Objectives	Measurable indicator	Activity	Responsible institutions	Time line	Upravni nivo				Description of Achievements/Comment
					BiH	FBiH	RS	BD	
SPCP 1. Strategic planning									
1.1. Improve the process of annual programming of the work of CoM / governments so as to ensure the annual program to: ·reflect and contribute to the realisation of priorities of the CoM/governments, ·reflect coherence i.e. interinstitutional harmonization (horizontal and vertical), ·reflect·compliance with other strategic documents of the CoM/governments, ·be realistic and monitor the implementation.	*Annual work programmes of the CoM/governments are in place Degree of horizontal harmonisation / compliance of the work programme Harmonisation of content with: strategic documents (list the documents) and budgetary documents (list the documents) has been checked Intensity of reporting on the implementation at CoM / governments meetings Annual report on the implementation is in place. Degree of implementation of the annual work programme.*	1.1.1. Establish/improve the legal framework of annual programming of the work of BiH Council of Ministers, FBiH Government, RS Government and BD of BiH Government with the following elements: ·standarisation of the process of annual programming of the work, ·horizontal (institutions at the same level of government) and vertical coordination in the process of programming of the work · active role of government's central units in the process of preparation and harmonisation of programmes, ·checking the compliance of the annual work programme with other strategic documents of the CoM / governments ·checking the compliance of the annual work programme of the CoM/governmentswith budgetary documents (it may be within competences of the Ministry of Finance), ·standarisation of basic elements of annual programming of the work of ministries and other executive authorities, ·procedural and substantial relation between annual programmes of the CoM / governments and annual programmes of individual ministries, ·monitoring and reporting.	BiH Council of Ministers, Governments f Entities and BD of BiH. General Secretariat of BiH Council of Ministers and BiH Ministry of Justice General Secretariat of Government of the Federation of BiH General Secretariat of Government of the Republika Srpska Secretariat of the Government of the Brèko District of BiH	December 2011	🟠	🟡	🟠	🟠	Accomplishment of this objective is currently an ongoing task that has been realised by implementing the activities of the projects "Blueprint of Development of Central Bodies of Governments",and "Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH" and a portion of activities has been implemented through project "Strategic Planning and Development of Public Policies", as well as by self improvement of the organizational structures and implementation of the methodology by responsible institutions. All four Governments/CoM have working programmes, which still lack mechanisms for horizontal and vertical coordination in all segments of the harmonization processes. The existing regular reports are done without enough analytical data that can show the actual problems in the implementation of the working programmes, which can be used for eliminating all problems. Also, the mentioned reports can lead to better programming of the workflow of the Governments/CoM. Key documents: Work program of the CoM, entity governments and the Government of BD Report on work program of CoM, government of the entities and BD; Adopted Instruction of CoM BiH on procedure and metodology of the CoM work program, Official Gazette BiH No21/07 from 26 March 2007; Memorandum on mutual cooperation was signed by CoM Secretariats, Governments of entities and BD government; Regulation on the Process of Strategic Planning and Reporting in the Federal Ministries;("Official gazette FBiH",No 19/11); Regulation on the Manner of Preparation, Impact Assessment and Selection of Policy in the Procedure of Drafting of Acts which prepares FBiH ("Official Gazette BiH Federation",No 27/11). The FBiH Government, at 7th session held on 11 May 2011 adopted work program for 2011; The Government adopted work program of FBiH government at the 30th session on 22 December 2011 in mandatory period 2011-2014; The RS Government work program was enacted at 107th session(Official Gazette RS No10/09). Statut and the Law on BD Government.Drafting of new Rules of Procedure of work of the BD Government is ongoing and it will standardize certain procedures of drafting and checking the compliance of work programme with other documents.New working group for new drafting of Rules of Procedure is appointed in November 2011.

Activity	Indicator	Sub-activity	Responsible institution	Deadline					Comments
1.2. Improve internal procedures of strategic planning in ministries.	*The head of the institution has enacted the act.*	1.2.1 Enact an act to define in details the process of annual planning of the work, monitoring and reporting on the implementation (which has been brought in line with the above-mentioned rules of preparation and harmonisation of programmes of the work of the CoM / governments).	General Secretariat of BiH Council of Ministers and BiH Ministry of Justice, General Secretariat of Government of the Federation of BiH and Federation Institute of Development Programming General Secretariat of Government of the Republika Srpska, Secretariat of the Government of Brčko District of BiH	December 2011	🟡	🟢	🟡	🔴	Realisation of this activity started with implementation of the project "Strengthening BiH Capacities for Strategic Planning and Policy Development "which started with implementation in January 2009 and was successfully completed on the 30 June 2009 so it lasted for 2.5 years. The Project covered 13 ministries (5 from each entity level and 3 from the state level, which is statistically close to third of the ministries at these levels).The Ministry of Civil Affairs enacted the Rulebook on the Procedures of Strategic and Financial Planning;The Ministry of Civil Affairs enacted the Internal Procedures of Strategic and Financial Planning; The Government of the FBiH enacted the Regulation on the Process of Strategic Planning, Annual Planning and Reporting in the Federal Ministries (Official Gazette FBiH No 19/11) and the Regulation on the Manner of Preparation, Impact Assessment and Selection of Policy in the Procedure of Drafting of Acts which are prepared by the Government of the FBiH (Official Gazette FBiH No 27/11); Within the project "Strategic Planning and Policy Development" manuals for strategic planning and public policy development are published.At BD BiH level these activities are partially determined by the Law on Public Administration.
1.3. Strengthen organisational arrangements and staffing for strategic planning in individual institutions.	*Strategic planning included in rulebooks on internal structure and job descriptions*	1.3.1. Rulebooks on internal structure and job descriptions are to ensure support to strategic planning.	All ministries and other public administration bodies at the levels of BiH, Entities and Brèko District of BiH	December 2011	🟠	🟡	🟠	🔴	Realisation of this activity started with implementation of the project"Strategic Planning and Public Policies Development". Implementation of the project activities an analysis and proposal of the organisational structure which will support strategic planning and public policy development in the ministries are covered by implementation of this project. At the level of FBiH, this activity was implemented by appointing a civil servant responsible for coordination of the strategic planning in each ministry, based on the Regulation on Strategic Planning. At the RS level, each separate institution has the Rulebook on Internal Structure and Job Discriptions, which enables the support in the process of strategic planning. In the Ministry of Justice of BiH, there is an organizational unit that deals with strategic planning issues. The bodies of BD only ensured support for financial planning in their organizational plans, which can be only partially linked to strategic planning.
1.4. Ensure capacity building of Cantonal governments in FBiH	*An analysis has been done, recommendations have been proposed*	1.4.1. Perform an analysis and suggest measures for improvement of the valid legislative and legal framework that defines competences and organisation of central capacities of Cantonal governments in FBiH	Government of the Federation of BiH	June 2012					In the Terms of Reference for the project "Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the Phase II" drafting of analysis is envisaged and proposal of measures in order to improve work of central capacities of cantonal governments in FBiH.
1.5. Strengthen central capacities of BD of BiH	*The general secretary has been appointed*	1.5.1. The general secretary position in the BD of BiH Government to be filled	Government of the Brčko District of BiH	June 2011				🟢	At BD level this activity was successfully implemented by appointing the Secretar of the Government by decision of the Government on 07 July 2011.

SPCP 2. Policy-making, coordination and better regulation

					Status				
2.1. Set up, in the rulebooks of the CoM / Governments, necessary mechanisms to achieve the standard quality of legislation / policies that includes: ·horizontal and vertical coherency (harmonization with all institutions) ·consultations with the public concerned ·impact assessment ·removal of administrative obstacles ·legal compliance and nomotechnical correctness	*Appropriate amendments to the Rules of Procedure of the CoM / Governments have been adopted.*	2.1.1. Analyse and amend, as required, the Rules of Procedure of the CoM / Governments to provide for the following obligations of proponents of legislation to: ·bring the proposal in line with proposals of other institutions at the same level of government and, if it deems it necessary, at other levels of government ·include the public concerned in drafting and passing of legislation and policies ·make assessment of impact on budget, economy (micro- and macro-economic impact), environment, social matters, public administration, administrative impact (removal of administrative obstacles)	General Secretariat of BiH Council of Ministers and BiH Ministry of Justice General Secretariat of Government of the Federation of BiH General Secretariat of Government of the Republika Srpska Secretariat of the Government of the Brčko District of BiH	December 2011	🟡	🟠	🟡	🟡	Considering scope of this reform activity its implementation is carried out in several directions. Process of coordination of policy, consultation and impact assessment at ministry level is partly realised within the project "Strategic Planning and Policy Development" which covered one third of ministries at state and entity levels (preparation of phase II is planned in this year) while the same process but at the level of central bodies of the governments is implemented within the project "Blueprint of Development of Central Bodies of Governments in BiH" which is ongoing. In methodological sense process of coordination of policy, consultation and impact assessment is being implemented through improvement of existing rules for drafting of regulation -the project "Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH". Basic achievements and key documents: 300 civil servants is trained at state and entity levels in all segments of public policy making, enacted the Regulation on the Manner of Preparation, Impact Assessment and Selection of Policy in the Procedure of Drafting of Acts which prepares the Government of the FBiH , prepared a draft of new Nomotechnical Rules for Drafting Legal Regulations (BiH, F BiH, RS, BD BiH adopted new rules), signed memorandum on mutual cooperation of secretariats of the CoM, entity governments and BD government and draft of legal framework for central bodies work improvement. Also RS government adopted the Rules of Procedure of the RS Government in which one chapter regulates cooperation with CoM BiH, FBiH government and BD BiH government. These issues are regulated by Law on BiH BD Government (Official Gazette No 19/07), Law on Public Administration (Official Gazette No 19/07), and by Rules of Procedure of the BiH BD Government. Guidelines for Actions of Ministries and other Republic Bodies of Administration on Participation of Public and Consultations in Drafting the Laws (Official Gazette RS 123/08). Rules for consultations in legal legislation drafting-CoM. The Rulebook for implementation of the Rules for consultations in drafting legal regulations in Ministry of Justice BiH.
	Substantial control is in place – the number of objections, the number of objections accepted	2.1.2. Analyse and amend, as required, the Rules of Procedure of the CoM / Governments to set up a system of substantial and formal control of conformity of proposals with better regulation standards (horizontal and vertical harmonization with institutions, public consultations, impact assessment, legal harmonization)			🟠	🟠	🟠	🟠	Realisation of this activities is planned within project "Blueprint of Development of Central Bodies of the Governments in BiH implementation phase II" which is in public procurement phase with help of DEU and it is financed by IPAfund 2010. Two projects are implemented in FBiH and RS which refer to reducing of administrative barriers-specially in segment of business. FBiH government enacted the Dicision on establishment of electronic register of administrative procedures in FBiH. The electronic register is published on the Web page of the FBiH government. Preparation of complete amendments to the Rules of Procedure of the FBiH government is ongoing as well as amendments to the Rules of Procedure on Internal organisation of the General Secretariat of FBiH government.
2.2. Standardize the process of legislative drafting	*Uniform Rules for Legislative Drafting have been adopted*	2.2.1. Prepare and adopt (at the levels of government that has failed to do it so far) obligatory Uniform Rules for Legislative Drafting reflecting the listed standard quality of legislation	General Secretariat of BiH Council of Ministers and BiH Ministry of Justice General Secretariat of Government of the Federation of BiH General Secretariat of Government of the Republika Srpska Secretariat of the Government of the Brčko District of BiH Legislative Office of BiH CoM, Legislative Office of the FBiH Government	December 2011	🟡	🟡	🟡	🟢	The activity is being implemented within implementation of the project "Improvement of Rules and Procedures for Legal, Other Regulation and General Acts Drafting in BiH" which is ongoing. Based on the analysis and in cooperation with the project users, the draft of new Nomotechnical Rules for Drafting of Legal Regulations was prepared by which existing rules for Legal Regulations drafting are improved and harmonised At the state level new draft of rules is completed and will be submitted to the Ministry of Justice BiH in order to be submitted for adoption. In FBiH new draft of Nomotehnical rules is submitted to the user.Legislative Office and harmonisation with EU regulations-it has to be submitted for adoption.It is concluded that new Nomotehnical rules for drafting regulations in FBiH, as proposed by FBiH government, should be submitted to the FBiH parlament in order to be adopted. At RS level new rules for drrafting of regulations are submitted to Legislative Board of the RS National Assembly in order to be adopted. The BD Assembly adopted new rules for drafting regulations - 18 January 2012.

	Rules of Procedure have included an obligation to apply the Uniform Rules for Legislative Drafting	2.2.2. Rules of Procedure of the CoM / Governments are to include reference provisions from the Uniform Rules for Legislative Drafting with a view to additionally oblige proponents of legislation to apply the latter in the process of drafting the legislation that the CoM / Governments enact.	FBIH Government, Republic Legislative Secretariat of the RS Government, Legislative Office of the Brčko District of BiH Government,		🟡	🟡	🟡	🟡	At FBiH level preperation of new Rules of Procedure of FBiH government is ongoing. At RS level changes to the Rules of Procedure of the RS Government (Official Gazette RS, No 10/09) is not within competences of Republic Legislative Secretariat but General Secretariat of Government of Republic of Srpska. Changes to the Rules of Procedure can be done only after adopting new rules. At BD level harmonisation of the Decision on regulations drafting which is enacted by BD government with Common rules enacted by BD Assembly is ongoing.
2.3. Improve mechanisms of horizontal coordination among ministries	*The Rules of Procedure of the CoM / Governments have been adopted;* *Number of proposals that have remained not agreed on by the government's meeting (negative indicator)*	2.3.1 Enhance the Rules of Procedure of the BiH CoM, FBiH Government, RS Government and BD of BiH Government by defining the mechanisms and procedures to resolve any contentious issues and conflicting views between proponents of public policy / legislation and other ministries or administrative authorities in connection with the drafted policy / legislation, prior to the	General Secretariat of BiH Council of Ministers and BiH Ministry of Justice General Secretariat of Government of the Federation of BiH General Secretariat of Government of the Republika Srpska Secretariat of the Government of the Brčko District of BiH	June 2012					Realisation of this activities is planned within project "Blueprint of Development of Central Bodies of the Governments in BiH", An analysis has been done up to now and recomendations on changes of the Rules of Procedures of governments/CoM are being harmonised at the moment.
2.4. Define the mechanisms of vertical inter-institutional (inter-ministerial) cooperation and consultation	*Appropriate solutions have been included in the Rules of Procedure*	2.4.1. Include solutions from the PAR Fund "Blueprint of the Development of Central Bodies of Governments in Bosnia and Herzegovina" in the Rules of Procedure of the Council of Ministers of BH, the Government of the Federation of BH, the RS Government and the Government of BD of BH with more detailed defining of mechanisms and methods of inter-institutional and intergovernmental cooperation and consultation	BiH Council of Ministers, Governments of Entities and BD of BiH; General Secretariat of BiH Council of Ministers and BiH Ministry of Justice; General Secretariat of Government of the Federation of BiH; General Secretariat of Government of the Republika Srpska; Secretariat of the Government of the Brčko District of BiH	June 2012					Realisation of this activities is planned within project "Blueprint of Development of Central Bodies of the Governments in BiH", An analysis has been done up to now and recomendations on changes of the Rules of Procedures of governments/CoM are being harmonised at the moment. It has been partly realised by signing the Memorandum on mutual cooperation between the secretariats of he Council of Ministers of BiH, entitygovernments and the Government of the BrčkoDistrict of BiH.

2.5. Improve consultation with the public concerned	The guidelines have been adopted	2.5.1. Adopt guidelines for consultation with the public concerned	General Secretariat of BiH Council of Ministers and BiH Ministry of Justice; General Secretariat of Government of the Federation of BiH; General Secretariat of Government of the Republika Srpska; Secretariat of the Government of the Brčko District of BiH	December 2011	🟢	🟡	🟢	🟡	Accomplishment of this activity will be achieved in two directions: individually by each level trough regulating separately this issues and mutually trough implementation of the projects "Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH" in the sense of the requests on conducting consultations; and within the project "Strategic Planning and Public Policies Development" by training of civil servants on conducting consultations . At the state level Rules for consultations in Legal Regulations Drafting are enacted -CoM BiH and the Rules of Procedure for implementation of Rules of Consultations in Legal Regulations Drafting-Ministry of Justice BiH. At FBiH level Decision on Rules for interested public in the procedures for legal, other regulations and general act drafting is prepared. After adopting nomo-technical rules for drafting regulations it will be discussed. The FBiH government at 20th session on the 04 October 2011 discussed initiative of Federal Ministry of Justice for institutional solution of partnership with civil society in FBiH. In FBiH, on the basis of signing tripartite agreement, Economic and Social Council of FBiH operates successfully. Rules of Procedure of the House of Representatives of the FBiH Parliament and House of Peoples of the BiH Parliament envisage certain consultative processes with citizens and association of citizens in the form of public discussions. At the level of relevant Federal ministries significant cooperation is realized with civil society organizations from state and federal interest whose programs refer to issues from the scope of work of certain Federal ministries (social issues, veteran's affairs, health, culture, sport, young people issues, environment conservation etc.). Ministries are individually, achieving significan cooperation with civil society organizations and examples of advanced partnership programs are notable. (Guidelines for Actions of Ministries and other Republic Bodies of Administration on Participation of Public and Consultations in Drafting the Laws (Official Gazette of RS No123/08). Regulated by Law on the BD BiH government (Official Gazette of BD BiH No:19/07),Law on Public Administration of the BD BiH (Official Gazette of BD BiH No:19/07), Rules of Procedure of BD BiH government and Common rules for drafting regulations which were adopted by BD Assembly - 18 January 2012.
	The Rules of Procedure have been amended	2.5.2. Include an obligation to follow the guidelines in the Rules of Procedure of the CoM / Governments			🔴	🟠	🔴	🔴	The preparation of the new Rules of Procedure of FBiH is ongoing.
	An analysis have been made;	2.6.1. Make an overview of the past initiatives to introduce impact assessment in BH (IA) with an analysis of their quality, the methodologies used and their effects			🟠	🟡	🟠	🟠	The activity was partially implemented within the project "Improvement of Rules and Procedures for Legal, Other Regulation and General Acts Drafting in BiH" and "Strengthening Capacities for Strategic Planning and Public Policy Development" in the sense of metodological framework for impact assessment. It is planned to perform detailed impact assessment system analysis within the project Blueprint of Development of Central Bodies of Governments in BiH-implementation phase II".

				Status	Comments
2.6. Ensure an efficient system for impact assessment of public policies /regulations	*The methodology has been adopted by CoM / governments in BiH;* *Degree of harmonisation among the methodologies adopted;* *The number of IAs;* *IAs that have been published on the web sites of ministriesresponsible bodies;*	2.6.2. Develop and adopt IA methodology especially in terms of potential budgetary, social, economic and environmental costs and benefits at various levels of government in BiH, if any; distribution of costs and benefits for citizens and sub-groups; possible difficulties in enforcement, acceptance of and respect for public policies / regulations; possible deficiencies, inconsistency, vagueness and faults in public policies / regulations; adverse side effects.	General Secretariat of BiH Council of Ministers and BiH Ministry of Justice General Secretariat of Government of the Federation of BiH General Secretariat of Government of the Republika Srpska Secretariat of the Government of the Brčko District of BiH	June 2011	🟠 🟡 🟠 🟠	The activity was partially implemented within the project "Improvement of Rules and Procedures for Legal, Other Regulation and General Acts Drafting in BiH" and "Strengthening Capacities for Strategic Planning and Public Policy Development" in the sense of metodological framework for impact assessment.A manual on public policies development has been prepared.New rules on developing regulations, submitted to the beneficiaries, are currently being adopted (BD has already adopted the rules). The Government of FBiH has adopted a Regulation on the Manner of Preparation, Impact Assessment and Selection of Policy, in the Procedure of Drafting of Acts, which are prepared by the Government of FBiH. Establishment of the impact assessment system (IAS) will be fully implemented within the project "Blueprint of Development of Central Bodies of Governments in BiH-implementation phase II".
	Annual report on effects of the methodology with a proposal of improvement measures (as required) adopted by the CoM / governments in BiH and published on the web sites of the CoM / governments;	2.6.3. Regularly monitor the implementation of impact assessment methodology and, as required, propose improvement measures			🔴 🟠 🟠 🔴	At FBiH level the Federal Institution for Programming of Development is as an institution in charge of this activity. At RS level the Ministry of Economic Relation and Regional Cooperation is in charge of this activity.
2.7. Comparative analysis of solutions as an obligatory element of the proposals of legislation/public policies	*An obligation to include a comparative analysis has been provided for*	2.7.1. In the Rules of Procedure of the CoM / Governments of Entities and BD BiH, provide for an obligation to include in the explanation of draft/proposal of a piece of legislation a comparative analysis of solutions from at least two EU member states (taking into account the necessary flexibility in case of minor amendments)	General Secretariat of BiH Council of Ministers and BiH Ministry of Justice; General Secretariat of Government of the Federation of BiH; General Secretariat of Government of the Republika Srpska ; Secretariat of the Government of the Brčko District of BiH;	December 2014		This obligation does not exist at the moment in the Rules of Procedure of the CoM, the governments of the entities and the BD government. It is planned to implement this activity through the project "Blueprint of Development of Central Bodies of Governments in BiH – Phase II".
		2.7.2. In the Rules of Procedure of the CoM / Governments of Entities and BD BiH, provide for an obligation to include an overview of the matter as regulated at other levels of government				This obligation does not exist at the moment in the Rules of Procedure of the CoM, the governments of the entities and the BD government. It is planned to implement this activity through the project "Blueprint of Development of Central Bodies of Governments in BiH – Phase II".

2.8. Set up an information system that supports the process of preparation and adoption of legislation (laws and by-laws), which includes elements of e-Democracy (posting the drafts on Internet, inviting comments) and which is integrated in the document management system, the system of e-Meetings of government and electronic legislation database	*The information system is operational*	2.8.1. Amendments to the Rules of Procedure of the CoM / Governments and legislatures (as required)	General Secretariat of BiH Council of Ministers and BiH Ministry of Justice General Secretariat of Government of the Federation of BiH General Secretariat of Government of the Republika Srpska Secretariat of the Government of the Brčko District of BiH Legislative Office of the FBiH Government, Republic Legislative Secretariat of the RS Government, Legislative Office of the Brčko District of BiH Government Secretariats and Legislative and Legal Commissions of Legislatures	December 2013				It is planned to realise the implementation of this activity through the project "Design of Software for Assistance in Legal Drafting and Monitoring its Realisation". The draft of the Project Proposal is prepared and it is is in the phase of harmonisation with Supervisory Team members.
		2.8.2. Development of information system						It is planned to realise the implementation of this activity through the project "Design of Software for Assistance in Legal Drafting and Monitoring its Realisation". The draft of the Project Proposal is prepared and it is is in the phase of harmonisation with Supervisory Team members.
		2.8.3. Connection to the document management system, e- Database of legislation and the system of e-Meetings of government						It is planned to realise the implementation of this activity through the project "Design of Software for Assistance in Legal Drafting and Monitoring its Realisation". The draft of the Project Proposal is prepared and it is is in the phase of harmonisation with Supervisory Team members.
2.9. Improve the systems of e-Meetings of the CoM / Governments	*The system of e-Meetings of the CoM / Governments has been upgraded*	2.9.1. Upgrade the system of e-Meetings of the CoM / Governments so that it ensures electronic document exchange at all stages of procedure	General Secretariat of BiH Council of Ministers and BiH Ministry of Justice General Secretariat of Government of the Federation of BiH General Secretariat of Government of the Republika Srpska Secretariat of the Government of the Brčko District of BiH e-Government Canter of the BiH CoM Information Society Agency of Republika Srpska, IT Department of the General Secretariat of the Republika Srpska Government, FBIH Government IT Department of BD BIH	The end of 2012				
	It has been integrated with DMS.	2.9.2. Upgrade the system of e-Meetings of the CoM / Governments so that it is integrated with the document management system						
2.10. Establish and maintain a comprehensive database of laws and by-laws, accessible from one point and through an integrated web portal	*A single database has been developed;* *The number of downloaded pieces of legislation from the single database;*	2.10.1 .Establish a single database that will include all laws and by-laws (including the pieces of legislation unavailable electronically at the time being) that will be designated and classified by various criteria. These designations will correspond to organisational charts that show the approximation of BiH with acquis. The database will be connected with the system that supports the process of adoption of legislation.	Legislative Office of the BiH CoM, Public Relations Office of the FBiH Government in cooperation with the Legislative Office of the FBiH Government, Republic Legislative Secretariat of the RS Government, Legislative Office of the Brčko District of BiH Government	June 2012				Within impementation of the UNDP project "Database of Legal Regulations", whose main task was to enable free public access to all legal regulations in BiH, software was developed, as well as a Web page for accessing the database of legal regulations in BiH.Only during the project the database of legal regulations was updated, however due to lack of readiness of state, entities and BD BiH institutions, the database of new legal regulations has not been updated. PARCO took over the Database of Legal Regulationst from UNDP and it was placed on Parco's portal. Access to the database is provided on Parco's Web Site and directly on www.laws.ba During 1999 PARCO tried to update the database again -where legislation offices/secretariats would take over that responsibility, but it was not supported by legislation offices/secretariats. Access to legal and most by-legal regulations is enabled through Official Gazette at all BiH levels.

	Indicator	Activity	Responsible institution	Deadline					Status/Comment
	Frequency of the single database updating;	2.10.2. Regularly maintain and update electronic databases of laws and by-laws	Government	December 2012 (Ongoing, by the end of 2014)					
2.11. Publish all legislation (laws and bylaws) and consolidated versions within competences of the ministry/other administrative authority/administrative agency on their respective Internet pages.	*The number of visits to the Internet page;* *The number of downloaded laws from the Internet page;*	2.11.1. Publish all laws and by-laws within competences of ministries and other administrative authorities on their respective Internet pages.	All ministries and other administrative authorities in BiH	December 2011	●	●	●	●	Almost all institutions at state level have published on their web sites the most important laws and by-laws within their competences. The web site of the Government of FBiH has provided access to all laws and by-laws adopted by the FBiH since 1996 to today. The Republic Legislative Secretariat of the RS Government, has established a database of laws and by-laws of RS (available only to RS institutions). On the web site of the BD Parliament, an electronic version of the laws is being published, while they still do not publish the by-laws.
	Frequency of the single database updating;	2.11.2. Regularly maintain and update electronic versions of laws and by-laws within competences of ministries and other administrative authorities		December 2012 (Ongoing, by the end of 2014)					This activity is continuously implemented in existing scope of the published and unpublished legal and by-law regulations.
2.12. Prepare and publish consolidated versions of laws and by-laws	*Rules of Procedure have been duly amended*	2.12.1. Amend the Rules of Procedure of the CoM / Governments (at the level of government where they have not done it yet) to include a provision that, apart from the amendments, a legislature and the CoM / Government shall adopt a consolidated versions of legislation at the same or subsequent meeting. (or, as an equally good alternative, an official consolidated versions shall be prepared by the appropriate authority without adopting it by a legislature or the CoM / Government)	Legislative Office of BiH CoM, Legislative Office of the FBiH Government, Republic Legislative Secretariat of the RS Government, Legislative Office of the Brčko District of BiH Government, Secretariats of Legislatures Other appropriate authorities at all levels of government All institutions	December 2012 (Ongoing, by the end of 2014)					Regulated by Rules of Procedure of the BD BiH Assembly (2003 and 2008). Regulated by Rules of Procedure of Houses of the Parliamentary Assembly BiH.
	The number of prepared and published consolidated versions in official gazettes	2.12.2. The CoM / Government to adopt a decision that the ministries shall prepare and publish consolidated versions of laws and bylaws within their respective competences							Regulated by internal Act of the Parliamentary Assebly of BD BiH. Some institutions work but not sistematically.
		2.12.3. Prepare and publish consolidated versions							FBIH published consolidated Rules of Procedure on Work of the Government (Official Gazette 6/10).

Objectives	Measurable indicator	Activity	Responsible institutions	Time line	Upravni nivo				Description of achievements/Comments
					BiH	FBiH	RS	BD	
PF 1. Policy dimension of the PF system									
1.1. Regular preparation of macro-fiscal framework for whole BiH	*All necessary data has been delivered to the appropriate institutions within the timeline set in order to prepare the Global Framework Fiscal Balance and Policies in BiH.*	1.1.1. Apart from projected indirect taxes, a comprehensive fiscal framework should contain detailed tables and data items of income, expenditures, financing and fiscal objectives for BiH and for each individual level of government.	Fiscal Council and Advisory Group of the BiH Fiscal Council	Ongoing	🟡	🟡	🟡	🟡	At the sessions of Fiscal Council BiH and Advisory Goups of Fiscal Council BiH activities are undertaken in accordance to the Law on Fiscal Council BiH (Official Gazette 63/08) and they participated in preparations for drafting the document Global framework of fiscal balance and policy in BiH 2012-2014.
	The Global Framework Fiscal Balance and Policies in BiH has been adopted. *The document of framework budget has been adopted in a timely fashion based on the data from the Global Framework.*	1.1.2. Regular adoption of the Global Framework Fiscal Balance and Policies in BiH.		Ongoing	🔴	🔴	🔴	🔴	The Fiscal Council conducted a discussion on Draft of the document Global framework of fiscal balance and policy in BiH 2012-2014. It is concluded that attitues of entities and the Ministry of Finance and Treasury differ significcantly on amount of revenues distributed from indirect taxes and for that reason the document has not been adopted yet.
1.2. Regular preparation of macro-fiscal framework for the whole state	*The Group for the Consolidation of Fiscal Data consolidates fiscal data for entire BiH in accordance with IMF methodology and publish them on the OMA's web site in timely manner.*	1.2.1. Better cooperation and data exchange between different levels of government.	OMA, the Group for the Consolidation of Fiscal Data (Ministry of Finance, OMA and CBBiH).	Ongoing	🟡	🟡	🟡	🟡	Consolidated fiscal data of public sector is elaborated and published timely on OMA's (Eng.Macroeconomic Unit of the Governing Board of the Indirect Tax Authority) web site.
1.3. More efficient access to the distribution of revenues from indirect taxes	*Obstacles to the process of drafting the framework budget and fiscal framework have been removed, harmonized development policies have been linked to financial possibilities.*	1.3.1. Statutory formula for the vertical allocation of resources and distribution of revenues from indirect taxes.	Ministries of Finance, BiH Fiscal Council.	By the end of 2012					
PF 2. Increasing efficiency and effectiveness of budget management									
2.1. Further harmonization of the BFP drafting process at all levels of	*The legislation that integrates the 10-step budget planning process so that the deadlines are functional at different levels of government and leave enough time for budget users to effectively plan the allocation of resources has been harmonized and integrated*	2.1.1. Further improvement of fiscal coordination and process of budget planning at all levels of government in BiH.	Ministries of finance	By mid-					

government and timely drafting of BFP for entire BiH	*BMIS (Budget Management Information System)Terms of Reference have been implemented.*	2.1.2. Develop software for budget planning that will be compatible with the treasury system	PARCO	2014					
	Budget-related legislation in FBiH harmonized and integrated.	2.1.3. AMaking the FBiH Fiscal Council operational	Federal Ministry of Finance						
2.2. Transparent expenditure of public funds	*Quick and efficient software support to the capital investments planning process.*	2.2.1. Introduction of multi-annual planning of public funds supported by future BMIS	Ministries of finance	By mid-2012					
2.3. Further strengthening of Communication between management of institutions and finance units.	*The process of decision-making, identification and ranking of policy priorities, objectives and financial needs has been improved. Monitoring of set goals, impact assessments and internal and external reporting have been improved.*	2.3.1. More intensive inclusion of the management in the process of budget preparation and consultation between the Budget Department of MoF and budget users.	Ministries of finance and budget users	Ongoing	🟡	🟡	🟡	🟡	Instructions1, 2, 3 of the Ministry of Finance at all levels of the government in BiH stress that BFD and the budget itself in their basics present estimation of assets needed for achievement of strategic and operation objectives of the budget users and active participation of all the managers within the institution. Although some budget users are represented by officials for finance, greater engagement of managers is noticed.
2.4. Introduction of program-based budgeting in BiH public administration	*By-laws have been enacted in all ministries.*	2.4.1. Paying attention to strategic planning and program evaluation, budget users at all levels of government should enact internal rulebooks to define details of programming, responsibility, role and deadlines for completion of each relevant activity.							
	The number of qualified officers has increased.	2.4.2. Capacity building of budget departments in the ministries of finance and hiring of qualified officers.	All public administration bodies	By the end of 2014					
	Additional technical support has been provided	2.4.3. Provide additional technical support to the ministries of finance.							
2.5. Timely inclusion of the Parliament in the budget approval process and expanded reporting towards the Parliament and the public	*Clearer and more transparent definition of impact indicators and cost justification of the program's budget and activities of user institutions*	2.5.1. Improve the format of the reports in consultation with the auditors, parliamentary committees and users.	Ministries of finance	By the end of 2011	🟡	🟡	🟡	🟡	At all levels of the government format of the reports is improved in order to inform Governments, The Presidency and Parliaments better, but measures and effects have not been shown yet due to the fact that the reported measures and effects of the program budget documents have not yet reached optimal level of quality.
		2.5.2. Continue the training of budget users in order to improve the quality of the information provided by the budget users.			🟡	🟡	🟡	🟡	The trainings are conducted continuously within organisation of competent Ministries of Finance and donors (ex. PFK)

			Responsibility	Deadline						Notes
2.6. All off-budget financial resources and off-budget Funds must be incorporated into the mid-term expenditure framework and the budget process.	*Off-budget funds have been included in the budget 10-step planning.*	2.6.1. It is necessary therefore to focus on the inclusion of off-budget funds in the budget 10-step planning	Ministries of finance	By mid-2014						
	All donations have been incorporated in the budget.	2.6.2. All donations have to be incorporated in the budget								
PF 3. Improving the accounting framework and the treasury system operations										
3.1. Find out actually existing capacities for the introduction of modern international accounting standards and accounting model in the BiH public administration and seek donors' support.	*A coordinating body composed of representatives of ministries of finance at different levels has been established in order to systematically analyze the feasibility of each standard in the long run.* *An action plan for the assessment of existing capacities has been adopted.*	3.1.1. Define terms of reference and action plan for introduction of IPSAS and transition onto the accounting basis in accordance with EU standards.	Ministries of finance	By the end of 2011	🔴	🔴	🔴	🔴		The Coordinating body composed of representatives of all Ministries of Finance at different levels of government in order to analyse sistematically the feasibility of each standard in the long run.
3.2. Introduction of the treasury function in the entire public	*The treasury and off-budget funds have been introduced in municipalities in FBiH within the deadline set (mid-2011.)*	3.2.1. Setting up the treasury in municipalities and off-budget funds	Ministries of Finance, directors of funds, mayors.	By the end of 2012						
3.3. Improvement of the treasury function.	*The treasury system in Brčko District has been digitalized*	3.3.1. Digitalize the treasury system in Brčko District	Finance Directorate of BD PARCO	By the end of 2012						
	Officers have been hired and IT help desk has been set up	3.3.2. Ongoing investment in IT capacities.								
	Help service has been developed	3.3.3. Set up a client service.								

						Notes
	The Federation and Cantons have implemented recommendations of the World Bank and networked smaller budget users in the treasury system.	3.3.4. Network all budget users with a direct connection to the treasury system.		Ongoing	🟡	This activity relates only to the level of the Federation. The Federation has done very little on this issue. The Coordinator's Office is planning to propose a project of Introduction of the Treasury Information System in in the municipalities of the FBiH level. The USAID introduced the Treasury Information System at the BiH, RS, FBiH and the cantonal levels. Treasury Information System is not introduced in BD. PARCO initiated the project "Treasury Information System of the Brcko District of BiH", which is under procurement . In the RS treasury systems at the level of most municipalities were introduced by their own resources and received funds from IPA 2011 for the introduction of Information treasury systems in the remaining municipalities.
3.4. Modernization of the treasury information system.	*The research paper has been completed.*	3.4.1. Make a research paper that will review the existing treasury system and suggest reforms.	Ministries of finance	The beginning of 2012		
	Funds have been raised from individual donors.	3.4.2. Seeking donors' support to modernization of the treasury information system.	PARCO			
PF 4. Introduction of PIFC in full compliance with EU requirements						
4.1. Implementation of PIFC (Public Internal Financial Control) Strategy.	*PIFC has been introduced at all levels of government in BiH*	4.1.1. Work on introduction of PIFC system across BiH	Ministries of finance, Finance Directorate of BD	By the end of 2014		
	Strategy has been designed in BD	4.1.2. Design a strategy for introduction of PIFC in BD.				
4.2. Introduction of internal auditing	*Capacity building has been completed (the number of officers and courses of training)*	4.2.1. Work on training of internal audit officers	Ministries of finance	By the end of 2014		
	The laws have been adopted and harmonized	4.2.2. Adopt relevant laws at all levels that will be harmonized with EU law				
PF 5. Improving the organisational structure and investing in capacity building						

Objective	Indicator	Activity	Responsible institution	Deadline	Status				Comment
5.1. Ongoing training of staff in ministries of finance and hiring of competent officers.	*Systemically planned capacity building, the number of courses of training, the number of participants, an increased number of employees*	5.1.1. Develop a long-term staffing and training programme	Ministries of finance	Ongoing	🟡	🟡	🟡	🟡	Continuous training of the staff in the Ministries of Finance is being conducted through workshops, trainings, presentations, seminars.
5.2. 5.2.1. Strengthen the units responsible for the budget and fiscal policy within the entities' ministries of finance. 5.2.2. Hiring sufficient number of IT experts to maintain electronic systems. 5.2.3. Ensure sufficient number of civil servants for reforms of the budget area in MoFs.	*The number of courses of training and the number of participants.*	5.2.1. Hiring and training of staff and development of a new organizational structure.	Ministries of finance	Ongoing	🟡	🟡	🟡	🟡	At all levels The Rulebooks on internal organization and jobs sistematization within the Ministries of Financeand filling of vacancies is being carried out.The problem exists in the recruitment of IT professionals to maintain information systems.

PF 5. Public-Private Partnership Development

Objective	Indicator	Activity	Responsible institution	Deadline	Status				Comment
6.1. Proceed with development of the system of public-private partnerships as one of the possible financial instruments that could stimulate or relieve the public expenditure and strengthen the public investment.	*Laws have been adopted at all levels of government and harmonized with EU law*	6.1.1. Adopt laws on PPP at all levels and harmonize them with EU law.	Ministries of finance, BiH Public Procurement Agency, PARCO, Concessions Commissions at all levels	By the end of 2011	🔴	🔴	🟡	🟡	The Law on PPP was adopted at the RS and BD levels.
	Staff in relevant institutions and business community have been trained in PPP	6.1.2. Training of staff in relevant institutions			🔴	🔴	🔴	🔴	The Coordinator's Office is preparing the project "Public-Private Partnership". The Project Proposal was accepted by the Supervisory Team for the area of Public Finance. One of the objectives of the project "Public-Private Partnership" is training of the staff in relevant institutions for implementation of PPP.
		6.1.3. Raise awareness of PPP in the business community			🔴	🔴	🔴	🔴	The Coordinator's Office is preparing the project "Public-Private Partnership". The Project Proposal was accepted by the Supervisory Team for the area Public Finance. One of the objectives of the project "Public-Private Partnership" isintroduction of business sector with PPP

PF 6. Public Procurement System

Objective	Indicator	Activity	Responsible institution	Deadline	Status				Comment
7.1. Improve the system of public procurement in BiH.	*The process of public procurement has been simplified so that bidders are not asked for documents that are available in public registers.*	7.1.1. Simplify the process of public procurement in a way that the bidders are not asked for documents that are available in public registers.	BiH Public Procurement Agency	By the end of 2012					
	Tenders are published electronically on the website of the BiH Public Procurement Agency.	7.1.2. Publish tenders electronically on the website of the BiH Public Procurement Agency.							
		7.1.3. Capacity building through trainings of the staff.							

Public Finance

PF 8. Improvement of public debt management efficiency								
8.1. More efficient public debt management	*Laws and by-laws on debt, borrowing and guaranties have been adopted.*	8.1.1. Drafting of adequate legislation on debt, borrowing and guaranties.						
	Software for debt management and financial reporting and hardware has been developed / purchased.	8.1.2. Development / purchase of software for debt management and financial reporting and purchase of hardware	Ministries of finance	By the end of 2012				
	Officers in charge of borrowing and debt management at all levels of government have been trained.	8.1.3. Training of officers in charge of borrowing and debt management.						

Objectives	Measurable indicator	Activity	Responsible institutions	Time line	Upravni nivo				Description of achievements/comments
					BiH	FBiH	RS	BD	
AP 1. Administrative simplification									
1.1. Adopt the Programme for the Quality of Administrative Decision-Making Improvement.	*The Program and the degree of implementation adopted*	1.1.1. Implementing structures for adoption of the Programs for the Quality of Administrative Decision-Making Improvement will consist of representatives of the following: ·BiH MoJ; ·FBiH MoJ; ·RS MoALSG; ·BD BiH Government.	BiH Ministry of Justice, FBiH Ministry of Justice, RS Ministry of Administration and Local Self-Government, BD BiH Government	The end of 2011	🟢	🟢	🟢	🟢	All four administrative levels appointed members/deputy members of The Supervisory Team(doc.basis: Decision of the Federal Government No. 550/07 from 27/07/2007; Decision of the BD BIH Government No. 01-014-011290/07 from 08/06/2007; Decision of CoM BiH No.172/07 from 20/09/2007/; Decision of the Government of the RS No. 04/1-012-1044/07 from 21/06/2007/). The Rules of Procedure of the Supervisory Team are adopted.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 23 July 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 Brcko District Decision No.:01.1-05-020844/09; Federal MJ Decision No.:04-02-348/09).
		1.1.2. Identify measures which be possibly included in the program, including legislative, organizational, IT and capacity building measures.			🟢	🟢	🟢	🟢	Established measures to be included in the Administrative Decision Making in BiH Quality Improvement Programme. Documentation basis: final report adopted in March 2011.
		1.1.3. Select measures based on this Strategy and Action Plan, and include additional measures as appropriate.			🟢	🟢	🟢	🟢	Established measures to be included in the Administrative Decision Making in BiH Quality Improvement Programme. Documentation basis: final report adopted in March 2011.
		1.1.4. Prepare and circulate a draft program.			🟢	🟢	🟢	🟢	The draft of the programme prepared and distributed.
		1.1.5. Carry out consultations with main actors in the administrative decision-making process, and with business communities, civil society and citizens.			🟢	🟢	🟢	🟢	Held public discussions on all administrative levels with representatives of governments, business communities and representatives of civil societies.

		1.1.6. Submit the program to governments for approval and start implementation.		🟢 🟡 🟢 🟡	Information about activities on the project "Administrative Decision Making in BiH Quality Improvement Programme" with the proposal on conclusion and the proposal of the Administrative Decision Making in BiH Quality Improvement Programme submitted to the CoM BiH/Governments for adoption.The CoM BiH at the167th session held on the 23/11/2011 adopted Administrative Decision Making in BiH Quality Improvement Programme. The RS Government at the 29th session held on 01/09/2011 was familiarized with Administrative Decision Making in BiH Quality Improvement Programme and obliged The Ministry of Government and Local Self-government RS that while drafting admendments to the Law on General Administrative Procedure takes also into consideration measures and recomendations included in this programme (doc. basis: Notification GS SMBiH No. 05-07-1-2218-28/11 from 24/11/2011 and conclusion of the Government of the RS No. 04/1-012-2-1993/11, from 01/09/2011) - The FBiH Government and the Government of BDBiH have not yet considered the submitted information about the activities on this project.			
1.2. Set up the system of Reduction of 1 Administrative Obstacles (RAO) in proposed legislation through the mechanism of Regulatory Impact Assessment (RIA)	*The Rules of Procedure have been amended.* *The methodology has been adopted*	1.2.1. Amend the Rules of Procedure of the CoM / Governments in order to provide for an obligation of a proponent to prepare and sign a declaration on Reduction of Administrative Obstacles. Preparation and adoption of obligatory methodology and a form of the declaration of RAO.	General Secretariat of BiH Council of Ministers, BiH Ministry of Justice, General Secretariat of Government of the Federation of BiH, FBiH Ministry of Justice, General Secretariat of Government of the Republika Srpska , RS Ministry of Administration and Local Self-Government, Secretariat of the Government of the Brèko District of BiH, Government of the Brèko District of BiH (department in charge)	The end of 2012		A new project idea "Establishment and / or strengthening the capacities of institutions for control of regulations and the establishment of the system of reduction of administrative barriers" which received the support-approval of all members of the Supervisory Team for the reform area of Administrative proceedings and administrative services.
	The Rules of Procedure have been amended; EAO units/positions have been introduced and staffed/filled.	1.2.2. Amend the Rules of Procedure of the CoM / Governments to define institutions in charge of RIA control with regard to reduction/elimination of administrative obstacles				A new project idea "Establishment and / or strengthening the capacities of institutions for control of regulations and the establishment of the system of reduction of administrative obstacles" which received the support-approval of all members of the Supervisory Team for the reform area of Administrative proceedings and administrative services.
	Training program has been designed, the number of courses of training and the number of participants	1.2.3. Include a training program for this matter into the better regulation program.				
1.3. Set up a system of Reduction of Administrative Obstacles in valid legislation		1.3.1. Introduce and promote an option for citizens, civil servants, business operators, chambers of commerce etc. to propose simplification of particular procedures in hard copies or electronic submissions		🔴 🔴 🔴 🔴	A new project idea "Establishment and / or strengthening the capacities of institutions for control of regulations and the establishment of the system of reduction of administrative obstacles" which received the support-approval of all members of the Supervisory Team for the reform area of Administrative proceedings and administrative services.
	The number of received and processed proposals. *RAO Action Plan has been adopted, the number of measures in the RAO Action Plan*	1.3.2. Processing of proposals in cooperation with appropriate institutions.	Units in charge of RAO, see AP 5.1	The end of 2011. (establishment of mechanisms) Mid-2012. (2013 RAO Action Plan)	🔴 🔴 🔴 🔴	A new project idea "Establishment and / or strengthening the capacities of institutions for control of regulations and the establishment of the system of reduction of administrative obstacles" which received the support-approval of all members of the Supervisory Team for the reform area of Administrative proceedings and administrative services.
	The number of cases of simplification made, possibly, including time and money savings by the Standard Cost Model (SCM) methodology	1.3.3. Annual preparation of Action Plan for Reduction of Administrative Obstacles (RAO				

		1.3.4. Monitoring of RAO Action Plan implementation.								
1.4. Making high priority administrative services – processes optimal for business operators in the following: ·electronic public procurement; ·starting a business in the system of "one-stop shop"; ·services for already running business (VAT, publishing vacancies, registering and deregistering of employees, filing statistical and/or other reports to appropriate state authorities)	*e-Public procurement* *·The number of institutions that use the IS operationally;* *·Electronic invitation to tender in public procurement proceedings is available;* *·Electronic tender documentation is available to bidders;* *·Electronic application;* *·The number of electronic applications* *·An option of electronic processing of applications, tenders and the like;* *·Electronic procurement catalogue has been set up* *One stop shop* *·IS that enables transactional services is in place;* *·The number of users and transactions;* *·Time and money savings for citizens, companies and the State*	1.4.1. Analysis and optimization of processes (simplification); Amendments to legislation;								
		1.4.2. Development of IS;	Tax administrations, ministries of justice, registering courts, statistics institutes, employment institutes, health and pension insurance funds							
		1.4.3. Training;	CoM Centre for e-Government, RS AIS, IT Department of GS of RS Government, FBIH Government, IT Department of BD BIH Units in charge of RAO	The end of 2014						
		1.4.4. Implementation;								
		1.4.5. Evaluation and a constant improvement process								
1.5. Making high priority administrative services / processes optimal for citizens and they are:	*·IS that enables transactional services is in place;* *·The number of users and transactions;*	1.5.1. AAnalysis of and making the process optimal (simplification);	Motor vehicle registration							
		1.5.2. Amending of legislation;	IDDEEA BiH MoCA FBiH MoI, RS MoI, Cantonal MoIs CoM Centre for e-Government,							
		1.5.3. IS development;	RS AIS, IT Department of GS of RS Government, FBIH Government, BD BIH Units in charge of RAO	The end						

citizens and they are: ·Vehicle registration ·Residence registration	*transactions;* *·Time and money savings for citizens*		Residence registration	of 2014			
		1.5.4. Training;	IDDEEA, FBiH MoI, RS MoI, BiH MoCA, Cantonal MoIs				
		1.5.5. Implementation;	CoM Centre for e-Government, RS AIS, IT Department of GS of RS Government, FBIH Government, BD BIH				
		1.5.6. Evaluation and ongoing improvement process.	Units in charge of RAO				
1.6. Making high priority administrative processes within the public administration optimal (G2G) and they are: ·Document Management ·Meetings of the CoM / Government	**1.6.1. Document Management** ·The number of institutions that use the DMS operationally; ·The number of different DMSs used (negative indicator); ·The number of interoperable DMSs; ·IS that enables transactional services is in place; ·The number of users and transactions; ·Time and money savings for citizens, companies and the State ·IS that enables transactional services is in place; ·The number of users and transactions; ·Time and money savings for citizens and the State **1.6.2. Meetings of the CoM / Government** ·The operational system of e-Meetings of the CoM / Governments in place ·The percentage of proposals submitted electronically for adoption	1.6.1. Analysis of and making the processoptimal (simplification);	**Document Management System (DMS)**				
		1.6.2. Amending of legislation;	Ministries of justice RS MoALSG CoM Centre for e-Government, RS AIS, IT Department of GS of RS Government, FBIH Government, IT Department of BD BIH				
		1.6.3. IS development;	Units in charge of RAO				
		1.6.4. Training;	**Upgrading of the system of e-Meetings of Governments and integration with DMS** General Secretariat of BiH CoM, RS Government and FBiH Government	2014			
		1.6.5. Implementation;	CoM Centre for e-Government, RS AIS, IT Department of GS of RS Government, FBIH Government, IT Department of BD BIH				
		1.6.6. Evaluation and ongoing improvement process.	Units in charge of RAO				

1.7. LAPs at all levels will explicitly provide for delegating the decisionmaking powers in the administrative procedure by the head of administrative body to another designated person (subordinate staff).	*LAPs have been amended.* *The number of instances of delegated powers*	1.7.1. Amend LAPs	BiH Ministry of Justice, FBiH Ministry of Justice, RS Ministry of Administration and Local Self-Government, BD BiH Government, BiH CoM and governments, Parliaments All institutions having decision-making powers in the administrative	Mid-2012					Amendments to the Law on General Administrative Procedure RS (doc. basis "Official Gazette of the Republic of Srpska" No.50/10), prescribe that the Head of the body may designate another official of that authority to conduct administrative proceedings and / or make decisions, except the act to postpone the execution of the decision.
1.8. Ensure that all public administration authorities obtain necessary information required in procedures from public record ex officio.	*Adequate legal provisions have been adopted* *The by-law has been adopted.* *The number of transactions (data exchange)* *The number of inspections and findings* *The number of reports on noncompliance filed with the inspectors (negative indicators).*	1.8.1.Amend valid LAPs by introducing provisions which oblige the authorities, regardless of special regulations, to obtain information themselves.	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government All institutions having decision-making powers in the administrative procedure	Mid-2012.					
		1.8.2. A by-law should regulate the procedure of data exchange.		The end of 2012					
		1.8.3. Implement the measure in selected areas.		The end of 2013					
		1.8.4. Intensify controls by administrative inspectors in this area.		The end of 2013					
1.9. Enable the payment for administrative services on the spot where the service is requested / provided. Enable payment by modern means of payment (card, electronic payment etc.)	*The legislation has been amended*	1.9.1. Amend the legislation as required.	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government, CoM Centre for e-Government, AIS RS, FBIH Government, BD BiH Government	The end of 2014					
	The number of authorities where fees can be paid by modern means of payment	1.9.2. Fulfil technical requirements for payment by cards.							
	An option of e-Payment established	1.9.3. Give an option of e Payment .							

1.10. Abolish the territorial jurisdiction in cases where this is possible (within the constitutional jurisdiction)	*LAPs have been amended.* *The by-laws have been adopted* *Types of procedures that territorial jurisdiction does not apply to* *If possible, savings (according to the SCM methodology)*	1.10.1. Amend the valid LAPs introducing the provision that allows a by-law to define the specific procedures terminating the classic territorial jurisdiction (e.g., vehicle registration, passport, identity card, residence registration, driver's license etc.).	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government	Mid-2012			
		1.10.2. Define the specific procedures terminating the classic territorial jurisdiction.					
1.11. Ensure processing of cases within statutory time lines	*Methodology has been adopted*	1.11.1. Preparation and adoption of monitoring methodology for cases processed within statutory time lines by the CoM / Governments in BiH.		Methodology has been adopted The end of 2011	● ● ● ●	Administrative Decision Making in BiH Quality Improvement Programme stipulates that within the transitional and final provisions of the new or revised LAP obligation is prescribed to the state and entity ministries of justice, and BDBiH Government to reconsider the necessity of the existence of a large number of administrative procedures and to propose appropriate legislative bodies to reduce the number of special procedures and to comply with the provisions of the new Law on General Administrative Procedure.
	IS is operational	1.11.2. Ensuring an adequate information system.	MoJ BiH, MoJ FBiH, MoALSG RS, BD BiH Government All institutions having decision-making powers in the administrative procedure		● ● ● ●	It is necessary to carry out activities previously 1.11.1
	The report has been adopted	1.11.3. Preparation of reports on time lines for processing the cases and adoption of reports by the CoM / Governments in BiH.		The report has been adopted The end of 2012		
	The programme has been adopted	1.11.4. Preparation of programme for processing the cases within statutory time lines and adoption by the CoM / Governments in BiH.		Program has been adopted Mid-2013 Subsequently: ongoing		
	The program has been implemented *The number and percent of cases processed within statutory time lines*	1.11.5.Implementation of programmes and implementation monitoring				

Measure	Indicator	Activity	Responsible authority	Deadline					Comments
1.12. Set up registers of procedures at all levels of government in BiH.	*The register of procedures has been set up.*	1.12.1. A register of procedures will have at least the following elements: ·Type of procedure (matter that is decided on), ·Competent authority; ·Legal grounds, ·If there are elements of specific procedures.	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government (departments in charge of administrative procedure) All institutions having decision-making powers in the administrative procedure	The end of 2011	🟡	🟡	🟡	🔴	International Financial Corporation (IFC) in cooperation with entities (Government of the FBiH and the government of the RS) established e-registers of administrative procedures, and strengthening of the bodies and awareness within all institutions at entity levels on regulatory quality, impact assessments, and regulatory reform strategy. Besides that these systems are established in 13 municipalities and 1canton. In RS the project "Giljotina propisa" Eng. "Guillotine of Regulations" finished also in cooperation with International Financial Corporation (IFC) which was aimed at removing unnecessary administrative obstacles in business environment. The FBiH Government and IFC together entered into the project of Regulatory reform of Guillotine of Regulations at FBiH level based on the Memorandum of Understanding between FBiH government and IFC, 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. One of the basic objectives of regulatory reform is improvement of business and also simplification of existing administrative procedures in order to improve quality service and cut expanses for users of administrative services. (doc. basis FBiH Government at session from 14/08/2008 adopted information on starting the project Regulatory reform of Guillotine of Regulations at FBiH level and based on that adopted conclusions on implementation of the project, the FBiH Government on the 13/11/2008 adopted decision on approval of the Memorandum of Understanding between FBiH government and IFC, the Government of the FBiH at the100th session held on the 29/04/2009 adopted a Decision on approval of agreement on cooperation between the Government of the FBiH and the IFC. New Law on Administrative Inspection in the RS regulates maintenance of records on implemented inspection supervision (doc. basis the Law on Administrative Inspection, Official gazette RS 01/09). The Ministry of Justice prepared framework law on establishment of collective joint register of the NGOs in BiH and sent it to discussion and adoption procedure in the Parliamentary Assembly BiH. The goal of making the said Law is to establish an efficient system of access to information about all non-governmental organizations in BiH, providing a mechanism that will assist in prevention of the activities of the NGOs that can be associated with terrorism, money laundering etc., creating an effective system that would allow the authorities the necessary information for investigations of non-governmental organizations for which there is a suspicion. The Ministry of Economic Relations and Regional Cooperation of the RS has established register of procedures for business (economic entities) in which more than 50 procedures, as a legal basis for issue-adopting Acts, Law on General Administrative Procedure in RS is also applied. In addition to other applicable regulations the FBiH Government adopted the Decision on establishment of electronic register on administrative procedure at FBiH level (doc. basis "Official Gazette of the FBiH ", No.78/11).Amendments to the Rulebook on Internal Organization of the General Secretariat of the FBiH Government and the Rules of Procedure of the Federal Government as well as regulations on the General Secretariat of the FBiH in order to establish organizational preconditions for the implementation, are ongoing.
	An updating system has been set up.	1.12.2. Upgrade the register regularly.			🔴	🔴	🔴	🔴	
1.13. Enable electronic form of communication between clients and authorities	*LAPs have been amended.*	1.13.1. Amend the LAPs (at the level of government where they have not been amended yet) in order to: ·equalise the validity of electronic and paper documents, ·equalise the validity of electronic and handwritten signatures, ·legally regulate electronic submissions, ·legally regulate electronic delivery of	MoJ BiH, MoJ FBiH, MoALSG RS, BD BiH Government (departments in charge of administrative procedure)	The end of 2013					Amendments to the Law on General Administrative Procedure RS (doc. basis "Official Gazette of the Republic of Srpska" No.50/10) stipulates that the authorities and parties as well as other persons participating in the process, can communicate electronically, while regarding the receipt and dispatch of submissions electronically, the provisions regulating e-business will be applied.The Law on Amendments to the Law on Administrative Procedure is adopted (Official Gazette BiH No: 93/09) which provides the possibility of electronic communication between authorities and parties. The Law on Amendments to the Law on Administrative Procedure BD BiH is adopted (Official Gazette of BD 36/09) which provides the possibility of electronic communication between parties and authorities.

AP 2. Improvement of service users' satisfaction

Measure	Indicator	Activity	Responsible authority	Deadline					Comments
2.1. Adapt office hours to service users (clients) and their needs.	*A survey has been conducted and information has been gathered.*	2.1.1. Conduct a survey among users of administrative services in order to identify their needs.	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government (departments in charge of administrative procedure)	The end of 2012					
	Regulations have been amended and practices have been improved.	2.1.2. Based on the survey results and other information gathered, amend the valid regulations and practices in order to adapt office hours to the needs of service users	All institutions having decision-making powers in the administrative procedure	The end of 2013					

2.2. Introduce regular measuring of customer satisfaction (a poll of administrative services users) in the location (site) where the services are provided.	*An obligation to measure and disclose has been provided for*	2.2.1. Amend the regulations or adopt new legislation which will prescribe regular measuring of customer satisfaction and disclosure.		The end of 2012				
	The methodology has been adopted	2.2.2. Prepare and adopt by the CoM / governments a methodology for measuring customer satisfaction.	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government (departments in charge of administrative procedure) All institutions having decision-making powers in the administrative procedure	mid-2013				
	The number of institutions publishing results of measuring regularly	2.2.3. Introduce regular measuring in practice.						
	IS has been provided	2.2.4. Provide an information system.		The end of 2013				
	The number of results published *An average grade for all institutions*	2.2.5. Publish results for all administrative institutions (the "quality barometer") on the website of the responsible institution on a monthly basis.						
2.3. Improve the system for collecting comments, proposals and suggestions from users of administrative services	*Regulations have been amended*	2.3.1. Amend the regulations (as required), providing for an obligation of all administrative institutions to: ·enable visibility of comments and proposals regarding the work of institutions in different ways (the book of comments / proposals / suggestions, boxes, e-Proposals) ·at the level of managerial staff, regularly discuss comments, proposals and suggestions and introduce appropriate measures, ·within 5 days, respond to comments and suggestions which were not given anonymously	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government (departments in charge of administrative procedure) All institutions having decision-making powers in the administrative procedure	The end of 2013				
	The practice has been brought in line with regulations *The number of comments, proposals and suggestions and the number of replies*	2.3.2. Bring the practice in line with regulations						

AP 3. Supervision/ control

	The methodology has been prepared	3.1.1. Prepare a methodology of quality monitoring	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH					

3.1. Establish an internal system of performance quality monitoring in the field of management and administrative procedures and provision of administrative services	*A report has been approved by the CoM / Governments*	3.1.2. Regularly (annually) monitoring following the methodology and submiting reports to the appropriate institution	MoALSG, BD BiH Government (departments in charge of administrative procedure) All institutions having decision-making powers in the administrative procedure	The end of 2013					
	The number of measures for improvement *Findings of monitoring*	3.1.3. Regularly (annually) analyze findings of monitoring and adopt measures for improvement – at the levels of institutions and the CoM / Governments							
3.2. Strengthen the role of administrative inspection	*The number of inspections* *The number of shortcomings removed* *Findings (satisfaction measuring) of users' polls*	3.2.1. Direct administrative inspection activities more to the area of administrative decision-making and ensuring the quality of administrative services (provision of data ex officio, office hours for clients, satisfaction measuring, responses to comments, suggestions etc.)	MoJ BiH, MoJ FBiH, MoALSG RS, BD BiH Government (departments in charge of administrative procedure)	The end of 2013					
		3.2.2. If necessary, amend laws and by-laws							
3.3. Ensure processing of appeals and other legal remedies within statutory time lines	*See AP 1.11.*	See AP 1.11.	See AP 1.11.	See AP 1.11.	🔴	🔴	🔴	🔴	Implementation of the activities has not started at any level, or adequate information about the steps taken in this direction has not been received.
3.4. Introduce an obligation of any authority of second instance to decide on merits	*Adequate legal provisions have been adopted*	3.4.1. Amend the valid LAPs, introducing provisions which require that any authority of second instance has to decide on merits, especially in cases where the first instance authority frequently has violated / incorrectly applied the law (the level of government that have not implemented this)	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government All authorities of second instance	The end of 2011	🔴	🔴	🟢	🔴	Amendments to the Law on General Administrative Procedure (doc.basis: "Official Gazette of the Republic of Srpska" No. 50/10), prescribes that when, after the annulment of the decision by the second instance authority, first instance authority issues a decision contrary to the interpretation of law or any objections of the second instance authority and the party issues a new appeal, the second instance authority shall resolve the matter on its merits.
	The number of cases remanded to the authorities of first instance (negative indicator)	3.4.2. Special monitoring of cases remanded to the authorities of first instance and decisions.			🔴	🔴	🔴	🔴	Implementation of activities has not started at any level, or adequate information about the steps taken in this direction has not been received.
AP 4. Enforcement									
4.1. Improve the system of enforcement	*The number and percent of*	4.1.1. Amend the valid LAPs and other regulations, as required	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government (departments in charge of administrative	The end					

					BiH	FBiH	RS	BD	
in administrative procedure	*enforcement completed*	4.1.2. Strengthen the institutions that are in charge of enforcement (training, adequate selection of staff etc.)	of administrative procedure) All institutions having decision-making powers in the administrative procedure	of 2013					

AP 5. Capacity building

					BiH	FBiH	RS	BD	
5.1. Establish and / or strengthen capacities of institutions responsible for the control of administrative obstacles in regulations, collecting of proposals for the RAO, preparation of a RAO action plan and control of compliance with the system of administrative procedures and public administration in general	*Decision has been adopted*	5.1.1. The CoM / governments to adopt a decision designating an institution that will be responsible for the control of administrative obstacles in regulations, collecting of proposals for the RAO, preparation of a RAO action plan and control of compliance with the system of administrative procedures and public administration in general (it can be only one institution or more institutions – for example, ministries of economic relations at all levels of government for administrative obstacles for businesses and ministries of justice for administrative obstacles for citizens and for control of compliance with the system of administrative procedures and public administration in general)	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government (departments in charge of administrative procedure) All institutions having decision-making powers in the administrative procedure	Mid-2011	🔴	🔴	🟡	🔴	A new project idea "Establishment and / or strengthening the capacities of institutions for control of regulations and the establishment of the system of reduction of administrative obstacles" which received the support-approval of all members of the Supervisory Team for the reform area of Administrative proceedings and administrative services. Rules of Procedure of the Government of the Republic of Srpska (doc. basis "Official Gazette of the Republic of Srpska" No. 10/09), the obligation is established of all RS administrative bodies prior to submitting material for consideration by the Government of the Republic of Srpska (drafts, legislative proposals, strategy development, regulations, decisions and other regulations and by-laws), to provide, among other things, the opinion of the Ministry of Economic Relations and Regional Cooperation on the impact of laws and regulations on the introduction of new formalities which directly burden the business undertaking.
	Organizational structure with job descriptions has been adopted	5.1.2. Make an organizational structure with job descriptions (define requirements and competencies) and fill the positions		The end of 2011	🔴	🔴	🟡	🔴	The Rulebook on amendments to the Rulebook on Internal Organization of the Ministry of Justice BiH within which, among other things carring out work regarding analysis and reporting on practices of administrative decision making in BiH institutions including support to units and sectors is envisaged. By sistematization of the Ministry of Economic Relation and Regional Cooperation RS vacancies are planned and filled.
	The training programme has been adopted, the number of courses of training and participants	5.1.3. Prepare a training programme in this matter for all civil servants in charge of legislative drafting and hold the training regularly		Mid-2012					
5.2. Define requirements (qualifications and working experience) that the staff conducting the administrative procedure and deciding of administrative matters should meet	*Requirements (qualifications and working experience) have been defined*	5.2.1 Amend the valid laws and by-laws	Key HRM institutions in cooperation with BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government (departments in charge of administrative procedure)	Mid-2012					Amendments to the Law on General Administrative Procedure RS ("Official Gazette of the Republic of Srpska" No.50/10) stipulates that the official conducting the administrative proceeding may be a person who has a university degree, at least three years of experience in the required level of education and professional examination for work in state authorities.
5.3. Define the required competencies of staff conducting the administrative procedure and deciding on administrative matters, including inspectors	*Competencies required for particular positions defined*	5.3.1 Amend the valid laws and by-laws	Key HRM institutions in cooperation with BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government (departments in charge of administrative procedure)	The end of 2012					

Administrative procedures and administrative services

5.4. Further develop training programs in administrative proceedings under the horizontal system of training of civil servants	*The trainings have been held* *The number of courses of training*	5.4.1. Organize professional development of staff , i.e. civil servants	Key HRM institutions in cooperation with BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government (departments in charge of administrative procedure)	The end of 2012				The drafting of Terms of Reference for the project "Education of head of administrative procedures and inspectors" which has been approved for funding under the IPA 2011 for BiH in the sectoral proposals for reform of public administration sector is ongoing. The aim of this project is to improve the quality of the managers of administrative procedures and inspectors and to create conditions for their efficient and transparent work in administrative bodies, through appropriate and quality training that would include government officials from all four levels of government.
5.5. Develop a training program in CRM – Costumers Relations Management	*The program has been developed*	5.5.1 Take actions for designing the programme	Key HRM institutions in cooperation with BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government (departments in charge of administrative procedure)	Mid-2013				
5.6. Strengthen the role of central capacities in the field of administrative proceedings	*The number of legal opinions, replies, advice, instructions and other information published (on web-sites)* *The number of coordinating meetings, conclusions, good practices shared and the like.*	5.6.1 Ensure that the central capacities (responsible institution) promptly provide all governmental authorities with powers to decide in administrative proceedings with the following (in the field of administrative proceedings): -legal opinions and other expert advice, -instructions on issues causing problems in practice, -nformation about judicial practice, -a framework for coordination of units and officers with powers to decide in administrative procedure (for information exchange and good practice purposes).	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government (departments in charge of administrative procedure)	The end of 2013				

Objectives	Measurable indicator	Activity	Responsible institutions	Time line	Upravni nivo				Description of achievements/Comments
					BiH	FBiH	RS	BD	
HRM 1: General approach to HRM									
1.1. Defining HRM development policy in the structure of public administration in BiH based on agreed principles.	*Acceptance of the HRM development policy by the Council of Ministers / Entity Governments and BD BiH.*	1.1.1. Prepare a proposal of 2011-2014 HRM development policy and adopt it.	Key HRM institutions	By the end of 2011	🔴	🔴	🔴	🟡	Activity has not started according to the available data. At the level of the Supervisory team for HRM it is recommended that the activity is conducted through the organization of joint workshops of representatives of all administrative levels in BiH, where the document would be created with the agreed principles (mid-2012). In terms of realisation of this activity assistance of the SIGMA program was requested. Brcko District: Participation in the drafting of the Law on Civil Service in the bodies of administration of Brcko District within which the development of HRM policies that should be adopted in the Assembly BDBiH in 2012 will be defined.
1.2. Reduce risks of conflict of interests and enhance the code of conduct in public administration	*Competences of responsible authorities have been statutorily defined.*	1.2.1. Define in details competences of authorities in charge of conflict of interests issues in civil service	Key HRM institutions	By the end of 2013					The realisation is planned through the project "Building the Capacities for Combat Against Corruption in the Civil Service in BiH" which will be financed by the PAR fund (in the phase of preparation of the tender documentation).
	The number and outcome of cases of conflict of interests are found in reports of responsible institutions.	1.2.2. Affirm implementation of the code of ethics/conduct in practice	Agency for the Prevention of Corruption and Anti-Corruption Coordination						The realisation is planned through the project "Building the Capacities for Combat Against Corruption in the Civil Service in BiH" which will be financed by the PAR fund (in the phase of preparation of the tender documentation).
	The annual number of courses of training and precipitants and evaluation.	1.2.3. Introduce special / standardized training programmes into anti-corruption and prevention of conflict of interests in civil service							The realisation is planned through the project "Building the Capacities for Combat Against Corruption in the Civil Service in BiH" which will be financed by the PAR fund (in the phase of preparation of the tender documentation).
HRM 2: Organizational set-up									
2.1. Central institution level Build capacities of the central HRM institutions in parallel with the following segments: strategy or / and policy making, legislation drafting, instruction provision and	*The number of organized courses of training; the number of training participants*	2.1.1. Organize training of the central HRM institutions							The realisation is planned through the project "Modernisation of the System for Performance Management in the Structures of Civil Service BiH" which will be financed by IPA 2011 fund (in the phase of development of the Terms of Reference).
	Valid provisions that explicitly provide for the mandate of the central HRM institutions to design strategy documents.	2.1.2. Amend the relevant legislation (where necessary) in order to place strategy or / and policy making within competence of the central HRM institutions.	Key HRM institutions	By mid-2012					The realisation is planned through the project "Modernisation of the System for Performance Management in the Structures of Civil Service BiH" which will be financed by IPA 2011 fund (in the phase of development of the Terms of Reference).

drafting, instruction provision and advisory support to individuals and institutions.	*A network of HRM managers; frequency of meetings; the number of outcomes (recommendations, opinions, suggestions for possible solutions).*	2.1.3. Establish a network of HRM managers to be coordinated by the central HRM institutions.								There is no data on implementation of activities. Previously in RS progress report in 2008 the existence of the Network for Human Resource Development is indicated with incomplete documentation basis, and in 2010 HRM forum of BiH institutions was launched, a program and work plan were adopted, and three meetings of HRM Forum were held.
2.2. Individual institution level Make the HRM function independent as a separate organisational unit (where the size of institution calls for it) detached from administrative and legal affairs and having a status and place in the hierarchy similar to a finance unit.	*The number of institutions with an independent HRM function.*	2.2.1. Create legal and procedural conditions and establish HRM organizational units and/or positions.	Key HRM institutions + individual institutions at all levels	By mid-2012						Realisation is planned through the project "Establishment of Modern Departments for HRM" which will be financed by PAR fund (under procurement procedure)
	An annual report of the central HRM institutions with information about assessment of cooperation with individual institutions.	2.2.2. Ensure detailed specifications of standardized job descriptions and profiles of HRM staff and change the organizational structure.								Realisation is planned through the project "Establishment of Modern Departments for HRM" which will be financed by PAR fund (under procurement procedure)
	The annual number of courses of training and participants and evaluation.	2.2.3. Define a standardized training program for HRM staff and carry out the training.								Realisation is planned through the project "Establishment of Modern Departments for HRM" which will be financed by PAR fund (under procurement procedure)

HRM 3: Information management

3.1. Make the HRMIS operational as a	*The number of institutions that have a fully operational HRMIS Labelling the HRMIS as an obligatory system / tool for the central personal records. The type and number of reports generated by HRMIS. The number and type of individual HRM procedures /*	3.1.1. Create conditions for long-term sustainability and further development of ITS (financial resources, capacities in central HRM institutions, legislative amending – where necessary).	Key HRM institutions +	By the end						**BiH:** Within draft of the Law on amendments to the Law on Civil Service which is in parliamentary procedure regulations are included with an aim of removing obstacles in information system management for HRM and processing of personal data on employed in BiH institutions which is one of the assumptions for operationalisation of HRMIS. **RS:** Regulation on the content, use and maintenance of central registry of the personnel (Official Gazette 20/07). **FBiH:** The Government of FBiH on its session held on the 07 March 2011 reached a conclusion that all state services need to improve capacities to carry out activities in the field of HRM and provide conditions for the implementation of HRMIS. There is another computer system that supplies the work of CSA FBiH. 312 people trained to work on the HRMIS. **Brcko district BiH**: In the Brcko District of BiH the system HRMIS is used after the implementation

tool for managerial planning and decision-making (link to IT 4.4.)	*individual HRM procedures / processes using the HRMIS, the number of functions in the system in practice.* *An option to use HRMIS to identify potential candidates for vacancies by various criteria Contract for long-term maintenance and funds appropriated for ITS.*	3.1.2. Ensure that institutions have fully functional ITS and its use in practice of HRM affairs through HRM units / staff	individual institutions at all levels	By the end of 2012			This action is not implemented at all levels due to delays in implementing of the HRMIS at user level system because of legal ambiguities regarding the processing of personal data on civil servants as well as the lack of funds to conclude the contract for technical support with the implementer. In the Brcko District of BiH HRMIS system is in use, in the RS the Central staff register, and in FBiH existing database of the CSA FBiH is used.
		3.1.3. Enable the use of HRMIS for transfer of information and regular reports relevant to HRM to the management and CSA.					This action is not implemented at all levels due to delays in implementing of the HRMIS at user level system because of legal ambiguities regarding the processing of personal data on civil servants as well as the lack of funds to conclude the contract for technical support with the implementer. In the Brcko District of BiH HRMIS system is in use, in the RS the Central staff register, and in FBiH existing database of the CSA FBiH is used.

HRM 4: Planning

4.1. Introduction of modern HRM planning within the annual Government's planning in all structures of civil service and at the individual institution level.	*A particular institution has been designated for HRM planning (at each level).*	4.1.1. Designation of an institution to be responsible for HRM planning for the entire civil service (for each structure separately).	By the end of 2011 Key HRM institutions + individual institutions at all levels	🔴 🟡 🟢 🟢			**2011**: **BiH:On the proposal of the Civil Service Agency or the Coordinator's Office for Public Administration Reform it is necessary by the Act of Council of Ministers BiH to charge the Agency for Civil Service of BiH for HRM planning at BiH level. The main reason for this proposal is prescribed competencies of the Agency as well as the experience of the work they perform which are related to the Civil Service in the Institutions of Bosnia and Herzegovina (BiH Ministry of Justice)**. **RS** : The Rulebook on the method of preparation and content of the personnel plan in administration bodies of RS (Official Gazette of the Republic of Srpska No. 43/09). **FBIH**: The Government of FBiH at 24th session, held on the 09 November 2011, reached a conclusion, which obliged all managers of budget users to within 21 days determine the reality of existing systematization and internal organization of the Federal ministries and other bodies of Federal government. **Brcko district BiH:** Since 2007, The Division of Human Resources based on the Staffing Plan requirements which are indicated by the Departments and institutions of the District, proposes the Mayor to make a decision on implementation of the Plan of employment in administrative bodies of BDBiH for the current year, following the adoption of the budget.

	Personnel planning. methodology is in place	4.1.2. Designing and adoption of personnelplanning methodology at each individual level (Government's decision or legislative amending).		By the end of 2013					**RS** : The Rulebook on the method of preparation and content of the staffing plan in RS administrative bodies (Official Gazette of the Republic of Srpska No. 43/09). In accordance with the Rulebook on the method of preparation and content of the staffing plan in RS administrative bodies Staffing plan of the all RS administrative bodies and the RS Government for 2011 is adopted. **Brčko district BiH:** In 2011 employment is planned and the decision of the Mayor is realized. (Decision on the implementation of the Employment plan No. 33-001788 * 11 from 31 May 2011 which was published in the Official Gazette of BD BiH).
	Annual staffing / personnel plans at the level of CoM / governments in BiH and individual institutions are in place (4.1.3. and 4.1.4.).	4.1.3. Link the HRM planning system with current and mid-term budgetary plans, program budgeting system and framework HRM policy documents.		By the end of 2014					**RS:** In accordance with the prescribed procedure, drafting of Personnel Plan of all the RS administrative bodies and the RS Government started for 2012 parallel with the budget preparation for 2012.
		4.1.4. Make the system operational and review is efficiency.		By the end of 2014					

HRM 5: Recruiting and selection of staff

5.1. Introduction of uniform criteria for assessing candidates in the recruitment process .	*The uniform assessment criteria have been set and procedures for selection of candidates in any job interview have been improved.*	5.1.1. Develop uniform criteria that the recruitment panel would take as a basis for selection of candidates in any job interview.	Key HRM institutions + individual institutions at all levels						Realization is planned within the project "Modernisation of Performance Management System in the Structures of Civil Service in BiH" which will be financed by IPA Fund (in the phase of preparing of the Terms of Reference).
	Criteria in vacancy procedures have been introduced (public and internal publication of vacancies).	5.1.2. Identify more efficient concepts and the content of written tests for candidates (where the testing of candidates is organized).		5.1.1. By mid-2012					Realization is planned within the project "Simplification and Improvement of the Process of Testing Candidates for a Job in Civil Service" (the project idea supported by Supervisory Team for HRM area).
		5.1.3. Consider an option to introduce the institute of references into the civil service selection.							
5.2. Introduce (and affirm) the use of competencies (knowledge, skills, competencies, personal characteristics etc.) into the candidate selection procedure.	*The use of competencies has been introduced.*	5.2.1. Amend relevant legislation (where necessary) in order to introduce competency based assessment into job interviews in practice.	Key HRM institutions + individual institutions at all levels	5.2.1. By mid-2013					Realization is planned within the project "Modernisation of Performance Management System in the Structures of Civil Service in BiH" which will be financed by IPA Fund (in the phase of preparing of the Terms of Reference).
	The number of courses of training.	5.2.2. Prepare standardized training programmes for central HRM institution staff and members of recruitment panel. Training programmes to be carried out on a yearly basis as part of regular training programmes.		5.2.2. The first deadline: by the end of 2013, afterwards, ongoing					Realization is planned within the project "Modernisation of Performance Management System in the Structures of Civil Service in BiH" which will be financed by IPA Fund (in the phase of preparing of the Terms of Reference).

5.3. Promote values of civil service and attract special groups of employees	*The number of promotional activities, the number of contracts for scholarship.*	5.3.1. Implement activities aimed at recruiting professional, young and promising people in the civil service (promotions at universities, contracts for scholarship) with the aim of creating a wider range of potential applicants.	Key HRM institutions + individual institutions at all levels	Ongoing	🔴	🔴	🟡	🟡	**2011:** "The Supervisory Team for HRM area supported the project idea "Harmonizing of Curriculum with Needs of Civil Service and Further Development of Trainee Programmes" **BiH:**There is no information on this activity i during 2011 **RS :** With an aim to employ 1000 trainees during 2011 the RS Government supported the project "Znanjem do posla" Eng. "Knowledge to Work" which is implemented by the Employment Agency of RS. The implementation of this project is ongoing. **FBiH:** There is no information on this activity during 2011. **Brcko district BiH**: In 2011 Department for Education signed 130 contracts on awarding scholarship with an aim of recruiting professional, young and promising people for specific occupations needed in administration of the BD BIH. The project "Harmonizing of Curriculum with Needs of Civil Service and Further Development of Trainee Programmes" should contribute to the realization of the activities (The project idea supported by Supervisory Team for theHRM area).

HRM 6: Performance management

	Obligatory annual PA interviews and setting of working objectives have been introduced; The number and percentage of annual PA interviews	6.1.1.Amend relevant legislation (where necessary) in order to introduce obligatory setting of working objectives (within annual Performance Assessment interviews) and assessment of the objective achievement.							**2011**: **BiH**: The Rulebook on the Manner of Evaluation of the Work of the Civil Servants in the Institutions of BiH (Official Gazette BiH No. 59/11) **FBiH:** Rulebook on the Manner of Evaluation of the Work of the Civil Servants in the Institutions of FBiH (Official Gazette FBiH No. 62/11) **RS**: The Rulebook on amendments to the Rulebook on the Procedure of Evaluation and Promotion of the Civil Servants and the Employees of the RS (Official Gazette RS 87/11) **BD BiH**: The draft of the new Rulebook on evaluation of Civil Servants in BD BiH is harmonized, but not formally adopted due to the fact that the new Law on Civil Service in Administrative Bodies in BD BiH was not adopted.

6.1. Link performance assessment with achievement of working objectives (in terms of quantity and quality).	*annual PA interviews conducted; The number and percentage of PA interviews related to the performance assessment; Reports on cycles of assessment at the level of individual institutions and collectively at the level of central HRM institutions; The number of courses of training and participants.*	6.1.2. Establish a standardized training program for performance management (annual interviews, setting objectives, evaluating performance ...) for managers / training programs implemented annually as part of regular training programs.	Key HRM institutions + individual institutions at all levels	By mid-2013					**Activities are cointinued in accordance with period of Action plan 1 2006-2011 (**Partially -within the UNDP project "Modernisation and harmonisation" and through individual activities of the CSA; Subdivision for HRM BD BiH-The project "Annual Plan of Evaluation of Personnel and Employees for 2007 in the BD BiH Government" is implemented, NSG SEPARB Training for evaluation of Work of the Civil Servants. RS level-Training for managers within the project Development of Performance Management in Civil Service of BiH. **2011:** Within the project "Development of Performance Management System in the Civil Service Structures BiH" approximately 600 HR managers were trained. "Manual on Evaluation of Civil Servants and Employees" was published. In **Brcko district BiH** evaluation plan is conducted according to the Law on Civil Service for each year individually by reviewing of assessors list, organising of training for new assessors, preparing the dinamics of evaluation with terms of evaluation, realisation of evaluation process and processing of data.
6.2. Improve motivation, improve communication between the management and employees and build a positive working environment.	*The number of institutions that carry out regular polls, the number and percentage of respondents, survey results.*	6.2.1. Develop mechanisms for measuring job satisfaction by staff polls that will be introduced into practice.	Key HRM institutions + individual institutions at all levels	By mid-2013					**BD BiH**: A proposal of the output interview form is made, which will help to attract and keep the quality work force.
	The number of institutions that have introduced a staff handbook.	6.2.2. Introduce the practice of publishing a staff handbook (for new and existing employees) with basic information about the institution, mission and objectives, work processes, HRM system and the like.							

HRM 7: Training and development

7.1. Link Training Needs Analysis (TNA) with the performance assessment and annual interviews	*The number of courses of training and participants, evaluation*	7.1.1. Organize training for senior civil servants in training needs identification through a review of results of performance assessment and records of annual interviews	Key HRM institutions + individual institutions at all levels	By the end of 2014					**Activities are cointinued in accordance with period of Action plan 1 2006-2011** Data and reports on implemented activities regarding determination of training needs, **FBiH:** The report on progress 2007 and 2008, BD Decision on Professional Development of Civil Servants for 2008 No.:01.1-05001220/08 from 14 January 2008, **BIH level**: Information on preparation of training plan for 2008. RS The training is conducted for 11 new instructors (2008) BD centralized function at Subdivision for HRM 2010-2011 : **BiH**: twinning project of the CSA BiH training realized for 45 training managers.

		7.1.2. Establish a common frameworkmethodology for TNA (HRM centralinstitutions) that individual institutions will implement.						
7.2. Improve coordination of preparation and implementation of training plans and development of common interests of all civil service structures (training in EUI, RESPA etc.)	*A common methodology is in place.*							
	Assessment by central institutions and HRM units in the respective institutions of the level of cooperation	7.2.1. Ensure regular supply of information about the need for horizontal training.	Key HRM institutions + individual institutions at all levels	Ongoing	🟡 🟡 🟡 🟡	**2011 BiH:** CSA BiH publishes information on trainings organized by RESPA. **RS** : In RS in accordance within the Strategy of training of employed in RS administrative bodies for the period 2011-2014, in December 2011 training needs analysis undertaken in RS administrative bodies. Liaison Officer with ReSPA for RS level was appointed. **FBiH**:CSA FBiH on its web site publishes regulary invitations for trainings which are organized by ReSPA. **Brcko district BiH**: Subdivision for HR publishes regulary invitations for trainings organized by ReSPA on the web site of BD Government.
		7.2.2. Establish sustainable mechanisms of cooperation between the HRM central unit and HRM units in the individual institutions in terms of training in matters of common interest.			🔴 🔴 🟡 🔴	**2011: BiH:** There is no information on activities in this year. **RS**: In RS network of training managers is established in RS administrative bodies and training of the managers conducted in accordance with the Strategy of training of employed people in RS administrative bodies for the period 2011-2014. **FBiH:** There is no information on activities in this year. **BD BiH:**There is no information on activities in this year. Within coopretion with representatives of all levels, activities started on preparation of the project proposal "Establishment of Information System for e-learning in the Civil Service Structures in BiH"

	Three-year strategies and operational plans for their implementation have been updated.	7.3.1. Revise and prepare a new mediumterm strategy for training and development of the civil service by levels.			🟡	🟡	🟡	🟡	**Activities are cointinued in accordance with period of Action plan 1 2006-2011. (**Documents: RS - Strategy of Training and Development of Civil Servants for the period 2007-2010 RS Government) with an Action plan, BiH: Principles of training system of Civil Servants at BiH leveland three years training plan (annual report), the Draft of the Strategy of professional education and development of BD BiH.The FBiH government adopted The Strategy of Training and Development of Civil Servants in FBiH 2008-2010 2010 : BD Strategy on professional development is prepared 2009-2011.) **2011:**In **RS** Strategy on training of employed people in RS administrative bodies was adopted for the period 2011-2014 by Decision of the RS Government No.04/1-012-2-42/11from 19 January 2011. Within work plan of CSA for 2011 annual work plan is included and also at the same time realized, while for 2012 preparation of new one is ongoing.In **FBiH** Strategy for training and professional development of Civil Servants is also adopted in FBiH 2011-2015 at the 30th session of the FBiH Government held on the 22 December 2011. **Brcko district BiH**: Three-year strategy of professional development and education of Civil Servants and employees employed in the BD BIH Government for the period 2010-2012, No.: 05-01.1-001211/10 from 15 June 2010. Plan of professional development of Civil Servants and employees in administrative bodies of BD BiH for 2011, No. 05-000782*11 from 26 May 2011 is fully realized and adopted.(management and development of human resources, Public finance system and the budget and public procurement).
7.3. Ensure continuity in the preparation and implementation of mediumterm plans for training and development of the civil service at all levels	*Training budget has been approved in accordance with the strategies.*	7.3.2. Provide funding to implement a training strategy in the budgets of central HRM institutions.	Key HRM institutions	Ongoing	🟡	🟡	🟡	🟡	Activities are cointinued in accordance with period of Action plan 1 2006-2011. RS-The report on progress: partially (part of training strategy - anticipaded amount for training of 0,5 % of funds forseen for gross wages). The Governments at all levels allocate certain funds for trainings. I KV 2009: RS Progress report indicates implementation of measures-funds forseen by budget for 2009 2010: RS Progress report indicates implementation of measures-funds forseen by budget for 2010- WITHOUT AMOUNT **2011**: 2010-2011: all CSAs and the Subdivision for HR BD follow training needs continuously. **BiH:** Funds forseen for training within budget of CSA BiH. **RS:** In RS within budget for 2011 funds for training planned and realized within budget of the CSA RS. **FBIH**: In accordance with budgetary possibilities. **Brcko district BiH**: In 2011 in BD BiH budget 20.000,00 KM is ensured for implementation of this strategy.

Number of internal trainers and courses of training that have been carried out.	7.3.3. Identify the method of carrying out the training, bearing in mind the availability of internal capacities (internal trainers in the structures of the civil service in BiH).		🟡 🟡 🟡 🟡	**Activities are cointinued in accordance with period of Action plan 1 2006-2011 . (**The Data on realized trainings of CSA and information on donor activities. RS report on progress 2007- training and certification of 10 trainers for the needs of Civil Service is finished. FBIH - confirmation of realization of training programs for trainers, BD BIH: Within plan of professional development Civil Servants for implementation of certain trainings were determined. RS level:training of 11 new instructors is finished). **2011**: **BiH:** The training Introdaction in e-administration, trainings for newly employed such as Introduction to the Law on Civil Service,the Law on Administration are held. **FBiH**:Trainings for newly employed Civil Servants on "Communication and Time Management" and "Code of Ethics for Civil Servants", Mediation- ways to resolve dispute peacefully, Presentation skills. **RS**:Training held on "Regulatory Impact Analysis – RIA" for 31 attendants from RS administrative bodies. 29 November-01 December 2011 the training of training managers in RS administrative bodies for 39 attendants from RS administrative bodies. From 19 April to 20 April 2011 and from 22 November to 23 November 2011 the training on "Drafting the Rulebook on Internal Organization and Stematization of Jobs" for 34 attendants from RS administrative bodies was held; **Brcko district BiH**: The plan is to issue public calls for providing internal trainers, it is not issued by now due to the fact that the Law on Civil Service does not provide possibility of paying trainers from internal capacities.

HRM 8: Analysis and classification of jobs in civil service

A regulation by the Council of Ministers / Government defines the job classification with standard job descriptions.	8.1.1. Conduct a comprehensive job analysis and prescribe the classification of jobs (in different structures of the civil service in BiH).	By the end of 2013		Realization is planned within the project "Modernisation of Performance Management System in the Civil Service Structures in BiH" which will be financed by IPA 2011(in the phase of preparation of Terms of Reference). Priviously the elaboration of classification of positions in Civil service was ongoing at individual levels.**2011: BD BiH:** Activities are undertaken on improvement of job description through job analysis.
	8.1.2. Standardize job descriptions in terms of content and requirements for certain categories and types of jobs.			Realization is planned within the project "Modernisation of Performance Management System in the Civil Service Structures in BiH" which will be financed by IPA 2011 (in the phase of preparation of Terms of Reference).

8.1. Conduct a job classification in each individual structure of the civil service in BiH.	*The organizational structures comply with regulations*	8.1.3. Bring organizational structure of jobs in line with the job classification and standard descriptions.	Key HRM institutions + individual institutions at all levels	By the end of 2014				**Activities are cointinued in accordance with period of Action plan 1 2006-2011.** (BD BiH report on progress 2007 and 2008 indicates fully realization - new Organizational plan of public administration, Decision No:01-014-023089 and organizational plans of the BD BiH institutions. RS New Regulation on Public Servants Categories and Titles-(Official Gazette RS 18/09) . BiH: CSA BiH- Rulebook on similar jobs for the needs of direct takeover of civil servants from entity bodies in the institutions of BiH.) **2011:** Realization is planned within the project " Modernization of Performance Management System in Structures of the Civil Service BiH" which will be financed by IPA fund 2011 (In the preparation phase of Terms of Reference).
8.2. Identify and determine core competencies for specific categories and positions of civil servants.	*The general frameworks of competences have been established.*	8.2.1. Develop general frameworks of managerial competencies for other civil servants at subsequent stages.	Key HRM institutions	By the end of 2014				Realization is planned within the project "Modernisation of Performance Management System in the Civil Service Structures in BiH" which will be financed by IPA 2011(in the phase of preparation of Terms of Reference). Previously, at the RS level progress registred through development of framework of skills for managing civil servants, and through the project "Recruitment and selection of employees" developed a draft of framework of skills for category of non-managing civil servants.
HRM 9: Pay								
9.1. Conduct evaluation of jobs in public administration institutions.	*Officers with high performance mark average are eligible for promotion (both horizontally and vertically).* *The number of promotions that are based on the scores.* *Annual Performance Reports of institutions contain information on staff and promotions.*	9.1.1 Modification or improvement of legislation on which payment system coefficients are based.	Key HRM institutions	By the end of 2013				**Activities are cointinued in accordance with period of Action plan 1 2006-2011.** (Brcko district BiH –new Law on Salaries of employed in administrative bodies of BD BiH is adopted and it has been in force since 01 June 2006. BiH level: Law on Salaries and Remunerations in BiH institutions (2008) RS level: New Law on Salaries is adopted in RS administrative bodies (Official Gazette RS No. 118/07) which has been in force since 01January 2008. BiH Federation: The regulations adopted by FBiH Government are in the current implementation in the Federal bodies of administration– Decisionson Determining the Pay Scales and Coefficients for Managerial and other Civil Servants in Federal bodies of administration (Official Gazette FBiH 68/04,15/06,7/08 + new amendments 75/09) 2010 : FBIH the Law on Salaries and Remunerations was adopted, BD the draft of new Law on Salaries is prepared in BD. BIH and RS - Amendments to the Law on Salaries -as a result of austerity measures.)

Objective	Indicator	Activity	Responsible	Deadline					Status
9.2. Create conditions for a pay system that enables promotion of individuals	*Officers with high performance mark average are eligible for promotion (both horizontally and vertically).* *The number of promotions that are based on the scores.* *Annual Performance Reports of institutions contain information on staff and promotion*	9.2.1. Develop or modify regulations (where necessary) that would regulate horizontal (within the same level positions) and vertical promotion (to higher positions) primarily based on performance appraisals.	Key HRM institutions	By the end of 2013					

HRM 10: TOTAL QUALITY MANAGEMENT - TQM

Objective	Indicator	Activity	Responsible	Deadline					Status
10.1. Enable institutions to use a model of total quality management -TQM (CAF, EFQM etc.) if they wish so.	*Selected TQM model has been translated and implemented*	10.1.1. Translation and implementation of the selected TQM model		By the end of 2013					Considering planned deadline of implementation, realisation of the activity has not started.
	Training has been developed The number of courses of training and participants, evaluation The number of institutions using the selected TQM model	10.1.2. Development of training on TQM general issues and systems	Office of the Coordinator for Public Administration Reform. (PARCO)	By the end of 2014					RS: With an aim of introducing of the employed in RS administrative bodies with good practices regarding performance management, the training is held on the subject "CAF-Quality system in public administration" for 24 attendants in RS administration bodies from 14 December to 15 December 2011.
		10.1.3. Development of training manual for the selected TQM model							Considering planned deadline of implementation, realisation of the activity has not started.
	The Center has been established, offering basic information	10.1.4. Establishment of the information center in the field of TQM, the database		By the end of 2014					Considering planned deadline of implementation, realisation of the activity has not started.
10.2. Model promotion.	*The number of institutions which were sent a translated version of the selected TQM model and basic information about the model.*	10.2.1. Distribution of translated TQM models and basic information to the institutions.	Office of the Coordinator for Public Administration Reform. (PARCO)	By mid-2014					Considering planned deadline of implementation, realisation of the activity has not started.

Objectives	Measurable indicator	Activity	Responsible institutions	Time line	Upravni nivo				Description of Achievements/Comment
					BiH	FBiH	RS	BD	
Chapter IC 1. Communication planning									
1.1. Setting up a communication strategic framework	*The strategy has been adopted by BiH CoM, FBiH, RS, BD and harmonization with AP1;*	1.1.1. Adoption of communication strategies by Council of Ministers / Government. These strategies will confirm the CoM / Governments and related institutions' commitment for strategic and planned approach to communication.	BiH CoM, Governments of FBiH, RS, BD	By mid-2011	🟢	🟡	🟢	🟢	CoM BiH at 138 th session on the 29 November 2010 adopted Communication Strategy of CoM BiH with Action plan implementation for 2011. FBIH: adopted Communication Strategy in 2007, audit carried out, mid-term communication plan and Action Plan for 2012 are in the process of preparation, adoption announced in the first quarter of 2012. RS: the RS Government communication plan 2011-2014 adopted as well as Action Plan (43rd session, 08 December 2011). BD BiH: Strategy and the Action Plan adopted at 88 session of the BD BiH Governmenton on 25 February 2011.
	Annual action plans have been adopted. The number and percent of these APs; *Action plans include all relevant institutions*	1.1.2. Prepare and adopt annual action plans of communication that will include all relevant activities and institutions.		Ongoing -annual	🟡	🔴	🟡	🟡	CoM BiH: The General Secretariat-Information Service prepared communication plans(Action Plans) for 2011 and 2012. Ministries are covered by these plans. FBiH: Introdaction of practice of preparation of the Action Plans after strategy adoption (mid-term plan) announced for the first quarter of 2012. RS: Annual Action Plans of the Government and all ministries are prepared, obligation of regular annual communication nplanning introduced. BD BiH: Action Plan for 2012 is adopted.
1.2. Improve communication planning within institutions.	*Annual communication plans have been adopted in individual institutions (the number and percent of institutions)*	1.2.1 Preparation and adoption of annual communication plans of individual institutions. These plans will include individual measures under AP1 delegated to particular institutions.	Institutions at all levels	By the end of 2012					CoM BiH: Ministries covered by the Action plan CoM BiH for 2012. FBiH: adoption of strategy and the Action plan of Communication. RS: All ministries prepare the Action plans for 2012. BD BiH: Information Sector serves subdivision of the BD BiH Government, Action plan common and unique.

1.3. Include communication planning in overall planning and distribution of budgetary funds of the institution.	*The amount of funds for strategic communication is seen from the budget structure.* *Four central units have separate funds available for communication planning.*	1.3.1 Communication plans and strategies are part of overall process of planning and distribution of budgetary funds of the institution.	BiH CoM, Governments of FBiH, RS, BD, IC Central Units and other institutions.	By he end of 2011	🟡	🟡	🟢	🟢	CoM BiH: Within Action Plan for2012, budget fund provided for realisation of certain activities. Submitted to Department of Material and Financial Affairs. FBiH: Public Relation Office has its own budget, adoption of the strategy will introduce obligation of planning of fund sfor communicative activities in institutions. RS: the Bureau for Information of the Government of the Republic of Srpska has its own budget, Action Plans of the ministries are part of the whole budget of the institutions. BD BiH: The Information Sector budget, as a separate item, in BD BiH budget is determined for the period 01 January 2012-01 March 2012, No: 01-02-505/11 on 28 December 2011.
IC 2. Organizational issues									
2.1. Maintain and build capacities in the institutions	*The number and percent of institutions with an organized Public Relations function.*	2.1.1. SEvery ministry and major institution will have at least one full-time employed person, in charge of PR. PR Units will be established as required.	All, especially ministries at all levels of government and institutions that have a role in European integration	By the end of 2011	🟡	🟡	🟡	🟢	CoM BiH: 7 of 9 ministries, Directorate for European Integration. FBiH: 13 of 16 ministries have officers, in remaining three, that function is executed by the Heads of cabinets of ministers. RS: all ministries. BD: The Information Sector of the BD Government has a role of PR for all subdivisions and The Government.
		2.1.2. Smaller institutions may use resources of other institutions.			🟢	🟢	🟢	🟢	Formal base determined through communication strategies. (Obligation of all government institutions is to communicate with public) and through certain acts: CoM BiH: Rulebook on internal organisation of Secretariat General of the CoM. 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 31 December 2009.
IK 3. Co-ordination and standard-setting									
3.1. Improve co-ordination between PR officers/offices at each level of government.	*The number and frequency of such meetings and functional mechanisms for information dissemination*	3.1.1. Each government's / CoM central information office (central unit) to convene regular meetings (at least monthly);	IC Central Units and other institutions	Ongoing	🟠	🟠	🟠	🟠	CoM BiH: Public Relation Office holds regular meetings with the Officers from ministries and institutions, which is defined by Rules of Procedure on Internal Organisation.RS: Intranet system introduced, continuous communication and meetings are organized if needed. FBiH: through Public Relation Office of the Government continuous communication, due to geographical dispersion regular organization of meetings is impossible.BD: Public Relations function centralized, in Information Sector regular communication with subdivisions of the Government.

dissemination.		3.1.2. PR officers from all main institutions to share information and plans, develop joint strategies and activities and discuss common problems.			🟡	🟡	🟡	🟡	It was determined through communication strategies of the governments and practice of central government units for public relations. Also, the introduction of an intranet system (CoM BiH and RS) creates the preconditions for a functional and effective exchange of information. In the case of BD BiH centralization of functions of public relations refers to to the direct exchange of information with other sub-units.
3.2. Improve co-ordination in strategic communication between different levels of government.	*The number and frequency of such meetings and functional mechanisms for information dissemination.*	3.2.1. Use the existing mechanisms of coordination (Supervisory Team etc.) for setting up channels for exchange of information, experience and practice and joint activities.	IC Central Units and ST	Ongoing	🟡	🟡	🟡	🟡	Representatives of the central institutions for Public Relations are part of the coordination structure through participation in the Supervisory Team for Institutional Communication. In 2011 two sessions are held, 2 procedures of harmonization and bilateral meetings of the members of PARCO and Supervisory Team. With the participation of Supervisory Team, two projects are prepared (Terms of Reference adopted at SB FRJU) imply the joint work of all four units for Public Relations.
3.3. Ensure modern and efficient development of IC sector in future.	*Functional review of IC capacities and recommendations for future revising.*	3.3.1. After several years, make another functional review of IC capacities, coordinated by governmental central information offices	IC Central Units	By mid-2014					
IK 4. Human Resources									
4.1. Standardized requirements and job descriptions for PR officers	*See HRM, 8.1*	Direct link to activities under HRM 8.1 (Standards for entry in PR and information positions will be equal to those in other professional areas of the Civil Service)	IC Central Units with key HRM institutions	Ongoing					
4.2. Provide training to PR officers in public relations and strategic communication.	*The number and percent of (of the total number of PR officers) participants, the number of courses of training organized by ADS / SAA.*	4.2.1. Based on training needs assessment (Ref: HRM 7.1, 7.2. and 7.3) the central units will prepare training programs in PR, which are proposed to the respective civil service agencies.	Individual institutions coordinated by IC Central Units in cooperation with institutions and CSA / SAA	Ongoing	🟡	🟡	🟡	🟡	The project "Training of Public Relations - Phase II" is prepared and adopted Tat he PARF SB. The project will cover training and conference on "Modern Trends in Public Relations, Information and Promotion," and officials from all 4 level will participate .VM BiH: in 2011, CSA organized two trainings (creation, verification, implementation and control Public Relations strategy and Public Relations in state institutions - Crisis communication), DEI - 3 training (forms and types of speech, public speech;The importance of information in the process of joining the EU). FBiH: CSA Federation - education, "' The communication and Time Management and Code of EThics for Civil Servants in the FBiH. '" RS: RS APA no training on this topic. BD - no information.

Objective	Indicator	Activity	Responsible	Deadline					Status/Comment
4.3. Provide training to PR officers in other areas relevant to their work	*The number of various courses of training, the number and percent of participants (of the total number of PR officers), the number of courses of training organized by ADS / SAA.*	4.3.1. Based on training needs assessment, the institutions organize training of PR officers in other areas (IT, management, strategic planning, project management, the line of work of the institution, soft skills etc.)	Individual institutions coordinated by IC Central Units in cooperation with institutions and CSA / SAA.	Ongoing	🟡	🟡	🟡	🟡	The project "Training of Public Relations Officers - Phase II" is prepared and adopted at the PARF SB. The project will cover training in marketing, strategic planning and management etc. Information Officers / Public Relations level can apply for the training organized by the CSA / APA. DEI introduced a system of e-learning available to all institutions at all levels, with 7 modules (Fundamentals of EU integration; IPA component I; IPA component II, IPA component III, IV and V; Community programs; PCM - Project Cycle Management, Preparation of project ideas and proposals).
4.4.Provide PR officers / managers with best European practices	*The number of study trips and other types of training, the number of participants.*	4.4.1 Based on available funds (donors' grants, partner and other institutions etc., one own's funds), ensure direct access to best European practices from other countries through occasional study trips and bilateral "twinning" of PR officers and appropriate actors from EU countries (possibly in shortterm officers exchange) or long-term and detailed sharing of lessons learned.	IC Central Units and other institutions	Ongoing	🔴	🔴	🔴	🔴	There is no information on the planned implementation of these activities during 2011. Although these activities have been envisaged by action plans for communication strategy, due to budgetary constraints they are not implemented.
4.5.Ensure that senior management understands and support work of PR offices / officers	*Strateško komuniciranje i odnosi s javnošću uključeni u program, broj održanih obuka s takvim programom Broj rukovodećih državnih službenika koji su prošli takvu obuku*	4.5.1. Strategic communication and public relations have been included in the program; the number of courses of training following such a program that have been held. The number of senior civil servants who have undergone such training.	CSA / SAA in cooperation with IC Central Units	By the end 2012					CoM BiH: in the 8 modules of management training for senior civil servantst here are no topics such as information, strategic communications, public relations, institutional communication. FBiH, RS, BD: There are no such modules for training the senior civil servants.

IC 5.Media related activities

Objective	Indicator	Activity	Responsible	Deadline					Status/Comment
	Guides for public relations and relations with the media have been prepared and updated	5.1.1. Prepare and revise guides / manuals for media relations, compatible with government documents on IC.	IC Central Units	By mid-	🟢	🟡	🟢	🟢	CoM: Communication Strategy CoM BiH. FBiH: Communication Strategy under preparation, it is expected to be adopted in the first quarter of 2012. RS: The communication plan of the Government of the RS 2011-2014, the Protocol on Public Relation Service; Guidelines on standard operating practices for the Public Relation Service. BD: The communication strategy of the BD BiH, Mayor Instructions on media presentation of the Government of 16 April 2009. Also, within Coordinator's Office project "Training of the Public Relations Officers from 2010 a joint guide for public relations is prepared.

Measure	Indicator	Activity	Institution	Timeline	1	2	3	4	Status
5.1. Clarify and simplify communication with the media.	*Results of media monitoring, the number of accredited journalists;* *The number of press releases, press conferences and other media-oriented activities.*	5.1.2. Prepare lists / registers of journalists who cover the area of interest of the institution, share information, and meet regularly.	All institutions	2011; Ongoing	🟡	🟡	🟡	🟡	In all the central units of information / public relations there is a regular practice of communication with the media, with the existence of a list of media contacts. A similar situation exists in all major institutions (ministries, DEI, etc..). For example, The data of the Public Relations Office of the FBiH Government in 2011 show: the total 327 press releases issued, of which 45 sessions of the FBiH Government; media sent 190 notices of announcements related to the Federal government and individual ministries, organized 39 press conferences, of which 21 after a session of the FBiH Government. Also other central units organize press conference on the Government sessions, announce events, etc.

IC 6. Media monitoring

Measure	Indicator	Activity	Institution	Timeline	1	2	3	4	Status
6.1. Improve efficiency of media monitoring.	*The number of prepared press clippings, the number of service users and the number and type of media monitored.*	6.1.1. Prepare specific (topic oriented) daily, weekly and monthly press clippings/media monitoring reports.			🟡	🟡	🟡	🟡	Prepares daily press clipping in all central units of information / public relations, and preparation of annual reports with analysis of media representation of Ministers (CoM), Prime Minister's Office (FBiH) government (RS). BD BiH - Instruction on the procedure of making the mayor's press clippings No. 01.1-05-033931709 of 20 October 2009.
	The number of distributed press clippings, the number of service users.	6.1.2. Provide and carry out electronic dissemination of reports on media monitoring	IC Central Units	Ongoing	🟡	🟡	🟡	🟡	CoM: regular delivery of 10 daily newspapers clippings on the 20 + addresses via e-mail, distribution of annual analysis of the media writing with recommendations; FBiH: submission to the Prime Minister's Office on a daily basis, and most ministries, RS: on a daily basis, Cabinet of the Prime Minister and ministries, BD BH: daily to sub -divisions, published on the website.
	The number of innovative solutions – improvements in comparison with the current situation	6.1.3. Improvement, development and increase in the efficient media monitoring. (Outsourcing, introduction of electronic systems and applications, intranet applications, newsletters etc.)			🔴	🔴	🟡	🔴	Intranet introduced in the RS Government. There is no information on certain improvement in this segment for other levels.

IC 7. Direct coomunication with the public-Freedoom off Information Act (FOIA)

Measure	Indicator	Activity	Institution	Timeline	1	2	3	4	Status
7.1. Monitor the implementation of Freedom of Information Act (FOIA) and ensure regular reporting in accordance with law.	*Regular reporting in accordance with law.*	7.1.1. Regular reporting in accordance with law.	IC Central Units and all institutions	Ongoing	🟡	🟡	🟡	🟡	Institutions fulfill their reporting obligations in accordance with the Freedom of Information ActVM and BD BiH), FBiH (FBiH), Republic of Srpska (RS). Implementation of the FOIA is monitored by Ministry of Justice, and the Ombudsman for Human Rights and Parliamentary or National Assembly are informed. There is no information on possible gaps and problems in reporting at any level or institution in 2011.

7.2. Ensure that all institutions fulfil their responsibilities under the Freedom of Information Act (FOIA).	*The percentage of institutions that have a person in charge of procedures under FOIA.*	7.2.1. Hire appropriate staff (information officers under FOIA) that will process citizens' request for access to information.	IC Central Units and all institutions	Ongoing	🟡	🟡	🟡	🟡	According to available information, most institutions at all levels have engaged staff envisaged by systematization. Where this is not the case other employees are in charge to work on this issues.On most web pages of the ministries there are forms and guides for access to information. Estimates of occupancy of these jobs are at levels between 80 and 90% of all institutions, while in the case of BD it is 100% (Information Officer, responsible for acting on the Freedom off Information Act for all institutions of the Brcko District of BiH, based on the Organizational plan of the Government, no 01.1-05-042708/09 from 31/12/2009).
	The number of requests for access to information that have been processed.	7.2.2. Standardize and precisely define requirements for and descriptions of this position (direct link to activities 8.1.2. and 8.1.3. of HRM)			🟡	🟡	🟡	🟡	According to available information, all central units in 2011 had at least one request for access to information, which are either processed or forwarded to the appropriate institution. For example, Information Service of CoM in 2011 received and processed 38 such requests, and the Public Relations Office of the Government of FBiH 4 requirements and 50 other queries.
	The ratio of requests taken and processed under FOIA.	7.2.3. Efficiently enforce FOIA.			🟡	🟡	🟡	🟡	There is no information about the refusal of access to information at any level, nor a violation of the deadlines prescribed by the Act or any other type of failure in the Freedoom of Information Act BiH, FBiH and RS.
IC 8. Web sites									
8.1. Ensure high quality and consistency of web sites.	*The number and percent of institutions regularly conducting the surveys and gathering useful proposals and information about user satisfaction*	8.1.1. Conducting a survey of user satisfaction with web sites and gathering useful proposals for improvement.	IC Central Units	By the end of 2011, subsequently: ongoing	🔴	🔴	🔴	🔴	There is no information about planned implementation of this activity in 2011.
	The number of visits / clicks on page	8.1.2. Regular updating of the content of web sites with a view to enhancing timely and quality information	All institutions (expect for the ones that use web page of another institution)		🟡	🟡	🟡	🟡	Through adopted communication strategies and similar acts, there is formal obligation for all institutions in the regular update of the web sites. At the central level units daily updates were recorded, and in most ministries (especially in the portal of the Government of RS). At the level of individual institutions content of pages is partly not updated.
	Operational intranet systems have been developed in institutions.	8.1.3. Development of intranet systems jointly and individually with a view to improving communication	IC Central Units and all institutions		🟢	🟡	🟢	🟡	CoM: a common platform exists for work intranet system throughout the CoM BiH, including ministries, RS: intranet system was introduced in the Government of RS. At the levels of the FBiH and BD-developed electronic communication is developed, but are not any advanced electronic systems for the circulation of information such as intranet systems.
IC 9. Direct communication with citizens									

Objective	Indicator	Activity	Responsible	Timeframe	1	2	3	4	Status / Comments
9.1. Provide citizens with information without any intermediary. Make the administration closer to the citizens	*The number and percent of institutions organizing doors open days and the number of doors open days and similar events*	9.1.1. Organize doors open days or similar events in institutions, which include citizens' visits and the like.	All institutions		🟡	🟡	🟡	🟡	CoM BiH: 9 May Day of Europe (DEI), the Ministry of Defence – open door day, other institutions, the action "Volontiraj-kreditiraj". FBiH: the "Ministar na jedan dan" and "Volontiraj-kreditiraj; RS: Action "Ministar na jedan dan." BD: participation in these actions.
	The number of published brochures, promotion materials, publications.	9.1.2. Prepare and publish promotional materials and brochures / publications about the work of governments and institutions, their activities etc. On the basis of public opinion surveys, the publications should be designed so that they cover the areas of major interest for citizens. The mechanism such as info shelf, electronic portals etc. are to be used.	IC Central Units and other institutions (individually)	At least twice a year, ongoing	🟡	🟡	🟡	🟡	CoM: Regular preparation and publication of 500 copies of the newsletter "Info of Council of Ministers", which includes all ministries, DEI and Coordinator's Office - in 2011. number 5,6,7 and 8, DEI Bulletin "Europuls". FBiH: a dedicated promotional materials in several ministries, RS: Brochures about the most important activities of the Government, radio shows on the first 100 days of the RS Government ministries, film about the investment opportunities in the RS, a film about investing in health. BD BiH: promotional materials with the organization of events (eg theater days, marking the day of the District, etc.).
	These mechanisms (number, frequency of visits etc.).	9.1.3. Enable electronic interaction with the media through web sites portals and forums, blogs, „questions..", social networks etc.	IC Central Units and other institutions (individually)		🟡	🟡	🟡	🟡	Certain preparatory activities are carried out in this area, primarily at the central unit, there is still no detailed information on specific mechanisms and their effects.
IK 10. Public Campaigns									
10.1. Continuously inform the public and raise awareness about particular themes through the public campaign mechanism	*The number of campaigns carried out*	10.1.1. Include public campaigns in communication strategy and plans and carry out public campaigns	All institutions coordinated by central units	Ongoing and as required	🟡	🟡	🟡	🟡	VM, FBiH, RS and BD: Prepared project " "Capacity Building for Combat Against Corruption in Structures of Civil Service in BiH", common to all levels whose component is preparation and implementation of a comprehensive public campaigns, as well as the introduction to the principles and practice of conducting public campaigns . Terms of Reference approved and adopted by the governments of the PARF SB. In addition, in 2011. carried out sporadic small-scale public campaign. Communication strategies provide the use of this communication channel.
IC 11. Outcome measuring									
11.1. Measure efficiency of strategic communication.	*A monitoring and evaluation system has been set up. Measuring of feedback has been carried out in an analysis or research.*	11.1.1. Prepare a general monitoring and evaluation framework for activities of PR officers / offices – both in terms of outcomes (number of press releases, interviews, publications etc.) and in terms of efficiency (public opinion and feedback, presence in the media etc).			🔴	🔴	🔴	🔴	Activities have not been undertaken to fulfill this complex task. One of the reasons is the relatively recent adoption of the communication strategy, and expected adoption of the same at the FBiH level. It is possible that this activity will be implemented in the next period through the joint project.
		11.1.2. Communication strategies and operational plans will include the methods and outcome indicators	IC Central Units and all institutions	Ongoing	🟡	🔴	🟡	🟡	Through communication strategies to provide a general framework for monitoring results, including indicators, but they have not been operationalized yet. It is expected that the planned strategy of the Government of FBiH contains these elements.

		11.1.3.All institutions will carry out one measuring event of feedback during a government's term of office using a simple questionnaire for a group of users in accordance with funds available in the budget.							Planned for next period, until 2014.
11.2. Measure public opinion and the degree of awareness of key policy areas.	*Research in public perception of individual public policies at all levels of government has been carried out.* *Each institution suggests at least one topic to the government's central information offices*	11.2.1. Include the topics proposed by authorities in the Research Omnibus implemented by the governments' central information offices if funds are appropriated in the budgets.	CoM / Governments IC Central Units All institutions	At least once in one government's term, preferably once a year					Planned for next period, until 2014. Through the project "Capacity Building for Combat Against Corruption in Structures of Civil Service in BiH" a public research shall be conducted as a model to the central unit to be used during the future preparation of such researches.
IC 12. Cooperation with Civil Sector									
12.1. Improve communication with civil society	*The number of informative activities organized*	12.1.1. Raise awareness of activities of the Council of Minister, Entity and Brèko District's governments through conferences, round tables and thematic presentations given specifically to members of civil societies.	IC Central Units	By the end of 2011, subsequently: ongoing	🟡	🟡	🟡	🟡	Informing is done by including representatives of civil society in the target groups of information activities undertaken by the government (mailing lists, distributing materials, etc.). Sporadic inclusion in certain events is happening, but there are no information on planned activities aimed at this target group. The formal basis for communication with the sector is in communication strategies.
	The number of meetings with civil sector	12.1.2.Consultations with members of civil societies about strategic decisions with organizations of civil society concerned.	All institutions		🟡	🟡	🟡	🟡	Sporadic activities of this type through the organization of public discussions and the possibility of electronic communication with administrative bodies. No information on quantitative indicators (number of meetings and consultations) for 2011.
	The number and scope of this type of consultations	12.1.3. Inclusion of members of civil societies as partners or potential project, campaign or other activities implementers.	Relevant institutions		🔴	🔴	🔴	🔴	There is no data about these specific activities in 2011.

Objectives	Measurable indicator	Activity	Responsible institutions	Time line	Upravni nivo				Description of achievements/Comment
					BiH	FBiH	RS	BD	
IC 1. Policies, regulations and standards									
1.1. Establish the system of supervision and accreditation of verifies.	*The system of supervision and accreditation of verifies has been established.*	1.1.1. Analyze, adopt and / or amend relevant regulations as required;	BIH MoCT CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	Mid-2011	🟡	🟡	🟡	🟡	In the Republic of Srpska this activity is implemented through: • Law on Electronic Signatures RS "Official Gazette of the Republic of Srpska" no. 59/08 • Rule Book on measures to protect electronic signatures and qualified electronic signatures, the lowest amount of compulsory insurance and the application of organizational and technical measures of protection certificates - "Official Gazette of the Republic of Srpska" no. 88/09 • Rule Book on technical rules for the insurance of link between records of issued and revoked certificates of certification authorities in the Republic of Srpska - "Official Gazette of the Republic of Srpska" no. 88/09 • Rule Book on the content and the manner of keeping of records of certification bodies for issuing qualified electronic certificates - "Official Gazette of the Republic of Srpska" no. 88/09 • Rule Book on records of certification bodies - "Official Gazette of the Republic of Srpska" no. 88/09. AIDRS participated in the amendments to existing rules which further elaborate certain provisions of the Law on Electronic Signature. The amendments are adopted at the end 2011. FBiH: the Draft Law on Electronic Documents is in parliamentary procedure, No.: 02-02-1562/11 of 15 November 2011. BDBiH: Law on Electronic Signature of Brcko District BiH number: 01-02 -245 / 10 of 2 June 2010, adopted the Law on Electronic Document no. 01-02 -246 / 10 of 2 June 2010. BiH: Enacted the Law on Electronic Signature. Published in the Official Gazette, 14 November 2006. No. 91, however, by-laws were not enacted so that the Law is useless for now. Law on Electronic Legal and Business Operations ("Official Gazette of BiH" No. 88/07).
		1.1.2. Establish institutional capacities required for accreditation in the territory of BiH.			🔴	🔴	🟡	🔴	RS: The establishment of a certification body for certification of bodies of RS administration. Operational since 01/01/2012. [http://ca.aidrs.org] Agency for Information Society of the Republic of Srpska, for the purpose of issuing electronic certificates to authorities of Republican administration, in mid-2010 conducted procurement application software for issuance of electronic certificates, and in early 2011 hardware infrastructure. The last quarter of 2011. The activities marked by the finalization of the project PKI-PA-RS, which includes final adjustments to the software and hardware infrastructure, creating a profile user certificates, finalization of documentation of the certification body, the procedure required for the smooth operation of certification bodies as well as cases of using electronic certificates by the end users. Official promotion of RS electronic signature, was done in the administrative center of the RS Government, on 08 December 2011, where the final product of this project was successfully presented. During 2012 further work is planned to improve the infrastructure of the certification body AIS RS, as well as the issuing of electronic certificates for end users.

Objective	Expected Result	Activity	Responsible	Deadline	Status	Description
1.2. Ensure interoperability and recognition of all accredited verifies in the territory of BiH.	*Interoperability and recognition of all accredited verifies in the territory of BiH have been ensured.*	1.2.1. Analyze, adopt and / or amend relevant regulations as required.	BIH MoCT CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	The end of 2011	🟠 🟠 🟡 🟠	In the Republic of Srpska the existing Regulation on measures to protect electronic signatures and qualified electronic signatures, the lowest amount of compulsory insurance and the application of organizational and technical measures of protection certificates is updated - "Official Gazette of the Republic of Srpska" no. 88/09, based on a set of valid technical standards (for example ETSI TS through RFC) which ensure interoperability globally, including the state level. FBiH: the Draft Law on Electronic Documents is in parliamentary procedure No.: 02-02-1562/11 of 15 December 2011. BDBiH: Law on Electronic Signature of Brcko District BiH number: 01-02 -245 / 10 of 2 June 2010, adopted the Law on Electronic document no. 01-02 -246 / 10 of 2 June 2010.BiH: passed the Law on electronic Signatures. published in the Official Gazette, 14 December 2006. No. 91, however, by-laws were not passed so that the Law is useless for now. Law on Electronic Legal and Business operations ("Official Gazette of BiH" No. 88/07).
1.3. Equalize the validity of electronic and traditional (hard copy) submissions and documents.	*The validity of electronic and traditional submissions and documents has been equalized.*	1.3.1. Analyze, adopt and / or amend relevant regulations as required.	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH Ministries of Justice RS MoALSG	The end of 2011	🟠 🟠 🟡 🟠	RS: Republic of Srpska eLegislation: • Law on Electronic Signatures RS - "Official Gazette of the Republic of Srpska" no. 59/08 • Law on Electronic Document RS "Official Gazette of the Republic of Srpska" no. 110/08 • Law on Electronic Business RS "Official Gazette of the Republic of Srpska" no. 59/09 • Law on Information Security RS "Official Gazette of the Republic of Srpska" no. 70/11 This Law defines security information which is provided by the application of measures and standards for information security. The National Assembly of the Republic of Srpska Law on Information Security adopted 21 June 2011.FBiH: The Draft Law on Electronic Documents is in parliamentary procedure, No. :02-02-1562/11 of 15 December 2011. BDBiH: Law on Electronic Signature of Brcko District BiH number: 01-02 -245 / 10 of 2 June 2010. , adopted the Law on Electronic Document no. 01-02 -246 / 10 of 2 June 2010 BH: Enacted Law on Electronic Signature. Published in the Official Gazette, 14 November 2006. No. 91, however, by-laws were not passed so that the law is useless for now. Law on Electronic Legal and Business Traffic ("Official Gazette of BiH" No. 88/07).
1.4. Enable the use of all accredited secure electronic signatures for operations with public administration.	*The use of all accredited secure electronic signatures for operations with public administration has been enabled.*	1.4.1. Analyze, adopt and / or amend relevant regulations as required.	BIH MoCT CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH Ministries of Justice of BiH and FBiH, RS MoALSG.	The end of 2011	🟠 🔴 🟠 🔴	RS: The project PKI for public administration of RS was implemented on 12 December 2011. Admission of certificates for issuing qualified certificates starts on 01 January 2011 FBiH: Draft of the Law on Electronic Document is in the parlamentary procedure No:02-02-1562/11 of 15 November 2011. BiH:PKI is the most common technology used for implementation of electronic signature. The Law on Electronic Signature which adopted in BiH Parliament and it obliges all institutions of public administration to implement mechanisms which carry out security measures regarding area of electronic signature useage in Information Systems of public administration. In order to realise the level of protection for all levels of database access it is neccessary to create system which would be able to issue certificates and "crypto keys". The "crypto keys" will be placed on Smart Card which will be issued to all users at locations where personal documents are being issued. With this two factors of authentication which are neccessary to maintain trust in system and data entered into database which are under jurisdiction of the Agency and which are defined by Law on the Agency for Identification Documents, Records and Data Exchange-IDDEEA. Contract for the project implementation "Public key infrastucture on IDDEEA location" between European Union in BiH and the implementer of the project signed on the 29 September 2009. The project finished on the 29 November 2011. PKI infrastructure put into work in the production environment and implemented on all IDDEEA users. Project Fiche, TOR Approved by The European Union. Project final report. Project financed by IPA 2007 component.

		1.5.1. Prepare the mode of				
1.5. Define commitments and / or principles and standards for IT procurement (goods, supplies, services) including the mode of IT project management, standards, justification and criteria of procurement.	A comprehensive set of standards in IT procurement has been defined and published; A system of control and/or an advisory mechanism; The percentage of IT procurement that is brought in line with the defined set of standards`, in the total number of IT procurement.	1.5.2. Define standards for the specification of IT equipment and components (establish a standard workstation with appropriate specifications for software and minimum standard hardware and maintain an updated and consolidated database for configuration management in all user institutions) for software solutions, for contract forms for IT services and supplies, for the content of project documentation, instructions for operation and maintenance etc. and publish them on the Internet;	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH Public Procurement Agency of BiH	Mid-2012, for initial activities that need annual updating		The BD used the internal specifications of equipment and software according to user needs. Mayor instructions No. 01-014-003935/04 from 10 February 2004. BiH: standardization of IT procurement should be defined within the document "Software Policy in the Institutions of BiH." The Working Group was formed to produce documents. FBH - Decree on the General Secretariat of the Federation of Bosnia and Herzegovina ("Official Gazette of BiH" no. 2/96, 44/07, 22/08 and 52/08) defines that for the implementation of an Agreement on strategic partnership with Microsoft -with the preparation of future contractual relations, General Secretariat of the Federation of Bosnia and Herzegovina Government is in charge. With an aim of application and more effective use of benefits of the Contract, and the execution of responsibilities prescribed by the Regulation on the General Secretariat of the Federation of Bosnia and Herzegovina, all budget users were asked to inform the General Secretariat of any planned procurement (renewal of existing equipment, expanding capacity, construction and implementation of information systems and basic infrastructure) that involve Microsoft products or of Contracts on maintenance of IT systems as well as to submit a list of software they plan to buy.The General Secretariat will check the possibility of procurement through Enterprise Agreement, provide the exact names, codes, and cost of licenses, and submit a procedure in order to use contracts optimally. This will provide conditions for the optimal use of the contract, as well as use of the benefits of the contract and prevent the extra expenses occurred during purchase of Microsoft products out of the contract. RS - The management of procurement in the field of information technologywhich require the approval of the RS must obtain opinion from the Agency of RS Information Society. The document "Recommendations for the Development and Maintenance of Web sites of RS Institutions.In BD BiH the Rule for capital investments management, including IT projects is in the phase of preparation.
		1.5.3. Develop strategic guidelines for outsourcing: decide which functions do not have to be performed in-house based on the nature of the very functions, current assistance, cost-benefit analysis, positive experiences of other countries etc.;				
		1.5.4. Develop criteria for selecting the best bidder, taking into account the total cost price and publish them on the Internet;				
		1.5.5. Establish a system of control and / or consultative mechanisms.				

								Status	

Activity	Indicator	Sub-activity	Responsible institution	Deadline					Comments
1.6. Draft the legislation on IT security.	*IT security policy designed and adopted.*	1.6.1. 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, based on risk assessment.			🔴	🟠	🟠	🟡	RS: Rule Book on Standards of Information Security - in preparation, expected to be completed in the first quarter from 2012.FBiH: Rule Book on Information Security Standards - in preparation phase, in charge of the activity-General Secretariat of the BiH Federation. In the BD BiH developed and adopted a package of procedures and guidelines for the protection of information systems BD.Decisions and procedures adopted by the Government of the BD BiH 26 April 200 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 IS security policies of the Government of the RS adopted at the 86th session of The Government of the RS 04/1-012-1910/08 on 24 July 2008. A report submitted at the Government of RS session. BH: These activities should be realised through a working group for drafting documents within the "Software Policy in BiH Institutions".
		1.6.2. Define official, acceptable, unacceptable and illegal access to electronic networks and Internet of the institutions, other electronic networks and Internet;	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	The end of 2011, for initial activities that need annual updating	🔴	🟠	🟡	🟡	RS: Law on Information Security (Official Gazette No. 70 from 2011). RS: Special department for Information Security is being developed at the moment – CERTwithin AIS RS, or department which will work on coordination of prevention and protection of various forms of computer security incidents. FBiH: FBiH Government at 24 th session held on the 24 August 2011made a decision of launching the project fe-administration withfunctions g2g,g2b,g2c. Federal Ministry of Communication and Transport is in charge. Federal Ministry of Communication and Transport is in charge. In BD BiH adopted a package of procedures and guidelinesfor Information System Protection BD BiH. Decisions and procedures adopted by BD BiH on the 26 April 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 initiating the project Fe administration with functions g2g,g2b,g2c.
		1.6.3. Update security documents on a yearly basis.			🔴	🔴	🔴	🔴	Precondition-that all security documents are drafted-for implementation of this activity is not fulfilled. There is no data on annual updating of documents which are drafted.
		1.7.1. Produce a list of sensitive issues and risks, which will serve as an introduction to a continuous process of risk assessment.	CoM Centre for e-Government	The end of 2012					

1.7. Develop a continuous process of risk assessment at all levels of government.	*Process of risk assessment has been established.*	1.7.2. Conduct 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.	Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	of 2012, for initial activities that need annual updating					In the BD BiH risk analysis is performed by a person responsible only for the security of information systems BD. Documentation basis: Decision on the appointment of the Specialist to a Position" specialist for information security management system" no. 01 - 014-016065/07 from 12 September 2007. In BD Decision on appointment of the Board for implementation of the Policy of security of 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 31 January 2006.
1.8. Establish CERT (Computer Emergency Response Team) of the institution.	*CERT has been established.*	1.8.1. Establish CERT and fill the positions.	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	The end of 2012					In the BD BiH Board for implementation of the Policy of security of information system of the BD BiH was formed. In BD only one person responsible for the security of information systems BD BiH was employed. Documentation basis: Decision on appointment of the Board for the implementation of the Policy of security of information system of the BD BiHno. 01-014-000715/06 from 31January 2006. The decision on appointment to a position" specialist for information security system management " no. 01-014 - 016 065/07 of 12 September 2007. RS-RS National Assembly adopted the Law on Information Security in the Republic of Srpska by which the establishment of CERT body is envisaged that will work on coordination of protection and prevention of various forms of computer security incidents.

IC2. Capacity building

2.1. Establish a strong central unit, at the levels of government where it has not been established yet, which will be responsible for coordination of and support to e-Administration development.	*Strong central units in charge of coordination and support to e-Administration at all levels of government have been established, made operational and adequately staffed;*	2.1.1. Formally designate roles, responsibilities and functions of central units responsible for coordination of and support to e-Administration development, and staff them adequately at the levels of government that has not established them and/or made them operational and/or staffed them adequately.	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	The end of 2011	🟡	🟡	🟡	🟡	RS: Department of IT as an organizational unit within the General Secretariat of the RS Government is defined by the Law on RS Government (2007). AIS RS was founded in December 2007. Started with operational work in 2008. FBiH: IT Department as an organizational unit within the Secretariat General of the Federation of Bosnia and Herzegovina Government. Federation BiH government work programme for 2012 envisages the formation of the Institute for ICT Federation. (deadline: December 2012.). MKT BiH has on several occasions since 2006 submitted to The Parliamentary Assembly different versions of the Draft of the Law on Agency for the Development of Information Society of Bosnia and Herzegovina (ZARID), adjusting the draft to current political demands. The Ministry currently implements activities on the repeated sending of the Law in the parliamentary procedure after entity harmonisation. In the BD BiH Subdivision for IT was established in BD Government.
	A joint methodology approach in order to facilitate coordination between central and peripheral units has been defined.	2.1.2. Adopt a joint methodology approach in order to facilitate coordination between central and peripheral units: promote the use of standard framework for IT service management (ITIL): plan joint processes for all peripheral units; define roles and activities with appropriate references and communication lines between them.			🔴	🔴	🟡	🟡	RS: AIDRS in cooperation with the IT Department is continually working on managing IT services. In the BD BiH Subdivision for IT has a central role in the development of an information system BD BiH, and coordination of central and peripheral IT units in the Brcko District of BiH is in charge of Subdivision for IT and Information Technology Commission of Brcko District. The decision to establish an integrated information system in the bodies and institutions of BD no. 01-014-005147/06 26.April . 2006 and the Decision on appointment of the Commission for Information Technology no. 01-014-013448/05 of 29 November 2005.

Objective	Indicator	Activity	Responsible	Timeline					Comments
2.2. Continuously strengthen all the established central units in charge of coordination and support to e-Administration, especially build strategic capacities for e-Administration coordination, policymaking/ strategy designing, legislation drafting and provision of instructions and advice to individuals and authorities, either through new recruitments or additional training of staff already recruited.	*Provisions that explicitly mandate the central units to work on the coordination of e-Administration development and to draw up strategic documents are in place;*	2.2.1. Amend relevant legislation (where required) in order to place coordination of e-Administration and policy-making/strategy designing within competence of central units;	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	Mid-2012, for initial activities that need annual updating					BDBiH: Roles and competencies of the central unit (Subdivision for IT) and IT units in other institutions BD are defined by Decisions on establishment of the information system BD BiH. Documentation basis: Decision on the establishment, functionong and maintenance of information systems BD no. 01-014 - 010 830/04 from 21 September 2004 and the Decision on establishment of integral information system in bodies and institutions of BD no. 01-014-005147/06 of 26 April 2006.In the FBiH Ministry of Education and Science launched an initiative on the 05 November 2007 (letter to the Ministry no. 02-5792-1/07) to amend the Law on Federal Ministries and other bodies of fed. administration in part related with the scope of the Federal Ministry of Education and Science by establishment of the Federal Administration for the Information Society. BDBiH - Adopted Organizational plan of the Office of Mayor no. 01.1-05 042708/09 from 31 December 2009 and Instruction on the scope of work of the Sector for Information Technology no. 02-01.1-000194/10 from25February 2010 where the place and the role of the Department of Information Technology is clearly defined .
	The number of organized courses of training and the number of participants;	2.2.2. Organize training of staff of central units in the area of strategic planning and policy making;							
	Network of IT managers is in place, the frequency of meetings, the number of outcomes (recommendations, opinions, suggestions about possible solutions).	2.2.3. Set up a network of IT manager coordinated by central units.							
2.3. Hire professional IT staff in public administration.		2.3.1. Ensure funds in the budget for continuous professional education of IT staff.			🟡	🟡	🟡	🟡	There is no data for 2011, while during previous years budget funds were secured at all four levels of administration for continuous education of the staff.
	The number of courses of training; *The number of participants in courses of training* *Participants' satisfaction with the methods and substance of professional development programmes.*	2.3.2. Make training needs assessment, so that training offered is based on actual needs;	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	Ongoing, the degree of the implementàti on being measured on a yearly basis, i.e. at the end of each year.	🟡	🟡	🟡	🟡	RS: The analysis is carried out continuously and is adjusting to the current and projected needs for the IT Sector. BiH Federation: The analysis is carried out continuously and adjusts the training to current and projected needs. The holder of the ADS task is CSA FBiH. In BD training was held for all Heads of Departments on the use of the System-"Sjednice Vlade bez papira" "Paperless Sessions of the Government "and the Web site of the BD BiH. e-administration is promoted as part of Phase I implementation of e-government through seminars and trainings.Seminars and trainings for the use of e-government at the state level, as well as for Heads of institutions individually are conducted.
		2.3.3. 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.			🟡	🟡	🟡	🟡	RS: At the end of 2009 a two-day training cycle for the management team is held, on the e-administration and the need for its implementation. The training was organized by the Civil Service Agency. In BD BiH training is held for all Heads of Departments on the use of the System –''Sjednice Vlade bez papira"- eng."Paperless Sessions of the Government "and the Web portal of the BD BiH. e-Management is promoted as part of Phase I implementation of e-government through seminars and trainings.In FBiH training of high-ranking officials who will use the application is held ''Sjednice Vlade bez papira"-"Paperless Sessions of the Government ". Seminars and trainings on the use of eGovernment systems at the state level, as well as for leaders of institutions individually.

2.4. Increase support from the management at the highest levels to development of e-Administration.	*The number of courses of training;* *The number of participants in courses of training* *The number of permanently involved non-IT managerial staff in e- Administration projects.*	Activity	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	Ongoing, the degree of the implementation being measured on a yearly basis, i.e. at the end of each year.	Status	Notes
		2.4.1. Design training programmes for the management in the importance of e- Administration;			🟡🟡🟡🟡	RS: At the end of 2009 a two-day training cycle for the management team is held, on the e-administration and the need for its implementation. The training was organized by the Civil Service Agency.In BD BiH training is held for all Heads of Departments on the use of the System –''Sjednice Vlade bez papira''- eng.''Paperless Sessions of the Government'' and the Web portal of the BD BiH. e-Management is promoted as part of Phase I implementation of e-government through seminars and trainings.In FBiH training of high-ranking officials is held who will use the application ''Sjednice Vlade bez papira'' - eng.''Paperless Sessions of the Government''.Seminars and training are held for the use of eGovernment systems at the state level, as well as for leaders of institutions individually.
		2.4.2. Strengthen cooperation and communication between IT staff and management;			🟡🟡🟡🟡	AIDRS as well as IT goverments Sector of RS government works on strenghtening of cooperation and communication between IT administration and managerial staff. FBiH: IT Sector has continuous activities.
		2.4.3. Present new IT project through cost and benefit analysis;			🔴🟡🟡🟡	RS: Several presentations throughout 2011were conducted with the analysis of costs and benefits. Some of the implemented projects are as follows: "Nije red da čekate u redu" and "Neko vreba preko weba" and promote "e-Service of the Republic of Srpska Government." All local and regional media reported on this activities. FBiH: Completed presentations of the Project Fe administration.I n BD BIH in 2007 presented and approved 8, in 2008. 9 projects in the field of information technology. Documentation basis: Adopted budgets BD in 2007 and 2008 fiscal year, which were published on the portal of the BD BiH www.bdcentral.net . In the BD BiH in 2010 presented and approved 15 projects in the field of information technology, whose implementation is ongoing. In the BD BiH we initiated the project" Financial Information System" instead of the earlier approved project" One Stop Shop", which is funded by the Fund for BiH PAR.
		2.4.4. Initiate pilot projects in priority areas with short-term outcomes;			🟡🟡🟡🔴	The RS is preparing a pilot project of the Ministry of Science and Technology in conjunction with the online applications. No documentation basis. The BiH Federation within the agreement with Microsoft, the project Electronic administrative offices of the General Secretariat of the Government of the Federation of BiH is launched. At the level of BiH Ministry of Communications and Transport a group of projects in the field of information technology is established , and is expected that CoM approve these projects.
		2.4.5. Constantly present advantages and achievements of projects implemented in e-Administration.			🔴🔴🟡🟡	RS: Through the promotion of eServices of Government of the Republic of Srpska and other mentioned projects continuously was worked on the presentation of services and benefits of positive results that stem from them. Project presentation: PKI for public administration of the Republic of Srpska realized on the 8 December 2011. BD BiH is constantly working on introducing and promoting e-government, and for that reason it has BEACON status in the field. Documentation basis: Charter of the BEACON Scheme on the award of BEACON Status BD BiH on" The introduction of information technology in the process of providing services to improve the quality of services and decision-making process". At the level of BiH Ministerial Conference of Information Society Development in 2007 was held.

IC 3. ICT Infrastructure

					Status				
3.1. Make arrangements for the use and improvement of potentials that will guarantee cheap, reliable and secure access to information and enable information exchange both within the public sector, including information exchange between different levels of government, including municipalities, and externally between the public sector and public services users.	*An analysis with recommendations has been made;*	3.1.1. Make an analysis of the existing network in order to find out an optimal solution for networking, avoid irrational expenditures and have easier maintenance (including single access to the Internet with joint basic communication and collaboration services and security solutions wherever possible);	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	The end of 2011, for the analysis	🔴	🔴	🟠	🟡	RS: A concept of Sokre project [Establishment of service to optimize the communication resources of institutions of the Republic of Srpska] was developed (implementation planned in 2012.)In the BD BiH mainly built the basic infrastructure was built. The contract for the implementation of the first and second stages of the information system BD BiH No.: - 0-01-014-2579/01 - 01-014-008817/05 - 01-014-015660/05-1 and the rest of contracts and documents regarding establishment of Integral Information System of BD BiH.
	ICT infrastructure as a basis for efficient data exchange between all organizational units of administration, including municipalities, has been set up; The number of information systems in place, which use the ICT infrastructure set up.	3.1.2. On the basis of the analysis, implement the optimal solution for networking of all organizational units of administration, including municipalities, which will enable efficient data exchange.		The end of 2014, for the project implementation					

IC 4. Information systems, e-Portals and e-Services

4.1. Define a common framework and standards for information system architecture and the development of applications.	*A comprehensive information architecture methodology has been designed;*	4.1.1. Analyse the existing architecture and prepare a proposal for future architecture in accordance with the needs of public administration and introduce systems for application support to enterprise architecture development and business process management.	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	The end of 2011	🔴	🔴	🟠	🟡	RS: eGovernment Strategy of the Republic of Srpska 2009-2012: Work Programme of the Federal Government for 2012. Information subsystems in BD BiH are mostly compatible, because they were built on the same platform. BiH: Implementation of activities provided through the drafting of documents within the "Software Policy in BiH". The Working Group was formed.
	Architecture and information system and application development methodology has been designed	4.1.2. Adopt a common approach, methodology and a set of instruments for architecture and development of systems and applications: prepare a methodology that defines a set of activities in the procedure of development of systems and applications, including the content of project requirements, responsible implementers, conditions for developing systems and applications, testing, product acceptance, maintenance and upgrade, and reference standards.			🔴	🔴	🟠	🟡	Strategy of development of e government of RS stipulates application of PMI metodology for ICT project development. Information subsystems in BD BiH are mostly compatible, because they were built on the same platform. BiH: Implementation of activities provided through the drafting of documents within the "Software Policy in BiH". The Working Group was formed.
		4.2.1. Define implementers;			🟡	🟡	🟡	🟡	The project implementation of the project "Development and Establishment of Interoperability Framework and Standards for Data Exchange" started. A contract for the provision of consultation services was signed on the 23 May 2011 with the consulting company Info Dom Ltd. Zagreb. The duration of the project is 12 months. Initial report agreed with Supervisory and Implementation teams. The first periodic report is in the process of harmonization with the Coordinator's Office , Implementation and Supervisory Team .After First Periodic compliance of report the same will be along with the Initial report submitted for the approval to the PARF SB. There was a delay in the anticipated pace of adoption of the report for this project because of users objections to the project's concept and implementation of project activities.

4.2. Establish an e-Government interoperability framework with a view to ensuring compatibility of information systems and processes and providing comprehensive and client-oriented services of public administration.	*Interoperability framework has been established;* *Common standards for data exchange and metadata definitions are available;* *Mechanisms for the implementation of frameworks and standards have been set up.*	4.2.2. Develop the interoperability framework (operational, semantic and technical interoperability), harmonized with the European Interoperability Framework (EIF).	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	The end of 2011	🟡🟡🟡🟡	The project implementation of the project "Development and Establishment of Interoperability Framework and Standards for Data Exchange" started. A contract for the provision of consultation services was signed on the 23 May 2011with the consulting company Info Dom Ltd. Zagreb. The duration of the project is 12 months. Initial report agreed with Supervisory and Implementation teams. The first periodic report is in the process of harmonization with the Coordinator's Office, Implementation and Supervisory Team. After First Periodic compliance of report the same will be along with the Initial report submitted for the approval to the PARF SB. There was a delay in the anticipated pace of adoption of the report for this project because of users objections to the project's concept and implementation of project activities.
		4.2.3. Create common, open standards for data exchange and metadata definitions (XMLbased), for sharing and exchange of data among government departments and externally.			🟡🟡🟡🟡	The project implementation of the project "Development and Establishment of Interoperability Framework and Standards for Data Exchange" started. A contract for the provision of consultation services was signed on the 23 May 2011with the consulting company Info Dom Ltd. Zagreb. The duration of the project is 12 months. Initial report agreed with Supervisory and Implementation teams. The first periodic report is in the process of harmonization with the Coordinator's Office, Implementation and Supervisory Team. After First Periodic compliance of report the same will be along with the Initial report submitted for the approval to the PARF SB. There was a delay in the anticipated pace of adoption of the report for this project because of users objections to the project's concept and implementation of project activities.
		4.2.4. Implement a project for verification and realization of the interoperability concept.			🟡🟡🟡🟡	The project implementation of the project "Development and Establishment of Interoperability Framework and Standards for Data Exchange" started. A contract for the provision of consultation services was signed on the 23 May 2011with the consulting company Info Dom Ltd. Zagreb. The duration of the project is 12 months. Initial report agreed with Supervisory and Implementation teams. The first periodic report is in the process of harmonization with the Coordinator's Office, Implementation and Supervisory Team. After First Periodic compliance of report the same will be along with the Initial report submitted for the approval to the PARF SB. There was a delay in the anticipated pace of adoption of the report for this project because of users objections to the project's concept and implementation of project activities.

4.3. Establish basic public registers (of population, vital records, personal identifications, economic operators, the electronic cadastres and land book, taxpayers' book, social entitlements etc.).	*An analysis with recommendations has been made;*	4.3.1. Make an analysis of existing basic registers, including an analysis of laws governing the establishment and keeping the public registers;	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	The end of 2011, for the analysis	🟡	🔴	🟡	🟡	BiH: the strategy of Development of the Agency for Identification Documents, Records and Data Exchange for the period 2010 - 2015. At 120 session of the Council of Ministers held on 29 April 2010 adopted Strategy of Development of the Agency for Identification Documents, Records and Data Exchange for the period 2010 - 2015. This document defines the strategic goals of development and improvement of IDDEEA systems and documents in BiH with the aim of establishing more efficient administration and simplification of administrative procedures for citizens, which is one of the basic commitments of IDDEEA. Through implementation of the activities under the Strategy, special attention was paid to safety process of issuing documents to the competent Ministries of Interior, and the training and control of the police officers. Accordingly, IDDEEA in the work plan adopted by the Council of Ministers in 2010 together with the Ministry of Civil Affairs has already initiated activities to amend the Law on Personal Identification Number, Identity Card, Residence and Place of Residence and Travel Documents, which is a prerequisite for the implementation of the strategy. The laws are currently in the parliamentary procedure.Also, the adopted strategy and its future implementation shows that BiH after meeting the requirements of the roadmap for visa liberalization in relation to the security of documents continues systematically and consistently with improving in this field. In the BD BiH the basic registers were made (citizens, legal entities, employed / unemployed persons, the holder of tenant law, health insurers, land cadastre and real estate) and during the integration of IS BD they will be connected. There is no documentation basis. Some registers are considered in fragments. Registry of Motor Vehicles within the CIPS. The RS unit of land registration is introducing procedures of land registration (cadastre) and ownership (land registry), and synchronize data of both entities, and their availability to users via the web. RS: Agency for Information Society RS coordinates activities regarding implementation of development strategies of eHealth.The Agency for Information Society of the Republic of Srpska coordinates activities regarding implementation of the project of electronic maintenance of the registrar books. Agency for Information Society of the Republic of Srpska coordinates activities on implementation of the project electronic maintenance of the land registry books . Agency for Information Society of the Republic of Srpska drafted registry of ICT project in public administration. In RS completed the project for Service of Electronic Registrar Books. In May 2011 at all four administrative levels started implementation of the Project and Design and Establishment of Interoperability Framework and Standards for Data Exchange.
	A detailed programme of optimization and interoperability of basic public registers has been developed; *The number of completed electronic basic public registers;* *The number of transactions on a yearly basis.*	4.3.2. Based on the analysis, develop a detailed programme of optimization and interoperability of basic public registers;		Mid-2012, for the programme					
		For each individual horizontal function: 4.4.1. Analyse and optimise the processes;	*HRMIS* Civil Service Agencies	HRMIS The end of 2011	🟡	🟡	🟡	🟡	RS: Partially implemented. HRMIS, - there are trained users e-Procurement, System for Control of Documents, - there is no system and no trained users extension of e-government sessions of Republica Srpska government, the analysis and optimization process is not done. All these systems in BD have been already implemented (Electronic office operations are conducted through the existing Lotus Domino / Lotus Notes system, and the business processes of planning and budget control are automated, material accounting, statistics, and receiving and monitoring is done through a system of Lotus Domino / Lotus Notis. Documentation basis: the award of Beacon Status BD in the area of application of information technology in decision making process and service delivery to citizens in 2007. Activities related to the system for electronic office management and the course of solving the cases are scheduled at the level of BiH institutions through implementing phase II of the project "e-government in the CoM," the introduction of DMS system for mastering documents, archive and office operations. HRMIS project is 90% implemented at all levels. BDBiH - the contract for the delivery and implementation of HRM IS software company by a Bulgarian company technologica Ltd since October 2007 realized by PARCO, has been fully implemented in the Brcko District.

4.4. Establish and implement information systems supporting key horizontal functions: HRMIS, electronic public procurement, document management system (DMS), e-Meetings of CoM / 9 Governments	**HRMIS** *The number of institutions that operationally use the IS;* *The number and type of reports generated by HRMIS;* *An option to use the HRMIS to identify potential candidates for vacancies by various criteria* **e-Public Procurement** *The number of institutions that use the IS operationally;* *Electronic invitations to tender in public procurement proceedings;* *Electronic tender documentation is available to bidders;* *An electronic application is in place;* *The number of electronic applications;* *An option to electronically process applications, tenders and the like is available;* *Electronic catalogue of procurement has been established*	4.4.2. Amend the legislation as required;	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government BD BiH Government **_e-Public Procurement_** Public Procurement Agency of BiH Ministries of Finance CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government BD BiH Government	of 2011 e-Public Procurement The end of 2014				RS:Partially realized. HRMIS e-public procurement Upgrade of system eSessions of RS Government System for control of documents of RS government sessions was developed as well as an analysis of optimatization of the process. All of the said systems in BD BiH have already been 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 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 atthe level of BiH institutions through the implementation of Phase II of the project "Egovernmentin the CoM" by introduction of DMS system for control of documents, records and officeoperations. HRMIS project was implemented 90% atall levels. BDBIH - Contract on delivery and implementation of the HRMIS software by the Bulgarian firm Techno Logica Ltd of October 2007, implemented PARCO Finance Ministries for Treasury) by the PARCO, is fully implemented in the Brčko District.
	Document Management System (DMS) *The number of institutions that use the DMS operationally;* *The number of different DMSs in use (negative indicator);* *The number of interoperable DMSs;* **Upgrading of the system of e-Meeting of governments and integration with DMS** *The system of e-Meeting of governments has been upgraded;* *It has been integrated with DMS.*	4.4.3. Develop IS;	**_Document Management System (DMS)_** Ministries of Justice RS MoALSG CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government BD BiH Government **_Upgrading of the system of e-Meeting of governments and integration with DMS_** General Secretariats of CoM, RS Government and FBiH Government CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	Document Management System (DMS) The end of 2013 Upgrading of the system of e-Meeting of governments and integration with DM The end of 2012				RS: Partially realised HRMIS, - established Information system within CSA e-public procurement, Upgrade of system eSessions of RS Government System for control of documents, of sessions of RS government was developed as well as an analysis of optimatization of the process. All of the said systems in BD BiH have already been 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 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 atthe level of BiH institutions through the implementation of Phase II of the project "Egovernmentin the CoM" by introduction of DMS system for control of documents, records and officeoperations. HRMIS project was implemented 90% atall levels. BDBIH - Contract on delivery and implementation of the HRMIS software by the Bulgarian firm techno Logica Ltd of October 2007, implemented PARCO Finance Ministries for Treasury) by the PARCO, is fully implemented inthe Brčko District.
		4.4.4. Train users;						RS: Partially implemented. HRMIS, - there are trained users e-Procurement, System for control of documents, - there is no system and no trained users extension of e-government sessions of Republic of Srpska government, - the users are trained.
		4.4.5. Continuously monitor and evaluate the implementation.						

Activity	Indicators	Sub-activities	Responsible institutions	Timeline	Status	Notes
4.5. Create a BiH portal that will be organized around life events and cover services provided by authorities. A link should be posted on this portal to the portals of Entities and BDBiH.	*A portal is in place;* *The structure and methodology have been designed;* *The number of services about which information are available in accordance with methodology;* *The number of visits to the portal and users' satisfaction.*	4.5.1. Appointment of Editorial Board (working group) from among staff members of institutions, coordinated by PARCO;	PARCO CoM Centre for e-Government	The end of 2011, for creating the portal and methodology, for the implementation of life events, see e-Services	🔴	This activity has not started yet.
		4.5.2. Designing a framework structure of the portal and methodology for administrative service offering, coordinated with activity 4.6.;			🔴	This activity has not started yet.
		4.5.3. Posting the content of portal;			🔴	This activity has not started yet.
		4.5.4. Users' satisfaction measuring;			🔴	This activity has not started yet.
		4.5.5. Maintenance of portal.			🔴	This activity has not started yet.
4.6. Setting up portals of Entities and BDBiH organized around life events and covering services provided within competences of authorities of Entities and BDBiH	*A portal is in place;* *The structure and methodology have been designed;* *The number of services about which information are available in accordance with methodology;* *The number of visits to the portal and users' satisfaction.*	4.6.1. Appointment of Editorial Board (working group) from among staff members of institutions, coordinated by the central appropriate institutions;	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government BD BiH Government	The end of 2011, for creating the portal and methodology, for the implementation of life events, see e-Services	🔴 🔴 🟡 🟠	RS: Project: Portal eSrpska [www.esrpska.com] was implemented in 2009. Web portal of the Government of the Republic of Srpska www.vladars.net realized in 2008. BD made decision to establish a web portal www.bdcentral.net. Website www.bdcentral.net has been operational since 2004.
		4.6.2. Designing a framework structure of the portal and methodology for administrative service offering, coordinated with activity 4.5.;			🔴 🔴 🟡 🟠	RS: Project: Portal eSrpska [www.esrpska.com] was implemented in 2009. Web portal of the Government of the Republic of Srpska www.vladars.net realized in 2008. BD made decision to establish a web portal www.bdcentral.net. Website www.bdcentral.net has been operational since 2004.
		4.6.3. Posting the content of portal;			🔴 🔴 🟡 🔴	RS: Project: Portal eSrpska [www.esrpska.com] was implemented in 2009. Web portal of the Government of the Republic of Srpska www.vladars.net realized in 2008. BD made decision to establish a web portal www.bdcentral.net. Website www.bdcentral.net has been operational since 2004.
		4.6.4. Users' satisfaction measuring;			🔴 🔴 🟡 🔴	RS: Project: Portal eSrpska [www.esrpska.com] was implemented in 2009. Web portal of the Government of the Republic of Srpska www.vladars.net realized in 2008. BD made decision to establish a web portal www.bdcentral.net. Website www.bdcentral.net has been operational since 2004.

		4.6.5. Maintenance of portal.			🔴	🔴	🟡	🔴	RS: Project: Portal eSrpska [www.esrpska.com] was implemented in 2009. Web portal of the Government of the Republic of Serbska www.vladars.net realized in 2008. In BD decision was made to establish a web portal www.bdcentral.net. Website www.bdcentral.net has been operational since 2004.
4.7. Implement joint services for e-Services	*IS that enables generic development of e-Forms;* *e-Payment for services;* *Authentication of applicants;* *The total number of transactions annually*	4.7.1. Implement the following joint services: ·Authentication and identification; ·Payment for services ·Electronic forms; ·Integration with registers; ·Electronic processes; ·Electronic delivery to clients.	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government BD BiH Government	The end of 2012					A new project idea is identified, "Implementation of Common Services for eServices: authentication and identification, payment services, integration with Basic registers" which received the support-approval of all members of the Supervisory Team for the reform area of E-government.
4.8.Implement the following high priority transactional e-Services for citizens: e–Tax on income imposed on citizens, registration of motor vehicles, certificate of movement (change of domicile and address) .	**e-Tax** *IS that enables transactional services through an appropriate web portal is in place;* *Filing of income tax returns is available to citizens;* *Safe electronic communication with citizens and officers in the authorities is available;* *The number of users and transactions;* *Time and money savings both for the State and citizens* **Registration of motor vehicles** *IS that enables transactional services is in place;* *Registration of motor vehicles electronically is available;* *Safe electronic communication with citizens and officers in the authorities is available;* *The number of users and the number of transactions;* *Time and money savings both for the State and citizens;* **Certificate of movement (change of domicile and address)** *IS that enables transactional services is in place;* *Electronic changes of Change of domicile and address are available electronically;* *Safe electronic communication*	4.8.1. Analysis and optimization of processes (simplification); 4.8.2. Amendments to legislation (including in accordance with EUSD); 4.8.3. Development of IS and posting e-Service on the appropriate web portal; 4.8.4. Training; 4.8.5. Implementation;	*e-Tax* CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government BD BiH Government FBiH Taxation Authority RS Taxation Authority *Registration of motor vehicles* CoM Centre for e-Government RS AIS IT Department of RS Government GS RS Government FBiH Government BD BiH Government 15 BiH MoCT FBiH MoI RS MoI Cantonal MoIs *Certificate of movement (change of domicile and address)* CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government	*e-Tax* The end of 2014 *Registration of motor vehicles* The end of 2013 *Certificate of movement*					BH: Within the Agency's competences under the Law on the Agency there are three types of e-services for whose providing as a technical body is responsible solely the Agency: Personal documents (ID, driving licenses and passports), Car registration (new, used and imported cars) and Registration of change of residence (change of address). The agency with the future implementation of the proposed project would have a major influence on the initiation of the overall process of providing e-services of public administration to citizens. Technical specifications of the Parliament of BiH and IDDEEA to implement EU tender procedures completed and submitted to the EU. Start of the project is envisaged in the second quarter of 2012. Project duration is 20 months from signing the contract. Current project status: Bidding under the responsibility of the EU in BiH is ongoing. The project is funded by the IPA 2010 component. In BD the Action Plan adopted for the introduction of e-Government in BD BiH. Documentation basis: Action plan no. 01.1-02-003296/08-1 adopted by the Government of the BD BiH 23 January 2008. In RS the development of e-RS Maps. Conclusion was reached at 104 th RS Government session of 18 December 2008.

	with citizens and officers in the authorities is available; *The number of users and the number of transactions;* *Time and money savings both for the State and citizens;*	4.8.6 . Evaluation and a constant improvement process.	BD BiH Government IDDEEA FBiH MoI RS MoI BiH MoCT Cantonal MoIs	<u>(change of domicile and address)</u> The end of 2013				
4.9. Implement the following high priority transactional e-Services for economic operators : STAGE 1 - Starting up a business in the system of „one-stop-shop" (registration at court, registration with tax authority, registration with statistics agency) STAGE 2 - Starting up a business in the system of „one-stop-shop" - continuation (registration with employment offices, pension and health insurance) STAGE 3 - Services for existing economic operators (VAT, publication of vacancies, registration and deregistration of employees, statistical and other reporting to authorities).	*IS that enables transactional services is in place;* *The number of users and the number of transactions;* *Time and money savings both for the State and citizens;*	4.9.1 . Analysis and optimization of processes (simplification); 4.9.2 . Amendments to legislation; 4.9.3 . Development of IS; 4.9.4 . Training; 4.9.5 .Implementation; 4.9.6 . Evaluation and a constant improvement process.	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government BD BiH Government Taxation Authority Ministries of Justice Registering Courts Statistics Institutes Employment Institutes Health insurance /Pension insurance Funds Institutions in charge of RAO	The end of 2013, for STAGE 1 The end of 2014, for STAGE 2 The end of 2014, for STAGE 3				A new project idea, "Feasibility study, analysis and optimization of processes and requirements specification is identified (proposed amendment of regulations and requirements specifications for the required IT intervention) to implement one of the fundamental and priority e-Government services for business - Transactional public e-services for starting and operation of businesses covering all levels of government comprising: court registration, submission of tax administration, application to the agency / Bureau of Statistics, report with the employment institutions , pension and health insurance, "which received the support-approval of all members of the Supervisory Team for the reform area E - administration.
4.10. Establish a system of collecting objections and proposals from e-Government users	*The number of proposals and objections;* *The number of responses.*	4.10.1. Enable e-Objections on and e-Proposals for the existing e-Services to be submitted; 4.10.2. Establish a system that will ensure regular, adequate and timely consideration of all objections and proposals received from identified e-Services users, introducing adequate measures as required.	PARCO CoM Centre for e-Government RS AIS FBiH Government BD Government Institutions playing the central role in the implementation of appropriate e-Services at all levels of government	The end of 2013				