



ANNUAL PROGRESS REPORT

(MONITORING OF IMPLEMENTATION OF THE REVISED ACTION PLAN 1 OF THE
STRATEGY OF THE PUBLIC ADMINISTRATION REFORM IN BiH)



BY THE PUBLIC ADMINISTRATION REFORM
COORDINATOR'S OFFICE

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1 Summary

The revised Action Plan 1 of the Public Administration Reform Strategy in BiH was adopted during 2011 by the Council of Ministers of Bosnia and Herzegovina, the Government of the Federation of BiH, the Government of the Republic of Srpska and the Government of the Brčko District of BiH. This has established the framework for implementation of the public administration reform in six reform areas in the period 2011 - 2014.

According to data from the **Semi-annual progress report from July 2011**, which covered the **period 2006 – 2011**, realization of **the Action plan 1 (AP1)**, ending with 30 June 2011, was **52.28%**. With a purpose of monitoring the progress of implementation of the AP1, for the preparation of the mentioned report, the methodology whose focus was on a quantitative measuring of progress of implementing activities stipulated by the AP1 has been used. In this way the progress has mostly been expressed numerically, in percentages, and then through the description of implemented reform activities. Realization of the AP1 by administrative levels in BiH in that period was: the Brčko District of BiH - **57.19%**; the Republic of Srpska **56.45%**; Bosnia and Herzegovina (CoM BiH) - **49.11%**; the Federation of BiH - **46.82%**.

Along with revising the Action Plan 1, Public Administration Reform Coordinator's Office has developed a new methodology for monitoring and evaluation of progress in implementation of the Revised Action plan 1 (RAP1), based on realization of objectives whose monitoring was based on application of the traffic light system, with an emphasis on recording the quality of implemented reforms. This is the first report which has been based on this methodology, and it covers the implementation of the RAP1 in 2011.

During 2011, 9% of the objectives have been totally implemented and implementation of these objectives was planned for 2011, while 40% of the objectives have been partially implemented. Implementation of 32% of the objectives with the same deadline has started, while implementation of 19% of objectives have not started yet.

Besides the objectives whose implementation was planned in 2011, this report covers the objectives of continual character, whose implementation involves the continuous implementation of activities during each of the four years of the RAP1 duration, which means during 2011 as well. The implementation of 82% of these objectives is ongoing, while the implementation of only 18% of such objectives has not started yet.

2 Introduction

During 2010 and in the first half of 2011, on the initiative of the Public Administration Reform Coordinator's Office (PARCO), in cooperation with the Supervisory Teams for reform areas (inter-governmental work bodies established by the Common Platform on Principles and Manner of Implementation of Measures from the Action plan 1) and by the support from the Technical Assistance Team for PARCO (EUPAR), the Action plan 1 of the PAR Strategy in BiH was revised on the basis of the previously done analysis. Through the document RAP 1, a redefined content was established, as well as the objectives, activities, indicators and the time frame was changed for implementation of the PAR Strategy in the next period

During 2011, the Council of Ministers of BiH, the Government of the Federation of BiH, the Government of the Republic of Srpska and the Government of the Brčko District of BiH adopted the RAP1, which represents a framework for implementation of reforms in the period 2011-2014. Along with revising the Action Plan, the PARCO has in 2011 developed a new methodology of monitoring and evaluation of progress in the RAP1 implementation. The previous system, which had an emphasis on a quantitative evaluation of progress, has been replaced by the new system of monitoring and evaluation of progress based on a qualitative evaluation of reaching the determined objectives or recording the effects of implemented reform activities.

While considering the structure of the RAP1, which has been divided into six reform areas, where the objectives have been stated that have to be achieved in stipulated deadlines through the implementation of planned activities (objectives have been grouped into chapters in a frame of each reform area), it can be said that this report describes the recorded progress in the RAP1 implementation, while going from the general towards the more detailed, by following the mentioned structure. Since the reform is being implemented at four administration levels in BiH (BiH, the FBiH, the RS and the BD of BiH), whether it is about the common or individual activities, and that it is being implemented in already mentioned six reform areas, the report has been structured in a way that each reform area records and describes the progress at each of four mentioned administrative levels.

2.1 Structure of report

This report covers the period from 1st of January to 31st of December 2011. From the aspect of the time frames, the report covers the objectives and activities whose deadline for implementation was determined with the end of 2011. Besides them, the objectives/activities of continuous character have also been covered, since for their implementation continuous realisation has been stipulated in each year during the whole planned duration of the RAP1.

In structure, report consists of three inter-related sections: the overall review of the implementation RAP1, table of realization of objectives from the RAP1 and the table of realization of activities from the RAP1.

The overall review of the implementation of the RAP1 gives a general overview of achieved progress by reform areas with statistical review of realization of objectives which have been planned for implementation in reporting period. Besides that, in this part different activities have been recorded which are implemented in reporting period and which have had an impact on achievement of objectives planned for this reporting period and for the next one (2012-2014).

The detailed review of realization of the objectives by reform areas of the RAP1 has been given in the table of realization of objectives. Objectives planned for realization in 2011 and objectives of a continuous character have been evaluated by the application of the traffic lights system with a detailed description of achievements. Other objectives, whose implementation deadline is in the period 2012-2014 and whose realization has started in this reporting period, have also been recorded through the table of objectives, while the evaluation of achievements by the traffic lights system will be done in the next reporting periods.

According to the structure of the RAP1, one or more activities have been determined for each objective, whose review of implementation has been given in the third section of the report, which can be found in the annex. This table contains detailed data about the level and manner of implementation of individual reform activities at all four administrative levels in BiH.

2.2 Methodology of progress evaluation

The traffic lights system involves the usage of different colors in order to mark the different level of progress in the implementation process. In the methodology used in preparation of this report four colors are used, whose usage has been stipulated by the RAP1 itself.

Meaning of colors in this sense is:

- Red – implementation has not started yet
- Orange – implementation is ongoing
- Yellow – partially implemented
- Green – fully implemented

Since the methodology of RAP1 monitoring has been based on the traffic lights system, or on monitoring of continuity and quality of implementation of activities and objectives, each single activity and objectives should be regarded as the process which has its beginning, duration and the end. In that sense, as well as in each process, it is possible to identify certain phases. However, it is necessary to take into consideration the specifics by areas and activities. In order to follow the process and its progress by the principle of traffic lights system, it was necessary to identify certain transferring points in which the process transfers itself from one phase into another. These points correspond to transfer of a “light” to another one of the “traffic light”.

By using the analogy of processes, phases have been determined by following principle:

- Phase without realization
- Preparation phase
- Implementation phase
- Phase of total realisation

In accordance with this, we have two extreme cases – phase without activities and phase of total realisation (red and green light). By taking into consideration the duration of the process, there are two inter-phases – preparation phase (orange light) and implementation phase (yellow light).

Besides the mentioned segmenting of processes through phases, due to specifics of the RAP1 and the nature of activities and objectives, in evaluating the progress it is necessary to consider four more parameters:

- Nature of activity/objective (character)
- Time frame for implementation
- Time character (continuous or “one-time”)
- Manner of implementation (“common” or “individual”)

The nature of process and its segmentation into stages depends on nature of activity/objective (for example, if it is about the law or by-law adoption, introduction of annual planning, training implementation, establishment of practices, etc.). Implementation of measures in a timely fashion depends on the time frame (given in the RAP1).

Continuity of activity/objective depends on the time character (defined with the two previous parameters) – if it is continuous or timely limited – in a sense of the RAP1, continuous process involves a duration that is equivalent to duration of the RAP1 (until 2014).

“One-time” measures involve certain final solutions, while “continuous” measures involve the introduction of certain practices or solutions that last for a longer period of time with repetition.

In a sense of concrete realization, implementation of activities of the RAP1 is possible to divide into individual and common approach. Individual approach (which is the basis for the RAP1 implementation) involves the activities of individual governments and institutions of all administrative levels. In accordance with the RAP1, which identifies the bearers for each individual measure, concrete identified institutions implement and fulfil the measures and contribute to the overall progress in the reform. The common approach implies the fulfilment of measures through common activities of more governments and institutions of different administrative levels. Such approach reflects itself mostly through the projects in the public administration reform area. Fulfilment of the measures in this way is being achieved through the PAR Fund, and the projects financed from it, that are based on this common approach and involve relevant institutions of all administrative levels as beneficiaries. Such projects are based on concrete activities from the RAP1 and priorities from reform areas identified in cooperation with supervisory teams. Also, there are some other donor projects in the PAR area which are recorded in the report and generate a certain progress at one or more administrative levels.

2.3 Source of information

Two basic sources of information were used in drafting of the report. The first source is progress reports by levels of authority which are being submitted to the PARCO by the entity PAR coordinators and the coordinator of the Brčko District of BiH, in cooperation with Supervisory Teams from their administrative levels, or to the direct representatives in Supervisory Teams from the level of the Institutions of BiH. These reports come from the obligation to monitor the PAR implementation, established through the Common Platform.

The second source of information stems from the scope of work of the PARCO, through the regular monitoring of condition and changes in reform areas (monitoring legislation, communication with competent institutions, monitoring of different projects and activities of donors which contribute to the PAR, media monitoring etc.). Besides that, PARCO directly contributes to the implementation of specific activities/objectives from the RAP1, through coordination of realization of projects financed by the PAR Fund, where it directly collects, analyzes and evaluates the data on effects of these projects on the achievement of objectives from the RAP1.

3 Overview of implementation of RAP1

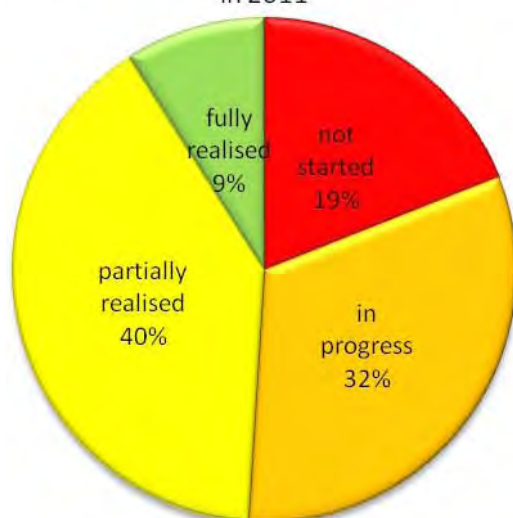
From the total of 130 objectives from the RAP1, 26 objectives have the implementation deadline in 2011 (CoM BiH, the FBiH, the RS - per 25 objectives; BD of BiH – 26 objectives). Expressed in percentages, approximately at all four administrative levels, **9% of objectives have been fully implemented**, and **40% have been partially implemented**. Implementation of **32% of objectives has started**, while **implementation of 19% of objectives has not started yet**.

Besides the mentioned “one-time” objectives, 29 objectives are of continuous character (CoM BiH, the RS and the BD of BiH – per 28 objectives, the FBiH – 29 objectives), which means that their implementation has been planned continually during the whole duration of the RAP1 implementation, which means that some parts of these objectives were supposed to be implemented in this reporting period, or that their implementation should have started. Expressed in percentages, approximately at all four administrative levels, **implementation of 82% of these objectives is ongoing**, while **implementation of 18% of such objectives has not started yet**. It is important to mention here that for such objectives it will be possible to say that they have been fully implemented only at the end of the period stipulated for their implementation (2014), taking into account their continuous character.

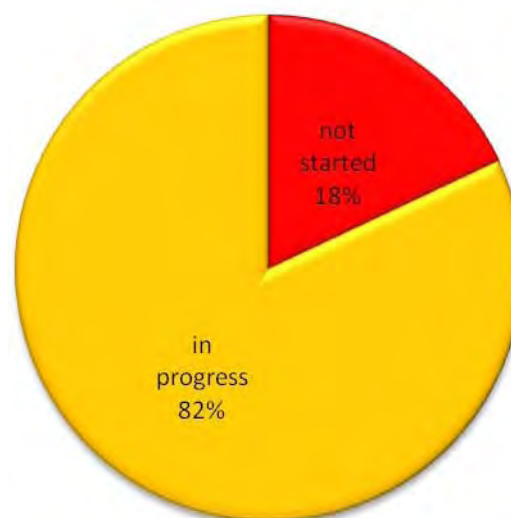
Review of realization of objectives is given in the table below:

Number of “one-time” objectives which implementation is planned by the end of 2011						Number of continuous objectives which should be partly implemented in 2011, and in full by the end of 2014				
BiH	FBiH	RS	BD	<i>Average</i> ¹		BiH	FBiH	RS	BD	<i>Average</i>
6	6	3	4	19%	- implementation not started -	6	6	4	4	18%
10	5	9	8	32%	- implementation started -	22	23	24	24	82%
8	13	10	10	40%	- partially implemented -					
1	1	3	4	9%	- fully implemented -					
25	25	25	26		Total number of objectives	28	29	28	28	

"one time" objectives with deadline in 2011



continuous objectives



¹ The Average represents the mean value of number of objectives with the appropriate "color" of each of the four administrative levels in total number of objectives for each individual level.

A short review of the evaluation of the achieved progress in PAR in each one of the six reform areas through the review of contribution of projects and other significant activities on which has been worked on during 2011, follows here. **Detailed information on evaluation of reaching the objectives determined through the RAP1 by the system of traffic lights are in the part 4 – Review of realization of objectives by reform areas (table of objectives) and in the annex which contains the Review of realization of activities by reform areas (table of activities).**

STRATEGIC PLANNING, COORDINATION AND POLICY MAKING

The general objective in this area, as defined by the PAR Strategy, is to improve the structure, methodology and capacities for development and policy making, strategic planning and coordination in government secretariats and individual ministries. By the realization of this objective, secretariats of governments will become the primary coordination bodies with the main task of ensuring the efficient work of individual ministries, harmonized with the work of other government bodies, while the ministries will develop the capacities in order to consider the government priorities, especially those related to harmonization with the EU legislation, quality policy proposals, consultations and evaluation of the impact of policies, as well as quality strategic planning and sector coordination.

In the reform area Strategic planning, coordination and policy making from the total of 17 determined objectives, 8² of objectives refer to 2011. All objectives are of “one-time” character. The biggest percentage of objectives is in the process of implementation, whether the implementation has started or the objectives have been partially implemented, while some objectives have been fully implemented.

“One-time” objectives planned for 2011:

SPKIP 1.1. To improve the processes of annual programming of work of the CoM BiH/governments;

SPKIP 1.2. To improve the internal procedures of strategic planning in ministries;

SPKIP 1.3. To strengthen the organizational arrangements and staffing for strategic planning in individual institutions;

SPKIP 1.5. To strengthen the central capacities of the BD of BiH;

SPKIP 2.1. To set-up in the rulebooks of the CoM/governments necessary mechanisms to achieve the standards of quality of regulations/policies;

SPKIP 2.2. To standardize the processes of legislative drafting;

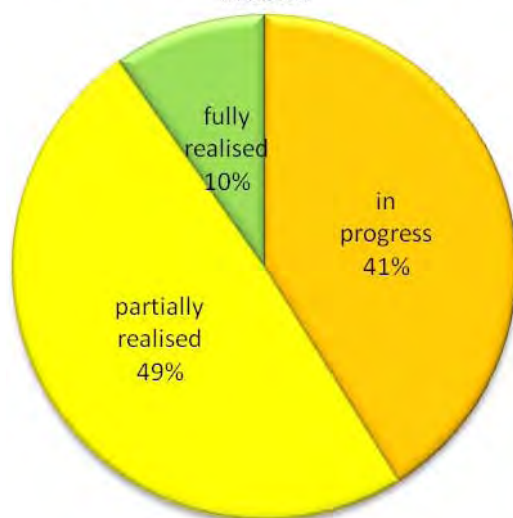
SPKIP 2.5. To improve the consultation with the public concerned;

SPKIP 2.6. To ensure an efficient system for impact assessment of public policies;

Number of “one-time” objectives which implementation is planned by the end of 2011					No objectives of continuous character			
BiH	FBiH	RS	BD	Average				
0	0	0	0	0%	- implementation not started -			
4	0	4	4	41%	- implementation started -			
3	6	3	2	49%	- partially implemented -			
0	1	0	2	10%	- fully implemented -			
7	7	7	8		Total number of objectives	0	0	0

² (the BD BiH level – 8 objectives, other levels - 7 objectives)

"one time" objectives with deadline
in 2011



Common activities in reform implementation

Through the project “Strategic planning and public policy development” (SPPD), which was finished at the end of June, around 300 civil servants have been trained in application of methodology for strategic planning and public policy development in 3 state and 10 entity ministries. Sectors from 13 ministries who participated in this project drafted for the first time the institutional strategic plans for the period of three years, which have been harmonized with the three-year budget planning. Also, the handbooks for strategic planning and public policy development have been published. SPPD project has had success in introducing the standardized methodologies for strategic planning and public policy development at state and entity levels. It is important to emphasize that by this project the adequate organizational structure in involved ministries has also been suggested, which can respond to the new methodology for strategic planning and public policy development, and that the handbooks for strategic planning and public policy development have been published. The realization of this project has contributed directly to the realization of objectives: SPKIP 1.2. related to the improvement of internal procedures of strategic planning in ministries, objective; 1.3. related to strengthening of organizational arrangements and staffing for strategic planning in individual institutions; and the objective 2.5. related to the improvement of consultations with the public concerned.

Through implementation of the project “Blueprint of Development of Central Bodies of Governments in BiH – Implementation of phase I” a significant progress in the reform of general secretariats has been achieved, especially in the segment of coordination of strategic planning, as well as the reform of planning system and creating and coordinating policies. Within this project the Gap Analysis between the existing condition in the central government bodies has been drafted, whose objective is to determine the difference between the current role and function which are being implemented in central bodies at state, entity and the level of the Brčko District and the role and function which should be implemented in order to reach the objectives of the PAR Strategy. As a result of the drafted Gap Analysis, the Legal framework has also been drafted, which will in an organizational, methodological and functional sense strengthen the role of the Secretariats of Governments in the process of strategic planning. Also, the Report of the short-term IT expert on the procurement of IT equipment for building the effective system of communication has been drafted as well as the Analysis and Plan for training of the employed in central government bodies. Some activities have been partially implemented because the project is still in the implementation process. It is important to point out that all four administrative levels have been involved in this project. The first phase of this project will be finished in July 2012, when at the same time the second phase of the project is

planned to start. Realization of this project has directly contributed to realization of objectives SPKIP 1.1. related to the improvement of processes of annual programming of work of the CoM BiH/governments, objective; 1.5. related to strengthening central capacities of the BD of BiH, and the objective, 2.1. related to the setting up in the rulebooks of the CoM/Governments necessary mechanisms to achieve the standard quality of legislation. Also, this project contributes to the objectives SPKIP 2.3. and 2.4. both related to the improvement of horizontal and vertical cooperation and coordination, and whose implementation deadline is in 2012.

By implementing the project "Transposing the EU Legislation in the Legal System of BiH" the training of civil servants involved in legislation activities (at state level, institutions at level of the FBiH, institutions at level of the RS and the BD BiH) has been realized, through which 341 of them have advanced their knowledge in a view of methods and manners of transposing the EU legislation, including the issues of policy development and the impact of certain legal solutions on relevant issues which regulate, evaluating the harmonization and all the issues relevant for law drafting, understanding the EU legislation, as well as improved knowledge of civil servants related to methodology and manners of translating the legislation. This project has also been a common activity of all four administrative levels. Realization of this project has directly contributed to realization of the general objective from the PAR Strategy in BiH and it refers to strengthening capacities in ministries in order to consider the government priorities, especially those related to harmonization with the EU legislation.

As a joint activity of all four administrative levels is also implementation of the project "Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH" which is still ongoing, and has the objective of harmonizing the existing rules for regulations drafting in BiH. It is important to mention that within the mentioned project, on the basis of detailed analyses, the proposal of new nomo-technical rules for Drafting of Legal Regulations has been prepared, which have now been harmonized and methodologically agreed with all administrative levels. These rules are currently being in the adoption procedure (the RS and the FBiH), or in the phase of the final agreement (state level). In the Brčko Distrikt of BiH, new nomo-technical rules have been adopted. Realization of this project has contributed directly to realization of the objectives SPKIP 2.2. related to standardizing the process of legislative drafting and the objective 2.6. related to ensuring the efficient system for impact assessment of public policies/regulations.

In the upcoming period, in the reform area of Strategic Planning, Coordination and Policy Making, the plan is to continue with started activities whose objective is the development of the system for strategic planning, development of the system of drafting and coordinating public policies (including the informatization of the policy development system), establishment of the coordination and monitoring system, through the implementation of project "Strategic Planning and Public Policy Development – SPPD II" and "Blueprint of Development of Central Bodies of the Governments in BiH – Implementation of phase II", as well as the project "Design of software for Assistance in Legal and Other Regulations Drafting".

By the project proposal "Design of software for Assistance in Legal and Other Regulations Drafting" the objective from the RAP1 2.8. related to the establishment of the information system that supports the process of preparation and adoption of regulations will be realized, which includes the elements of e-democracy and which is integrated with the document management system, the system of e-Meetings of government and the electronic legislation database

Continuation of the project SPPD - phase II will enable the government bodies – ministries which by now have not been included in the project implemented in the first phase, to develop the organizational, methodological and human resources/capacities for strategic planning, public policy development and coordination of public finances, in order to ensure better delivery of public services, therefore continuation of realization of the above stated objectives from the RAP 1.

The Terms of Reference "Blueprint of Development of Central Bodies of Governments in BiH – Implementation of phase II" is in the procurement procedure which will enable the Council of

Ministers of BiH, entity governments and the Government of the Brčko District of BiH to build a system for policy making and coordination of policies in a coherent and harmonized manner, in order to develop modern structures, capacities and procedures of coordination of policies in central bodies and ministries in accordance with the document “Blueprint of Development of Central Bodies of Governments in BiH “. The project will be financed by the program IPA 2010, and its implementation will fully realize the above mentioned objectives SPKIP 1.1; 1.4; 1.5; 2.1; 2.3; 2.4. and 2.6.

Individual activities in the reform implementation

BiH administrative level

Significant achievements were realised within the implementation of project activities of the project “Strategic Planning and Public Policy Development”. The Ministry of Civil Affairs has adopted the Rulebook on procedures of Strategic and Financial Planning, harmonizing in that way the process of the three- year strategic planning with budget planning, and the Ministry of Communications and Transport has adopted the Internal procedures of strategic and financial planning.

FBiH administrative level

The specific objective 1.4. from the RAP1, which is not the common one with the other levels is to ensure capacity building of cantonal governments in the FBiH. This objective relates only to the level of the FBiH and its realization is planned through the project “Blueprint of Development of Central Bodies of Governments in BiH– Implementation of phase II” which is in the phase of service procurement, and financed by the IPA 2010 funds.

The progress at the level of the FBiH reflects itself through the project “Strategic Planning and Public Policy Development”. The Government of the FBiH has adopted the Instruction on the process of Strategic Planning and Reporting in Federal Ministries and the Instruction on the Manners of Preparation, Impact Assessment, Selection and Procedures of Preparation of the Instruments of Public Policies which are being prepared by the Government of the FBiH and which are binding for all the Federal Ministries and represent a strong methodological framework for strategic planning and development of public policies in the Federation of BiH.

RS administrative level

The administrative level of the RS has had common activities with other administrative levels and it has participated in the implementation of all projects implemented in the reform area SPKIP.

BD of BiH administrative level

The specific objective which is not common with other levels is to strengthen the central capacities of the BD of BiH. This objective relates only to the level of the Brčko District. The objective has been achieved and the general secretary of the Government of the BD of BiH has been appointed in July 2011.

The key progress at the level of the Brčko District is reflected through the project “Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH“. The Assembly of the BD BiH has adopted new rules for drafting regulations – on January 18, 2012.

Key obstacles and problems

The obstacles during the implementation of project “Blueprint of Development of Central Bodies of Governments in BiH – Implementation of phase I” appear in the delay of some government levels at harmonizing and adopting the legal framework and methodology of work, so we have the situation that at the state level and the level of the RS it has been agreed, while in the Federation of BiH and the Brčko District it is being late. This requires better engagement of implementation teams with governments which at the end need to adopt these documents.

Regarding the project “Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH”, a similar problem appears. New rules have been agreed with beneficiaries, but competent institutions (project beneficiaries) do not deliver these documents for the adoption to governments, or to parliaments. In Brčko, this procedure has been finished, in the RS the adoption by the National Assembly of the RS is still waiting, while in the FBiH the beneficiaries have still not forwarded the agreed document to the Government, and then to the Parliament of the FBiH. At the state level, it is the same situation as in FBiH.

Recommendations and next steps

The recommendation for the upcoming period refers to the continuous objectives and their permanent development and improvement, as well as the fulfilment of objectives stipulated for 2012. The most important recommendation for the upcoming period is to take on a more proactive standpoint by competent bodies, in a sense of adopting the documents which are the product of work of consultants and project beneficiaries, which would contribute to a better success of projects, but also the implementation of reform for which the governments/CoM BiH have declared by the adoption of the Action plan 1 of the PAR Strategy in BiH.

Next steps will refer to the continuation of implementation of the already started projects and preparation of the new ones, as well as by the common activities of competent institutions in realization of specific priorities.

PUBLIC FINANCE

The general objective in the reform area of Public Finance, as defined in the PAR Strategy, is to consolidate the achieved results and to continue the further investments in the public finance sector, to establish the efficient system of financial control and establish and strengthen the environment in which the administration is functioning.

In the Revised Action plan 1, the focus of the reform in the area of “Public finance” has been directed towards eight interrelated areas or chapters which refer to: dimension of the public finance system policies, increase of the efficiency and effectiveness of budget management, improvement of the accounting framework and function of treasury system, introduction of PIFC in accordance with relevant standards of the EU, improvement of organizational structure and investing in capacity building, development of public-private partnership, system of public procurement and increase of efficiency of public debt management.

In the reform area of Public finance, from the total of 20 determined objectives, 3 one-time objectives are related to 2011, while 6³ of objectives are of the continuous character. Realization of all continuous objectives has started, while realization of the half of the one-time objectives has not started yet, and no one-time objective has been realized completely.

“One-time” objectives planned in 2011:

JF 2.5. Timely inclusion of the parliament in the budget approval process and expanded reporting towards the Parliament and the public;

JF 3.1. Determining the exact capacities for the introduction of modern international accounting standards and the accounting model in public administration in BiH, and seek the donor's support;

JF 6.1. Proceed with development of the system of public-private partnership as one of the possible financial instruments which could stimulate or relieve the public expenditure and strengthen the public investment.

Objectives of continuous character are:

JF 1.1. Regular preparation of macro-fiscal framework for whole BiH;

³ (The Federation of BiH level – 6 objectives, other levels - 5 objectives)

JF 1.2. Regular drafting of consolidated account of public sector;

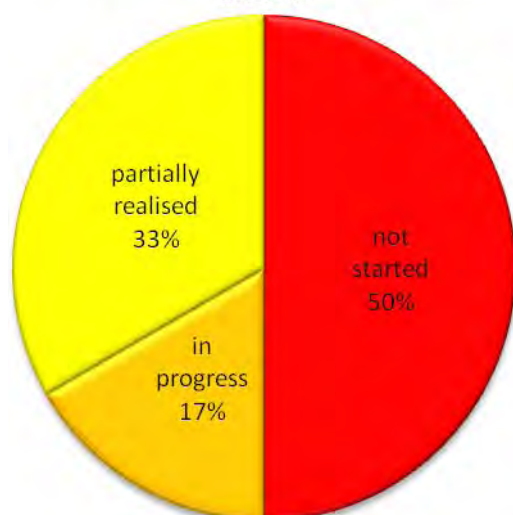
JF 2.3. Further strengthening of communication between management of institutions and finance units;

JF 5.1. Continual training of staff in ministries of finance and hiring of competent officers;

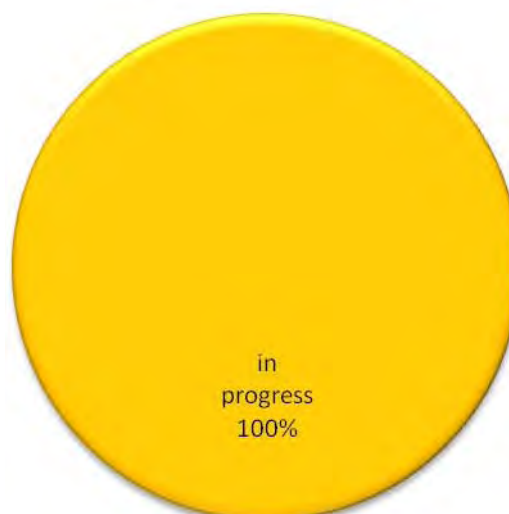
JF 5.2. (5.2.1.) Strengthening the units responsible for budget and fiscal policy within the entities' ministries of finance of BiH; (5.2.2.) Hiring sufficient number of IT experts for maintaining electronic systems; (5.2.3.) To ensure a sufficient number of civil servants for the reforms in budget area in ministries of finance.

Number of “one-time” objectives which implementation is planned by the end of 2011						Number of continuous objectives which should be partly implemented in 2011, and in full by the end of 2014				
BiH	FBiH	RS	BD	Average		BiH	FBiH	RS	BD	Average
2	2	1	1	50%	- implementation not started -	0	0	0	0	
0	0	1	1	17%	- implementation started -	5	6	5	5	100%
1	1	1	1	33%	- partially implemented -					
0	0	0	0	0%	- fully implemented -					
3	3	3	3		Total number of objectives	5	6	5	5	

"one time" objectives with deadline in 2011



continuous objectives



Common activities in implementation of the reform

In the reporting period, implementation of the project "Budget Management Information System" (BMIS) has began. The objective of the project is increasing the efficiency and effectiveness of planning and coordination of budget by the introduction of modern information system for planning and budget management. The purpose of the project is creating and implementation of the modern BMIS based on the centralized databases which will be located in ministries of finances in a way that all the budget institutions proceed to the preparation of budget over an online database, implemented with the "state-of-the-art" safety system and back-up. Implementation of the standard unified BMIS in all budget institutions, by using the

newest technology, represents a valuable solution which reduces costs of management and coordination of operations of government finances by supporting the informed decision-making process in planning and allocating the resources, management of government funds. What is the key for enabling the timely performance of information required for management and coordination of government financial operations is unifying the information systems with the objective of providing support to the government financial activities. This project will contribute to realization of the objective JF 2. which refers to the increase of efficiency and effectiveness of budget management.

“Treasury Information System of the Brčko District” is the project whose objective is the improvement of function of the treasury in the Brčko District BiH, by introducing the modern information system for treasury business. Realization of this project is directed towards the objective JF 3.3 from the segment of Improving the accounting framework and function of the treasury system with planned deadline of realization by the end of 2012. This project is in the process of public procurement.

Individual activities in implementation of the reform

Level of BiH (Council of Ministers of Bosnia and Herzegovina)

The key progress at the level of BiH (Council of Ministers of BiH) is being reflected firstly through the Department for macro-economic analysis - OMA is doing regular drafting of consolidated accounts of public sector according to the MMF methodology and publishes those on its website and contributes to the fulfillment of obligations of BiH towards the stand-by engagement with MMF, which contributes to the realization of objective JF 1.2 Regular adoption of the Global Framework Fiscal Balance and Policies in BiH., which is of the continuous character. Communication between the management of institutions and the Ministry of Finance and Treasury of BiH in the process of budget planning has been significantly improved, which represents the contribution to realization of the objective JF 2.3 Further strengthening of communication between the management of institutions and finance units is of a continuous character.

Federation of BiH

The most visible progress at Federation of Bosnia and Herzegovina level is reflected in continuous training of employees in the Federal Ministry of Finances through employees who are taking part in workshops, trainings, presentations, seminars (objective PF 5.1 continuous character).

Republic of Srpska

Progress at the level of Republika Srpska is reflected on performing of continuous training of employees in Ministry of Finance through employees taking part in workshops, trainings, presentations, seminars (objective PF 5.1 continuous character). Also, The Rulebook on Internal Organization and systematization of Work places in Ministry of Finances RS is made in way that provides sufficient vacancies for analysts of public sector in the Department for Budget and Public Finances, as well as the vacancies in the rest of the departments of Ministry, which as the final result has better communication with budget users, and that contributes to meeting the objective PF 5.2 which is of continuous character. In RS Law on Public Private Partnership was adopted which is one of the important achievement (objective PF 6.1 with deadline of realisation till the end of 2011).

Progress at Brčko district BiH level is reflected in the fact that public procurement for project “Treasury Information System of the Brčko District of BiH” started. Objective of the named project is improvement of treasury functioning in Brčko District of BiH, by introducing of modern information system for treasury operations (objective PF 3.3 with planned deadline of realization till the end of 2012). Law on Public Private Partnership is adopted at Brčko District of BiH level. (objective PF 6.1).

Key obstacles and problems

The Biggest problem in the reform area of Public Finances in this reporting period is failure of adopting the Global Framework of Fiscal Balance and Policies in BiH 2012-2014. It is concluded that the points of view of the entities and Ministry of finances and treasury of BiH about distribution of revenue from indirect taxes in BiH institutions still differ significantly, and for this reason, the Document was not adopted. Mentioned activity is related to objective PF 1.1. Regular production of macro-fiscal framework for the whole BiH, which is of a continuous character.

Recommendations and next steps

The most important recommendations for the next period are related to the continuous regular meeting of objectives, the fulfilment of the objectives envisaged for 2012, and removing obstacles from the previous period. Recommendations are:

- Regular production of consolidated public sector account;
- To legally define a formula for the vertical distribution of funds and allocation of revenues from indirect taxes;
- To proceed with implementation of project "Budget Management Information System";
- To intensify involvement of managers in the budget preparation process;
- To implement project "Treasury Information System of the Brčko District of BiH
To proceed with training in the field of public finance in the ministries of finance and budget users;
- To establish a coordinating body composed of representatives of ministries of finance at different levels in order to systematically analyze the feasibility of each standard in the long run;
- To begin with implementation of the project "Public Private Partnership";
- The objective of the project "Public -Private Partnership" (PPP), which refers to the goal of JF 6.1 is to establish a functioning system of public- private partnerships in BiH in line with European legislation, European standards and European best practices. Realisation of the project "Public -Private Partnership", considering that the legal framework for the project is established at levels of BiH, FBiH, RS i BD BiH, will contribute to better allocation of engaged finance assets, better efficiency of engaged assets, and keeping expenditure within budgets. Also, employees of relevant institutions will be trained to implement the PPP, the business community aware of the PPP and trained for its implementation, created a favorable business environment for PPP. The project proposal was adopted by the Supervisory Team for the reform area of Public Finance.

HUMAN RESOURCES MANAGEMENT

General objective in this area, as it has been defined with Public Administration Strategy is: to develop professional, politically impartial, nationally balanced, ethic, stable and active public administration, which will be respected and able to provide efficient services to the governments and to citizens.

Reform in this area is focused on human resources that represent the greatest assets of each organization considering that its impact depends on competencies of employees and their motivation to work. In Revised Action Plan 1 focus of the reform in Human Resource Area is on ten interconnected areas or chapters which refer to: general approach to HRM - Development policy and the issue of ethics, organizational set-up of HRM at central level and individual institutions, information management, planning of human resources, recruitment and

selection off staff, performance management work, training and development of the civil service, job analysis and job classification in the civil service, salaries and total quality management. The realization of the set objectives behind the reform area of HRM RAP1 is conditioned by the content of legal solutions and implemented regulations, with which is the area of civil service and administration at different administrative levels regulated and to some extent it is also conditioned by regulations which are regulating the area of wage.

Within this chapters 20 objectives are established. **1 objective of one -time character refers to the 2011, while the four objectives are of continuous character. The realization of the most of continuous objectives have started, while one-time objective realization has not started yet. (except in the Brčko District of BiH).**

One time objectives that were planned in 2011:

HRM 1.1. To define the HRM development policy in the structure of public administration in BiH, based on harmonized principles.

Objectives of continuous character are:

HRM 4.1. The introduction of modern HRM planning within the annual Council of Ministries BiH / governments planning, in all structures of civil service and at the level of individual institutions;

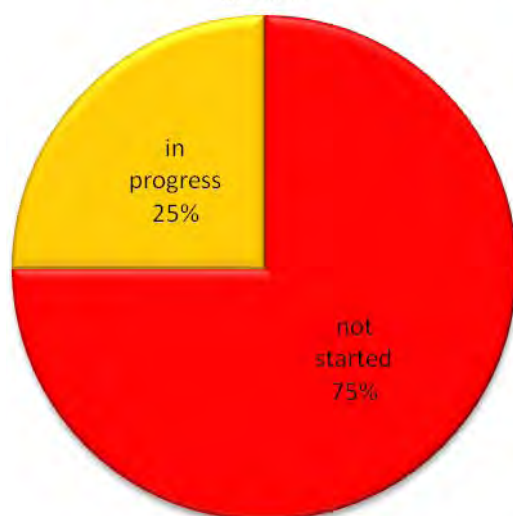
HRM 5.3. To promote the values of the civil service and attract specific categories of employees;

HRM 7.2. To improve the coordination of preparation and implementation of training plans and development of common interest of all civil service structures(training of EUI, RESPA, etc.);

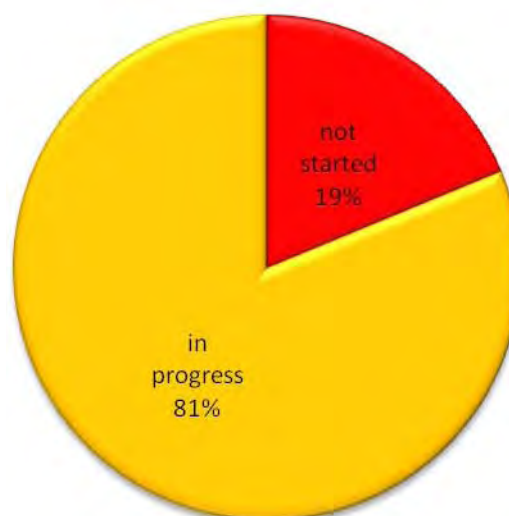
HRM 7.3. To ensure continuity in the preparation and implementation of medium-term plans for training and development of the civil service at all levels.

Number of "one-time" objectives which implementation is planned by the end of 2011						Number of continuous objectives which should be partly implemented in 2011, and in full by the end of 2014				
BiH	FBiH	RS	BD	Average		BiH	FBiH	RS	BD	Average
1	1	1	0	75%	- implementation not started -	2	1	0	0	19%
0	0	0	1	25%	- implementation started -	2	3	4	4	81%
0	0	0	0	0%	- partially implemented -					
0	0	0	0	0%	- fully implemented -					
1	1	1	1		Total number of objectives	4	4	4	4	

"one time" objectives with deadline
in 2011



continuous objectives



More detailed assessment of objectives and corresponding activities is given in the tables RAP1 objectives and actions for the reform area of HRM, while in the continuation it is given an overview of major activities and actions undertaken during the reporting period that affected the implementation of reforms in this area in order to achieve the objectives of the reporting period as well as achievement of objectives whose deadline of realisation is envisaged in the period from 2012 to 2014. They are implemented through joint activities that are primarily implemented through the development and implementation of new projects and implementation of individual activities that are undertaken at individual levels of government.

Joint activities on the implementation of reform

During this reporting period the implementation of two projects from the PAR Fund, whose implementation started in 2010, has continued.

Through the project "Training of Civil Servants for Application of Information Technologies and Working on Computers," IT training has been realised in accordance with ECDL standard for a total of 1600 civil servants, and in the first half of 2012 it is planned to conduct training for another 800 employees at all administrative levels in BiH. Through this project capacity of civil servants in state administration / services at the level of institutions of BiH, FBiH, RS and BD is to be built for practical application of knowledge in the field of information technology in their daily work, and increase the general level of computer literacy in the civil service / administration. This project provides a contribution to the total realization of the objective in the reform area of HRM and the realization of the continuous objective.

HR 7.2, which relates to the improvement coordination of preparation and implementation of training plans and development of common interest of all civil service structures.

The project "**Development of Performance Management Systems in Structures of Civil Service of BiH**" is implemented within which were prepared new regulations, or amendments to existing regulations on the assessment of civil servants at BiH, FBiH, RS and Brčko District of BiH levels, which contributes to the establishment of effective systems of performance management and performance monitoring of employees. The implementation of this project directly contributed to the realization of the objectives of HRM 6.1 referred to linking performance assessment with achievement of working objectives" and whose deadline for implementation was set for mid -2013.

Projects in preparation: Assets for implementation of project “**Capacity Building for Combat against Corruption in the Structures of the Civil Service in BiH**” are provided by Public Administration reform Fund, which will contribute to realization of the objective HRM 1.2 that relates to reducing the risk of conflicts of interest and enhancing the code of conduct in public administration with a deadline of realization at the end of 2013.

At the same time, it is expected that the realization of this project contributes to achieving of more objectives in the reform area of Institutional Communication. It is anticipated that within this project the problem that creates corruption in public services, promotes ethical principles and principles of code of conduct and civil service, is going to be analysed, and to ensure the preparation and implementation of training programs related to the fight against corruption, which are aimed at strengthening the capacity of state officers and the development of effective ways of confrontation with this problem.

It is planned that the realization of the project “**Establishment of Modern Departments in HRM in the Bodies of Administration in BiH**” starts in 2012, which will be financed by the PAR Fund, through which HRM function will be made independent (and specialized capacities will be built for HRM in the civil service institutions and administrative bodies at all administrative levels in BiH. This project is focused on the objective of HRM 2.2 from segment Organisational management of the HRM functions with implementation deadline by mid-2012.

Also, the Terms of Reference for the project “**Modernization of human resources management systems in the structures of civil service in BiH**” is in preparation, which will be financed from IPA in 2011 and whose implementation is expected to contribute to many different segments of HRM, particularly in segment of job analysis, planning, employment and policy making in the field of HRM, and among other things it includes the improvement of the system of classification (gradation) and specifications of positions and jobs in the civil service, as well as development of the HRM system so that it is connected with the budget and strategic plans of the government and fulfillment of long-term priorities of the institutions. This project refers to the objectives of HRM 2.1, 4.1, 5.1, 5.2, 8.1 and 8.2 of the Revised AP1 as recorded in the table the objectives of this reform in the continuation.

Regarding the continuous object implementation of HRM 7.2 objectives related to improving the coordination of preparation and implementation of training plans and development of common interest of all civil service structures, progress was achieved in the field of establishment of internal coordination structure for cooperation with the Regional School for Public Administration (ReSPA) and involvement of different structures of the civil service in programs of this institution.

Besides this, in November 2011 The initiative was to enhance mutual cooperation between the Agencies for Civil Service / Administration in BiH, FBiH and RS and Unit for Human Resources of the Brčko District, through regular meetings of representatives of these institutions (Forum of Directors) and the signing of the memorandum of cooperation in order to improve systems for managing human resources in BiH.

Individual activities in implementation of the reform

The most significant individual achievements in implementing reforms in this area by administrative level are:

BiH Level (Council of Ministries of BiH)

During the reporting period, a draft of Law on Amendments to the Law on Civil Service in BiH was prepared and sent to the House of Representatives of the Parliamentary Assembly of BiH (the amendment phase) which, among other things, stipulated provisions related to harmonisation with the Law on the Administration in the part which relates to the harmonising the status of the managers of these administrative organizations and other independent institutions which execute narrowly specialized administrative affairs, as well as

new provisions related with application of human resource plans. Provisions were foreseen, which are directed to consistent implementation of the laws in the introduction of information technologies and removal of obstacles to the introduction of the Human Resources Management Information System and processing of personal data on employees in the institutions of BiH, as assumptions for operability of the HRMIS which is activity related to objective 3.1 with the implementation deadline in 2012 as well as contribution to objective 4.4 from e-government area "to establish and implement information systems supporting key horizontal functions. Through implementation of the EU Twinning Project "Strengthening Human Resources Management System in the Field of Training of Civil Servants through Twinning" a total of 45 civil servants of the institutions of BiH were trained through the project. Those were managers who are in their institutions in charge of planning and organisation of trainings, as well as the matters of human resources management which contributes to the implementation of objective 7.1 to link Training Needs Analysis with a performance assessment and annual interviews with the deadline until 2014.

"Rulebook on the Manner of Evaluation of the Work of the Civil Servants in the Institutions of BiH" in the next period, is also adopted which was prepared with the support of the project "Development of Performance Management system in the Structures of the Civil Service in BiH

Federation of Bosnia and Herzegovina

The most important activity at the level of BiH Federation regarding the achievement of the objectives of the reporting period refers to the adoption of new Strategies for the Training of Civil Servants in the FBiH for the period from 2011 to 2015, ensuring continuity in the preparation and implementation of medium-term plans for training and development of the civil service at this level (7.3 HRM objective of continuous character).

Progress at the the BiH Federation administrative level has been achieved through the adoption of the Rulebook on the Assessment of Civil Servants in the Bodies of Civil Service of the Federation of Bosnia and Herzegovina, whose draft was prepared within the project "Development of Performance Management system in the Structures of the Civil Service in BiH". FBiH House of Peoples adopted the amendments to the Law on Civil Servants of FBiH, which enabled persons who have completed their studies according to Bologna process to apply for positions as civil servants. Also, it is possible for persons who are employees, and in the meantime completed the study, that under certain conditions may apply to open competitions for civil servants. This change contributes to the overall progress in the reform area under section 5 of HRM relating to recruitment and selection of employees.

Republic of Srpska

Progress at the level of Republika Srpska is reflected in the adoption of a new training strategy of the employees employed in the bodies of government of Republika Srpska for the period 2011 to 2014, which ensures continuity in the preparation and implementation of medium-term plans for training and development of the civil service (HRM objective of 7.3 of continuous character).

Servants (Official Gazette of the RS, No. 131/10).

The Rulebook on amending the Rules of Procedure on Evaluation and Promotion of civil Servants is also adopted and its draft was prepared under the project "Development of Performance Management system in the Structures of the Civil Service in BiH". Also, the Ordinance was adopted on Expert Examination for work in the RS and the Act on Amendments to the Law on Civil Servants which brought some improvements in the procedures of employment in the civil service which contributes to overall progress in the reform area. With an aim to recruit 1000 interns during the 2011 The Government of Republic of Srpska has supported the project "Znanjem do posla"-"With Knowledge to Work" which is funded by the Employment Service of the Republic of Srpska, and which contributes to the achievement of the goal HR 5. 3 which refers to promoting the values of the civil service and attracting specific categories of employees and which is of continuous character.

Brčko District BiH

The plan of professional development and education of officers and employees of the Brčko District for 2011 was adopted which represents the continuous contribution of HRM to 7. 3, and the new draft of Law on Civil Service in the administration of Brčko District and the new Law on Wages is in the process of preparation (Problems in the functioning of government at the level of BD had an impact on the dynamics of the adoption of regulations).

Government of Brčko District in April 2011 adopted a Resolution to accept the proposal of the parliamentary Labor, Health and Social Welfare Commission concerning the reform of employment in the District. According to this proposal it is necessary to modify the organizational plan of the Government, Civil Service Law and the Law on Public Administration, which will prioritize internal employment advertising to allow free movement of civil servants in public administration. According to this proposal, Managing civil servants in public administration, will appoint the Government of BiH based on rankings by the Employment Committee after completion of the procedure for hiring. Implementation of this proposal will contribute to the overall progress achieved in the reform area of HRM.

Key obstacles and problems

The objective relating to defining of development policies in HRM structures of public administration in BiH, based on harmonized principles, whose implementation is planned to be finished until the end of 2011, was not realized. Implementation of this objective has not started yet, and the Supervisory Team for Human Resource Management recommended that the activity from this objective is initiated through the organization of a joint workshop of representatives of all administrative levels in BiH, where the practical modalities of implementing this objective would be considered (the proposed implementation of activities in mid-2012.). The objective relating to the introduction of modern HRM planning in the annual planning process CoM / government, in all structures of civil service and at the level of individual institutions is divided into activities that stretch from 2011 to 2014. A segment of this objective that refers to the determination of the institutions that will be in charge of planning for HRM for entire civil service, and which is scheduled to be completed by the end 2011 was not also fully implemented at all levels. There are legal and by-laws solutions in this segment in the Republic of Srpska and the Brčko District (Institute of staffing plan in RS and organizational plan for the RS-level BD), which is practically carried on at annual basis, thus fulfilling the objective of HR 4. 1. At the level of BiH and the Federation BiH the existence of similar solutions has not been registered, so that planned employment data was used in the budget preparation process. Also, regarding the continuous objective of HRM 5. 3 (promoting the values of the civil service and attracting specific categories of employees), according to available data, realisation has not started at the state level and the Federation BiH, while in RS the project "With Knowledge to Work" is recorded where 1000 trainees is planned to be recruited. Also, Brčko District of BiH signed an agreement with 130 scholars who are studying for specific occupations, which are deficient in the Brčko District of BiH.

Recommendations and next steps

In the future it is necessary to ensure the continuation and development of practices whose continuous application is envisaged at all administrative levels, as well as active work of each responsible institutions at all administrative levels to fulfil the objectives envisaged for the next year. In terms of meeting the objectives envisaged for the realization of this reporting period is necessary to:

- Adopt a policy of development of HRM in the structures of public administration in BiH at all levels that will be based on harmonized principles;
- Assign specific institutions for HRM planning at the administrative level at which it is not done;

- Implement activities aimed at promoting the values of the civil service and attract specific categories of employees, especially regarding the recruitment of professional, young and promising staff in the civil service (promotions at universities, scholarship agreements) with the aim of creating a wider range of potential applicants.

It is necessary to intensify and / or immediately start activities directed towards meeting the objectives whose realization is planned for 2012 as follows:

- HRM 2. 1. The level of central institutions - to strengthen the capacities of central institutions for HRM in parallel with segments of development strategies and / or policies, drafting legislation and providing guidance and advice to individuals and institutions;
- HRM 2. 2. The level of individual institutions - the independence of HRM function in a way to be a separate organizational unit;
- HRM 3. 1. Operationalize HRM information system (HRMIS) and use it as a tool for managerial planning and decision making;
- HRM 5. 1. Introduce the process of choosing a uniform criteria for assessing candidates.

It is also necessary to ensure the cooperation of key users and relevant subjects from all levels of administration in the preparation and implementation of the project "Modernization of Human Resources management systems in the Structures of Civil Service in BiH", which stipulates several important objectives envisaged by RAP1 in this area as previously stated.

Besides this, three new projects in this area are in the process of preparation, relating to the establishment of an information system for managing electronic learning in the structures of civil service in BiH, simplifying and improving the testing process of candidates for the civil service, and adjustment of training programs to the needs of the civil service and further development of internship programs, which are expected to contribute to the realization of the objectives set out in the RAP1.

ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

The Action Plan 1 implementation of the Strategy for Public Administration Reform the reform area was called the "Administrative Procedure". In the revised AP1 name was changed to "Administrative procedures and administrative services" to emphasize that this reform area applies to all administrative procedures (general and specific), not only on general administrative procedure and that in this reform area in the RAP 1 the most notable focus is on the users of administrative services. Content of RAP1 does not focus on legal and theoretical issues of administrative procedure, but on a very practical issues that are important for every citizen and every business entity in Bosnia and Herzegovina. In this way, targets and measures in the field of "administrative procedures and administrative services" placed importance and they are becoming the most representative part of the RAP1. The focus of reform in the reform area of Administrative Procedures and Administrative Services is focused on five interrelated areas: simplification of administrative procedure, improvement of service quality, monitoring / control, enforcement and capacity building.

In the area of reform administrative procedures and administrative services out of 28 targets identified, three one-time objectives refer to 2011, while 2 objectives are of continuous character. Only A few one-time objectives are fully realized, while the realization of any of the 2 objectives of continuous character has not started yet.

One-time objectives referring to the 2011. year are:

AP 1.1. Adopt the Programme for the Quality Administrative Decision Making improvement ;

AP 1.12. Set up registries of procedures at all levels of government;

AP 3.4. Introduce an obligation of any authority of second instance to decide on merits;

The objectives of the continuous character are:

UP 1.11. Ensure processing of cases within statutory time lines;

UP 3.3. Ensure processing of appeals and other legal remedies within the statutory time lines;

Number of “one-time” objectives which implementation is planned by the end of 2011						Number of continuous objectives which should be partly implemented in 2011, and in full by the end of 2014				
BiH	FBiH	RS	BD	Average		BiH	FBiH	RS	BD	Average
1	1	0	2	33%	- implementation not started -	2	2	2	2	100%
1	1	1	0	25%	- implementation started -	0	0	0	0	
0	1	1	1	25%	- partially implemented -					
1	0	1	0	17%	- fully implemented -					
3	3	3	3		Total number of objectives	2	2	2	2	

"one time" objectives with deadline in 2011



continuous objectives



In addition to the above, in this reporting period, activities were started in the realization of four targets for which the deadline is the period 2012. -2014.

More detailed assessment of the objectives and activities is given in the tables RAP1 targets and actions for the reform area of Administrative procedures and administrative services, while below is given an overview of major activities and actions undertaken during the reporting period that affected the implementation of reforms in this area in order to achieve "In the reporting period goals and objectives whose implementation period is provided in the period 2012-2014".

Joint activities on implementation of reform

In this reporting period, the project "Administrative Decision Making in BiH Quality Improvement Programme," is completed and its outcome is development of program designed to improve the quality of administrative decisions in BiH (Program). The Council of Ministers BiH adopted the Programme and the Government of the RS is familiar with the program and assigned the Ministry of Administration and Local Self-Government of the RS to when making amendments to the Law on General Administrative Procedure Act RS takes into account the measures and recommendations contained in the Program.

In the next period adoption of this program by the Government of FBiH and BD is expected. The basis of the program makes recommendation for new legislation on General Administrative Procedure Act or amendments to existing (new laws), where the application of measures and recommendations contained in the program, administrative decisions would be strengthened as a key component of the interaction between government and citizens, and made more functional, reliable, efficient and transparent means of a modern public administration directed towards the citizens. By implementation of this project objective UP 1. 1. To adopt administrative decision making quality improvement programme is realized.

Also, in this reporting period, one of the major activities related to the project "Education of Managers of Administrative Procedures and Administrative Inspectors" which has been approved for funding by the IPA 2011 for Bosnia, as part of the proposal of the sector for the public administration reform sector. The objective of this project is to improve the quality of the managers of administrative procedures and inspectors and creating 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 in BiH. Successful implementation of this project will fulfil the objective of strengthening of the capacities of RAP1 - successful development of training programs for the field of administrative procedures in the horizontal system training for civil servants. This project will directly contribute to the realization of the objectives UP 5. 4. relating to the development of training programs in the field of administrative proceedings within the horizontal system training for civil servants.

Individual actions to implement reforms.

Some of the achievements in implementing public administration reform in this area, by administrative level are:

Level of Bosnia and Herzegovina (Council of Ministers of Bosnia and Herzegovina).

The most significant developments refer to the adoption, amendment of laws and implementing regulations that contribution to the realization of the objectives of this reform area. In this reporting period Ministry of Justice of BiH prepared the Framework Law on the establishment of a single register of non-governmental organizations in BiH and it was sent for consideration and adoption by the Parliamentary Assembly of BiH, which partially contributes to the realization of a goal AP1.12. relating to the establishment of registries of procedures at all levels of government. In the previous period, the Law on Amendments to the Law on Administrative Procedure was adopted, which directly contributes to the realization of a goal AP. 13. related to enabling electronic communication between the clients and authorities, and whose deadline is set for the end of 2013.

Level of Federation of BiH

The achievements at the level of the Federation of BiH is, among other things, that both Houses of the Parliament of the FBiH recognized the significance of implementation of the Project of Regulatory Reform in the Federation of BiH, and based on that, they established urgent working bodies at the level of the individual Houses and a presentation was given called "Role of the Parliament in the Process of Regulatory Reform in the FBiH"

In accordance with the Agreement on Cooperation, the Government of Federation of BiH obliged itself to establish and put into work the electronic register of administrative procedures and made decision on establishment of the electronic register of administrative procedures at

the level of BiH Federation. Amendments to the Rulebook on internal organization of the Secretariat General of the Government of Federation of BiH and the Rules of Procedures of the Government of Federation of BiH as well as Regulation of the General Secretariat of the Government of Federation of BiH are ongoing, in order to create the organizational preconditions for implementation. These activities contribute to the realization of objective UP 1.12 which refers to establishment of registry of procedures at all administrative levels in BiH

In this reporting period, Ministry of Economic Relations and Regional Cooperation of Republic of Srpska established register of procedures for economic entities, where in more than 50 procedures, as the legal basis for drafting acts in addition to other applicable regulations applies the Act on General Administrative Procedure which contributes to the realization of objective of AP 1.13. which relates to providing electronic communications between parties and authorities, with a deadline until the end of 2013.

By Rules of Procedure of the Republic of Srpska Government the obligation of all government administrative bodies is established, that before submitting material for consideration to Republic of Srpska Government (drafts and proposals of laws, development strategy, regulations, decisions, general acts and by-laws), provide, among other things, the opinion of the Ministry of Economic Relations and Regional Cooperation about the impact of laws and other regulations on the introduction of new formalities which are directly burdening the business undertakings of economic entities which contributes to the realization of the objectives AP 5. 1. relating to the establishment and / or strengthening the capacity of institution responsible for the control of legislation in terms of administrative obstacles, collecting proposals for RAP to prepare an action plan for RAP and control of compliance with system of administrative procedures and public administration in general. Also, according to the Rulebook on internal Sistematization and Organization of the Ministry of Economic Relations and Regional Cooperation vacancies are planned and filled.

Level of Brčko District BiH

Previously adopted the Law on Amendments to the Law on Administrative Procedure of BDBiH the possibility of electronic communication between the parties and authorities which contributed to achieving the objective of AP. 1.13.

Key obstacles and problems

Two out of five predicted objectives in this area whose is fully implementation or the beginning of implementation planned to begin in 2011. were not implemented at any level, or have not received adequate information about the steps taken in this direction. The two mentioned objectives were AP 1. 11 relating to ensure processing of cases within the statutory time line and AP 3. 3. relating to ensure processing of appeals and other legal remedies within the statutory time lines.

Recommendations and Next steps

The most important recommendation for the next period refers to the contribution to realization of unrealized objectives planned for 2011, which are listed under the key obstacles and problems, and meeting the goals envisaged for 2012. It is necessary to intensify and / or immediately start activities to meet objectives which are planned for 2012. as follows:

- AP 1. 2. Establish a system for reducing administrative barriers (RAP) in the proposed regulations through the mechanism of a regulatory impact assessment (RIA);.
- AP 1. 3. Set up a system of reduction of administrative obstacles in valid legislation;.

- AP 1. 7. LAPs at all levels explicitly provide for delegated decision making powers in the administrative procedure by the head of the administration body to another designated person (subordinate staff);
- AP 1. 8. Ensure that all public administration authorities obtain necessary information required in the procedures from public record, ex officio;
- AP 1. 10. Abolish the territorial jurisdiction in cases where this is possible (within the constitutional jurisdiction);.
- AP 2. 1. Adapt office hours to service users (clients) and their needs;.
- AP 2. 2. Introduce regular measuring of customer satisfaction (a poll of administrative service users in the locations where services are provided);.
- AP 5. 1. Establish and / or strengthen the capacity of institutions responsible for the control of administrative obstacles in regulations, collecting of proposals for the RAO, preparation of Rao action plan and control of compliance with the system of administrative procedures and public administration in general;.
- AP 5. 2. Define requirements (qualifications and work experience) that the staff conducting the administrative procedure and deciding on administrative matters should meet;.
- AP 5. 3. Define the required competencies of staff conducting the administrative procedure and deciding on administrative matters, including inspectors;.
- AP 5. 4. Further develop training programs in the administrative procedures under the horizontal system of training of civil servants;
- AP 5. 7. Set up a community of practitioners in the field of administrative procedure.

Other key problems and delays in the progress to influence on, at the individual levels are:

- Adoption of Program to improve the quality of administrative decision-making at the level of BiH, FBiH and BDBiH Government.
- Adoption of new and / or changes to the existing Law on Administrative / General Administrative Procedure Act in order to implement measures and recommendations from the Program for improvement of the quality of administrative decisions in BiH, after its adoption at all levels;
- Support and involvement of all relevant parties in the preparation and implementation of the project "Education of Leaders of Administrative Procedures and Inspectors".

INSTITUTIONAL COMMUNICATION

The overall objective in this area, as defined by the Public Administration Reform Strategy is to: strengthen the capacity of public relations in public institutions, strengthen the public confidence in the authorities and encourage active public participation in the decision-making process in the public reform area.

Reform in this area focuses on good communication with the public, which facilitates the implementation of the policies of the Council of Ministers of BiH / Governments. In this way, the public is provided with a clear picture of the activities of the Council of Ministers BiH / Governments and certain institutions, as well as creation of support to projects.

In the Revised Action Plan 1, a focus of reform in the "Institutional Communications " focuses on twelve interconnected areas or chapters that are related to: Communication planning - improving communication planning in the institutions;.

Organisational issues - maintaining and developing the capacity of institutions, coordination and standard setting - improving communication between different levels of government and modern and efficient development of the sector; human resources - training in public relations; activities related to media, media monitoring, direct communication with the public, web sites, direct communication with citizens, public campaigns, measuring results and cooperation with civil society.

While in the previous Action Plan (Action Plan 1) the focus was on establishing and implementation institucional communication systems and institutional capacity building for its functioning, Revised AP1 has an accent on the functioning of the this system through the introduction of a strategic approach to communication and introduction and maintaining of effective and efficient practices inter-institutional, intra-institutional, internal and external communication between governments and public administration in BiH. In this sense, the most of the objectives in the area of Institutional communication is given in continuous form, and whose fulfillment is achieved through activities that are continuously implemented throughout the whole duration of the Revised Action Plan 1 (2011. -2014.).

In the reform area of Institutional Communication out of 22 identified objectives, 15 objectives have continuous character, while two objectives of one-time character refer to 2011. Realization of continuous objectives has mostly started, while the realization of two one-time characters is partially or fully completed.

One-time objectives refering to 2011 are:

- IC 1. 3. Include communication planning in the overall planning and distribution of budgetary funds of the institution.
- IC 2. 1. Maintain and build capacities in the institutions.

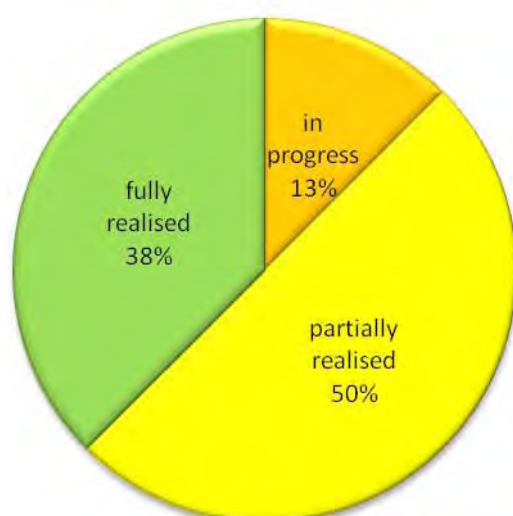
The objectives of the continuous character:

- IC 1. 1. Setting up a communication strategic framework ;
- IC 3. 1. Improve coordination between the PR offices / offices at all each level of government;
- IC 3. 2. Improve the coordination in strategic communication between different levels of government;
- IC 4. 2. Provide training to PR officers in public relations and strategic communications;
- IC 4. 3. Provide training to the PR officers in other areas significant relevant to their work;

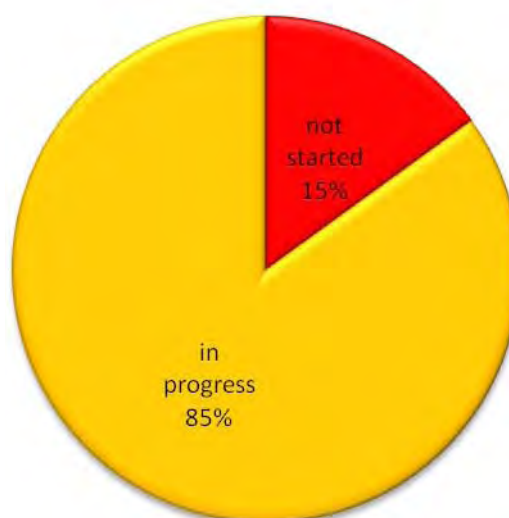
- IC 4. 4. Provide the PR officers / managers with the best European practice;
- IC 5. 1. Clarify and simplify communication with the media;
- IC 6. 1. Improve efficiency of media monitoring;
- IC 7. 1. Monitor the implementation of the FOIA and ensure regular reporting in accordance with the law;
- IC 7. 2. Ensure that all the institutions fulfill their responsibilities under the FOIA ;
- IC 8. 1. Ensure high quality and consistency of web sites;
- IC-9. 1. Provide citizens with information without any intermediary;
- IC 10. 1. Continuously inform the public and raise awareness about particular themes through the public campaigns mechanism;
- IC 11. 1. Measure efficiency of strategic communications
- IC 12. 1. Improve communication with civil society

Number of "one-time" objectives which implementation is planned by the end of 2011						Number of continuous objectives which should be partly implemented in 2011, and in full by the end of 2014				
BiH	FBiH	RS	BD	Average		BiH	FBiH	RS	BD	Average
0	0	0	0		- implementation not started -	2	3	2	2	15%
0	0	1	0	13%	- implementation started -	13	12	13	13	85%
2	2	0	0	50%	- partially implemented -					
0	0	1	2	38%	- fully implemented -					
2	2	2	2		Total number of objectives	15	15	15	15	

"one time" objectives with deadline in 2011



continuous objectives



Regarding meeting the objectives planned for fulfilment in the next period (2012 -2014) significant achievements were not registered during the reporting period. Higher level of activities and results in this segment is expected in the next reporting period.

Joint actions to implementation of reform

During the reporting period, there was no implementation of projects financed by the Fund for Public Administration Reform. However, certain steps are taken to meet the objectives of RAP1 through the preparation of two projects. Representatives of all levels through the Supervisory Team for Institutional Communication participated in preparation of the project, and the Terms of Reference were confirmed by the Management Board of the PAR Fund and are approved for funding, so their implementation is expected in 2012 .

Projects in preparation.

Through the project "Capacity Building for the Fight Against Corruption in the Civil Service Structure in BiH" preparation, implementation and evaluation of topical public campaign is planned, where information officers / public relations will be included. These activities will directly contribute to progress in this field, especially in the segment of establishing the public information practice and implementing of public campaigns to broader public, as well as strengthening the capacities of the institutions for planning and implementation of such actions.

The project will contribute to the realization of the following objectives of the Revised AP 1: IC 1. Communication planning, IC 4. Human Resources, IC 9. Direct communication with citizens and IC 10. Public campaigns, project "Training of Public Relations Officers - Phase II" provides a systematic preparation and implementation of specialized training for information officers / public relations from the areas relevant to their work, which will contribute to developing and strengthening institutional capacity for communication, information and public relations, as well as strengthening capacity and expertise of the very officials who are engaged in this segment, moving their competences to managerial qualifications, which is a requirement imposed by contemporary trends in the field of strategic communication. The project will contribute to the realization of the objective IC 4. Human Resources from the Revised AP1.

Individual actions to implement reforms

Most objectives in this reform area are focused on capacity building, establishing and maintaining of good practices in the daily work and creating the conditions for transparency, openness, efficiency and effectiveness in the management, primarily in the area of communications and public relations. In this sense, progress in the reporting period at all levels was recorded primarily through initiation, planning or carrying out of certain practices in their daily work. The full progress can be accomplished only through the practical continuity which implies not only the establishment of such practices, but also their repetition and improvement in the next period, which is followed during this Action Plan (2011 - 2014).

It is possible to conclude that all levels with their individual measures, in most cases, meet or introduce certain activities, particularly those planned for implementation in 2011, or those of continuous character, which implies the implementation throughout the duration of the RAP1.

Some of the achievements in the implementation of public administration reform in the area of Institutional Communication in the reporting period, by administrative level are:

Level BiH (Council of Ministers of Bosnia and Herzegovina)

Significant achievements were recorded in the area of communication planning (IC 1.), by adopting the Strategy of communication and preparation of Communication plan for 2012 with planning the budget for communication activities. Already introduced practice of coordination and communication between different institutions and levels of government (IC 3.), is realized in the reporting period, at the initiative of the Information Service of the Council of Ministers of

BiH. A certain number of trainings was available to information officers / public relations, and the activities were undertaken in communication with the media. The most significant progress was made in media monitoring and analysis, and implementation of the Freedom of Access to Information BiH. Progress is reflected in the implementation of activities of direct communication with citizens, especially in the regular practice of preparing and publishing informative newsletter "INFO Council of Ministers" (Public Information Service) and "Euroimpuls" (DEI)

Federation BiH

Progress in the FBiH level is reflected primarily through the maintenance of established practice (media monitoring - IC 6. , Coordination and communication with other institutions and levels - IC 3. , Complying with the Law on Freedom of Information in Federation BiH- IC 7. , Information about work of the government etc.) and the conditions for the functioning of the system (to fill of positions of information officers / public relations in all ministries - IC 2.). Also, some progress was recorded in preparatory activities as well (activity table).

Republic of Srpska

Key progress in the reporting period was achieved by adopting the document "Communication Plan of the Government of the RS 2011 -2014 " And the Action Plan and Action Plans of all ministries for 2012 which led to the strategic and operational basis for planning strategic communications (IC1.).In addition, significant improvement is generated from the introduction of an intranet system in the RS Government and the establishment of practices of integration of content and information within the scope of the government and ministries into a single website of the Government, which is regularly updated (IC 8.). Also,there is a range and variety of channels of direct communication with the citizens, through publications, and preparation of promotional films and videos (RS investment, investment in health, etc.), as well as continuous practice of media monitoring and acting in accordance with Access to Information Law in RS.

Brčko District BiH

The most significant achievements at the level of BD BiH are in the operationalization of the central unit for Informing / Public Relations (Information Sector) through the filling of management personnel vacancies, as well as communication planning and prerequisites for the functioning of a strategic communications system IC.1). Due to the unique structure of this level of administration, the efficiency of communication is improved because information Sector integrates all communications activities, with the budget ensured.

Key difficulties and problems

Two of the planned objectives in this area are not implemented at any level, or information on the steps taken in this direction were not obtained. The first one relates to continuous measure of the efficiency of strategic communication which means monitoring and evaluation system based on communication strategies and action plans. The second objective which was not realized at any level involves meeting with officials of the EU best practices which covers the organization of study tours, twinning and technical assistance projects, etc. One of the objectives is directly related to the fulfilment of the relevant objectives in the reform area of Human Resources Management.

Recommendations and next steps.

In the next period it is necessary to ensure the continuation and development of practices which need continuous application at all administrative levels, and active work of all responsible institutions at all levels of administration to fulfil the objectives set for the next year. In terms of meeting the objectives envisaged for the realization in this reporting period,it is necessary to:

- Adopt a Communications Strategy and Annual Action Plan at the level of Government of the FbiH;

- Fill information / public relations positions, especially at the level of BiH Council of Ministries (Ministry of Human Rights and Refugees and the Ministry of Communications and Transport), and all other institutions at all levels;
- Provide a separate budget for the central units (CoM BiH);
- Fill the central unit positions by lacking personnel, primarily the Bureau of Public Relations of the RS Government, and at all other levels;
- Provide regular training in public relations and strategic communications, primarily through the Agency for Civil Service / Management (CoM BiH, FBiH, RS, BD);
- Provide specific training in other fields, necessary for communication managers;
- Try to provide access to European practices (CoM BiH, FBiH, RS, BD);
- Conduct regular obligatory updates of the web site, and explore attitudes and satisfaction of customers / visitors (CoM BiH, FBiH, RS, BD);
- Plan and conduct public opinion surveys, which should serve as a basis for communication planning, and adoption of policies, regulations and other activities in the domain of government and administration (CoM BiH, FBiH, RS, BD);
- Plan and implement topical public campaigns, especially during policy making, significant changes to legislation, the introduction of new services in the area of European integration, etc. (CoM BiH, FBiH, RS, BD).
- Develop and promote cooperation with civil society through informing, consultation and meetings, and finding module of cooperation in the implementation of various activities (CoM BiH, FBiH, RS, BD);

Besides already mentioned fulfilling of the objectives of continuous characters, it is necessary to intensify and / or immediately start with activities directed towards meeting the objectives whose realization is planned for 2012 as follows:

IC 1. 2. To improve communication planning in institutions;.

IC 4. 5. To ensure that senior management understands and supports the work of the office / officer relations officers;

E-GOVERNMENT

E-Government is an acronym for the Electronic Government, that is much more productive version of the public administration presenting the use of information and communication technologies (ICT) in the public administration which, in combination with the procedural and the organizational changes, and new skills, improves internal functioning of the public administration and provision of existing services to the citizens and the business community. It is therefore logical that the reform area e-Government (in the Action Plan 1 it area was called Information Technology) is associated with all other areas of public administration (this area has the most objectives and activities that logically is overlapping with other reform areas, and it requires coordination in implementation), because information and communication technology should be understood as a tool which, with adequate procedural and organizational changes, can significantly improve the public administration reform.

Action Plan for the Reform Area of e-Government was created on the basis of comprehension that the e-Government is not only an issue of information technologies, but rather a wider-encompassing approach to simultaneous modernization and computerization of the public administration with the particular aspect on improvement of the existing services to the citizens and the business community. In the Revised Action Plan 1 the reform in this area is focused on four interrelated areas:

1. General policies, regulations and standards with the main objective on the establishment of an adequate legal and institutional framework for development of electronic business of citizens and the enterprises;
2. Capacity building with the aim of strengthening of institutional and human capacities in this area;
3. ICT infrastructure to improve the infrastructure, i.e. the basis for the development of e-Government;
4. Information systems, e-portals and e-services with the concrete aim to improve the internal functioning of the public administration and provision of the existing services to the citizens and business community using modern technologies focused on the e-services, which should bring major benefits to the both business community and citizens.

Out of 23 goals in the reform area e-Government 2 goals are continuous and 9 goals are of one-time character which refers to 2011.

One-time goals for 2011 are:

IT 1.1 To establish the systems of supervision and accreditation of verifies.

IT 1.2. To ensure interoperability and recognition of all accredited verifies in the territory of BiH;

IT 1.3. To equalize the validity of electronic and traditional (hard copy) submissions and documents;

IT 1.4. To enable the use of all accredited secure electronic signatures for operations with public administration;

IT 1.6 To draft the regulations on IT security;

IT 2.1. To establish a strong central unit, at the levels of government where it has not been established yet, which will be responsible for coordination and support to e-Administration development;

IT 4.1. To define a common framework and standards for information system architecture and the development of applications;

IT 4.2. To establish an e-Government interoperability framework with the view to ensure compatibility of information systems and processes and providing comprehensive and client-oriented services of public administration;

IT 4.5. To create a BiH portal which will be organized around life events and will cover services provided by authorities. A link should be posted on this portal to the portals of Entities and BDBiH;

IT 4.6. To set up portals of Entities and BDBiH organized around life events and covering services provided within competences of authorities of Entities and BDBiH.

Continuous goals are:

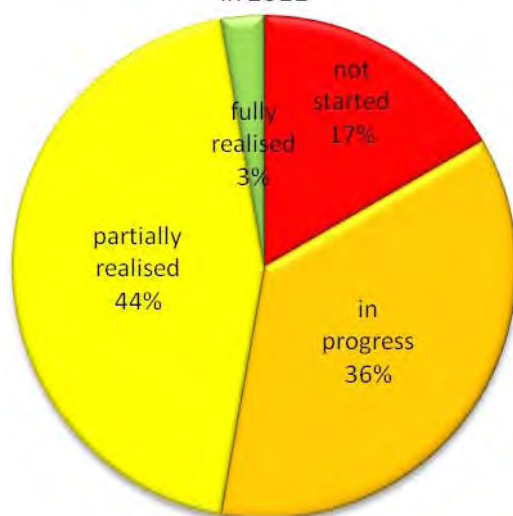
IT 2.3. To ensure professional IT staff in public administration;

IT2.4. To increase support of the management at the highest levels for support to development of e-Administration

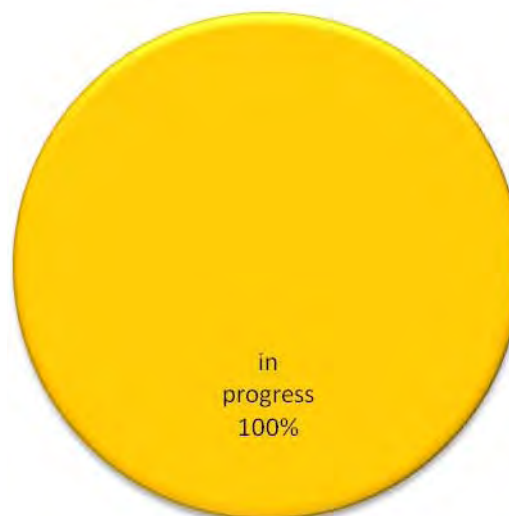
Realization of the both continuous objectives has begun as well as the most of the one-time objectives for the 2011.

Number of “one-time” objectives which implementation is planned by the end of 2011						Number of continuous objectives which should be partly implemented in 2011, and in full by the end of 2014				
BiH	FBiH	RS	BD	Average		BiH	FBiH	RS	BD	Average
2	2	1	1	17%	- implementation not started -	0	0	0	0	
5	4	2	2	36%	- implementation started -	2	2	2	2	100%
2	3	5	6	44%	- partially implemented -					
0	0	1	0	3%	- fully implemented -					
9	9	9	9		Total number of objectives	2	2	2	2	

"one time" objectives with deadline in 2011



continuous objectives



In addition to the mentioned, realization of two one-time objectives has started in this reporting period. Deadline for the implementation of these activities is 2012 - 2014. More detailed review of the assessment of objectives and activities is shown in the tables of objectives and activities of the RAP1 for the reform area of the e-Government, while below there is an overview of the major activities and actions undertaken during the reporting period that had an impact on the implementation of the reform in this area in both ways, to achieve objectives within the reporting period and objectives with a later deadline for implementation.

Joint activities on the implementation of the reform

Implementation of the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange" started in the reporting period, precisely in May 2011 for all 4 administrative levels. This project is funded from the Public Administration Reform Fund. The objective of this project is to create and adopt the interoperability framework for the overall public administration in Bosnia and Herzegovina including all the levels of government. It includes aspects of procedural, semantic and technical interoperability, definitions of common and open standards for exchanging data and metadata definitions, and development of common standards of the architecture and the application development in the public administration, as well as development of strategies of the public registers. Implementation of this project will contribute to the achievement of several objectives of the RAP1 in this reform

area, the objective 4.1. *Define a common framework and standards for information system architecture and the development of applications and aim 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* should be fully achieved through the implementation of this project, together with a part of objective 4.3. related to making an analysis of the existing basic electronic public registers (population register, vital records, personal identifications, economic operators, electronic cadastres and the land book, taxpayers book, social entitlements, etc.) and construction of a detailed program of optimization and interoperability of the basic public registers. The first interim report is in the process of harmonization with the PARCO, the Implementation Team and the Supervisory Team. After the completion of harmonization, the first interim report will be submitted to the Joint Management Board of the PAR Fund for adoption, together with an initial report. There was a delay in the predicted dynamics of the adoption of the report for this project due to received beneficiaries remarks regarding the project concept and the implementation of the project activities. The planned completion of the project is May, 2012.

One of the main goals of the first chapter of this reform area is to establish an adequate legal and institutional framework for development of e-business of citizens and companies with the public administration. In the reporting period, individual activities have been undertaken at all levels towards the establishing of a system for the monitoring and accreditation of the certifiers of a digital certificates (system is fully established in the RS, while the other levels have adopted the laws such as the Law on Electronic Signatures, the Law on Electronic Signature, Electronic Legal and Business Operations, the Law on Electronic document, etc.), which is explained in details in next chapters on the individual activities for each level of the government. However, in order to ensure the interoperability and the recognition of all accredited verifiers throughout the country, and because of incomplete implementation of the Law on Electronic Signature of BiH (adopted in November, 2006) Ministry of Communication and Transport of BiH, in cooperation with other relevant institutions at all levels of the governments, undertook an analysis of the impact of regulations on its implementation, which is in adoption procedure in CoM of BiH. Analysis proposes a road map for the implementation of the Law and proposes modalities for ensuring the interoperability and the recognition of all accredited certifiers throughout the country, which significantly contributes to the fulfillment of Objective 1.2.

Individual activities on implementation of reform

BiH level (Council of Ministers of Bosnia and Herzegovina)

BiH adopted modern legislation, above all the Law on Electronic Signature, Electronic Legal and Business Operations and accompanying (Official Gazette B&H 88/07), bylaws for the fields of electronic signatures, electronic government sessions, internet sites, and amendments to the Law on General Administrative Procedure with the objective of equating electronic and paper documents. However, the introduction of electronic services in BiH was delayed because of incomplete implementation of the BiH Law on Electronic Signature (adopted in November 2006.). This is the reason why Ministry of Communications and Transport BiH in cooperation with other relevant institutions at all levels of government enforced Regulatory impact Analysis on implementation of Law. This Analysis is currently in pre-adoption procedure in Council of Ministers of BiH. Analysis proposes road map for implementation of the Law and emphasises that for successful implementation of Law among other things, necessary to urgently establish Office for Monitoring and Accreditation of certifiers, in accordance with law on Electronic Signature of BiH for which, by the experiences from other countries of this size, a very small number of employees is needed (2-3) which could be made by internal systematization. For that reason, adopting of that document and proposed road map is the first step for establishment of system for monitoring and accreditation of certifiers, ie. fulfillment of objective 1.1. *Establishment of systems for*

monitoring and accreditation of verifiers In annex, proposal of modalities for ensuring interoperability and recognition of all the accredited certifiers throughout the country, which are offered in the document are equally important for implementation of objective 1.2. Ensure interoperability and recognition of all accredited verifiers in the territory of BiH, and therefore it will ensure undisturbed communication between citizens, business community and public administration. Also, at this level amendments to the Law on General Administrative Procedure are done with the objective of equation of electronic and paper documents, and it has significantly contributed to achieving objective 1.3. Equalize the validity of electronic and traditional (hard copy) submissions and documents.

In a capacity building area, In order to overcome problems in the coordination of IT activities that are performed at various levels and in various ministries, which represent a serious obstacle to the adoption of a systematic and methodological approach to the optimal use of IT, new working group for drafting the Law on Agency for the development of information society in Bosnia was appointed in 2010. Ministry of Communications and Transport of BiH is currently leading activities on re-forwarding the Law to the parliamentary procedure, after the entity complying. Furthermore, the Decision on Electronic Operations and e-Government in the Council of Ministers of BiH, (which sets electronic operations, which covers work with clients, use of equipment, handling documents, communication with the parties and other public subjects and office operations, and basis of work of "e-Government" in the Council of Ministers of BiH), it is defined that operations of e-administration at the state level are to be entrusted with the Centre for "e-Government" in the Council of Ministers within the Secretariat General of the Council of Ministers. In accordance with that, the said Center for e-Government was established, and the process of filling vacancies has started. It contributes the implementation of goal 2.1. *To establish a strong central unit, at the levels of government where it has not been established yet, which will be responsible for coordination and support to e-Administration development;*

Progress at a BiH level is made at Start of implementation of the Strategy of Development of the Agency for Identification Documents, Records and Exchange of Data (IDDEEA) for the period 2010 – 2015. This document defines the strategic objectives of development and improvement of IDDEEA and system of 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 this IDDEEA. Two types of e-services for citizens in this reform area – part of objective 4.8., for which provision is exclusively in charge of this Agency, are: registration of vehicles (new, used and imported), and report of change of residence (change of address), and those are planned to be realized within this Strategy. In addition, Agency is also planning to issue new ID cards with digital signature which will have a very big impact on the overall process of launching an e-Service Public Administration of BiH citizens. Technical specifications for the implementation of the EU tender procedures were completed during the reporting period and submitted to the EU. Estimated project start is the second quarter of 2012. Accordingly to all of the above, IDDEEA together with the Ministry of Civil Affairs of BiH has already initiated an action to amend laws on personal identification number, identity card, residence and travel documents and residence, which is a prerequisite for the implementation of the Strategy. The laws are currently in parliamentary procedure.

Federation of BiH

In FBiH, during the reporting period, activities are done to make certain decisions and the adoption of certain regulations that will significantly contribute to the realization of objectives from Revised AP1 in this reform area. The draft of the law on Electronic Document is currently in parliamentary procedure (contribution to objective 1.1), while the Rulebook on standards for Information Security is in the process of preparation (contribution to objective 1.6).

Programme of work of the Government of the Federation BiH for 2012. also envisages the establishment of the Institute for ICT Federation, with December 2012. as a deadline for forming, which will contribute to achieving the objective 2.1 *To establish a strong central unit,*

at the levels of government where it has not been established yet, which will be responsible for coordination and support to e-Administration development.

Also, the Government of the Federation in August 2011. has brought the decision on launching the e-Government project, under the leadership of the Federal Ministry of Transport and Communications with the ultimate goal of creating a single portal where they will provide information and services to citizens and business community with an all in one place principle. In the first phase of e-Government , 62 institutions from Federation would be covered by budget and this would primarily include development of ICT infrastructure (bus Fenet, PKI infrastructure), interoperability between information systems and the construction of a single portal, while the second phase would include involvement of the cantons and municipalities, educational and health institutions. This decision is primarily contributes to goal 3.1. *To make arrangements for the use and improvement of existing resources that will guarantee a cheap, reliable and secure access to information and facilitate information exchange, both in the public sector, including exchange of information between different levels of government, including municipalities, and outside, between the public sector and users of public services* and to objective 4.6 *To establish portal which will be organized around life events, covering services from the authorities of entities.*

Republic of Srpska

In e-government reform area in this report period in RS the objective 1.1. Establish the system of supervision and accreditation of verifies as a main precondition for the development of electronic business is fulfilled. Before that, RS adopted several laws and bylaws (Law on Electronic Signature, Law on Electronic Document and Law on Electronic Operations, Rulebook on measures of electronic signature protection and qualified electronic signature, lowest amount of compulsory insurance and the application of organizational and technical measures to protect the certificate, Rulebook on technical rules for assurance of connectivity of evidences of issued and withdrawn certificates of certified bodies in the RS, Rulebook on content and manner of holding the registry of certified bodies for issuing qualified electronic certificates, Rulebook on evidence of certified bodies etc),as well as establishing an institution that controls certifiers and provides accreditation. By adoption of Rulebook on measures of electronic signature protection and qualified electronic signature, lowest amount of compulsory insurance and the application of organizational and technical measures to protect the certificate – on the basis on a set of valid technical standards (for example ETSI TS, from RFC), technical interoperability of electronic signatures is provided, which is one of the first steps toward fulfilling objective 1.2. Ensure interoperability and recognition of all accredited verifies in the territory of BiH. What is more, concrete implementation started - AIDRS started with issuance of qualified electronic signatures for the RS institutions in December.

The National Assembly of the RS adopted the Law on IT Safety in RS which stipulates establishment of the CERT body, which would work on coordination of protection and prevention of various forms of computer security incidents.A rule book on the standards of information security is also under construction, and completion is expected in the first quarter of 2012, which will significantly contribute to meeting the objective 1.6. *Develop regulations for information security.*

In RS the objective 2.1. The Sector for Information Technologies, within the Secretariat of the Government of the RS is almost fulfilled, and that sector performs centralized and operational IT functions, while the Agency for Information Society of the RS (AISRS) is competent for coordination of development of the IT in public administration, in education and health care; establishment of measures of building of information systems; licensing of certification authorities in public key infrastructure; defining concepts of interconnection rules for information interoperability; expert verification of the projects from the field of ICT in the public sector; development of legislation in the area of IT; establishment of technological standards and standards of work processes in the area of IT; promotion of appliance of new technologies, establishment of standards and procedures and consent for the procurement of equipment and software solutions, works and services in the area of informatics and Internet

for the public administration and public sector, developing a common computer-telecommunications network; development methodology, technology and systems development organization of republic authority; establishment of standards and procedures and undertaking measures for security and protection of data of information systems, promoting balanced development of information society, helping to achieve the conditions for European and regional integration in the field of ICT and information society building. AIDRS in cooperation with the Sector for IT continually works on managing IT services.

Portal of Public administration of RS was established in 2009. (Contribution to objective 4.6.), and RS is currently working on implementation of e-service trough projects "It's not OK for you to stand in queue" and "Someone is lurking on the web" and a lot of work is done on promotion of e-services in RS. The project "Service of Electronic Registry Books" is completed and it is expected to be operational soon. The Unit of land registration is working on procedures for the registration of land (Cadastre) and ownership (Land registry), and synchronizing this data and ensuring their availability to users via the web. Both the previously mentioned projects contribute significantly to meeting the goal of 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.).*

Brcko District of BiH

In Brcko District, previously adopted Law on Electronic Signatures and the Brcko District Law on electronic document contributed to the realization of objective 1.1. *To establish systems for monitoring and accreditation certifies* scheduled for 2011. year, and in the reporting period a package of procedures and guidelines for the protection of information systems BD was developed and adopted (contribution to objective 1.6).

In the Brcko District of BiH the objective 2.1.is almost fulfilled. Subdivision for IT has a central role of information systems development in Brcko District and is responsible for IT strategic planning, coordination, standards, specific instructions and recommendations related to IT-operation, IT procurement and legislation. Coordination of central and peripheral IT units in the Brcko District of BiH is carried out together by Subdivision for Informatics and Information Technology Commission of Brcko District.

BD is constantly working on introducing and promoting e-Government, and it has BEACON status in that field (contribution to goal 2.4.). In the BD BiH all the basic registers are made – goal 4.3. (Citizens, legal entities, employed / unemployed people, tenancy rights, health insurers, land cadastre and real estate).

Key obstacles and problems

The vast majority of goals in this reform area whose realization is planned until the end of 2011 has not been fully realized. The reason for this is complexity of the reform area of e-Government, because e-Government is not just a question of information technology, but it is a much broader approach that includes analysis of business processes, their simplification, optimization and standardization .The Reformin area in public administration usually requires changes and amendments to various laws and regulations, which often takes longer time than planned. It is encouraging though that the most goals in this reform area, whose realization is planned until the end of 2011, was initiated during the reporting period, with clear plans for their implementation in 2012.

Considering all of these objectives, lack of adequate legal and institutional framework for ensuring secure electronic communications with the public administration throughout the country is the most critical (objective 1.1. And objective 1.2.), because it is a prerequisite for the achievement of the most of other objectives from this reform area. It is therefore very important to urgently establish the Office for Supervision and Accreditation of Verifiers in accordance with the Law on electronic signature of BiH, which, by the experiences of other

countries needs a small number of employees (2-3), which could be made by the internal redistribution (contribution to goal 1.1.). Furthermore, it is very important to form a working group to select the modalities for ensuring interoperability and recognition of all accredited verifiers in the territory of BiH, which are published in the document, regulatory impact analysis on the Electronic Signature Law of Bosnia and Herzegovina, prepared by the Ministry of Communications and Transport of BiH in cooperation with all other relevant parties from all levels of government (contribution to goal 1.2.).

Furthermore, serious problem is the delay in the anticipated pace of adoption of the report for the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange" that occurred because of the objections of the beneficiaries to project's concept and implementation of project activities. However it is expected that these problems can be solved so that the project could bring the expected results (contribution to goals 4.1., 4.2. and 4.3.).

Recommendations and further steps

The most important recommendation for the future refers to an **urgent realization of unrealized objectives planned for 2011, which are listed above and ensuring the continuation of activities whose continuous implementation is envisaged at all administrative levels**, of which the most important are:

- *Immediate establishment of the Office for Supervision and Accreditation of Verifiers in accordance with the Law on electronic signature of BiH, which, by the experiences of other countries need a small number of employees (2-3), which could make the internal redistribution (contribution to goal 1.1.);*
- *Forming a work group in order to select the modalities for ensuring interoperability and recognition of all accredited verifiers in BiH, which are published in the document, regulatory impact analysis on the Electronic Signature Law of Bosnia and Herzegovina, prepared by the Ministry of Communications and Transport in cooperation with other relevant parties from all levels government (contribution to goal 1.2.);*
- *Support and involvement of all relevant parties in the removal of obstacles and problems to the successful implementation of the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange" (contribution to goals 4.1., 4.2. And 4.3.);*
- *Development of project proposal and the task for new project ideas identified as a priority and supported by all members of the Supervisory Team for the reform area of e-government, namely: "The feasibility study, analysis and optimization of processes and requirements specification (proposed amendment of regulations and requirements specifications for the required IT intervention) to implement one of the fundamental and priority e-Government services to the business community - e-Transaction public service for starting and operation of businesses covering: case-registration, registration with tax authorities, report to the agency / Bureau of Statistics report with institutions Employment, pension and health insurance and Implementation of common services for e-Services: authentication and identification, payment services, integration with Basic registers (contribution to goals 4.7. and 4.9.);*

In addition, **active work with relevant institutions is needed at all levels to achieve all the objectives envisaged for 2012:**

IT 1.5. To define the orientation and / or principles and standards for IT procurement (goods, services and services) including the mode of IT project management, standards, criteria and justification of procurement.

IT 1.7. To establish an ongoing process of risk assessment at all levels of government

IT 1.8 To establish CERT institutions.

IT 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, drafting and provision of instructions and advice to individuals and authorities, either through new recruitments or additional training of staff already recruited..

4 Overview of implementation of objectives by reform areas of the RAP1

4.1 Strategic planning, coordination and policy making

Objectives	Measurable indicator	Responsible institution	Time line	Administrative level				Description of achievement/Comment
				BiH	FBiH	RS	BD	
Chapter SPKIP 1 Strategic planning								
<p>In the strategic planning area, through the Strategic Planning and Policy Development Project-SPPD, which was successfully completed, around 300 civil servants, in 13 ministries both at national and entity levels, were introduced to the strategic planning methodology, recommended by EU and OECD. During the project implementation, 115 documents regarding budgetary requests, strategic plans and policy papers with action plans and internal ministerial acts, were prepared. The project dealt with institutionalizing methodology for strategic planning as well as strengthening of organizational structures which will support implementing of this methodology, so the Government of FBiH adopted the Regulation on The Process of Strategic Planning, which is binding to all governmental institutions, while the Ministry of Civil Affairs adopted a Rulebook on Procedures of Strategic and Financial Planning harmonizing in that way the process of three years strategic planning and budget planning. At the same time the Ministry of Communication and Transport adopted Internal Procedures on Strategic and Financial planning. Also, a Manual on Strategic Planning was published.</p>								
<p>Taking into account that the strategic planning of the ministries needs to be linked to the strategic planning of the governments, i.e. the process of planning needs to be viewed as a logical circle of interconnected activities within the ministries and the government, where the governments offer strategic guidelines for development of programmes, and the ministries produce their input for the governmental working programme. The Project “Blueprint of Development of Central Bodies of Governments in BiH – implementation phase I of this project is ongoing”, tends to develop the capacities of the central governmental bodies (mainly the General Secretariats of the governments) to support the leading role of the Prime Minister in strategic guidelines, during the development of working programmes. Based on the GAP Analyses done during the project implementation, the expert team is currently working on completing the legal framework that will enable organizational, methodological and functional strengthening of the roles that the secretariats have in the process of strategic planning. It is important to underline that the personnel working on strategic planning within the secretariats is not responsible for the actual development of the general or sectoral strategies of the Government. This is a task for the ministerial personnel, or other bodies and working groups that are being established especially for this task. The personnel of the secretariats is responsible for coordination, harmonization of different general and separate sectoral strategies and their coherent link to the governmental working plan, which is the area that is currently being strengthened by the project “Blueprint – phase I”.</p>								





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Objectives	Measurable indicator	Responsible institution	Time line	Administrative level				Description of achievement/Comment
				BiH	FBiH	RS	BD	
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.	<p><i>Annual work programmes of the CoM/governments are in place</i></p> <p><i>Degree of horizontal harmonisation / compliance of the work programme</i></p> <p><i>Harmonisation of content with: strategic documents (list the documents) and budgetary documents (list the documents) has been checked</i></p> <p><i>Intensity of reporting on the implementation at CoM / governments meetings</i></p> <p><i>Annual report on the implementation is in place.</i></p> <p><i>Degree of implementation of the annual work programme.</i></p>	<p>BiH Council of Ministers, Governments f Entities and BD of BiH.</p> <p>General Secretariat of BiH Council of Ministers and BiH Ministry of Justice</p> <p>General Secretariat of Government of the Federation of BiH</p> <p>General Secretariat of Government of the Republika Srpska</p> <p>Secretariat of the Government of the Brčko District of BiH</p>	December 2011					Accomplishment of this objective is currently an ongoing task that has been realized 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. A legal framework was developed through the Project “Blueprint” that should solve the problem and improve the three yearly programming process of the Governments/CoM, once the same is





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					adopted by the beneficiary institutions.
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1.2. Improve internal procedures of strategic planning in ministries.	<i>The head of the institution has enacted the act.</i>	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	December 2011					This objective was accomplished in the ministries, through the project "Strategic Planning and Public Policy Development", which started in January 2009 and, lasted for 2,5 years, so it was completed on 30th June 2011. The project covered 13 ministries (5 from each of the entities and 3 from the state level, which is statistically and approximately one third of all ministries at these levels). The Ministry of Civil Affairs in BiH adopted Rulebook on Strategic and Financial Planning, while the Ministry of Communication and Transport in BiH adopted a Rulebook on Internal Procedures for Strategic and Financial Planning. The Government of the FBiH adopted a Regulation on the Process of Strategic Planning and Reporting in the federal ministries (Official Gazette of FBiH, no 19/11). Within the project "Strategic Planning and Public Policy Development", a Manual for strategic planning and development of public policies was also published. The completion and achievement of above mentioned objectives, shall be accomplished with the implementation and realization of the projects "Blueprint of Development of Central Bodies of Governments – phase I and II" and project "Strategic Planning and Public Policies Development– phase II".
		General Secretariat of Government of the Republika Srpska,	Secretariat of the Government of Brčko District of BiH						





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<p>1.3. Strengthen organisational arrangements and staffing for strategic planning in individual institutions.</p>	<p><i>Strategic planning included in rulebooks on internal structure and job descriptions</i></p>	<p>All ministries and other public administration bodies at the levels of BiH, Entities and Brčko District of BiH</p> <p>December 2011</p>					<p>This objective has been partially accomplished by the implementation of the activities within the project “Strategic Planning and Public Policies Development”. Through the implementation of the project, an analysis and a proposal on organizational structures, has been done which will support the process of strategic planning within the ministries which 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 Rulebook on Internal Structure and Job Descriptions, 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</p> <p>in their organizational plans, which can be only partially linked to strategic planning. The ultimate objective shall be accomplished when most of the Ministries of BiH, the entities and BD, strengthen their organizational arrangements and staffing for strategic planning, which is planned within continuation of the project “Strategic Planning and Public Policies Development”.</p>
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1.4. Ensure capacity building of Cantonal governments in FBiH	<i>An analysis has been done, recommendations have been proposed</i>	Government of the Federation of BiH	June 2012			The goal shall be also accomplished by implementation of the project “Blueprint of Development of Central Bodies of Governments – implementation phase II”, which should be funded by IPA 2010 budget, and it is supposed to start in July 2012.
1.5. Strengthen central capacities of BD of BiH	<i>The general secretary has been appointed</i>	Government of the Brčko District of BiH	June 2011			The goal was reached by appointing the general secretary by the Decision of the Government of BD, on 7 th July 2011.
SPKIP 2. Policy-making, coordination and better regulation <p>Apart from strategic planning, the project “Blueprint of Development of Central Bodies of Governments in BiH” tends to strengthen the system for adopting policies at all levels of government. One of the objectives is to enable the general secretariats to become primary coordinative bodies, with a task of ensuring efficient work of individual ministries, harmonized with the work of other administration bodies – horizontal coordination, as well as developing the capacities for coordination and linking between different levels of authority –vertical coordination. Main task of the secretariats is to ensure the quality of the materials that reach the government, i.e. to provide suggestions to the Prime Minister and the Government on such materials. At the same time, the Secretariats make sure whether all the proposals submitted to the Government by individual Ministries are prepared in accordance with the corresponding procedure, and whether the proposals are in the frames of the governmental plans and priorities, i.e. that the same are not contradictory to any other legal acts and regulations. Therefore, the project “Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH” (currently on-going), deals with development and strengthening of the system for public policies. We also, tend to develop a system for creating policies, through training of civil servants and transposing the EU legislation into the legal system of BiH. Within the scope of the project “Transposing the EU Legislation in the Legal System of BiH”, more than 270 civil servants were trained on methods and manners of transposing the EU legislation, including the issues such as policy development and influence of certain legal solutions on the relevant issues which are regulating the evaluation of the transposing process, understanding of EU legal framework and improvement of the knowledge of civil servants in the methodology and translation of the legislation. Furthermore, at the entity level, in FBiH and RS, two projects have been initiated dealing with the administrative guillotine – reducing the heavy administrative procedures/ administrative burdens.</p>						

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<p>2.1. Set up, in the rulebooks of the CoM / Governments, necessary mechanisms to achieve the standard quality of legislation / policies that includes:</p> <ul style="list-style-type: none"> • horizontal and vertical coherency (harmonization with all institutions) • consultations with the public concerned • impact assessment • removal of administrative obstacles • legal compliance and nomotechnical correctness 	<p><i>Appropriate amendments to the Rules of Procedure of the CoM / Governments have been adopted.</i></p>	<p>General Secretariat of BiH Council of Ministers and BiH Ministry of Justice</p> <p>General Secretariat of Government of the Federation of BiH</p> <p>General Secretariat of Government of the Republika Srpska</p> <p>Secretariat of the Government of the Brčko District of BiH</p>	December 2011	   	<p>Bearing in mind the complexity of this objective, its achievement is realized in several directions. Improving the process of policy coordination and impact assessment, has been partially achieved at the ministerial levels, by implementing the project “Strategic Planning and Public Policies Development”, which covered one third of the ministries at the state and entity level (the implementation of phase II of this project is planned for this year), while the same process at the central level is being implemented trough the project “Blueprint of Development of Central Bodies of the Governments in BiH”, which is on-going. Methodologically speaking process of improving the policy coordination, consultations and impact assessment has been realized by improving the existing acts on developing the regulations – project “Improvement of Rules and Procedures for Legal Other Regulation and General Acts Drafting in BiH”. The ultimate goal has not been reached yet, and its realization has been planned to be completed with realization of the project “Blueprint of Development of Central Bodies</p>

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						of Government in BiH– phase I and II”, the project “Strategic Planning and Development of Public Policies – phase II” and the project “Improvement of Rules and Procedures for Legal Other Regulations and General Acts Drafting in BiH”.		
2.2. Standardize the process of legislative drafting	<p><i>Uniform Rules for Legislative Drafting have been adopted</i></p> <hr/> <p><i>Rules of Procedure have included an obligation to apply the Uniform Rules for Legislative Drafting</i></p>	<p>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, Republic Legislative Secretariat of the RS Government, Legislative Office of the Brčko District of BiH Government,</p>	December 2011					This objective shall be reached by adopting new Nomotechnical Rules for Drafting of Legal Regulations in BiH, by the corresponding institutions at state and entity level. The new rules for drafting regulations have been prepared within the scope of the project “Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH”. The BD Assembly adopted new rules for drafting regulations-18 January 2012.





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2.3. Improve mechanisms of horizontal coordination among ministries	<p><i>The Rules of Procedure of the CoM / Governments have been adopted;</i></p> <p><i>Number of proposals that have remained not agreed on by the government's meeting (negative indicator)</i></p>	<p>General Secretariat of BiH Council of Ministers and BiH Ministry of Justice</p> <p>General Secretariat of Government of the Federation of BiH</p> <p>General Secretariat of Government of the Republika Srpska</p> <p>Secretariat of the Government of the Brčko District of BiH</p>	June 2012				<p>The accomplishment of this objective has been also planned by implementing the project "Blueprint of Development of Central Bodies of Governments in BiH", whose implementation is ongoing. Up to now, an analysis has been performed and the recommendations for changing and amending the Rules of Procedure of the governments/CoM have been currently discussed.</p>

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2.4. Define the mechanisms of vertical inter-institutional (inter-ministerial) cooperation and consultation	<i>Appropriate solutions have been included in the Rules of Procedure</i>	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					This goal has been partially accomplished by signing the Memorandum on Mutual Cooperation between the secretariats of BiH Government, entity governments and government of BD BiH. The accomplishment of the objective has been planned with implementation of the project "Blueprint on Development of Central Bodies of Government in BiH", whose implementation is ongoing. Up till now, an analysis has been done and the recommendations for changing and amending the Rules of Procedure of the governments/CoM have been currently discussed.
2.5. Improve consultation with the public concerned	<i>The guidelines have been adopted</i> <i>The Rules of Procedure have been amended</i>	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 the goal will be achieved in two directions: individually by each level through regulating separately this issues and mutually through implementation of the projects "Improvement of Rules and Procedures for Legal, Other Regulations and General Actings Draft in BiH" by working on the requests on conducting consultations

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						(project implementation is ongoing); and “Strategic Planning and Public Policies Development” by training of the civil servants on conducting the consultations (first phase of the project is completed).		
2.6. Ensure an efficient system for impact assessment of public policies / regulations	<p><i>An analysis have been made;</i></p> <p><i>The methodology has been adopted by CoM / governments in BiH;</i></p> <p><i>Degree of harmonisation among the methodologies adopted;</i></p> <p><i>The number of IAs;</i></p> <p><i>IAs that have been published on the web sites of ministries responsible bodies;</i></p> <p><i>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;</i></p>	<p>General Secretariat of BiH Council of Ministers and BiH Ministry of Justice</p> <p>General Secretariat of Government of the Federation of BiH</p> <p>General Secretariat of Government of the Republika Srpska</p> <p>Secretariat of the Government of the Brčko District of BiH</p>	June 2011					<p>The above goal has been partially accomplished by implementing the projects “Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH” and “Strategic Planning of Public Policies Development”, in the area of methodological 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. The objective will be ultimately achieved by implementing the project “Blueprint of Development of Central Bodies of Government in BiH – implementation phase II”, which is in procurement stage and it is planned to be fully implemented by 2014.</p>

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2.7. Comparative analysis of solutions as an obligatory element of the proposals of legislation/public policies	<i>An obligation to include a comparative analysis has been provided for</i>	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					The goal will be ultimately achieved by implementing the project “Blueprint of Development of Central Bodies of Government in BiH – implementation phase II”, which is in procurement stage and it is planned to be fully implemented by 2014.
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	<i>The information system is operational</i>	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	December 2013					It has been planned for the objective to be achieved by implementing the project “Design of Software for Assistance in Legal and Other Regulations Drafting and Following of their Realization”. A draft of project proposal is prepared and is currently in the phase of harmonization with the members of the Supervisory team.

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management system, the system of e-Meetings of government and electronic legislation database	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					
2.9. Improve the systems of e-Meetings of the CoM / Governments	<i>The system of e-Meetings of the CoM / Governments has been upgraded</i>	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	The end of 2012			The General Secretariat of BiH CoM, has prepared and put forward project proposal to be financed by IPA FUND 2012, thus this objective would be fulfilled, however the same has not been accepted and supported by the EC Delegation in BiH.

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		<p>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</p>					
2.10. Establish and maintain a comprehensive database of laws and by-laws, accessible from one point and through an integrated web portal	<p><i>A single database has been developed;</i></p> <p><i>The number of downloaded pieces of legislation from the single database;</i></p> <hr/> <p><i>Frequency of the single database updating;</i></p>	<p>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</p>	<p>June 2012</p> <hr/> <p>December 2012 (Ongoing, by the end of 2014)</p>				<p>The objective has been partially achieved by implementing the UNDP project "Database of Legal Regulations", whose main task was to enable public access to all legal regulations in BiH. Within the scope of the project 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 has been updated, however due to lack of readiness of state, entities and BD BiH institutions the database of new legal regulations has not been updated.</p>

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<p>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.</p>	<p><i>The number of visits to the Internet page;</i></p> <p><i>The number of downloaded laws from the Internet page;</i></p> <hr/> <p><i>Frequency of the single database updating;</i></p>	<p>All ministries and other administrative authorities in BiH</p> <hr/> <p>December 2011</p> <p>December 2012 (Ongoing, by the end of 2014)</p>		<p>The objective has been mostly achieved – all the 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 provides access to all laws and by-laws adopted by the FBiH from 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. The final versions of the laws and other regulations available on different web pages of the institutions, are still not available (except in rare cases, such as the case with the Law on Civil Servants in BiH institutions).</p>
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<p>2.12. Prepare and publish consolidated versions of laws and by-laws</p> <p><i>Rules of Procedure have been duly amended</i></p> <p><i>The number of prepared and published consolidated versions in official gazettes</i></p>	<p>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</p> <p>December 2012 (Ongoing, by the end of 2014)</p>					<p>The area is regulated by the Rules of Procedure of BD BiH (2003 and 2008) and Rules of Procedure of Houses of the Parliamentary Assembly of BiH. In practice, systematic approach is not followed.</p>
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4.2 Public Finance

Objectives	Measurable indicator	Responsible institution	Time line	Administrative level				Description of achievement/Comment
				BiH	FBiH	RS	BD	
Chapter PF 1. Policy dimensions of the system of public finance Macro-fiscal framework for BiH was not prepared due to of lack of agreement between the entities and the Ministry of Finance and Treasury on distribution of revenues from indirect taxes. Macroeconomic Analysis Unit- MAU performs a regular production of the consolidated public sector accounts and publishes them on its Web site, and thus contributes to the fulfillment of obligations under the Stand-By Arrangement with the IMF.								
1.1. Regular preparation of macro-fiscal framework for whole BiH	<i>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</i>	Fiscal Council and Advisory Group of the BiH Fiscal Council	Ongoing					At the meetings of the Fiscal Council and advisory groups, Fiscal Council have had activities in accordance with the Law on Fiscal Council of BiH (Official Gazette. 63/08) and participated in drafting the document Global Framework of the Fiscal Balance and Policies for BiH 2012-2014. Fiscal Council has discussed about the draft of the document Global Framework of the Fiscal Balance and Policy in Bosnia and Herzegovina for the period from 2012 - 2014. It was concluded that the attitudes of the entities and the Ministry of Finance and Treasury about the distribution of revenues from indirect taxes in BiH institutions still differ significantly, for these reasons, the document has not yet been adopted.
	<i>The Global Framework Fiscal Balance and Policies in BiH has been adopted.</i>			●	●	●	●	
	<i>The document of framework budget has been adopted in a timely fashion based on the data from the Global Framework.</i>		Ongoing					
1.2 Regular preparation of macro-fiscal framework for the whole state	<i>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.</i>	OMA, the Group for the Consolidation of Fiscal Data (Ministry of Finance, OMA and CBBiH).	Ongoing	●	●	●	●	The consolidated public sector accounts are regularly produced and published on the web site of MAU.

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1.3. More efficient access to the distribution of revenues from indirect taxes	<i>Obstacles to the process of drafting the framework budget and fiscal framework have been removed, harmonized development policies have been linked to financial possibilities.</i>	Ministries of Finance, BiH Fiscal Council.	By the end of 2012					
Chapter PF. 2. Increase efficiency and effectiveness of budget management During this period there was an increase in efficiency and effectiveness of the budget management through the transparent expenditure of public funds, strengthening communication between management of institutions and Ministries of Finance, further introduction of program-based budgeting in public administration in BiH, and timely inclusion of the Parliament in the budget approval process.								
2.1. Further harmonization of the BFP drafting process at all levels of government and timely drafting of BFP for entire BiH	<i>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.</i> <i>BMIS (Budget Management Information System) Terms of Reference have been implemented.</i> <i>Budget-related legislation in FBiH harmonized and integrated.</i>	Ministries of finance PARCO Federal Ministry of Finance	By mid-2014					
2.2. Transparent expenditure of public funds	<i>Quick and efficient software support to the capital investments planning process.</i>	Ministries of finance	By mid-2012					
2.3. Further strengthening of Communication between management of institutions and finance units.	<i>The process of decision-making, identification and ranking of policy priorities, objectives and financial needs has been</i>	Ministries of finance and budget users	Ongoing	●	●	●	●	Instructions 1,2 and 3 of ministries of finance at all levels of government emphasize that the budget is basically an estimation of funds that will be needed

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	<p><i>improved.</i></p> <p><i>Monitoring of set goals, impact assessments and internal and external reporting have been improved.</i></p>					in order to achieve strategic and operational objectives of budget users, and active participation is essential for all managers within the institution. Although there are still some budget users represented by civil servants of finance unit, there is noticeably greater involvement of managers.		
2.4. Introduction of program-based budgeting in BiH public administration	<p><i>By-laws have been enacted in all ministries.</i></p> <hr/> <p><i>The number of qualified officers has increased.</i></p> <hr/> <p><i>Additional technical support has been provided</i></p>	All public administration bodies	By the end of 2014					
2.5. Timely inclusion of the Parliament in the budget approval process and expanded reporting towards the Parliament and the public	<p><i>Clearer and more transparent definition of impact indicators and cost justification of the program's budget and activities of user institutions</i></p>	Ministries of finance	By the end of 2011	●	●	●	●	At all levels of government in BiH the format of reports has been improved to better inform governments, parliaments and the Presidency. However, measures and effects are still not displayed due to the fact that the reported measures and the effects of the program budget documents have not reached yet the optimum level of quality. Public Coordinator's Office implements the project "Budget Management Information System" (BMIS) that will provide Parliament, the Council of Ministers and the public with all kinds of reports. Training is continuously maintained in the organization of the competent ministries of finance and donors (eg PKF).
2.6. All off-budget financial resources and off-budget	<p><i>Off-budget funds have been included in the budget 10-step</i></p>	Ministries of finance	By mid-2014					

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Funds must be incorporated into the mid-term expenditure framework and the budget process.

planning.

All donations have been incorporated in the budget.

Chapter PF 3. Improvement of the accounting framework and the treasury system

Improvement of the treasury function is reflected in the digitalization of the Treasury in public administration. Treasury Information System was introduced at the state level, RS, FBiH and the cantons. Treasury Information System has not been introduced in BD. The PARCO initiated the project "Treasury Information System of the Brcko District of BiH", tender procedure is ongoing.

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.	<i>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.</i>	Ministries of finance	By the end of 2011					A coordinating body composed of representatives of ministries of finance at different levels in order to systematically analyze the feasibility of each standard in the long run has not been established.
3.2. Introduction of the treasury function in the entire public	<i>The treasury and off-budget funds have been introduced in municipalities in FBiH within the deadline set (mid-2011.)</i>	Ministries of Finance, directors of funds, mayors.	By the end of 2012					
3.3. Improvement of the treasury function.	<i>The treasury system in Brčko District has been digitalized Officers have been hired and IT help desk has been set up Help service has been developed</i> <i>The Federation and Cantons have implemented recommendations of the World Bank and networked smaller budget users in the treasury system.</i>	Finance Directorate of BD PARCO	By the end of 2012 Ongoing					All budget users are not networked in the treasury system. USAID has introduced the Treasury Information System at the BiH level, RS, FBiH and the cantons. Treasury Information System has not been introduced in BD. The PARCO initiated the project "Treasury Information System of Brcko District" currently at the stage of procurement. In RS, the treasury systems at the level of most municipalities have been digitalized using their own resources. RS received funds

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							from IPA 2011 for the digitalization of treasury systems in the remaining municipalities. The Federation has done very little regarding this issue. Coordinator's Office is planning to propose a project of digitalization of the Treasury in the municipalities of FBiH.
3.4. Modernization of the treasury information system.	<i>The research paper has been completed.</i> <i>Funds have been raised from individual donors.</i>	Ministries of finance PARCO	The beginning of 2012				
Chapter PF 4. Introduction of PIFC in accordance with the relevant EU standards							
4.1. Implementation of PIFC (Public Internal Financial Control) Strategy.	<i>PIFC has been introduced at all levels of government in BiH</i> <i>Strategy has been designed in BD</i>	Ministries of finance, Finance Directorate of BD	By the end of 2014				
4.2. Introduction of internal auditing	<i>Capacity building has been completed (the number of officers and courses of training)</i> <i>The laws have been adopted and harmonized</i>	Ministries of finance	By the end of 2014				
Chapter PF 5. Improving the organizational structure and investment in capacity building							
Significant progress was made in improving the organizational structure and investment in capacity building in ministries of finance at all levels. Continuous training of staff is carried out in Ministries of Finance, through visits to workshops, seminars and presentations. The Rulebooks on Internal Organization and Systematization of jobs has been adopted within the Ministry of Finance and the vacancies shall be filled.							
5.1. Ongoing training of staff in ministries of finance and hiring of competent officers.	<i>Systemically planned capacity building, the number of courses of training, the number of participants, an increased number of employees</i>	Ministries of finance	Ongoing	●	●	●	●
5.2.	<i>The number of courses of</i>	Ministries of	Ongoing	●	●	●	●
				Continuous training of staff in ministries of finance is done through workshops, trainings, presentations, seminars.			
				The Rulebook on Internal Organization			

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5.2.1. Strengthen the units responsible for the budget and fiscal policy within the entities' ministries of finance.	<i>training and the number of participants.</i>	finance							and Systematization of Jobs is adopted within the Ministries of Finance and filling of vacancies is ongoing. The problem exists in the recruitment of IT experts to maintain IT systems.
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.									
Chapter PF 6. Development of the system of public-private partnership									
It is necessary to develop public-private partnerships as one of the possible financial instruments that could stimulate or relieve the public expenditure and the strengthen the public investment. Coordinator's Office has been working on development of the project "Public Private Partnership."									
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.	<i>Laws have been adopted at all levels of government and harmonized with EU law</i>	Ministries of finance, BiH Public Procurement Agency, PARCO Concessions Commissions at all levels	By the end of 2011						PPP Law was adopted at the level of the RS and the BD. PARCO initiated the project "Public Private Partnership" in order to pass a law on PPPs at the level of BiH and FBiH and to determine whether the existing laws (RS and BD) are harmonized with EU law. The further objective of the project is training of staff in relevant institutions and business community for the implementation of PPPs.
	<i>Staff in relevant institutions and business community have been trained in PPP</i>								
Chapter PF 7. System of public procurement									
7.1. Improve the system of public procurement in BiH.	<i>The process of public procurement has been simplified so that bidders are not asked for documents that are available in public registers.</i>	BiH Public Procurement Agency	By the end of 2012						

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Tenders are published electronically on the website of the BiH Public Procurement Agency.

Chapter PF 8. Increasing the efficiency of debt management





8.1. More efficient public debt management

*Laws and by-laws on debt, borrowing and guaranties have been adopted.
Software for debt management and financial reporting and hardware has been developed / purchased.
Officers in charge of borrowing and debt management at all levels of government have been trained.*

Ministries of finance

By the end of 2012




4.3 Human Resources Management

Objectives	Measurable indicator	Responsible institution	Time line	Administrative level				Description of achievement/Comment
				BiH	FBiH	RS	BD	
Chapter 1, General approach to HRM The Chapter “General approach to HRM“ involves defining the development policy as a key element in the development of this reform area and issues of ethics in public administration. For objective "Defining HRM Development Policy in the Structure of Public Administration in BiH Based on Agreed Principles" deadline was the end of 2011, but implementation has not started yet, and ST for HRM has recommended for the activity of this objective to be realized through the organization of joint workshop of representatives of all administrative levels in BiH. Result of this workshop will be document with agreed principles (mid-2012.) The second objective of this chapter shall be accomplished by implementing project "Capacity Building for Prevention of Corruption in Civil Service in BiH ", however it should be emphasized that although the Agency for the Prevention of Corruption and Anti- Corruption Coordination BiH was established, all capacities of the Agency have not been established yet .								
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.	Key HRM institutions	By the end of 2011					The objective is not achieved in this reporting period. Activities are initiated according to the SIGMA program with a request for support in measures which will help achievement of this objective. At the level of Brcko District of BiH, HRM policy development will be defined by the draft of Law on Civil Service in the Administration of the Brcko District of BiH, which should be adopted by the Assembly of BD in 2012.
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. <hr/> The number and outcome of cases of conflict of interests are found in reports of responsible institutions. <hr/> The annual number of courses of training and precipitants and evaluation.	Key HRM institutions <hr/> Agency for the Prevention of Corruption and Anti-Corruption Coordination	By the end of 2013					Contribution to realizing of the objective planned through the project "Capacity Building for Prevention of Corruption in Civil Service in BiH ", which will be financed from Public Administration Reform Fund (tender procedure is ongoing)Agency for the Prevention of Corruptionand Anti-Corruption Coordination is established.

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Chapter 2, Organizational set-up The Organizational set-up of central HRM units and individual institutions is very important. Besides strengthening capacities of the central units (state and entities Civil Service Agencies and Subdivision for HRM of the Brcko District of BiH) it will be very important to strengthen the capacities for HRM in individual institutions in the next period. No activities were conducted within this chapter. The activities are expected in the following period. Existing legislation prescribes similar roles for all central units, which are mainly reflected in ensuring implementation of the recruitment process, providing professional services to help government authorities in the realization of their human resources policies, preparing and implementing training programs in the function of professional guidance and career development for all civil servants, and establishing and maintaining records and staff registries.						
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 advisory support to individuals and institutions.	<i>The number of organized courses of training; the number of training participants</i> <i>Valid provisions that explicitly provide for the mandate of the central HRM institutions to design strategy documents.</i> <i>A network of HRM managers; frequency of meetings; the number of outcomes (recommendations, opinions, suggestions for possible solutions).</i>	Key HRM institutions By mid-2012				Contribution to realization of the objective planned through the project "Modernisation of Performance Management System in the Bodies of Administration in BiH ", which will be financed from IPA 2011 (currently in the stage of development of Terms of Reference).
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	<i>The number of institutions with an independent HRM function.</i> <i>An annual report of the central HRM institutions with information about assessment of cooperation with individual institutions.</i> <i>The annual number of</i>	Key HRM institutions + individual institutions at all levels By mid-2012				Realization planned through the project "Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH ", which will be financed from the Public Administration Reform Fund(currently in the procedure of public procurement)





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affairs and having a status and place in the hierarchy similar to a finance unit.		<i>courses of training and participants and evaluation.</i>					
Chapter 3, Information management In the previous period, the project " Human Resources Management Information System" (HRMIS), which was funded by the European Commission, was implemented at all four administrative levels in BiH. The project was implemented in period from March 2008 to July 2010 by the Bulgarian company Technologica LTD. However, due to lack of "formal basis", this system is not implemented at the state level, and also because of delays in implementing HRMIS at the level of system users, due to the legal ambiguities regarding the processing of civil servants personal data. At the level of the FBiH and RS, the FBiH CSA and RS CSA the existing databases or staff registry are currently used, while in the Brcko District of BiH HRMIS system is in function.							
3.1. Make the HRMIS operational as a tool for managerial planning and decision-making (link to IT 4.4.)	<ul style="list-style-type: none"> - 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 / 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. 	Key HRM institutions + individual institutions at all levels	By the end of 2012				Activities on realization of the objective are not implemented because of delays in implementing HRMIS at the level of system users due to the legal ambiguities regarding the processing of personal data on civil servants as well as lack of funds to contract technical support from the previous contractor.
Chapter 4, Planning Systematic planning of staff is developed in different ways at various administrative levels in BiH. While at the RS and BD levels there are certain by-laws planning solutions, at the state and FBiH level they do not exist, but different solutions for the staff planning are previously adopted and used during the drafting of a new budget . However, in the period foreseen for the implementation of measures of the Revised AP1 ,more effort is required regarding this issue at all levels.							
4.1. Introduction of modern HRM planning within the annual Government's planning in all	<i>A particular institution has been designated for HRM planning (at each level).</i>	Key HRM institutions + individual institutions	By the end of 2011				The first quarter of objective is partially realized, as indicated in the table of the activities. The administrative levels of

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structures of civil service and at the individual institution level.	<i>Personnel planning methodology is in place</i>	at all levels	By the end of 2013					the RS and BD have passed certain by-laws, by which the institution for planning of HRM has been determined.
	<i>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.).</i>		By the end of 2014					
			By the end of 2014					
Chapter 5, Recruiting and selection of staff Recruitment and selection of staff at all administrative levels in BiH is regulated by the Laws on Civil Servants. However, the Revised AP1 foresees the establishment of uniform criteria for the selection of candidates and affirmation of the concept of selection on the basis of "competencies." Competence is a notion on which modern human resources management is based. The point is that every job requires a definition of knowledge, skills, abilities, personal characteristics of staff, motives and values that are needed to efficiently and effectively perform a job. Also, it is necessary to develop methods for identifying competencies of individual candidates in order to select a candidate for each position that fits the "competence profile" of the position best. Development of competence model is not important only for selection of candidates, but also for the management of performance and career development of civil servants. Establishing competencies will in future be the biggest challenge for the central institutions of HRM. Realization of the objectives from this chapter has started with the objective 5.3 Promote Values of Civil Service and Attract Special Groups of Employees, at the levels of RS and BD BiH. Also, at the FBiH level amendments to the Law on Civil Servants have been passed, which allowed the persons who have completed their studies according to Bologna process to apply for positions in civil service. These amendments also allowed the persons who are employed in employees positions, and have acquired a university degree in the meantime, to apply for civil servants' positions in open contest procedures under certain conditions, which contributes to overall progress in the reform area.								
5.1. Introduction of uniform criteria for assessing candidates in the recruitment process .	<i>The uniform assessment criteria have been set and procedures for selection of candidates in any job interview have been improved.</i> <i>Criteria in vacancy procedures have been introduced (public and internal publication of vacancies).</i>	Key HRM institutions + individual institutions at all levels	By mid-2012					This objective is planned to be realized in the period from 2012 to 2014.
5.2. Introduce (and affirm) the use of competencies (knowledge, skills, competencies, personal characteristics etc.) into the candidate selection procedure.	<i>The use of competencies has been introduced.</i>	Key HRM institutions + individual institutions at all levels	By mid-2013					This objective is planned to be realized in the period from 2012 to 2014.
	<i>The number of courses of training.</i>		The first deadline: by the end of 2013.					

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			afterwards, ongoing					
5.3. Promote values of civil service and attract special groups of employees	<i>The number of promotional activities, the number of contracts for scholarship.</i>	Key HRM institutions + individual institutions at all levels	Ongoing					As the time limit for this objective is continuous, in 2011 the objective was partially implemented at the levels of RS and BD BiH. In RS, there was the project "To Job through Knowledge" which comprises recruitment of 1000 interns. In the BD BiH, a contract with 130 scholars was signed, who are studying for specific occupations which are deficient in the Government of the BD BiH.
Chapter 6, Performance management The project "Development of Performance Management System in the Structures of Civil Service in BiH" was implemented. Within this project new or amendments TOexisting Rulebooks on the appraisal of Civil Servants in BiH, FBiH, RS and Brcko District of BiH are prepared, with the aim of establishing effective system for performance management and management of results of employees work, which should have motivational effect on the work of employees and create preconditions for the development of careers in civil service. Within this project also a Manual-Guide on Successful Performance Management was designed, and training was conducted for approximately 600 senior civil servants and approximately 60 internal trainers for performance management of employees in the civil service structures. However, in the next period RAP1 foresees the focus to be placed on the performance assessment, and appraisals will be tied to the degree of fulfilment of agreed work objectives. These objectives must be agreed upon (or manager must present them to the incumbent) in advance. Therefore, the introduction of obligatory "annual interviews" is envisaged as an important tool of human resources management.								
6.1. Link performance assessment with achievement of working objectives (in terms of quantity and quality).	<ul style="list-style-type: none"> - Obligatory annual PA interviews and setting of working objectives have been introduced; - The number and percentage of 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 	Key HRM institutions + individual institutions at all levels	By mid-2013					The first half of this goal has mostly been realized through the implementation of the project "Development of Performance Management System in the Civil Service Structures in BiH"., At the level of BiH, FBiH and RS certain by-laws solutions regarding the assessment of civil servants have been passed. At the level of BD the Rulebook was drafted and agreed, but it is still not formally adopted. Within the same project approximately 600 human resource managers and managers/assessors, and approximately 60 internal trainers have been trained at all levels.

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	<i>training and participants.</i>					
6.2. Improve motivation, improve communication between the management and employees and build a positive working environment.	<p><i>The number of institutions that carry out regular polls, the number and percentage of respondents, survey results.</i></p> <p><i>The number of institutions that have introduced a staff handbook.</i></p>	Key HRM institutions + individual institutions at all levels	By mid-2013			This objective is planned to be realized in the period from 2012 to 2014.
Chapter 7, Training and development Key institutions for HRM at all levels are conducting training according to their possibilities (with the funds secured in the budget), but also according to the needs of civil servants. The Revised Action Plan 1 envisages improving the system of training needs identification (Training Needs Analysis). Realization of objectives 7.2 and 7.3 of this chapter for all levels has just begun, and therefore they are marked with orange colour on the traffic light. Trainings in ReSPA are continuously announced on the web portals of central HRM units, and liaison officers were also appointed at all levels. At the levels of RS and the FBiH the strategic documents for training were adopted – i.e. training strategies. Realization of the project "Training of Civil Servants for Application of Information Technologies and Work on Computers " which is being implemented at all administrative levels in BiH also contributes the realization of the objectives in this chapter.						
7.1. Link Training Needs Analysis (TNA) with the performance assessment and annual interviews	<p><i>The number of courses of training and participants, evaluation</i></p> <p><i>A common methodology is in place.</i></p>	Key HRM institutions + individual institutions at all levels	By the end of 2014			This objective is planned to be realized in the period from 2012 to 2014.
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.)	<p><i>Assessment by central institutions and HRM units in the respective institutions of the level of cooperation</i></p>	Key HRM institutions + individual institutions at all levels	Ongoing	●	●	Achieving this goal would enhance the implementation of training in the so called horizontal areas of public administration at all levels. In 2011, all central HRM published invitations for training organized by ReSPA on their web sites. At the level of RS training needs analysis was conducted, network of training managers was established and the managers were trained.
7.3. Ensure continuity in the preparation and implementation of mediumterm plans for training and development of the civil service at all levels	<p><i>Three-year strategies and operational plans for their implementation have been updated.</i></p> <p><i>Training budget has been</i></p>	Key HRM institutions	Ongoing	●	●	At the administrative levels of the RS and FBiH strategic documents for training were adopted, i.e. strategies for training of employees, in the RS for the period 2011-2014, and in the FBiH for

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	<i>approved in accordance with the strategies.</i>					the period 2011-2015. At the level of Brcko District of BiH, there is still valid three-year strategy for training and education of civil servants and other employees in the Brcko district of BiH for the period 2010-2012. All administrative levels provided funds for staff training in their budgets.
	<i>Number of internal trainers and courses of training that have been carried out.</i>					
Chapter 8, Analysis and classification of jobs in civil service Activities in this chapter were not started.						
8.1. Conduct a job classification in each individual structure of the civil service in BiH.	<i>A regulation by the Council of Ministers / Government defines the job classification with standard job descriptions.</i> <i>The organizational structures comply with regulations</i>	Key HRM institutions + individual institutions at all levels	By the end of 2013 By the end of 2014			Realization of this objective is planned through the project "Modernisation of the HRM System in the Structures of Civil Service in BiH ", which will be financed from IPA 2011 (currently in the stage of development of Terms of Reference).
8.2. Identify and determine core competencies for specific categories and positions of civil servants.	<i>The general frameworks of competences have been established.</i>	Key HRM institutions	By the end of 2014			Realization of this objective is planned through the project "Modernisation of the HRM system in the Structures of Civil Service in BiH ", which will be financed from IPA 2011 (currently in the stage of development of Terms of Reference).
Chapter 9, Pay The salaries of employees at all administrative levels in BiH are defined by Laws on Wages. At the level of BD of BiH the new draft law on wages was prepared, but it has not yet been adopted. The future challenge will be the evaluation of jobs in public administration institutions, the basis for this activity is the classification of jobs which includes job descriptions and assessment of how demanding and responsible certain position is. Activities in this chapter were not started.						
9.1. Conduct evaluation of jobs in public administration institutions.	<i>- Officers with high performance mark average are eligible for promotion (both horizontally and vertically).</i> <i>- The number of promotions that are based on the scores.</i>	Key HRM institutions	By the end of 2013			This objective is planned to be realized in the period from 2012 to 2014.





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	- Annual Performance Reports of institutions contain information on staff and promotions.					
9.2. Create conditions for a pay system that enables promotion of individuals	<p>- Officers with high performance mark average are eligible for promotion (both horizontally and vertically).</p> <p>- The number of promotions that are based on the scores.</p> <p>- Annual Performance Reports of institutions contain information on staff and promotions.</p>	Key HRM institutions	By the end of 2013			This objective is planned to be realized in the period from 2012 to 2014.
Chapter 10, Total quality management-TQM This is a new area which is associated with all areas of public administration reform. Total Quality Management – TQM represents a modern approach to monitoring and improving the performance of the organisation. The establishment of TQM in public administration will measure job satisfaction, customer satisfaction and partner satisfaction as well as the flow of the processes, key results, and so on. Using TQM models, in principle, should not be mandatory, but only recommended and encouraged.						
10.1. Enable institutions to use a model of total quality management –TQM (CAF, EFQM etc.) if they wish so.	<p>Selected TQM model has been translated and implemented</p> <p>Training has been developed</p> <p>The number of courses of training and participants, evaluation</p> <p>The number of institutions using the selected TQM model</p> <p>The Center has been established, offering basic information</p>	Office of the Coordinator for Public Administration Reform. (PARCO)	<p>By the end of 2013</p> <p>By the end of 2014</p> <p>By the end of 2014</p>			

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10.2. Model promotion.	<i>The number of institutions which were sent a translated version of the selected TQM model and basic information about the model.</i>	Office of the Coordinator for Public Administration Reform. (PARCO)	By mid-2014					This objective is planned to be realized in the period from 2012 to 2014.
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4.4 Administrative proceedings and administrative services

Objectives	Measurable indicator	Responsible institution	Time line	Administrative level				Description of achievement/Comment
				BiH	FBiH	RS	BD	
Chapter AP 1. Simplification of the Administrative Proceedings Objectives contained in this chapter refer to simplification (optimization) of the administrative procedures, elimination or “reduction“ of administrative barriers. It is necessary to reduce administrative burdens, as well as to “refine” the procedures and to eliminate all those steps and elements in the procedures, which create unnecessary complications and costs. Generally it requires amendments to laws or implementing regulations. The simplification of administrative proceedings will benefit from measures and recommendations of Administrative Decision Making Quality Improvement Programme in BiH. Amendments to the Law on General Administrative Procedures of Republika Srpska, amendments to the Law on Administrative Proceedings of Bosnia and Herzegovina and amendments to the Law on Administrative Procedures in Brčko District BiH contribute to the realization of the 1.13. It is necessary to enable electronic form of communication between parties and authorities, while amendments to the Law on General Administrative Procedures in Republika Srpska contribute to the realization of the goal 1.7. the Laws on Administrative Procedures at all levels will explicitly provide the delegating the decision-making powers in the administrative procedure by the head of administrative body to another designated person(subordinate staff) .The deadline for the realization of these objective is 2012/2013 .								
Adopt the Programme for the Quality of Administrative Decision- Making Improvement.	<i>The Program and the degree of implementation adopted</i>	BiH Ministry of Justice, FBiH Ministry of Justice, RS Ministry of Administration and Local Self-Government, BD BiH Government	The end of 2011					The recommendation for adoption of new Laws on General Administrative Procedures is the basis of the Administrative Decision Making Quality Improvement Programme in BiH. By the Programme, the decision making should be strenghtened as the key component of interaction between administrative bodies and citizens, in order to become a more functional, reliable and transparent tool of a modern citizen oriented public administration. Administrative Decision Making Quality Improvement Programme in BiH is designed in a form of a table which represents the chapters in relevant laws, the measures to be taken, its elaboration (the means of the implementation), levels of administration

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					and responsible institutions which are expected to implement the measures, and time frame for carrying out the measures. Some of the measures contained in the e Administrative Decision Making Quality Improvement Programme in BiH are: enabling electronic communication between parties and bodies, enabling deliveries by electronic means, regulation of identical penalties, regulation of rules on costs payment release, providing proofs ex officio, shortening of deadlines for issuing the certificates, regulation of first instance body obligation to replace the decision after the determination of justified appeal, obligation of second instance body to decide on the cases in their merits, reduction of number of special procedures.
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1.2. Set up the system of Reduction of Administrative Obstacles (RAO) in proposed legislation through the mechanism of Regulatory Impact Assessment (RIA) ...	<p><i>The Rules of Procedure have been amended. The methodology has been adopted</i></p> <hr/> <p><i>The Rules of Procedure have been amended; EAO units/positions have been introduced and staffed/filled.</i></p> <hr/> <p><i>Training program has been designed, the number of courses of training and the number of participants</i></p>	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 Brčko District of BiH, Government of the Brčko District of BiH (department in charge)	The end of 2012					New project idea was identified- "Establishing and/or Strengthening Institution Capacities for Regulatory Control and Establishing the System of Reduction of Administrative Obstacles" which was supported-confirmed by all of the members of Supervisory Team in reform area Administrative procedures and Administrative Services.
1.3. Set up a system of Reduction of Administrative Obstacles in valid legislation	<p><i>The number of received and processed proposals.</i></p> <p><i>RAO Action Plan has been adopted, the number of measures in the RAO Action Plan</i></p> <p><i>The number of cases of simplification made, possibly, including time and money savings by the Standard Cost Model (SCM) methodology</i></p>	Units in charge of RAO, see AP 5.1	The end of 2011. (establishment of mechanisms) Mid-2012. (2013 RAO Action Plan)					New project idea was identified- "Establishing and/or Strengthening Institution Capacities for Regulatory Control and Establishing the System of Reduction of Administrative Obstacles" which was supported-confirmed by all of the members of Supervisory Team in reform area Administrative procedures and Administrative Services.
1.4. Making high priority administrative services – processes optimal for	<p><i>e-Public procurement</i></p> <ul style="list-style-type: none"> <i>The number of institutions that use the IS operationally;</i> 	Tax administrations, ministries of justice, registering courts,	The end of 2014					

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<p>business operators in the following:</p> <ul style="list-style-type: none"> • 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) 	<ul style="list-style-type: none"> • <i>Electronic invitation to tender in public procurement proceedings is available;</i> • <i>Electronic tender documentation is available to bidders;</i> • <i>Electronic application;</i> • <i>The number of electronic applications</i> • <i>An option of electronic processing of applications, tenders and the like;</i> • <i>Electronic procurement catalogue has been set up</i> <p><i>One stop shop</i></p> <ul style="list-style-type: none"> • <i>IS that enables transactional services is in place;</i> • <i>The number of users and transactions;</i> • <i>Time and money savings for citizens, companies and the State</i> 	<p>statistics institutes, employment institutes, health and pension insurance funds</p> <p>CoM Centre for e-Government, RS AIS, IT Department of GS of RS Government, FBIH Government, IT Department of BD BIH</p> <p>Units in charge of RAO</p>					
<p>1.5. Making high priority administrative services / processes optimal for 5 citizens and they are:</p> <ul style="list-style-type: none"> • Vehicle registration • Residence registration 	<ul style="list-style-type: none"> • <i>IS that enables transactional services is in place;</i> • <i>The number of users and transactions;</i> • <i>Time and money savings for citizens</i> 	<p>Motor vehicle registration</p> <p>IDDEEA BiH MoCA FBIH Mol, RS Mol, Cantonal Mols CoM Centre for e-Government, RS AIS, IT Department of GS of RS Government, FBIH Government, BD BIH Units in charge of RAO</p> <p>The end of 2014</p>					





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		Residence registration IDDEEA, FBIH Mol, RS Mol, BiH MoCA, Cantonal Mols CoM Centre for e-Government, RS AIS, IT Department of GS of RS Government, FBIH Government, BD BIH 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	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	Document Management System (DMS) 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 Units in charge of RAO Upgrading of the system of e-Meetings of Governments and integration with DMS General Secretariat of BiH CoM, RS	2014				

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	<i>for citizens and the State</i> 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	Government and FBiH Government 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					
1.7. LAPs at all levels will explicitly provide for delegating the decision making powers in the administrative procedure by the head of administrative body to another designated person (subordinate staff).	<i>LAPs have been amended.</i> <i>The number of instances of delegated powers</i>	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 procedure	Mid-2012				Amendments to the Law on General Administrative Procedure of Republika Srpska stipulates that the manager of the administrative body can autorise the other officer to manage administrative procedures and/or enact a specific decision (with the exception of the act on decision enforcement delay) to another designated person. .
1.8. Ensure that all public administration authorities obtain necessary information required in procedures from public record ex officio.	<i>Adequate legal provisions have been adopted</i> <i>The by-law has been adopted.</i> <i>The number of transactions (data exchange)</i> <i>The number of inspections and findings</i>	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government All institutions having decision-making powers in the administrative procedure	Mid-2012 The end of 2012 The end of 2013 The end of 2013				





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<i>The number of reports on noncompliance filed with the inspectors (negative indicators).</i>						
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.)	<i>The legislation has been amended</i> <i>The number of authorities where fees can be paid by modern means of payment</i> <i>An option of e-Payment established</i>	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			
1.10. Abolish the territorial jurisdiction in cases where this is possible (within the constitutional jurisdiction)	<i>LAPs have been amended. The by-laws have been adopted</i> <i>Types of procedures that territorial jurisdiction does not apply to</i> <i>If possible, savings (according to the SCM methodology)</i>	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government	Mid-2012			
1.11. Ensure processing of cases within statutory time lines	<i>Methodology has been adopted</i>	MoJ BiH, MoJ FBiH, MoALSG RS, BD BiH Government All institutions having decision-making powers in the administrative procedure	Methodology has been adopted The end of 2011			
					By Administrative Decision Making Quality Improvement Programme in BiH is outlined that in transitional or final obligations of new or amended LAPs ,that regard state and entity ministries of justice and the Government of BD BiH, the issue of the necessity of large number of special administrative procedures is regulated and suggest to the	

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<p><i>IS is operational</i></p> <p><i>The report has been adopted</i></p> <p><i>The programme has been Adopted</i></p> <p><i>The program has been implemented</i></p> <p><i>The number and percent of cases processed within statutory time lines</i></p>	<p>The report has been adopted The end of 2012 Program has been adopted Mid-2013</p> <p>Subsequently: ongoing</p>					<p>responsible legislative bodies to impose reduction of number of special administrative procedures and adjustment with the provisions of new Laws on General Administrative Procedures.</p>
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1.12. Set up registers of procedures at all levels of government in BiH.	<i>The register of procedures has been set up.</i>	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					Ministry of Justice BiH has prepared the Framework Law on establishment of common registry of NGOs and sent it for discussion and adopting procedures in Parliamentary Assembly BiH. The main goals of this law are the establishment of the efficient system of approach to NGOs in BiH, enabling the mechanism that will help the repression of NGO activities that might be related to terrorism, money laundering etc. Ministry for Economic Relations and Regional Cooperation RS established the registry of procedures of economic agents, and the legal ground for decision making on more than 50 different procedures, is the Law on General Administrative Proceedings inter alia. The Government of FBiH adopted the Decision on Establishment of Electronic Registry of Administrative Procedures at the FBiH level. Amendment to the Rulebook on Internal Organization of FBiH Government General is ongoing, as well as amendments to Government FBiH Rules of Procedure and FBiH Government General Secretariat regulation, in order to form organizational basis for implementation.
1.13. Enable electronic form of communication between clients and authorities	<i>LAPs have been amended.</i>	MoJ BiH, MoJ FBiH, MoALSG RS, BD BiH Government (departments in charge of administrative procedure)	The end of 2013					The amendments to LAP RS prescribe that authorities, parties and other persons who participate in the procedure are allowed to communicate by electronic means, whilst regulations on e-business will be implemented regarding the receipt and dispatch of pleadings by electronic means. Law on amendments of Law on Administrative Procedures BiH and Law on amendments of Law on Administrative Procedures BD BiH which prescribe the possibility of electronic communication of authorities and parties, have been adopted.

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Chapter AP 2. Enhancement of customers' satisfaction

The goals of this chapter are oriented towards improvement of quality of services and satisfaction of citizens and business agents. The deadline for realization of these goals is the end of 2012/beginning of 2013.

2.1. Adapt office hours to service users (clients) and their needs.	<i>A survey has been conducted and information has been gathered.</i>	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government (departments in charge of administrative procedure)	The end of 2012					
	<i>Regulations have been amended and practices have been improved.</i>	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.	<i>An obligation to measure and disclose has been provided for</i>	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government (departments in charge of administrative procedure)	The end of 2012					
	<i>The methodology has been adopted</i>		Mid-2013					
	<i>The number of institutions publishing results of measuring regularly</i>	All institutions having decision-making powers in the administrative procedure	The end of 2013					
	<i>IS has been provided</i>							
	<i>The number of results published</i>							
	<i>An average grade for all institutions</i>							
2.3. Improve the system for collecting comments, proposals and suggestions from users of	<i>Regulations have been amended</i>	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government	The end of 2013					
	<i>The practice has been brought in line with</i>							

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administrative services	<i>regulations</i>	(departments in charge of administrative procedure) All institutions having decision-making powers in the administrative procedure					
	<i>The number of comments, proposals and suggestions and the number of replies</i>						
Chapter AP 3. Supervision/control The objectives covered in this chapter are oriented to quality service improvement or improvement of business subjects and service users' satisfaction. In order to realize the goals which are limited by the deadline in 2011, it is necessary to amend current laws or implementing regulations. The goal 3.4. : Introducing an obligation of any authority of second instance to decide on merits has been realized only in one administrative level (Republika Srpska).							
3.1. Establish an internal system of performance quality monitoring in the field of management and administrative procedures and provision of administrative services	<i>The methodology has been prepared</i> <i>A report has been approved by the CoM / Governments</i> <i>The number of measures for improvement</i> <i>Findings of monitoring</i>	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				
3.2. Strengthen the role of administrative inspection	<i>The number of inspections</i> <i>The number of shortcomings Removed</i> <i>Findings (satisfaction measuring) of users' polls</i>	MoJ BiH, MoJ FBiH, MoALSG RS, BD BiH Government (departments in charge of administrative procedure)	The end of 2013				
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.	●	●	●	●
3.4. Introduce an obligation of any authority of second	<i>Adequate legal provisions have been adopted</i>	BiH MoJ, FBiH MoJ, RS	The end of 2011	●	●	●	●

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instance to decide on merits	<i>The number of cases remanded to the authorities of first instance (negative indicator)</i>	MoALSG, BD BiH Government All authorities of second instance					authority, the first instance authority adopts an act which is contrary to legal apprehensions or observations of second instance authority, and the party appeals again, the second instance authority is obliged to decide the case on its merits.
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Chapter AP 4. Execution

The goals of this chapter refer to the improvement of administrative execution system, the deadline for the realization of these goals is 2013.

4.1. Improve the system of enforcement in administrative procedure	<i>The number and percent of enforcement completed</i>	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				
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Chapter AP 5. Strengthening of capacities

The goals of this chapter refer to the establishment/strengthening of capacities of institutions needed in order to realize the goals of RAP 1. The realization of these goals will benefit from the realization of project idea: "Establishing and/or Strengthening Capacities of Institutions Responsible for the Control of Administrative Obstacles in Regulations", as well as the project: "Education of Leaders of Administrative Procedures and Inspectors".

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	<i>Decision has been adopted</i> <i>Organizational structure with job descriptions has been adopted</i> <i>The training programme has been adopted, the number of courses of training and participants</i>	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 The end of 2011 Mid-2012					New project idea "Establishing and/or Strengthening Capacities of Institutions Responsible for the Control of Administrative Obstacles in Regulations" has been identified and it gained the support-approval of Supervisory Team members in the reform area Administrative Procedures and Services .
5.2. Define requirements (qualifications and working	<i>Requirements (qualifications and working experience)</i>	Key HRM institutions in cooperation with BiH	Mid-2012					

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experience) that the staff conducting the administrative procedure and deciding on administrative matters should meet	<i>have been defined</i>	MoJ, FBiH MoJ, RS MoALSG, BD BiH Government (departments in charge of administrative procedure)					
5.3. Define the required competencies of staff conducting the administrative procedure and deciding on administrative matters, including inspectors	<i>Competencies required for particular positions defined</i>	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				
5.4. Further develop training programs in administrative proceedings under the horizontal system of training of civil servants	<i>The trainings have been held The number of courses of training</i>	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				There is an undergoing development of Terms of Reference for "Education of Managers of Administrative Procedures and Administrative Inspectors" project which was approved to be financed by IPA 2011 programme for BiH. The objective of the project is to improve quality of work of the managers of administrative procedures and inspectors, and creation of the conditions for more efficient and more transparent work in the bodies of administration, through appropriate and quality training which will include civil servants at all four levels of authority in BiH.
5.5. Develop a training program in CRM – Costumers Relations Management	<i>The program has been developed</i>	Key HRM institutions in cooperation with BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government (departments in charge of administrative procedure)	Mid-2013				





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5.6. Strengthen the role of central capacities in the field of administrative proceedings	<i>The number of legal opinions, replies, advice, instructions and other information published (on web-sites)</i> <i>The number of coordinating meetings, conclusions, good practices shared and the like</i>	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government (departments in charge of administrative procedure)	The end of 2013					
5.7. Set up a community of practitioners in the field of administrative procedure	<i>The community has been established</i>	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government (departments in charge of administrative procedure)	The end of 2012					

4.5 Institutional Communication




Objectives	Measurable indicator	Responsible institution	Time line	Administrative level				Description of achievement/Comment
				BiH	FBiH	RS	BD	
Chapter IC 1. Communication planning Communication planning is a precondition for the introduction of the concept of strategic communications and government administrative bodies. There was a significant effect in this direction, through the fulfillment of the three components of the process: making medium strategies of communication at all levels except on FBiH); adoption of the annual operational plans of communications (action plans), and budgeting and provision of funds for implementation of strategic objectives. This system will have the full meaning only when a regular practice is established: in other words, the period of validity of RAP 1 (2011-2014 every year plans have to be made and budgets planned). These activities contribute directly to the principles of efficiency, effectiveness, openness, transparency and accountability through self-sustaining system of internal and external communication management of the administration.								
1.1. Setting up a communication strategic framework	<i>The strategy has been adopted by BiH CoM, FBiH, RS, BD and harmonization with AP1;</i>	BiH CoM, Government s of FBiH, RS, BD	By mid-2011					CoM BiH, RS, BD BiH: Setting up a strategic framework through the adoption of strategies/programs and action plan for 2011 and 2012 . There is an obligation of adoption of action plans for the 2013, and 2014. The FBiH level is obliged to adopt a strategy and communication plan (Action Plan) for 2012, 2013. and 2014 respectively.
	<i>Annual action plans have been adopted. The number and percent of these APs;</i>		Ongoing -annua	●	●	●	●	
	<i>Action plans include all relevant institutions</i>							
1.2. Improve communication planning within institutions.	<i>Annual communication plans have been adopted in individual institutions (the number and percent of institutions)</i>	Institutions at all levels	By the end of 2012					Activities are expected to be fulfilled in 2012. – it is necessary for each institution to make their own action plans or to give inputs to the central unit to make a common plan (in accordance with the adopted communication strategies of the governments).

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1.3. Include communication planning in overall planning and distribution of budgetary funds of the institution.	<i>The amount of funds for strategic communication is seen from the budget structure. Four central units have separate funds available for communication planning.</i>	BiH CoM, Governments of FBiH, RS, BD, IC Central Units and other institutions.	By the end of 201					CoM BiH: Through action plans envisaged budgetary resources for communication activities; the Information Service does not have its own separate budget. FBiH: Public Relation Office has its own separate budget, action plan for 2012 not adopted yet (waiting for the adoption of the strategy). RS and BD central units: prepared action plan, they have their own budgets.
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Chapter IC 2. The question of organisation

It is necessary to establish a system of Quality Human Resources for the Quality Implementation of Strategic Communication. There has been considerable progress in this area, where in the BD this matter was fully resolved by establishing sector for information in the Government. At other levels availability for these jobs is over 90%, except at the level of the CoM BiH, where the two ministries still do not have engaged Information officers / public relations.

2.1. Maintain and build capacities in the institutions	<i>The number and percent of institutions with an organized Public Relations function.</i>	All, especially ministries at all levels of government and institutions that have a role in European integration	By the end of 2011					The function of public relations is established formally (the organizational structure) and in practice (through full employment). It is necessary to fill the position of the information officers / public relations in institutions (primarily at the level of BiH Council of the Ministries, Ministry of Human Rights and Refugees and the Ministry of Communications and Transport), as well as at other levels.
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Chapter IC 3. Coordination and standard setting

Considering a complex structure of public administration in BiH and existence of four separate systems of administration and communication, in order to have an efficient and effective institutional communication it is necessary to establish mechanisms of coordination and communication in two directions: inter-institutional (between government and institutions at different levels) i intra-organizational (between institutions at the same level). In this way, the practice of using various communication channels in the two above-mentioned process is established, from two aspects: formal cooperation, defined through the structure for the implementation of the PAR Strategy (Monitoring Team), and cooperation arising from their everyday work. Institutions, especially the central units for Public Relations are communicating and exchanging information, materials, etc. However, in order to establish effective mechanisms and practices, it is essential that such activities are carried out continuously, with constant improvement and development.

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3.1. Improve co-ordination between PR officers/offices at each level of government.	<i>The number and frequency of such meetings and functional mechanisms for information dissemination.</i>	IC Central Units and other institutions	Ongoing	●	●	●	●	Practice of intra-organizational communication at all levels is established, and regular cooperation and communication of information officers / Public Relations in different institutions. In the next period it is necessary (from 2012 to 2014) to continue with these activities, in order to ascertain that there really is a practice of coordination and communication between institutions.
3.2. Improve co-ordination in strategic communication between different levels of government.	<i>The number and frequency of such meetings and functional mechanisms for information dissemination.</i>	IC Central Units and ST	Ongoing	●	●	●	●	The established practice of inter - institutional communication and coordination between different levels of institutions, primarily through the instrument of the supervisory team, participation in joint projects, and daily work duties. It is necessary in the next period (from 2012 to 2014) to continue with these activities, in order to ascertain that there really is a practice of coordination and communication between institutions from different levels.
3.3. Ensure modern and efficient development of IC sector in future.	<i>Functional review of IC capacities and recommendations for future revising.</i>	IC Central Units	By mid-2014					Implementation of this objective is envisaged in the next period (from 2012 to 2014)

Chapter IC 4. Human Resources

Beside practices and mechanisms, strategic and institutional system of communication is primarily based on human resources. In this segment, these are information officers/public relations, and other officials whose job description includes information, communication, promotion, etc. The success of the system functioning is largely dependent on continuous improvement and development potential. In the case of human resources, development is achieved through the continued strengthening of the capacity, expertise and working practices. Training and education are the most important components of the staff development. Due to the nature of work, officials involved in communication must be constantly trained not only in the field of communications and public relations, but also other specific disciplines. It is desirable to use the instrument of practical familiarization with work in other countries - study tours. Although the agency for civil service/government offer trainings by the various segments, the impression is that there is still no planned training in the field of communication, such as, for example, were organized through projects financed by the Fund for the PAR. Institutions should

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ensure the participation of employees in such trainings, and their familiarization with European law (within the possibilities). Also, it is necessary for managerial civil servants / decision makers to get closer to the importance of strategic communication. Currently, there is practice of organizing trainings, it is necessary to keep that practice in the future with planned introduction of communication trainings and consultation with the central units in the planning of content and participants of such trainings.

4.1. Standardized requirements and job descriptions for PR officers	See HRM, 8.1	IC Central Units with key HRM institutions	Ongoing					The realization of this objective is linked with objective 8.1 i 8.2 in HRM area
4.2. Provide training to PR officers in public relations and strategic communication.	<i>The number and percent of (of the total number of PR officers) participants, the number of courses of training organized by ADS / SAA</i>	Individual institutions coordinated by IC Central Units in cooperation with institutions and CSA / SAA	Ongoing	●	●	●	●	A number of training is held in the organization of CSA BiH and CSA FBiH, provided a unified training in 2012. through the project "Training of Public Relation Officers - Phase II", prepared in cooperation with representatives at all 4 levels (supervisory team for IC). CSA BiH/ CSA FBiH should organize on annual basis at least one training on strategic communications in 2012, 2013 2014.
4.3. Provide training to PR officers in other areas relevant to their work	<i>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.</i>	Individual institutions coordinated by IC Central Units in cooperation with institutions and CSA / SAA.	Ongoing	●	●	●	●	Through DEI e-learning modules training is provided in the field of EU integration for institutions of all levels. CSA organized trainings and information officers (public relations) could apply. By establishing a mechanism for training needs assessment, the central units should coordinate the implementation of these modules in the training programs of the CSA .
4.4. Provide PR officers / managers with best European practices	<i>The number of study trips and other types of training, the number of participants.</i>	IC Central Units and other institutions	By the end 2012	●	●	●	●	The realization of the objective has not started yet at any level. Real obstacles are budget constraints and lack of donor programs and funds for these purposes.

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4.5. Ensure that senior management understands and support work of PR offices / officers	<i>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.</i>	CSA / SAA in cooperation with IC Central Units	By the end 2012					According to available data, the CSA at any level has not introduced modules in the training of senior civil servants.
Chapter IC 5. Activities with media <p>Communication with media is very important segment of cummunication of bodies of administration. It is necessary to establish a system of efficient and effective communication with media. This implies the existence of certain acts which are binding, but suggest to the sevants how to communicate with media. It is neccesary to develop practice of effectice communications, which is achieved by constant work and improvement of existing practices. Such practices are existing, as a basic system settings, but it is necessary primarily to continue with regular activities of daily communication with the media, and by effective work to simplify that communication. Such a communication system directly contributes to transparency and accountability of administrative operations, and opens the way for correction of work.</p>								
5.1. Clarify and simplify communication with the media.	<i>Guides for public relations and relations with the media have been prepared and updated</i> <hr/> <i>Results of media monitoring, the number of accredited journalists;</i> <i>The number of press releases, press conferences and other media-oriented activities.</i>	IC Central Units All institutions	By mid-2011; Ongoing					Framework for relations with the media is formally established through communication strategies and other documents. There is also a common guide for public relations as a tool for planning and implementation of communication with media. The system of communication is established, activities were conducted regullary in this segment in 2011. In order to become a practice, it is necessary to continue with these activities and improve them where possible in the 2012, 2013 and 2014 . At the level of FBiH it is necessary to adopt the strategy of communication and action plan.

Chapter IC 6. Media monitoring

Media monitoring is a product of regular communication with the media and gives an insight into the efficiency and effectiveness of that communication. Beside the fact that it represents the basic for corrective actions by monitoring and evaluation of media attitudes, media monitoring also provides insight into public opinion and citizens as the public. On the other hand, monitoring the media realizes the function of informing, in terms of processing and distribution of critical information from the environment, which should serve as a basis for the planning and implementation activities of administrative bodies. Media monitoring exists as a practice at all administrative levels, in a fairly satisfactory extent.

However, considering continuous nature of these activities, it is necessary to continue with the regular practice of monitoring and media analysis, using the potential improvement (technical, the use of various services, etc).

6.1. Improve efficiency of media monitoring.	<i>The number of prepared press clippings, the number of service users and the number and type of media monitored.</i>	IC Central Units	Ongoing					A regular practice of preparing and distributing press clippings, including the writing of reports and analysis of media with the recommendations is established. It is necessary to continue with this activities in 2012,2013and 2014, in order to ascertain the existence of the practice of regular media monitoring. In terms of improving these practices, it is desirable to carry out this modernization process through the introduction of innovative solutions and channels of communication (software solutions, intranet systems, various applications, newsletters and etc).
	<i>The number of distributed press clippings, the number of service users.</i>			●	●	●	●	
	<i>The number of innovative solutions – improvements in comparison with the current situation</i>							

Chapter IC 7. Direct communication with the public – Freedom of information access act

Freedom of Information A Act(s) is the basis for a system that allows two-way dialogue of the government with citizens. It establishes the possibility of access to the information within the scope of government and administrative bodies responsible for the timely provision of such information. This system is, through mentioned acts, fully established at all levels of government. It is necessary, through regular monitoring performance, to provide its functionality, and ensure it through regular work activities resulting in requests for information. In practice, there is no indications of problems in the functioning of this system, however, in terms of transparency and accountability in the management, it is necessary to constantly promote the opportunities that this system provides to initiate and encourage two-way dialogue.

7.1. Monitor the implementation Of Freedom of Information Act (FOIA) and ensure regular reporting in accordance with law.	<i>Regular reporting in accordance with law.</i>	IC Central Units and all institutions	Ongoing					Reporting requirements are established by the Act on Freedom of Information , established a system of regular practice in accordance with the Acts. It is necessary to maintain this practice and to continue during the next period.
				●	●	●	●	

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<p>7.2. Ensure that all institutions fulfil their responsibilities under the Freedom of Information Act (FOIA).</p> <p><i>The percentage of institutions that have a person in charge of procedures under FOIA.</i></p> <p><i>The number of requests for access to information that have been processed.</i></p> <p><i>The ratio of requests taken and processed under FOIA.</i></p>					<p>According to available information, all preconditions for the functioning of information systems are fulfilled at all levels. Facilities have been established through the legislative framework and by-laws, most institutions have systematized and employed staff to act upon these laws, practices and procedures for processing requests and queries received exists at all levels, there is no information on pending requests or irregularities in the provision of the required informations. There are control mechanisms to fulfill the obligations of institutions - Human Rights Ombudsman and the Parliamentary / National Assembly. It is necessary to ensure the continued functioning of this system and fulfillment of obligations through the practice of processing the application process in 2012, 2013.and 2014.</p> <p>Institutions which lack staff to work in this area should hire them. Also, it is important to constantly work to raise awareness of citizens and other subjects on the possibilities which these acts provide, and actively work to promote these acts and activities.</p>
<p>Chapter IC 8. Web pages</p> <p>Web presentation of the administrative bodies are one of the key channels of communication with the environment. Due to technological development, this channel of communication offeres enormous opportunities for information, promotion and interactive communication with the environment. The system is set up in the way that most (more than 90%) of the institutions at all level have their own web sites, so that the focus in this period of RAP 1 should be on quality improvement. Therefore, the obligation of all institutions is to continue with existing practice of regular site updates in the next period, with constant monitoring of users views and enhancement through technological and qualitative solutions. Also, it is necessary to encourage the institutions that do not fulfill the obligation of regular updates (which is contained in any communication strategy), to raise the quality and updating of their web presentations.</p>					




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8.1. Ensure high quality and consistency of web sites.	<i>The number and percent of institutions regularly conducting the surveys and gathering useful proposals and information about user satisfaction</i>	IC Central Units					There is no available information on implementing of the conducting the surveys on satisfaction of website users at any level. At all levels, there are formal demands for regular updating of websites, while the functional intranet systems exist only at the levels of the CoM BiH and the RS. Eventhough the websites of governments and ministries mostly have the updated content, there are cases that some institutions rarely or not at all update the contents of their websites. It is necessary to implement the mentioned conducting of he surveys and introduce the intranet or similar systems for efficient communication in governments of the FBiH and the BD BiH. Also, it is urgent to encourage all institutions to regularly update the content of their website, espically to hire the personnel for adequate administration of websites (where that is not a case).
	<i>The number of visits / clicks on page</i>	All institutions (except for the ones that use web page of another institution)	Do kraja 2011., nakon toga kontinuirano	●	●	●	
	<i>Operational intranet systems have been developed in institutions.</i>	IC Central Units and all institutions					

Chapter IC 9. Direct communication with citizens

Direct communication with citizens is a very significant segment of interaction between administration and environment. Through different activities the insight has been given into the real needs of the users, on effectiveness and results of certain measures . Also, awareness of work of administration will be raised, support for certain activities of general interest will be received. The key term here is the promotion, that the government bodies must deal constantly with . Therefore, it is necessary to keep the existing practice of making the administration closer to citizens and promot and implement that each year, with the constant improvement, planning and increase of intensity and quality of such activities.









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9.1. Provide citizens with information without any intermediary. Make the administration closer to the citizens.	<i>The number and percent of institutions organizing doors open days and the number of doors open days and similar events</i>	<i>All institutions</i>					<p>Certain mechanisms and practices of direct communication with citizens is established. Significant step in making the administration closer to citizens has been achieved through the participation of institutions of all levels in the programs such as "Volontiraj-Kreditiraj" and "Ministar na jedan dan", and by organizing the events such as "Dani otvorenih vrata" - "Open Door Days". Also, realization and publication of promotion materials in 2011, publications (CoM BiH), promotion videos, films and radio (the RS) or participation in events (the BD BiH). It is necessary to continue with such practice and activities in 2012, 2013 and 2014, with the improvement (increase of number of events, "Open Door Days", and number of institutions which participate), more promotion activities and further development of these mechanisms through the introduction of modern technologies (electronic interaction, direct communication, social network, etc.).</p>
	<i>The number of published brochures, promotion materials, publications.</i>	<i>IC Central Units and other institutions (individually)</i>	At least Twice a year, ongoing				
	<i>These mechanisms (number, frequency of visits etc.).</i>	<i>IC Central Units and other institutions (individually)</i>					













Chapter IC 10. Public campaigns

Preparation and implementation of public campaigns represents one of the most efficient and most effective tools of promotion, especially in cases of implementing the activities that are of a general interest and due to misunderstanding and insufficient awareness of public there are the obstacles in their realization. Even though certain campaigns are being implemented at all levels, their sporadic nature and a small volume are limiting the positive effects. Therefore, it is necessary to plan and ensure the funds for implementing such activities, which will be well prepared, directed and on a satisfying level. In order to conclude that the practice has been established, it is urgent to plan, explore and on the basis of needs implement such activities in each year.





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10.1. Continuously inform the public and raise awareness about particular themes through the public campaign mechanism	<i>The number of campaigns carried out</i>	All institutions coordinated by central units	Ongoing and as required					Certain activities in organization of mini campaigns are undertaken. The project "Capacity Building for Combat Against Corruption in Structures of Civil Service in BiH" is prepared and approved through which the joint thematic public campaign with participation of all levels will be prepared. It is necessary to establish the practice of implementing public campaigns in the next period, through their planning within a frame of the action plans and assurance of budget funds.
Chapter IC 11. Measuring results Measuring results of communication is the basis for future communication planning and for recognizing the problems and their resolvment on a satisfying level. This should be approached strategically and systematically, through developing the mechanisms and methodology of monitoring and evaluation of communication of governments and institutions. In one way, this practice exists in the area of media monitoring, however, it is of a reactive character. Proactive approach to monitoring implies monitoring of all communication segments, including the key messages, channels, tools, efficiency, effectiveness, etc. It is necessary to establish such system (based on communication strategies) and continuously (on annual basis) implement the monitoring.								
11.1. Measure efficiency of strategic communication.	<i>A monitoring and evaluation system has been set up.</i> <i>Measuring of feedback has been carried out in an analysis or research.</i>	IC Central Units and all institutions	Ongoing					Planned activities have not been implemented in this segment at any of the levels, one of the reasons is a relatively recent adoption of communication strategies.

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11.2. Measure public opinion and the degree of awareness of key policy areas.	<i>Research in public perception of individual public policies at all levels of government has been carried out.</i> <i>Each institution suggests at least one topic to the government's central information offices</i>	CoM / Governments IC Central Units All institutions	At least once in one government's term, preferably once a year					Planned in the period from 2012 to 2014
Chapter IC 12. Cooperation with civil sector								
Establishment of dialog and interaction with the environment, besides the informative, it should also have the operational (practical dimension). In other words, it is necessary to communicate and consult with civil sector and create the partnerships in implementation of certain plans and activities, which directly results in efficiency, responsibility, effectiveness in work of administration. Eventhough there are certain activities in this segment, it is necessary to establish the regular practice of cooperation with civil sector, by including the preconditions for their functioning and operational partner work with this sector. Institutions of administration, especially the governments, should on an annual basis plan all the possible and functional versions of cooperation with civil sector and implement those during the next period.								
12.1. Improve communication with civil society	<i>The number of informative activities organized</i>	IC Central Units	By the end of 2011, subsequently: ongoing					Specific activities are implemented on development of the system of cooperation with civil and non-governmental sector. However, those activities are mostly sporadic and short-term. There is a lack of quantitative data on number of held meetings and consultations by institutions of all levels, and activities which imply the common implementation of activities are not recorded (civil society as the implementer of the project, etc.). It is necessary to plan strategically and implement the informative activities, organize the interaction (meetings, consultations, thematic events) during 2012, 2013 and 2014. Also, the moduls of cooperation with civil sector as the partner in implementing certain activities should be identified and applied, information should be provided and such activities should be promoted.
	<i>The number of meetings with civil sector</i>	All institutions						
	<i>The number and scope of this type of consultations</i>	Relevant institutions						

4.6 e-Administration

Objectives	Measurable indicator	Responsible institution	Time line	Administrative level				Description of achievements/Comment
				BiH	FBiH	RS	BD	
Chapter IT 1. Policies, regulation and standards In this chapter, special emphasis was placed on establishing a system for accreditation and supervision of digital certificates verifiers as the basic requirement for the development of e-business. It is necessary to establish institutions (agencies) that will supervise the verifiers and issue accreditation. Also one of the objectives of this chapter is to remove legal obstacles in the sense that the electronic documents (eg. motions/submissions in administrative procedures) have equal validity to hard copies. Activities are defined in the field of IT security policy and risk management – Setting up a continuous process of risk analysis in all authorities and establishing designation of CERT (Computer Emergency Response Team - CERT), adoption of standards for IT procurement, that would facilitate the rationalization of IT equipment procurement (hardware and software) and services.								
1.1. Establish the system of supervision and accreditation of verifiers.	<i>The system of supervision and accreditation of verifiers has been established.</i>	BIH MoCT CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	Mid-2011					This objective is implemented in the Republic of Srpska through: Law on Electronic Signature RS, Rulebook on Measures to Protect Electronic Signature and Qualified Electronic Signature, a Minimum Amount of Compulsory Insurance and the Application of Organizational and Technical Measures to Protect the Certificate, Rulebook on Technical Rules for the Insured Connection of Records of Issued and Revoked Certificates by Certification Authorities in the Republic of Srpska, Rulebook on the Content and Manner of Keeping a Registry of Certification Authorities for Issuing Qualified Electronic Certificates, Rulebook on Keeping Records of Certification Bodies. In. FBiH, a draft of the Law on Electronic Document is currently in a Parliamentary procedure. The BD BiH has passed the Law on Electronic Signature of the Brcko District BiH and the Law on Electronic Document. At the BiH level a Law on Electronic Signature,Electronic Legal and Business Operations and Law on Electronic Signature has been passed, however by-laws have not been passed which makes the Law




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							on Electronic Signatures unusable for now.
1.2. Ensure interoperability and recognition of all accredited verifies in the territory of BiH.	<i>Interoperability and recognition of all accredited verifies in the territory of BiH have been ensured.</i>	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 Rulebook on Measures to Protect Electronic Signatures and Qualified Electronic Signatures, a minimum amount of compulsory insurance and the application of organizational and technical measures to protect the certificate, has been updated - based on a set of valid technical standards (eg. ETSI TS, through the RFC) which ensure interoperability at the global level, including the BiH level. A draft of the Law on Electronic Document is in FBiH Parliamentary procedure. The BD of BiH has passed the Law on Electronic Signatures of the Brcko District of BiH and the Law on Electronic Document. At the BiH level a Law on Electronic Legal and Business Operations and Law on Electronic Signature has been passed, however by-laws have not been passed which makes the Law on Electronic Signature unusable for now.
1.3. Equalize the validity of electronic and traditional (hard copy) submissions and documents.	<i>The validity of electronic and traditional submissions and documents has been equalized.</i>	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				E-Legislation of Republic of Srpska: Law on Electronic Signatures RS, Law on Electronic Document RS, Law on Electronic Business RS and Law on Information Security (This law defines Information Security, which is provided through application of measures and standards for information security). A draft of the Law on Electronic Document is in FBiH is in Parliamentary procedure. The BD of BiH has passed the Law on Electronic Signatures of the Brcko District of BiH and the Law on Electronic Document. At the BiH level a Law on Electronic Legal and Business Operations and Law on Electronic Signature has been passed, however by-laws have not been passed which makes the Law on Electronic Signature unusable for now.
1.4. Enable the use of all accredited secure electronic	<i>The use of all accredited secure electronic</i>	BiH MoCT CoM Centre for e-	The end of 2011				PKI Project for Public Administration of the Republic of Srpska was implemented in





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signatures for operations with public administration.	<i>signatures for operations with public administration has been enabled.</i>	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.					December 2011. Admission of requests for the issuance of qualified certificates starts on 1 January 2011. A draft of the Law on Electronic Document is in FBiH Parliamentary procedure. PKI is the most widespread technology used to implement digital signatures. At the BiH level the Law on Digital Signature has been passed, which requires from all institutions of the state administration to implement mechanisms which implement all security measures when it comes to field of digital signatures in state administration information systems. To achieve the level of protection for all levels of database access, it is necessary to create a system that will be able to issue a certificates and encryption keys. Encryption keys will be placed on the "Smart Card" which will be issued to all users at locations that are used for issuing identity documents. This will provide two factors of authentication, which are necessary to maintain confidence in the system and data entered into databases that are the responsibility of the Agency and as defined by the Agency for Identification Documents, Registers and Data Exchange - IDDEEA. PKI infrastructure was put into operation in production environment and implemented on all IDDEEA users.
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.	<i>A comprehensive set of standards in IT procurement has been defined and published;</i> <i>A system of control and/or an advisory mechanism;</i> <i>The percentage of IT procurement that is</i>	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				In the BD BiH internal specifications of equipment and software are used, according to user needs. Standardization of IT procurement at the BiH level should be defined with in the document "Policy of Software in BiH Institutions". Rulebook on General Secretariat of Government of the Federation of Bosnia and Herecegovine stipulates that for implementation of the Contract on Strategic Partnership with Microsoft and the preparation

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<p><i>brought in line with the defined set of standards', in the total number of IT procurement.</i></p>							<p>of future contractual relations, in charge of the General Secretariat of Government of the Federation of Bosnia and Herzegovina. In order to implement and use benefits of the Contract more efficiently, and the execution of responsibilities prescribed by the Rulebook on the General Secretariat of the Government of the Federation of Bosnia and Herzegovina, all budget users are required to inform the General Secretariat of any planned procurement (renewal of existing equipment, capacity expanding, construction and implementation of information systems and basic infrastructure)), which include Microsoft products, or the maintenance contracts of IT systems and also to provide a list of software which they plan to procure. Administrative procurement agencies in the field of information technologies within which the consent of the RS Government is required, shall obtain the opinion of the Agency for Information Society RS. The document "Recommendations for Design and Maintenance of Web Presentations of Institutions of the Republic of Srpska " is adopted. In BD BiH development of Rules On Treatment of Capital Investments is ongoing.</p>
1.6. Draft the legislation on IT security.	IT security policy designed and adopted.	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				<p>The Rulebook on Standards of IT Security is in preparation in Republic of Srpska and it is expected to be completed in the first quarter of 2012. Rulebook on Standards of IT Security is in preparation in FBiH.</p> <p>In BD BiH a set of procedures and guidelines for the protection of information systems BD BiH, has been drafted and adopted. At the BiH level this objective should be realized through a working group to produce documents within the framework of "Software Policy in BiH Institutions."</p>
1.7. Develop a continuous	Process of risk	CoM Centre for e-	The end				In the BD BiH, risk assessment is performed









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process of risk assessment at all levels of government.	<i>assessment has been established.</i>	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					by a person in charge only for the security of IT systems BD BiH. The BD has formed the Committee for the implementation of IT systems security policies BD BiH.
1.8. Establish CERT (Computer Emergency Response Team) of the institution.	<i>CERT has been established.</i>	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	The end of 2012					BD BiH has formed the Committee for the Implementation of IT Systems Security Policies BD BiH. BD BiH employs only one person in charge only of the security of IT systems BD. National Assembly of the Republic of Srpska passed a Law on IT Security in the Republic of Srpska which stipulates the establishment of CERT body that will work to coordinate protection and prevention of various types of computer safety incidents.
Chapter IT 2. Capacity building This chapter is about strengthening human resources capacity building in this field. It is necessary to establish a strong central unit for e-government at all levels of government (in practice it has not been established yet at the level of the Council of Ministers). Where these units already exist their capacity should be constantly built through training, study visits, exchange of good practices and, if necessary, by increasing the number of employees, of course, in terms of staffing plans VMBiH / government and within budget constraints.								
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.	<i>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;</i> <i>A joint methodology</i>	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 IT sector as the basic organizational unit within the General Secretariat of the Government of the Republic of Srpska is defined by the Law on Republic of Srpska Government (year 2007). AIDRS is established in december 2007. It became operational in 2008. In FBiH IT sector as the basic organizational unit is within the General Secretariat of Government of Federation of Bosnia and Herzegovina. The agenda of the Government of the Federation BiH for 2012 stipulates the formation of the Institute for ICT of Federation BiH.(deadline: December 2012). Since 2006 MKP BiH, has on several occasions,forwarded different versions of the draft for the Law on Agency for the

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	<i>approach in order to facilitate coordination between central and peripheral units has been defined.</i>					Development of Information Society of Bosnia and Herzegovina (ZAIRD) to the Parliamentary Assembly adjusting the drafts according to the current policy demands. The Ministry, currently performs activities on forwarding Law on Agency for the Development of Information Society of Bosnia and Herzegovina again to the parliamentary procedure once the entity adjustments are made. In the BD BiH subdivision for IT in the Government of the BD BiH has been formed. AID RS in cooperation with the Sector for IT continually works to manage IT services. In the BD BiH subdivision for IT has a central role in the development of an information system of the Brčko District of Bosnia and Herzegovina and coordination of central and peripheral IT units in the Brčko District of BiH is performed by Subdivision for IT and Commission for Information Technology of Brčko District BiH.
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.	<i>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;</i> <i>The number of organized courses of training and the number of participants;</i> <i>Network of IT managers is in place, the frequency of meetings, the number of outcomes (recommendations, opinions, suggestions about possible solutions).</i>	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			Roles and responsibilities of the central unit (the Subdivision for information technologies) and IT units in other institutions of BD BiH are defined by Decisions on the Establishment of the Information System of the BD BiH.









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2.3. Hire professional IT staff in public administration.	<p><i>The number of courses of training;</i></p> <p><i>The number of participants in courses of training</i></p> <p><i>Participants' satisfaction with the methods and substance of professional development programmes.</i></p>	<p>CoM Centre for e-Government</p> <p>RS AIS</p> <p>IT Department of RS Government GS</p> <p>FBiH Government IT Department of BD BiH</p>	<p>Ongoing, the degree of the implementation being measured on a yearly basis, i.e. at the end of each year.</p>					<p>In the Republic of Srpska analysis is carried out continuously and the training is being adjusted to the current and anticipated requirements of the IT Sector. In FBiH analysis is carried out continuously and the training is being adjusted to the current and anticipated requirements.</p>
2.4. Increase support from the management at the highest levels to development of e-Administration.	<p><i>The number of courses of training;</i></p> <p><i>The number of participants in courses of training</i></p> <p><i>The number of permanently involved non-IT managerial staff in e- Administration projects.</i></p>	<p>CoM Centre for e-Government</p> <p>RS AIS</p> <p>IT Department of RS Government GS</p> <p>FBiH Government IT Department of BD BiH</p>	<p>Ongoing, the degree of the implementation being measured on a yearly basis, i.e. at the end of each year.</p>					<p>At the end of 2009 in the Republic of Srpska, a two day training cycle about e-government and the need for its implementation was held for the management. The training was organized by ADU. In the BD BiH a training has been held for all heads of departments in usage of the "Sessions of the Government without papers" system and the Web portal of the Government of the BD BiH. e-Government has been promoted as a part of Phase I of e-Governments implementation through seminars and trainings. In FBiH, a training of highly ranked officials in the usage of "Sjednice vlade bez papira"- "Sessions without paper" application was done. Seminars and training for the use of e-Government systems at the state level have been held, as well as for the heads of institutions, individually. Several presentations have been made in the RS during the 2011 with the analysis of costs and benefits. The projects that are implemented are as follows: "Nije red da čekate u redu"-It's not all right to wait in line" and "Neko vreba preko Web-a"- "Someone is lurking over the web," also, a promotion of "e-service of the Government of the Republic of Srpska" has been held. In FBiH a presentation of a project</p>

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								<p>FeGovrnment has been held. In 2007 in BD BiH 8 projects were presented and approved in the filed of information technologys, in 2008, 9 projecets were presented and approved in the field of information technologys.In 2010 in BD BiH 15 projects were presented and approved in the filed of information technologies, the implementation of these projects is still in progress. "Financial Information System" project has been initiated in BD BiH.The Ministry of Science and Technology of Republic of Srpska is preparing a pilot project with regard to online applications. In FBiH,within contract framework with Microsoft, a project Electronic Scriptorium within the General Secretariat of the Government of the Federation BiH has been launched. At the level of BiH, Ministry of Communication and Transport established a group of projects in the domain of information technology, and it is expected that these projects will be approved by the Council of Ministers. Presentation of a project: PKI for public administration of Republic of Srpska has been realized on 8 December.2011. BD BiH is continously working on implementation and promotion of e-Government, and for this reason it has a BEACON status in this field. At the BiH level a ministerial conference for the development of information society, has been held in 2007.</p>
Chapter IT 3. ICT infrastrukture This chapteris about the information and communications infrastructure that is essential for the development of e-government. Without the infrastructure (networks, feeder, data centers, etc.) is not possible to develop electronic business.								
3.1. Make arrangements for the use and improvement of potentials that will guarantee	<i>An analysis with recommendations has been made;</i>	CoM Centre for e-Government RS AIS	The end of 2011					Project concept SECRO(SOKRI) has been developed (Service Establishment for Communication Resources Optimization for

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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.	<i>ICT infrastructure as a basis for efficient data exchange between all organizational units of administration, including municipalities, has been set up;</i> <i>The number of information systems in place, which use the ICT infrastructure set up.</i>	IT Department of RS Government GS FBiH Government IT Department of BD BiH	The end of 2014					the Institutions of Republic of Srpska), (project implementation planned in 2012). In BD BiH underlying infrastructure is mostly developed. Note: Progress assessment refers only to the part of the objective which is related on made analyses with recommendation, with the deadline-the end of 2011.
Chapter IT 4. Information systems, e-Portals and e-Services This chapter is intended for development of informational systems and e-services. In order to develop e-government, it is required to have quality data bases which are needed by administration bodies in order to carry out their functions. One of the priority objectives in this chapter is related to electronic information and services for citizens and business subjects. Information and services on portals significantly enhance availability of services to users; they shorten the time needed for carrying out the administrative procedures, and standardize processes. E-Government portal is defined as basis for offering information and services. In this way, electronic information and services will be available as "one-stop-shop". The estimated number of portals is four (BHportal, portal of entities and portal of Brčko district). These portals need to be substantially connected. In the end, priority services that will develop within the range of activities of „G2C“ and „G2B“ have been carefully selected. They have been developed specifically for citizens and businesses.								
4.1. Define a common framework and standards for information system architecture and the development of applications.	<i>A comprehensive information architecture methodology has been designed;</i> <i>Architecture and information system and application development methodology has been designed</i>	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	The end of 2011					Strategy of e-Government Development of Republic of Srpska 2009-2012. In Federation of BiH through Work Program of FBiH Government for 2012. Republic of Srpska: In Strategy of e-Government Development of Republic of Srpska implementation of PMI methodology for ICT project development is stated. Information subsystems in BD BiH are mostly compatible since being implemented on the same platform. BiH: Measure of implementation planned through creating document as part of "Software policy in BiH institutions"
4.2. Establish an e-	<i>Interoperability</i>	CoM Centre for e-	The end					The implementation of the project "Design and

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Government interoperability framework with a view to ensuring compatibility of information systems and processes and providing comprehensive and client-oriented services of public administration.	<p><i>framework has been established;</i></p> <p><i>Common standards for data exchange and metadata definitions are available;</i></p> <p><i>Mechanisms for the implementation of frameworks and standards have been set up.</i></p>	Government of 2011 RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH				<p>Establishment of the Interoperability Framework and Standards for Data Exchange“has started. The agreement on providing advisory services has been signed with Info Dom d.o.o. Zagreb consulting company on 23 May 2011. The implementation duration should be 12 months. Interim report was harmonized by both Supervisory and Implementation teams. The first periodic report is currently in the phase of harmonization within the Public Administration Reform Office, Implementation and Supervisory Teams. After the harmonization of the First periodic report, it will be delivered for adoption to the Board of Directors for public administration reform together with Interim report.</p> <p>There has been a delay in scheduled dynamic of report adoption for this project as there were many objections of the clients regarding the concept and the realization of project activities.</p>
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.).	<p><i>An analysis with recommendations has been made;</i></p> <p><i>A detailed programme of optimization and interoperability of basic public registers has been developed;</i></p> <p><i>The number of completed electronic basic public registers;</i></p> <p><i>The number of transactions on a yearly basis.</i></p>	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	The end of 2011 			


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								residence and travel papers which is condition for Strategy implementation. Related laws are currently in procedure in Parliament. In BD BiH basic registers are implemented (citizens, business,subjects, employed and unemployed persons, tenancy right holder, health insurances, land registries and properties) and will be connected during of integration of Information Services BD BiH. Some of the registers are considered fragmentary ie. Motor vehicles registration register inside CIPS. In Republic of Srpska Land Registration Unit implements land registration procedures (Cadastre of land) and owner rights (Land registers), including data synchronization for both entities and their availability to the users through Web. Agency for Information Society of Republic of Srpska is coordinating activities on implementation of Strategy of e-Health development, coordinating activities on Electronic Registrar Book project implementation, and is coordinating activities on electronic Land register project implementation. Agency for Information Society of Republic of Srpska established ICT project register in public administration. In Republic of Srpska project Electronic Registrar Book Services has been finished. In may 2011, all four administrative levels started with implementation of project "Design and Establishment of the Interoperability Framework and Standard for Data Exchange". Note: Progress measurement is referred in relation to the part of the objective which is related on performed analyses with recommendation ,deadline- end of 2011.
4.4. Establish and implement information systems	<u>HRMIS</u> <i>The number of</i>	<u>HRMIS</u> Civil Service	HRMIS The end					In Republic of Srpska this objective is partially implemented:HRMIS, e-public procurment,

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supporting key horizontal functions: HRMIS, electronic public procurement, document management system (DMS), e-Meetings of CoM / Governments	<p><i>institutions that operationally use the IS;</i></p> <p><i>The number and type of reports generated by HRMIS;</i></p> <p><i>An option to use the HRMIS to identify potential candidates for vacancies by various criteria.</i></p>	<p>Agencies</p> <p>CoM Centre for e-Government</p> <p>RS AIS</p> <p>IT Department of RS Government GS</p> <p>FBiH Government</p> <p>BD BiH Government</p>	of 2011					Document management system, e-session system of Government of Repbulic of Srpska upgrading, process analysis and optimization has not been performed.
	<p><u>e-Public Procurement</u></p> <p><i>The number of institutions that use the IS operationally;</i></p> <p><i>Electronic invitations to tender in public procurement proceedings;</i></p> <p><i>Electronic tender documentation is available to bidders;</i></p> <p><i>An electronic application is in place;</i></p> <p><i>The number of electronic applications;</i></p> <p><i>An option to electronically process applications, tenders and the like is available;</i></p> <p><i>Electronic catalogue of procurement has been established</i></p>	<p><u>e-Public Procurement</u></p> <p>Public Procurement Agency of BiH</p> <p>Ministries of Finance</p> <p>CoM Centre for e-Government</p> <p>RS AIS</p> <p>IT Department of RS Government GS</p> <p>FBiH Government</p> <p>BD BiH Government</p>	e-Public Procurement The end of 2014					<p>All of the said systems in BD BiH have been already implemented (electronic office operations are done through the existing Lotus Domino / Lotus Notes system, automated business process of planning and control of budget, material accounting, statistics, and handling and tracking of items is done via the Lotus Domino / Lotus Notes system. Activities related to electronic office operations and case settlement process are planned at BiH level through the implementation of Phase II of the project "E-government in the CoM" by introduction of DMS system for control of documents, records and office operations. HRMIS project was implemented 90% at all levels.</p> <p>Note: Progress assessment is given only for the part of the objective regarding HRMIS with 2011 time limit.</p>
	<p><u>Document Management System (DMS)</u></p> <p><i>The number of institutions that use the DMS operationally;</i></p>	<p><u>Document Management System (DMS)</u></p> <p>Ministries of Justice</p>	DMS The end of 2013					

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	<p><i>The number of different DMSs in use (negative indicator);</i> <i>The number of interoperable DMSs</i></p> <p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <i>The system of e-Meeting of governments has been upgraded;</i> <i>It has been integrated with DMS.</i></p>	<p>RS MoALSG CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government BD BiH Government</p> <p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> 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</p> <p>Upgrading of the system of e-Meeting of governments and integration with DMS The end of 2012</p>				
<p>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.</p>	<p><i>A portal is in place;</i></p> <p><i>The structure and methodology have been designed;</i></p> <p><i>The number of services about which information are available in accordance with methodology;</i></p>	<p>PARCO CoM Centre for e-Government</p>	<p>The end of 2011, for creating the portal and methodology, for the implementation of life events, see e-Services</p>			<p>Activities on implementation of this objective have not started.</p>

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	<i>The number of visits to the portal and users' satisfaction.</i>					
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.	<i>A portal is in place;</i> <i>The structure and methodology have been designed;</i> <i>The number of services about which information are available in accordance with methodology;</i> <i>The number of visits to the portal and users' satisfaction.</i>	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			Project: eSrpska Portal (www.esrpska.com) implemented in 2009. Web portal of Government of Republic of Srpska www.vladars.net implemented in 2008.
4.7. Implement joint services for e-Services	<i>IS that enables generic development of e-Forms;</i> <i>e-Payment for services;</i> <i>Authentication of applicants;</i> <i>The total number of transactions annually</i>	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government BD BiH Government	The end of 2012			New project idea "Implementation of Joint Services for eServices: authentication and identification, billing, basic/primary register integration" has been identified and approved by all e-Government Supervisory team members:
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) .	<u>e-Tax</u> <i>IS that enables transactional services through an appropriate web portal is in place;</i> <i>Filing of income tax returns is available to</i>	<u>e-Tax</u> CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government	<u>e-Tax</u> The end of 2014			At BiH administrative level, according to law on Agency in Agency jurisdiction there are three forms of e-service where Agency is responsible as technical body: Personal documents (ID cards, Driving licence, Travel papers). Vehicle registration (new, used and imported vehicles) and certificate of movement (change of address). With future

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<p><i>citizens;</i></p> <p><i>Safe electronic communication with citizens and officers in the authorities is available;</i></p> <p><i>The number of users and transactions;</i></p> <p><i>Time and money savings both for the State and citizens</i></p> <p><u>Registration of motor vehicles</u> <i>IS that enables transactional services is in place;</i></p> <p><i>Registration of motor vehicles electronically is available;</i></p> <p><i>Safe electronic communication with citizens and officers in the authorities is available;</i></p> <p><i>The number of users and the number of transactions;</i></p> <p><i>Time and money savings both for the State and citizens;</i></p> <p><u>Certificate of</u></p>	<p>BD BiH Government FBiH Taxation Authority RS Taxation Authority</p> <p><u>Registration of motor vehicles</u></p> <p>CoM Centre for e-Government RS AIS IT Department of RS Government GS RS Government FBiH Government BD BiH Government 15 BiH MoCT FBiH Mol RS Mol Cantonal Mols</p> <p><u>Certificate of</u></p>	<p><u>Registration of motor vehicles</u></p> <p>The end of 2013</p> <p><u>Certificate of</u></p>				<p>implementation of proposed project, the Agency should have major impact on starting of overall process of public administration e-service providing towards BiH citizens. BiH Parliament and IDDEEA provided technical specification necessary for conducting EU tender procedure and are delivered to the EU. Project should start in the second quarter of 2012.</p> <p>Action Plan on introduction of e- government in Bd BiH adopted in BD BiH. In RS e-map is under construction.</p>
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<u>movement (change of domicile and address)</u>	<u>movement (change of domicile and address)</u>	<u>movement (change of domicile and address)</u>					
<p><i>IS that enables transactional services is in place;</i></p> <p><i>Electronic changes of Change of domicile and address are available electronically;</i></p> <p><i>Safe electronic communication with citizens and officers in the authorities is available;</i></p> <p><i>The number of users and the number of transactions;</i></p> <p><i>Time and money savings both for the State and citizens;</i></p>	<p>CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government BD BiH Government IDDEEA FBiH Mol RS Mol BiH MoCT Cantonal Mols</p>	<p>The end of 2013</p>					
<p>4.9. Implement the following high priority transactional e-Services for economic operators :</p> <p>STAGE 1</p> <p>- Starting up a business in the system of „one-stop-shop“ (registration at court, registration with tax authority, registration with statistics agency)</p> <p>STAGE 2</p> <p>- Starting up a business in the</p>	<p><i>IS that enables transactional services is in place;</i></p> <p><i>The number of users and the number of transactions;</i></p> <p><i>Time and money savings both for the State and citizens;</i></p>	<p>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</p>	<p>The end of 2013, for STAGE 1</p> <p>The end of 2014, for STAGE 2</p> <p>The end of 2014, for STAGE 3</p>				<p>New project idea for the implementation of one of the basic and priority services of e-Government for business- transactional public e-Service for economic operators which involves all government levels including: registration at court, registration with tax authority, registration with statistic agency, registration with employment offices, pension and health insurance, The above mentioned idea which was named “Feasibility Study, Process Optimization and Analyses, Requirements Specification” (proposition to change regulations and requirement</p>

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<p>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).</p>		<p>/Pension insurance Funds Institutions in charge of RAO</p>					<p>specification for required IT intervention), has been identified and approved by all Supervisory Team members for the area of e-Government.</p>
<p>4.10. Establish a system of collecting objections and proposals from e-Government users</p>	<p><i>The number of proposals and objections;</i> <i>The number of responses.</i></p>	<p>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</p>	<p>The end of 2013</p>				

Annex – Overview of implementation of activities by reform areas of the RAP1

(TABLE IS ON CD WHICH IS THE ANNEX OF THIS REPORT)