Team.

<p>Individual institutions to review existing organizational arrangements, and introduce necessary changes, in order to establish at least one specialist in administrative procedure and decision-making; the specialist will focus on monitoring and analysis, and reporting on administrative decision-making practices within the institution, including ongoing assistance to involved units and sectors.</p> <p>This position will be placed centrally, and close to the institution's top management.</p> <p>Analysis and reports from individual institutions will be submitted to analytical units in the central portfolio, responsible for coordination of administrative decision-making matters within the specific government level.</p>	<p>Individual institutions with administrative decision-making responsibilities</p>	<p>By mid 2007</p>	<p>31.12.07</p>	<p>Position of at least one administrative procedure specialist established; RB and procedure changed accordingly</p>	<p>30,00</p>	<p>15,00</p>	<p>7,50</p>	<p>7,50</p>	<p>7,50</p>	<p>7,50</p>	<p>3,75</p>	<p>3,75</p>	<p>3,75</p>	<p>3,75</p>	<p>Adoption of the Rulebook on Changes and Amendments to the Rulebook on Internal Organisation of the Ministry of Justice of BiH in which, among other, is stipulated to conduct affairs related with analyses and reporting on the practices of administrative decision making within the institutions of Bosnia and Herzegovina, including support to the units and sectors. In the RS was adopted Law on Civil Administration, and ongoing is draft of the bylaw regulations, in the FBIH in 9 bodies of administration there was improvement of the existing job descriptions and enacted new Rulebooks on Internal Organisation and in BDBiH there was change of the Rulebook on Internal Organisation in this sense.</p>	
<p>Competent central institutions on each level (BiH MoJ, FBIH MoJ, RS MALSG, etc.), will develop analytical capacity for overall analysis of administrative decision-making practices.</p>	<p>BiH MoJ, FBIH MoJ, RS MALSG, relevant BD Government sectors</p>	<p>By mid 2007</p>	<p>31.12.07</p>	<p>RBs changed to make analytical capacity available; Resources added (in at least 1 institution in each gvt level)</p>	<p>30,00</p>	<p>15,00</p>	<p>7,50</p>	<p>7,50</p>	<p>7,50</p>	<p>7,50</p>	<p>3,75</p>	<p>3,75</p>	<p>3,75</p>	<p>3,75</p>	<p>Adoption of the Rulebook on Changes and Amendments of the Rulebook on Internal Organization of the Ministry of Justice of BiH. This Rulebook, among other things, stipulates execution of jobs related with analyzing and reporting on practices of the administrative decision making within institutions of Bosnia and Herzegovina, including support to units and sectors. In the RS was adopted Law on Civil Administration, and ongoing is draft of the bylaw regulations, in the FBIH in 9 bodies of administration there was improvement of the existing job descriptions and enacted new Rulebooks on Internal Organisation and in BDBiH there was chynge of the Rulebook on Internal Organisation in this sense.</p>	
<p>Establish coordination arrangements between competent central institutions to manage common initiatives dealing with standard-setting (e.g., guidelines for administrative inspection, standards of behavior for front office officials, etc.), related training initiatives, and exchange of experiences etc.</p>	<p>BiH MoJ, FBIH MoJ, RS MALSG, relevant BD Government sectors Others: Governments on all levels</p>	<p>By mid 2007</p>	<p>31.12.07</p>	<p>Coordination agreements elaborated signed</p>	<p>20,00</p>	<p>0,00</p>	<p>5,00</p>	<p>5,00</p>	<p>5,00</p>	<p>5,00</p>						
<p>AP.5.2 Professional qualifications of staff</p>																
<p>The approach to professional competence guaranteed in LAPs is not sufficient to ensure a high level of service. Specialist knowledge considerably varies from institution to institution, with an uneven understanding of key aspects of administrative decision-making. Each LAP mentions adequate performance on special exams as one of the key requirements for officials dealing with tasks related to administrative decision-making. This system could be developed into a proper system of certification for all key staff involved in AP matters. Furthermore, it would be necessary to deploy specific in-service training, considering that officials responsible for conducting the procedure or executing individual activities within it are primarily non-lawyers. Slovenia has taken a serious approach to ensuring professionalism in administrative decision-making, through professional habilitations, which consist of attending courses and passing an exam. This approach is applied to administrative inspectors and officials deciding administrative cases. In addition, there are professional upgrading courses for AP specialists carrying out analytical tasks on decision-making practices within their institutions, and practical training for front desk employees.</p>					<p>Contribution to Action Subgroup</p>	<p>60,00</p>	<p>37,20</p>	<p>60,00</p>	<p>60,00</p>	<p>60,00</p>	<p>60,00</p>	<p>36,60</p>	<p>36,60</p>	<p>39,00</p>	<p>36,60</p>	
<p>Activity</p>	<p>Proposed steps</p>	<p>Responsible institutions</p>	<p>Timelines</p>	<p>Action implementation</p>	<p>100,00</p>	<p>62,00</p>	<p>100,00</p>	<p>100,00</p>	<p>100,00</p>	<p>100,00</p>	<p>61,00</p>	<p>61,00</p>	<p>65,00</p>	<p>61,00</p>		

1. Central institutions responsible for AP matters at each level, with the assistance of the CSAs or equivalent bodies, will agree upon a common scheme for the training of officials responsible for administrative decision-making (specialists in administrative procedure in institutions, officials responsible for conducting the procedure, and training of administrative inspectors).	Identify needs for training.	BiH MoJ, FBiH MoJ, RS MALSG, BD Government (sectors responsible for AP)	Beginning of 2008; onwards		Overall training needs related to administrative procedures identified in all in government levels and institutions; report on training needs approved	15,00	9,75	3,75	3,75	3,75	3,75	2,25	2,25	3,00	2,25	All levels of government necessary training needs of newly employed civil servants as well as civil servants with working experience for administrative procedure identified. Central institutions responsible for the issues of administrative procedure at all levels stressed as a priority need for training on administrative procedure. Documentation basis is the Training Programme produced by CSA BiH, entity agencies and the Agency of the Brčko District, and reports and minutes on training needs. Adopted law on changes and amendments to the on general administrative procedure (Official Gazette of the RS, No. 50/10)
	Agree a training curriculum in accordance with the needs.	CSAs		31.12.09	Curricula for target groups elaborated and agreed countrywide	15,00	9,25	3,75	3,75	3,75	3,75	2,25	2,25	2,50	2,25	Training Program for target groups is prepared but is still not harmonised with central institutions responsible for administrative procedure issues. Documentation basis is the Training Program prepared by the Civil Service Agency of BiH, entity agencies for civil service and the Agency of the Brčko District. RS: Signed Memorandum of Understanding related with realisation of the GAP project of administrative accountability. GAP will support the Alliance in providing municipalities with basic knowledge and mechanisms needed for usage of consultancy services. Documentation basis Memorandum of Understanding between the Alliance of Municipalities and Cities of the RS and the Project of Administrative accountability, phase II (GAP)
	Design and deliver training on each level, based on modules of practical content, including case studies related to specific decision-making areas.	Individual institutions		31.12.10	Trainings covering at least 75% of the identified needs are delivered	60,00	36,00	15,00	15,00	15,00	15,00	9,00	9,00	9,00	9,00	9,00
2. Ensure high professionalism in administrative decision-making.	The competent central institutions (in cooperation with the CSAs), will assess options for establishing an appropriate system of certification for the key roles in administrative decision-making, including certification of officials responsible for conducting an AP, and administrative inspectors.	BiH MoJ, FBiH MoJ, RS MALSG, BD Government (sectors responsible for AP) CSAs	By end 2008	31.12.08	Report on Options for a certification system and proposal for implementation	10,00	7,00	2,50	2,50	2,50	2,50	1,75	1,75	1,75	1,75	System for certification for key roles in administrative decision making has been partially established, but it is necessary to continue with activities on the establishment of adequate system for certification of procedure leaders and administrative inspectors. All civil servants and employees are obliged to attend trainings and actively participate in them, and after which they get certificates that are to be put in personal files. Evaluation of civil servants and employees, among other things, has also been done on the basis of number of attended training. Documentation basis are Programme and realisation of trainings implemented by: the CSA of BiH, entity CSAs and the Agency of the Brčko District.
					Contribution to PM	10,00	6,62	10,00	10,00	10,00	10,00	6,06	5,51	8,56	6,34	
AP.6. Internal Control					Action Group	100,00	66,16	100,00	100,00	100,00	100,00	60,64	55,10	85,55	63,35	
AP.6.1 Regular monitoring of administrative decision-making practices																

Monitoring administrative decision-making practices is undeveloped, or in many cases missing. Internal audits and/or analysis of decision-making practice are conducted in less than half of the institutions across all government levels. Therefore, follow-up systems related to quality of decision-making will be better developed and applied throughout BiH. This regular monitoring will also be of great interest for the central unit watch in charge of analyzing and improving the overall system of administrative procedure. Uniform standards for reporting will be agreed upon at each government level.				Contribution to Action Subgroup	50,00	27,91	50,00	50,00	50,00	50,00	50,00	25,64	20,10	37,55	28,35	
Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	55,82	100,00	100,00	100,00	100,00	51,28	40,20	75,10	56,70		
To advise the management on the constant improvement of decision-making practices, each institution with such powers will establish an internal system for monitoring work quality.	Administrative institutions will ensure regular monitoring, analysis and reporting in regards to: <ul style="list-style-type: none"> The institution's own decision-making practices (decisions issued by topic, their outcome, type of procedures applied, respect of deadlines, etc.); In respect to second instance decisions, this will include analysis of recurrent problems in first instance decision-making Monitoring of the institution of the follow-up to its decisions in terms of execution – if the decision is positive – or otherwise in terms of second-instance decision-making (how often decisions were appealed, with what outcome, reasons for appeal etc); Monitoring of court disputes (how often decisions were challenged, outcomes, reasons etc.); Monitoring responses to the recommendations of the respective Ombudsman institution. 	All institutions with administrative decision-making powers Others: BiH MoJ, FBiH MoJ, RS MALSG, BD Government (sectors responsible for AP)	From 2007 onwards	Monitoring system implemented, including list of institutions which will have to review their organizational arrangements	33,00	21,40	8,25	8,25	8,25	8,25	5,25	4,95	6,25	4,95	Periodic and annual reports on work are prepared and submitted to competent institutions, but still adequate system of monitoring is not established. Every prepared act before adoption is being controled several times: by the immediate supervisor, head of Department and Sector manager. In the RS, new Law on Civil Service was adopted on July 18 2008. Documentation basis is also the laws on establishment of institutions and internal acts of institutions. Still no adequate system of monitoring is established. Conclusion of the Gov. of the RS No.: 04/1-012-2-2428/09, puts all the republic bodies in charge to draft a report on the condition of administrative decision making and a plan of solving the unsolved cases from the earlier period and to submit it to the Government. Republic bodies of administration submitted to the Government of the RS report on the condition of administrative decision making and the plan of solving unsolved cases from the earlier period. Adopted Law on Changes and Amendments to the Law on Ministries and other bodies of administration of BiH (Official Gazette of BiH No.: 103/09)	
	Individual institutions (especially those with complex and multiple decision-making powers), to review their organizational arrangements. Establish appropriate arrangements for the exercise of these duties (including a specialist position close to the institution's management, to be in charge of gathering data, and analyzing the work of different sectors and units).	All institutions with administrative decision-making powers	By end 2007	31.12.07	Institutions listed have established respective structures and staffing	33,00	14,02	8,25	8,25	8,25	8,25	2,47		7,43	4,13	BiH: Adopted is Rulebook on Changes and Amendments of the Rulebook on Internal Organization of the Ministry of Justice of BiH, which, among other things stipulates execution of jobs related with analyzing and reporting on practices of administrative decision making within BiH institutions, including support to units and sectors. BD: Organisation Plan of the Office of the Mayor of the Brčko district of BiH. In the RS was adopted the Law on Republic Administration, and on the basis of it the Order on the Principles for Internal Organisation and Systematisation of Jobs in the Republic Bodies of Administration of the RS (Official Gazette of the RS 18/09) from which stems the obligation of all republic bodies of administration to harmonise their rulebooks with this Order and by that establish appropriate structures and staff.
	Agree uniform standards for reporting at each level.	BiH MoJ, FBiH MoJ, RS MALSG, BD Government (sectors responsible for AP)	By end 2007	31.12.07	Reporting standards established and agreed; periodically reporting started	34,00	20,40	8,50	8,50	8,50	8,50	5,10	5,10	5,10	5,10	There is a standard structure of report which is being respected during preparation of reports in institutions on all administration levels, and good practice of reporting is established. Still no agreement was reached on common reporting standards for every level. Documentation basis are acts on establishment of institutions and internal acts of institutions.

AP.6.2 Disciplinary responsibility																
Across all government levels, very few disciplinary actions, or actions for material responsibility are conducted against officials for misuse of position, or for serious mistakes committed during the procedure. On the other hand, there are a number of complaints addressed to administrative inspectors and ombudsman institutions; and the large number of procedures indicates that there was a need for disciplinary sanctions. Therefore, each relevant institution will specifically report on disciplinary measures undertaken for breach of procedures; this will be included in regular reports on decision-making practices.					Contribution to Action Subgroup	50,00	38,25	50,00	50,00	50,00	50,00	35,00	35,00	48,00	35,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	76,50	100,00	100,00	100,00	100,00	70,00	70,00	96,00	70,00	
Ensure necessary disciplinary actions or actions for material responsibility, against officials for misuse of position, or for serious irregularities during the course of the procedure.	Specifically report on disciplinary measures undertaken for breach of procedures (on individual initiative, or following indication by administrative inspection or ombudsman), in the regular reports on decision-making practices. Reports will be submitted to the responsible central institutions. The WG for Harmonization of LAPs to consider amendments to LAP specifying obligations on reporting on adopted disciplinary measures.	All institutions with powers administrative decision-making powers Others: BiH MoJ, FBiH MoJ, RS MALSG, BD Government (sectors responsible for AP)	By end 2007; ongoing		Proposals submitted by harmonization WG	100,00	76,50	25,00	25,00	25,00	25,00	17,50	17,50	24,00	17,50	Law on Administrative Procedure of the BD BiH stipulates monetary penalties for violations of the LAP provisions and new Law on Violations of the BD was adopted. Documentation basis: Annual Report of the BD Coordinator which was submitted to the Public Administration Reform Coordinator's Office. In RS this issue is regulated by the Law on Administrative Services of RS (Off. Gazette no. 16/02, 62/02, 38/03, 42/04, 49/06 and 207/07) and by Rules of disciplinary and material responsibility of the civil servants (Off. Gazette of RS no. 39/03), and by the law on Civil Servants of the RS (Official Gazette of the RS 118/08) art 80. Enacted Order on disciplinary and material responsibility in the republic bodies of administration of the RS (Official Gazette of the RS 104/09). On the level of BiH, this matter is regulated by the Law on civil service in institutions of BiH ("Off. Gazette of BiH", No. 12/02, 19/02, 35/03, 4/04, 17/04, 26/04, 37/04, 48/05, 2/06) and by the Rulebook on Disciplinary Responsibility of Civil Servants in Institutions of BiH ("Off. Gazette of BiH", No. 20/039). On the level of the FBiH, this matter is regulated by the Law on civil service of the FBiH ("Off. Gazette of the FBiH" No. 29/03, 23/04, 39/04, 54/04, 67/05 and 8/06) and by Order on Rules of Disciplinary. Procedure for Disciplinary Responsibility of Civil Servants in Bodies of Civil Service in the FBiH ("Off. Gazette of the FBiH", No. 72/04).
					Contribution to PM	10,00	7,54	10,00	10,00	10,00	10,00	5,56	5,78	8,91	9,19	
AP.7. Administrative Inspection					Action Group	100,00	75,43	100,00	100,00	100,00	100,00	55,56	57,78	89,11	91,92	
AP.7.1 Develop the role of administrative inspection																
Developing the role of administrative inspection will be treated as a priority. Currently, no Rulebook or standard procedure determines the inspection methodology. Recorded rules would be an advantage to both inspectors and inspected parties: to better understand what the inspection implies. There is a strong need to employ additional numbers of administrative inspectors, particularly at the State level, since State-level legislation is theoretically where the range of powers provided to inspectors is widest and strongest. Additionally in FBiH, the Administrative Inspectorate is organized in a centralized manner, which considerably reduces the likelihood of frequent and efficient inspections of headquarters. It makes coordination with the separate Cantonal-level administrative inspectors very difficult. In the BD, the role of administrative inspector is limited to one employee from the Public Safety Department. This is a highly unusual solution, and will be revised.					Contribution to Action Subgroup	100,00	75,43	100,00	100,00	100,00	100,00	55,56	57,78	89,11	91,92	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	75,43	100,00	100,00	100,00	100,00	55,56	57,78	89,11	91,92	

1. Focus the role of administrative inspection more strongly on administrative decision-making (the application of LAPs), and quality of services to the public.	If necessary, make necessary changes to the mandate of administrative inspection. Inspectors to act not only on the basis of individual complaints, but also on the basis of planned checks on all aspects of the procedure, including standards of service to the parties	Competent ministries on all levels	By mid 2008	30.06.08	New mandate and regulations for inspections submitted	20,00	17,05	5,00	5,00	5,00	5,00	4,25	4,00	4,80	4,00	The role and activities of the administrative inspection are prescribed by the law and inspectors in their regular activities are verifying application of the LAPs, but still work is needed in direction of ensuring more quality services to citizens and verification is needed of all aspects of procedure including also the counter practices. Documentation basis: existing LAPs of BiH, FBIH, RS and BD. Adopted the Law on Administrative Inspection of the RS, in which is set forth the competence of the administrative inspector, which widened their competence on planning the activities and verification of all aspects of the procedure. Documentation basis the Law on Administrative Inspection (art.7. to art.12.), Official Gazette of the RS No. 01/09. Adopted Rulebook on the contents and manner of maintenance of records on implemented inspection supervisions by administrative inspectors and the Rulebook on the shape, appearance, contents and manner of issuing of official identification of the administrative inspector (Official Gazette of the RS No. 20/09). Adopted Programme of Work of Administrative Inspection for 2009. Adopted Law on changes and Amendments to the Law on Administration (Official Gazette of BiH No.:102/0
2. Improve capacities for administrative inspection.	Review and establish effective organizational arrangements for the work of administrative inspection, including necessary decentralization arrangements (especially at the FBIH level).	All, especially FBIH and cantonal governments	By mid 2008	30.06.08	Updated organizational arrangements established	20,00	15,00	5,00	5,00	5,00	5,00	2,50	2,50	5,00	5,00	In BD adequate organizational solutions for work of the administrative inspection are established. Documentation basis: Law on Civil Service in BD Administrative Bodies (Off. Gazette of BD BiH No. 28/06, 29/06 and 19/07), Law on Public Administration of BD (Off. Gazette of the BD BiH No. 19/07), Organization Plan of the BD Mayor Office. Administrative inspection in the RS is established on the territorial basis. (Existing systematization of the work places in the Ministry of Administration and Local Self Governance). By the Law on Organisation of Administration in the FBIH ("Off. Gazette of the FBIH", No.:35/05) stipulated is competency and position of federal administrative inspection, and principles for organisation of cantonal, city and municipal administrative inspections (art.137. to 144). Besides, this Law by articles 117-143. sets basic provisions on inspection supervision, which are being applied on all inspections organised in bodies of administration, as well as on inspections organised within special laws. In the FBIH adopted is also the special Law on inspections. Administrative inspection is still within the Ministry of Justice of the FBIH and work is needed on increase of its capacity, both human resources and material-technical. Affairs of administrative supervision are being dealt with by only 4 administrative inspectors which is not enough, is filled in IV quarter 2008. On the level of BiH, adopted is Rulebook on Changes and Amendments of the Rulebook on Internal Organisation of the Ministry of Justice, which stipulate five work positions of administrative inspectors.

The competent ministries to review the needs and take necessary measures to employ additional number of administrative inspectors at all government levels (particularly BiH level).	All, especially the BiH MoJ (in cooperation with the BiH CSA)	By mid 2007	30.06.07	Updated staff budget for inspection approved	10,00	7,00	2,50	2,50	2,50	2,50	1,00	1,00	2,50	2,50	At the BiH level adopted was Rulebook on Changes and Amendments of the Rulebook on Internal Organisation of the Ministry of Justice, in which five jobs of administrative inspectors are stipulated, and up till now this function was executed by three administrative inspectors. In the Brcko District number of administrative inspectors has been increased from one to two, which is an optimal solution for the BD (doc. basis: Organisation plan of the Office of Mayor of BD BiH, Information from the member of the Supervisory Team, Annual Report of BD Coordinator submitted to the PARCO. In the Republic of Srpska this measure has been implemented completely, since all work places of administrative inspectors are filled (valid Systematization of work places in the Ministry of Administration and Local Self Governance of the RS). On the level of the FBiH the chief federal administrative inspector is appointed.
Improve the technical conditions for inspections (additional equipment, vehicles, etc.).	Relevant ministries on all levels	From 2007; ongoing		Updated budget for equipment and expenditures approved	10,00	5,88	2,50	2,50	2,50	2,50	1,25		2,25	2,38	On the state level, technical conditions for administrative inspection work are improved by new computer equipment delivery (PCs and laptops). In the Republic of Srpska, equipment needed for work of the administrative inspection has been delivered. All inspectors have cars, computes and other necessary equipment, and in the reporting periodu laptops were ensured for certain number of administrative inspectors. (Rulebook on usage of motor venchiles and other byaws. "Official Gazette of the RS number 111/05) In the BD BiH, all for the present needed equipment for the work of the administrative inspection was procured (Docum.basis: Decision of the BD on contract award for procurement of equipment No. 01-014-010365/07 from May 28, 2007.)
Inspectors will attend trainings emphasizing their increasing role in administrative decision-making.	Relevant ministries on all levels CSAs	Ongoing		Inspector Training Plan and Trainings defined	20,00	14,50	5,00	5,00	5,00	5,00	2,00	4,00	4,00	4,50	Defined is a training plan in which administrative inspectors participate, and trainings are being implemented. Documentation basis: reports of entity and the coordinator of the BD BiH for 2008 which were submitted to the PARCO, as well as the training planao drafted by the CSAs of BiH, the FBiH, the RS and the Agency of the Brčko District. On the level of BiH, administrative inspectors participate in trainings for newly employed civil servants in institutions of BiH.

3. Introduce standard operating procedures for administrative inspection to be able to follow a single procedure while conducting inspections.	Establish a cross-BiH WG to agree on the main aspects of a Standard Operating Procedure for administrative inspection, to then implement on each level.	BiH MoJ, FBiH MoJ, RS MALSG, BD Government (sectors responsible for AP) Others: Institutions applying administrative procedures in their work	By end 2007	31.12.07	WG established and rules of procedure agreed	10,00	6,00	2,50	2,50	2,50	2,50	1,50	1,50	1,50	1,50	All governments nominated their representatives for Supervisory Team. Documentation basis: Decision of the Government of FederationBiH number 550/07 date July 27.2007; Decision of Government Brcko District number 01-014-011290/07 date June 08.2007; Decision of the Council of MinistersBiH number 172/07 date September 20.2007.; Decision of the Government of Republic of Srpska number 04/1-012-1044/07 date June 21.2007. Adopted Rules of Procedure of the Supervisory Team. Implementation team still not established.
4. The function of the administrative inspector in the District of Brčko will be recognized to become more relevant for overall management of administrative decision-making in BD.	BD Government will propose a solution and prepare necessary changes to regulations (e.g., the administrative inspector to be located within the Administrative Support Department).	BD government. Administrative inspector	End 2006	31.12.06	Regulation prepared	10,00	10,00				10,00				10,00	This measure is completely implemented in the BD where adequate organizational solutions for work of the administrative inspection are established. Function of the administrative inspector is given greater importance in general operating of the system of administrative decision making in the BD administration. Documentation basis: Law on Administrative Service in BD Administrative Bodies (Off. Gazette of BD no. 28/06, 29/06 and 19/07), Law on Public Administration of BD (Off. Gazette no. 19/07), Internal Organization Plan of the BD Mayor Office. Information given by the member of the Supervisory Team from the BD and the Annual Report of the BD PAR Coordinator which was submitted to the PARCO.

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis /coment	
PART V INSTITUTIONAL COMMUNICATIONS								BiH	FBiH	RS	BD BiH	BiH	FBiH	RS	BD BiH		
PART V INSTITUTIONAL COMMUNICATIONS																	
						Part Value	100,00	58,21	100,00	100,00	100,00	100,00	49,69	64,49	60,04	61,18	
PART I: SETTING UP OF THE SYSTEM																	
						Contribution to PM	10,00	8,25	10,00	10,00	10,00	10,00	8,15	8,15	8,75	8,08	
IC. 1. Key Regulations						Action Group	100,00	82,50	100,00	100,00	100,00	100,00	81,48	81,48	87,50	80,77	
IC 1.1. Key Regulations						Contribution to Action Subgroup	100,00	82,50	100,00	100,00	100,00	100,00	81,48	81,48	87,50	80,77	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	82,50	100,00	100,00	100,00	100,00	81,48	81,48	87,50	80,77		
<p>Regulate the work of PR officers/units (hereinafter called "PR offices).</p> <p><i>Links: Project "Reform of the Public Administration on the state and entity level in BiH", which is financed by the DFID and implemented By the National School of Government of the United Kingdom, works with the Government of the RS on further strengthening of the role and function of the government's relations with the public and internal communications. Accidental support, with an overview of harmonisation of activities, discussed with the bureaus for public relations on state level, level of the FBiH and the Brčko District.</i></p>	CoM BiH FBiH governments to adopt document/s on institutional communication (Decision/Protocol on Public Relations Officers, a Guide on Standard Working Practices for Public Relations Officers or other similar documents), outlining the guiding principles in the work of PR offices/officers in all public institutions.	BiH Council of Ministers, FBiH, BD Governments	Start 2007	01.01.07	Institutional Communication Guidelines adopted or updated	20,00	20,00	7,00	7,00		6,00	7,00	7,00		6,00	FBiH: Programme of tasks with standard procedures in achievement of relations of the Government of the Federation of BiH with the public and the Conclusion of the Government of the FBiH No. 666/07. BiH: Rulebook on internal organisation and systematisation of the Secretariat General, adopted in 2007, rulebooks of the ministries, Rules for Communication of the Ministry of Justice of BiH. BD: Instruction of the Mayor on Media Representation of the Work of the Government, from April 16, 2009.	
		Government's central information offices	Government documents in place by end 2007; ongoing afterwards														
		Set up a cross BiH Working Group to agree basic guiding principles for such documents.	BiH Council of Ministers, RS, FBiH, BD Governments			Cross BiH Working group established, TOR and Workplan defined	20,00	20,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	Supervisory team for IC adopted the terms of reference "Training of Public Relations Officers" which stipulates on all levels draft of handbook for PR officers. Agreed principles of this document.
			Government's central information offices			Basic principles agreed and fixed in a strategy paper	10,00	2,50	2,50	2,50	2,50	2,50			2,50		RS: Rules of Procedure of the Government
	CoM BiH and Governments that have already adopted such documents to update them in accordance with the agreed principles and this Action Plan.	BiH Council of Ministers, RS, FBiH, BD Governments															

	Develop or update manuals on the content of such documents and operating procedures of importance to the work of PR officers.	Government's central information offices on all levels		31.12.07	New developed or updated manuals submitted	40,00	40,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00	CoM, FBiH, RS, BD: Within the project "Training of Public Relations Officers", prepared common Handbook for Public Relations, developed based on research of needs of PR officers and in cooperation with the representatives of the beneficiaries.
	Periodic updating and revision of the content of such documents	Government's central information offices on all levels		31.12.09	Updates 2008, 2009 (5% each)	10,00	0,00	2,50	2,50	2,50	2,50						
						Contribution to PM	10,00	3,39	10,00	10,00	10,00	10,00	1,14	6,11	5,25	1,05	
IC. 2. Communication planning						Action Group	100,00	33,87	100,00	100,00	100,00	100,00	11,38	61,14	52,46	10,50	
IC.2.1 Improve strategic communication						Contribution to Action Subgroup	70,00	28,25	70,00	70,00	70,00	70,00	10,78	43,26	48,44	10,50	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	40,35	100,00	100,00	100,00	100,00	15,40	61,80	69,20	15,00		
1. Government's communication strategy and action plan	Each Government to develop and adopt its own communication strategy and action plan.	All governments (in particular BiH Council of Ministers, FBiH, and BD Government)	End 2007	31.12.07	Communication Strategy and Action Plan approved, including list of institutions to have own plans	10,00	7,50	2,50	2,50	2,50	2,50	1,25	2,50	2,50	1,25	FBiH: Strategy adopted on 26th session of the Government of the FBiH on September 27 2007 by the Conclusion No. 666/07. RS: Strategy adopted on April 3rd 2008, at the 70th session of the Government. BiH BD: Drafted communication strategies within the project "Strategic Communication".	
	31.12.07			Initial Research topics defined, research commissioned and results available	10,00	10,00	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	the RS: Research of public opinion on the work of the Government implemented in August 2008. BiH, FBiH, RS, BD: Research of public within the project "Strategic communication".	
	Regular evaluation of implementation to establish whether the public's knowledge and views of Government have changed.		Continual	31.12.08	Evaluation system and workplan elaborated and established	20,00	0,00	5,00	5,00	5,00	5,00						
2. Improve communications planning within institutions.	The government's documents regulating the work of PR officers, to require each institution to produce and adopt a medium-term communications strategy by a specific deadline, and submit these to their Government.	BiH Council of Ministers, RS and FBiH Governments Government's central information offices	End 2007	31.12.07	Institutional Communication Strategies and action plans approved	40,00	20,00	10,00	10,00	10,00	10,00		10,00	10,00		FBiH: Conclusion of the Government of the FBiH No. 666/07. RS: Strategy adopted on April 3rd 2008, at the 70th session of the Government.	
	Governments that have already adopted documents on IC, need to update them in accordance with this Action Plan. In line with these documents, institutions to define (or update) communication goals, target groups, communication channels, core messages, and organize public hearings or promotion events of communication strategies.																
	In addition, each institution to complete and adopt annual operational plans for communication activities, with evaluation and monitoring procedures and budget.	Institutions on all levels	End 2007; ongoing afterwards	31.12.07	First annual operations plan approved	20,00	2,85	5,00	5,00	5,00	5,00	0,10	0,45	2,30		BiH: Communication Strategy of the Ministry of Justice of BiH for the period 2007 - 2008. FBiH: 4 institutions of administration - questionnaire of the PARCO. Plan of work of the CSA FBiH for 2009. RS: Government + 3 institutions of administration - questionnaire of the PARCO.	
IIC.2.2 Integrate communication planning and budgeting						Contribution to Action Subgroup	30,00	5,63	30,00	30,00	30,00	30,00	0,60	17,88	4,02	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	18,75	100,00	100,00	100,00	100,00	2,00	59,60	13,40	0,00		

Integrate communication planning with the institutions' overall planning and budgeting processes.	Communication strategies and plans are part of an overall planning and budgeting process undertaken by all departments within institutions: not as an isolated activity. Experience of such planning is limited; substantial technical assistance and training is required, to senior management and PR officers among others.	Institutions on all levels BiH Council of Ministers, RS and FBiH, BD` Governments	Continual	31.12.07	Integrated plan (1st draft model) delivered	100,00	18,75	25,00	25,00	25,00	25,00	0,50	14,90	3,35		FBiH: Budget of the Government of the FBiH for 2008. +5 institutions of administration - questionnaire of the PARCO. Budget of the Government of the FBiH for 2010. BiH: Communication Strategy of the Ministry of Justice of BiH for the period 2007 - 2008. RS: Ministry of Trade and Economic Relations, Ministry for Refugees and Displaced Persons, Ministry for Family, Youth and Sports, Republic Administration for Geodesy and Property-Legal Affairs, Republic Institute for Statistics - questionnaire of the PARCO	
						5,00	2,90	5,00	5,00	5,00	5,00	2,13	3,06	3,21	3,20		
IC 3. Institutional relations/relations with management																	
						Action Group	100,00	58,02	100,00	100,00	100,00	100,00	42,60	61,24	64,24	64,00	
IC.3.1 Ensure PR participation in the decision-making process and support by senior management																	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	41,70	100,00	100,00	100,00	100,00	44,00	41,40	41,40	40,00		
1. Ensure senior management understand and support the work of PR officers.	Design an intense programme of training for senior management of all institutions, in the purpose and requirements of government documents on Institutional Communication (IC).	All governments Government's central information offices	Start 2007 (the programme will be in place by end 2007)	31.12.07	Training programm approved	20,00	0,70	5,00	5,00	5,00	5,00		0,35	0,35		FBiH: 3 institutions. Doc. basis: questionnaire of the PARCO and training of the CSA "Institutional Communication" in 2006. RS: Ministry for Spatial Planning, Building and Ecology, Republic Institute for Planning, Republic Institute for Statistics - questionnaire of the PARCO.	
			Continual	31.12.08	Trainings completed, covering 90% of senior management of institutions	30,00	1,00	7,50	7,50	7,50	7,50	1,00					BH: Public relation Office of the CoM: 4 training modules during 2006. and 2007.
	Stress the need for availability of top decision-makers to inquiries by the public (ensure this is highlighted in the government documents on IC).			31.12.08	4 Seminars for top decision makers (1 in each entity)	10,00	0,00	2,50	2,50	2,50	2,50						
2. Improve PR participation in the decision-making process and the access to information of PR officers.	Include PR officers in the decision-making process in their institutions (attend collegiums, regular meetings of management, etc.).	All institutions	By end of 2007; ongoing afterwards	31.12.07	RP changed and demand presence of RP officers in top mgmt meetings	20,00	20,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	BH: Rulebook on systematisation of the Secretariat General of the CoM, rulebooks of the ministries of the CoM. RS: Protocol for public relation officers, adopted on February 21st, 2002. FBiH: Rules of Procedure of the Government of the FBiH, Off. Gazette 25/03; 3/06; 14/07; 28/07. BD: Organisation Plan of the Government of the BD BiH 01.1-05-042708/09 from December 31st 2009 and the Rules of Procedure of the Government of the BD BiH no. 01-014-016726/07
	Review and revise internal procedures to ensure that PR officers have proper access to information within their institution.			31.12.07	RP give PR officers direct access to all staff on all levels	20,00	20,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00

IC.3.2 Ensure PR officers with adequate status					Contribution to Action Subgroup	40,00	34,14	40,00	40,00	40,00	40,00	20,00	38,32	38,24	40,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	85,35	100,00	100,00	100,00	100,00	50,00	95,80	95,60	100,00	
Improve the status of PR officers.	Define the positions of PR officers as civil servants, and ensure correct level of expertise and seniority (not lower than "expert associate").	All	Mid 2007 Ongoing	30.06.07	staffing rules implemented	50,00	50,00	12,50	12,50	12,50	12,50	12,50	12,50	12,50	12,50	RS: Regulation on public servants categories (2003.) FBiH: Order on businesses of basic competency from the charge of the body of administration No. 35/04. BiH: Rulebook on internal organisation of the Secretariat General, the Rulebook on Internal Organisation of the Ministry of Justice of BiH, the PARCO, the DEI, the CSA. Decision on affairs of basic trade and assistance-technical affairs ind conditions for their execution in the bodies of institutions of BiH (Official Gazette of BiH 12/03. BD: Organisation Plan of the Government of the BD BiH 01.1-05-042708/09 from December 31st 2009; Decision on Cathegorisation of jobs in the Government of the BD BIH - Official Gazette of the BD.
	Subordinate PR officers directly to the top management.	All			RB changed accordingly	10,00	5,35	2,50	2,50	2,50	2,50		1,45	1,40	2,50	RS: Rulebooks on systematisation of ministries. +3 institutions of administration - questionnaire of the PARCO FBiH: Rulebooks on systematisation of ministries +4 institutions of administration - questionnaire of the PARCO. BD: Organisation Plan of the Government of the BD BiH 01.1-05-042708/09 from December 31st 2009
	Put in place regular reporting mechanisms of PR officers to their management. Improve such mechanisms if they already exist.					Include the topic of a PR presentation in the schedule of regular top mgmt meetings	40,00	30,00	10,00	10,00	10,00	10,00		10,00	10,00	10,00
IC.3.3 Separate institutional from the political communication					Contribution to Action Subgroup	20,00	7,20	20,00	20,00	20,00	20,00	5,00	6,36	9,44	8,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	36,00	100,00	100,00	100,00	100,00	25,00	31,80	47,20	40,00	
Separate institutional from political communications.	Allocation of tasks to PR persons and political spokespersons must be clearly defined.	All	By mid 2007	30.06.07	Clarify different posts and their responsibilities in RBs	80,00	23,50	20,00	20,00	20,00	20,00	5,00	6,70	6,80	5,00	BiH: Rulebook on Systematisation of the Secretariat General of the CoM, Rulebook on internal organization and sistematization of jobs in the State Civil Service Agency. RS: Instruction on standard operating practices for public relation officers+3 institutions of administration - questionnaire of the PARCO. FBiH: Rules of Procedure of the Government 25/03 + 3 institutions of administration - questionnaire of the PARCO. BD: Organisation Plan of the Government of the BD BiH 01.1-05-042708/09 from December 31st 2009

Specify in government documents on IC that PR persons in the institutions are responsible for institutional, not political, information (to the extent this is already not clearly specified in such documents)				30.06.07	RBs describe positions clearly in each government	20,00	12,50	5,00	5,00	5,00	5,00	1,25	1,25	5,00	5,00	BiH: Rulebook on systematisation of the Secretariat General of the CoM. RS: Protocol for Public relation officers and Guide for public relation officers behaviour in election campaign (2006.) FBiH: Rules of Procedure of the Government 25/03. BD: Organisation Plan of the Government of the BD BiH 01.1-05-042708/09 from December 31st 2009: Rulebook on Systematisation of Jobs in the Government of the BD BiH and Decision on Cathegorisation of jobs in the bodies of administration of the BD BIH.
					Contribution to PM	10,00	8,85	10,00	10,00	10,00	10,00	4,57	10,00	8,86	10,00	
IC.4. Organizational issues					Action Group	100,00	88,50	100,00	100,00	100,00	100,00	45,71	100,00	88,57	100,00	
					Contribution to Action Subgroup	100,00	88,50	100,00	100,00	100,00	100,00	45,71	100,00	88,57	100,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	88,50	100,00	100,00	100,00	100,00	45,71	100,00	88,57	100,00	
Improve capacity in institutions.	Every Ministry and major institution will have at least one full-time, dedicated PR officer.	All, but particularly ministries (all levels) and institutions that play major role in EU integration processes	By mid 2007	30.06.07	RBs are set up accordingly	40,00	36,00	10,00	10,00	10,00	10,00	8,00	10,00	8,00	10,00	BiH: 6 of 9 ministries of the CoM have PR officer. FBiH: Rulebooks on internal organisation and systematisation of jobs of the ministries of the Government of the FBiH. 13 of 16 ministries have a PR officer, in remaining three, that function is executed by chiefs of cabinets of ministers. RS: 13 of 16 ministries have a PR officer. BD: PR of the Government
	Smaller institutions and others may use the resources of central government offices.			30.06.07	Rules for usage of central Gvt offices implemented	30,00	22,50	7,50	7,50	7,50	7,50		7,50	7,50	7,50	RS: Order on the Government Secretariat (2002.) FBiH: Programme of tasks with standard procedures in achieving relations of the Government of the Federation of BiH with the public. BD: Organisation Plan of the Government of the BD BiH 01.1-05-042708/09 from December 31st 2009.
	The government of the District of Brcko (BD) to formally establish a central information service.	BD government		30.06.07	Brcko Information Service is workable	30,00	30,00					30,00				30,00
					Contribution to PM	5,00	2,53	5,00	5,00	5,00	5,00	2,53	2,49	2,35	2,75	
IC.5. Co-ordination and standard-setting					Action Group	100,00	50,60	100,00	100,00	100,00	100,00	50,60	49,80	47,00	55,00	
					Contribution to Action Subgroup	100,00	50,60	100,00	100,00	100,00	100,00	50,60	49,80	47,00	55,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	50,60	100,00	100,00	100,00	100,00	50,60	49,80	47,00	55,00	
1. Improve co-ordination between PR officers/offices at each government level.	Each government's central information office to convene regular meetings (at least monthly); PR officers from all main institutions to share information and plans, develop joint strategies and activities and discuss common problems.	BiH Council of Ministers, RS and FBiH Governments, BD government	By mid 2007; afterwards ongoing	30.06.07	Regular meetings of PR offices fixed in the RPs	30,00	30,00	7,50	7,50	7,50	7,50	7,50	7,50	7,50	7,50	BiH: Rulebook on internal organisation of the Secretariat General. RS: Protocol of the Government of the RS on Public relation officers. FBiH: Conclusion of the Government of the FBiH 666/07. BD: Organisation Plan of the Government of the BD BiH 01.1-05-042708/09 from December 31st 2009
	The information services of DEI and CoM to organize regular meetings every three months of all relevant PR officers/ offices in relation to EU integration processes.	Government's central information offices		30.06.07	Regular information exchanges defined and regulated in the RPs	30,00	0,00	7,50	7,50	7,50	7,50					

2. Improve networking with other information officers, governmental and non-governmental.	Establish cooperation and have occasional joint activities with PR associations and information officers from international organizations, NGOs etc.	All	By mid 2007; ongoing	30.06.07	List of NGOs, Associations and relevant addressees within NGOs set up	10,00	10,00	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	BiH: Information Service of the CoM made such list in 2001. FBiH: Report on the Work of the Government of the FBiH for 2007 adopted on April 15, 2008. RS: Public Relations Bureau created list in 2001. BD: Report on progress of the PAR for BD subdivision for support to the local communities, NGOs and societies of the citizens in the Department for Expert Affairs of the Government of the BD has a list + sectot for information of the Government of the BD BiH.
				31.12.07	At least one information exchange meeting with NGOs/Associations on central government basis each half year on each government level (first time lastest 31.12.07)	20,00	6,60	5,00	5,00	5,00	5,00	2,15	1,95	1,25	1,25	BiH: Agreement on cooperation between CoM and NGO sector in BH signed in May 2007. PARCO - meeting with the representatives of the NGO on June 26, 2009. FBiH: 3 ministries of the Government + 3 institutions of administration - questionnaire of the PARCO. CoM, FBiH, RS, BD: Within project "Training of Public Relations Officers" organised conference PR network, which gathered representatives of the government and non-governmental sector.
				30.06.07	All Institutions distributing promotional material have included NGOs in their distribution scheme	10,00	4,00	2,50	2,50	2,50	2,50	0,50	0,50	0,50	2,50	BiH,FBiH, RS: Mail list of Public Relations Offices/Bureaus. BD: Mail list of the Sector for Information + Subdivision for support to local communities, NGOs and societies of citizens.
				Contribution to PM	5,00	0,10	5,00	5,00	5,00	5,00	0,00	0,06	0,32	0,00		
IC.6. Service provision/Central pools of resources				Action Group	100,00	1,90	100,00	100,00	100,00	100,00	0,00	1,20	6,40	0,00		
				Contribution to Action Subgroup	100,00	1,90	100,00	100,00	100,00	100,00	0,00	1,20	6,40	0,00		
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	1,90	100,00	100,00	100,00	100,00	0,00	1,20	6,40	0,00	
1. Ensure PR offices in institutions as well as central government's information office receive modern equipment essential for their work.	As part of the planning and budgeting process inherent in the adoption of a communications strategy and annual operational plans, each PR office to identify and request equipment which is required most urgently for purchase or renewal to improve work effectiveness. All central governmental offices in particular to be strengthened with modern equipment essential for their work.	All governments and institutions	Beginning of 2008; ongoing	01.01.08	General equipment standard (including availability of communication channels) defined; gap analysis executed and necessary equipment budgeted	20,00	1,90	5,00	5,00	5,00	5,00		0,30	1,60		BiH: Defining of general standard of equipment planed after moving in new administrative building in 2008. FBiH: 3 institutions of administration - questionnaire of the PARCO. RS: Inspectorate, Ministry of Education and Culture, Ministry of Trade and Economic Relations, Ministry of Internal Affairs, Ministry for Economic Relations and Coordination, Ministry for Refugees and Displaced Persons, Ministry for Family, Youth and Sports, Ministry for Spatial Planning, Building and Ecology, Ministry of Health and Social Protection, Ministry of Industry and Technology, Republic Administration for Geodesy and Property-Legal Affairs - questionnaire of the PARCO.
2. Establish governmental common "resources pools".	Equipment which is used less frequently and/or is expensive, will be provided under a "resources pool" arrangement; available at central government' information office to all PR offices.	BiH Council of Ministers, RS and FBiH Governments, BD	Mid 2008	30.06.08	Decentralized resource pool set up, including list of equipment in the pool, contact persons and conditions of use	30,00	0,00	7,50	7,50	7,50	7,50					

3. Carry out a feasibility study on the proposed BiH Information Centre to serve all governments, the media and the public.	The BiH Government, in cooperation with the RS and FBiH Governments, to conduct a feasibility study into the proposed BiH Information Centre (preferably with international assistance). The study to determine the exact purpose and cost of such a centre; and define the relations of all governments towards the Centre, on which basis, governments on all levels to provide final confirmation of their support.	BiH Council of Ministers, RS and FBiH Governments, BD	Mid 2008	30.06.08	Feasibility study report submitted	10,00	0,00	2,50	2,50	2,50	2,50					
4. Ensure modern and efficient developments of the IC sector in the future.	Conduct another functional review on the issue of public administration's IC capacities in several years, coordinated by the government's central information offices (with the help of the BiH Information Centre, if established).	All	2010	31.12.10	Functional review report particularly stressing changes in IC offices workstyle and equipment needs	40,00	0,00	10,00	10,00	10,00	10,00					
						Contribution to PM	10,00	5,89	10,00	10,00	10,00	10,00	4,48	6,79	4,67	7,60
IC.7. Human Resources						Action Group	100,00	58,85	100,00	100,00	100,00	100,00	44,80	67,88	46,72	76,00
IC.7.1 Concentrate new resources at critical points in system						Contribution to Action Subgroup	30,00	9,33	30,00	30,00	30,00	30,00	4,80	19,80	6,72	6,00
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	31,10	100,00	100,00	100,00	100,00	16,00	66,00	22,40	20,00	
Concentrate new resources at critical points in the system	All PR positions to be filled as soon as possible through civil service procedures.	All governments and institutions CSAs on all levels	End 2007 Ongoing	31.12.07	PR position filled 90%	50,00	18,60	12,50	12,50	12,50	12,50	4,00	4,00	5,60	5,00	BiH: 6 of 9 ministries have PR officer, Directorate for European Integrations and Civil Service Agency as well. FBiH: Rulebooks on internal organisation and systematisation of jobs of the ministries of the Government of the FBiH. 13 of 16 ministries have a PR officer, in remaining three, that function is executed by chiefs of cabinets of ministers. BD BiH: BD: Organisation Plan of the Government of the BD BiH 01.1-05-042708/09 from December 31st 2009. RS: Government + engaged PR officers in the Republic administration for lottery, Tax Administration of the RS, the Pension-Disability Fund of the RS, the public enterprise "Šume RS" and the Republic Agency for small and medium enterprises.
	Since major increases in staffing are unrealistic, any additional resources to be concentrated at critical points - primarily the government's central information offices (and the proposed BiH Information Centre, if established).			31.12.07	Staff utilization policy adopted by Government	50,00	12,50	12,50	12,50	12,50	12,50		12,50			FBiH: Conclusion of the Government of the FBiH 666/07
IC.7.2 Improve utilization and effectiveness of existing human resources						Contribution to Action Subgroup	40,00	19,52	40,00	40,00	40,00	40,00	10,00	18,08	10,00	40,00
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	48,80	100,00	100,00	100,00	100,00	25,00	45,20	25,00	100,00	

Improve utilization and effectiveness of existing human resources.	Each institution to clearly define the functions and position of PR officers, with proper job descriptions, including the required job qualifications.	All institutions	Mid 2007	30.06.07	Necessary changes in RBs done in at least 50% of institutions	100,00	48,80	25,00	25,00	25,00	25,00	6,25	11,30	6,25	25,00	BiH: Public relation Office of the CoM, public relation offices of the Directorate for European Integration and Civil Service Agency. RS: Rulebooks on systematisation of ministries. FBiH: Rulebook on internal organisation of the Secretariat of the Government 03/04-02-55/08 and rulebooks of all ministries. + 7 institutions of administration - questionnaire of the PARCO. Rulebook on Internal Organisation 01-02-3-486/08 CSA and the Rulebook on Internal Organisation of the Institute for Development Programming. BD: Rulebook on Systematisation of Jobs in the Government of the BD BiH; Organisation Plan of the Government of the BD BiH 01.1-05-042708/09 from December 31st 2009.
IC.7.3 Ensure professional skills of IO staff are appropriate for the job					Contribution to Action Subgroup	30,00	30,00	30,00	30,00	30,00	30,00	30,00	30,00	30,00	30,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	
Ensure the professional skills of IO staff are appropriate for the job.	Standards for entry for PR positions will be at least as rigorous as those in other highly skilled areas of the Civil Service: a combination of skills will be required.	BiH Council of Ministers, BD, RS and FBiH Governments and institutions Government's central information offices; CSAs on all levels	Ongoing Mid 2008	30.06.08	Minimal standard for qualification (education, skills, experience) defined for all applicants for IC / PR Jobs. Selection criteria (see HRM) defined accordingly	100,00	100,00	25,00	25,00	25,00	25,00	25,00	25,00	25,00	25,00	BiH: Rulebook on systematisation of the Secretariat General of the CoM. Rulebook on internal organisation and systematisation of jobs of the CSA. RS: Order on Categories of Civil Servants (2003.). FBiH: Order on business of basic competency from the charge of the bodies of civil service 34/04. BD: Organisation Plan of the Government of the BD BiH 01.1-05-042708/09 from December 31st 2009; Rulebook on Systematisation of Jobs in the Government of the BD BiH and the decision on Categorisation of Jobs in the bodies of administration in the BD BiH.
					Contribution to PM	10,00	7,07	10,00	10,00	10,00	10,00	8,70	6,06	6,02	7,50	
IC 8. Training					Action Group	100,00	70,70	100,00	100,00	100,00	100,00	87,00	60,60	60,20	75,00	
					Contribution to Action Subgroup	100,00	70,70	100,00	100,00	100,00	100,00	87,00	60,60	60,20	75,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	70,70	100,00	100,00	100,00	100,00	87,00	60,60	60,20	75,00	
1. Provide training to PR officers on public relations	All PR officers to undergo training on public relations. All PR officers will have the PR manual (and should have knowledge of it). Training could be run as a joint project on all levels of government (under the coordination of the government's central information offices, in cooperation with the CSAs).	BiH Council of Ministers, BD, RS and FBiH Governments Government's central information offices; CSAs on all levels Institutions	Ongoing	31.12.07	PR Training scheme elaborated and at least 1 Training per year offered (specialized trainings - in coordination with CSA)	50,00	38,75	12,50	12,50	12,50	12,50	9,25	8,50	8,50	12,50	BiH: 4 PR and IC trainings during 2006 and 2007. RS: 4 PR PR and IC trainings during 2006 and 2007. In the period Jan - March 2008 held two trainings for PR officers (methodology of drafting communication strategy and communication in crisis situations), in the period May - October 2008 three trainings (IT, IC, Management). CSA training from public relations (February 2010). FBiH: 3 PR and IC trainings during 2006 and 2007. - Report on work of the CSA of the FBiH for 2006. and 2007. + 3 ministries covered by training - questionnaire of the PARCO. BD: 1 IC training during 2006/2007. One training from internal communication for all administratin levels in 2009. within the project "Establishment of Network of Info Stands". Held cycle of trainings from public relations (March 2010) for all levels within the project of the PARCO "Training of Public Relations Officers". Within the same project, organised conference PR Network, with presence of all levels.
2. Provide training to PR officers in other required areas.	Design and deliver other types of training, e.g. to improve PR officers' IT skills, knowledge of foreign languages, ability to manage staff, and plan and budget.															

3. Provide experience of European best practices to PR officers.	Provide direct experience of best European practice in comparative countries, through occasional study tours and bilateral "twinning" of PR officers with counterparts in EU countries (possibly involving short-term job exchanges), or for a longer-term and more in-depth exchange of experience.	BiH Council of Ministers, BD, RS and FBiH Governments and institutions	Ongoing		Developed Annual program of Study tours and bilateral twinings and at least one Study Tour and bilateral twinings realised yearly	50,00	31,95	12,50	12,50	12,50	12,50	12,50	6,65	6,55	6,25	BiH: Twinning "Strengthening of the Secretariat General of the CoM" realized in 2007 had public relation component. FBiH: Ministry of Agriculture, Water and Forestry - questionnaire of the PARCO. RS: Ministry of Science and Technology, Republic Institute for Statistics - questionnaire of the PARCO. Within the project of the PARCO "Training of Public Relations Officers", organised study visit to Slovenia (UKOM) for representative of all 4 levels.	
						Contribution to PM	2,50	0,99	2,50	2,50	2,50	2,50	0,00	1,35	1,35	1,25	
IC.9. Budget allocations						Action Group	100,00	39,45	100,00	100,00	100,00	100,00	0,00	53,80	54,00	50,00	
						Contribution to Action Subgroup	100,00	39,45	100,00	100,00	100,00	100,00	0,00	53,80	54,00	50,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	39,45	100,00	100,00	100,00	100,00	0,00	53,80	54,00	50,00		
Improve transparency and management of funds for PR activities.	Budgetary requirements to be part of PR offices/officers annual plans, and taken into consideration by management. PR offices/officers to be consulted on content issues in selection between procurement offers relating to their work.	BiH Council of Ministers, BD, RS and FBiH Governments and institutions	Ongoing	31.12.06	Country wide systemativ for the PR Budget elaborated and agreed between MoFs	100,00	39,45	25,00	25,00	25,00	25,00		13,45	13,50	12,50	RS: Bureau for Public Relations of the Government has own budget. + Republic Administration for Geodesy and Property-Legal Affairs and the Republic Institute for Statistics - questionnaire of the PARCO. BD: Budget for 2008. FBiH: Budget of the Government of the FBiH for 2008. + 2 administrative units - questionnaire of the PARCO. BIH: Information service is not stated as a special budget item in the budget of the Secretariat General of the CoM:	
PART II: OUTPUT OF THE SYSTEM/ACTIVITIES																	
						Contribution to PM	5,00	3,75	5,00	5,00	5,00	5,00	4,00	3,00	5,00	3,00	
IC. 10. Media related activities						Action Group	100,00	75,00	100,00	100,00	100,00	100,00	80,00	60,00	100,00	60,00	
						Contribution to Action Subgroup	100,00	75,00	100,00	100,00	100,00	100,00	80,00	60,00	100,00	60,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	75,00	100,00	100,00	100,00	100,00	80,00	60,00	100,00	60,00		
Clarify and simplify media communications.	Individual institutions to clearly define the process of communications with the media: defining the role of PR officers, authority to give media interviews, the type of information which may and may not be made public, and ensure a speedy process for preparing and approving statements to the media.	All institutions	By mid 2007; ongoing	30.06.07	Guidelines and principles defined countrywide	20,00	20,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	BiH: Rulebooks on internal organisation of the SEC. Gen of the CoM, Directorate for European Integrations, Civil Service Agency, the PARCO. RS: Freedom of Information Act; Index registries of the Secretariat; Instruction on standard operation practices for public relation officers. FBiH: Rules of procedure of the Government of the FBiH; Regulation on Changes and Amendments of the Regulation on Information Office of the Government (Official Gazette 44/07). BD: Rulebook on Work of the Government of the BD BiH no. 01-014-016726/07; Instruction on media presentation of work of the Government of the BD BiH no. 01.1-05-034097/09; Organisation Plan of the Government of the BD BiH 01.1-05-042708/09 from December 31st 2009	
	Prepare guides/manuals for media relations, compatible with government documents on IC.	Government's central information offices; CSAs on all levels		30.06.07	Guideline and manual elaborated and made available to all press officers in all government levels (Print and online)	20,00	5,00	5,00	5,00	5,00	5,00			5,00		RS: Protocol for Public relation officers; Instruction on standard operation practices for public relation officers.	

				30.06.07	(First) Media Representatives list set up. Access to list defined. System for permanent update set up.	40,00	40,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00	BiH, the FBiH, the RS, the BD: mailing lists of media.	
				30.06.07	Thematic List det up. System for permanent update set up	20,00	10,00	5,00	5,00	5,00	5,00	5,00		5,00		Insipite the intention of the Government of the FBiH to acredit permanent correspondents, media editorial boards do not delegate permanent journalists who regularly follow the work of the federal institutions. BD: media desks do not delegate permanent journalists who regularly follow work of federal institutions (PAR progress report of the BD BiH)	
				Contribution to PM		2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50		
IC. 11. Media Monitoring				Action Group		100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00		
				Contribution to Action Subgroup		100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00		
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00		
Improve efficiency of media monitoring.	While basic media monitoring is one of the key functions for all PR offices, each central government office to provide basic media monitoring products for its level of government, and share it throughout institutions.	All central government information offices (BiH Information Centre, if approved)	By mid 2007; ongoing	31.12.07	Central media monitoring system is working and procedure to share information within the government level set up	40,00	40,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00	BiH: daily media monitoring and distribution to all the ministries of the CoM.	
	The proposed BiH Information Centre, if approved, can provide media monitoring service to all institutions.																
	Prepare specific (topic oriented) daily, weekly and monthly press clippings/ media monitoring reports.			31.12.07	90% of Institutions have introduced clip sevice	40,00	40,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00
	Organize electronic distribution of media monitoring reports to interested parties.			31.12.07	Media monitoring reports available online (push service) to defined subscribers in the government	20,00	20,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	FBiH: Distribution on-line periodically, annually on CD.	
				Contribution to PM		5,00	3,91	5,00	5,00	5,00	5,00	3,39	3,64	3,61	5,00		
IC. 12. Direct Communication with the Public - FOIA				Action Group		100,00	78,20	100,00	100,00	100,00	100,00	67,80	72,80	72,20	100,00		
				Contribution to Action Subgroup		100,00	78,20	100,00	100,00	100,00	100,00	67,80	72,80	72,20	100,00		
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	78,20	100,00	100,00	100,00	100,00	67,80	72,80	72,20	100,00		

Ensure all institutions fulfill their responsibilities under the Freedom of Information Act (FoIA).	Appoint staff (an information officer under FoIA) to deal with citizens requests to have access to information.	All	Start immediately; ongoing	31.12.07	Appointment made and RB changed in 90% of eligible institutions	10,00	6,05	2,50	2,50	2,50	2,50	0,70	1,35	1,50	2,50	BiH: Rulebooks changed in the Secretariat General of the CoM, the CSA BiH, the DEI, the PARCO and the Ministry of Justice of BiH. FBiH: Rulebook on systematisation of the Secretariat of the Government; rulebooks on systematisation of ministries and the CSA. + 6 institutions - questionnaire of the PARCO. Rulebook on internal organisation of the Public Relations Office of the Government of the FBiH, No.: 01-02-52/05, 01-02-52-1/05 and 01-02-52/06 and the Procedure of the Government of the FBiH for public relations for access to information and communication with environment No.:01-02-229/07 and the rulebook on internal organisation of the Gender centres. RS: rulebooks on systematisation of ministries, 7 administrative organisations besides the ministry. BD: Organisation Plan of the Government of the BD BiH 01.1-05-042708/09 from December 31st 2009; ethics officer + Subdivision for support to local communities, NGOs and societies of citizens.	
	Prepare and publish guides and other information on free access to public information with clear instructions to citizens in accordance with the law.			31.12.07	All Institutions have elaborated and published at least one information document describing rights and obligations of citizens in their field of activity	50,00	50,00	12,50	12,50	12,50	12,50	12,50	12,50	12,50	12,50	BiH, FBiH i RS: Freedom of Information Act of BiH, FBiH (Off. Gazette 32/01), RS. BD: FoIA BiH	
	Display and promote such guides and information at the institution's web site, notice boards, etc.			31.12.07	All written documents are downloadable from the institutions website	20,00	13,40	5,00	5,00	5,00	5,00	2,50	3,10	2,80	5,00	BiH,BD: web pages. RS: Government + Archive of the Republic of Srpska, Gender centre, Main Service for Audit of the Public Sector of the Republic of Srpska - questionnaire of the PARCO. FBiH: Decision on the website of the Government of the FBiH ("Official Gazette of the FBiH", No. 38/00) + 6 institutions of administration - questionnaire of the PARCO; Procedure of the Public Relations Office of the Government of the FBiH for access to information and communication with environment No.:01-02-229/07.	
	Distribute the guide to interested citizens and NGOs.			31.12.07	Each institutional website will have one page listing available material and ways to access it	20,00	8,75	5,00	5,00	5,00	5,00	1,25	1,25	1,25	5,00	FBiH: Guide and index regste on information in possession of the Information Office of the Government of the FBiH. BD: web page.	
						Contribution to PM	5,00	2,90	5,00	5,00	5,00	3,99	2,39	2,72	2,50		
IC. 13. Web pages						Action Group	100,00	58,00	100,00	100,00	100,00	100,00	79,80	47,80	54,40	50,00	
						Contribution to Action Subgroup	100,00	58,00	100,00	100,00	100,00	100,00	79,80	47,80	54,40	50,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	58,00	100,00	100,00	100,00	100,00	79,80	47,80	54,40	50,00		
1. Ensure all institutions have a web page.	All institutions must either: (a) establish their own website, allocate resources to maintain it on a regular basis, and provide links to their government and other sites; or (b) provide information on a regular basis to the government's central website.	Institutions	By mid 2007	30.06.07	Institution present in the internet (100%)	30,00	25,00	7,50	7,50	7,50	7,50	7,50	5,00	5,00	7,50	FBiH: Decision on the website of the Government of the FBiH ("Official Gazette of the FBiH", No. 38/00) +10 institutions of administration - questionnaire of the PARCO. BiH completed first phase of the project "eGovernment", institutions of BiH networked and presented on the internet. BD: web page	

	PR offices to control web page content, and have close cooperation with IT staff who handle technical aspects (technical aspects can be outsourced).			30.06.07	PR offices made responsible in RB / Procedures for web page content management; RBs changed	10,00	5,50	2,50	2,50	2,50	2,50	0,60	1,30	1,10	2,50	BiH: Rulebook of the Secretariat General of the CoM, Directorate for European Integration and Civil Service Agency. FBiH: Decision of the Government on the web site 38/00 +10 institutions of administration - answer to questionnaire of the PARCO.. RS: Rules changed in majority of the ministries + Civil Service Agency, Archive of the RS, the Agency for Water, the Directorate for Civil Aviation, Gender Centre, Main Service for Audit of the Public Sector of the RS, Inspectorate - questionnaire of the PARCO.
	Institutions to organize promotion of their websites			30.06.07	Website info on all written material released by the institutions and in all directories etc. under government control (90%)	10,00	4,90	2,50	2,50	2,50	2,50	0,60	0,90	0,90	2,50	BiH: Rulebook of the Secretariat General. FBiH: Regulation on Changes and Amendments of the Regulation on the Information Office of the Government of the FBiH Off. Gazette 44/07 + 4 institutions of administration - answer to the questionnaire of the PARCO. RS: web government + Tax administration, Republic Institute for Statistics, Civil Service Agency, Main Service For Audit of Public Sector of the RS. BD BiH: Decision on official portal of the Government bdcentral.net from June 30, 2009.
2. Ensure quality and consistency of websites.	A template for the website design, minimum contents and features required to be set out in the Website Guidelines produced by individual governments (and/or by the BiH Information Centre, if approved).	BiH Council of Ministers, RS, FBiH and Brcko Governments	By mid 2007; ongoing	30.06.07	Uniform website design elaborated and agreed	20,00	8,00	5,00	5,00	5,00	5,00	5,00	3,00			BiH: Instruction on design and maintenance of official webpages of institutions of BiH, Official Gazette of BiH 21/09. FBiH: Started realisation of the component of the project e-Government related with the FBiH: Conclusion of the Government of the FBiH 666/07. + 9 institutions of administration - questionnaire of the PARCO.
		All central government information offices (BiH Information Centre, if approved)		30.06.07	Uniform minimum information defined and agreed	20,00	10,00	5,00	5,00	5,00	5,00	5,00		5,00		BiH: Instruction on design and maintenance of official webpages of institutions of BiH, Official Gazette of BiH 21/09. RS: Document "Framework for Development of Web Portal" 2006.
	Government documents on IC to provide an obligation to regularly update websites by all institutions and encourage a more service-oriented approach.	Institutions		30.06.07	Governments have agreed a quarterly update of websites as minimum requirement	10,00	4,60	2,50	2,50	2,50	2,50	1,25	1,75	1,60		BiH: Update of the website of the CoM, Directorate for European Integration and Civil Service Agency, without formal request. RS: Daily update. Decision on the web site of the Government +7 institutions of administration - questionnaire of the PARCO. FBiH: Decision of the Government on the website 38/00 +10 institutions of administration - answer to the questionnaire of the PARCO.
						Contribution to PM	5,00	2,30	5,00	5,00	5,00	5,00	2,09	2,67	2,18	2,25
IC. 14. Direct communication with citizens						Action Group	100,00	45,95	100,00	100,00	100,00	100,00	41,80	53,40	43,60	45,00
						Contribution to Action Subgroup	100,00	45,95	100,00	100,00	100,00	100,00	41,80	53,40	43,60	45,00
Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	45,95	100,00	100,00	100,00	100,00	100,00	41,80	53,40	43,60	45,00	
To inform citizens without mediators.	Increase activities directly with citizens and do not focus only on media relations (roundtables and other public events of interest to the general public).	All	Ongoing	31.12.07	Have organized at least 4 events p.a. for the general public, 2 of them outside the entity capital (Brcko 2 events total) by the 4 governments in 2007, 2% for each event	40,00	2,00	10,00	10,00	10,00	10,00		2,00			FBiH: 9 institutions of administration -questionnaire of the PARCO.

Ensure this is highlighted in the government documents on IC	BiH Council of Ministers, RS, FBiH and Brcko Governments All central government information offices	By end 2007	31.12.07	Direct communication with citizens introduced in RBs and PRs	30,00	30,00	7,50	7,50	7,50	7,50	7,50	7,50	7,50	7,50	BiH: Rulebook of the Secretariat General of the CoM. FBiH: Regulation on amendments of the Regulation of Information Office of the Government 44/07. RS: Protocol for public relation officers. BD: Organisation Plan of the Government of the BD BiH 01.1-05-042708/09 from December 31st 2009	
Issue and distribute leaflets, brochures, and other public information.	All	Ongoing		Info leaflets for all institutions above a certain size	10,00	7,45	2,50	2,50	2,50	2,50	1,45	1,95	1,55	2,50	BH: Brochures and bulletins of the Directorate for European Integrations, Ministry of Justice, Civil Service Agency, Statistical Agency, Foreign Investments Promotin Agency, Parliamentary Assembly, Public Administration Reform Coordinator's Office. RS: Government (brochure on the work of the Government, January, 2009), Civil Service Agency. + 5 institutions of administration - questionnaire of the PARCO. FBiH: 4 ministries of the government + 8 institutions of administration - questionnaire of the PARCO, CSA Technical Assistance of the UNDP - "Overview of activities of the CSA FBiH". BiH, FBiH, RS, BD: Publication of bulletin within the project "Establishment of network of info stands". RS: Brochure "The most significant activities of the Government of the RS, January - April 2010". BD: brochure on ten years of the BD BiH, BiH: Information service of the Sec. Gen. of the CoM BiH published the second issue of the bulletin "INFO of the Council of Ministers of BiH".	
Organize and maintain boxes for suggestions, complaints, comments.				Availability of a contact letterbox on central level, internet and in every institution with citizens/customers visiting them, as well as a procedure for using the input	10,00	4,35	2,50	2,50	2,50	2,50	1,25	1,25	0,60	1,25	BiH and FBiH: Possibility of communication with the citizens via e-mail. The PARCO placed 24/7 mailbox for suggestions of citizens. RS: Telephone lines and e-mailing for the citizens. BD BiH: e-mailing for citizens.	
Organize open days or visits to institutions by citizens, schools, etc.				Annual open day for each institution above a certain size	10,00	2,15	2,50	2,50	2,50	2,50	0,25	0,65	1,25		BiH: Directorate for European Integrations, every May 9th. RS: CSA, Agency for Expert services in agriculture, Ministry of Education and Culture, Ministry of Internal Affairs, Ministry for Family, Youth and Sports - questionnaire of the PARCO. FBiH: Action of the Government of the FBiH: "Pupil, for one day minister, ambassador and prime minister" +5 institutions of administration - questionnaire of the PARCO.	
					Contribution to PM	5,00	1,50	5,00	5,00	5,00	0,40	5,00	2,00	3,00		
IC. 15. Country branding and promotion					Action Group	100,00	30,00	100,00	100,00	100,00	8,00	100,00	40,00	60,00		
					Contribution to Action Subgroup	100,00	30,00	100,00	100,00	100,00	8,00	100,00	40,00	60,00		
Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	30,00	100,00	100,00	100,00	100,00	8,00	100,00	40,00	60,00		
1. Initiate country branding and promotion abroad.	Establish decision and agreement on country branding and promotion abroad, allocate necessary funds, and initiate such activities.	BiH Council of Ministers (with PR agencies), in cooperation with RS, FBiH and BD	By the end of 2007; ongoing	31.1.2.07	Decision on policy and funding made	20,00	10,00	5,00	5,00	5,00	5,00		5,00		5,00	FBiH: Decision on financing the video "Enjoy life". BD: Report of the BD on progres of the PAR: presentation of potentials of the BD in Slovenia, Austria, Serbia, Croatia, Italy (Report of the BD on progress in RAR)

2. Usage of BH diplomatic network in external promotion.	Diplomatic representatives to have a more active approach to BiH promotion. Coordination by MFA is crucial in this regard.	BiH CoM and MFA	Ongoing	31.12.07	Regulation to extend the diplomats function adopted	30,00	0,00	30,00									
		BiH Diplomatic and Consular offices		31.12.08	Seminars for Diplomats developed in coordination with MFA	20,00	0,00	20,00									
3. All institutional representatives are to engage in external promotion.	Every institutional representative, particularly top leaders and those in frequent contact with foreign environments, will use every opportunity for promotion of BiH and provision of relevant information. Develop promotional briefing material – available to all institutional representatives to use for their foreign contacts (such material is to be updated on a regular basis)	CoM BiH Governments All institutions	Ongoing	31.12.07	Media control list implemented by Central information office collecting and evaluating each personal PR and media activity of institution representatives and top officials; statistic released 2 x p.a	10,00	7,50	2,50	2,50	2,50	2,50	2,50	2,50		2,50	BiH, FBiH, BD: realisation through media monitoring, submitted to beneficiaries in hard copy periodically.	
				31.12.07	Material set developed, printed and made available as paper documents and as well as in an online version	20,00	12,50	5,00	5,00	5,00	5,00	2,50	5,00	5,00		BiH: promotinal clips, brochures, CD FIPA, RS: Presentation DVD;Clip; info leaflets on touristic potentials of the RS, Gender Centre. FBiH: Two promotion videos in 2007.	
						Contribution to PM	2,50	0,00	2,50	2,50	2,50	2,50	0,00	0,00	0,00	0,00	
IC. 16. Measure of results						Action Group	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
						Contribution to Action Subgroup	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00		
1. Measure the effectiveness of institutional communications	Communications strategies and operational plans to include measurement of the results of activities of PR officers/offices (on the basis of data from previous research) - both in terms of outputs (numbers of press statements, media interviews, publications etc), and also regarding effectiveness (public attitudes and feedback, media coverage etc).	All Government's central information office	Ongoing	31.12.07	General Monitoring and evaluation concept elaborated	20,00	0,00	5,00	5,00	5,00	5,00						
	Each institution to undertake at least one exercise in measuring feedback during the term of a government - e.g. through a simple questionnaire to key customer groups.			31.12.08	90% of the Institutions has developed a questionnaire to measure customer opinion	30,00	0,00	7,50	7,50	7,50	7,50						
	The government's central information office to measure the overall effectiveness of government communications.			31.12.08	Central Information office has elaborated a system for measuring government effectiveness	30,00	0,00	7,50	7,50	7,50	7,50						
2. Measure public attitudes and knowledge on key policies.	Institutions to submit topics for inclusion in regular public surveys undertaken by the government's central information office (and/or the proposed BiH Information Centre, if approved later).	All institutions Government's central information office	Ongoing	31.12.08	At least one topic submitted by each institution to the governments central information office	20,00	0,00	5,00	5,00	5,00	5,00						
						Contribution to PM	2,50	1,40	2,50	2,50	2,50	2,50	1,63	1,23	1,26	1,50	

IC. 17. Internal Communications					Action Group	100,00	56,05	100,00	100,00	100,00	100,00	65,00	49,00	50,20	60,00		
Good internal communications raises awareness and understanding among staff; keeps them informed and engaged through a two-way information flow. Information cascades from senior management down through the organisation and a return channel allows staff comments, opinions and importantly, suggestions, to travel up through the organisation back to senior management. This encourages staff engagement, commitment and motivation so ensuring improved delivery for customers.					Contribution to Action Subgroup	100,00	56,05	100,00	100,00	100,00	100,00	65,00	49,00	50,20	60,00		
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	56,05	100,00	100,00	100,00	100,00	65,00	49,00	50,20	60,00		
1. Develop programs for improving internal communication	Establish cross BiH working group to review current internal communication arrangements, discuss needs and agree common standards that governments on all levels can adopt and promote	BiH Council of Ministers, RS, FBiH and Brcko Governments	By end 2007; implementation ongoing afterwards	31.12.07	Working group established, TOR defined	10,00	10,00	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	Within the project "Establishment of Network of Inf Stands" drafted analysis of internal communication in all the Governments.
2. Ensure PR officers/offices involvement in internal communications.	PR officers/offices to be able to distribute external information internally and receive all relevant internal information.	All institutions	Ongoing	31.12.07	In 90% of Institutions (All Ministries) PR Office has direct access to all staff members, particularly top management	20,00	8,15	5,00	5,00	5,00	5,00	1,00	1,00	1,15	5,00	BiH: Rulebook of the Secretariat General of the CoM, RS: Protocol for Public Relation Officers +5 institutions of administration - questionnaire of the PARCO. FBiH: Rulebook on systematisation of the Secretariat of the Government, rulebooks of all ministries and the CSA FBiH. BD: Organisation Plan of the Government of the BD BiH 01.1-05-042708/09 from December 31st 2009	
	In addition, establish regular briefings, sessions or meetings with the top management.			31.12.07	90% of institutions have adopted a regulation to require the PR responsible to participate in Top Mgmt sessions, including briefings in both directions	20,00	2,90	5,00	5,00	5,00	5,00	0,25	1,25	1,40	BiH: Rulebook of the Secretariat General of the CoM, RS: Protocol for Public Relation Officers +6 institutions of administration - questionnaire of the PARCO. FBiH: Rulebook on systematisation of the Secretariat of the Government, rulebooks of all ministries and the CSA FBiH +4institutions of administration - questionnaire of the PARCO.		
	Establish information stands, bulletin places, and an advertisements board.			31.12.07	In 90% of institutions, next to electronic means a permanent channel to inform staff actively exists.	20,00	20,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	BiH: Bulletin boards, internal delivery books, info stands. FBiH: Bulletin boards, internal delivery books. RS: CSA, Agency for Waters, Directorate for Civil Aviation, Gender Centre, Ministry of Education and Culture, Ministry of Traffic and Communications, Ministry of Trade and Economic Relations, Ministry of Internal Affairs, Ministry of Administration and Local Self Governance, Ministry for Economic Relations and Coordination, Ministry for Refugees and Displaced Persons, Ministry for Spatial Planning, Building and Ecology, Ministry of Industry and Technology, Tax administration of the RS, the Republic Administration for Geodesy and Property-Legal Affairs, Republic Institute for Planning, Republic Institute for Statistics - questionnaire of the PARCO. BD: bulletin boards, internal delivery books, info stands.
Introduce uniform Intranet systems and information policies, allowing all staff access to appropriate types of information, as quickly as resources allow.	Develop e-mail networking for faster and easier communication.	All institutions	By mid-2008; ongoing	30.06.08	Government-wide intranet workable for 90% of workplaces	20,00	5,00	5,00	5,00	5,00	5,00	5,00					BiH: Within first phase of the project eGovernment, established unified intranet system for institutions.
				30.06.08	(External) internet capacity with fast connections available for 90% of PR staff	10,00	10,00	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment	
PART VI INFORMATION TECHNOLOGY								BiH	FBiH	RS	BD BiH	BiH	FBiH	RS	BD BiH		
PART VI INFORMATION TECHNOLOGY					Part Value	100,00	32,26	100,00	100,00	100,00	100,00	21,83	13,65	40,13	52,89		
					Contribution to IT	10,00	3,93	10,00	10,00	10,00	10,00	3,02	2,30	4,40	5,46		
IT 1. General policies, regulations and standards					Action Group	100,00	39,32	100,00	100,00	100,00	100,00	30,16	23,00	44,00	54,60		
IT.1.1 Bring legal framework in line with the acquis communautaire requirements in the area of IT																	
Despite significant progress made in the field of IT legislation, the existing IT legislation remains haphazard and piecemeal, distancing BiH from acquis communautaire requirements, and the needs of a modern information society. An urgent need for a coherent and comprehensive regulatory environment for the utilization of IT has been identified; the IT legal framework needs to be in line with the acquis communautaire requirements.					Contribution to Action subgroup	20,00	10,95	20,00	20,00	20,00	20,00	9,60	8,00	17,00	9,20		
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	54,75	100,00	100,00	100,00	100,00	48,00	40,00	85,00	46,00		
1. Define necessary laws and other regulations in the area of IT at state and entity levels.	Engage legal IT expert. Coordinate this activity with UNDP project e-legalization	The Council of Ministers of BiH and governments of RS, FBiH and Brčko District; Ministries of Justice; Secretariats in charge of legislation	Mid 2007	30.06.07	Report on necessary laws and regulations created	5,00	1,75	1,25	1,25	1,25	1,25	0,50		1,25		RS: the Academy of Sciences and Arts of the RS drafted paper on eLegislation. Basis - Progress Report for the AP 1 from the RS for the I quarter of 2010. On the level of BiH in the Ministry of Communications and Traffic, established Commission for draft of legal regulations for the e-Government of BiH.	
2. Adopt relevant laws and other necessary regulations in line with the acquis communautaire requirements for the utilization of IT.	Adopt the Law on Electronic Signature, the Law on E-business, the Law on Electronic Document and their supporting documents.		Mid 2007	30.06.07	Electronic Signature Law Adopted	20,00	20,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	Law on electronic signature adopted. Published in Official gazette, November 14, 2006, No 91, however no bylaws were adopted, therefore the Law is useless for time being. In the RS adopted new Law on Electronic Signature of the Republic of Srpska at the 20th session of the NA RS from June 3rd, 2008. Published in the "Official Gazette of the RS" No. 59/08 from June 24, 2008. At the level of the RS enacted 4 Rulebooks - bylaw acts with the law on electronic signature: Rulebook on technical rules for ensurance of linking the records of issued and recalled certificates of the certification bodies in the RS, ("Official Gazette of the Republic of Srpska" No. 88/09). Rulebook on the content and manner of maintaining register of certification bodies for issuing qualified electronic certificates, (Official Gazette of the RS No. 88/09). Rulebook on the Measures of protection of electronic signature and qualified electronic signature, lowest amount of compulsory ensurance and application of organisational and technical measures of protection of certificates („Official Gazette of the Republic of Srpska No. 88/09). Rulebook on records of certification bodies (. Official Gazette of the RS No. 88/09). Decision on ratification of „eSEE“ Agenda plus for development of information society in southeast Europe SEE 2007.-2012., decision of the PA BiH, No. 182/08 from 16.04.2008, „Official Gazette of BiH No. 06/08“; 7. Law o electronic legal and business traffic (PA BiH, at the 15th session of the House of Representatives, held on September 26, 2007. godine, and at the 9th session of the House of Peoples, held on 29. 10. 2007. "Official Gazette of BiH" No. 88/07; 2. Strategy of development of information society in BiH, development programme of UN-a, CoM, from 26.7.2004. (Startegy of development of IS u BiH 2004.-2010.); 3. Action plan of development of information society of Bosnia and Herzegovina, Development programme of the UN, adopted at the 69th session of the CoM, held on 16.11.2004; 4. Policy of development of information society of BiH, development programme of the UN, CoM of 26.7.2004 (mark of the document Policy of development of Is in BiH 2004.-2010.); 5. Policy of software in institutions of BiH (adopted at the 23rd session of the CoM BiH, held on 20.9.2007.);
				30.06.07	E-Business Law adopted	20,00	5,00	5,00	5,00	5,00	5,00	5,00			5,00		Adopted Law at the 31st National Assembly of the RS and published in the "official Gazette of the RS" No. 59
	Prepare and adopt other laws and legislation in line with the acquis communautaire requirements.		End 2008	31.12.08	Law on electronic documents adopted	20,00	5,00	5,00	5,00	5,00	5,00			5,00		Law adopted in the RS "Official Gazette of the RS" No. 110/08 from November 26, 2008.	
	Sign and ratify the European Convention on Cybercrime.		End 2007	31.12.07	Cybercrime Convention signed	20,00	20,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	Convention signed and ratified. Lack of documentation basis.	

3. Harmonize existing legislation in the area of IT with the acquis communautaire requirements.	Harmonize existing laws and legislation with the acquis communautaire requirements.		Ongoing	31.12.10	List of Laws harmonized	15,00	3,00	3,75	3,75	3,75	3,75	1,50			1,50	No detailed overview of necessary legislation which needs to be adopted, has been made so far. In BD BiH ongoing is drafting of list of laws which need to be harmonised with the requirements of the Acquis Communautaire. At the level of CoM, Law on electronic Signature and the law on Electronic Legal and Business Traffic harmonised with the directives of the EU.
IT.1.2 Implement e-government action plan																
The e-government strategy and accompanied Action Plan, adopted by the BiH Council of Ministers in November 2004, provide strategic directions and guidelines for activities needed during the implementation of e-government, at all governmental levels. These documents offer a comprehensive catalogue of potential actions, and explore a wide range of technologies that could be deployed and actions that could be taken; depending on political willingness, technical capacity, and available funds. The proposed IT projects need to be prioritized based on: a realistic view of the existing capacity and performance; strong political will regarding their implementation; and sustainable project cost models – so necessary resources can be secured for their implementation.					Contribution to Action subgroup	20,00	9,35	20,00	20,00	20,00	20,00	4,86	5,00	7,00	15,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	46,75	100,00	100,00	100,00	100,00	52,00	25,00	35,00	75,00	
1. Update e-government action plan clearly defining priorities among proposed projects.	Define priorities among proposed IT projects based on realistic assessment of needs and outcomes, available political support, available human and financial resources, technical capacity, cost-benefit analysis, and requests for other activities to be implemented first.	Council of Ministers of BiH and governments of RS, FBiH and Brcko District, AIS, entity and cantonal IT agencies, Brcko District IT Subsection, finance experts from the institutions	Annually	31.12.07	E-Government Action Plan approved	20,00	8,00	5,00	5,00	5,00	5,00	3,00			5,00	In the BD BiH Action Plan No. 01.1-02-003296/08-1 adopted at the Government of the BD BiH on January 23rd, 2008. Decision on implementation of the phase II of the project in the CoM BiH not adopted, the UNDP withdrew assets provided for this phase.
	According to defined priorities, make annual projections of IT projects.			31.12.10	Updates 08, 09. 10 with value of 5%	15,00	3,75	3,75	3,75	3,75	3,75				3,75	In the BD BiH in the Action Plan No. 01.1-02-003296/08-1 priorities of the IT projects have been given.
2. Ensure political support throughout the country for the implementation of the updated e-government action plan.			Ongoing	31.12.10	Supporting decisions by the governments of all entities and 90% of Cantons	20,00	20,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	Decision on establishing inter-department working group for realisation of e-government of the RS, decision No 04/1-012-/032/06, on April 13, 2006. Also drafted document Strategy of e-Government of the RS 2008-2011. In BD BiH, Decision No. 01.1-02-003296/08 ensured political support to implementation of the Action Plan. The Government of the FBiH, at 182nd session held on December 18, 2006, adopted a Solution on appointment of the Work Team for realisation of the project "Session without paper". No documentation basis. On the level of BiH project e-Government in the Council of Ministers of BiH Phase I is accepted by the decision of the CoM BiH at the 129th session of the CoM BiH from September 14, 2006.

<p>3. Secure adequate financial and human resources throughout the country for the implementation of the updated e-government action plan.</p>		<p>Council of Ministers of BiH and governments of RS, FBiH and Brčko District, AIS, entity and cantonal IT agencies, Brčko District IT Subsection,</p>	<p>Ongoing</p>	<p>31.12.10</p>	<p>State, entities and 90% of Cantons budgeted resources for e-government</p>	<p>20,00</p>	<p>7,50</p>	<p>5,00</p>	<p>5,00</p>	<p>5,00</p>	<p>5,00</p>	<p>2,50</p>	<p>1,25</p>	<p>1,25</p>	<p>2,50</p>	<p>Completed IT training, related with inclusion in the work of e-Government of BiH. The MCT initiated amendment to the Rulebook on internal organization which stipulates a new Government department with 8 officers, however, the decision of the CoM BiH transferred the e-Government team to the jurisdiction of the Secretariat General of the CoM BiH. New employment in 2010 not possible because of the arrangement with the IMF. In BD BiH adopted budget of the Brcko District of BiH for 2006, the position of "e-government" and for 2007 position "Expanding e-Government project". Secured significant funding for e-government. Realization of One Stop Shop project will enable implementation of majority of measures from the Action Plan for e-government. Some activities were undertaken at the level of BiH, the RS and the FBiH, but there are no significant budget lines intended for the e-Government. The FBiH Government provided resources for implementation of the project "Session Without Paper". No documentation basis.</p>
<p>4. Implement the updated action plan according to defined priorities.</p>			<p>Interim results by end 2010</p>	<p>31.12.10</p>	<p>90% of results of action plan implemented in time (31.12.08=10%, 09=10%, 10=5%)</p>	<p>25,00</p>	<p>7,50</p>	<p>6,25</p>	<p>6,25</p>	<p>6,25</p>	<p>6,25</p>	<p>2,50</p>		<p>2,50</p>	<p>2,50</p>	<p>In the BD BiH ongoing is implementation of the Action Plan No. 01.1-02-003296/08-1. Contract on realisation of the project of Consolidation of Information System of the BD No.: 01-014-012097/07.</p>
<p>IT.1.3 Develop software strategy applicable to the whole public sector</p>																
<p>To maintain competition in the software market, and ensure that the authorities can choose the software on the "good and cheap" principle – regardless whether the software is open source or proprietary – it is necessary to develop and adopt a software strategy for public administration as whole. Regarding proprietary software, commenced negotiations must continue for the whole public sector country-wide (regardless of the governmental level), to achieve a considerable reduction in the cost of licenses on the basis of enterprise agreement licenses. In parallel, following the practices of developed countries, the possibilities of migration to open source software and the use of so called mixed models will be seriously considered.</p>																
<p>Activity</p>	<p>Proposed steps</p>	<p>Responsible institutions</p>	<p>Timelines</p>		<p>Action implementation</p>	<p>100,00</p>	<p>50,37</p>	<p>100,00</p>	<p>100,00</p>	<p>100,00</p>	<p>100,00</p>	<p>39,48</p>	<p>50,00</p>	<p>50,00</p>	<p>62,00</p>	
<p>1. Learn about cost structures and related values, benefits and user satisfaction of different types of software. Based on the previous activity, develop and adopt a software strategy for the whole public administration, ensuring that the authorities can choose "good and cheap" software, regardless of whether the software is an open source or proprietary.</p>	<p>Commission for Negotiations with Strategic Partners and Commission for Software Policy will include in their work representatives from all levels of government, to develop a software strategy applicable to the whole public administration.</p>	<p>AIS, entity and cantonal IT agencies, Brčko District IT Subsection, Commission for Negotiations with Strategic Partners, Commission for Software Policy</p>	<p>End 2007</p>	<p>31.12.07</p>	<p>Software policy document approved</p>	<p>25,00</p>	<p>25,00</p>	<p>6,25</p>	<p>6,25</p>	<p>6,25</p>	<p>6,25</p>	<p>6,25</p>	<p>6,25</p>	<p>6,25</p>	<p>6,25</p>	<p>Software policy adopted on the level of Council of Ministers of BiH, on September 20, 2007. Decision No 143/07. In September 2009 established work group with subgroups for ten key documents for successful implementation of the Policy. In BD BiH, Microsoft software legalized in the BD Government, and Software of Strategy of the BD prepared and delivered to the Commission for IT of the BD BiH to receive comments. Lack of documentation basis.</p>

2. Negotiate a common software licensing for the public sector countrywide and achieve a considerable cost reduction for licenses on the basis of the enterprise license agreement.		Council of Ministers of BiH, governments of RS, FBiH and Brčko District, Agency for public procurement, AIS, Commission for Negotiations with Strategic Partners, Commission for Software Policy	Mid 2007	30.06.07	Agreement with relevant software companies signed	25,00	22,37	6,25	6,25	6,25	6,25	3,62	6,25	6,25	6,25	In the RS signed Contract with the Microsoft corporation 04/1-012-914/06, on April 7, 2006 (08.06.2009 signed second three-year contract on usage of licenced software with the company Microsoft.). In the BD BiH legalised Microsoft software in the Government of the BD BiH, signed contract No. 01-014-010403/07 on June 12, 2007. The Government of the FBiH, on 179th session, held on November 16, 2006 adopted a decision on agreement to the Contract on Strategic partnership with Microsoft. The Ministry of Communication and Transport of BiH completed the Draft Strategic Contract with the Microsoft. The Contract needs to be approved by the CoM, and put the Ministry of Communication and Transport in charge of implementing it. The MCT started the initiative for negotiations on common licencing of the Microsoft Software for public sector on the state level for the purpose of achieving decrease in expenses for licences.
3. Analyze the possibility of using Open Source Software (OSS) in the public administration.	Analyze experiences, practices and trends in other countries.	An independent body (i.e. Association of IT users)	Mid 2007	30.06.07	OSS Report covering the mentioned topics	25,00	3,00	6,25	6,25	6,25	6,25				3,00	OSS is being applied in the Subdivision for IT in the Government of the BD BiH and in some other institutions of the BD BiH (Linux and Open Office). Report on usage of the OSS in bodies and institutions of the BD BiH is being prepared.
Analyze advantages and disadvantages in comparison with the proprietary software.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection, donors, Commission for Software Policy			30.06.07	Report on results of the feasibility study	25,00	0,00	6,25	6,25	6,25	6,25					
Evaluate available support for OSS in BiH.																
Produce a report on the limitations and possibilities of using open source software in the BiH public administration, including recommendations for the use of specific products together with specified conditions.																
IT.1.4 Establish standards for IT procurement																
Although the new legal framework on procurement harmonized the procurement procedures at all governmental levels, it is necessary to establish additional standards that regulate procurements of IT goods, supplies and services in order to contribute toward standardization and harmonization of procurement.					Contribution to Action subgroup	20,00	2,50	20,00	20,00	20,00	20,00	4,00	0,00	0,00	6,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	12,50	100,00	100,00	100,00	100,00	20,00	0,00	0,00	30,00	
	Define standards for specification of IT equipment and components (network, hardware and software).	AIS, Agency for		31.12.07	Standards manual elaborated and approved	40,00	10,00	10,00	10,00	10,00	10,00	5,00			5,00	In the BD BiH usage of internal specifications of equipment and software in accordance with the needs of the beneficiaries. Instruction of the mayor No. 01-014-003935/04 from February 10, 2004; BiH: standardisation of IT procurements should be defined by the document within the "Policy of
	Define standards for contract forms used for IT services and deliveries.															

1. Define common standards for IT procurement (goods, supplies, services).	Define standards for contents of project documentation, work and maintenance instructions.	public procurement, entity and cantonal IT agencies, Brčko District IT Subsection	End 2007			30,00	2,50	7,50	7,50	7,50	7,50					Software in the Institutions of BiH". Workgroup for draft of documents established.	
	Introduce three categories of positions including corresponding requests for IT equipment and software.																
	Once information systems are developed and adapted to the situation in BiH, set up mechanisms for delivering source code.																
2. Define methodology for managing IT projects.		AIS, Agency for public procurement, entity and cantonal IT agencies, Brčko District IT Subsection	End 2007	31.12.07	IT Project manual elaborated and approved	30,00	2,50	7,50	7,50	7,50	7,50					2,50	In BD BiH, drafting of Rules for management of capital investments, including IT projects is being prepared.
3. Define criteria in selecting the best bidder.	Optional:	AIS, Agency for public procurement, entity and cantonal IT agencies, Brčko District IT Subsection	End 2007	31.12.07	IT Procurement manual elaborated and approved	30,00	0,00	7,50	7,50	7,50	7,50						
	Check the specifications of bids, create lists of bidders, monitor current market prices, market trends and new market products.																
IT.1.5 Develop IT security policy and set up a continuous process of risk analysis																	
The most important precondition for secure electronic data exchange and the electronic delivery of government services is security. There is a need to have a security and privacy policy in place, and a method of monitoring staff adherence to this policy. Security policy will encompass defined technical recommendations, conditions and referent standards, to ensure secure data and information exchange within and between government and users of public services. A continuous process of risk analysis will be established at all levels.						Contribution to Action subgroup	20,00	6,45	20,00	20,00	20,00	20,00	3,80	0,00	10,00	12,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	32,25	100,00	100,00	100,00	100,00	19,00	0,00	50,00	60,00		

1. Define technical recommendations, regulations, technical and administrative security procedures, conditions and referent standards for secure transactions and secure exchange of data and documents within the administration and externally.	Carry out a comprehensive and thorough IT security inspection at all levels of government with the aim to lay foundations for the future IT security policy, and to reallocate functions related to security.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection	End 2007	31.12.07	IT Security inspection report submitted	20,00	11,00	5,00	5,00	5,00	5,00	1,00		5,00	5,00	Package of procedures and instructions for protection of information systems were drafted and adopted in BD. Decisions and procedures adopted by the Government of the BD BiH April 26, 2006 No.: - 01-014-005146/06 - 01-014-005148/06 - 01-014-005150/06 - 01-014-005151/06 - 01-014-005151/06-1 - 01-014-005152/06 - 01-014-005153/06 - 01-014-005154/06 - 01-014-005155/06 Policy of Security of the IS of the Government of the RS adopted at 86th session of the Government of the RS 04/1-012-1910/08 from July 24th 2008. Report submitted at the session of the Government of the RS. BiH: These activities are to be implemented through the workgroup for draft of documents within the "Policy of Software in the Institutions of BiH".
	Security issues will be dealt with at the central level separate from those to be dealt with at the entity or local levels. Possible conflict between the two will be identified.			31.12.07	BAS implemented	30,00	7,50	7,50	7,50	7,50	7,50			7,50		In the RS drafted document Policy of Security of Information System of the Government of the RS.
2. Develop a continuous process of risk analysis at all levels of government.	Produce a list of sensitive issues and risks, which will serve as an introduction into a continuous process of risk analysis.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection, Central Security Unit, an independent body	End 2008	31.12.08	Risk analysis List submitted	10,00	1,25	2,50	2,50	2,50	2,50				1,25	In the BD BiH risk analysis is being performed by the person in charge only for the security of the information system of the BD BiH. Documentation basis: Solution on appointment of officer to work place "specialist for management of security of information systems" No. 01-014-016065/07 from September 12, 2007.
	An independent body will be engaged to conduct adequate security assessment and carry out continuous inspection of security measures, which will be the basis for continuous updating of security policy based on risk management.			31.12.08	Contract with independent body signed	10,00	1,25	2,50	2,50	2,50	2,50				1,25	In the BD BiH the Board for implementation of the Policy of security of information system of the BD BiH was formed. Documentation basis: Decision on appointment of the Board for implementation of the Policy of security of information system of the BD BiH No. 01-014-000715/06 from January 31st, 2006.
3. Establish Computer Emergency Response Team (CERT).	Establish a team to coordinate responses to breaches of security or other computer emergencies, such as breakdowns and disasters.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection	End 2008	31.12.08	CERT Team established	30,00	11,25	7,50	7,50	7,50	7,50	3,75			7,50	In the BD BiH the Board for implementation of the Policy of security of information system of the BD BiH was formed. In the BD BiH one person was employed in charge only for the security of the information system of the BD BiH. Documentation basis: Decision on appointment of the Board for implementation of the Policy of security of information system of the BD BiH No. 01-014-000715/06 from January 31st, 2006. Solution on appointment of officer to work place "specialist for management of security of information systems" No. 01-014-016065/07 from September 12, 2007.
					Contribution to IT	30,00	9,21	30,00	30,00	30,00	30,00	6,08	4,46	11,30	14,99	
IT.2. Organization and Human Resources					Action Group	100,00	30,69	100,00	100,00	100,00	100,00	20,26	14,86	37,68	49,96	
IT.2.1 Establish Central IT Units for information society																
Unlike other horizontal systems in public administration, a dedicated central institution in charge of IT coordination is still absent at most government levels, and country-wide. The future Agency for Information Society (AIS) is supposed to be the main initiator and implementer of proposed ICT activities. Therefore, it is of utmost importance to compromise and agree on roles, responsibilities and functions of the future AIS; and make it operational in the shortest period possible. Centers of IT competence will be established and/or formally recognized at other levels, and will create close formal links of cooperation with the state-level AIS as soon as it is established.					Contribution to Action subgroup	10,00	3,80	10,00	10,00	10,00	10,00	3,20	4,00	3,00	5,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	38,00	100,00	100,00	100,00	100,00	32,00	40,00	30,00	50,00	

1. Establish independent IT agency for information society.	Agree on roles, responsibilities and functions of the future State Agency for Information Society (AIS) and adopt the Law on AIS accordingly.	Council of Ministers of BiH, governments of RS, FBiH, Brčko District and Cantons, OHR, UNDP, EC	Urgency	31.12.06	Agency is implemented and operational	60,00	30,50	15,00	15,00	15,00	15,00	8,00	7,50	7,50	7,50	The MCT BiH on several occasions since 2006, submitted to the Parliamentary Assembly different versions of the Draft Law on the Agency for Development of Information Society of BiH (ZARID), adjusting the drafts to current political demands. The Ministry currently implements activities on the repeated sending of the Law in the parliamentary procedure after entity harmonisation. In BD BiH established the Subdivision for IT in the Government of the BD BiH. The Government of the RS established Agency for Information Society. "Official Gazette of the RS" No. 5/08. At the 47th session of the Government of the FBiH, held on February 28 2008, the Government of the FBiH adopted the opinion on the Draft Law on Agency for Information Society as proposed by the Federal Ministry of Transport and Communications.
	Make AIS operational.															
2. Strengthen the established centers of IT competence in the entities and Brčko District, and set up corresponding ones in regions or cantons that will maintain close formal links with the State AIS.	Formally decide on roles, responsibilities and functions of central units in entities and regions/cantons.	Council of Ministers of BiH, governments of RS, FBiH, Brčko District and Cantons, AIS	End of 2007	31.12.07	Agreement/Decision on role of centers and links to AIS (Regulation)	40,00	7,50	10,00	10,00	10,00	10,00		2,50		5,00	Roles and competencies of the central unit (Subdivision for IT) and IT units in other institutions of the BD BiH are defined by Decisions on establishment of the information system of the BD BiH. Documenttion basis: Decision on establishment, functioning and maintenance of the information system of the BD BiH No. 01-014-010830/04 from September 21st, 2004 and Decision on establishment of integral information system in bodies and institutions of the BD BiH No. 01-014-005147/06 from April 26, 2006. In the FBiH, the Federal Ministry of Education and Science on November 5 2007 started the initiative (letter of the Ministry No. 02-5792-1/07) to amend the Law on Federal Ministries and Other Bodies of Federal Administration in part related with the scope of work of the Federal Ministry of Education and Science by establishment of the Federal Administration for Information Society.
IT.2.2 Optimize the allocation and use of the limited staffing resources																
Once the AIS is established, the allocation and use of the limited staffing resources must be optimized. A clear division between centralized and decentralized IT functions, and IT functions that could be outsourced to private companies, will be done. At the same time, individual institutions will do their best to keep at least minimal in-house IT capacity. A common methodological approach to ease coordination and cooperation between central and periphery units will be adopted.																
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	37,50	100,00	100,00	100,00	100,00	0,00	20,00	30,00	100,00	
1. Make a clear division between centralized and decentralized IT functions, and IT functions that could be outsourced to private companies.	Centralize IT services such as mail, Internet access, security and other functions determined ascentrally run.	Council of Ministers, governments of RS, FBiH, Brčko District and Cantons, AIS, entity and cantonal IT agencies, Brčko District IT	End 2007	31.12.07	New regulation elaborated, approved and implemented in 90% vof units	20,00	15,00	5,00	5,00	5,00	5,00		5,00	5,00	5,00	This measure was completely implemented in the RS in June 2001. Internet access, mail and other services centralized. Internet, mail, antivirus protection, protection of network from outside incursions and other services centralized in the BD BiH. Contract on on-line internet service No. 1-09-1040/07 Contract on delivery of antivirus software Trend Micro Corporate No. 01-014-005728/06-1 Contract on delivery of firewall FortiNet FortiGate 300A No. 01-014-000153/06-1. In the FBiH within the project "Government without paper", centralised internet, mail, antivirus protection and other services.

	Develop a strategy for using external services: decide which functions do not have to be performed within the administration due to the nature of function, existing support, detailed cost-benefit analyses, positive experiences of other countries etc.	Subsection, all other institutions, private companies		31.12.07	Outsourcing strategy elaborated and agreed upon	20,00	5,00	5,00	5,00	5,00	5,00				5,00	In the BD BiH, study made on outsourcing services "Analysis of cost effectiveness of development of application software by own forces or that job should be given to qualified software establishments" from April 24, 2006.
2. Based on the above division, conduct structural staff reallocation ensuring that individual institutions have the minimum of the necessary IT capacities, either through central units or by having their own IT staff.	Make analyses of current IT functions to serve as a basis for making decisions on transfers from individual institutions to central IT units.	Council of Ministers, governments of RS, FBiH, Brčko District and Cantons, AIS, entity and cantonal IT agencies, Brčko District IT Subsection, all other institutions	End 2008	31.12.08	Staff reallocated; staffing lists approved	40,00	10,00	10,00	10,00	10,00	10,00				10,00	In the BD BiH, on the basis of study "Analysis of cost effectiveness of development of application software by own forces or that job should be given to qualified software establishments", re-division of employees made in the Subdivision for IT. Decision on appointment of candidate from the position "programmer specialist" to position "hardware analyst" in the Subdivision for IT No. 01-014-003557/06 and Solution on appointment of officer to work place "specialist for security management of information systems" No. 01-014-016065/07 from September 12, 2007.
	Based on such analyses reallocate all positions in charge of centralized functions from individual institutions to central units.															
	Introduce annual planning of necessary IT staffing resources.															
3. Adopt a common methodological approach to ease coordination between central and periphery units.	Promote the use of a standardized IT service management framework (ITIL):	AIS, entity and cantonal IT agencies, Brčko District IT Subsection	End 2008	31.12.08	Procedure / Model elaborated and adopted	10,00	2,50	2,50	2,50	2,50	2,50				2,50	In the BD BiH Subdivision for IT has central role in development of information system of the Brčko District of BiH, and coordination of central and peripheral IT units in the Brčko District of BiH is being done by the Subdivision for IT and Commission for IT of the Brčko District of BiH. Decision on establishment of integral information system in bodies and institutions of the BD BiH No. 01-014-005147/06 from April 26, 2006. and Decision on appointment of the Commission for IT No. 01-014-013448/05 from November 29, 2005.
	Plan common processes for all peripheral units;															
	Define roles and activities with appropriate references and communication lines between them.															
4. Enhance cooperation among IT staff.	Set up mechanisms such as internal IT public administration forums in order to solve common problems, exchange positive practices and experiences, and set common standards.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection, all other institutions	Forum: End 2007 Cooperation: Ongoing	31.12.07	Public internet (intranet) based forum implemented and effective	10,00	5,00	2,50	2,50	2,50	2,50			2,50	2,50	The measure was completely implemented in the RS. No documentation basis. In BD BiH exchange of experiences, establishment of standards, setting priorities for IT projects etc. is being done through the Commission for IT of the Brčko District of BiH, in which there are IT specialists from different institutions of the BD BiH. Established BEACON Forum at the webpage www.beacon.bdcentral.net
IT.2.3 Establish e-government forum																
To engage government representatives, private sector, universities, IT professionals and all other interested parties to make contributions toward e-government, an e-government forum will be established. This e-government forum will cooperate closely with the recently established Forum of Association of e-municipalities.																
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	17,50	100,00	100,00	100,00	100,00	0,00	0,00	70,00	0,00	
1. Establish e-government forum to engage government representatives, private sector, universities, IT professionals and other interested parties to make contributions towards e-government.	At the forum discuss problems of development and implementation of e-government, plans and directions of realization.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection, private sector, universities, NGOs,	Establish the Forum: Mid 2007	30.06.07	Forum implemented, see 2.3.4	70,00	17,50	17,50	17,50	17,50	17,50			17,50		September 2009 initiated forum on e-Government on the level of the RS. 09.07.2010 - On the level of the RS in semi-annual report stated that on 19.04.2010 there was the third coordination meeting of managers of IT sectors in the bodies of public administration and local self governance.
	Coordinate the forum's activities with the Association of e-municipalities.		Activities of the Forum: Ongoing			Semi annual meeting of the forum management and the responsables of the Association agreed	30,00	0,00	7,50	7,50	7,50	7,50				

IT.2.4 Increase support from top level management for IT development and utilization																
Fast development of web technology can help BiH to position itself as an effective and citizen-oriented government – if there is strong political commitment. High-level seminars will be organized to ensure a common understanding of the IT's potential in the reform of the administration, and to secure the active commitment of senior management to support the introduction of IT. In addition, cooperation between IT staff and managerial staff will be strengthened, new IT projects will be presented through analyses of cost and benefits, pilot projects will be introduced in priority areas with short-term results, and all implemented projects and positive results achieved will be presented.				Contribution to Action subgroup		10,00	4,22	10,00	10,00	10,00	10,00	4,56	2,86	5,98	3,46	
Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	42,15	100,00	100,00	100,00	100,00	45,60	28,60	59,80	34,60		
Raise awareness about the importance and potential of IT in the reform of public administration.	Promote e-government among government employees and the users of government services.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection, civil service agencies, donors	Ongoing	e-Government Newsletter implemented and half-yearly distributed (Establishment=5% , 5% for each of the first 4 issues)	25,00	5,15	6,25	6,25	6,25	6,25	2,00		3,15		e-Government promoted within the I phase of implementation of the e-Government through seminars and trainings	
	Organize high-level seminars focused on IT's potential in the reform of the administration.			Seminars for Ministries, State and Entity Governments top cantonal officers (4 Seminars each 5%)	20,00	8,65	5,00	5,00	5,00	5,00	2,50	1,50	3,15	1,50	In the BD BiH held training for all heads of departments on usage of the System "Sessions without paper" and Webportal of the Government of the BD BiH. ee-Government promoted within the I phase of implementation of the e-Government through seminars and trainings	
	Strengthen cooperation and communication between IT staff and managerial staff.															In the FBiH held training for high ranking officials who will be using the application "Sessions without paper". Held Seminars and trainings for usage of the system of e-government on the state level, as well as for the managers of the institutions respectively.
	Present new IT projects through cost-benefit analyses.			2 Projets presented in newsletter, seminar, fair	20,00	10,50	5,00	5,00	5,00	5,00		2,50	5,50	2,50	In the RS, during 2007, around 15 projects from this area were presented. No documentation basis. During 2008 promoted projects e-Board (electronic session of the Government), electronic journal on the Microsoft inovation forum for Growth. During 2009, promotion of the web portal eSrpska. In the BD BiH in 2007 presented and approved 8, and in 2008 9 projcts from the area of IT. Documentation basis: Adopted budgets of the BD BiH for 2007 and 2008 fiscal year, which were published on the portal of the Government of the BD BiH www.bdcentral.net	
	Introduce pilot projects in priority areas with short-term results.			one pilot project defined and implemented on state level and one in each entity, results presented in newsletter	20,00	12,60	5,00	5,00	5,00	5,00	3,15	3,15	3,15	3,15	Pilot project of the Ministry of Science and Technology referred to online applications is being prepared in the RS. No documentation basis. In the BD BiH we initiated the pilot project One Stop Shop and asked for donation of the PARF JMB so it could be implemented. In the FBiH, within the contract with the Microsoft, initiation of the project Electronic Reception in the Secretariat General of the Government of the Federation of BiH. On the level of BiH, the Ministry of Communications and Transport established a group of projects from the domain of information technologies, and it is expected that the CoM will approve these projects.	

Present the benefits of implemented IT projects and positive results achieved.					e-Government fair organized , 2007, 08, 09	15,00	5,25	3,75	3,75	3,75	3,75	3,75			1,50	The BD BiH constantly work on introduction and promotion of the e-Administration, because of which we received also the BEACON status from that area. Documentation basis: Charter of the BEACON Scheme on award of the BEACON status to the BD BiH entitled "Introduction of IT in the process of providing services with an objective of improving the quality of services and the process of decision making". On the level of BiH held ministerial conference for development of information society 2007.	
IT.2.5 Introduce a valid classification of IT posts																	
Contrary to the current "everyone does everything" approach, a valid classification of IT jobs, and thorough job analysis defining the exact qualitative and quantitative requirements of each position will be introduced.					Contribution to Action subgroup	20,00	7,00	20,00	20,00	20,00	20,00	20,00	8,00	0,00	0,00	20,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	35,00	100,00	100,00	100,00	100,00	100,00	40,00	0,00	0,00	100,00	
Make adequate job analysis, defining the exact qualitative and quantitative requirements for each position.	ntroduce a code list of posts (for IT, for example: IT help desk, system analyst, system administrator, database administrator, application developer, IT architect, web designer, etc.).	Council of Ministers, governments of RS, FBiH and Brčko District, AIS, individual institutions	Mid 2008	30.06.08	IT functions defined, sample job description elaborated, new system published and approved	100,00	35,00	25,00	25,00	25,00	25,00	25,00	10,00			25,00	In the BD BiH there is a systematisation of the IT jobs, which was given in the Organisation plan of the Department for expert and administrative affairs. Documentation basis: adopted Organisation plan of the Department for expert and administrative affairs article 5 point 4.1. to 4.8. The MCT proposed new Rulebook which introduces two new departments, Department for eAdministration and the Department for Supervision and Accreditation of Certifiers (In accordance with the Law on Electronic Signature of BiH). New rulebook is still not adopted.
IT.2.6 Retain scarce IT staff																	
To make the public administration more attractive to highly demanded IT staff, a strategy for retaining scarce IT staff will be developed. The general strategy of the human resources management component for retaining scarce staff will be supported, and ways of providing incentives for highly demanded IT staff will be formalized.					Contribution to Action subgroup	10,00	1,25	10,00	10,00	10,00	10,00	10,00	0,00	0,00	2,50	2,50	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	12,50	100,00	100,00	100,00	100,00	100,00	0,00	0,00	25,00	25,00	
	Offer salary bonuses. Provide better career opportunities.			31.12.08	Remuneration and career system approved	50,00	0,00	12,50	12,50	12,50	12,50						

Support the strategy of the human resources management component for retaining scarce staff, and formalize ways of providing incentives for highly demanded IT staff.	Provide continuous IT training.	Civil service agencies, AIS, individual institutions	End 2008	31.12.08	Technical Trainings on various topics provided, at least 2 Trainings by State and each entity (open also for Cantons and Off-Budget staff) p.a.; first 20 Trainings = 2,5 % each	50,00	12,50	12,50	12,50	12,50	12,50			6,25	6,25	Members of IT centre in the RS are attending many trainings related to IT area. No documentation basis. During 2008, two employees from the IT sector on several occasions attended the courses of professional improvement from Microsoft technologies. Microsoft 2276 and 2277 modules. No documentation basis. BD BiH: regular IT trainings of the staff, both specialist trainings, and trainings after each finished project. Documentation basis: Contract on training of the IT staff No. 01-014-012578/07 from August 22nd, 2007. Contract on delivery of integral solution for protection of computer network of the BD BiH No. 01-014-000153/06-1, point 2 of the contractor's bid No. 991/05, which is a constituent part of the Contract. Other contracts on delivery of hardware and software.

T.2.7 Professional IT staff

In order to have professional IT staff, an adequate budget for continued professional education of IT staff will be secured. An analysis of training needs will be introduced, so training offers are based on actual needs.

Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	16,25	100,00	100,00	100,00	100,00	5,00	0,00	50,00	10,00	
1. Secure adequate funds in the budget for continuous professional education of IT staff.	Analyze training needs, so training offers are based on actual needs.	Civil service agencies, individual institutions, AIS, entity and cantonal IT agencies, Brčko District IT Subsection, donors	Ongoing	IT Training needs analysis accomplished	10,00	5,00	2,50	2,50	2,50	2,50			2,50	2,50	In the BD BiH the resources for the training of IT personnel are mostly ensured. Documentation basis: adopted budget of the BD BiH for 2008 (Position: Contracted services).
	Provide additional training for IT managerial staff in skills needed for project management; such as cost and benefit analysis and risk assessments regarding IT projects etc.			T Project management trainings (at least 2 trainings for at least 10 persons p.a. from 2007 to 2010)	80,00	10,00	20,00	20,00	20,00	20,00			10,00		The training is being organized after each project is completed in the RS. No documentation basis.
2. Improve cooperation between IT staff working in various institutions with the aim to solve common problems, exchange experiences, establish uniform standards etc. This will contribute to individual knowledge acquirement.		Individual institutions, AIS, entity and cantonal IT agencies, Brčko District IT Subsection donors	Ongoing	Forum implemented, see 2.3.4	10,00	1,25	2,50	2,50	2,50	2,50	1,25				On the level of BiH established IT expert consultation team, consisting of representatives of IT systems of some ministries. No documentation basis.

IT.2.8 Increase computer literacy of civil servants

It is obvious that increased levels of computer literacy of civil servants reduces the need for IT help desk support: having computer literate civil servants is a precondition toward the overall goal of enhancing efficiency. At each level, computer literacy testing of all existing employees will be performed, and one institution will be responsible for continuous work on IT literacy, organizing a standardized training programme (such as the ECDL programme), introducing e-Learning, performing IT literacy benchmarking, and raising awareness of the importance of self-training. To reduce the high costs of IT training, all newly-employed staff will be required to have basic computer skills, and CSAs will introduce rules on the minimum computer literacy required for civil servants. Cooperation with the faculties and students of e-Gov laboratories will be maintained.

Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	36,50	100,00	100,00	100,00	100,00	20,00	30,00	56,00	40,00
				Contribution to Action subgroup	20,00	7,30	20,00	20,00	20,00	20,00	4,00	6,00	11,20	8,00

1. Introduce the rules requiring basic computer skills for newly employed staff.		Civil service agencies, AIS, entity and cantonal IT agencies, Brčko District IT Subsection	End 2007	31.12.07	Rules and testing system elaborated and set in force	20,00	7,50	5,00	5,00	5,00	5,00		2,50	2,50	2,50	The aim is to set ECDL standard to be the lowest level of computer knowledge in the RS. No documentation basis. In the BD BiH on the occasion of hiring new employees testing of computer knowledge is being organised. In the FBiH, it is defined through Rulebooks on systematisation of jobs in federal bodies.	
2. Carry out computer literacy testing for existing staff.		Civil service agencies, AIS, entity and cantonal IT agencies, Brčko District IT Subsection	End 2008	31.12.08	Literacy test carried out for 90% + of staff	20,00	3,50	5,00	5,00	5,00	5,00			3,50		Testing of employees in civil service was partially implemented in the RS. During 2008, every employee will be tested. No documentation basis. In the first quarter of 2008 testing continued, implemented test of computer literacy for 120 civil servants - ECDL standard. Implemented additional education for 100 civil servants in 4 ECDL modules and 20 civil servants in 7 ECDL modules. No documentation basis. During 2009 continued verification of computer literacy for 100 civil servants. Basis - quarterly report on progress of the AP 1 from the level of the RS.	
3. Provide continuous IT training aimed at those who are at risk of having their knowledge outdated by rapid changes.	Select an institution at each level that will act as an education coordinator, tasked with organizing standardized training programmes (such as the ECDL programme), performing IT literacy benchmarking, introducing e-Learning, raising awareness of the importance of self-training etc.	Civil service agencies, AIS, entity and cantonal IT agencies, Brčko District IT Subsection, individual institutions, donors	Ongoing		Education Coordinator defined and contracted	20,00	5,50	5,00	5,00	5,00	5,00			3,00	2,50	In the RS ETC ECDL Banja Luka was chosen by the CSA RS. No documentation basis. In the BD BiH in the Subdivision for human resources "senior expert associate for training and evaluation" coordinates all the activities for the training of the employees in the BD BiH. Provider of services of training is chosen in accordance with the Law on Procurements of BiH. Documentation basis: adopted Organisation plan of the Department for Expert and Administrative Affairs, article 5, point 5.6. During 2009 training implemented for 100 tested civil servants by the ECDL standard.	
	Improve cooperation with faculties and students of e-government laboratories.					20,00	0,00	5,00	5,00	5,00	5,00						
4. Establish the state authority for ECDL certification.		Civil service agencies, AIS, entity and cantonal IT agencies, Brčko District IT Subsection	End 2007	31.12.07	ECDL authority established and workable	20,00	20,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	ECDL body on the state level established in May/June 2007, consisting of representatives of the companies which are conducting IT training in order to receive ECDL certificates. No documentation basis.	
						Contribution to IT	20,00	7,37	20,00	20,00	20,00	20,00	2,48	2,60	9,40	15,00	
IT 3. Infrastructure						Action Group	100,00	36,85	100,00	100,00	100,00	100,00	12,40	13,00	47,00	75,00	
IT.3.1 Establish a national backbone for the use of public administrations																	
Coherent communication and information infrastructure that will provide cheap, reliable and safe access to information and allow information exchange; both within the public sector (including across government levels), and externally, between the public sector and the users of public services; is a major precondition, without which the potential of e-governance cannot be achieved. Correct infrastructure is critical for the development and implementation of information systems and specialized applications, in all areas of the administration. To achieve this, governments at all levels must prioritize the development of this infrastructure, and sufficient budget resources will be secured for this purpose. Initially, early coordination of all involved stakeholders, in order to avoid any duplication of efforts will be established. Further, analysis of current networks will be performed to optimize the use of existing networks, and avoid irrational spending.						Contribution to Action subgroup	20,00	10,00	20,00	20,00	20,00	20,00	0,00	0,00	20,00	20,00	It is necessary to question the need of establishing separate physical network for public administration envisaged in the Strategy.
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	50,00	100,00	100,00	100,00	100,00	0,00	0,00	100,00	100,00		
	Establish early coordination of all involved stakeholders and avoid any duplication of efforts.	AIS, entity and		31.12.10	Backbone working	100,00	50,00	25,00	25,00	25,00	25,00			25,00	25,00	Basic infrastructure is mostly developed in BD BiH. Contracts on realisation of the First and Second phase of the Information System of the BD BiH No.:	

<p>Make arrangements for the use and improvement of existing resources to ensure safe, cheap and reliable information exchange between institutions across government levels, as well as between government institutions and users of public services.</p>	<p>Make an analysis of existing networks with the aim to optimize their use and avoid irrational spending of funds.</p> <p>Carry out a project of connecting all organizational units of administration to enable efficient information exchange.</p>	<p>AIS, entity and cantonal IT agencies, Brčko District IT Subsection, Telecom operators, power distribution and railway companies, donors</p>	<p>Interim results by end 2010</p>													<p>- 0-01-014-2579/01 - 01-014-008817/05 - 01-014-015660/05-1 and other contracts and documents related with building Integral information system of the BD BiH. In the RS, by moving in the new building of the RS Government all ministries use one optimized network, and other state agencies by moving in the old building of the Government are also using the named network. No documentation basis.</p>
<p>IT.3.2 Improve horizontal and vertical networking within the administration</p>																
<p>In parallel with the development of a national backbone for the use of public administrations, individual LANs will be completed, and the infrastructure for single and ubiquitous access to the Internet (with joint services and security solutions), will be ensured wherever possible. Easier maintenance, standardization of domains and e-mail addresses are also outcomes of this solution, capable of delivering higher efficiency at considerably lower cost.</p>																
<p>Activity</p>	<p>Proposed steps</p>	<p>Responsible institutions</p>	<p>Timelines</p>		<p>Action implementation</p>	<p>100,00</p>	<p>76,25</p>	<p>100,00</p>	<p>100,00</p>	<p>100,00</p>	<p>100,00</p>	<p>40,00</p>	<p>65,00</p>	<p>100,00</p>	<p>100,00</p>	
<p>1. Complete LANs in individual institutions where necessary.</p>		<p>AIS, entity and cantonal IT agencies, Brčko District IT Subsection, individual institutions, donors</p>	<p>End 2008</p>	<p>31.12.08</p>	<p>LAN working in all relevant units</p>	<p>50,00</p>	<p>45,00</p>	<p>12,50</p>	<p>12,50</p>	<p>12,50</p>	<p>12,50</p>	<p>10,00</p>	<p>10,00</p>	<p>12,50</p>	<p>12,50</p>	<p>In BD networking of all areas of public administration is mostly implemented. Contracts on realisation of the First and Second phase of the Information System of the BD BiH No.: - 0-01-014-2579/01 - 01-014-008817/05 - 01-014-015660/05-1 and other contracts and documents related with building Integral information system of the BD BiH. In RS new administrative centre of the RS Government has LAN as well as the old building of the RS Government. No documentation basis. In the FBiH, Sector for IT, in the Government buildings in Sarajevo and Mostar, built a communication network. In the FBiH, the Sector for IT in the premises of the Government in Sarajevo and Mostar continued development of communication network. Completed adaptation of the room for IT educations and courses, and it has been equipped with the necessary equipment.</p>
<p>2. Develop infrastructure to enable single access to the Internet with joint services (Internet access, mail service etc.), and security solutions wherever possible with the aim of achieving cost reduction and easier maintenance.</p>		<p>AIS, entity and cantonal IT agencies, Brčko District IT Subsection, individual institutions, donors</p>	<p>End 2009</p>	<p>31.12.09</p>	<p>Internet access in all relevant units via LAN</p>	<p>50,00</p>	<p>31,25</p>	<p>12,50</p>	<p>12,50</p>	<p>12,50</p>	<p>12,50</p>		<p>6,25</p>	<p>12,50</p>	<p>12,50</p>	<p>In the BD BiH provided access to internet to all the employees. Documentation basis: Contracts on on-line provision of Internet services to all the bodies and institutions of the BD BiH 24 a day, 7 days a week No: - 1-09-1040/07 and - 01.1.13-001474/08-1 In the Government of the FBiH, provided access to internet through LAN to all the officers. In the RS new Administrative Centre of the Government of the RS has LAN as well as the old building of the Government of the RS.</p>
<p>IT.3.3 Establish a unique access point for information exchange within the administration</p>																
<p>To ensure a unique access point for information exchange within the administration, a government gateway, performing authentication, authorization, transaction, redirecting, and other centralized services needed to facilitate access to common data and services, will be built and hosted.</p>																
<p>Activity</p>	<p>Proposed steps</p>	<p>Responsible institutions</p>	<p>Timelines</p>		<p>Action implementation</p>	<p>100,00</p>	<p>25,00</p>	<p>100,00</p>	<p>100,00</p>	<p>100,00</p>	<p>100,00</p>	<p>0,00</p>	<p>0,00</p>	<p>0,00</p>	<p>100,00</p>	

Build government gateway performing authentication, transaction, redirecting and other centralized services needed to facilitate access to common data and services.		AIS, entity and cantonal IT agencies, Brčko District IT Subsection	End 2010	31.12.10	Access point working	100,00	25,00	25,00	25,00	25,00	25,00				25,00	Website www.bdcentral.net was established in the BD in order to give to all the employees information on the work of the Government, necessary documents for the work of the Government, laws etc. Some of the activities partially started in the RS and the BD, but there is no common portal for BiH public administration.
IT.3.4 Establish standard workstation configuration																
Well-organized and standardized infrastructure is much easier for maintenance; the standardization of configurations is an obvious measure to save scarce funds and improve user satisfaction. Therefore, standard-setting for common workstation configuration, at each level of government (or at a minimum at the level of individual institution), will be established and implemented.																
Contribution to Action subgroup																
20,00 3,85 20,00 20,00 20,00 20,00 0,40 0,00 0,00 15,00																
Activnost	Proposed steps	Odgovorne institucije	Timelines		Action implementation	100,00	19,25	100,00	100,00	100,00	100,00	2,00	0,00	0,00	75,00	
1. Establish and implement optimal standards for common workstation configuration at each level of government, or at the level of individual institution as a minimum.	Introduce three categories of positions (e.g. generic office environment), with corresponding requests for IT equipment and software (roughly estimated, 90% of computers will be in the light category).	All, AIS, entity and cantonal IT agencies, Brčko District IT Subsection	End 2008	31.12.08	Definition made and approved and linked to budget	50,00	6,75	12,50	12,50	12,50	12,50	0,50			6,25	In BD there are specification which are regularly updated in accordance with the needs of the beneficiaries. Instruction of the Mayor to procure hardware and software in the BD BiH in coordination with the Subdivision for IT No.: 01-014-003935/04 from February 10, 2004. BiH: Implementation of the measure foreseen through draft of documents within the "Policy of Software in the Institutions of BiH". Workgroup established.
2. Maintain the updated and consolidated database for configuration management in each user institution.		All, AIS, entity and cantonal IT agencies, Brčko District IT Subsection	End 2008	31.12.08	Database created and operated by IT responsible of user institution	50,00	12,50	12,50	12,50	12,50	12,50				12,50	In the BD BiH, in the Subdivision for IT, database of all issued specifications is maintained and regularly updated. Responsible officer in the Subdivision for IT (hardware analyst) maintains and regularly updates the database of all issued specifications. No documentation basis.
IT.3.5 Implement Public Key Infrastructure (PKI)																
PKI is the most common technology used to implement electronic signatures. It will be implemented as soon as the appropriate legislation, such as Law on Electronic Commerce and Electronic Signatures, Law on the Certification Authority etc., is in place.																
Contribution to Action subgroup																
20,00 2,75 20,00 20,00 20,00 20,00 4,00 0,00 7,00 0,00																
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	13,75	100,00	100,00	100,00	100,00	20,00	0,00	35,00	0,00	
	Analyze experiences, practices and trends in other countries.			31.12.09	concept drafted and submitted	20,00	10,00	5,00	5,00	5,00	5,00	5,00		5,00		BH: In implementing the project of design of the PKI for users in the locations that are used for issuing identity documents. Basis - Contract on Implementation of the Project of PKI in the Agency for Identification Documents, Records and Data Exchange (IDDEEA) between the European Union in Bosnia and implementer of the project. Signed on

Implement PKI project for the public sector.	Define the concept and prepare the pilot project.	All, AIS, entity and cantonal IT agencies, Brčko District IT Subsection	End 2009													29.09.2009. After establishment of the Office for inspection and certification of certifiers in BiH, the Office shall proceed to execution of activity 1 in point 3.5. 09.07.2010 - Agency for Information Society of the RS, by Order from the Government of the RS (04/1-0122765/08 from 24.09.2008), was set as bearer of the affairs of electronic certification for bodies of civil service. Ongoing is the procedure of procurement of application software for enabling the system of certification of bodies civil service.
	Implement the pilot project.			31.12.09	Pilot implemented	30,00	3,75	7,50	7,50	7,50	7,50			3,75	09.07.2010 - Agency for Information Society of the RS, by Order from the Government of the RS (04/1-0122765/08 from 24.09.2008), was set as bearer of the affairs of electronic certification for bodies of civil service. Ongoing is the procedure of procurement of application software for enabling the system of certification of bodies civil service.	
	Implement PKI.			31.12.09	Overall Implementation completed	50,00	0,00	12,50	12,50	12,50	12,50					
					Contribution to IT	30,00	10,30	30,00	30,00	30,00	30,00	7,86	4,29	13,83	15,24	
IT 4. Information systems and e-services					Action Group	100,00	34,35	100,00	100,00	100,00	100,00	26,20	14,30	46,10	50,80	
IT.4.1 Develop standards for system architecture and development of applications																
The current EU trend is that IS architecture will be at least 3-tiers, and will be on loosely coupling, and not on the previously tight integration. To maintain this, a common architectural framework and common standards for system architecture and development of applications will be defined. Standards for technical interoperability between applications will be prepared.					Contribution to Action subgroup	10,00	3,54	10,00	10,00	10,00	10,00	2,90	2,50	5,00	3,75	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	35,37	100,00	100,00	100,00	100,00	29,00	25,00	50,00	37,48	
1. Prepare the future models for interoperability.	Prepare the vision followed by strategic documentation, and then comprehensive enterprise architecture methodology.	AIS, Centre for IT of the Secretariat of the Government of the RS-a, F BiH and cantonal IT agencies, Subdivision for informatics of the Brčko District	Mid 2008	30.06.08	Professionally elaborated Documentation submitted	50,00	31,75	12,50	12,50	12,50	12,50	6,75	6,25	12,50	6,25	Compatible information infrastructure was established in the BD, and the most of the application software is based on the same platform, (Windows environment and SQL) so interoperability is mostly provided. No documentation basis. The PARCO initiated the project Design and Establishment of Interoperability Framework and Standards for Data Exchange, which was approved by the JMB of the Public Administration Reform Fund in BiH and accepted the documents for this project: - project fiche - terms of reference - logical framework. In BiH: Implementation of the measure foreseen through draft of documents within the "Policy of Software in the Institutions of BiH". Workgroup established. In RS documentation drafted, basis: the report on progress of the AP 1 for the I quarter of 2010.

2. Elaborate the common approach, methodology and set of tools for system architecture and the development of applications.	Prepare methodology that defines set of activities in the procedure of developing systems and applications, including the content of project requirements, responsible implementers, conditions for developing systems and applications, testing, product acceptance, maintenance and upgrade, and referent standards.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection	Mid 2008	30.06.08	Professionally elaborated Documentation submitted	50,00	3,62	12,50	12,50	12,50	12,50	0,50			3,12	Information subsystems in the BD BiH are mostly compatible, because they were built on the same platform. BiH: Implementation of the measure foreseen through draft of documents within the "Policy of Software in the Institutions of BiH". Workgroup established.
IT.4.2 Establish e-government interoperability framework																
Current EC trends regarding the interconnectivity, data exchange and service delivery of public sector IT systems are based on interoperability, rather than integration of IT systems. Therefore, the work on the IT interoperability framework for the BiH public sector, harmonized with the recently published European Interoperability Framework (EIF), will become a long-term priority. Common, open standards for data exchange and technical interoperability between applications (most likely XML-based), will also be produced as soon as possible by the future AIS.					Contribution to Action subgroup	10,00	1,71	10,00	10,00	10,00	10,00	1,60	1,60	1,60	2,05	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	17,12	100,00	100,00	100,00	100,00	16,00	16,00	16,00	20,48	
1. Develop the interoperability framework (operational, semantic and technical interoperability), harmonized with the European Interoperability Framework (EIF).	Analyze experiences, practices and trends in other countries.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection	Mid 2008	30.06.08	concept elaborated and approved	33,00	9,12	8,25	8,25	8,25	8,25	2,00	2,00	2,00	3,12	One - Stop - Shop project envisaged procurement of one integration platform which will provide mutual communication between different subsystems with unique website which will give the opportunity for the citizens to submit their demands and cases to the Government. The PARCO initiated the project Design and Establishment of Interoperability Framework and Standards for Data Exchange, which was approved by the JMB of the Public Administration Reform Fund in BiH and accepted the documents for this project: - project fiche - terms of reference - logical framework.
	Define the stakeholders.															
	Define the concept, rules and standards.															
2. Create common, open standards for data exchange and metadata definitions (XML-based), for sharing and exchange of data among government departments and externally.	Define the basic databases of metadata and ways of their usage in the process of data exchange.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection	Mid 2008	30.06.08	Documentation submitted and nationwide agreed	33,00	8,00	8,25	8,25	8,25	8,25	2,00	2,00	2,00	2,00	The PARCO initiated the project Design and Establishment of Interoperability Framework and Standards for Data Exchange, which was approved by the JMB of the Public Administration Reform Fund in BiH and accepted the documents for this project: - project fiche - terms of reference - logical framework.
3. Implement the project for verification and realization of the interoperability concept.		AIS, entity and cantonal IT agencies, Brčko District IT Subsection	End 2010	31.12.10	Project completed and project documentation submitted	34,00	0,00	8,50	8,50	8,50	8,50					
IT.4.3 Develop a strategy on public registers and implement it																
This strategy, supported by the analyses of the existing partial electronic registers, will be developed enclosing the solutions for harmonization and interoperability of public registers. The priority list will be created, and for each public register, unified software solutions will be implemented if possible. Following the strategy, integration and interconnection of registers and other important data collections will continue to provide better quality data to support public administrative functions, and simultaneously decrease the burden on citizens caused by the obligation to collect data. The final achievement will be one-stop-shop for citizens.					Contribution to Action subgroup	20,00	4,00	20,00	20,00	20,00	20,00	0,00	0,00	6,00	10,00	

Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	20,00	100,00	100,00	100,00	100,00	0,00	0,00	30,00	50,00	
1. Make an analysis of existing partial electronic registers and, based on it, propose the optimal solution for their harmonization and interconnection, also unify implementation in the public administration bodies where necessary.	Optional:	Council of Ministers, governments of RS, FBiH and Brčko District, AID, entity and cantonal IT agencies, Brčko District IT Subsection, owners of data, donors	End 2007	31.12.07	Priorities set and agreed on top level.	20,00	5,00	5,00	5,00	5,00	5,00			2,50	2,50	In BD BiH basic registries are made (citizens, legal bodies, employed/unemployed, tenancy right holders, health insured persons, terrier and real estates) and during the integration of the IS of the BD BiH they will make a network. No documentation basis. Some registries are partially considered such as, Registry of vehicles in the CIPS. In the RS Unit for Land Registration introduces procedures of land registration (Cadastral) and rights of ownership (Land Book), as well as synchronisation of data of both these entities and their availability to users over the web.
Based on the analysis above, create a priority list for the implementation of public registers.	1. Municipal registry offices: Registers of citizens; 2. Cadastre of land and real property; 3. Register of legal entities.															
2. Implement interoperable software solutions for each individual public register, and choose technologies according to the e-government strategy with a final goal of creating a one-stop-shop for citizens.	Ensure interoperability of registers with an objective of ensuring one access point for citizens. Draft procedures for access and usage of data from public registers. Create life events around public registers.	Council of Ministers, governments of RS, FBiH and Brčko District, AID, entity and cantonal IT agencies, Brčko District IT Subsection, owners of data, donors	Interim results by end 2010	31.12.10	Registers are workable and in use	80,00	15,00	20,00	20,00	20,00	20,00			5,00	10,00	In the BD BiH all registers were built on the same platform so the interoperability is ensured, and within the project One Stop Shop, procurement is stipulated of one integration platform and interactive web portal through which the citizens could submit their demands and cases to the Government. Documentation basis: Contract on realisation of the First phase of Information System of the BD BiH No.: 0-01-014-2579/01 Project documentation entitled "Project fiche of the Government of the Brčko District of concentration of communication with the citizens in one place" (One Stop Shop Project). On the level of the RS, in 2009, started and is ongoing input of data of electronic book for the Cadastre of land and Land book. Started activities on the project of availability of register books via the web. 09.07.2010 - Completed "Register of Economy Subjects", Agency for Information Society of the RS developed database on IT projects in public administration.
IT.4.4 Uniformly implement information systems supporting common horizontal functions																
The same software solution can automate common procedures in most of the institutions, initiate large budget savings, and avoid duplication of effort and future interoperability problems. Therefore, the budget for development and implementation of uniform software solutions supporting common horizontal functions will be secured as soon as possible. The implementation will be in accordance with agreed priorities, and in close cooperation with the institutions playing a central implementing role at each government level. Once implemented, versions of the same information systems in all institutions will be kept synchronized, configuration management will be introduced, common vocabulary and data definitions will be maintained, and a common knowledge repository for problem-solving during migration and maintenance will be made.					Contribution to Action subgroup	10,00	1,73	10,00	10,00	10,00	10,00	0,70	0,20	1,00	5,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	17,25	100,00	100,00	100,00	100,00	7,00	2,00	10,00	50,00	

<p>1. Set priorities based on the state of existing systems, institutions' needs, expected costs, short-term and long-term benefits.</p>	<p>Proposal of priorities: 1. System for electronic office operation; 2. Human Resources Management IS; 3. Public procurement; 4. Budget; 5. Improvement of the functions of the treasury; 6. Finance and accounting businesses; 7. Statistical systems; 8. Case resolution course; 9. Other horizontal functions.</p>	<p>AIS, entity and cantonal IT agencies, Brčko District IT Subsection, Institutions with central role in implementation at every level of government (e.g., Civil Service Agency for human resources or Finance Ministries for Treasury)</p>	<p>Mid 2007</p>	<p>30.06.07</p>	<p>Priorities set and agreed on top level.</p>	<p>20,00</p>	<p>7,25</p>	<p>5,00</p>	<p>5,00</p>	<p>5,00</p>	<p>5,00</p>	<p>1,75</p>	<p>0,50</p>	<p>2,50</p>	<p>2,50</p>	<p>All of the said systems in the BD BiH have been already implemented (electronic office operations are done through the existing Lotus Domino / Lotus Notes system, automated business process of planning and control of budget, material accounting, statistics, and handling and tracking of items is done via the Lotus Domino / Lotus Notes system. Documentation base: the award of Beacon Status to the BD BiH in the area of information technology application in decision making and service delivery to citizens for 2007. Measures 1 and 8 are planned at the level of BiH institutions through the implementation of Phase II of the project "E-government in the CoM" by introduction of DMS system for control of documents, records and office operations. HRMIS project was implemented 90% at all levels.</p>
<p>2. On the basis of set priorities, secure funds and develop and implement unified software solution for each horizontal function in all administrative bodies.</p>		<p>AIS, entity and cantonal IT agencies, Brčko District IT Subsection, Institutions with central role in implementation at every level of government (e.g., Civil Service Agency for human resources or Finance ministries for Treasury)</p>	<p>End 2010</p>	<p>31.12.10</p>	<p>Funds computed and made available in the budget according to priorities</p>	<p>60,00</p>	<p>5,00</p>	<p>15,00</p>	<p>15,00</p>	<p>15,00</p>	<p>15,00</p>				<p>5,00</p>	<p>In the BD BiH needed assets are provided in the capital budget for 2006, 2007 and 2008. Documentation basis: adopted budgets of the BD BiH for 2006, 2007 and 2008.</p>
<p>3. Keep synchronized versions of the same information systems in all institutions, introduce configuration management, maintain common vocabulary and data definitions, make common knowledge repository for problem solving during migration and maintenance.</p>		<p>AIS, entity and cantonal IT agencies, Brčko District IT Subsection, Institutions with central role in implementation at every level of government (e.g., Civil Service Agency for human resources or Finance ministries for Treasury)</p>	<p>Ongoing</p>		<p>Funds computed and made available in the budget according to priorities</p>	<p>20,00</p>	<p>5,00</p>	<p>5,00</p>	<p>5,00</p>	<p>5,00</p>	<p>5,00</p>				<p>5,00</p>	<p>In the BD BiH Subdivision for IT installs and maintains complete hardware and software in all the bodies and institutions of the BD BiH, so this activity in the BD BiH is fully realised. Documentation basis: adopted Organisation plan of the Department for Expert and Administrative Affairs article 5 point 4.1. to 4.8.</p>
<p>IT.4.5 Establish a unique standard for web pages in the public administration and implement it</p>																

To contribute towards a uniform visual and conceptual identity of BiH public administration which is currently lacking, common criteria for quality of content and structure for the development of public administration institutions' web pages will be introduced. Unique CMS web solution will be developed, and uniform concept of e-services will be defined.				Contribution to Action subgroup	20,00	17,50	20,00	20,00	20,00	20,00	20,00	10,00	20,00	20,00		
Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	87,50	100,00	100,00	100,00	100,00	100,00	50,00	100,00	100,00		
1. Formulate common criteria for content quality and organization of web pages for all public administration institutions.	Form a WG comprised of IT and public relations personnel to develop and help implementing these standards.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection, public relations offices	Mid 2007	30.06.07 Content manual elaborated and approved	50,00	50,00	12,50	12,50	12,50	12,50	12,50	12,50	12,50	12,50	12,50	Framework for developing the web portal was made and adopted at the RS Government session. Both the old and the new RS Government buildings have a LAN. Framework for development of web portal of the RS. Conclusion adopted at the 43rd session of the Government of the RS on November 23rd, 2006, No. 04/1-012-2444/06. Completed Framework for design of web portal and adopted at the session of the Government of the RS. Administration and update of the web portal of the government of the RS. Design of the portal eLegislation. In the BD BiH we made a Decision on establishing the portal of the Government of the BD BiH (www.bdcentral.net, operational since 2004.) No. 01-014-010831/04. In the FBiH, by conclusion of the Government of the FBiH No. 666/2007 from September 27, 2007, all the ministries and other bodies of the federal administration are ordered to harmonise their graphic appearances with the appearance of the web page of the Government of the FBiH. On the level of BiH, adopted Instruction on design and maintenance of web pages of institutions of BiH. Official Gazette 21/09.
2. Create unique CMS web solution who will be using by all institutions.		AIS, entity and cantonal IT agencies, Brčko District IT Subsection, public relations offices	End 2007	31.12.07 Web solution developed and approved	50,00	37,50	12,50	12,50	12,50	12,50	12,50	12,50	12,50	12,50	12,50	In BiH: Instruction on design and maintenance of web pages of institutions of BiH. Official Gazette 21/09. Established uniform CMS web solution through implementation of the phase I of the project "E-Government in the CoM." In RS using the website implementation all participants engaged in data making and updating will have by the end of the year CMS for access and work. No documentation basis. In the BD BiH, we made our central web page www.bdcentral.net, which is being edited and used by all the bodies and institutions of the BD BiH. Unified CMS solution of our web portal provides the editors in charge of all the bodies and institutions of the BD BiH access and work. Documentation basis: Decision on official portal of the Government of the BD BiH No.01-014-010831/04 Web page www.bdcentral.net is operational since 2004. At the level of the CoM BiH unique CMS solution has been designed, which was not implemented in all the institutions.
IT.4.6 Create BiH portal																
In parallel with the implementation of a uniform visual and conceptual identity of governmental web pages, a portal that will serve as a one-stop-shop with services organized around life events, and spread over various levels of government will be implemented soon: even only initially informational. It will contain the links to appropriate sub-portals for the State, both entities and BD level.				Contribution to Action subgroup	20,00	2,50	20,00	20,00	20,00	20,00	0,00	0,00	5,00	5,00		
Activity	Proposed steps	Responsible institutions	Timelines	Action implementation	100,00	12,50	100,00	100,00	100,00	100,00	0,00	0,00	25,00	25,00		

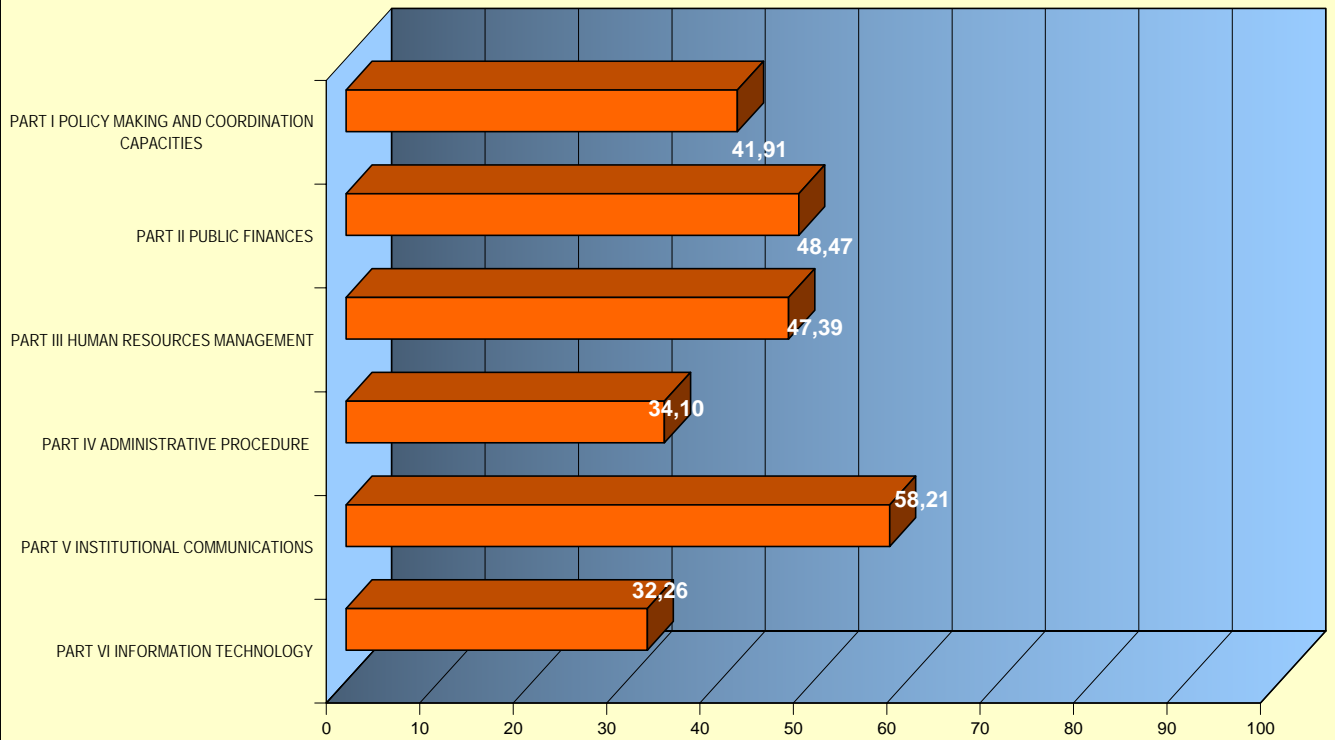
Create a portal that will serve as a one-stop-shop with services organized around life events and covering various levels of government.	Create a common gateway for public administration of BiH as a central access point for all institutions that will contain links to corresponding sub-portals at the levels of the State, Entities, Brčko District, Cantons and Municipalities. Start with providing information only with the aim of creating interactive portal with services later.	All, AID, entity and cantonal IT agencies, Brčko District IT Subsection	Mid 2007, BiH portal informational only	30.06.07	Information portal online	50,00	12,50	12,50	12,50	12,50	12,50			6,25	6,25	In the BD Decision on establishment of the web portala www.bdcentral.net. No. 01-014-010831/04. Web page www.bdcentral.net is operational since 2004. In second half of 2009, on the level of the RS, operational portal www.eSrpska.com Portal www.vladars.net redesigned in the I quarter of 2010.
			Interim results by end 2010, one-stop-shop with services	31.12.10	One stop shopping elements of portal online	50,00	0,00	12,50	12,50	12,50	12,50					
IT.4.7 Implement 20 e-services from e-Europe 2005																
Create a priority list for the implementation of transactional e-services, according to the current state of the application they run on, expected costs and benefits for both, public administration and users of services, and according to practices of developed countries. Based on these priorities, secure funds, develop and implement e-services.					Contribution to Action subgroup	10,00	3,38	10,00	10,00	10,00	10,00	1,00	0,00	7,50	5,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	33,75	100,00	100,00	100,00	100,00	10,00	0,00	75,00	50,00	
1. Define a uniform concept of the administration's electronic service.	Form a WG comprised of IT and public relations personnel.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection, public relations offices	End 2007	31.12.07	WG implemented	30,00	11,25	7,50	7,50	7,50	7,50			7,50	3,75	In the BD BiH adopted the Action Plan for introduction of e-Administration in the BD BiH. Documentation basis: Action Plan No. 01.1-02-003296/08-1 adopted by the Government of the BD BiH on January 23rd, 2008. Inter - department work group established in the RS at the beginning of 2006, consisting of representatives of IT personnel of all ministries and the CSA. No documentation basis.
2. Create a priority list for implementation of 20 transactional e-services from e-Europe 2005; according to the current state of existing back-offices, expected costs and short and long term benefits achieved through their future online implementation, for both public administration and users of services.	Following the practices of developed countries and considering that businesses are at the higher level of e-readiness than citizens, higher priority will be given to the implementation of public services for businesses. 12 public services for citizens: 1. Income tax: filing and informing about tax assessment - 26, 27; 2. Employment Services - 49; 3. Contributions for social security (unemployment benefits, child allowances, health insurance, student scholarships) - 50; 4. Identity documents (passports, driving licenses) - 22; 5. Registration of vehicles (new, used and imported vehicles) - 22; 6. Requests for building permits - 45, 47, 48; 7. Reports to the police (e.g., in case of theft); 8. Public libraries (accessibility of catalogues, search tools); 9. Birth, marriage certificates from registry books: request and delivery - 43; 10. Enrollment in higher education institutions, i.e. faculties; 11. Reporting on change of residence (change of address) - 23; 12. Health services (e.g., interactive counseling on provision of existing services in different hospitals, scheduling checkups or admittance to hospitals).	Relevant owners of data with coordinating role of AIS, entity and cantonal IT agencies, Brčko District IT Subsection, businesses, donors	End 2007	31.12.07	List approved	50,00	15,00	12,50	12,50	12,50	12,50	2,50		6,25	6,25	In the BD BiH adopted the Action Plan for introduction of e-Administration in the BD BiH. Documentation basis: Action Plan No. 01.1-02-003296/08-1 adopted by the Government of the BD BiH on January 23rd, 2008. In the RS design of the e-Map of the RS. Conclusion adopted at the 104th session of the Government of the RS from December 18, 2008. In BiH: In jurisdiction of the IDDEEA there are three types of e-services for whose provision, as technical body, responsible is only the Agency: personal documents (personal ID card, driving license and passport), vehicle registration (new, used and imported cars) and registration of change of residence. Project proposal for the IPA 2010 was approved, pending signing of finasijskog agreement between BiH and the EU in BiH to start the project implementation.

		8 public services for businesses: 1. Social insurance contributions for employees - 51; 2. Taxes paid by businesses: filing, informing - 26, 27; 3. VAT: filing, informing; 4. Registration of new companies; 5. Data delivery to bureaus of statistics - 40; 6. Declaring merchandise for customs clearance - 28; 7. Permits pursuant to the Law on living environment (incl. reporting) - 52. 8. Public procurement - 36, 37, 38.														
3. Secure funds on the basis of set priorities, develop and implement e-services complemented by adequate back-office reorganization.		Relevant owners of data with coordinating role of AIS, entity and cantonal IT agencies, Brčko District IT Subsection, businesses, donors	Interim results by end 2010	31.12.10	Funds for the implementation of listed e-services budgeted	20,00	7,50	5,00	5,00	5,00	5,00			5,00	2,50	In RS resources for the most of the projects planned in the following period are provided in the budget. No documentation basis. In the BD BiH assets are provided in the capital budget for 2006 and 2007, and one part of the assets we expect also from the donation of the European Union (for One Stop Shop Project). Documentation basis: adopted budgets of the BD BiH for 2006 and 2007.
						Contribution to IT	10,00	1,45	10,00	10,00	10,00	10,00	2,40	0,00	1,20	2,20
IT 5. Miscellaneous						Action Group	100,00	14,50	100,00	100,00	100,00	100,00	24,00	0,00	12,00	22,00
IT.5.1 Promote e-Administration																
Fast development of web technology can help BiH to position itself as an effective and citizen-oriented government if there is strong political commitment. Potentials of e-government need to be promoted within government employees as well as within users of government services.						Contribution to Action subgroup	40,00	10,00	40,00	40,00	40,00	40,00	16,00	0,00	12,00	12,00
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	25,00	100,00	100,00	100,00	100,00	40,00	0,00	30,00	30,00	
Constantly promote e-government among government employees and the users of government services.	Organize seminars, round tables, public debates, promotional campaigns etc. where it will be ensured that participants comprehend potentials of information technologies for the government reform and thus get their active commitment for introduction of IT in government's business.	AIS, Centre for IT of the Secretariat of the Government of the RS-a, FBiH and cantonal IT agencies, Subdivision for IT of the Brčko District, CSAs, donors	Ongoing		At least 20 public events (5% each) created in 2007 and 2008, with a minimum of in each entity and 2 in BD	100,00	25,00	25,00	25,00	25,00	25,00	10,00		7,50	7,50	In RS the project of e-Government session was presented through the press conferences. Meeting on e-Government was held at the end of October 2007. Promotion eSrpska contains promotion of all electronic activities of the Government of the RS, republic administrations and republic administration organisations. In the BD BiH implemented project "Sessions Without Paper", intended only for the sessions of the Government. 09.07.2010 - Ministry of Communication and Transport of BiH will continuously work on promotion of projects for IPA 2011. Held conference for managing civil servants entitled "Electronic Administration: Leadership and Managerial Skills. At the same level, there was a 7-day training entitled "Electronic Administration: Change Management, Project Management and Reengineering Business Processes in in Administration".
IT.5.2 Establish e-government benchmarking process																
The existing benchmarking systems to measure the advancement of IT use in government focus on the front-office component, (i.e. percentage of basic public services available online and use of online public services by the public, in line with the e-Europe 2005 requirements), necessitate that the development of online public services must be complemented by back-office reorganization. The additional benchmarking system will be focused on how government, its various agencies and back offices, will be adapting and reorganizing to meet the challenges and opportunities presented by IT. Based on the practice of other countries, statistical parameters of e-governance development and the manner of data collection and progression recording will be defined.						Contribution to Action subgroup	40,00	0,00	40,00	40,00	40,00	40,00	0,00	0,00	0,00	0,00

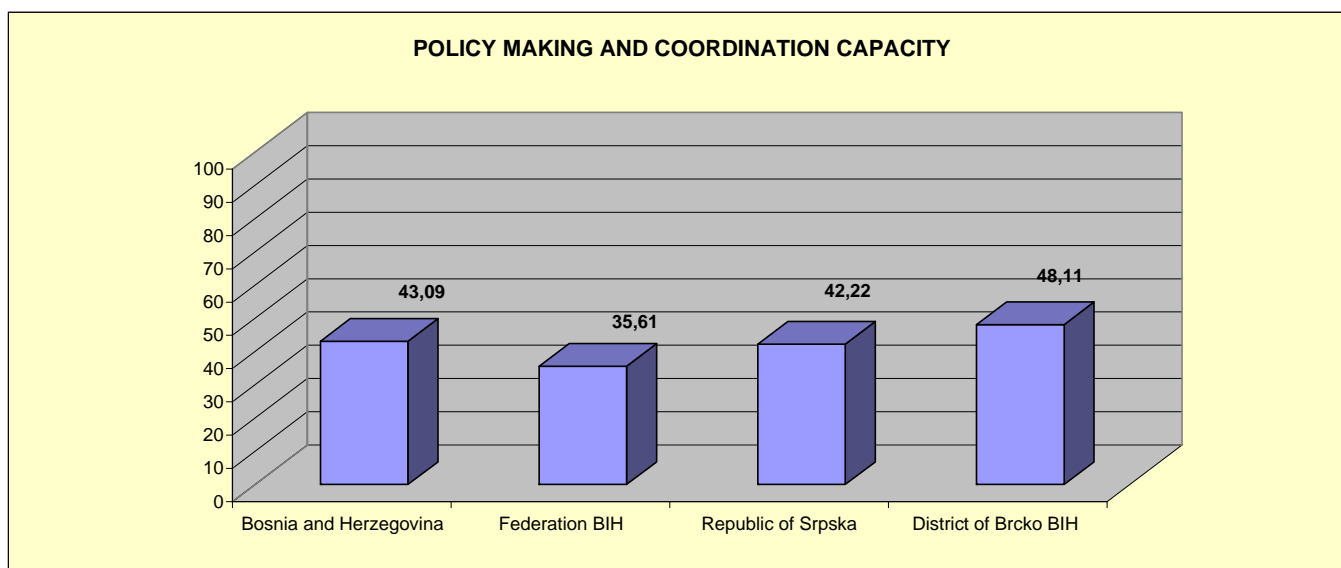
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
1. Set up the measuring instruments to be based not only at levels of provided e-services, but also at levels of existing IT infrastructure and back-offices.	In this respect, analyze practices of other countries.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection, bureaus of statistics, audit companies	Mid 2008	30.06.08	System elaborated and approved	60,00	0,00	15,00	15,00	15,00	15,00					
	Define exact and measurable criteria i.e. statistical parameters of e-governance development, and ways of data collection and progression recording.															
	Optional: Apply the accounting methodology based on a series of accounting standards aimed at budgetary variables, such as maintenance costs, investment return and total proprietary costs etc.															
2. Measure the advancement of IT-use in government, based on the developed benchmarking system.			Ongoing, once bi- yearly		Annual Benchmark Report	40,00	0,00	10,00	10,00	10,00	10,00					
IT.5.3 Foreign aid coordination																
Following the current practice of donor-driven IT projects, it will be good to ensure in the future, that donated funds are focused on priority identified IT projects.					Contribution to Action subgroup	20,00	4,50	20,00	20,00	20,00	20,00	8,00	0,00	0,00	10,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	22,50	100,00	100,00	100,00	100,00	40,00	0,00	0,00	50,00	
Ensure that donated funds are directed to prioritized IT projects.	Avoid overlapping of donor aid.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection, DEI, Office of PAR Coordinator	Ongoing		Funds management and controlling system elaborated; System agreed with recipients and key donors.	100,00	22,50	25,00	25,00	25,00	25,00	10,00			12,50	In the BD BiH, donated assets are directed to prioritised IT projects and avoidance of overlapping of donor assistance on the level of the BD BiH is being done through the Commission for IT of the BD BiH, through the public administration reform coordinator of the BD BiH, as well as through the Subdivision for IT. Documentation basis: Decision on appointment of the Commission for information technology of the BD BiH No. 01-014-013448/05 from November 29, 2005. Instruction of the Mayor to procure software and hardware in the BD BiH in coordination with the Subdivision for IT No.: 01-014-003935/04 from February 10, 2004. The Ministry of Communication and Transport will in the next period apply with the project proposals for the instrument of pre-accession assistance IPA 2010, with stress on Information society. Ministry of communication and transport of BiH initiated activities on applying the projects for the IPA 2010, with the stress on information society, and established communication with the coordinator for IPA 2010, NIPAC and relevant institutions, PARCO and DEI for consultation.

Total implementation AP 1 by reform area

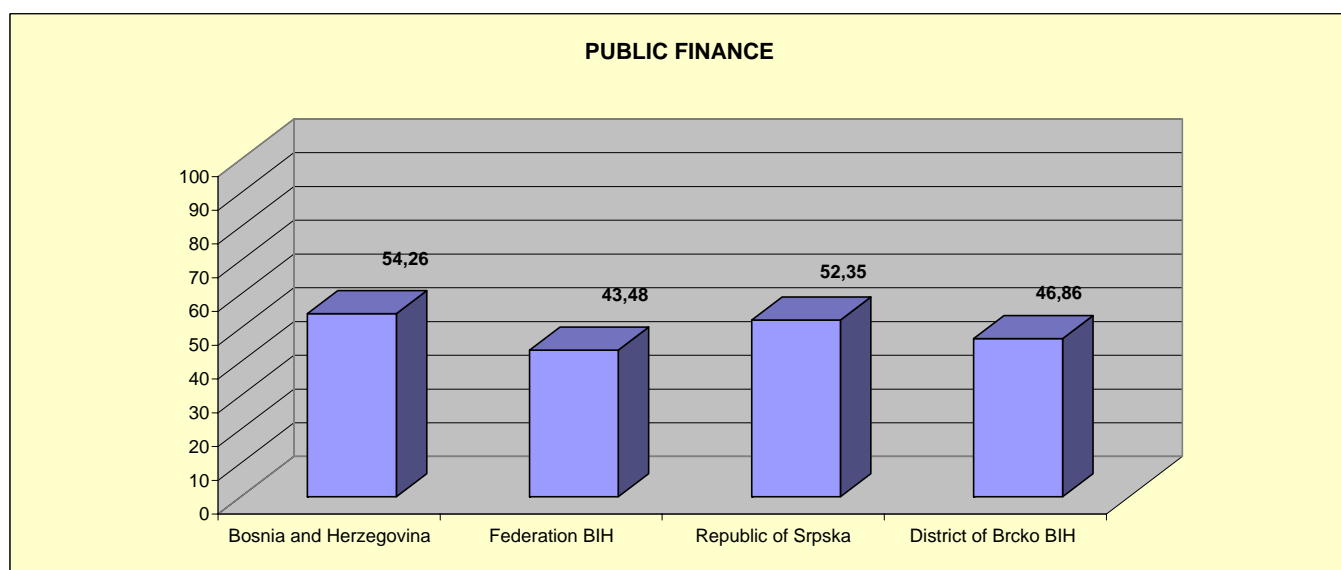
ACTION PLAN 1	Implemented
PART I POLICY MAKING AND COORDINATION CAPACITIES	41,91
PART II PUBLIC FINANCES	48,47
PART III HUMAN RESOURCES MANAGEMENT	47,39
PART IV ADMINISTRATIVE PROCEDURE	34,10
PART V INSTITUTIONAL COMMUNICATIONS	58,21
PART VI INFORMATION TECHNOLOGY	32,26



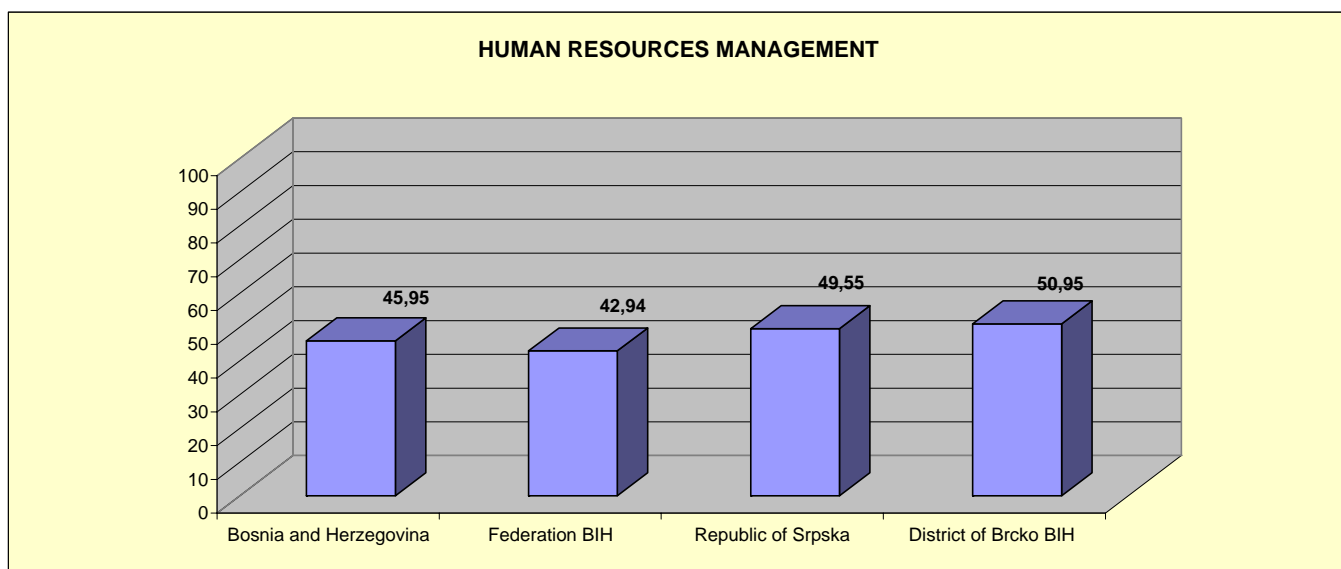
POLICY MAKING AND COORDINATION CAPACITY	Implemented
Bosnia and Herzegovina	43,09
Federation BiH	35,61
Republic of Srpska	42,22
District of Brcko BiH	48,11



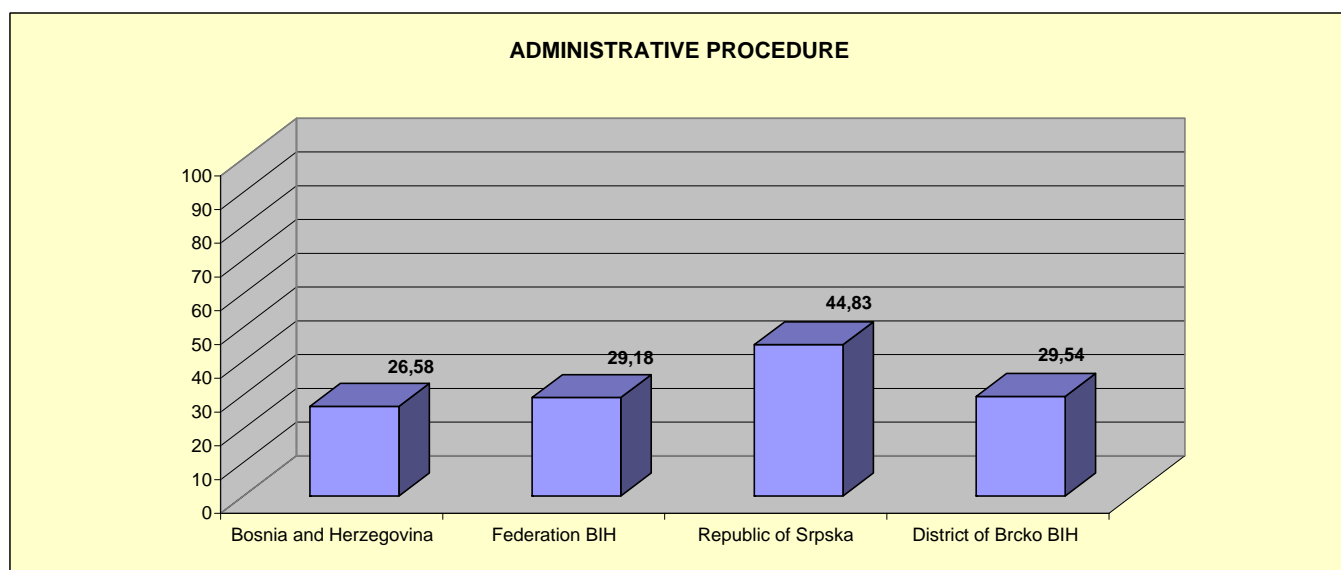
PUBLIC FINANCE	Implemented
Bosnia and Herzegovina	54,26
Federation BiH	43,48
Republic of Srpska	52,35
District of Brcko BiH	46,86



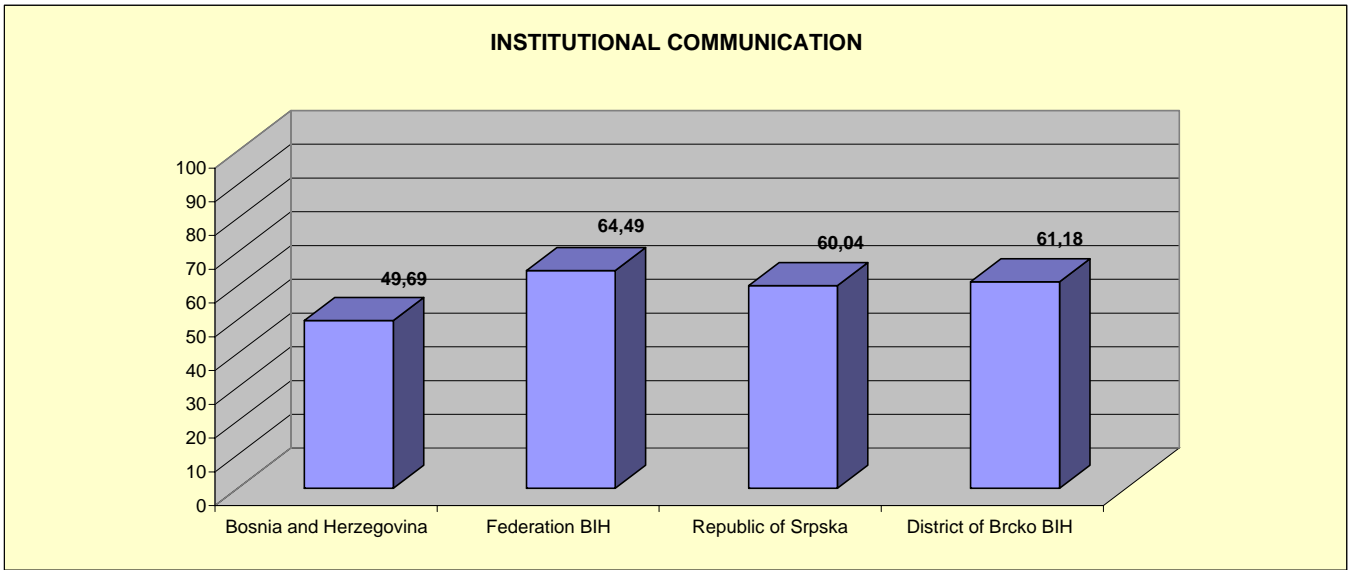
HUMAN RESOURCES MANAGEMENT	Implemented
Bosnia and Herzegovina	45,95
Federation BiH	42,94
Republic of Srpska	49,55
District of Brcko BiH	50,95



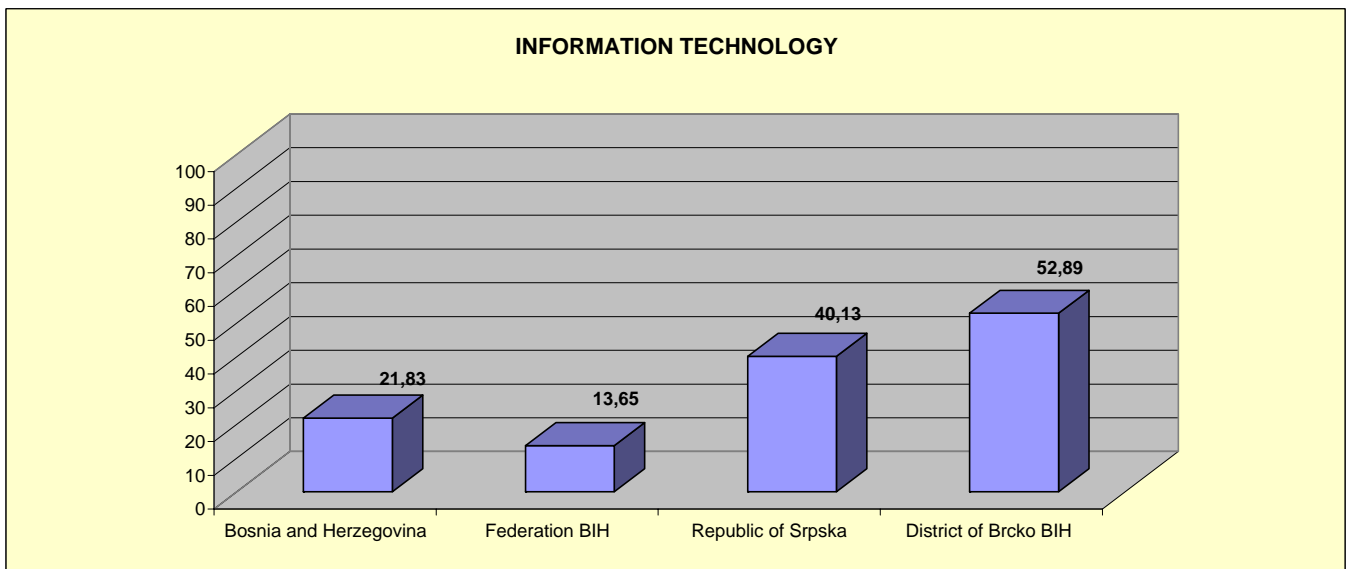
ADMINISTRATIVE PROCEDURE	Implemented
Bosnia and Herzegovina	26,58
Federation BiH	29,18
Republic of Srpska	44,83
District of Brcko BiH	29,54



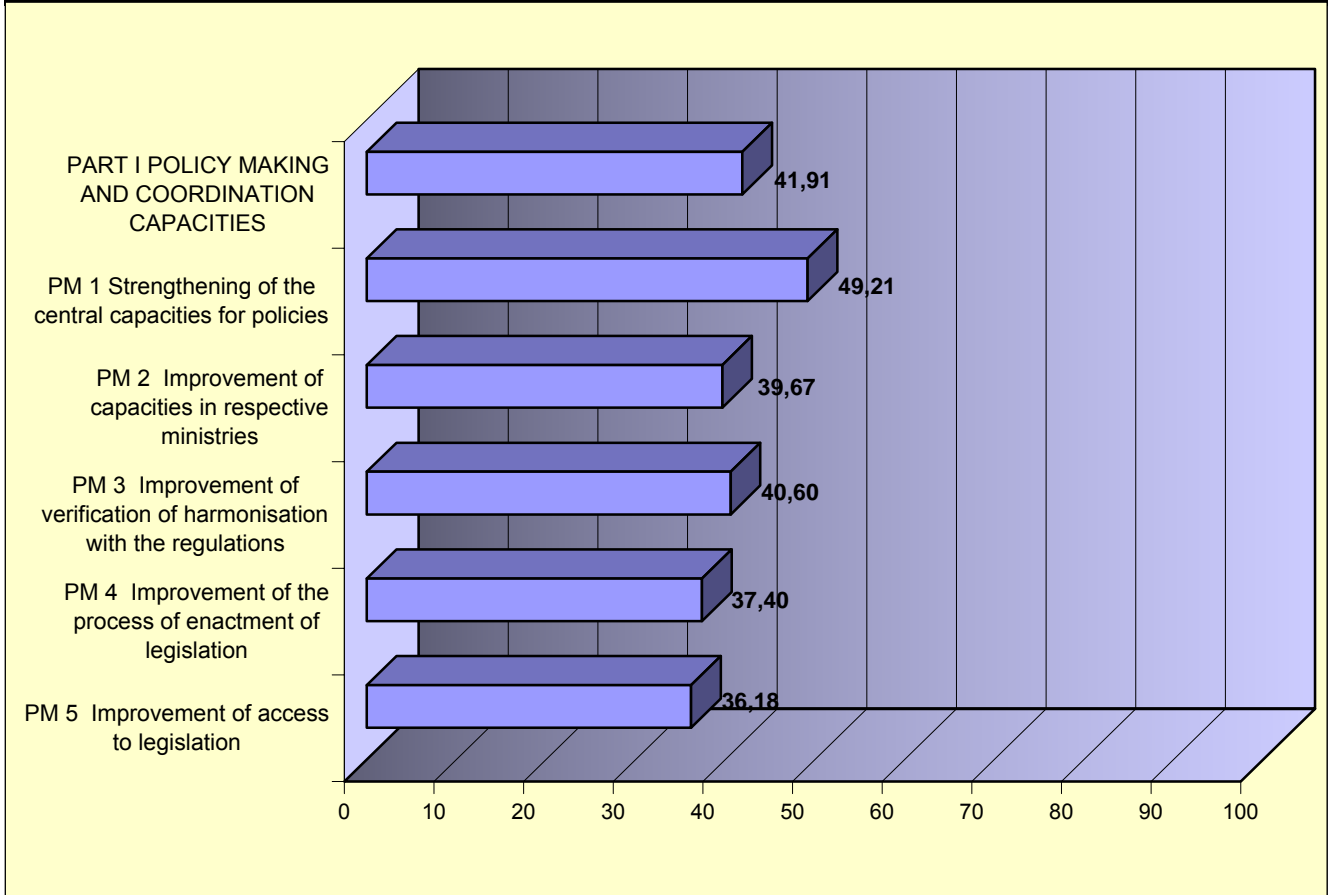
INSTITUTIONAL COMMUNICATION	Implemented
Bosnia and Herzegovina	49,69
Federation BIH	64,49
Republic of Srpska	60,04
District of Brcko BIH	61,18



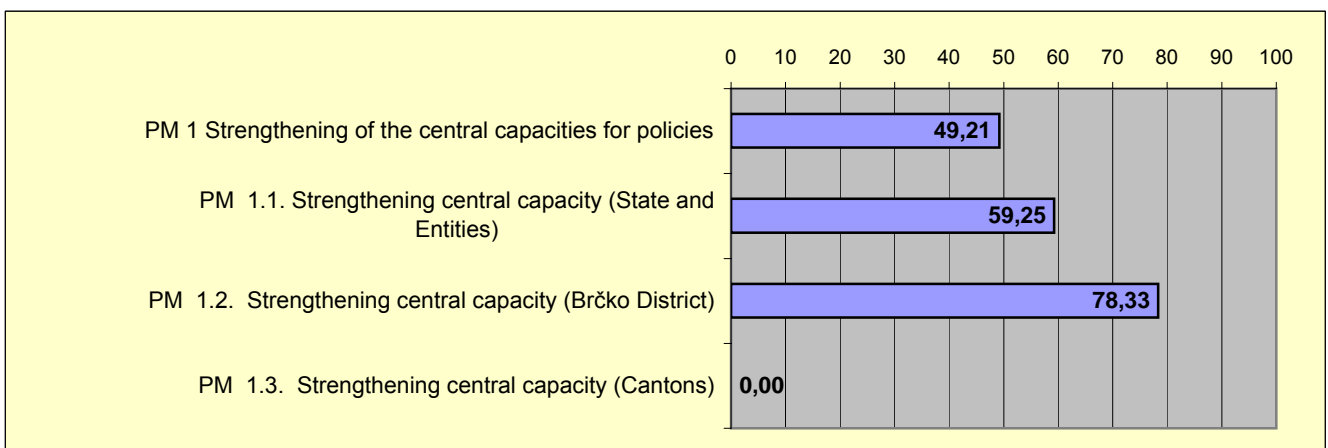
INFORMATION TECHNOLOGY	Implemented
Bosnia and Herzegovina	21,83
Federation BIH	13,65
Republic of Srpska	40,13
District of Brcko BIH	52,89



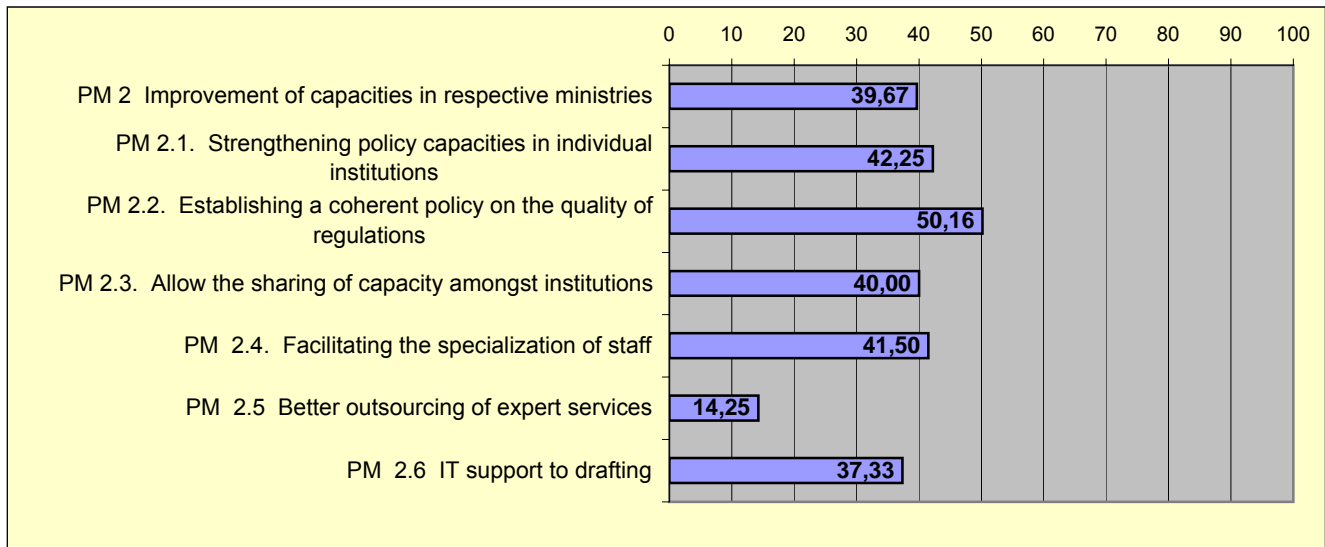
ACTION PLAN COMPONENT	Implemented
PART I POLICY MAKING AND COORDINATION CAPACITIES	41,91
PM 1 Strengthening of the central capacities for policies	49,21
PM 2 Improvement of capacities in respective ministries	39,67
PM 3 Improvement of verification of harmonisation with the regulations	40,60
PM 4 Improvement of the process of enactment of legislation	37,40
PM 5 Improvement of access to legislation	36,18



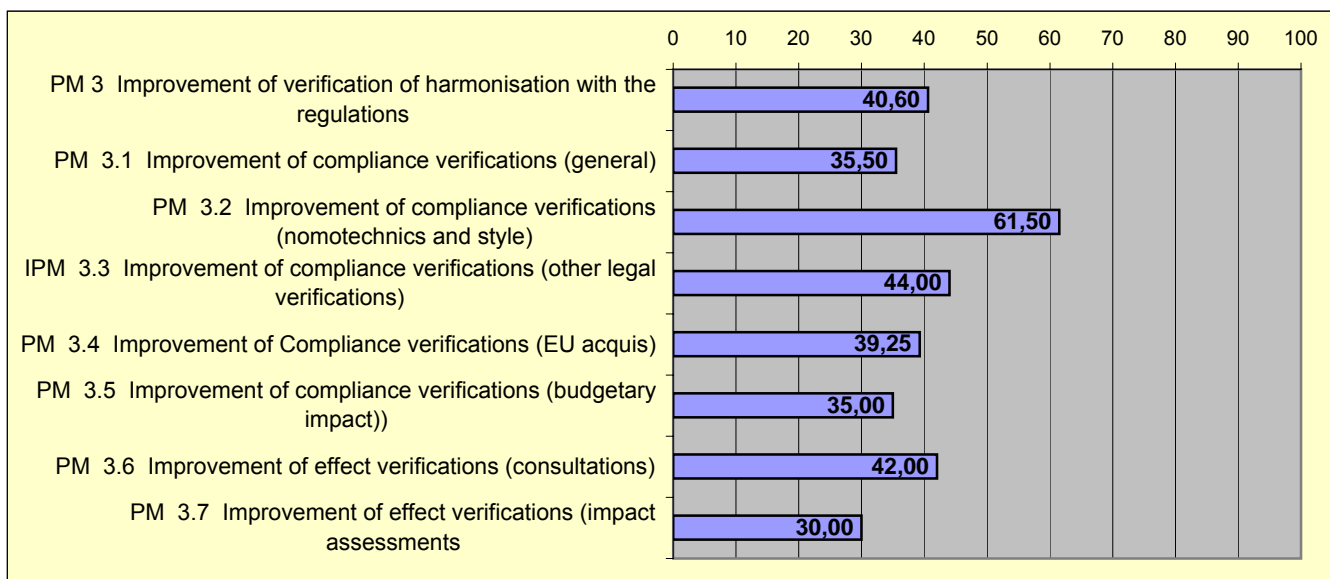
POLICY MAKING AND LEGISLATION ACTION GROUP	Implemented
PM 1 Strengthening of the central capacities for policies	49,21
PM 1.1. Strengthening central capacity (State and Entities)	59,25
PM 1.2. Strengthening central capacity (Brčko District)	78,33
PM 1.3. Strengthening central capacity (Cantons)	0,00



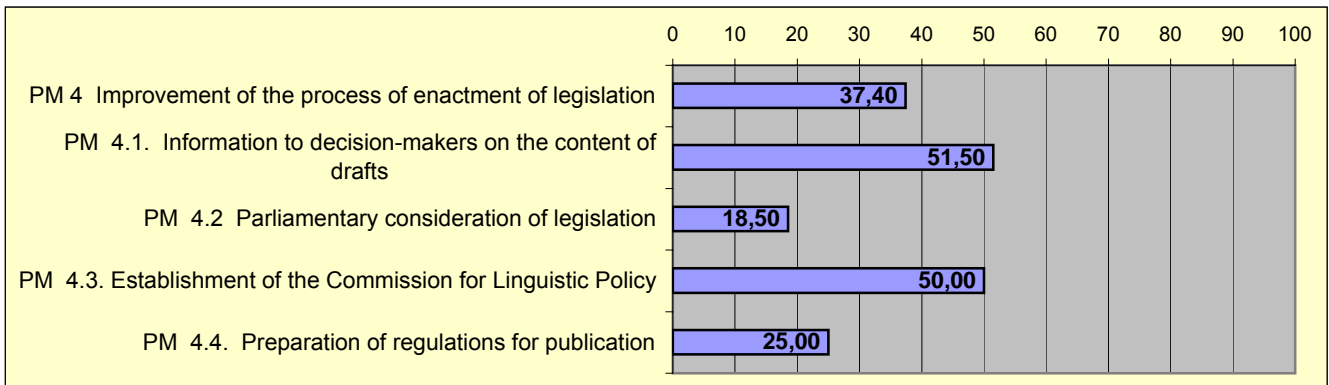
POLICY MAKING AND LEGISLATION ACTION GROUP	Implemented
PM 2 Improvement of capacities in respective ministries	39,67
PM 2.1. Strengthening policy capacities in individual institutions	42,25
PM 2.2. Establishing a coherent policy on the quality of regulations	50,16
PM 2.3. Allow the sharing of capacity amongst institutions	40,00
PM 2.4. Facilitating the specialization of staff	41,50
PM 2.5 Better outsourcing of expert services	14,25
PM 2.6 IT support to drafting	37,33



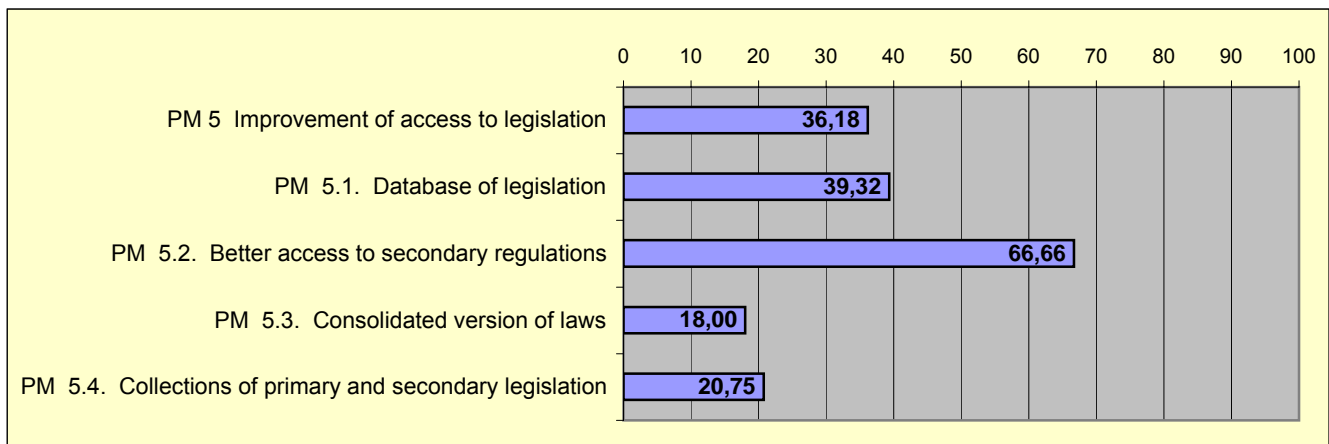
POLICY MAKING AND LEGISLATION ACTION GROUP	Implemented
PM 3 Improvement of verification of harmonisation with the regulations	40,60
PM 3.1 Improvement of compliance verifications (general)	35,50
PM 3.2 Improvement of compliance verifications (nomotechnics and style)	61,50
IPM 3.3 Improvement of compliance verifications (other legal verifications)	44,00
PM 3.4 Improvement of Compliance verifications (EU acquis)	39,25
PM 3.5 Improvement of compliance verifications (budgetary impact))	35,00
PM 3.6 Improvement of effect verifications (consultations)	42,00
PM 3.7 Improvement of effect verifications (impact assessments)	30,00



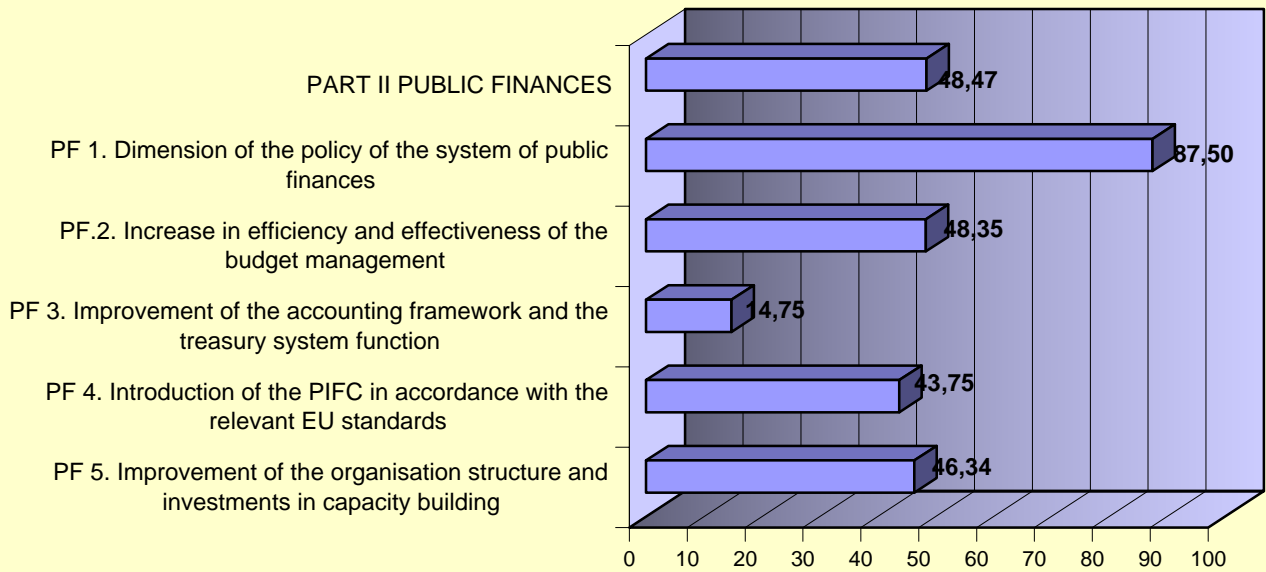
POLICY MAKING AND LEGISLATION ACTION GROUP	Implemented
PM 4 Improvement of the process of enactment of legislation	37,40
PM 4.1. Information to decision-makers on the content of drafts	51,50
PM 4.2 Parliamentary consideration of legislation	18,50
PM 4.3. Establishment of the Commission for Linguistic Policy	50,00
PM 4.4. Preparation of regulations for publication	25,00



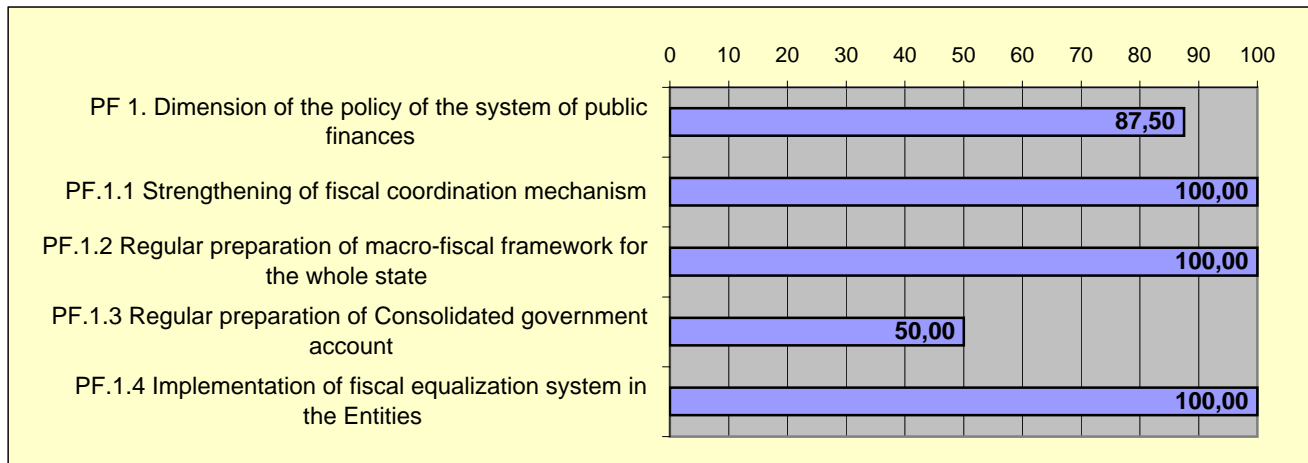
POLICY MAKING AND LEGISLATION ACTION GROUP	Implemented
PM 5 Improvement of access to legislation	36,18
PM 5.1. Database of legislation	39,32
PM 5.2. Better access to secondary regulations	66,66
PM 5.3. Consolidated version of laws	18,00
PM 5.4. Collections of primary and secondary legislation	20,75



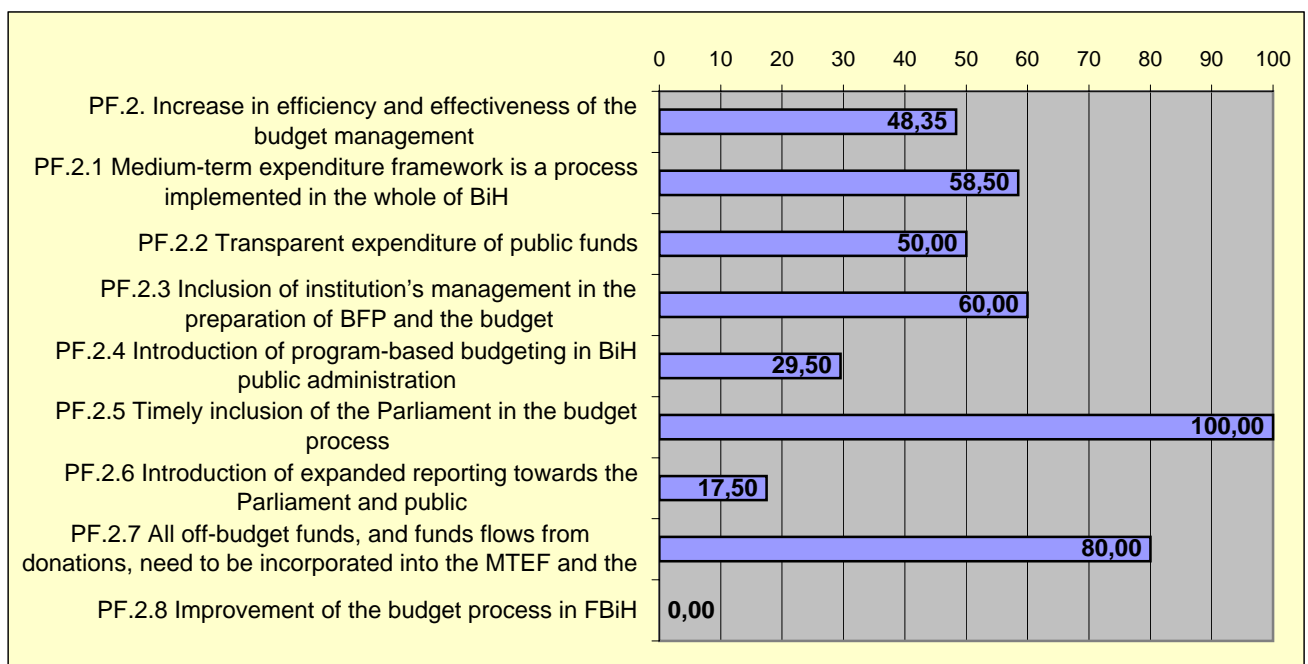
ACTION PLAN COMPONENT	Implemented
PART II PUBLIC FINANCES	48,47
PF 1. Dimension of the policy of the system of public finances	87,50
PF.2. Increase in efficiency and effectiveness of the budget management	48,35
PF 3. Improvement of the accounting framework and the treasury system function	14,75
PF 4. Introduction of the PIFC in accordance with the relevant EU standards	43,75
PF 5. Improvement of the organisation structure and investments in capacity building	46,34



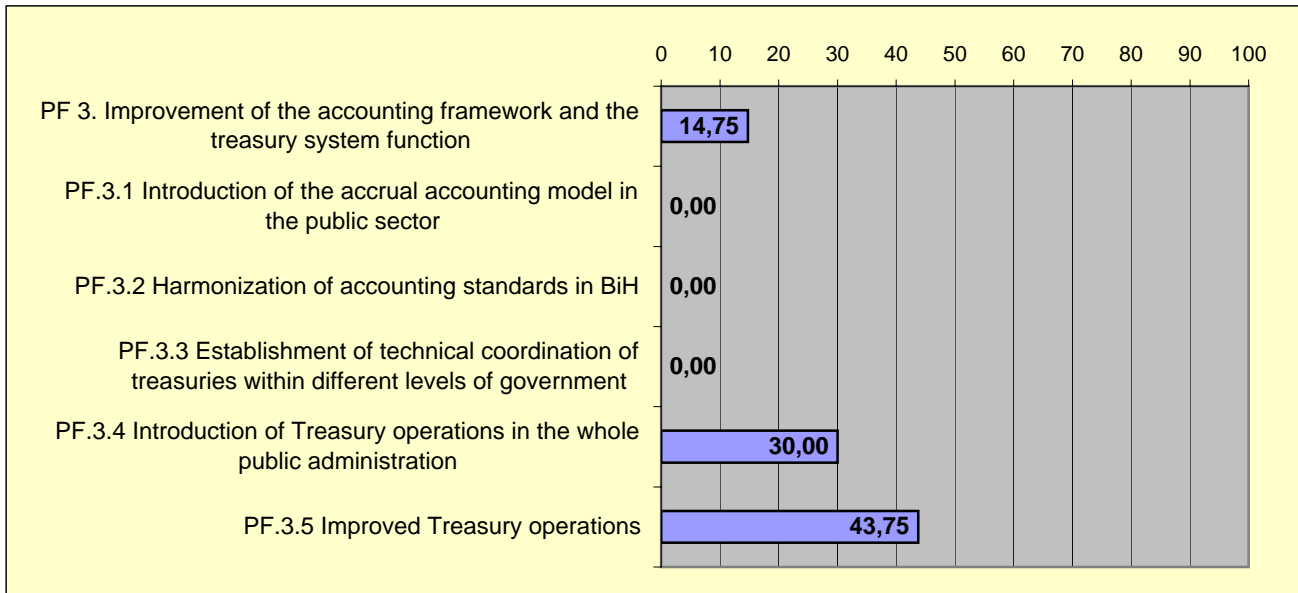
PUBLIC FINANCE ACTION GROUP	Implemented
PF 1. Dimension of the policy of the system of public finances	87,50
PF.1.1 Strengthening of fiscal coordination mechanism	100,00
PF.1.2 Regular preparation of macro-fiscal framework for the whole state	100,00
PF.1.3 Regular preparation of Consolidated government account	50,00
PF.1.4 Implementation of fiscal equalization system in the Entities	100,00



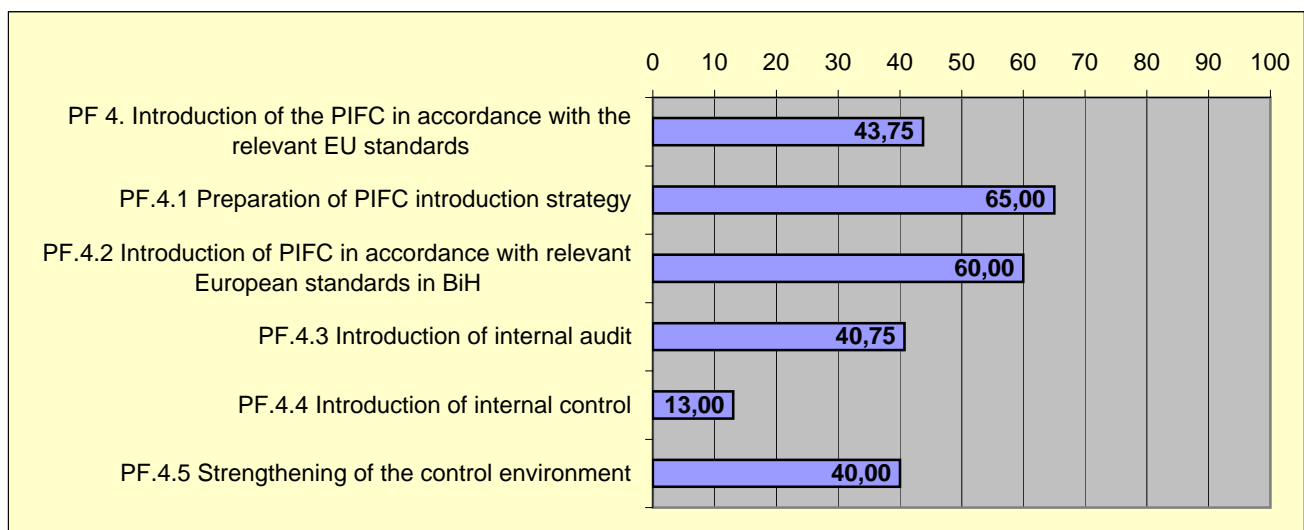
PUBLIC FINANCE ACTION GROUP	Implemented
PF.2. Increase in efficiency and effectiveness of the budget management	48,35
PF.2.1 Medium-term expenditure framework is a process implemented in the whole of BiH	58,50
PF.2.2 Transparent expenditure of public funds	50,00
PF.2.3 Inclusion of institution's management in the preparation of BFP and the budget	60,00
PF.2.4 Introduction of program-based budgeting in BiH public administration	29,50
PF.2.5 Timely inclusion of the Parliament in the budget process	100,00
PF.2.6 Introduction of expanded reporting towards the Parliament and public	17,50
PF.2.7 All off-budget funds, and funds flows from donations, need to be incorporated into the MTEF and the budget process	80,00
PF.2.8 Improvement of the budget process in FBiH	0,00



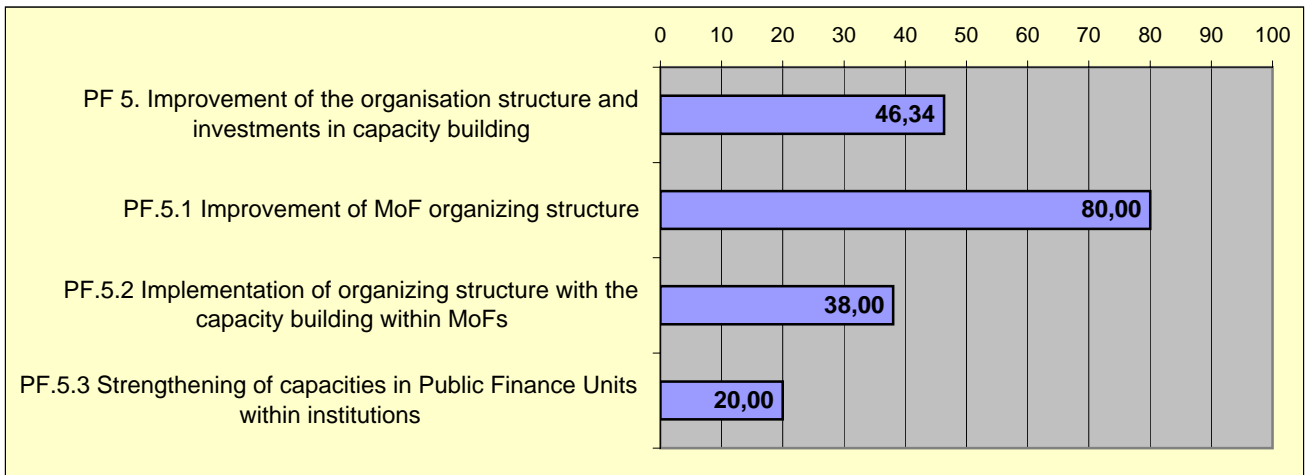
PUBLIC FINANCE ACTION GROUP	Implemented
PF 3. Improvement of the accounting framework and the treasury system function	14,75
PF.3.1 Introduction of the accrual accounting model in the public sector	0,00
PF.3.2 Harmonization of accounting standards in BiH	0,00
PF.3.3 Establishment of technical coordination of treasuries within different levels of government	0,00
PF.3.4 Introduction of Treasury operations in the whole public administration	30,00
PF.3.5 Improved Treasury operations	43,75



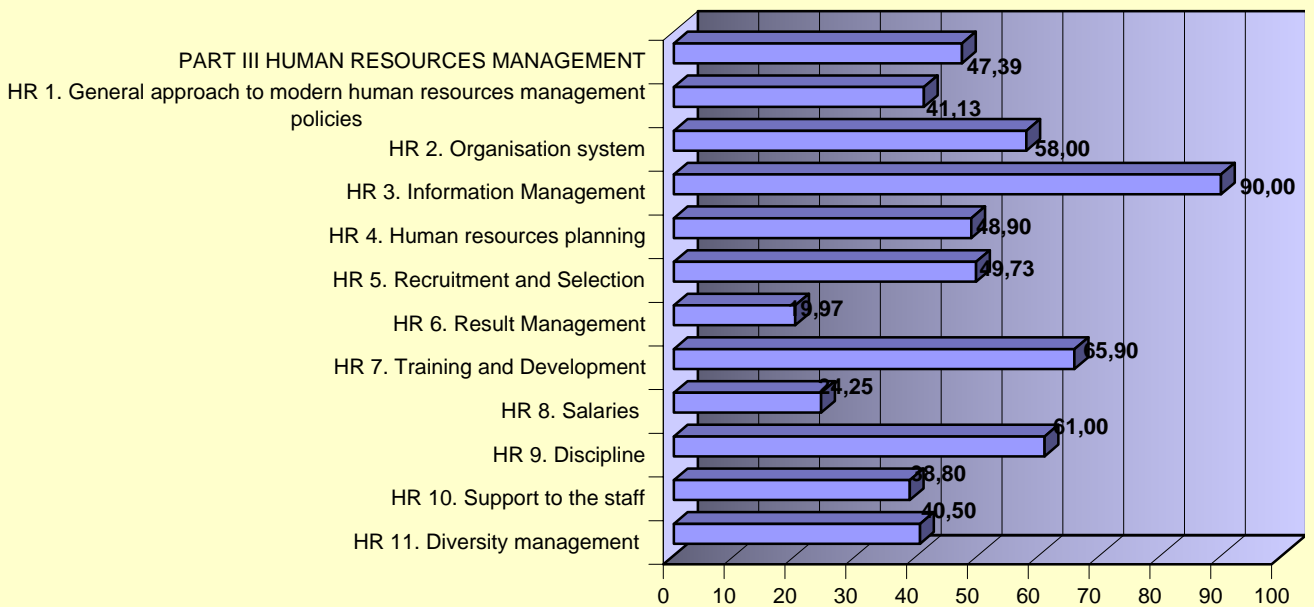
PUBLIC FINANCE ACTION GROUP	Implemented
PF 4. Introduction of the PIFC in accordance with the relevant EU standards	43,75
PF.4.1 Preparation of PIFC introduction strategy	65,00
PF.4.2 Introduction of PIFC in accordance with relevant European standards in BiH	60,00
PF.4.3 Introduction of internal audit	40,75
PF.4.4 Introduction of internal control	13,00
PF.4.5 Strengthening of the control environment	40,00



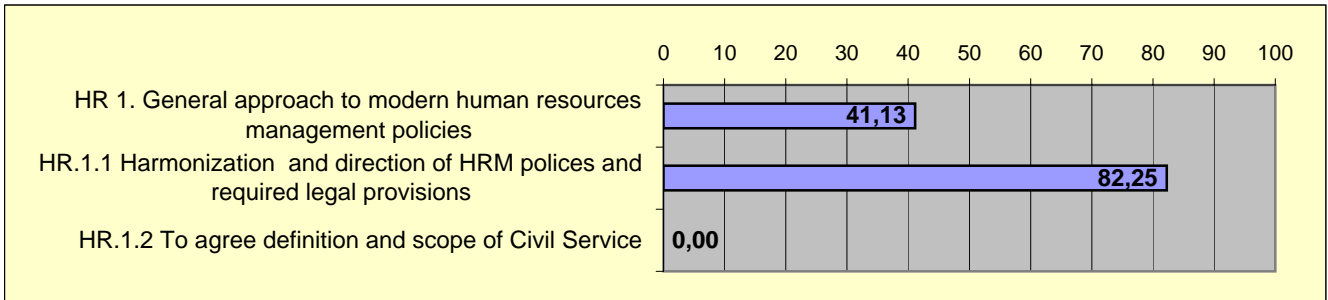
PUBLIC FINANCE ACTION GROUP	Implemented
PF 5. Improvement of the organisation structure and investments in capacity building	46,34
PF.5.1 Improvement of MoF organizing structure	80,00
PF.5.2 Implementation of organizing structure with the capacity building within MoFs	38,00
PF.5.3 Strengthening of capacities in Public Finance Units within institutions	20,00



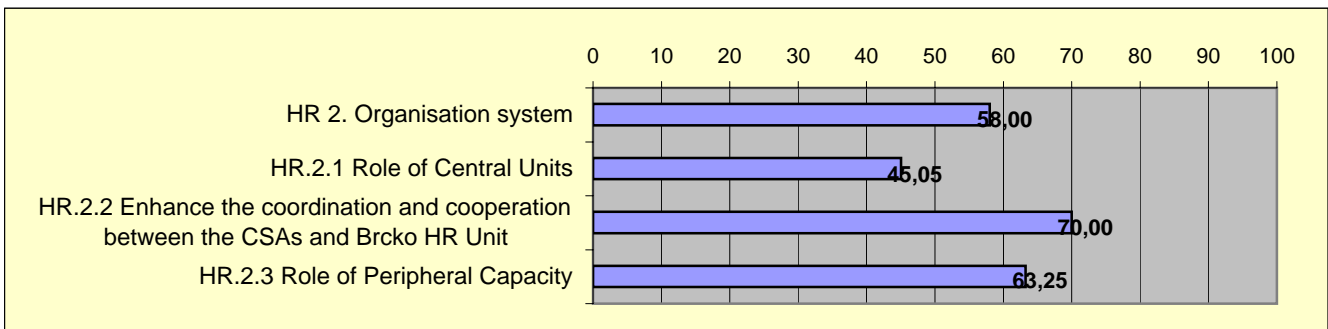
ACTION PLAN COMPONENT	Implemented
PART III HUMAN RESOURCES MANAGEMENT	47,39
HR 1. General approach to modern human resources management policies	41,13
HR 2. Organisation system	58,00
HR 3. Information Management	90,00
HR 4. Human resources planning	48,90
HR 5. Recruitment and Selection	49,73
HR 6. Result Management	19,97
HR 7. Training and Development	65,90
HR 8. Salaries	24,25
HR 9. Discipline	61,00
HR 10. Support to the staff	38,80
HR 11. Diversity management	40,50



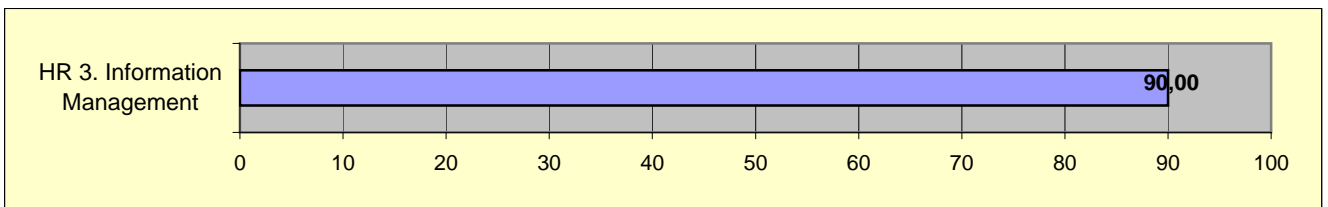
HUMAN RESOURCES ACTION GROUP	Implemented
HR 1. General approach to modern human resources management policies	41,13
HR.1.1 Harmonization and direction of HRM polices and required legal provisions	82,25
HR.1.2 To agree definition and scope of Civil Service	0,00



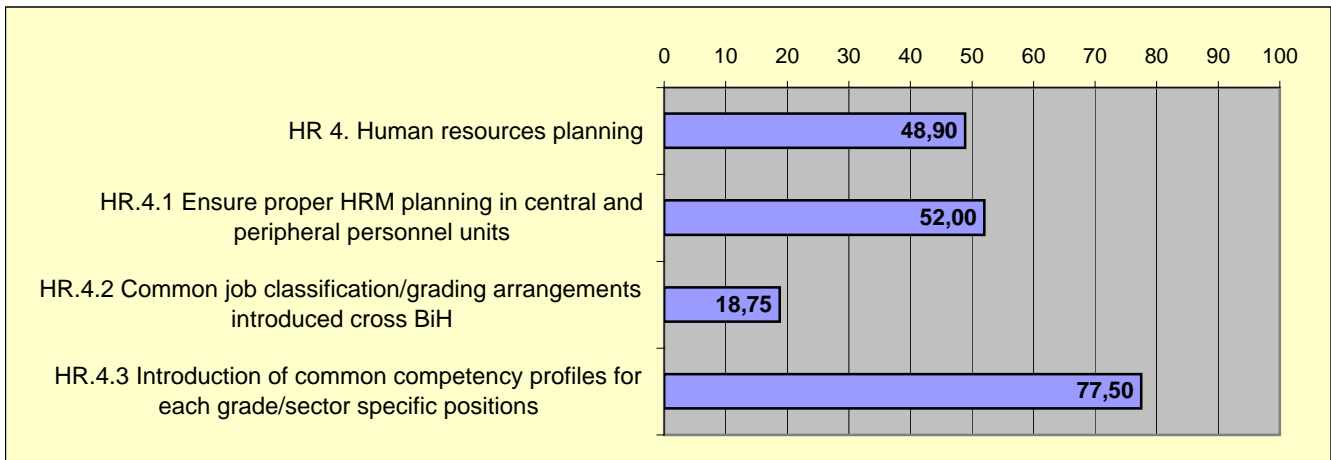
HUMAN RESOURCES ACTION GROUP	Implemented
HR 2. Organisation system	58,00
HR.2.1 Role of Central Units	45,05
HR.2.2 Enhance the coordination and cooperation between the CSAs and Brcko HR Unit	70,00
HR.2.3 Role of Peripheral Capacity	63,25



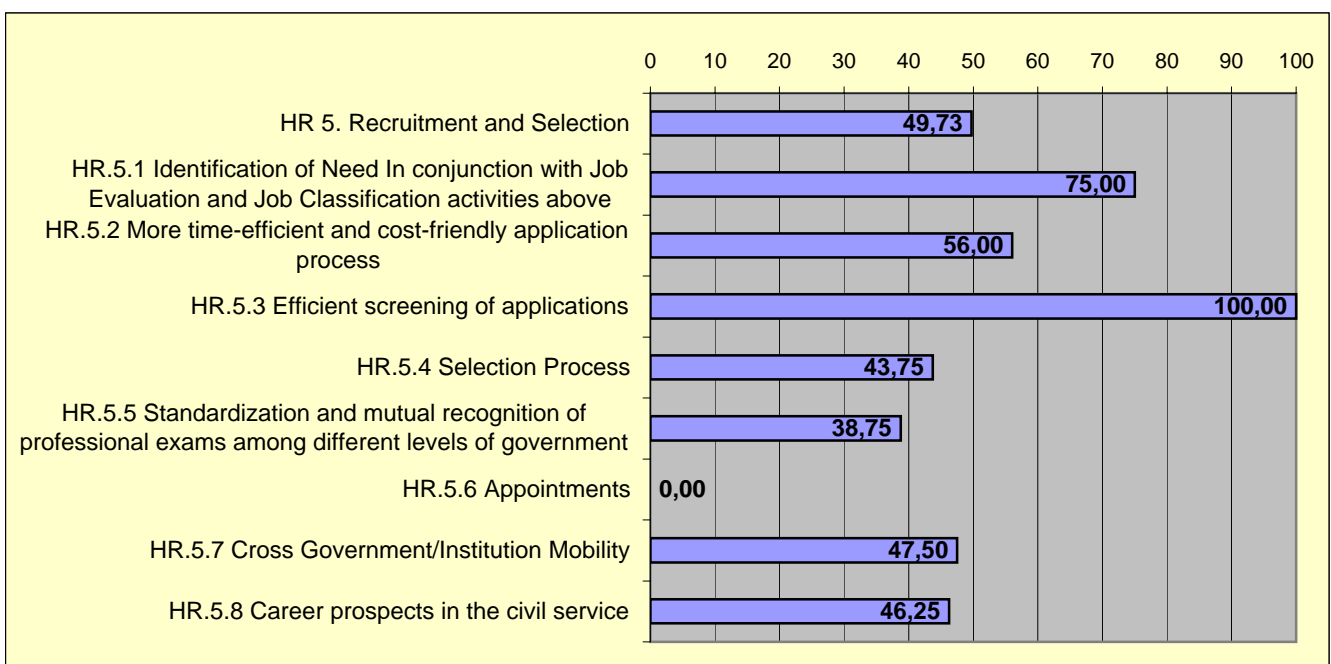
HUMAN RESOURCES ACTION GROUP	Implemented
HR 3. Information Management	90,00



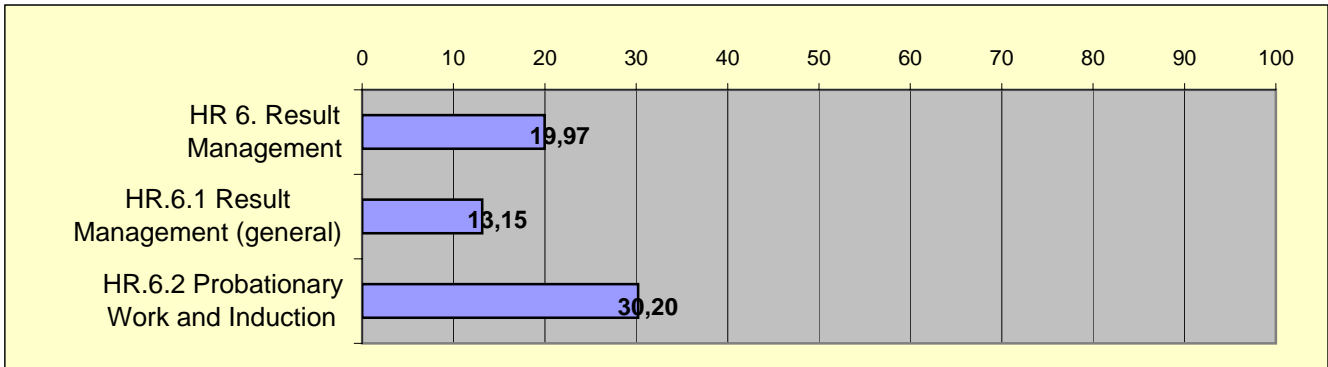
HUMAN RESOURCES ACTION GROUP	Implemented
HR 4. Human resources planning	48,90
HR.4.1 Ensure proper HRM planning in central and peripheral personnel units	52,00
HR.4.2 Common job classification/grading arrangements introduced cross BiH	18,75
HR.4.3 Introduction of common competency profiles for each grade/sector specific positions	77,50



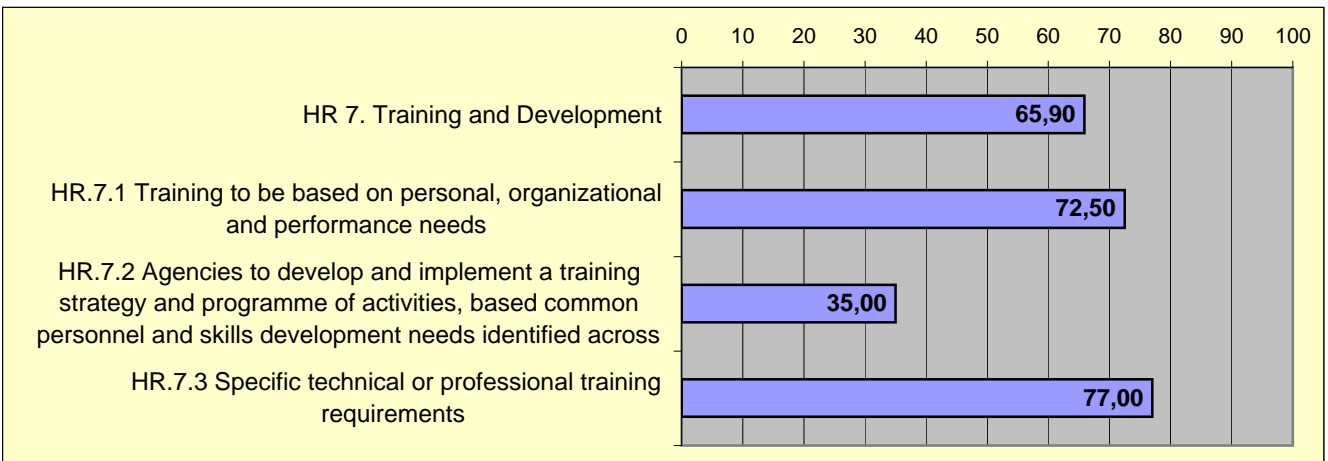
HUMAN RESOURCES ACTION GROUP	Implemented
HR 5. Recruitment and Selection	49,73
HR.5.1 Identification of Need In conjunction with Job Evaluation and Job Classification activities above	75,00
HR.5.2 More time-efficient and cost-friendly application process	56,00
HR.5.3 Efficient screening of applications	100,00
HR.5.4 Selection Process	43,75
HR.5.5 Standardization and mutual recognition of professional exams among different levels of government	38,75
HR.5.6 Appointments	0,00
HR.5.7 Cross Government/Institution Mobility	47,50
HR.5.8 Career prospects in the civil service	46,25



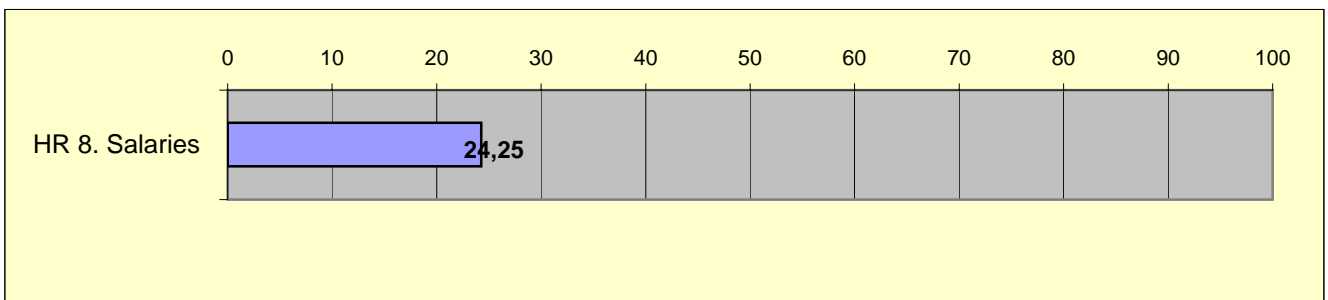
HUMAN RESOURCES ACTION GROUP	Implemented
HR 6. Result Management	19,97
HR.6.1 Result Management (general)	13,15
HR.6.2 Probationary Work and Induction	30,20



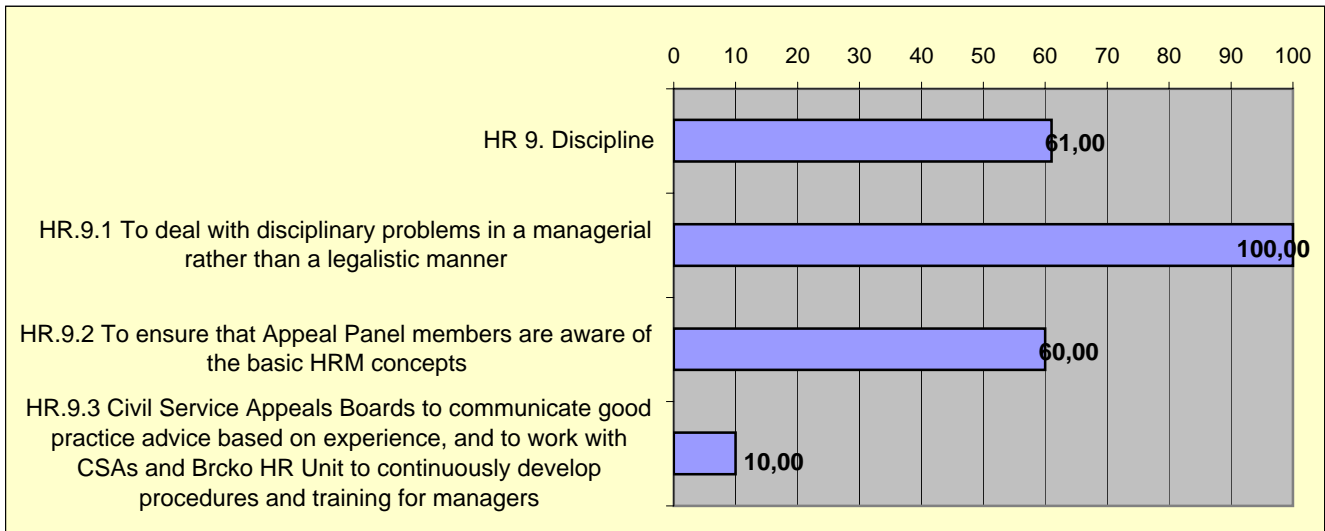
HUMAN RESOURCES ACTION GROUP	Implemented
HR 7. Training and Development	65,90
HR.7.1 Training to be based on personal, organizational and performance needs	72,50
HR.7.2 Agencies to develop and implement a training strategy and programme of activities, based common personnel and skills development needs identified across all institutions	35,00
HR.7.3 Specific technical or professional training requirements	77,00



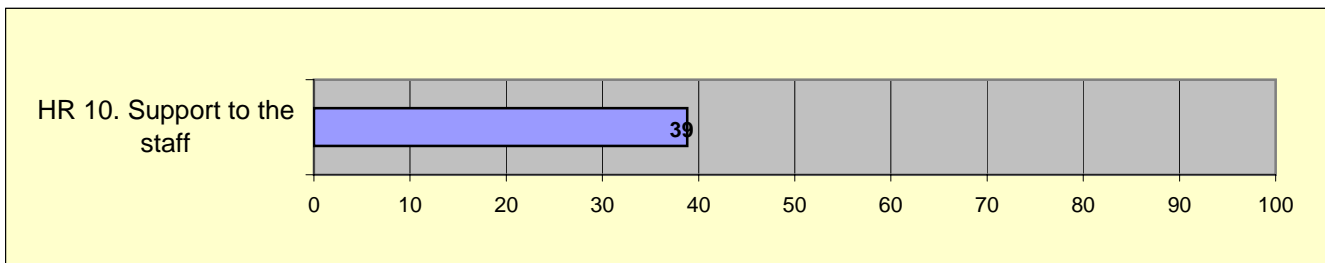
HUMAN RESOURCES ACTION GROUP	Implemented
HR 8. Salaries	24,25



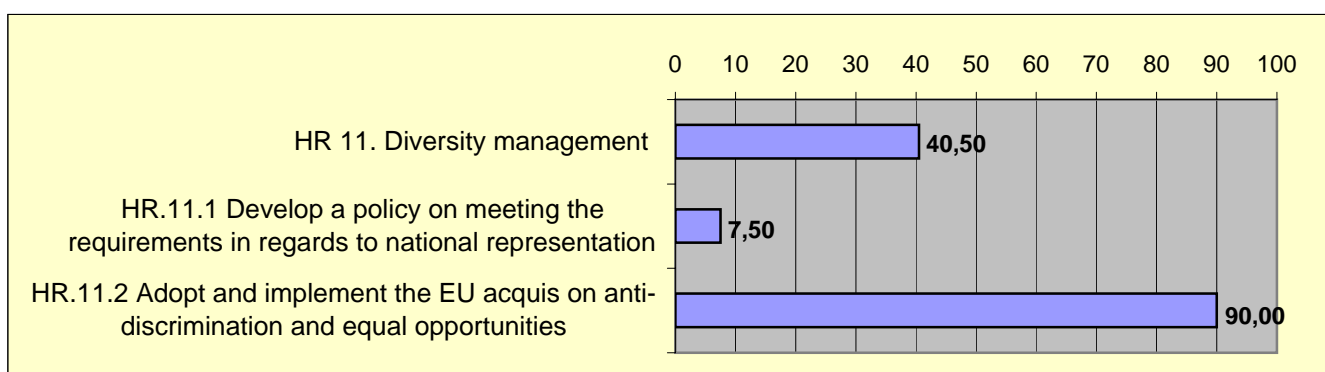
HUMAN RESOURCES ACTION GROUP	Implementirano
HR 9. Discipline	61,00
HR.9.1 To deal with disciplinary problems in a managerial rather than a legalistic manner	100,00
HR.9.2 To ensure that Appeal Panel members are aware of the basic HRM concepts	60,00
HR.9.3 Civil Service Appeals Boards to communicate good practice advice based on experience, and to work with CSAs and Brcko HR Unit to continuously develop procedures and training for managers	10,00



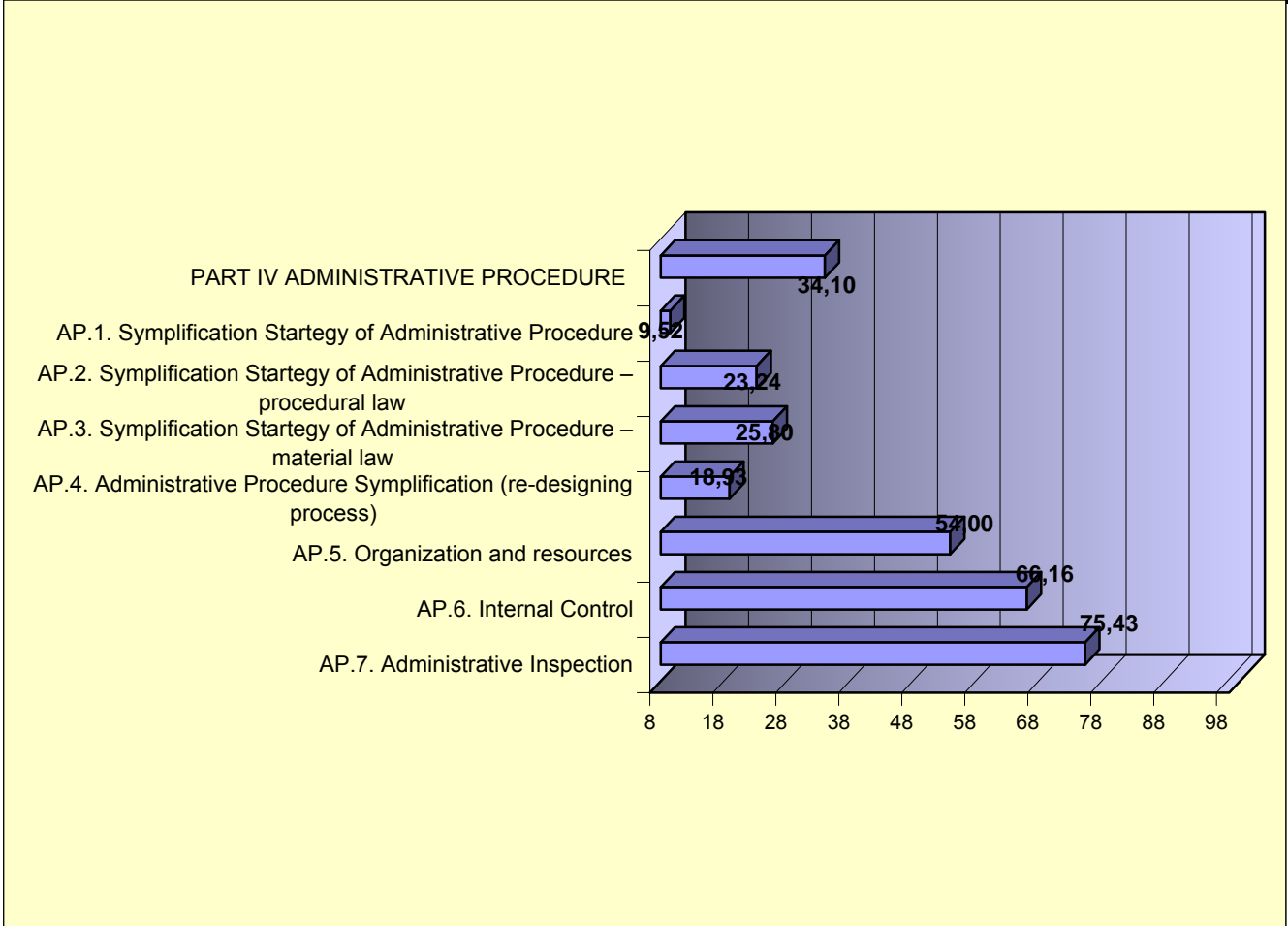
HUMAN RESOURCES ACTION GROUP	Implementirano
HR 10. Support to the staff	38,80



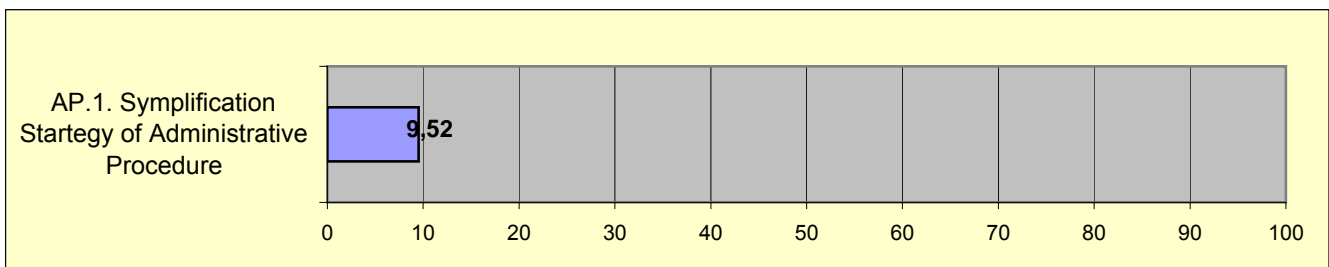
HUMAN RESOURCES ACTION GROUP	Implementirano
HR 11. Diversity management	40,50
HR.11.1 Develop a policy on meeting the requirements in regards to national representation	7,50
HR.11.2 Adopt and implement the EU acquis on anti-discrimination and equal opportunities	90,00



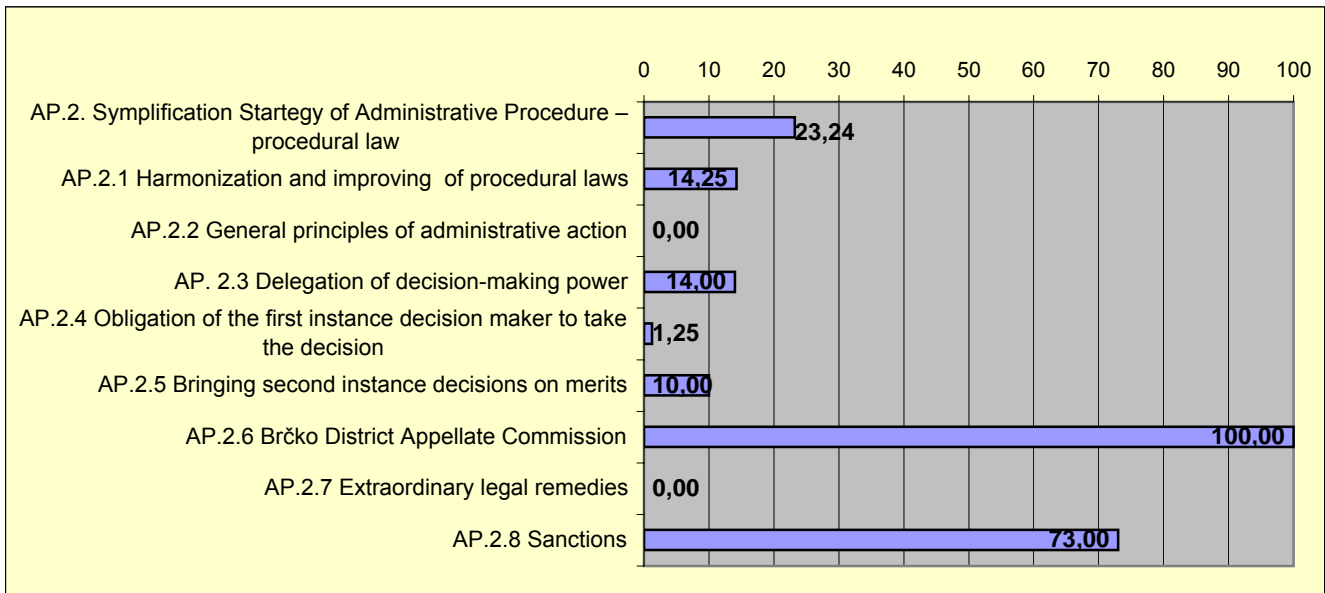
ACTION PLAN COMPONENT	Implemented
PART IV ADMINISTRATIVE PROCEDURE	34,10
AP.1. Symplication Startegy of Administrative Procedure	9,52
AP.2. Symplication Startegy of Administrative Procedure – procedural law	23,24
AP.3. Symplication Startegy of Administrative Procedure – material law	25,80
AP.4. Administrative Procedure Symplication (re-designing process)	18,93
AP.5. Organization and resources	54,00
AP.6. Internal Control	66,16
AP.7. Administrative Inspection	75,43



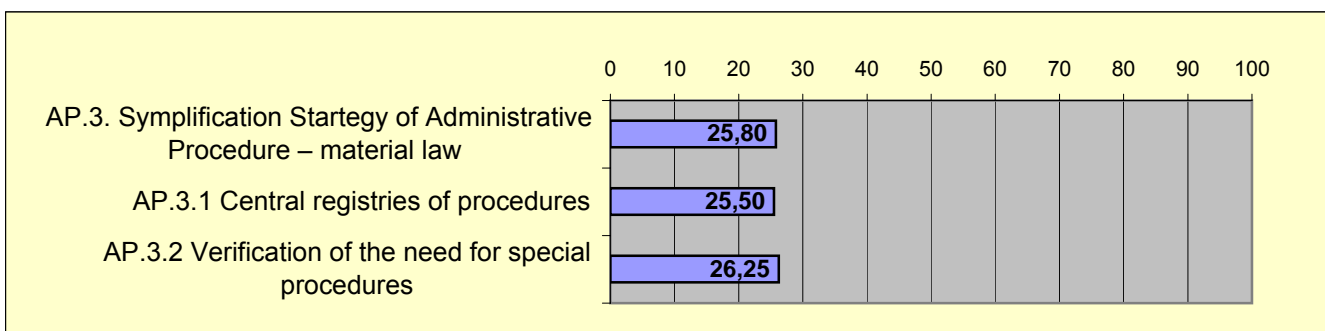
ADMINISTRATIVE PROCEDURES ACTION GROUP	Implemented
AP.1. Symplication Startegy of Administrative Procedure	9,52



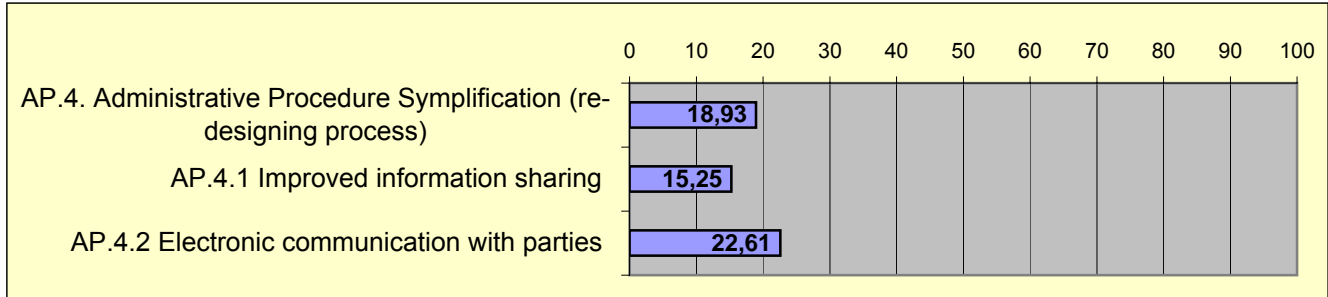
ADMINISTRATIVE PROCEDURES ACTION GROUP	Implemented
AP.2. Symplication Startegy of Administrative Procedure – procedural law	23,24
AP.2.1 Harmonization and improving of procedural laws	14,25
AP.2.2 General principles of administrative action	0,00
AP. 2.3 Delegation of decision-making power	14,00
AP.2.4 Obligation of the first instance decision maker to take the decision	1,25
AP.2.5 Bringing second instance decisions on merits	10,00
AP.2.6 Brčko District Appellate Commission	100,00
AP.2.7 Extraordinary legal remedies	0,00
AP.2.8 Sanctions	73,00



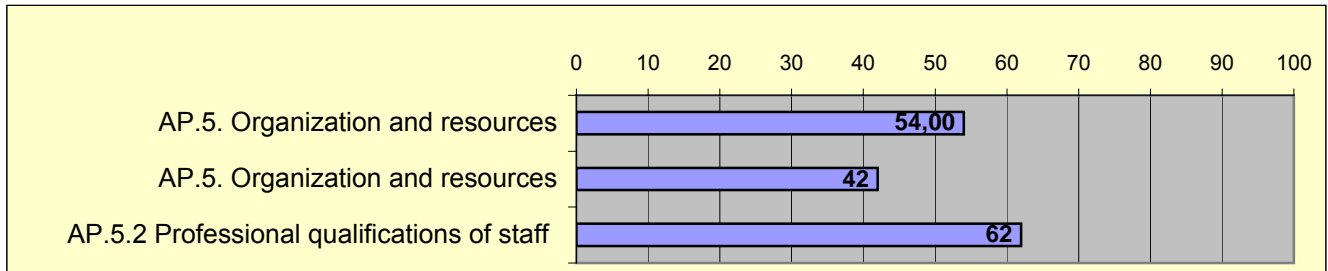
ADMINISTRATIVE PROCEDURES ACTION GROUP	Implemented
AP.3. Symplication Startegy of Administrative Procedure – material law	25,80
AP.3.1 Central registries of procedures	25,50
AP.3.2 Verification of the need for special procedures	26,25



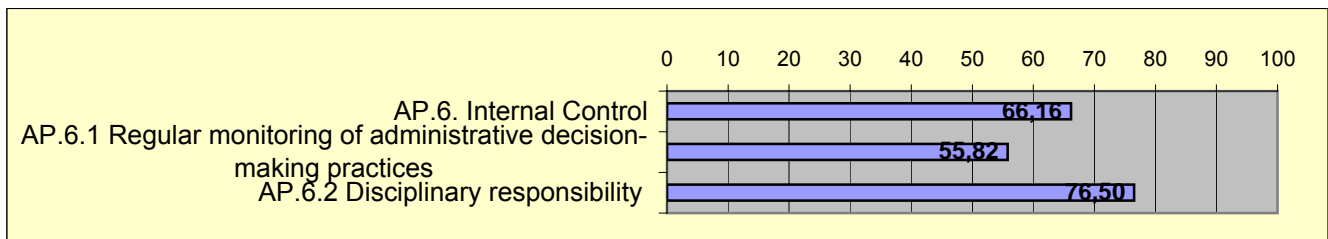
ADMINISTRATIVE PROCEDURES ACTION GROUP	Implemented
AP.4. Administrative Procedure Symplification (re-designing process)	18,93
AP.4.1 Improved information sharing	15,25
AP.4.2 Electronic communication with parties	22,61



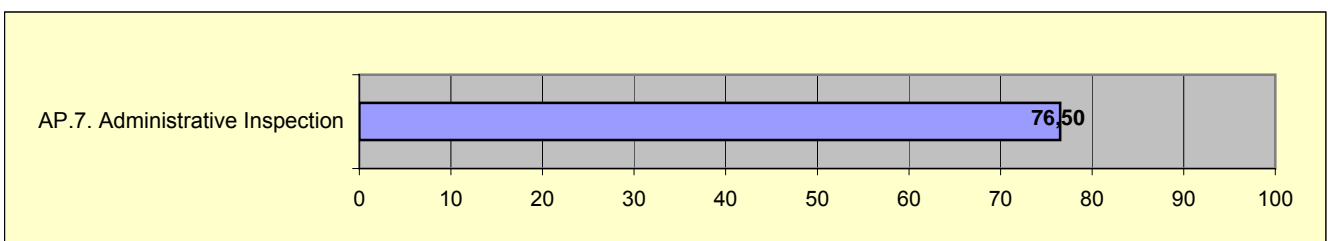
ADMINISTRATIVE PROCEDURES ACTION GROUP	Implemented
AP.5. Organization and resources	54,00
AP.5. Organization and resources	42
AP.5.2 Professional qualifications of staff	62



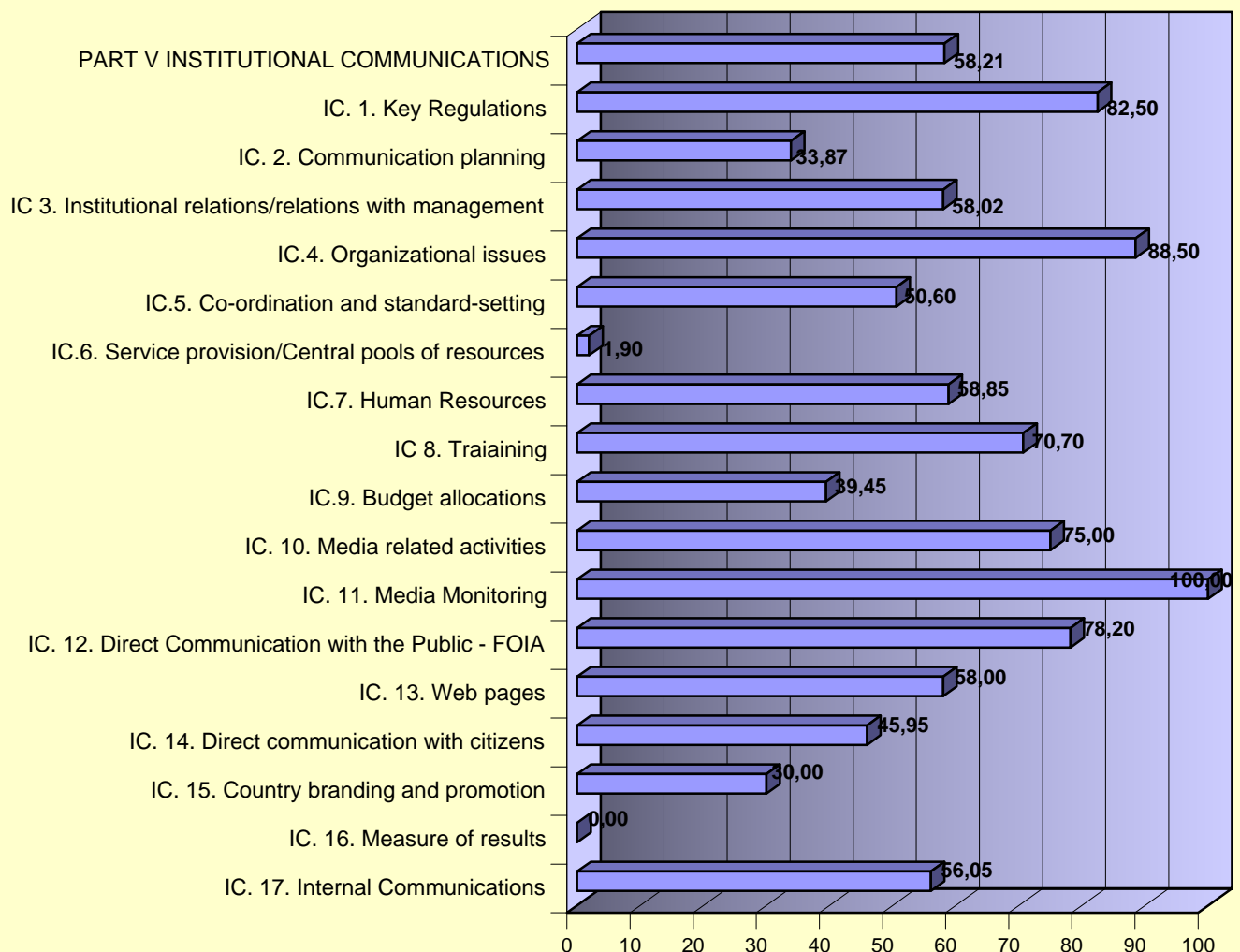
ADMINISTRATIVE PROCEDURES ACTION GROUP	Implemented
AP.6. Internal Control	66,16
AP.6.1 Regular monitoring of administrative decision-making practices	55,82
AP.6.2 Disciplinary responsibility	76,50



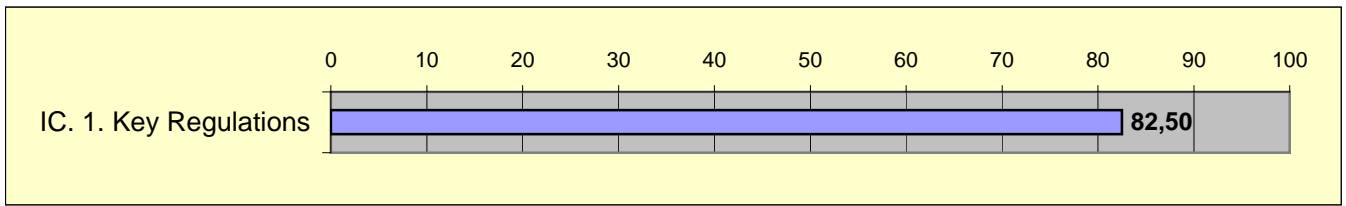
ADMINISTRATIVE PROCEDURES ACTION GROUP	Implemented
AP.7. Administrative Inspection	76,50



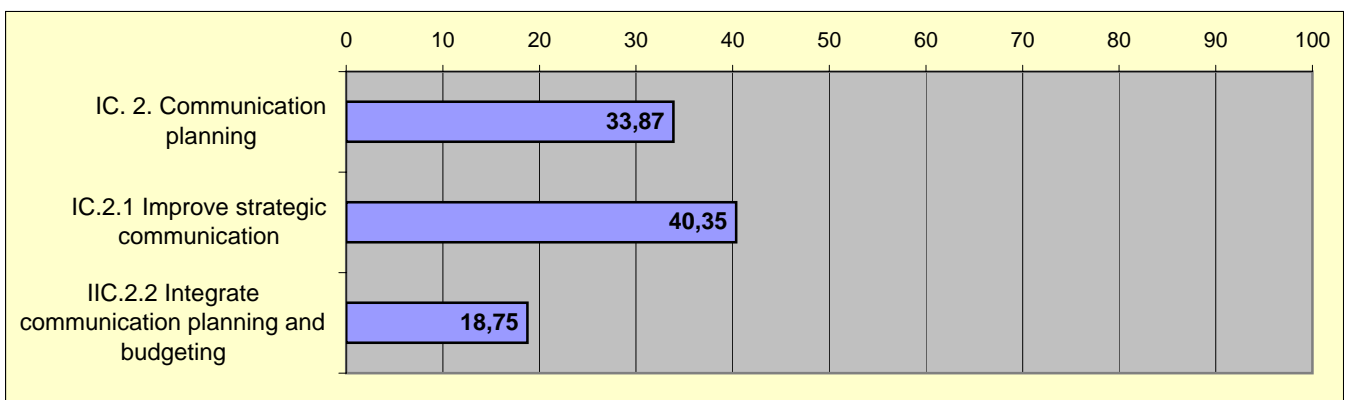
ACTION PLAN COMPONENT	Implemented
PART V INSTITUTIONAL COMMUNICATIONS	58,21
IC. 1. Key Regulations	82,50
IC. 2. Communication planning	33,87
IC.3. Institutional relations/relations with management	58,02
IC.4. Organizational issues	88,50
IC.5. Co-ordination and standard-setting	50,60
IC.6. Service provision/Central pools of resources	1,90
IC.7. Human Resources	58,85
IC 8. Training	70,70
IC.9. Budget allocations	39,45
IC. 10. Media related activities	75,00
IC. 11. Media Monitoring	100,00
IC. 12. Direct Communication with the Public - FOIA	78,20
IC. 13. Web pages	58,00
IC. 14. Direct communication with citizens	45,95
IC. 15. Country branding and promotion	30,00
IC. 16. Measure of results	0,00
IC. 17. Internal Communications	56,05



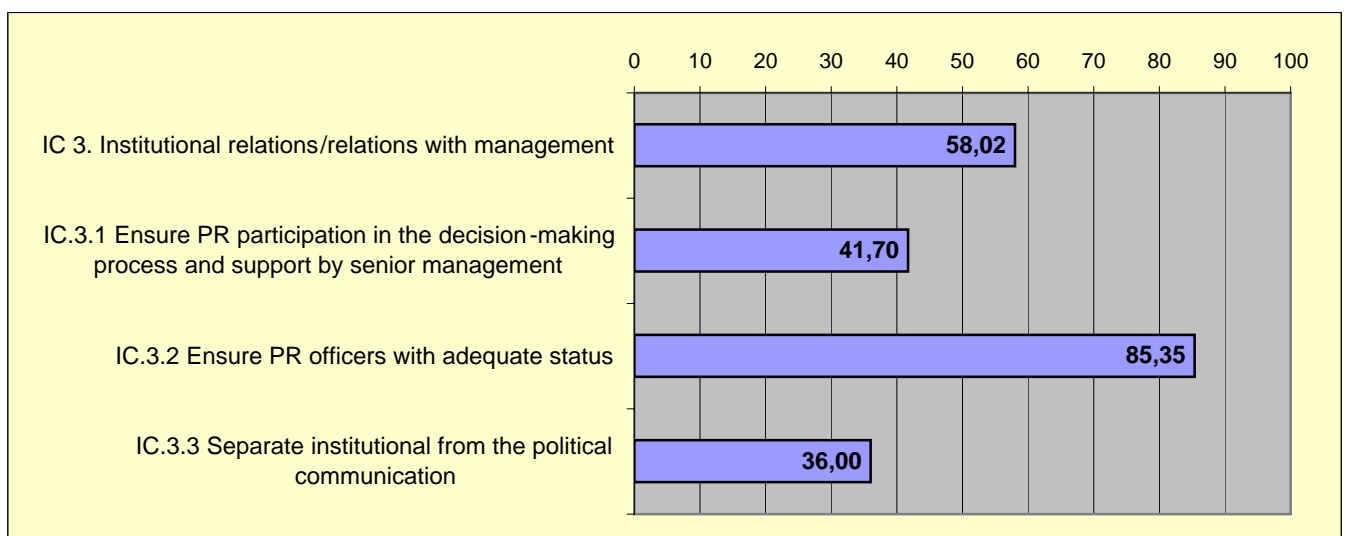
INSTITUTIONAL COMMUNICATION ACTION GROUP	Implemented
IC. 1. Key Regulations	82,50



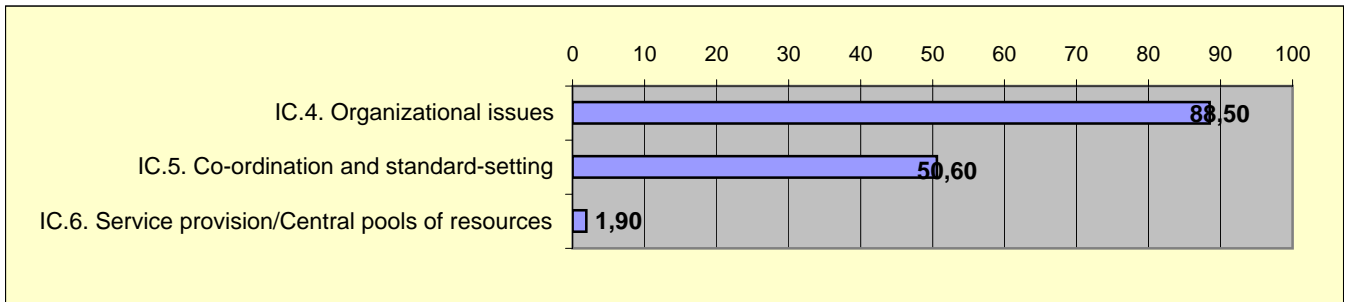
INSTITUTIONAL COMMUNICATION ACTION GROUP	Implemented
IC. 2. Communication planning	33,87
IC.2.1 Improve strategic communication	40,35
IIC.2.2 Integrate communication planning and budgeting	18,75



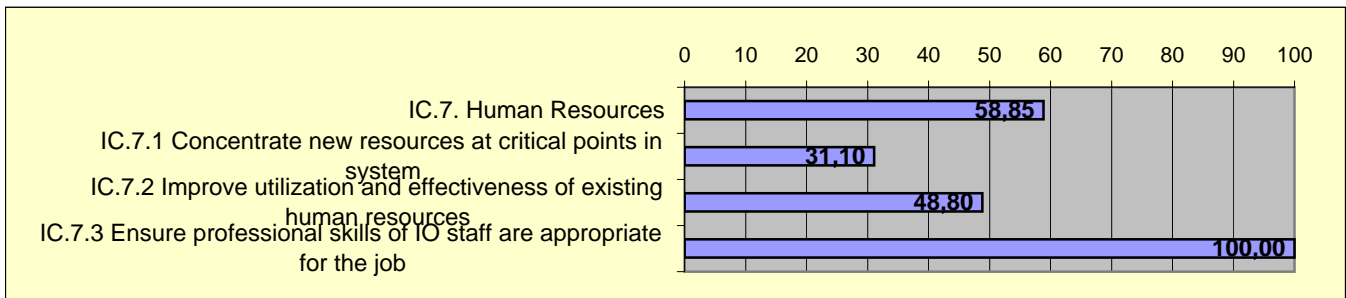
INSTITUTIONAL COMMUNICATION ACTION GROUP	Implemented
IC 3. Institutional relations/relations with management	58,02
IC.3.1 Ensure PR participation in the decision-making process and support by senior management	41,70
IC.3.2 Ensure PR officers with adequate status	85,35
IC.3.3 Separate institutional from the political communication	36,00



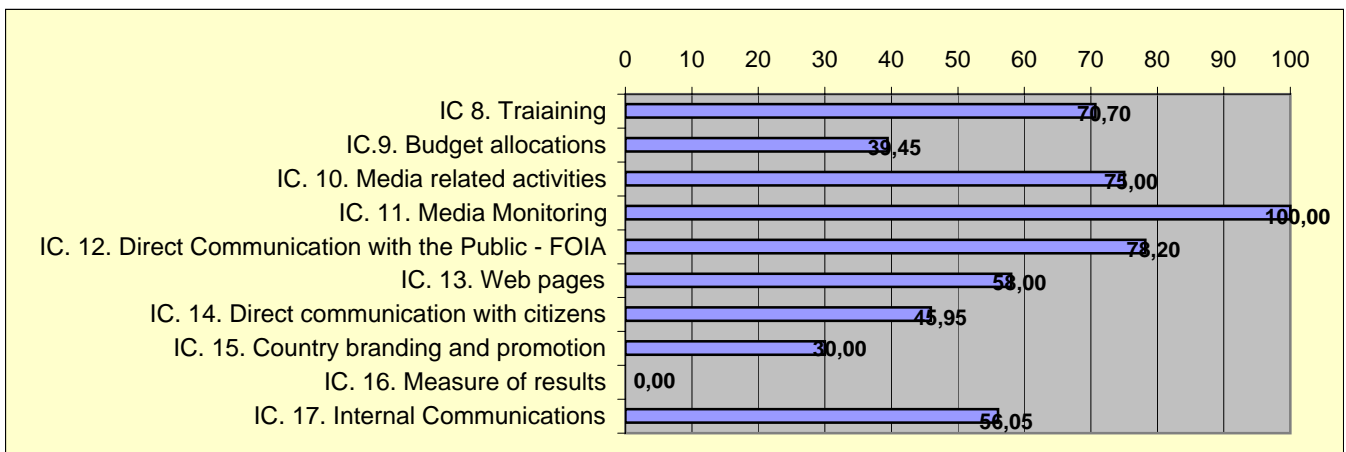
INSTITUTIONAL COMMUNICATION ACTION GROUP	Implemented
IC.4. Organizational issues	88,50
IC.5. Co-ordination and standard-setting	50,60
IC.6. Service provision/Central pools of resources	1,90



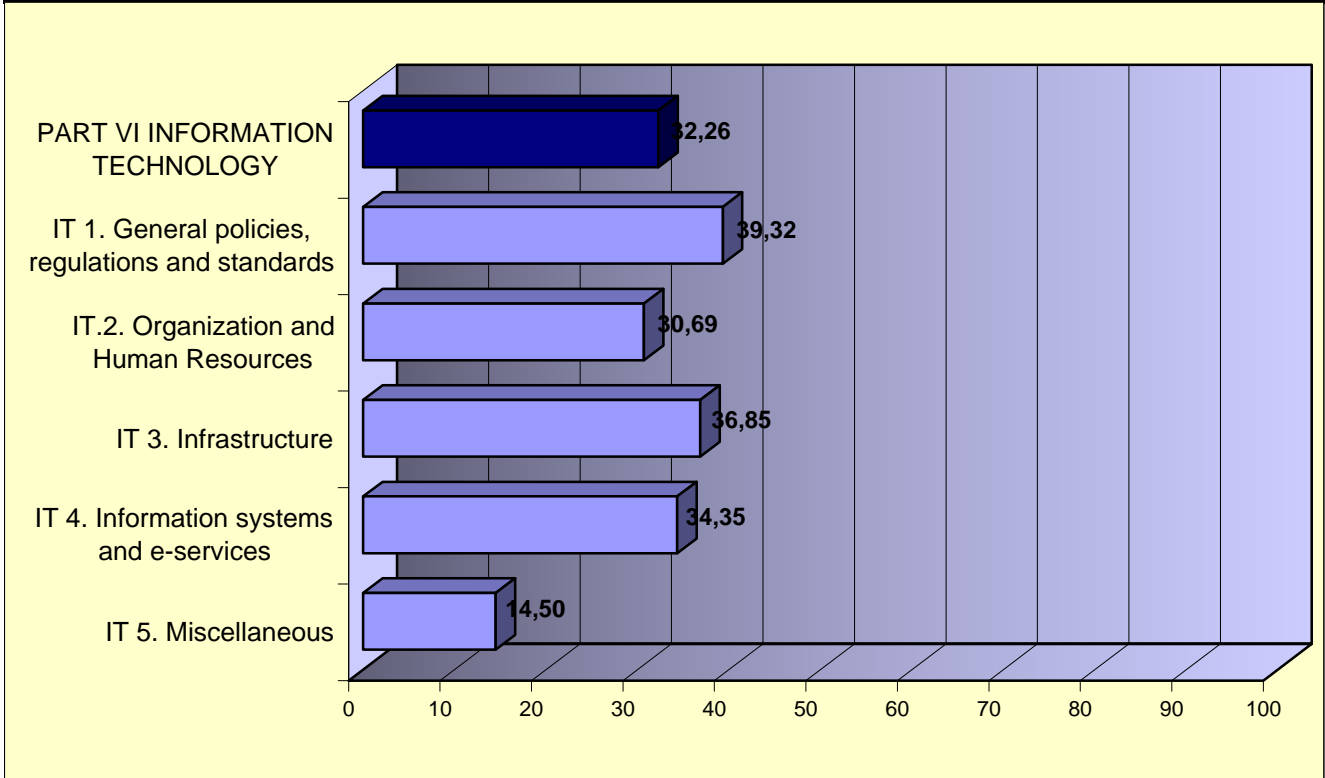
INSTITUTIONAL COMMUNICATION ACTION GROUP	Implemented
IC.7. Human Resources	58,85
IC.7.1 Concentrate new resources at critical points in system	31,10
IC.7.2 Improve utilization and effectiveness of existing human resources	48,80
IC.7.3 Ensure professional skills of IO staff are appropriate for the job	100,00



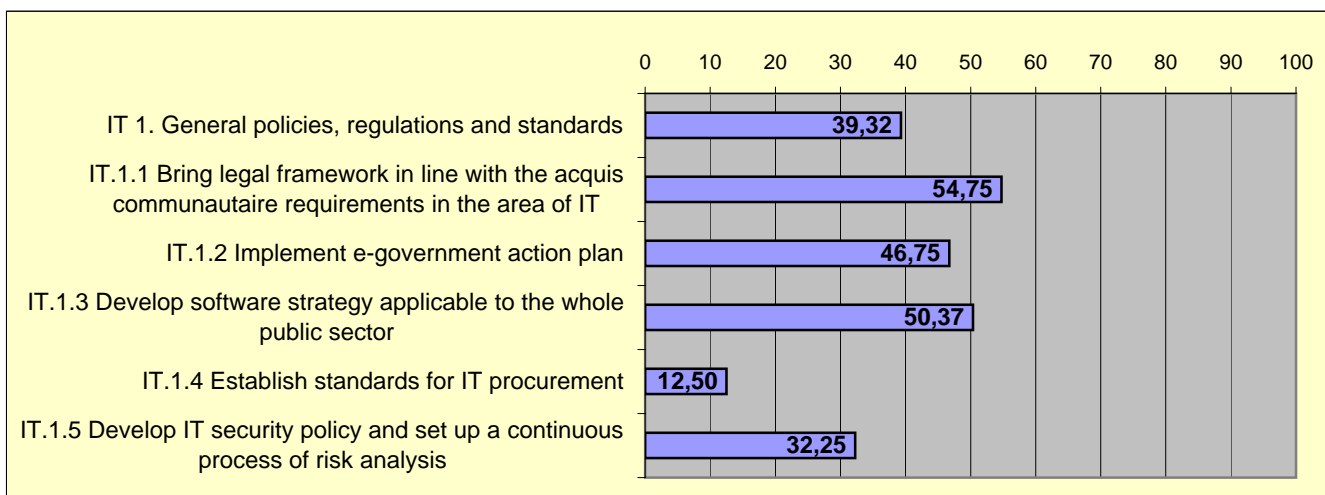
INSTITUTIONAL COMMUNICATION ACTION GROUP	Implemented
IC 8. Training	70,70
IC.9. Budget allocations	39,45
IC. 10. Media related activities	75,00
IC. 11. Media Monitoring	100,00
IC. 12. Direct Communication with the Public - FOIA	78,20
IC. 13. Web pages	58,00
IC. 14. Direct communication with citizens	45,95
IC. 15. Country branding and promotion	30,00
IC. 16. Measure of results	0,00
IC. 17. Internal Communications	56,05



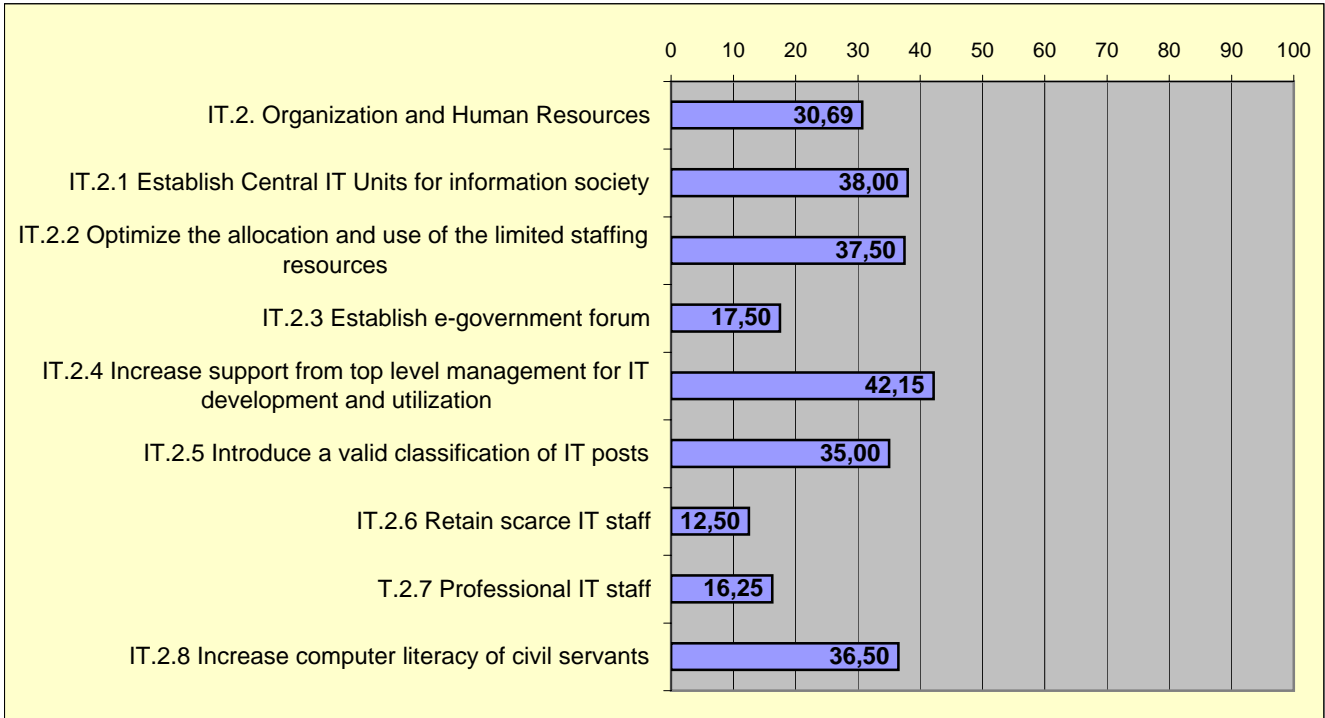
ACTION PLAN COMPONENT	Implemented
PART VI INFORMATION TECHNOLOGY	32,26
IT 1. General policies, regulations and standards	39,32
IT.2. Organization and Human Resources	30,69
IT 3. Infrastructure	36,85
IT 4. Information systems and e-services	34,35
IT 5. Miscellaneous	14,50



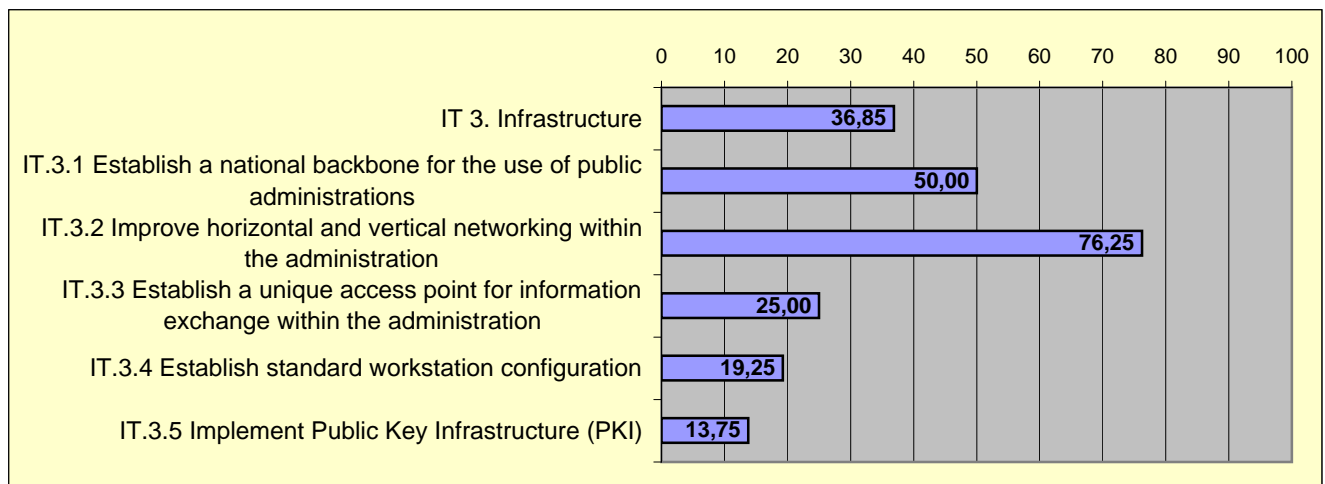
INFORMATION TECHNOLOGY ACTION GROUP	Implemented
IT 1. General policies, regulations and standards	39,32
IT.1.1 Bring legal framework in line with the acquis communautaire requirements in the area of IT	54,75
IT.1.2 Implement e-government action plan	46,75
IT.1.3 Develop software strategy applicable to the whole public sector	50,37
IT.1.4 Establish standards for IT procurement	12,50
IT.1.5 Develop IT security policy and set up a continuous process of risk analysis	32,25



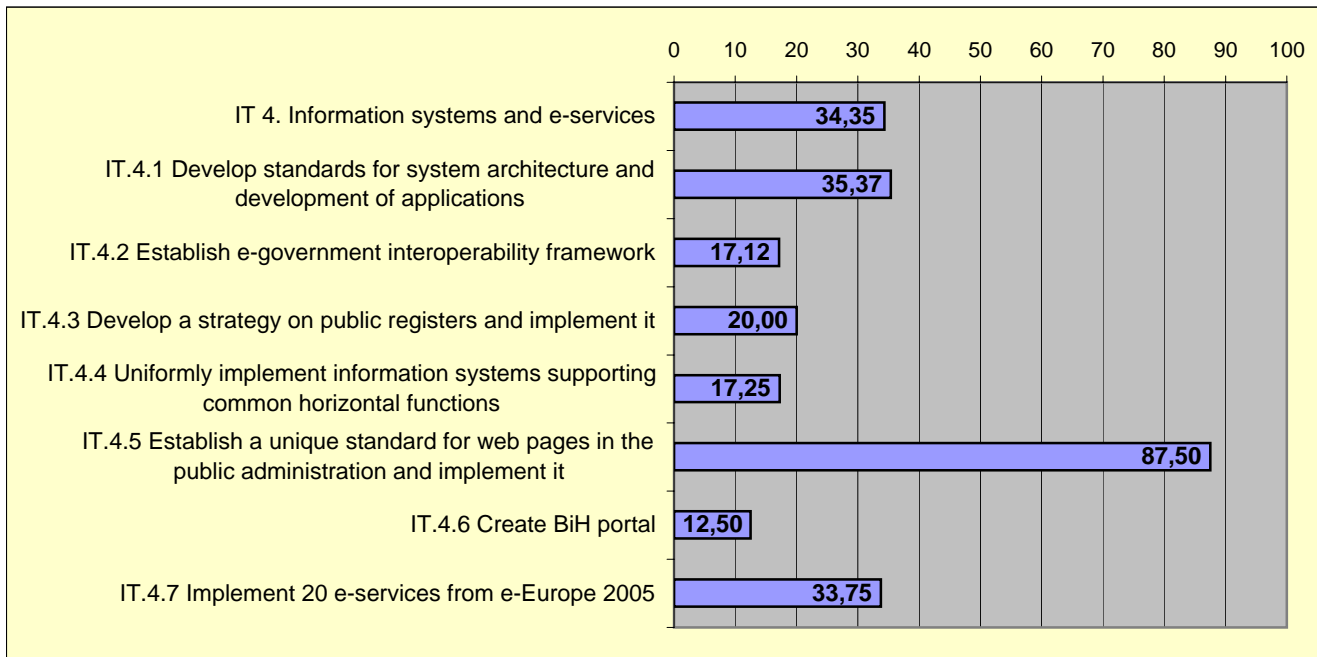
INFORMATION TECHNOLOGY ACTION GROUP	Implemented
IT.2. Organization and Human Resources	30,69
IT.2.1 Establish Central IT Units for information society	38,00
IT.2.2 Optimize the allocation and use of the limited staffing resources	37,50
IT.2.3 Establish e-government forum	17,50
IT.2.4 Increase support from top level management for IT development and utilization	42,15
IT.2.5 Introduce a valid classification of IT posts	35,00
IT.2.6 Retain scarce IT staff	12,50
T.2.7 Professional IT staff	16,25
IT.2.8 Increase computer literacy of civil servants	36,50



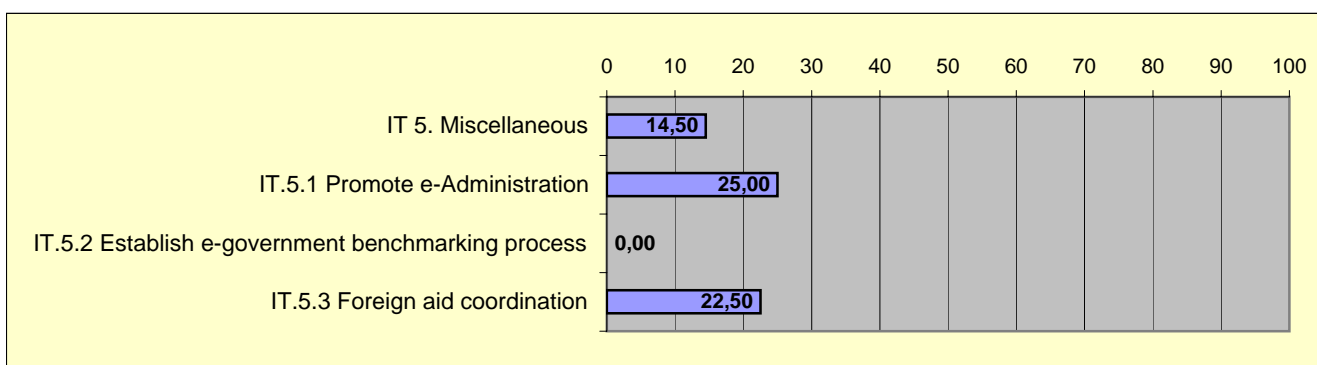
INFORMATION TECHNOLOGY ACTION GROUP	Implemented
IT 3. Infrastructure	36,85
IT.3.1 Establish a national backbone for the use of public administrations	50,00
IT.3.2 Improve horizontal and vertical networking within the administration	76,25
IT.3.3 Establish a unique access point for information exchange within the administration	25,00
IT.3.4 Establish standard workstation configuration	19,25
IT.3.5 Implement Public Key Infrastructure (PKI)	13,75



INFORMATION TECHNOLOGY ACTION GROUP	Implemented
IT 4. Information systems and e-services	34,35
IT.4.1 Develop standards for system architecture and development of applications	35,37
IT.4.2 Establish e-government interoperability framework	17,12
IT.4.3 Develop a strategy on public registers and implement it	20,00
IT.4.4 Uniformly implement information systems supporting common horizontal functions	17,25
IT.4.5 Establish a unique standard for web pages in the public administration and implement it	87,50
IT.4.6 Create BiH portal	12,50
IT.4.7 Implement 20 e-services from e-Europe 2005	33,75

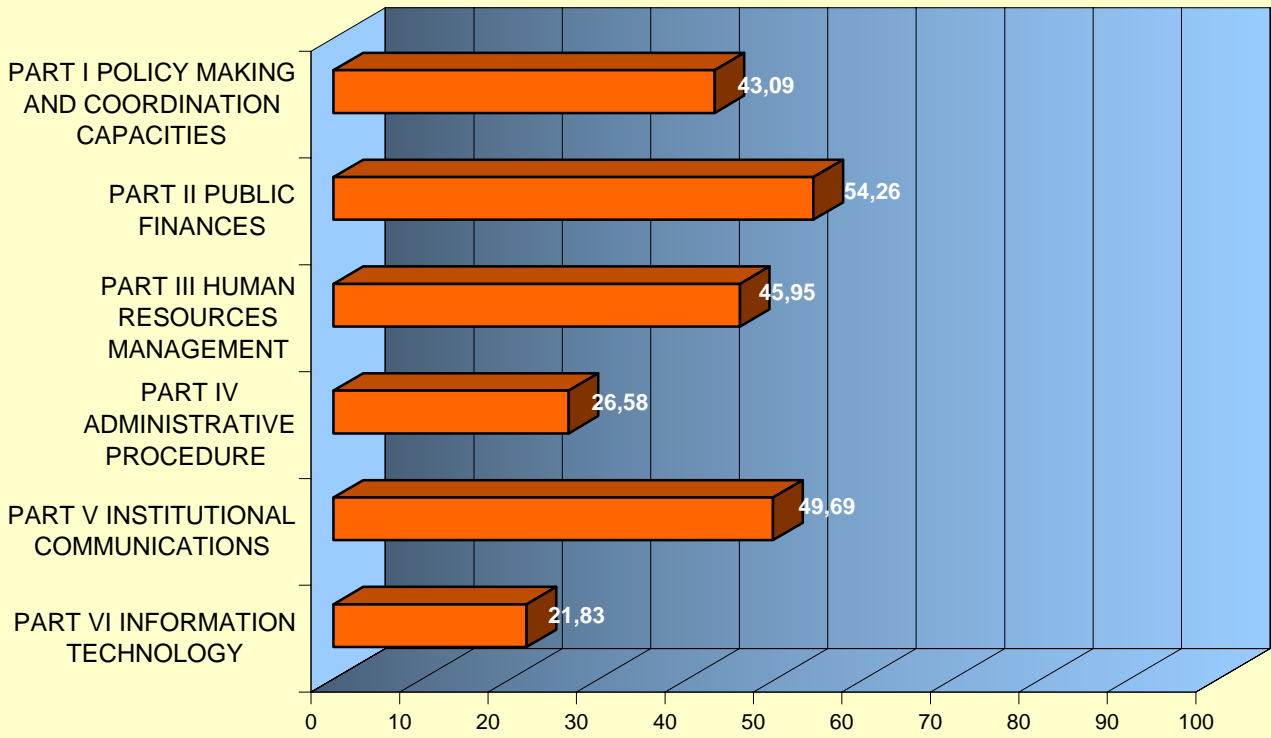


INFORMATION TECHNOLOGY ACTION GROUP	Implemented
IT 5. Miscellaneous	14,50
IT.5.1 Promote e-Administration	25,00
IT.5.2 Establish e-government benchmarking process	0,00
IT.5.3 Foreign aid coordination	22,50

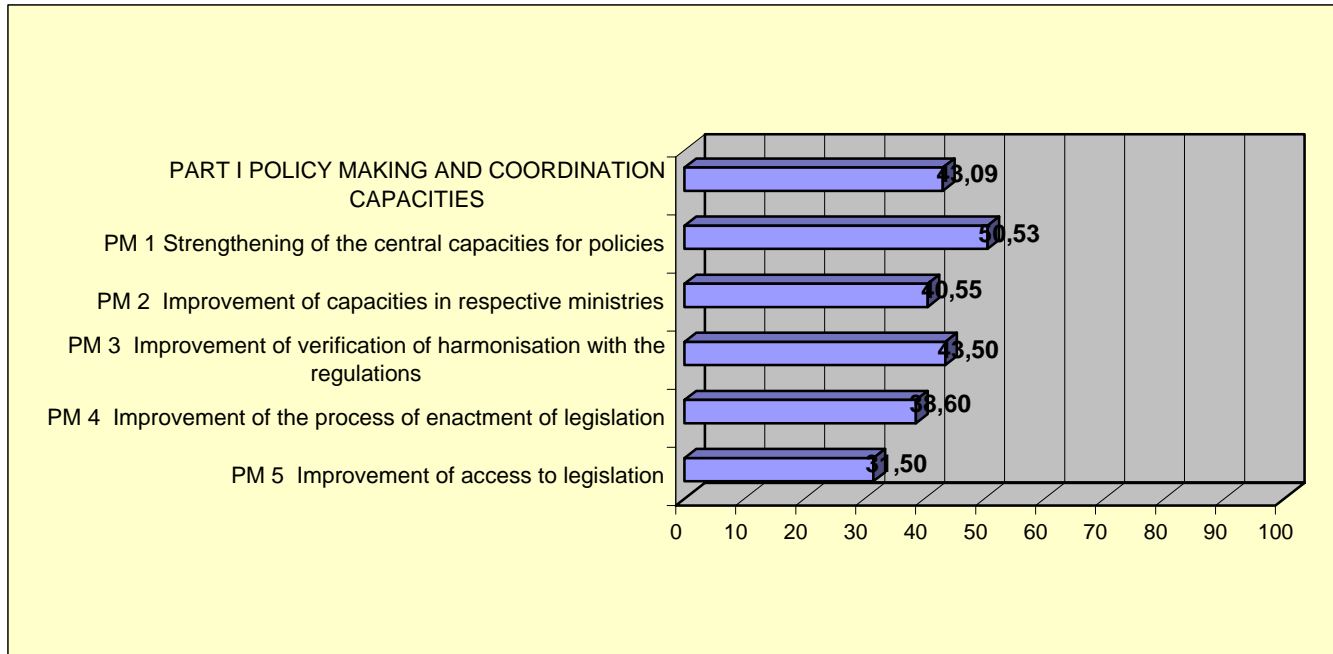


BiH level	Implemented
PART I POLICY MAKING AND COORDINATION CAPACITIES	43,09
PART II PUBLIC FINANCES	54,26
PART III HUMAN RESOURCES MANAGEMENT	45,95
PART IV ADMINISTRATIVE PROCEDURE	26,58
PART V INSTITUTIONAL COMMUNICATIONS	49,69
PART VI INFORMATION TECHNOLOGY	21,83

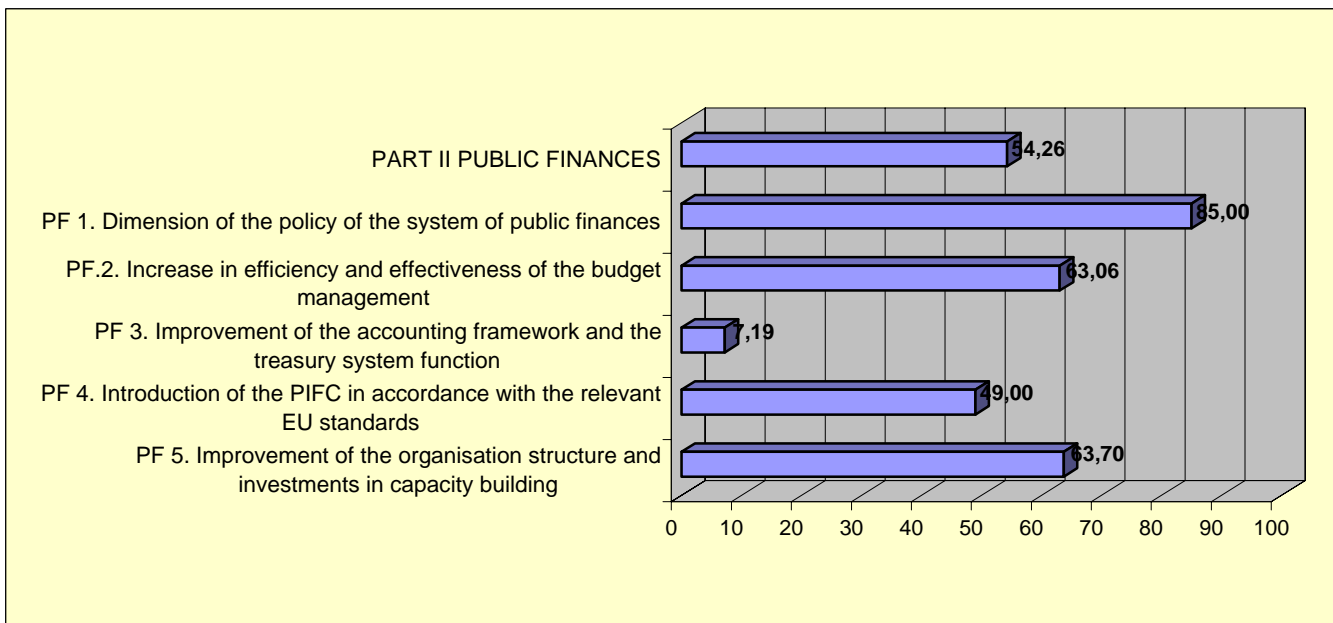
Total implementation AP 1 on State level



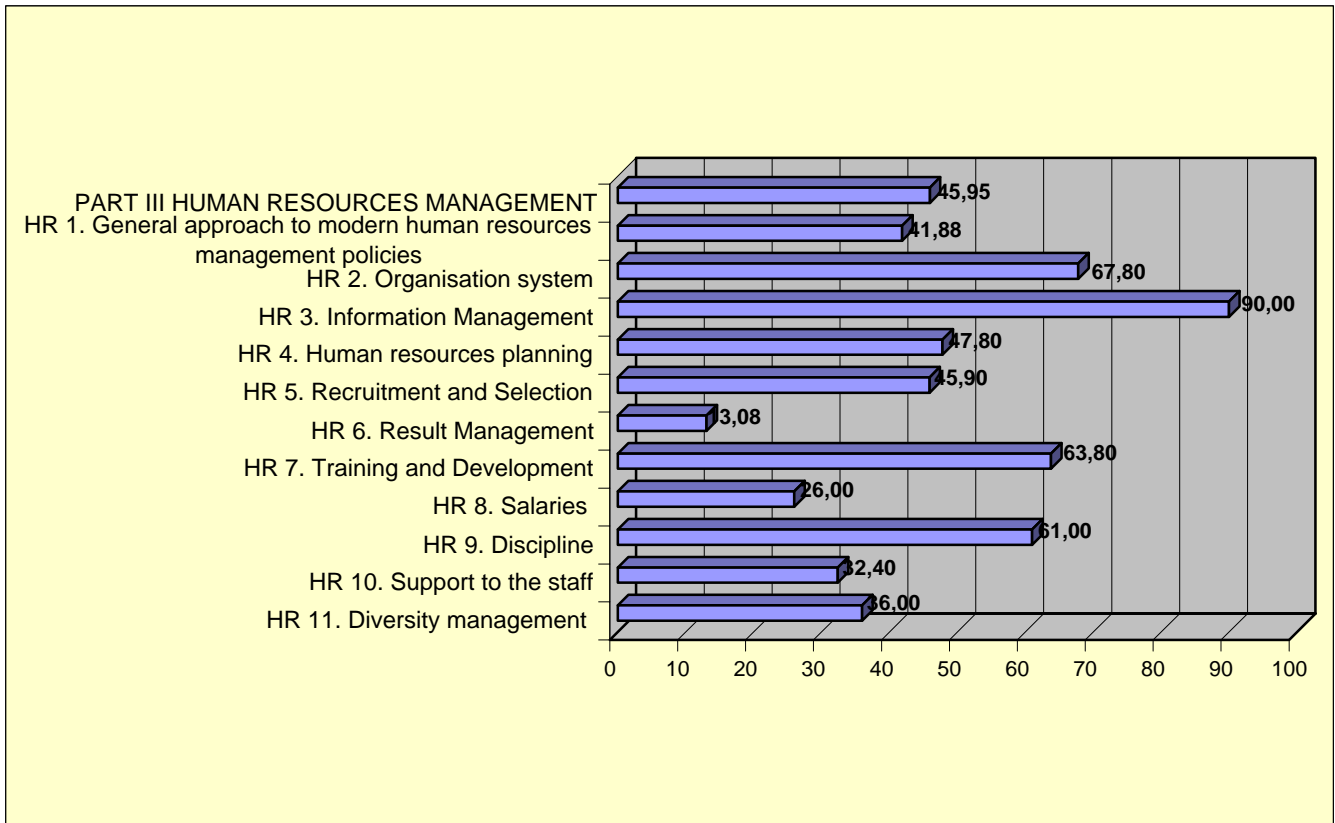
ACTION PLAN COMPONENT	Implemented
PART I POLICY MAKING AND COORDINATION CAPACITIES	43,09
PM 1 Strengthening of the central capacities for policies	50,53
PM 2 Improvement of capacities in respective ministries	40,55
PM 3 Improvement of verification of harmonisation with the regulations	43,50
PM 4 Improvement of the process of enactment of legislation	38,60
PM 5 Improvement of access to legislation	31,50



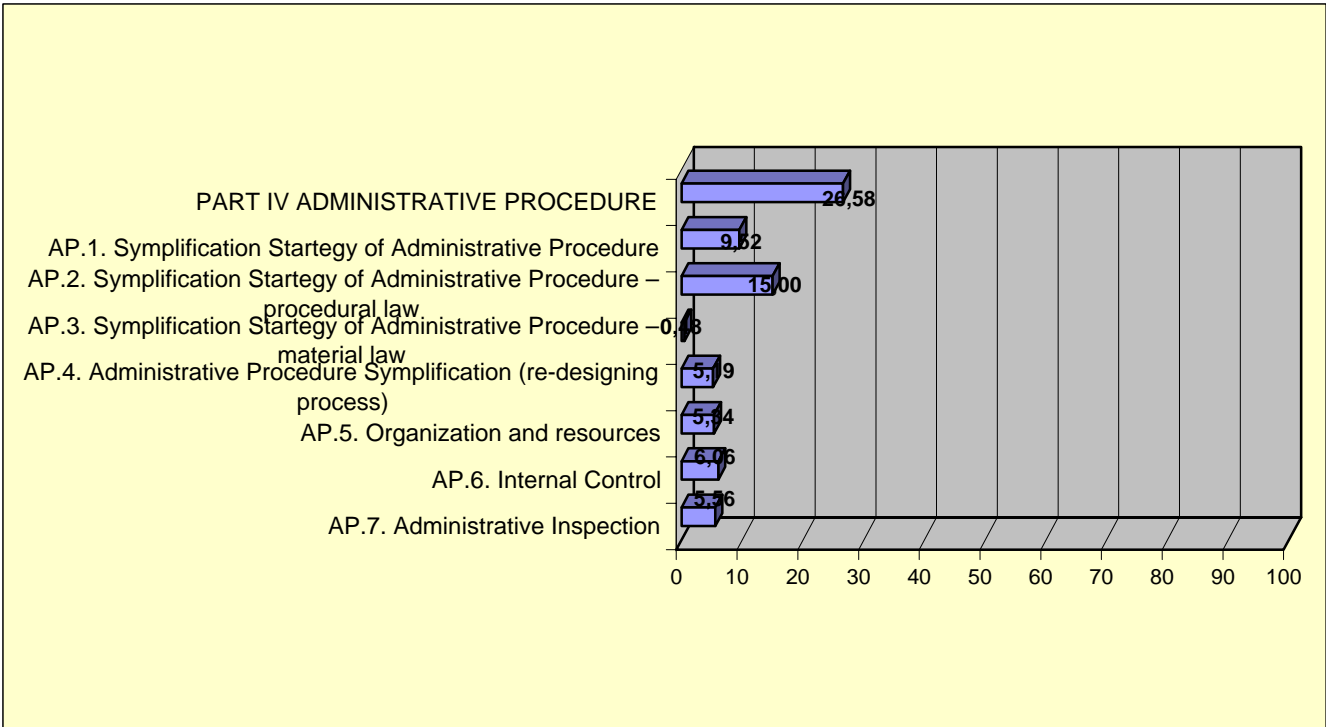
ACTION PLAN COMPONENT	Implemented
PART II PUBLIC FINANCES	54,26
PF 1. Dimension of the policy of the system of public finances	85,00
PF.2. Increase in efficiency and effectiveness of the budget management	63,06
PF 3. Improvement of the accounting framework and the treasury system function	7,19
PF 4. Introduction of the PIFC in accordance with the relevant EU standards	49,00
PF 5. Improvement of the organisation structure and investments in capacity building	63,70



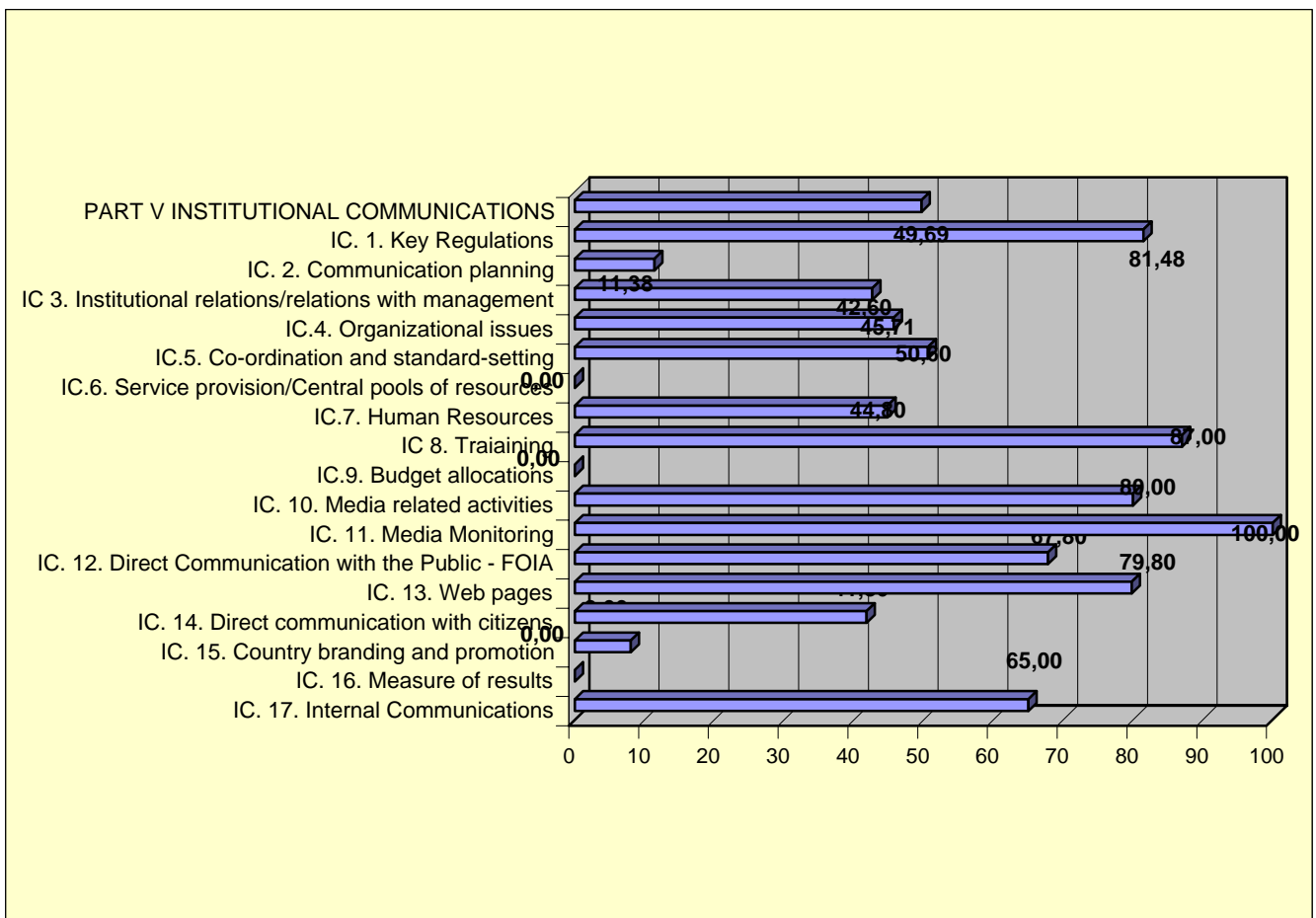
ACTION PLAN COMPONENT	Implemented
PART III HUMAN RESOURCES MANAGEMENT	45,95
HR 1. General approach to modern human resources management policies	41,88
HR 2. Organisation system	67,80
HR 3. Information Management	90,00
HR 4. Human resources planning	47,80
HR 5. Recruitment and Selection	45,90
HR 6. Result Management	13,08
HR 7. Training and Development	63,80
HR 8. Salaries	26,00
HR 9. Discipline	61,00
HR 10. Support to the staff	32,40
HR 11. Diversity management	36,00



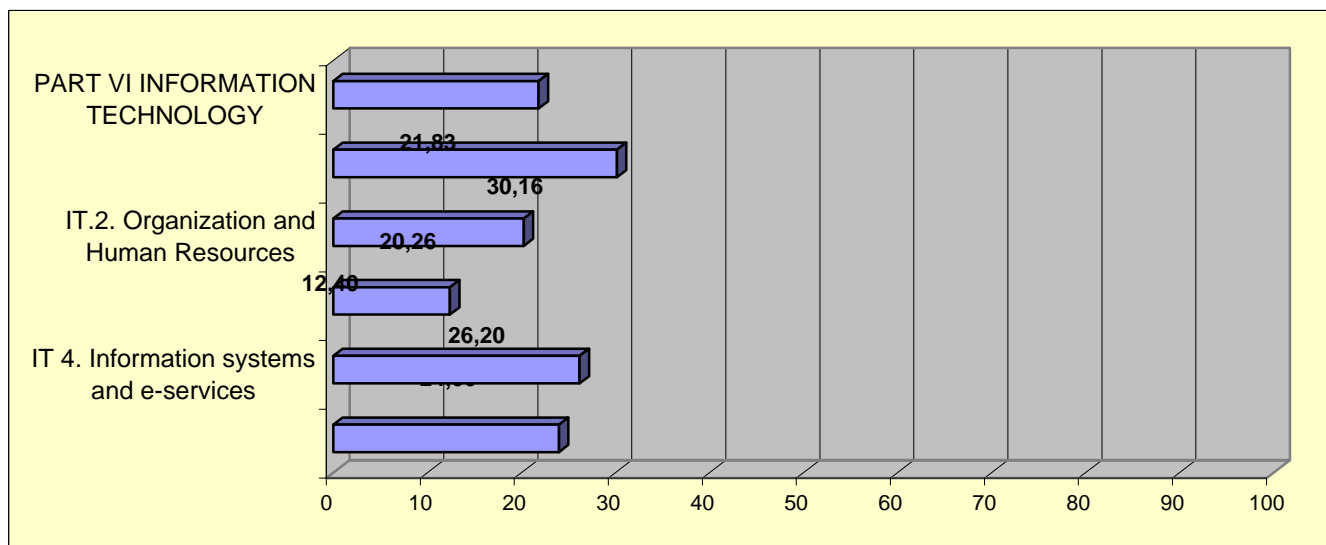
ACTION PLAN COMPONENT	Implemented
PART IV ADMINISTRATIVE PROCEDURE	26,58
AP.1. Symplification Startegy of Administrative Procedure	9,52
AP.2. Symplification Startegy of Administrative Procedure – procedural law	15,00
AP.3. Symplification Startegy of Administrative Procedure – material law	0,48
AP.4. Administrative Procedure Symplification (re-designing process)	5,19
AP.5. Organization and resources	5,34
AP.6. Internal Control	6,06
AP.7. Administrative Inspection	5,56



ACTION PLAN COMPONENT	Implemented
PART V INSTITUTIONAL COMMUNICATIONS	49,69
IC. 1. Key Regulations	81,48
IC. 2. Communication planning	11,38
IC 3. Institutional relations/relations with management	42,60
IC.4. Organizational issues	45,71
IC.5. Co-ordination and standard-setting	50,60
IC.6. Service provision/Central pools of resources	0,00
IC.7. Human Resources	44,80
IC 8. Training	87,00
IC.9. Budget allocations	0,00
IC. 10. Media related activities	80,00
IC. 11. Media Monitoring	100,00
IC. 12. Direct Communication with the Public - FOIA	67,80
IC. 13. Web pages	79,80
IC. 14. Direct communication with citizens	41,80
IC. 15. Country branding and promotion	8,00
IC. 16. Measure of results	0,00
IC. 17. Internal Communications	65,00

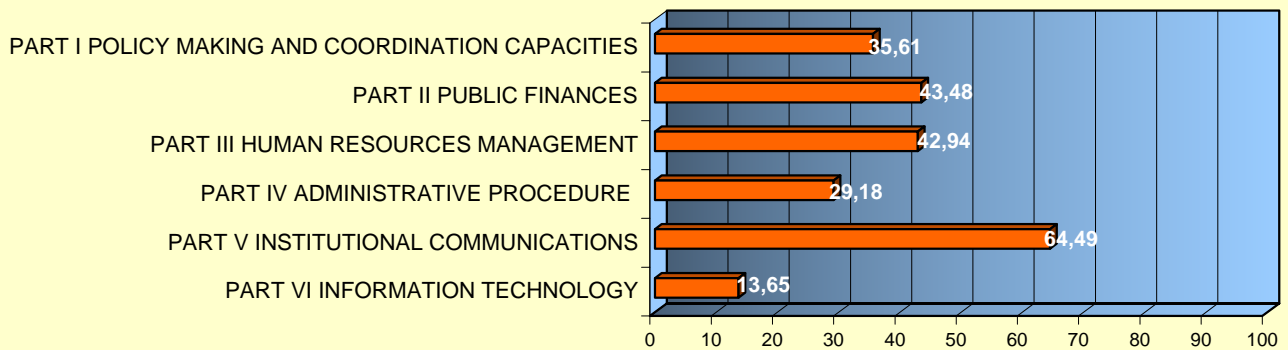


ACTION PLAN COMPONENT	Implemented
PART VI INFORMATION TECHNOLOGY	21,83
IT 1. General policies, regulations and standards	30,16
IT.2. Organization and Human Resources	20,26
IT 3. Infrastructure	12,40
IT 4. Information systems and e-services	26,20
IT 5. Miscellaneous	24,00

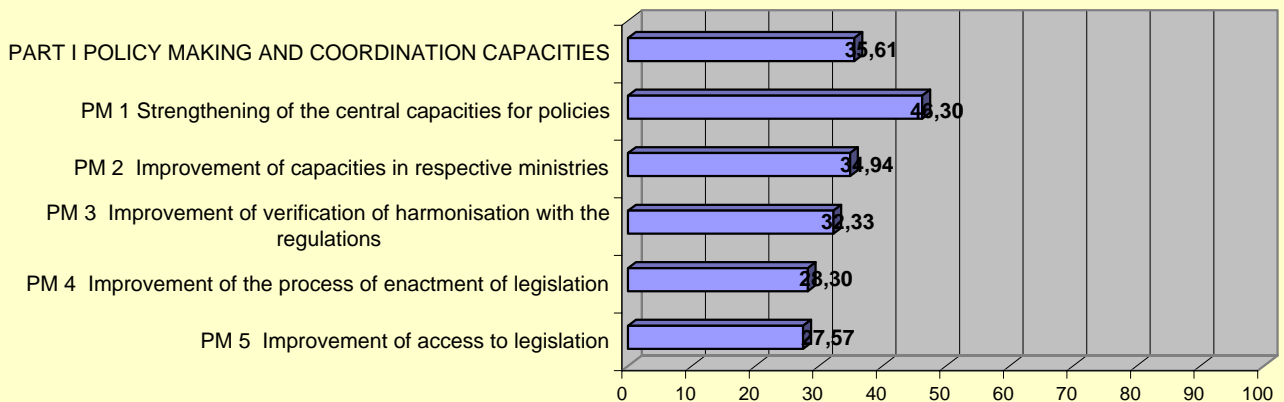


FBiH	Implemented
PART I POLICY MAKING AND COORDINATION CAPACITIES	35,61
PART II PUBLIC FINANCES	43,48
PART III HUMAN RESOURCES MANAGEMENT	42,94
PART IV ADMINISTRATIVE PROCEDURE	29,18
PART V INSTITUTIONAL COMMUNICATIONS	64,49
PART VI INFORMATION TECHNOLOGY	13,65

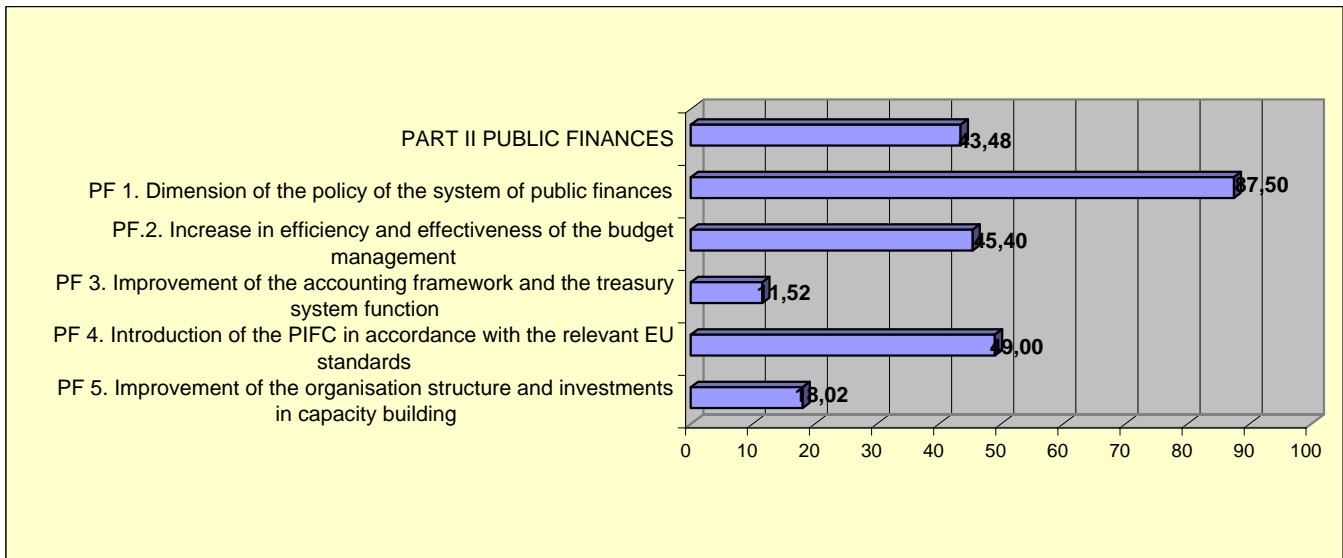
Total implementation AP I in Federation BiH



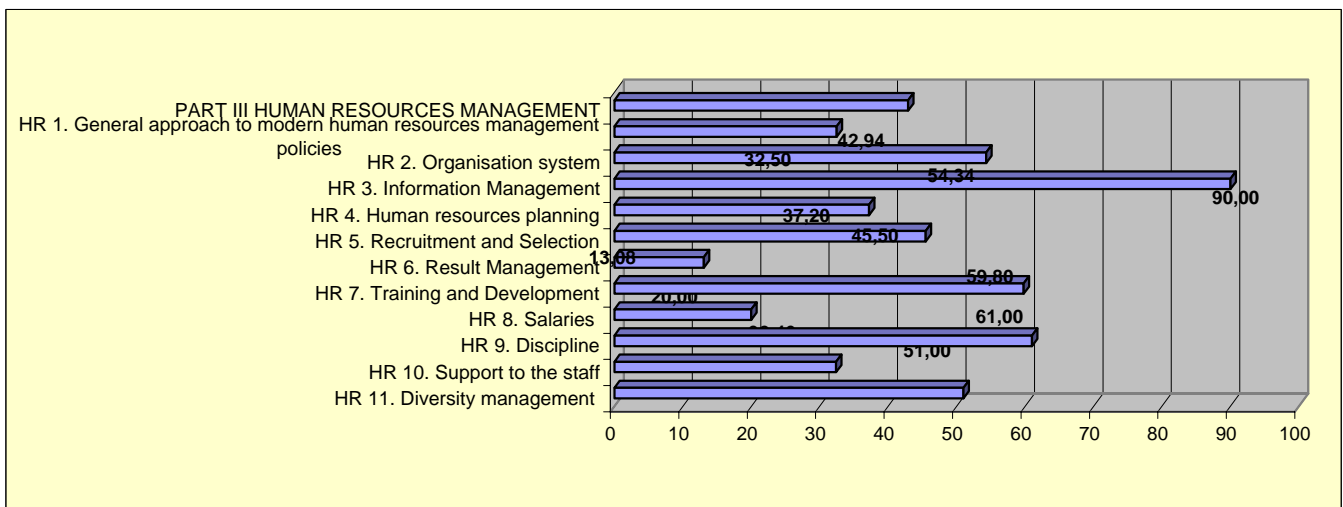
ACTION PLAN COMPONENT	Implemented
PART I POLICY MAKING AND COORDINATION CAPACITIES	35,61
PM 1 Strengthening of the central capacities for policies	46,30
PM 2 Improvement of capacities in respective ministries	34,94
PM 3 Improvement of verification of harmonisation with the regulations	32,33
PM 4 Improvement of the process of enactment of legislation	28,30
PM 5 Improvement of access to legislation	27,57



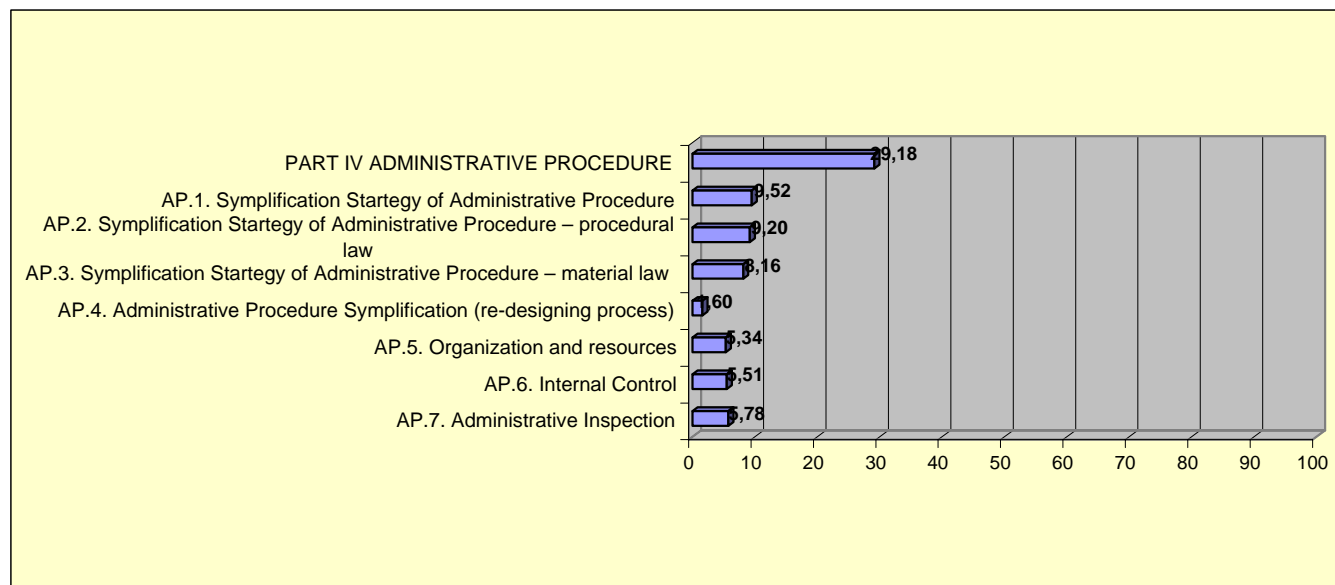
ACTION PLAN COMPONENT	Implemented
PART II PUBLIC FINANCES	43,48
PF 1. Dimension of the policy of the system of public finances	87,50
PF.2. Increase in efficiency and effectiveness of the budget management	45,40
PF 3. Improvement of the accounting framework and the treasury system function	11,52
PF 4. Introduction of the PIFC in accordance with the relevant EU standards	49,00
PF 5. Improvement of the organisation structure and investments in capacity building	18,02



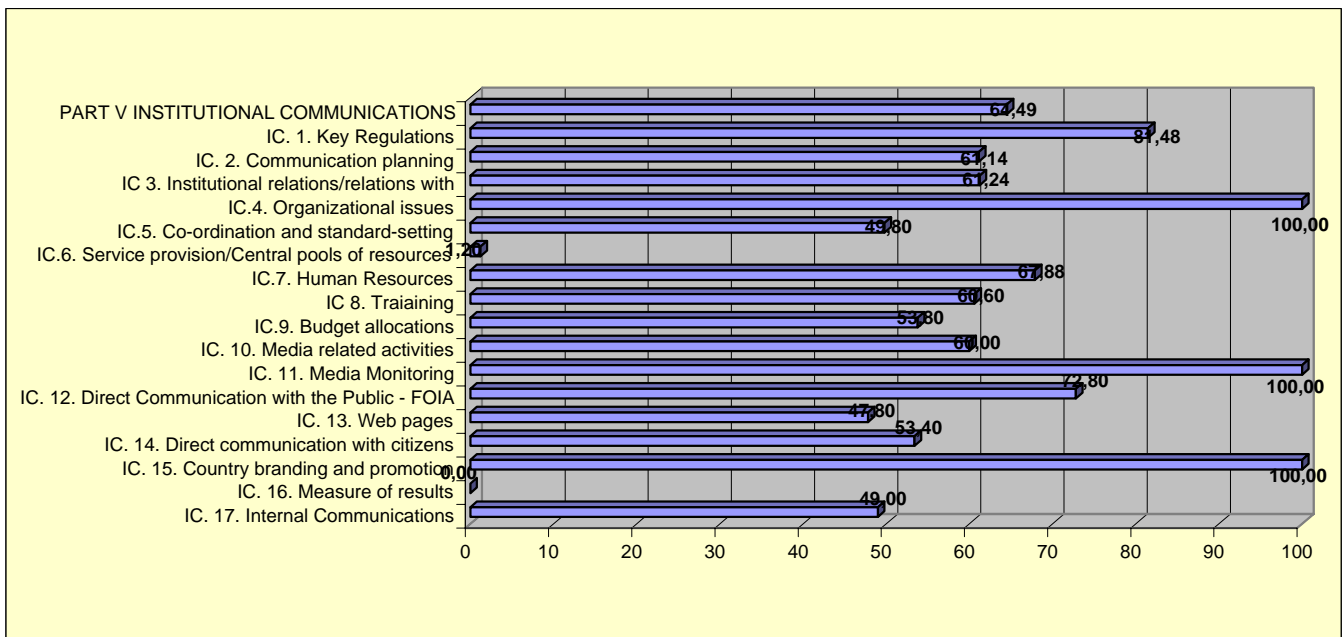
ACTION PLAN COMPONENT	Implemented
PART III HUMAN RESOURCES MANAGEMENT	42,94
HR 1. General approach to modern human resources management policies	32,50
HR 2. Organisation system	54,34
HR 3. Information Management	90,00
HR 4. Human resources planning	37,20
HR 5. Recruitment and Selection	45,50
HR 6. Result Management	13,08
HR 7. Training and Development	59,80
HR 8. Salaries	20,00
HR 9. Discipline	61,00
HR 10. Support to the staff	32,40
HR 11. Diversity management	51,00



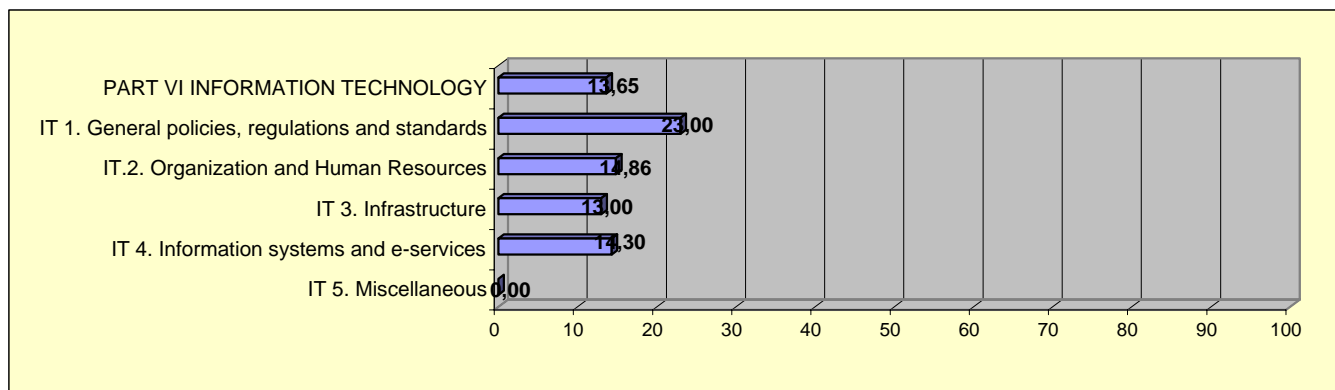
ACTION PLAN COMPONENT	Implemented
PART IV ADMINISTRATIVE PROCEDURE	29,18
AP.1. Symplification Startegy of Administrative Procedure	9,52
AP.2. Symplification Startegy of Administrative Procedure – procedural law	9,20
AP.3. Symplification Startegy of Administrative Procedure – material law	8,16
AP.4. Administrative Procedure Symplification (re-designing process)	1,60
AP.5. Organization and resources	5,34
AP.6. Internal Control	5,51
AP.7. Administrative Inspection	5,78



ACTION PLAN COMPONENT	Implemented
PART V INSTITUTIONAL COMMUNICATIONS	64,49
IC. 1. Key Regulations	81,48
IC. 2. Communication planning	61,14
IC 3. Institutional relations/relations with management	61,24
IC.4. Organizational issues	100,00
IC.5. Co-ordination and standard-setting	49,80
IC.6. Service provision/Central pools of resources	1,20
IC.7. Human Resources	67,88
IC 8. Training	60,60
IC.9. Budget allocations	53,80
IC. 10. Media related activities	60,00
IC. 11. Media Monitoring	100,00
IC. 12. Direct Communication with the Public - FOIA	72,80
IC. 13. Web pages	47,80
IC. 14. Direct communication with citizens	53,40
IC. 15. Country branding and promotion	100,00
IC. 16. Measure of results	0,00
IC. 17. Internal Communications	49,00

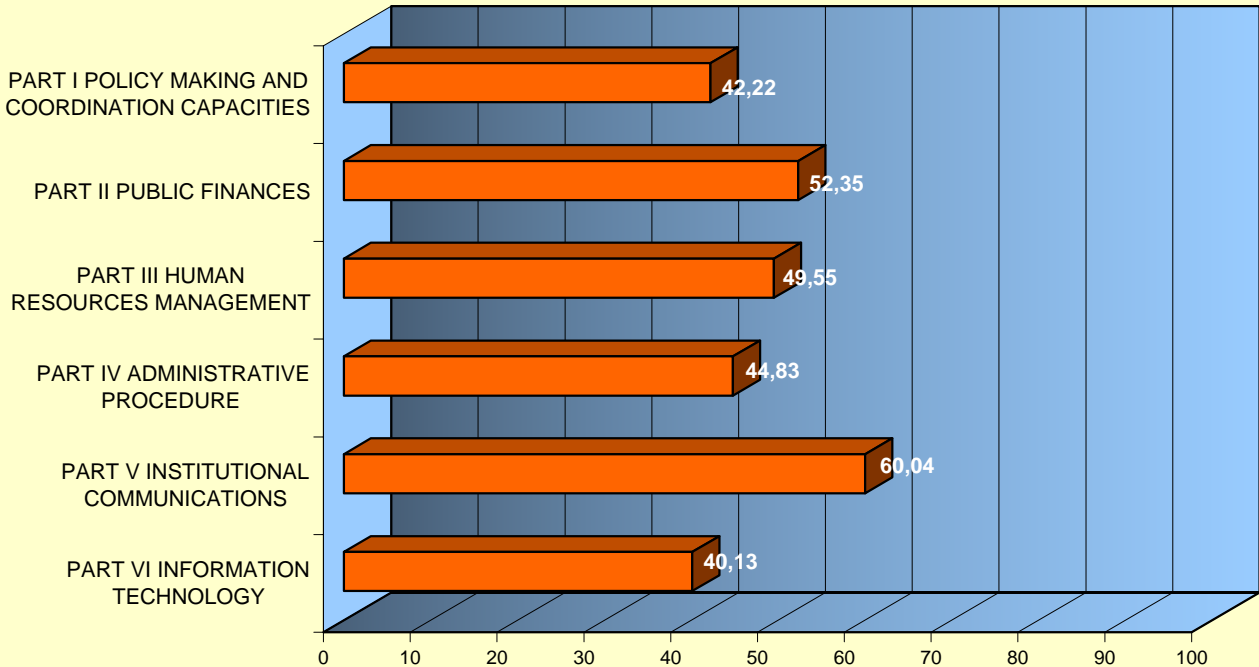


ACTION PLAN COMPONENT	Implemented
PART VI INFORMATION TECHNOLOGY	13,65
IT 1. General policies, regulations and standards	23,00
IT.2. Organization and Human Resources	14,86
IT 3. Infrastructure	13,00
IT 4. Information systems and e-services	14,30
IT 5. Miscellaneous	0,00

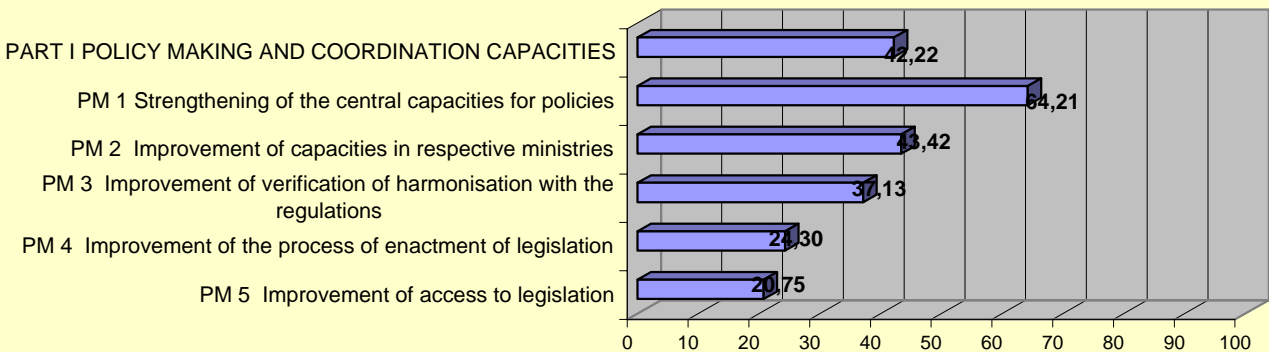


RS	Implemented
PART I POLICY MAKING AND COORDINATION CAPACITIES	42,22
PART II PUBLIC FINANCES	52,35
PART III HUMAN RESOURCES MANAGEMENT	49,55
PART IV ADMINISTRATIVE PROCEDURE	44,83
PART V INSTITUTIONAL COMMUNICATIONS	60,04
PART VI INFORMATION TECHNOLOGY	40,13

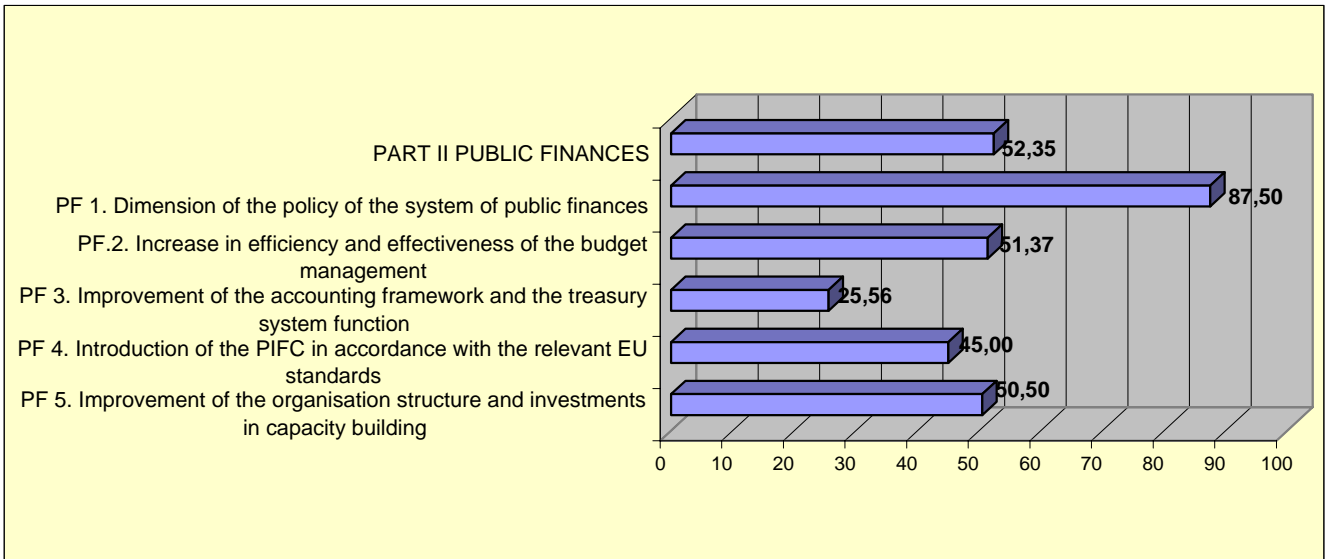
Total implementation AP 1 in Republic of Srpska



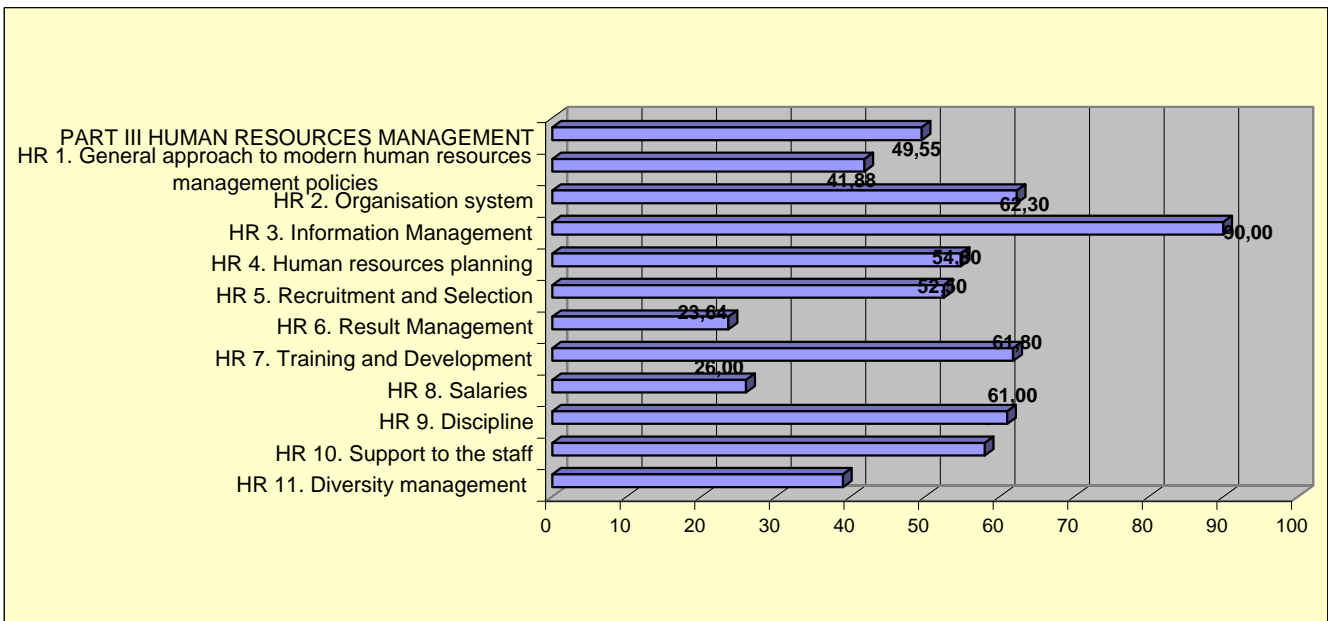
ACTION PLAN COMPONENT	Implemented
PART I POLICY MAKING AND COORDINATION CAPACITIES	42,22
PM 1 Strengthening of the central capacities for policies	64,21
PM 2 Improvement of capacities in respective ministries	43,42
PM 3 Improvement of verification of harmonisation with the regulations	37,13
PM 4 Improvement of the process of enactment of legislation	24,30
PM 5 Improvement of access to legislation	20,75



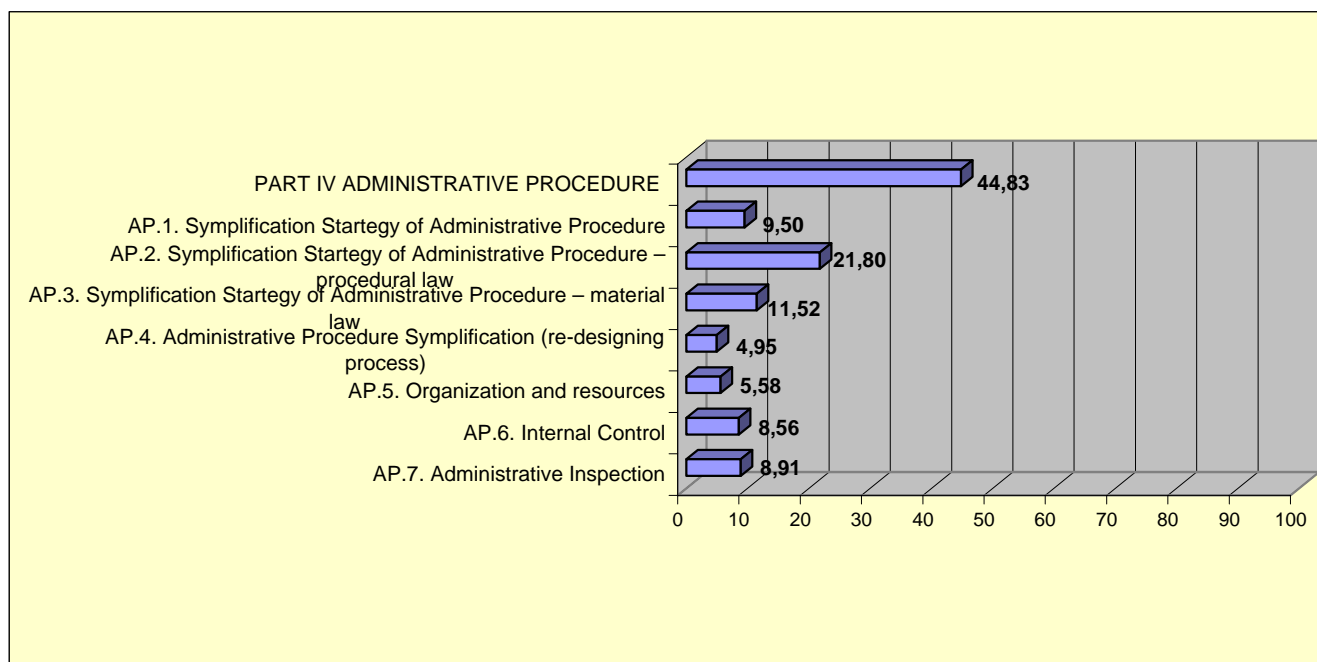
ACTION PLAN COMPONENT	Implemented
PART II PUBLIC FINANCES	52,35
PF 1. Dimension of the policy of the system of public finances	87,50
PF.2. Increase in efficiency and effectiveness of the budget management	51,37
PF 3. Improvement of the accounting framework and the treasury system function	25,56
PF 4. Introduction of the PIFC in accordance with the relevant EU standards	45,00
PF 5. Improvement of the organisation structure and investments in capacity building	50,50



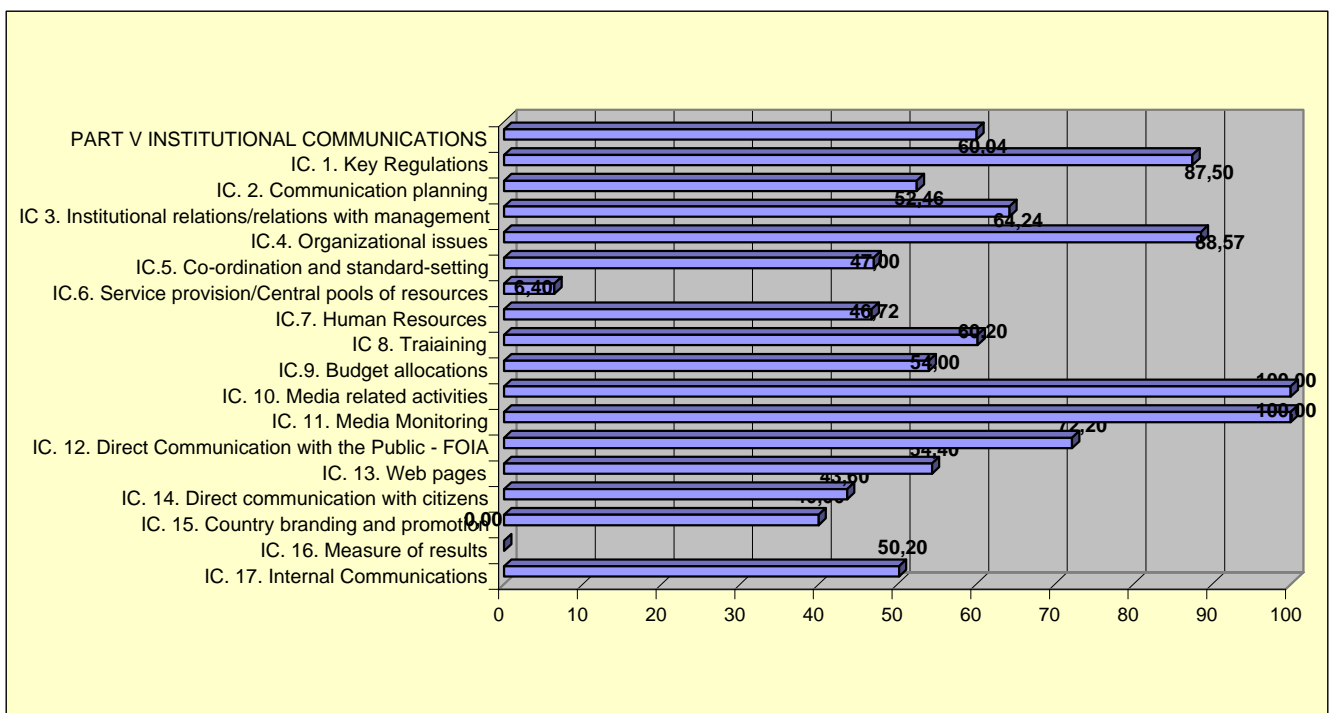
ACTION PLAN COMPONENT	Implemented
PART III HUMAN RESOURCES MANAGEMENT	49,55
HR 1. General approach to modern human resources management policies	41,88
HR 2. Organisation system	62,30
HR 3. Information Management	90,00
HR 4. Human resources planning	54,80
HR 5. Recruitment and Selection	52,50
HR 6. Result Management	23,64
HR 7. Training and Development	61,80
HR 8. Salaries	26,00
HR 9. Discipline	61,00
HR 10. Support to the staff	58,00
HR 11. Diversity management	39,00



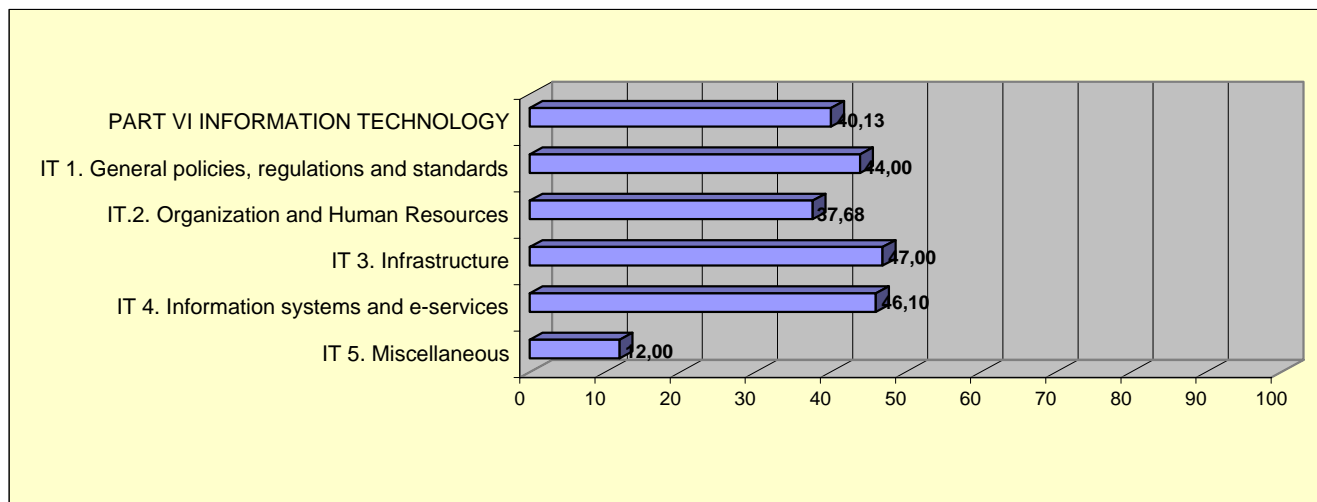
ACTION PLAN COMPONENT	Implemented
PART IV ADMINISTRATIVE PROCEDURE	44,83
AP.1. Symplification Startegy of Administrative Procedure	9,50
AP.2. Symplification Startegy of Administrative Procedure – procedural law	21,80
AP.3. Symplification Startegy of Administrative Procedure – material law	11,52
AP.4. Administrative Procedure Symplification (re-designing process)	4,95
AP.5. Organization and resources	5,58
AP.6. Internal Control	8,56
AP.7. Administrative Inspection	8,91



ACTION PLAN COMPONENT	Implemented
PART V INSTITUTIONAL COMMUNICATIONS	60,04
IC. 1. Key Regulations	87,50
IC. 2. Communication planning	52,46
IC 3. Institutional relations/relations with management	64,24
IC.4. Organizational issues	88,57
IC.5. Co-ordination and standard-setting	47,00
IC.6. Service provision/Central pools of resources	6,40
IC.7. Human Resources	46,72
IC 8. Training	60,20
IC.9. Budget allocations	54,00
IC. 10. Media related activities	100,00
IC. 11. Media Monitoring	100,00
IC. 12. Direct Communication with the Public - FOIA	72,20
IC. 13. Web pages	54,40
IC. 14. Direct communication with citizens	43,60
IC. 15. Country branding and promotion	40,00
IC. 16. Measure of results	0,00
IC. 17. Internal Communications	50,20

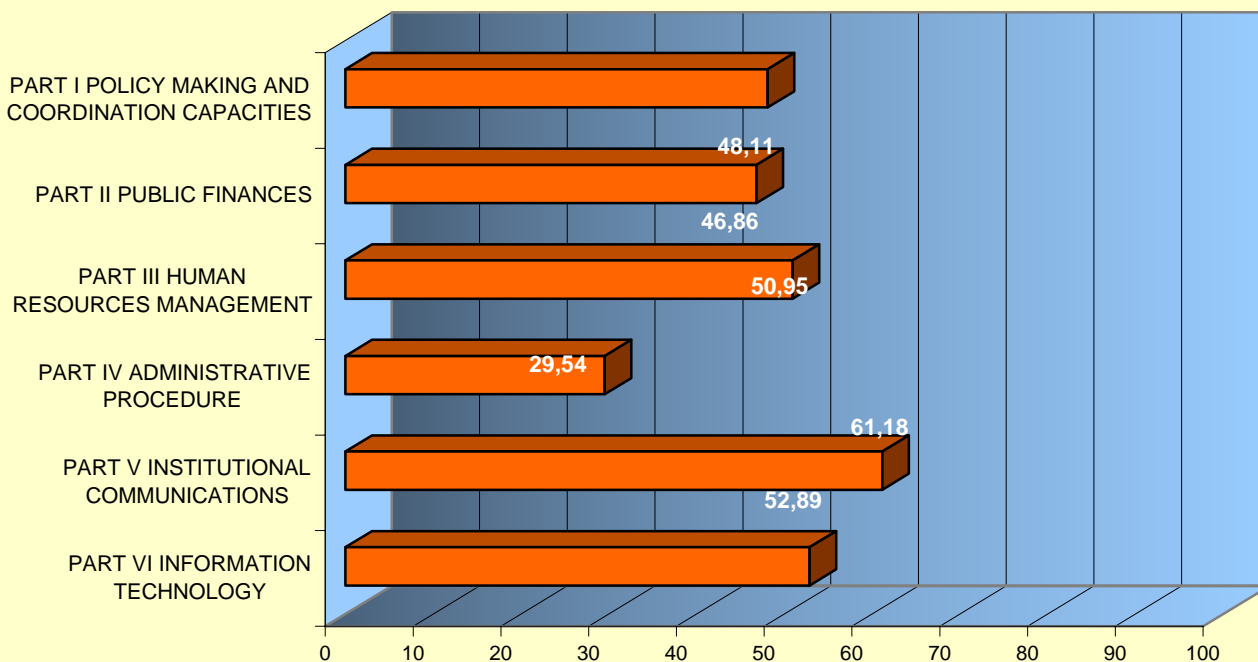


ACTION PLAN COMPONENT	Implemented
PART VI INFORMATION TECHNOLOGY	40,13
IT 1. General policies, regulations and standards	44,00
IT.2. Organization and Human Resources	37,68
IT 3. Infrastructure	47,00
IT 4. Information systems and e-services	46,10
IT 5. Miscellaneous	12,00

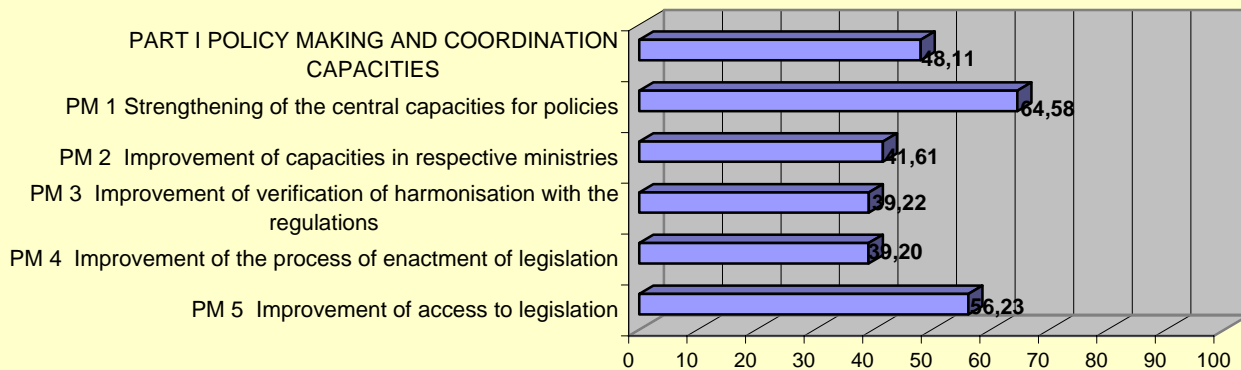


BD BiH	Implemented
PART I POLICY MAKING AND COORDINATION CAPACITIES	48,11
PART II PUBLIC FINANCES	46,86
PART III HUMAN RESOURCES MANAGEMENT	50,95
PART IV ADMINISTRATIVE PROCEDURE	29,54
PART V INSTITUTIONAL COMMUNICATIONS	61,18
PART VI INFORMATION TECHNOLOGY	52,89

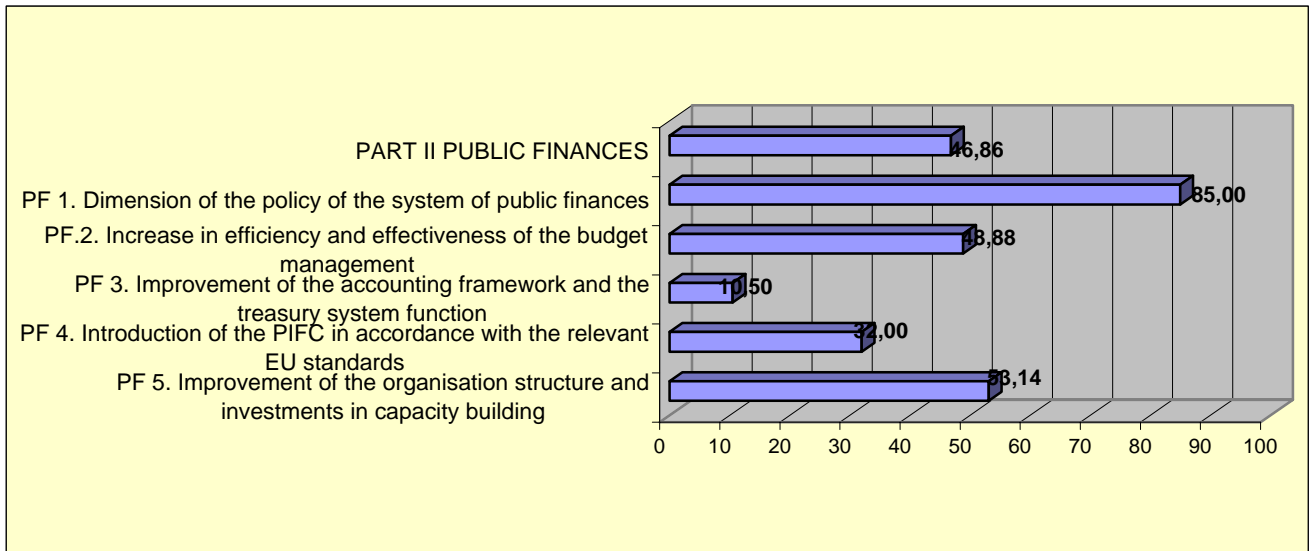
Total implementation AP 1 in Brcko District of BiH



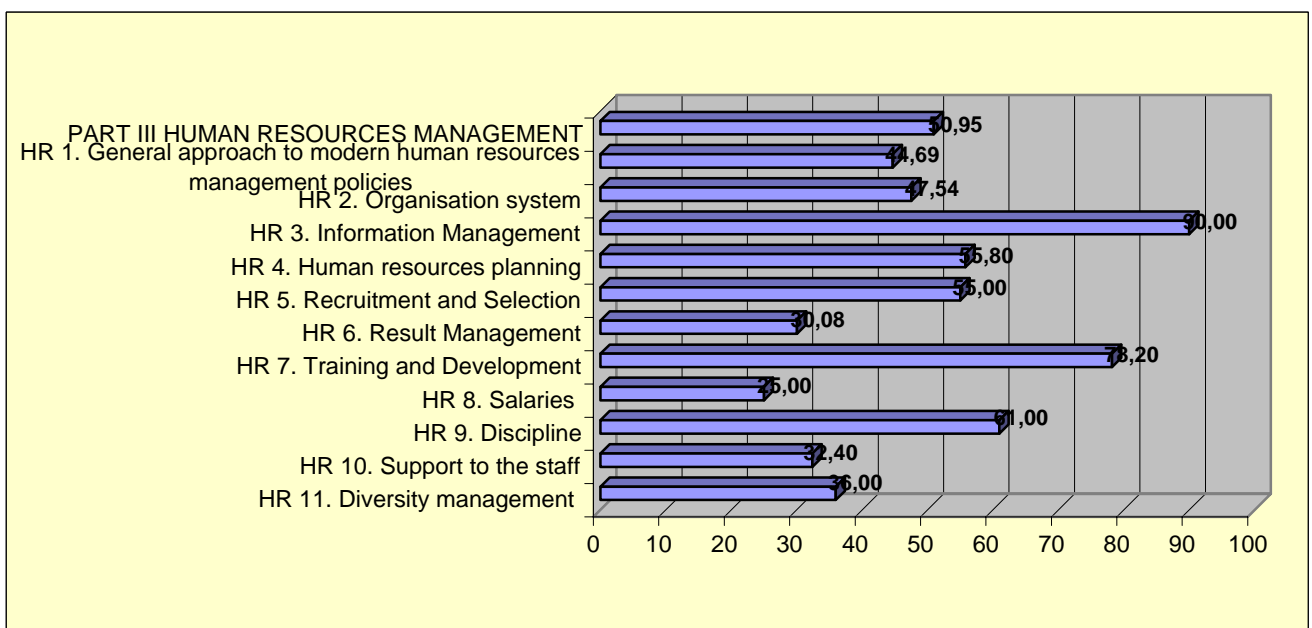
ACTION PLAN COMPONENT	Implemented
PART I POLICY MAKING AND COORDINATION CAPACITIES	48,11
PM 1 Strengthening of the central capacities for policies	64,58
PM 2 Improvement of capacities in respective ministries	41,61
PM 3 Improvement of verification of harmonisation with the regulations	39,22
PM 4 Improvement of the process of enactment of legislation	39,20
PM 5 Improvement of access to legislation	56,23



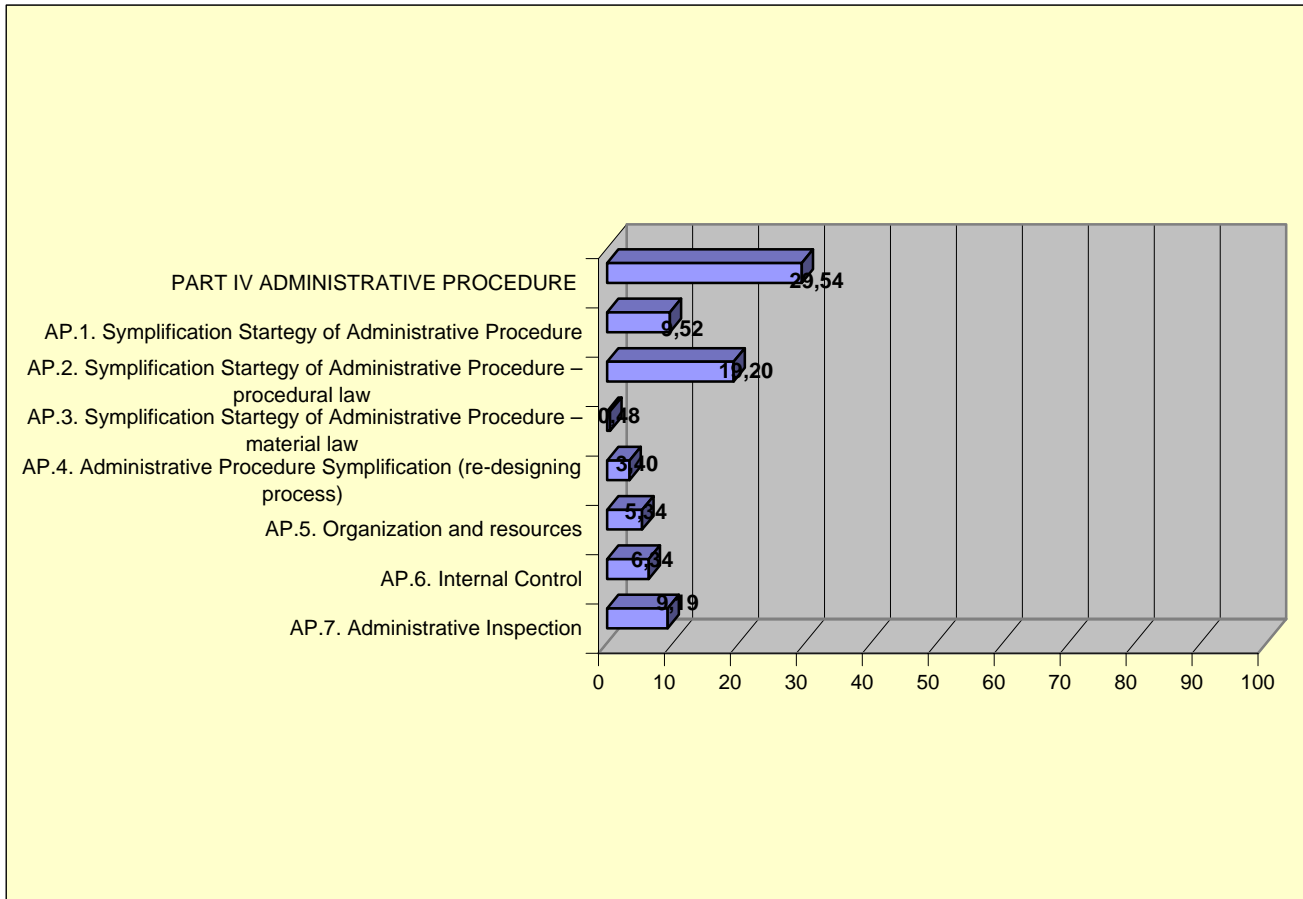
ACTION PLAN COMPONENT	Implemented
PART II PUBLIC FINANCES	46,86
PF 1. Dimension of the policy of the system of public finances	85,00
PF.2. Increase in efficiency and effectiveness of the budget management	48,88
PF 3. Improvement of the accounting framework and the treasury system function	10,50
PF 4. Introduction of the PIFC in accordance with the relevant EU standards	32,00
PF 5. Improvement of the organisation structure and investments in capacity building	53,14



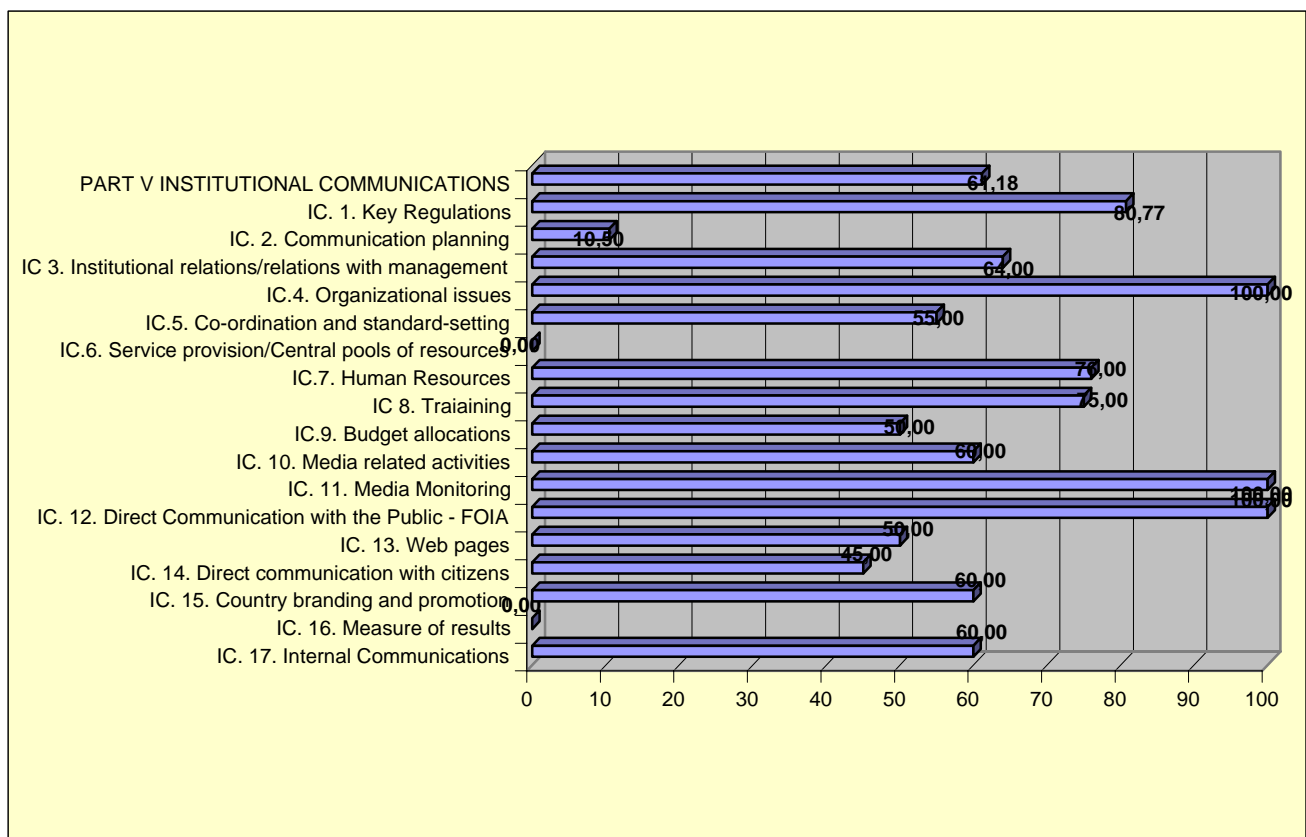
ACTION PLAN COMPONENT	Implemented
PART III HUMAN RESOURCES MANAGEMENT	50,95
HR 1. General approach to modern human resources management policies	44,69
HR 2. Organisation system	47,54
HR 3. Information Management	90,00
HR 4. Human resources planning	55,80
HR 5. Recruitment and Selection	55,00
HR 6. Result Management	30,08
HR 7. Training and Development	78,20
HR 8. Salaries	25,00
HR 9. Discipline	61,00
HR 10. Support to the staff	32,40
HR 11. Diversity management	36,00



ACTION PLAN COMPONENT	Implemented
PART IV ADMINISTRATIVE PROCEDURE	29,54
AP.1. Symplification Startegy of Administrative Procedure	9,52
AP.2. Symplification Startegy of Administrative Procedure – procedural law	19,20
AP.3. Symplification Startegy of Administrative Procedure – material law	0,48
AP.4. Administrative Procedure Symplification (re-designing process)	3,40
AP.5. Organization and resources	5,34
AP.6. Internal Control	6,34
AP.7. Administrative Inspection	9,19



ACTION PLAN COMPONENT	Implemented
PART V INSTITUTIONAL COMMUNICATIONS	61,18
IC. 1. Key Regulations	80,77
IC. 2. Communication planning	10,50
IC 3. Institutional relations/relations with management	64,00
IC.4. Organizational issues	100,00
IC.5. Co-ordination and standard-setting	55,00
IC.6. Service provision/Central pools of resources	0,00
IC.7. Human Resources	76,00
IC 8. Training	75,00
IC.9. Budget allocations	50,00
IC. 10. Media related activities	60,00
IC. 11. Media Monitoring	100,00
IC. 12. Direct Communication with the Public - FOIA	100,00
IC. 13. Web pages	50,00
IC. 14. Direct communication with citizens	45,00
IC. 15. Country branding and promotion	60,00
IC. 16. Measure of results	0,00
IC. 17. Internal Communications	60,00



ACTION PLAN COMPONENT	Implemented
PART VI INFORMATION TECHNOLOGY	52,89
IT 1. General policies, regulations and standards	54,60
IT.2. Organization and Human Resources	49,96
IT 3. Infrastructure	75,00
IT 4. Information systems and e-services	50,80
IT 5. Miscellaneous	22,00

