

Objectives	Measurable indicator	Activity	Responsible institutions	Time line	Administration Level				Description of Achievements/Comment	
					BiH	FBiH	RS	BD	2011	2012
SPCP 1. Strategic planning										
1.1. Improve the process of annual programming of the work of CoM / governments so as to ensure the annual program to: ·reflect and contribute to the realisation of priorities of the CoM/governments, ·reflect coherence i.e. interinstitutional harmonization (horizontal and vertical), ·reflect compliance with other strategic documents of the CoM/governments, ·be realistic and monitor the implementation.	Annual work programmes of the CoM/governments are in place Degree of horizontal harmonisation / compliance of the work programme Harmonisation of content with: strategic documents (list the documents) and budgetary documents (list the documents) has been checked Intensity of reporting on the implementation at CoM / governments meetings Annual report on the implementation is in place. Degree of implementation of the annual work programme.	1.1.1. Establish/improve the legal framework of annual programming of the work of BiH Council of Ministers, FBiH Government, RS Government and BD of BiH Government with the following elements: ·standardisation of the process of annual programming of the work, ·horizontal (institutions at the same level of government) and vertical coordination in the process of programming of the work · active role of government's central units in the process of preparation and harmonisation of programmes, ·checking the compliance of the annual work programme with other strategic documents of the CoM / governments ·checking the compliance of the annual work programme of the CoM/governmentswith budgetary documents (it may be within competences of the Ministry of Finance), ·standardisation of basic elements of annual programming of the work of ministries and other executive authorities, ·procedural and substantial relation between annual programmes of the CoM / governments and annual programmes of individual ministries, ·monitoring and reporting.	BiH Council of Ministers, Governments f Entities and BD of BiH. General Secretariat of BiH Council of Ministers and BiH Ministry of Justice General Secretariat of Government of the Federation of BiH General Secretariat of Government of the Republika Srpska Secretariat of the Government of the Brëko District of BiH	December 2011	Partially implemented	Partially implemented	Implementation is ongoing	Implementation is ongoing	Implementation of this activity at all four administration levels is ongoing and it is being implemented mostly through the project "Blueprint of Development of Central Bosies of Governments" and the project "Improvement of Rules for Legal, Other Regulations and General Acts Drafting in BiH", and a part of the activities has been implemented through the project "Strategic Planning and Public Policy Development", as well as by independent improvement of organisation and methodology of work of relevant institutions. All four governments / CoM have work programmes with still unsufficiently developed mechanisms of horizontal and vertical coordination in all the segments of harmonisation. There are regular reports on work, but they are prepared without sufficient analytical data that can realistically show the problems in implementation of the work programme and which should seve for removing the problems, as well as for better future programming of work of the governments / the CoM. Key documents: Programmes of work of the CoM, the entity governments and the government of the BD BiH; Reports on implementation of the programme of work of the CoM, the entity governments and the government of the BD BiH; Adopted Instruction of the Council of Ministers of BiH on the Procedure and Methodology of preparation of the work programme of the CoM Official gazette of BiH No. 21/07 of March 26, 2007; Signed Memorandum on mutual Cooperation between the Secretariats of the CoM BiH, the entity governments and the Government of the BD BiH; the Directive on the Process of Strategic Planning and Reporting in the Federal Ministries ("Official Journal of the FBiH", No. 19/11); The Directive on the Manner of Preparation, Impact Assessment and Selection of Policy of Drafting of Acts prepared by the Government of the FBiH ("Official Journal of the Federation of BiH", No. 27/11).	Implementation of this activity at all four administration levels continued in 2012 as well through implementation of the projects "Blueprint of Development of Central Bodies of Governments" and "Improvement of Rules for Legal, Other Regulation and General Acts Drafting in BiH", which have been completed and through individual activities of the responsible institutions. Implemented activities within the project "Blueprint of Development of Central Bodies of Governments in BiH" - there were two meetings of vertical coordination - secretary of the CoM BiH and the entity Governments and the Government of the BD BiH, as well as meetings of the horizontal coordination - secretary of the government with the secretaries of the ministries at the level of BiH, the RS and the BD BiH. At the state level, the Ministry of Justice of BiH drafted the pre-draft of the Decision on the Process of Strategic Planning, Annual Planning and Reporting in the Institutions of BiH, which was sent in the process of public consultations to the competent bodies of BiH so opinions could be given, after which it would be sent to the CoM BiH for adoption. Decision on the procedure of strategic planning, programming and reporting will define the obligation of the ministries and administration organisations of BiH, permanent bodies of the CoM BiH, expert, technical and other services of BiH and the institutions financed by the budget of BiH, to enact three-year strategic plans and annual programmes of work, as well as draft annual reports on work. The Decision will also set the procedure of drafting and adoption of the strategic plan, programme of work and report on work, including basic steps and methodology, which will be obligated to be respected by the managers, officers and other responsible persons of the institutions of BiH. Strategic plan and programme of work will be in accordance with the adopted long-term, mid-term and short-term plan documents in BiH. Based on the aforementioned, it can be noted that implementation of this objective is ongoing. The Government of the FBiH, within this activity, adopted the Programme of Work of the Government of the FBiH in the mandate period 2011 - 2014; it adopted the Operations Plan of Work of the Government of the Federation of BiH for 2012. The Government of the FBiH adopted the Regulation on the Process of Strategic Planning and Reporting in the Federal Ministries ("Official Journal of the FBiH", No. 19/11), which is being implemented, and the Regulation on the Manner of Preparation, Impact Assessment and Selection of Policy of Acts Drafting, which are being prepared by the Government of the FBiH ("Official Journal of the FBiH", No. 27/11), and the institution in charge is the Federal Institute for Development Programming. Within the Regulation on the Process of Strategic Planning, Annual Planning and Reporting, all the ministries appointed coordinators for strategic planning. The process of three-year strategic planning is linked with the budget planning and it is fully harmonised with the legislation regulating the budget planning. The Regulation provides necessary templates for strategic and annual plans, as well as tables for reporting with detailed explanations. They enable the ministries to properly plan and monitor implementation, which has improved efficiency and transparency of work of the Government of the FBiH. By the Regulation on the Manner of Preparation, Impact Assessment and Selection of Policy of Acts Drafting, which are being prepared by the Government of the FBiH, the Federation sets in detail a quality and based on facts preparation of instruments of public policies. That regulates the process, roles, internal processes in the Ministries, processes of early consultations with relevant actors and impact assessment. The Regulation includes the Annex - a table which should follow each drafted act, so it could be clearly seen what is supposed to be achieved, what options need to be discussed, who has been consulted and what impact the act would make. An Ordinance on Internal Organisation of the Secretariat General of the Government of the FBiH has been prepared, which strengthens the functions of the Secretariat General. Within the Sector of preparation of the sessions of the Government, the work bodies of the Government, implementation of conclusions of the Government, coordination of policies and institutional cooperation, internal organisation units are set: Department for Policy Coordination and Institutional Cooperation; Department for EU Integration and Assistance Coordination; Department for Preparation of Government Sessions, Government Work Bodies Sessions and Implementation of Conclusions of the Government; Department for Cooperation with the Parliament and Other Bodies of the FBiH.





















1.2. Improve internal procedures of strategic planning in ministries.	<i>The head of the institution has enacted the act.</i>	1.2.1 Enact an act to define in details the process of annual planning of the work, monitoring and reporting on the implementation (which has been brought in line with the above-mentioned rules of preparation and harmonisation of programmes of the work of the CoM / governments).	General Secretariat of BiH Council of Ministers and BiH Ministry of Justice, General Secretariat of Government of the Federation of BiH and Federation Institute of Development Programming General Secretariat of Government of the Republika Srpska, Secretariat of the Government of Brčko District of BiH	December 2011	<div>Partially implemented</div>	<div>Fully implemented</div>	<div>Partially implemented</div>	<div>Partially implemented</div>	Implementation of this activity started with implementation of the project "Strategic Planning and Public Policy Development", which started with implementation in January 2009, and lasted for 2.5 years, so the project ended on June 30, 2011. The project covered 13 ministries (5 on each entity level and 3 from the state level, which is a statistically close to one third of the ministries at these levels). Key documents: Ministry of Civil Affairs of BiH adopted the Rulebook on the Procedures of Strategic and Financial Planning; Ministry of Communication and Transport of BiH adopted the Internal Procedures of Strategic and Financial Planning;	Implementation of this activity continued during 2012 as well, and the basis for continuation of implementation is the completed project "Strategic Planning and Public Policies Development". The Government of the FBiH adopted the Regulation on the Process of Strategic Planning and Reporting in the Federal Ministries ("Official Journal of the FBiH, No. 19/11), which is being applied. Within the Regulation on the Process of Strategic Planning, Annual Planning and Reporting, all the ministries appointed coordinators for strategic planning. The process of three-year strategic planning is linked with the budget planning and it is fully harmonised with the legislation regulating the budget planning. The Regulation provides necessary templates for strategic and annual plans, as well as tables for reporting with detailed explanations. They enable the ministries to properly plan and monitor implementation, which has improved efficiency and transparency of work of the Government of the FBiH. At the state level, the Ministry of Justice of BiH drafted the pre-draft of the Decision on the Process of Strategic Planning, Annual Planning and Reporting in the Institutions of BiH, which was sent in the process of public consultations to the competent bodies of BiH so opinions could be given, after which it would be sent to the CoM BiH for adoption. Decision on the procedure of strategic planning, programming and reporting will define the obligation of the ministries and administration organisations of BiH, permanent bodies of the CoM BiH, expert, technical and other services of BiH and the institutions financed by the budget of BiH, to enact three-year strategic plans and annual programmes of work, as well as draft annual reports on work. The Decision will also set the procedure of drafting and adoption of the strategic plan, programme of work and report on work, including basic steps and methodology, which will be obligated to be respected by the managers, officers and other responsible persons of the institutions of BiH. Strategic plan and programme of work will be in accordance with the adopted long-term, mid-term and short-term plan documents in BiH.
1.3. Strengthen organisational arrangements and staffing for strategic planning in individual institutions.	<i>Strategic planning included in rulebooks on internal structure and job descriptions</i>	1.3.1. Rulebooks on internal structure and job descriptions are to ensure support to strategic planning.	All ministries and other public administration bodies at the levels of BiH, Entities and Brčko District of BiH	December 2011	<div>Partially implemented</div>	<div>Partially implemented</div>	<div>Implementation is ongoing.</div>	<div>Implementation did not start</div>	Implementzation of this activity has started by implementation of the project "Strategic Planning and Public Policy Development". Through implementation of the project activities, analysis has been drafted as well as the proposal of the organisation structure, which would support strategic planning and public policy development in the ministries covered by implementation of this project. Activity at the level of the FBiH was implemented in a way that on the basis of the obligation set by the enacted directive for strategic planning, each ministry appointed a civil servant in charge of coordination of the activities of strategic planning. At the level of the RS, in individual institutions there are Rulebooks on Internal Organisation and Systematisation of Jobs, which ensure support to strategic planning. In the Ministry of Justice of BiH, there is an organisation unit dealing with strategic planning. The administration bodies of the BD ensured in their Organisation Plans only support to financial planning, which can be only partially tied to strategic planning.	Implementation of this activity continued through the project "Blueprint of Development of Central Bodies of Governments in BiH - Implementation of the Phase I", as well as through individual activities of respective institutions. The activity was implemented in such a manner that responsible institutions at the state level, 29 of them submitted information on implementation of the said activity, and based on that information, it has been noted that there was a partial implementation for 19 institutions, of which 5 institutions said that implementation of the activity was planned for 2013, in 5 institutions the activity has been fully implemented, and in 4 institutions the activity has not started with implementation. At the level of the FBiH, during the reporting period, all the federal ministries appointed coordinators for strategic planning, and in cooperation with the Swiss Development Agency and the UNDP, the Integrated Local Development Programme (ILDP) is being implemented in the Federation of BiH. Within the project, a document "Situation Analysis of Strategic Planning at the Level of the Cantons in the Federation of Bosnia and Herzegovina (FBiH)" has been drafted as a starting basis in the process of harmonisation of common approach to strategic planning in the cantons, which was initiated under the auspices of the Federal Institute for Development Programming. The basic objective of the situation analysis is to provide an overview of the overall condition of strategic planning in the cantons of the FBiH, note the problems of preparation and draft, implementation, monitoring and evaluation of strategic plans in the cantons and based on that to propose recommendations in the process of preparation of common methodology for strategic planning at the level of the cantons in the FBiH.
1.4. Ensure capacity building of Cantonal governments in FBiH	<i>An analysis has been done, recommendations have been proposed</i>	1.4.1. Perform an analysis and suggest measures for improvement of the valid legislative and legal framework that defines competences and organisation of central capacities of Cantonal governments in FBiH	Government of the Federation of BiH	June 2012	<div>Implementation is ongoing.</div>					At the request of the Government of the FBiH, the terms of reference "Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the Phase II" stipulated draft of analyses and proposal of measures for improvement of the central capacities of the cantonal governments.
1.5. Strengthen central capacities of BD of BiH	<i>The general secretary has been appointed</i>	1.5.1. The general secretary position in the BD of BiH Government to be filled	Government of the Brčko District of BiH	June 2011				<div>Fully implemented</div>	At the level of the BD, this activity was successfully implemented by appointment of the Government Secretary, by the Decision of the Government of July 7, 2011.	Implemented









SPCP 2. Policy-making, coordination and better regulation										
2.1. Set up, in the rulebooks of the CoM / Governments, necessary mechanisms to achieve the standard quality of legislation / policies that includes: ·horizontal and vertical coherency (harmonization with all institutions) ·consultations with the public concerned ·impact assessment ·removal of administrative obstacles ·legal compliance and nomotechnical correctness	Appropriate amendments to the Rules of Procedure of the CoM / Governments have been adopted.	2.1.1. Analyse and amend, as required, the Rules of Procedure of the CoM / Governments to provide for the following obligations of proponents of legislation to: ·bring the proposal in line with proposals of other institutions at the same level of government and, if it deems it necessary, at other levels of government ·include the public concerned in drafting and passing of legislation and policies ·make assessment of impact on budget, economy (micro- and macro-economic impact), environment, social matters, public administration, administrative impact (removal of administrative obstacles)	General Secretariat of BiH Council of Ministers and BiH Ministry of Justice General Secretariat of Government of the Federation of BiH General Secretariat of Government of the Republika Srpska Secretariat of the Government of the Brčko District of BiH	December 2011	Partially implemented	Partially implemented	Partially implemented	Partially implemented	Having in mind the scope of this reform activity, its implementation is being done in several directions. The process of improvement of policy coordination, consultations and impact assessment at the level of ministries has been partially implemented through the project "Strategic Planning and Public Policy Development", which covered a third of the ministries at the state and the entity levels (preparation of the phase II of this project was planned in this year), while the same process, but at the level of the central bodies of governments, is being implemented through the project "Blueprint of Development of Central Bodies of Governments in BiH", which is ongoing. In a methodological sense, the process of improvement of policy coordination, consultations and impact assessment is being implemented through improvement of the existing rules for legal drafting - project "Improvement of Rules for Legal, Other Regulations and General Acts Drafting in BiH". Basic achievements and key documents: Trained around 300 civil servants at the state and entity levels in all the segments of public policy making, the Directive on the manner of preparation, impact assessment, and selection of policy of act drafting by the Government of the FBiH has been enacted, a draft of new nomotechnical rules for legal drafting has been made (BiH, the FBiH, the RS, the BD BiH adopted the new rules), the Memorandum of Mutual Cooperation of the Secretariats of the CoM, the Entity Governments and the Government of the BDBiH has been signed, and a draft legal framework for improved work of the central bodies of governments has been prepared. The Rulebook for implementation of the Rules for consultations in drafting legal regulations in the Ministry of Justice of BiH has been enacted.	Considering complexity of this reform activity, it was being implemented through the projects "Blueprint of Development of Central Bodies of Governments in BiH", "Improvement of Rules for Legal, Other Regulations and General Acts Drafting in BiH", as well as through individual activities of the relevant institutions. The Ministry of Justice of BiH prepared a pre-draft of the Decision on the Manner of Preparation, Impact Assessment and Selection of Policy in the Procedure of Draft of Acts Proposed and Enacted by the CoM BiH and Other Institutions, which sent it in public consultations to the competent bodies of BiH in order to receive opinions, after which it will be sent to the CoM BiH for adoption. This decision defines the methods for preparation, impact assessment and selection of policies in the ministries and administration bodies of BiH, permanent bodies of the CoM BiH, expert, technical and other services of BiH and other institutions, which are being financed by the budget of the institutions of BiH and international obligations of BiH in the procedure of preparation of legal acts proposed by the CoM BiH and bylaws enacted by the CoM BiH and the institutions of BiH in accordance with their rights and duties established by the Constitution of BiH. The Decision is applied in all the BiH Institutions and is binding for all the managers, officers and other persons. Government of the Federation of Bosnia and Herzegovina adopted: *The Regulation on the Manner of Preparation, Impact Assessment and Selection of Policy in the Procedure of Draft of Acts Enacted and Adopted by the Government of the FBiH. By the Regulation on the Manner of Preparation, Impact Assessment and Selection of Policy of Acts Drafting, which are being prepared by the Government of the FBiH, the Federation sets in detail a quality and based on facts preparation of instruments of public policies. That regulates the process, roles, internal processes in the Ministries, processes of early consultations with relevant actors and impact assessment. The Regulation includes the Annex - a table which should follow each drafted act, so it could be clearly seen what is supposed to be achieved, what options need to be discussed, who has been consulted and what impact the act would make. During 2012, the CSA FBiH was implementing educations on impact assessment of policies and on application of the Regulation on the Manner of Preparation, Impact Assessment and Selection of Policies in the Procedure of Acts Drafting, which are being proposed and enacted by the Government of the Federation of BiH and the federal ministries. * Decision on establishment of the register of administrative procedures ("Official Journal of the Federation of BiH" No. 72/11) * Regulation on nomotechnical rules for legal and other regulation drafting of the Federation of Bosnia and Herzegovina, enacted at the session of the Government of the FBiH and on June 9, 2012 sent to the Parliament of the Federation of Bosnia and Herzegovina for agreement. * Amendments to the Rules of Procedure of the Government of the FBiH are ongoing. * Regulation on the Rules for Participation of Interested Public in the Procedure of Preparation of Federal Legal Regulations and other Acts ("Official Gazette of the FBiH", No. 51/12) * Decision on Establishment of Electronic Register of Administrative Procedures at the level of the Federation of Bosnia and Herzegovina ("Official Gazette of the FBiH", No. 78/11) * Contract on Cooperation between the Government of the FBiH and the International Financial Corporation - Programme of Improvement of Business Environment and Strengthening of Competitiveness in BiH (IFC).
					Implementation is ongoing.	Implementation is ongoing.	Implementation is ongoing.	Implementation is ongoing.	Implementation of this activity was planned by the project "Blueprint of Development of Central Bodies of Governments in BiH - Implementation of the Phase II", which is in the phase of procurement of services through the EUD, financed by the funds of the IPA 2010. Two projects have been implemented in the FBiH and the RS, related to reduction of administrative barriers - especially in the segment of business environment. The Government of the FBiH enacted the Decision on Establishment of Electronic Register of administrative procedures in the FBiH. Electronic register was published at the Web site of the Government of the Federation of BiH. Preparation of the comprehensive amendment to the Rules of Procedure of the Government of the FBiH is ongoing, as well as amendments to the Rulebook on Internal Organisation of the Secretariat General of the Government of the FBiH.	In cooperation with the reform area of Administrative Procedure, the project proposal for the project "Establishment and/or Strengthening of Capacities of the Institution/s for Control of Regulations and Establishment of the System of Reduction of Administrative Obstacles" was prepared (Better Regulation).
2.2. Standardize the process of legislative drafting	Uniform Rules for Legislative Drafting have been adopted	2.2.1. Prepare and adopt (at the levels of government that has failed to do it so far) obligatory Uniform Rules for Legislative Drafting reflecting the listed standard quality of legislation	General Secretariat of BiH Council of Ministers and BiH Ministry of Justice General Secretariat of Government of the Federation of BiH General Secretariat of Government of the Republika Srpska Secretariat of the Government of the Brčko District of BiH Legislative Office of BiH CoM, Legislative Office of the FBiH Government, Republic Legislative Secretariat of the RS	December 2011	Partially implemented	Partially implemented	Partially implemented	Fully implemented	This activity is being implemented through the project "Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH", which is ongoing. Based on analyses and in cooperation with the beneficiaries of the project, a draft new nomotechnical rules for regulations drafting has been completed, which improved and harmonised the existing rules for regulations drafting in BiH. At the state level, a draft new rules has been finalised, which was submitted to the Ministry of Justice of BiH, so it could be sent in the adoption procedure.	This activity was implemented through implementation of the project "Improvement of Rules and Procedures for Legal, Other Regulation and General Acts Drafting in BiH". Based on analyses and in cooperation with the beneficiaries of the project, new nomotechnical rules for draft of regulations have been drafted, which improved and harmonised the existing rules for draft of regulations in BiH. The Ministry of Justice prepared a report on implementation of the Common Rules for 2012 and 2011, with proposal of measures, which was adopted by the CoM BiH and both Houses of the PA BiH. The Ministry of Justice initiated the procedure of amendment of Common Rules. The PA BiH, in January 2005 adopted the Common Rules for Legal Regulations Drafting in the Institutions of BiH ("Official Gazette of BiH", No. 11/05). In the reporting period, the Government of the FBiH, at the 56th session of the Government of July 17, 2012, established the Proposal of the Nomotechnical Rules for Legal and Other Regulation Drafting of the FBiH, which was submitted to the Parliament of the Federation of BiH. The House of Representatives, at the 18th session of December 19, 2012, put the originator in charge of implementing a public discussion with the competent bodies of the FBiH, as well as in the cantons, cities and municipalities, to whom application of rules is recommended. At the level of the BD BiH, the Common Rules for Regulation Drafting have been adopted by the Decision of the Assembly of the BD (Official Gazette of the BD No. 1/12).

	<i>Rules of Procedure have included an obligation to apply the Uniform Rules for Legislative Drafting</i>	2.2.2. Rules of Procedure of the CoM / Governments are to include reference provisions from the Uniform Rules for Legislative Drafting with a view to additionally oblige proponents of legislation to apply the latter in the process of drafting the legislation that the CoM / Governments enact.	Government, Legislative Office of the Brčko District of BiH Government,		Partially implemented	Partially implemented	Partially implemented	Fully implemented	At the level of the FBIH, there is ongoing preparation of the new Rules of Procedure of the Government of the FBIH. At the level of the RS, amendment to the Rules of Procedure of the Government of the RS ("Official Gazette of the RS", No. 10/09) is not within competency of the Republic Secretariat for Legislation, but the Secretariat General of the Government of the RS. The Rules of Procedure can be changed only after enacting the New Rules.	Based on the existing Common Rules used in the institutions of BiH, the Proposal of the Nomotechnical Rules for Legal and Other Regulation Drafting of the FBIH and Common Rules for Regulation Drafting of the BD BiH, an obligation of their application at these levels has been established. At the level of the RS, the proposal of the new nomotechnical rules has been harmonised and sent to the National Assembly for adoption.
2.3. Improve mechanisms of horizontal coordination among ministries	<i>The Rules of Procedure of the CoM / Governments have been adopted;</i> <i>Number of proposals that have remained not agreed on by the government's meeting (negative indicator)</i>	2.3.1 Enhance the Rules of Procedure of the BiH CoM, FBIH Government, RS Government and BD of BiH Government by defining the mechanisms and procedures to resolve any contentious issues and conflicting views between proponents of public policy / legislation and other ministries or administrative authorities in connection with the drafted policy / legislation, prior to the CoM / Governments	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	Implementation is ongoing.	Implementation is ongoing.	Implementation is ongoing.	Partially implemented	Implementation of the activities was planned by the project "Blueprint of Development of Central Bodies of Governments in BiH". So far, analysis has been drafted and currently, recommendations are being harmonised for amendments to the rules of procedure of the governments / CoM. Initial meetings of horizontal coordination (coordination between the ministries) are being implemented through the project Blueprint of Development of Central Bodies of Governments in BiH - Implementation of the Phase I".	This activity has been implemented through the project "Blueprint of Development of Central Bodies of Governments in BiH - Implementation of the Phase I", through the meetings of horizontal coordination - secretary of the government with the secretaries of the ministries at the level of BiH, the RS and the BD BiH. At the level of the BD BiH, this activity has been partially completed through adoption of the Common Rules for Regulation Drafting, in a way that a mechanism of obtaining an opinion of other administration bodies to a proposal of regulation has been introduced. Full implementation will be achieved by adoption of the new Rules of Procedure of the Government of the BD BiH, which is being drafted, which would stipulate establishment of sector boards, which would enable a control of each regulation by the relevant bodies, before the session of the Government.
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>	2.4.1. Include solutions from the PAR Fund "Blueprint of the Development of Central Bodies of Governments in Bosnia and Herzegovina" in the Rules of Procedure of the Council of Ministers of BH, the Government of the Federation of BH, the RS Government and the Government of BD of BH with more detailed	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	June 2012	Implementation is ongoing.	Implementation is ongoing.	Implementation is ongoing.	Implementation is ongoing.	Implementation of the activities was planned by the project "Blueprint of Development of Central Bodies of Governments in BiH". So far, analysis has been drafted, and currently recommendations are being harmonised for amendments to the rules of procedure of the governments / the CoM. Partially implemented by signing of the Memorandum of Mutual Cooperation between the Secretariats of the CoM BiH, the entity governments and the Government of the BDBiH;	During implementation of the project "Blueprint of Development of Central Bodies of Governments in BiH", two meetings of vertical coordination have been held - Secretary of the CoM BiH, Secretaries of the Entity Governments and the Government of the BD BiH. Amendments to the Rules of Procedure of the Government of the FBIH are ongoing. Agreement with the Cantons is necessary as well. At the level of the BD BiH, there is ongoing draft of the new Rules of Procedure of the Government, which would deal with this matter in detail.
2.5. Improve consultation with the public concerned	<i>The guidelines have been adopted</i>	2.5.1. Adopt guidelines for consultation with the public concerned	General Secretariat of BiH Council of Ministers and BiH Ministry of Justice; General Secretariat of Government of the Federation of BiH; General Secretariat of Government of the Republika Srpska; Secretariat of the Government of the Brčko District of BiH	December 2011	Fully implemented	Fully implemented	Fully implemented	Partially implemented	This activity is being implemented in two directions: Individually, in a way that each level in some way regulated this matter and by joint efforts through the project "Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH", in a sense of requirements for implementation of consultations; by the project "Strategic Planning and Public Policy Development", in a sense of training of civil servants for implementation of consultations. At the state level the Rules for consultations in legal regulations drafting have been adopted – CoM BiH and the Rulebook for Implementation of Rules for consultations in legal regulations drafting - Ministry of Justice of BiH.	This activity has been implemented earlier at the state level and at the level of the RS. The Government of the FBIH enacted a Regulation on the Rules for Participation of Interested Public in the Procedure of Preparation of Federal Legal Regulations and Other Acts ("Official Journal of the Federation of BiH", No. 51/2012). Appointed coordinator for General Coordination of the Affairs of the Government of the FBIH with the interested public. The BD BiH partially implemented this activity through the Law on the Government of the BD BiH ("Official Gazette of the BD BiH", No. 19/07), the Law on Public Administration of the BD BiH ("Official Gazette of the BD BiH", No. 19/07), the Rules of Procedure of the Government of the BD BiH and the Common Rules for Regulation Drafting, enacted by the Assembly of the BD - January 18, 2012.
	<i>The Rules of Procedure have been amended</i>	2.5.2. Include an obligation to follow the guidelines in the Rules of Procedure of the CoM / Governments			Partially implemented	Partially implemented	Partially implemented	Partially implemented	At the level of BiH and the RS, this obligation was regulated by the very rules.	At the state level, at the level of the FBIH and at the level of the RS, the guidelines imposed the obligation to respect them, as well as the rules for legal regulation drafting at the state level and the level of the BD BiH. Amendments to the Rules of Procedure of the Government of the FBIH are ongoing.
	<i>An analysis have been made;</i>	2.6.1. Make an overview of the past initiatives to introduce impact assessment in BH (IA) with an analysis of their quality, the methodologies used and their effects			Implementation is ongoing.	Partially implemented	Partially implemented	Implementation is ongoing.	Activity has been partially implemented through the project "Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH" and "Strategic Planning and Public Policy Development", in the sense of methodological framework for Impact assessment. It has been planned to implement a detailed analysis of the regulatory impact assessment (RIA) system through the project "Blueprint of Development of Central Bodies of Governments in BiH - Implementation of the Phase II".	The Ministry of Justice of BiH prepared a pre-draft of the Decision on the Manner of Preparation, Impact Assessment and Selection of Policy in the Procedure of Draft of Acts Proposed and Enacted by the CoM BiH and Other Institutions, which sent it in public consultations to the competent bodies of BiH in order to receive opinions, after which it will be sent to the CoM BiH for adoption. This decision defines the methods for preparation, impact assessment and selection of policies in the ministries and administration bodies of BiH, permanent bodies of the CoM BiH, expert, technical and other services of BiH and other institutions, which are being financed by the budget of the institutions of BiH and international obligations of BiH in the procedure of preparation of legal acts proposed by the CoM BiH and bylaws enacted by the CoM BiH and the institutions of BiH in accordance with their rights and duties established by the Constitution of BiH. At the level of the BD BiH, the Common Rules for Regulation Drafting have been adopted by the Decision of the Assembly of the BD (Official Gazette of the BD No. 1/12).

2.6. Ensure an efficient system for impact assessment of public policies /regulations	<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 ministriesresponsible bodies;</i></p>	<p>2.6.2. Develop and adopt IA methodology especially in terms of potential budgetary, social, economic and environmental costs and benefits at various levels of government in BiH, if any; distribution of costs and benefits for citizens and sub-groups; possible difficulties in enforcement, acceptance of and respect for public policies / regulations; possible deficiencies, inconsistency, vagueness and faults in public policies / regulations; adverse side effects.</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>	<p>June 2011</p>	<p>Implementation is ongoing.</p>	<p>Partially implemented</p>	<p>Partially implemented</p>	<p>Implementation is ongoing.</p>	<p>Activity has been partially implemented through the project "Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH" and "Strategic Planning and Public Policy Development", in the sense of methodological framework for Impact assessment. The Handbook for Public Policies Development has been prepared. New Rules for Regulations drafting, sent to the project beneficiaries for adoption, are currently in the phase of adoption (Brčko District adopted new rules for regulations drafting). Establishment of the regulatory impact assessment (RIA) system will be fully implemented through the project "Blueprint of Development of the Central Bodies of Governments in BiH - Implementation of the Phase II".</p>	<p>This activity has been partially implemented through the projects "Improvement of Rules and Procedures for Legal, Other Regulation and General Acts Drafting in BiH" and "Strategic Planning and Public Policies Development" in the sense of methodological framework for impact assessment.</p> <p>The Ministry of Justice of BiH prepared a pre-draft of the Decision on the Manner of Preparation, Impact Assessment and Selection of Policy in the Procedure of Draft of Acts Proposed and Enacted by the CoM BiH and Other Institutions, which sent it in public consultations to the competent bodies of BiH in order to receive opinions, after which it will be sent to the CoM BiH for adoption. This decision defines the methods for preparation, impact assessment and selection of policies in the ministries and administration bodies of BiH, permanent bodies of the CoM BiH, expert, technical and other services of BiH and other institutions, which are being financed by the budget of the institutions of BiH and international obligations of BiH in the procedure of preparation of legal acts proposed by the CoM BiH and bylaws enacted by the CoM BiH and the institutions of BiH in accordance with their rights and duties established by the Constitution of BiH. The Decision is applied in all the BiH Institutions and is binding for all the managers, officers and other persons.</p> <p>At the level of the FBiH the Regulation on the Manner of Preparation, Impact Assessment and Selection of Policy in the procedure of draft of acts proposed and enacted by the Government of the FBiH and federal ministries has been enacted. Administrative supervision over implementation of the Regulation is being done by the Federal Ministry of Justice.</p> <p>The new Ordinance on Internal Organisation of the Secretariat General of the Government of the FBiH stipulates a post of the expert advisor for regulatory reform. The Government of the Republic of Srpska, at the 96th session of December 27, 2012, enacted the Decision on Implementation of the Process of Regulatory Impact Assessment in the Procedure of Legal Drafting. The decision enters into force on March 1st, 2013.</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>2.6.3. Regularly monitor the implementation of impact assessment methodology and, as required, propose improvement measures</p>			<p>Implementation did not start</p>	<p>Implementation is ongoing.</p>	<p>Implementation is ongoing.</p>	<p>Implementation did not start</p>	<p>At the level of the FBiH, this activity is in the obligation of the of the Federal Institute for Development Programming. At the level of the RS, this is the competency of the Ministry for Economic Relations and Regional Cooperation.</p>	
2.7. Comparative analysis of solutions as an obligatory element of the proposals of legislation/public policies	<p><i>An obligation to include a comparative analysis has been provided for</i></p>	<p>2.7.1. In the Rules of Procedure of the CoM / Governments of Entities and BD BiH, provide for an obligation to include in the explanation of draft/proposal of a piece of legislation a comparative analysis of solutions from at least two EU member states (taking into account the necessary flexibility in case of minor amendments)</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>	<p>December 2014</p>					<p>This obligation currently does not exist in the Rules of Procedure of the CoM, the entity governments and the Government of the BD BiH. It is planned to implement the activity through the project "Blueprint of Development of Central Bodies of Governments in BiH - Implementation of the Phase II".</p>	
		<p>2.7.2. In the Rules of Procedure of the CoM / Governments of Entities and BD BiH, provide for an obligation to include an overview of the matter as regulated at other levels of government</p>							<p>This obligation currently does not exist in the Rules of Procedure of the CoM, the entity governments and the Government of the BD BiH. It is planned to implement the activity through the project "Blueprint of Development of Central Bodies of Governments in BiH - Implementation of the Phase II".</p>	

2.8. Set up an information system that supports the process of preparation and adoption of legislation (laws and by-laws), which includes elements of e-Democracy (posting the drafts on Internet, inviting comments) and which is integrated in the document management system, the system of e-Meetings of government and electronic legislation database	The information system is operational	2.8.1. Amendments to the Rules of Procedure of the CoM / Governments and legislatures (as required)	General Secretariat of BiH Council of Ministers and BiH Ministry of Justice General Secretariat of Government of the Federation of BiH	December 2013					It is planned to implement this activity through the project "Design of Software for Support in Legal Drafting and and Monitoring of Their Implementation". Draft project proposal has been prepared and it is currently in the phase of harmonisation with the members of the Supervisory Team.	There is ongoing preparation of the project documentation for the project "Improvement, Efficiency, Transparency of Work of the PA BiH, the Parliament of the FBiH, the Parliament of the RS and the Parliament of the BD BiH", which will be financed by the IPA Fund, whose bearer of the project is the PA BiH. It is planned that this project covers implementation of this activity. The prepared project proposal "Design of Software for Support in Legal and Other Regulations Drafting", after consultations with the European Union Delegation, was withdrawn because of implementation of the aforementioned project, in order to avoid overlapping of the project activities.
		2.8.2. Development of information system	General Secretariat of Government of the Republika Srpska Secretariat of the Government of the Brčko District of BiH Legislative Office of the FBiH Government, Republic Legislative Secretariat of the RS Government, Legislative Office of the Brčko District of BiH						It is planned to implement this activity through the project "Design of Software for Support in Legal Drafting and and Monitoring of Their Implementation". Draft project proposal has been prepared and it is currently in the phase of harmonisation with the members of the Supervisory Team.	There is ongoing preparation of the project documentation for the project "Improvement, Efficiency, Transparency of Work of the PA BiH, the Parliament of the FBiH, the Parliament of the RS and the Parliament of the BD BiH", which will be financed by the IPA Fund, whose bearer of the project is the PA BiH. It is planned that this project covers implementation of this activity. The prepared project proposal "Design of Software for Support in Legal and Other Regulations Drafting", after consultations with the European Union Delegation, was withdrawn because of implementation of the aforementioned project, in order to avoid overlapping of the project activities.
		2.8.3. Connection to the document management system, e- Database of legislation and the system of e-Meetings of government	Government Secretariats and Legislative and Legal Commissions of Legislatures						It is planned to implement this activity through the project "Design of Software for Support in Legal Drafting and and Monitoring of Their Implementation". Draft project proposal has been prepared and it is currently in the phase of harmonisation with the members of the Supervisory Team.	There is ongoing preparation of the project documentation for the project "Improvement, Efficiency, Transparency of Work of the PA BiH, the Parliament of the FBiH, the Parliament of the RS and the Parliament of the BD BiH", which will be financed by the IPA Fund, whose bearer of the project is the PA BiH. It is planned that this project covers implementation of this activity. The prepared project proposal "Design of Software for Support in Legal and Other Regulations Drafting", after consultations with the European Union Delegation, was withdrawn because of implementation of the aforementioned project, in order to avoid overlapping of the project activities.
2.9. Improve the systems of e-Meetings of the CoM / Governments	The system of e-Meetings of the CoM / Governments has been upgraded	2.9.1. Upgrade the system of e-Meetings of the CoM / Governments so that it ensures electronic document exchange at all stages of procedure	General Secretariat of BiH Council of Ministers and BiH Ministry of Justice General Secretariat of Government of the Federation of BiH General Secretariat of Government of the Republika Srpska Secretariat of the Government of the Brčko District of BiH	The end of 2012	Implementation is ongoing.	Implementation is ongoing.	Implementation is ongoing.	Fully implemented		As early as 2010, the Government of the BD BiH introduced the programme software Lotus, which enables exchange of documents electronically. This manner of exchange of documents was set by the Specific Instruction on Office Operations, which was adopted during 2010. At the level of the BD BiH, there is an ongoing procedure of upgrade of the programme software Lotus, which would enable integrated system of e-sessions and document management. There is ongoing preparation of the project documentation for the project "Improvement, Efficiency, Transparency of Work of the PA BiH, the Parliament of the FBiH, the Parliament of the RS and the Parliament of the BD BiH", which will be financed by the IPA Fund, whose bearer of the project is the PA BiH.
	It has been integrated with DMS.	2.9.2. Upgrade the system of e-Meetings of the CoM / Governments so that it is integrated with the document management system	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		Implementation is ongoing.	Implementation is ongoing.	Implementation is ongoing.	Partially implemented		As early as 2010, the Government of the BD BiH introduced the programme software Lotus, which enables exchange of documents electronically. This manner of exchange of documents was set by the Specific Instruction on Office Operations, which was adopted during 2010. At the level of the BD BiH, there is an ongoing procedure of upgrade of the programme software Lotus, which would enable integrated system of e-sessions and document management. There is ongoing preparation of the project documentation for the project "Improvement, Efficiency, Transparency of Work of the PA BiH, the Parliament of the FBiH, the Parliament of the RS and the Parliament of the BD BiH", which will be financed by the IPA Fund, whose bearer of the project is the PA BiH.

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>	2.10.1 .Establish a single database that will include all laws and by-laws (including the pieces of legislation unavailable electronically at the time being) that will be designated and classified by various criteria. These designations will correspond to organisational charts that show the approximation of BiH with acquis. The database will be connected with the system that supports the process of adoption of legislation.	Legislative Office of the BiH CoM, Public Relations Office of the FBiH Government in cooperation with the Legislative Office of the FBiH Government, Republic Legislative Secretariat of the RS Government, Legislative Office of the Brčko District of BiH Government	June 2012					<p>Within implementation of the UNDP project "Legislation Database", which had an objective to provide to all the beneficiaries a free access to all the regulations in BiH, a software and the webpage have been designed for access to the database of legal regulations in BiH. Through project, initially a certain number of laws has been uploaded, but because of lack of readiness of institutions at the state, entity and the BD BiH level, this legislation database is not being updated or widened by new laws. Legislation database has been taken over from the UNDP, and placed at the server of the PARCO. An access to the database has been provided at the website of the PARCO and directly at the www.laws.ba. During 2009, the PARCO tried to reinstate updating of this database - where the legislation offices / secretariats would take that obligation, which was not supported by the legislation offices / secretariats. Availability of legislation and most of the bylaw regulations has been provided through Official Journals / Gazettes at all the levels in BiH.</p>	<p>The Republic Secretariat for Legislation established an electronic database of regulations of the Republic of Srpska, e-Legislation.The database contains all the laws from 1992 to 2011, including also partially 2012 and all the amendments, as well as laws that are no longer valid, and the consolidated texts of the laws.Additionally, the database contains also regulations, enacted by the Government of the Republic of Srpska based on legal authority in the said period.For now, the electronic database can be accessed by the republic bodies of administration of the Republic of Srpska.In the next period, it is planned to upgrade the database in order to input other bylaws (ordinances, specific instructions, etc.)</p> <p>At the level of the BD BiH, this objective has been partially fulfilled by the web portal of the Assembly of the BD, which contains publicly available all the laws of the BD and their amendments.Introduction of bylaws and their classification should be introduced on the web portal of the Government of the BD, and that activity is ongoing. Therefore, there is a common database and it is maintained by the expert service of the Assembly of the BD.</p> <p>An initiative has started for implementation of this activity by the representatives of the Government of the FBiH and the Government of the BD BiH in order to find the best solution for this activity.</p>
	<i>Frequency of the single database updating;</i>	2.10.2. Regularly maintain and update electronic databases of laws and by-laws		December 2012 (Ongoing, by the end of 2014)						At the level of the RS, the database is regularly updated and maintained, and at the level of the BD BiH a unique database is also maintained, which is filled by the Laws of the BD BiH.
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><i>The number of visits to the Internet page;</i></p> <p><i>The number of downloaded laws from the Internet page;</i></p>	2.11.1. Publish all laws and by-laws within competences of ministries and other administrative authorities on their respective Internet pages.	All ministries and other administrative authorities in BiH	December 2011					Almost all the institutions in BiH have at their websites the most significant legal and bylaw regulations from their competency. At the website of the Government of the FBiH, an access has been provided to all the legal and bylaw acts of the FBiH from 1996 to the present day. The Republic Legislation Secretariat of the RS established a database of legal and bylaw regulations of the RS (available only to the institutions of the RS). At the web of the Assembly of the BD, electronic versions of the laws are being published, but still no bylaws.	At the level of the institutions of BiH, 12 institutions have laws and bylaws published at web sites, and 4 institutions put this activity in the programme of work for 2013.
	<i>Frequency of the single database updating;</i>	2.11.2. Regularly maintain and update electronic versions of laws and by-laws within competences of ministries and other administrative authorities		December 2012 (Ongoing, by the end of 2014)					Activity is being continuously implemented in the existing volume of published legal and bylaw regulations.	<p>At the level of the RS - regular updates of electronic versions of laws and regulations.</p> <p>At the level of the BD BiH, consolidated texts are drafted and published by the Expert Service of the Assembly of the BD. Draft and publication of consolidated texts of all the administration bodies and the institutions of the BD BiH are foreseen as obligations by the Common Rules for Regulation Drafting (Official Gazette 1/12). Publication on websites has not yet been implemented.</p> <p>At the level of the institutions of BiH, 12 institutions regularly maintain and update electronic versions of legal and bylaw regulations, and in 4 institutions they foresaw this activity for 2013.</p>
	<i>Rules of Procedure have been duly amended</i>	2.12.1. Amend the Rules of Procedure of the CoM / Governments (at the level of government where they have not done it yet) to include a provision that, apart from the amendments, a legislature and the CoM / Government shall adopt a consolidated versions of legislation at the same or subsequent meeting. (or, as an equally good alternative, an official consolidated versions shall be prepared by the appropriate	Legislative Office of BiH CoM, Legislative Office of the						Regulated by the Rules of Procedure of the Assembly of the BDBiH (2003 and 2008). Regulated by the Rules of Procedure of the Houses of the Parliamentary Assembly of BiH.	<p>The Legislative Board of the National Assembly of the Republic of Srpska is authorised to draft consolidated text of the law (article 231 of the Rules of Procedure of the National Assembly "Official Gazette of the Republic of Srpska" No. 31/11). Consolidated text of the law is published in the Official Gazette of the Republic of Srpska.Consolidated text of other regulations is drafted by those who enact them, and they are also published.</p> <p>The Rules of Procedure of the Assembly of the BD stipulate that consolidated texts of laws are drafted and published by the Expert Service of the Assembly, without official adoption by the legislative authority. There is ongoing draft of the Rules of Procedure of the Government, which would also include the same solution.</p> <p>Implementation of this activity at the level of the institutions of BiH is being implemented continuously in two institutions, and in two institutions, this activity has been put in the plan of work for 2013.</p>

2.12. Prepare and publish consolidated versions of laws and by-laws	The number of prepared and published consolidated versions in official gazettes	2.12.2. The CoM / Government to adopt a decision that the ministries shall prepare and publish consolidated versions of laws and bylaws within their respective competences	Legislative Office of the FBiH Government, Republic Legislative Secretariat of the RS Government, Legislative Office of the Brčko District of BiH Government, Secretariats of Legislatures Other appropriate authorities at all levels of government All institutions	December 2012 (Ongoing, by the end of 2014)	Implementation is ongoing, 	Implementation is ongoing, 	Partially implemented 	Partially implemented 	Regulated by the internal act of the Assembly of the BD BiH. Some institutions do it, but not systematically.	At the level of the Republic of Srpska, the rules of normative legal technique for drafting laws and other regulations of the Republic of Srpska ("Official Gazette of the Republic of Srpska" No. 13/06 and 20/06) dedicated one whole chapter to drafting consolidated texts of regulations. So, the article 46 of the Rules stipulates that consolidated text should be drafted when amendments cover more than 10% of the basic text of the regulation or when basic text has been amended at least three times. At the level of the BD BiH, draft of the decision is ongoing, and they deem that the activity would be implemented in the first half of 2013. Implementation of the said activity at the level of the institutions of BiH in one institution the activity is continuous, and in one institution implementation is planned for 2013.
		2.12.3. Prepare and publish consolidated versions			Implementation is ongoing, 	Implementation is ongoing, 	Partially implemented 	Partially implemented 	The FBiH published a consolidated text of the Rules of Procedure of the Government (Official Gazette of the FBiH 6/10).	Implementation of this activity at the level of the institutions of BiH in one institution the activity is in the phase of continuous implementation, and in three institutions this activity was planned for 2013.

Objectives	Measurable indicator	Activity	Responsible institutions	Time line	Administration Level				Description of Achievements/Comment	
					BiH	FBiH	RS	BD	2011	2012
PF 1. Policy dimension of the PF system										
1.1. Regular preparation of macro-fiscal framework for whole BiH	All necessary data has been delivered to the appropriate institutions within the timeline set in order to prepare the Global Framework Fiscal Balance and Policies in BiH.	1.1.1. Apart from projected indirect taxes, a comprehensive fiscal framework should contain detailed tables and data items of income, expenditures, financing and fiscal objectives for BiH and for each individual level of government.	Fiscal Council and Advisory Group of the BiH Fiscal Council	Ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	At the sessions of the Fiscal Council of BiH and the Advisory Groups of the Fiscal Council of BiH, there are activities in accordance with the Law on Fiscal Council of BiH (Official Gazette 63/08).	CoM BiH: Global Framework of Fiscal Balance and Policies in BiH for the period 2012 – 2014 and the period 2013 – 2015 contains data on the incomes, expenses and financing for each level of the government respectively, as well as the fiscal objective for the level of BiH. RS: The Ministry of Finance of the RS submitted the necessary data in accordance with the deadlines of draft of the GOFBiP in BiH. The GOFBiP in BiH contains, in addition to projections of indirect taxes, also the table overview of framework of the budget for each level of authority in BiH, which provides data on revenues, expenditures, financing and financial result for the observed period. BD: The Brčko District participates through their representatives in implementation of these activities, as well as by submission of appropriate data on revenues and expenditures of the Brčko District and by their projections for one-year and three-year period.
	The Global Framework Fiscal Balance and Policies in BiH has been adopted. The document of framework budget has been adopted in a timely fashion based on the data from the Global Framework.	1.1.2. Regular adoption of the Global Framework Fiscal Balance and Policies in BiH.		Ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	GFFB BiH 2012 - 2014 was adopted on March 14, 2012, while the GFFB BiH 2013 - 2015 was completed and adopted by the Fiscal Council on June 15, 2012. The FBD is continuously and regularly adopted at all the levels of authority in BiH.	
1.2. Regular preparation of macro-fiscal framework for the whole state	The Group for the Consolidation of Fiscal Data consolidates fiscal data for entire BiH in accordance with IMF methodology and publish them on the OMA's web site in timely manner.	1.2.1. Better cooperation and data exchange between different levels of government.	OMA, the Group for the Consolidation of Fiscal Data (Ministry of Finance, OMA and CBBiH).	Ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	Consolidated accounts of the public sector are regularly being drafted and published at the website of the DMA.	RS: The Ministry of Finance of the Republic of Srpska regularly submits fiscal data (monthly, quarterly and annualy). FBiH: Done continuously. CoM BiH: Consolidated accounts of the public sector are regularly drafted and published at the website of the DMA. BD: The Brčko District submits data on revenues and expenditures of the Brčko District and their projections for one-year and three-year period, for consolidation at the state level for the overall public sector.
1.3. More efficient access to the distribution of revenues from indirect taxes	Obstacles to the process of drafting the framework budget and fiscal framework have been removed, harmonized development policies have been linked to financial possibilities.	1.3.1. Statutory formula for the vertical allocation of resources and distribution of revenues from indirect taxes.	Ministries of Finance, BiH Fiscal Council.	By the end of 2012	Implementation did not start	Implementation did not start	Implementation did not start	Implementation did not start		RS: The Fiscal Council of BiH, in May 2012, adopted the Global Framework of Fiscal Balance of BiH for 2013 - 2015, which agreed division of revenues from indirect taxes for this period. Additionally, during the year, a decision on temporary balance of revenues from indirect taxes between the users of division has been enacted, for the period of the second half of 2010 and 2011, and for the period of first half of 2012, in accordance with the calculation of balance by the present "Ordinance on Calculation of Quotients of Instalments to the Entities". CoM BiH: No new legal solutions have been drafted regarding the existing system of division of funds and allocation of revenues from indirect taxes.
PF 2. Increasing efficiency and effectiveness of budget management										
2.1. Further harmonization of the BFP drafting process at all levels of government and timely drafting of BFP for entire BiH	The legislation that integrates the 10-step budget planning process so that the deadlines are functional at different levels of government and leave enough time for budget users to effectively plan the allocation of resources has been harmonized and integrated.	2.1.1. Further improvement of fiscal coordination and process of budget planning at all levels of government in BiH.	Ministries of finance	By mid-2014						
	BMIS (Budget Management Information System)Terms of Reference have been implemented.	2.1.2. Develop software for budget planning that will be compatible with the treasury system	PARCO							

	Budget-related legislation in FBiH harmonized and integrated.	2.1.3. Making the FBiH Fiscal Council operational	Federal Ministry of Finance						
2.2. Transparent expenditure of public funds	Quick and efficient software support to the capital investments planning process.	2.2.1. Introduction of multi-annual planning of public funds supported by future BMIS	Ministries of finance	By mid-2012	Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	At all the levels of authority in BiH procurement and installation of equipment for work of the BMIS software has been made, as well as installation of software for budget management on production environment. The implementer of the project trained the employees in the Ministry of Finance, as well as all the budget users, where participants were also the analysts from the Department for Budget and Public Finance of the Ministry of Finance. NOTE: In accordance with the conclusion from the meeting of the Supervisory Team of December 6, 2012, it is necessary to change the success indicator of this objective , i.e. instead of <i>Fast and Efficient Software Support to the Process of Planning of Capital Investments</i> , it should read <i>Fast and Efficient Software Support to the Process of Budget Planning</i> .
2.3. Further strengthening of Communication between management of institutions and finance units.	The process of decision-making, identification and ranking of policy priorities, objectives and financial needs has been improved. Monitoring of set goals, impact assessments and internal and external reporting have been improved.	2.3.1. More intensive inclusion of the management in the process of budget preparation and consultation between the Budget Department of MoF and budget users.	Ministries of finance and budget users	Ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	Instructions 1 and 2 of the Ministries of Finance at all the levels of authority in BiH stress that the FBD and the budget, in their basis, represent an estimation of the funds that would be necessary for achievement of strategic and operative objectives of the budget users, so active participation of all the managers is necessary within the institutions. Although some budget users are still represented by the finance officers, it is noticeable that there is a greater engagement of the managers. Communication between the employees in the Ministries of Finance at all the levels and the budget users is being implemented continuously during the whole process of budget preparation. CoM BiH: At the request of the Ministry of Finance and Treasury of BiH, all the budget users from 2010 enacted and submitted to the Ministry of Finance Internal Procedures on Budget Drafting, which imply more active involvement of institution managers in the phase of budget planning. The said internal procedures have been prepared in accordance with the approach to budget planning in 10 steps, respecting the deadlines prescribed by the budget calendar. Internal procedures are updated as needed and submitted to the Ministry of Finance and Treasury of BiH. Additionally, through communication with the budget analysts in the Sector for Budget, the budget users are all the time directed to inclusion of managers in the process of budget preparation. RS: Communication between the employees in the Ministry of Finance of the RS, the Department for Budget and Public Finance, and the budget users is being implemented continuously during the whole process of budget preparation. The Instruction No. 1, which is sent every budget year to the budget users, defines the budget calendar, which stipulates consultations with the budget users, regarding draft of the budget of the Republic of Srpska.
2.4. Introduction of program-based budgeting in BiH public administration	By-laws have been enacted in all ministries.	2.4.1. Paying attention to strategic planning and program evaluation, budget users at all levels of government should enact internal rulebooks to define details of programming, responsibility, role and deadlines for completion of each relevant activity.	All public administration bodies	By the end of 2014					
	The number of qualified officers has increased.	2.4.2. Capacity building of budget departments in the ministries of finance and hiring of qualified officers.							
	Additional technical support has been provided	2.4.3. Provide additional technical support to the ministries of finance.							

2.5. Timely inclusion of the Parliament in the budget approval process and expanded reporting towards the Parliament and the public	Clearer and more transparent definition of impact indicators and cost justification of the program's budget and activities of user institutions	2.5.1. Improve the format of the reports in consultation with the auditors, parliamentary committees and users.	Ministries of finance	By the end of 2011	<div></div>	Partially implemented	<div></div>	Partially implemented	<div></div>	Partially implemented	At all the levels of authority in BiH, the format of reporting has been improved for the purpose of better information to the Governments, the Presidency and the Parliaments, but measures and effects are still not shown because of the fact that shown measures and effects in the documents of the programme budget still have not reached the optimum level of quality.	It is necessary to provide technical preconditions in the form of adequate information system, which is expected through the BMIS project. At all the levels of authority in BiH the format of reporting has been improved, but as long as the BMIS system is not fully implemented as well as the programme budgeting, it will not be possible to monitor performance measures and cost efficiency of the programme and activity of the budget users. BD: In cooperation with the Office for Audit of the Brčko District of BiH, there has been an education of the budget users, representatives of the Parliament and the Institutions of the District on the matter of understanding clearer and more transparent definition of measure of performance and cost efficiency of the programme and activity of the budget users, after which activities will start on improving the format of report and timely involvement of the parliament in the process of enacting the budget and widened reporting to the parliament and the public.
		2.5.2. Continue the training of budget users in order to improve the quality of the information provided by the budget users.			<div></div>	Partially implemented	<div></div>	Partially implemented	<div></div>	Partially implemented	Trainings are continuously held in organisation of the competent ministries of finance and donors.	The trainings are continuously being held in organisation of the competent ministries of finance and donors. Further trainings are expected through the project "Strengthening Public Finance Management in BiH", whose start is expected in the first half of 2013, which is financed by the IPA funds. Within the BMIS project, trainings have been organised for all the budget users and the Ministries of Finance at all the levels of authority.
2.6. All off-budget financial resources and off-budget Funds must be incorporated into the mid-term expenditure framework and the budget process.	Off-budget funds have been included in the budget 10-step planning.	2.6.1. It is necessary therefore to focus on the inclusion of off-budget funds in the budget 10-step planning	Ministries of finance	By mid-2014								
	All donations have been incorporated in the budget.	2.6.2. All donations have to be incorporated in the budget										
PF 3. Improving the accounting framework and the treasury system operations												
3.1. Find out actually existing capacities for the introduction of modern international accounting standards and accounting model in the BiH public administration and seek donors' support.	A coordinating body composed of representatives of ministries of finance at different levels has been established in order to systematically analyze the feasibility of each standard in the long run. An action plan for the assessment of existing capacities has been adopted.	3.1.1. Define terms of reference and action plan for introduction of IPSAS and transition onto the accounting basis in accordance with EU standards.	Ministries of finance	By the end of 2011	<div></div>	Implementation did not start	<div></div>	Implementation did not start	<div></div>	Implementation did not start	No coordination body has been formed, consisting of the representatives of all the Ministries of Finance at various levels of authority, in order to systematically analyse feasibility of each individual standard in the long term. International accounting standards for the public sector (MRS-JS or IPSAS) are being applied in the RS since 2005. the First Rulebook on application of the MRS-JS was published in the Official Gazette of the RS, No. 6/05, and then the new Rulebooks on application of the MRS-JS were published in the Official Gazettes of the RS No. 120/08 and 128/11. As of 2013, in the public sector of the Republic of Srpska, for the needs of the accounting records and financial reporting, a full accounting basis would be applied (currently, a modified accounting basis is being applied, which is in its essence very similar to the full accounting basis).	No coordination body consisting of the representatives of all the ministries of finance at various levels of authority has been established, in order to systematically analyse feasibility of each respective standard in a longer period. The Supervisory Team for the reform area of Public Finance took a standpoint, with the exception of the ST member from the RS, that this objective, measured by the successfulness indicator, was not fulfilled. Every level of authority in BiH applies its own accounting standards.

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>	3.2.1. Setting up the treasury in municipalities and off-budget funds	Ministries of Finance, directors of funds, mayors.	By the end of 2012		Implementation ongoing	Fully implemented			<p>RS: As of January 1st, 2013, in the Republic of Srpska, the treasury operations will cover all the budget users of the Republic and all the users of the budgets of the cities and municipalities. For implementation of the treasury system of operations in the local communities, the funds were provided by the Ministry of Finance of the RS (republic budget) and by the local communities where treasury operations have been introduced (budgets of local communities). For functioning of the treasury system of operations in the local communities, one part of the equipment has been procured, while the rest of the equipment and licences will be provided from the funds of the IPA 2011, whose procedure is ongoing.</p> <p>FBiH: There is a possibility to finance establishment of the treasury information system in the municipalities in the FBiH by the funds of the PAR fund or by the IPA 2011, but it is necessary to previously draft an IT study, which would show an exact condition of the treasury system in the municipalities in the FBiH.</p>
3.3. Improvement of the treasury function.	<i>The treasury system in Brčko District has been digitalized</i>	3.3.1. Digitalize the treasury system in Brčko District		By the end of 2012				Implementation o		The project "Treasury Information System of the BD BiH" will be financed by the funds of the PARF. The project is currently in the tendering phase.
								Implementation did no		Investment in IT capacities is expected by introduction of the BMIS and the Treasury Information System.
	<i>Officers have been hired and IT help desk has been set up</i>	3.3.2. Ongoing investment in IT capacities.	Finance Directorate of BD	By the end of 2012						
	<i>Help service has been developed</i>	3.3.3. Set up a client service.	PARCO					Implementation did no		No help service has been developed. It is expected to develop the help-service by introduction of the BMIS and the Treasury Information System.
	<i>The Federation and Cantons have implemented recommendations of the World Bank and networked smaller budget users in the treasury system.</i>	3.3.4. Network all budget users with a direct connection to the treasury system.		Ongoing		Implementation ongoing				This activity is related only to the level of the Federation of BiH. In the FBiH, very little ha been done on this issue. The PARCO has a plan to propose the project of computerisation of the treasury in the municipalities at the level of the FBiH. The USAID introduced the treasury information system at the level of BiH, the RS, the FBiH and the cantons. The treasury information system was not introduced in the BD. The PARCO initiated the project "Treasury Information System of the Brčko District of BiH", which is in the phase of public procurement. The RS computerised the treasury systems at the level of most of the municipalities by their own funds and received the funds from the IPA 2011 for computerisation of the treasury system in the remaining municipalities.
										Agreement on Financing between BiH and the European Commission, related with the national programme for 2011, within the Instruments for Pre-Accession Assistance (IPA), in the Sector "Public Administration Reform", there is a project "Strengthening Public Finance Management" whose total value is 4 million Euro. One of the components of this project is also linking of all budget users in the treasury system. Currently there is a work on improvement and harmonisation of the ToR of this project between the EU, the ministries of finance at all the levels, the Directorate for Finance of the BD and the PARCO.




3.4. Modernization of the treasury information system.	<i>The research paper has been completed.</i>	3.4.1. Make a research paper that will review the existing treasury system and suggest reforms.	Ministries of finance	Start of 2012	<div>Partially implemented</div>	<div>Partially implemented</div>	<div>Partially implemented</div>	<div>Fully implemented</div>	<div></div>	Donor funds for modernisation of the treasury information system were provided through the IPA 2011. Donor funds for introduction of the treasury information system in the BD were provided through the PAR Fund. Activities under the items 3.4.1 and 3.4.2. for the Brčko District have been implemented, there is ongoing procedure of public procurement for the project of Treasury Information System of the Brčko District. Completion of these activities and implementation of this project is expected from the early 2014. Project: "Strengthening of Public Finance Management", whose total value is 4 million Euro, is financed from the Instrument of Pre-Accession Assistance IPA for 2011, within the Sector of "Public Administration Reform". Component I of the Project is related with Strengthening of the Treasury Operations at the state level and the level of the entities. One of the defined objectives of the said project is also strengthening of treasury management in the RS, BiH. Agreement on Financing between Bosnia and Herzegovina and the European Commission, related with the national programme for 2011, was signed on July 26, 2012, enabling implementation of procurement procedures, contracting and implementation of the projects from the said programme of pre-accession assistance of the European Union. Terms of reference has been prepared, and according to the time frame, harmonisation and adoption of the ToR by all the relevant parties is expected by mid January 2013, so the process of selection of consultants and procurement of equipment within the project could begin. By the planned dynamics of implementation of activities, procurement of equipment will be implemented at the beginning of the second quarter of 2013, and the procedure of engagement of consultants on the project , which will be implemented in duration of 18 months, will be completed at the beginning of the third quarter of 2013.
	<i>Funds have been raised from individual donors.</i>	3.4.2. Seeking donors' support to modernization of the treasury information system.	PARCO		<div>Fully implemented</div>	<div>Fully implemented</div>	<div>Fully implemented</div>	<div>Fully implemented</div>	<div></div>	Donor funds for modernisation of the treasury information system were provided through the IPA 2011.
PF 4. Introduction of PIFC in full compliance with EU requirements										
4.1. Implementation of PIFC (Public Internal Financial Control) Strategy.	<i>PIFC has been introduced at all levels of government in BiH</i>	4.1.1. Work on introduction of PIFC system across BiH	Ministries of finance, Finance Directorate of BD	By the end of 2014						
	<i>Strategy has been designed in BD</i>	4.1.2. Design a strategy for introduction of PIFC in BD.								
4.2. Introduction of internal auditing	<i>Capacity building has been completed (the number of officers and courses of training)</i>	4.2.1. Work on training of internal audit officers	Ministries of finance	By the end of 2014						
	<i>The laws have been adopted and harmonized</i>	4.2.2. Adopt relevant laws at all levels that will be harmonized with EU law								
PF 5. Improving the organisational structure and investing in capacity building										

5.1. Ongoing training of staff in ministries of finance and hiring of competent officers.		Systemically planned capacity building, the number of courses of training, the number of participants, an increased number of employees	5.1.1. Develop a long-term staffing and training programme	Ministries of finance	Ongoing	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	There is a continuous training of the employees in the Ministries of Finance at all the levels, through attendance of the employees at the workshops, trainings, presentations, seminars.	RS: There is a continuous training of employees in the Ministry of Finance through workshops, trainings, presentations and seminars. CoM BiH: With the technical assistance of the DFID (SPEM project), in the previous period, the Sector for Budget of the MFT BiH, systematically planned and achieved a satisfactory number of employees who passed a certain number of trainings.Since at this moment the Sector for Budget has sufficient number of personnel, the next period will be used for strengthening and development of personal skills and knowledge of these employees. In that context, within the Sector, the training plan for the next year has been harmonised. BD: There is ongoing repeated review of the organisation plan of the Directorate for Finance, so a capacity could be established for implementation of reforms, after which educations will be organised for newly employed staff. It is also planned to employ two IT experts for maintenance of electronic systems.
5.2. 5.2.1. Strengthen the units responsible for the budget and fiscal policy within the entities' ministries of finance. 5.2.2. Hiring sufficient number of IT experts to maintain electronic systems. 5.2.3. Ensure sufficient number of civil servants for reforms of the budget area in MoFs.		The number of courses of training and the number of participants.	5.2.1. Hiring and training of staff and development of a new organizational structure.	Ministries of finance	Ongoing	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	The rulebooks on internal organisation and systematisation of jobs within the Ministries of Finance have been adopted at all the levels, and vacancies are being filled. There is a problem with employment of the IT experts for maintenance of information systems.	RS: Also, the Ordinance on Internal Organisation and Systematisation of Jobs in the Ministry of Finance of the Republic of Srpska has been drafted in a manner that a sufficient number jobs has been foreseen for the analysts of the public sector in the Department for Budget and Public Finance, as well as jobs in the other departments of the Ministry, which has, as the final result, better communication with the budget users. CoM BiH: With the technical assistance of the DFID (SPEM project), in the previous period, the Sector for Budget of the MFT BiH, systematically planned and achieved a satisfactory number of employees who passed a certain number of trainings.Since at this moment the Sector for Budget has sufficient number of personnel for implementation of reforms, the next period will be used for strengthening and development of personal skills and knowledge of these employees. In that context, within the Sector, the training plan for the next year has been harmonised.
PF 6. Public-Private Partnership Development											
6.1. Proceed with development of the system of public-private partnerships as one of the possible financial instruments that could stimulate or relieve the public expenditure and strengthen the public investment.		Laws have been adopted at all levels of government and harmonized with EU law	6.1.1. Adopt laws on PPP at all levels and harmonize them with EU law.	Ministries of finance, BiH Public Procurement Agency, PARCO, Concessions Commissions at all levels	By the end of 2011	<div>Implementation did not start</div>	<div>Implementation did not start</div>	<div>Partially implemented</div>	<div>Partially implemented</div>	At the level of the RS, the law on Public Privat Partnership has been adopted (Official Gazette of the RS, 59/09), as well as the Directive on the Procedure of Implementation of the PPP Projects (Official gazette of the RS, 104/09).	BD: The Assembly of the Brčko District of BiH, at the 20th regular session of February 10, 2010, adopted the Law on Public Private Partnership in the Brčko District of Bosnia and Herzegovina (Official Gazette No. 7/10 of February 19, 2010). RS: At the level of the RS, the Law on Public Private Partnership has been adopted (Official Gazette of the RS 59/09) as well as the Regulation on the Procedure of Implementation of the PPP projects (Official Gazette of the RS, 104/09).
Staff in relevant institutions and business community have been trained in PPP			6.1.2. Training of staff in relevant institutions			<div>Implementation did not start</div>	<div>Implementation did not start</div>	<div>Implementation did not start</div>	<div>Implementation did not start</div>	The PARCO is preparing the project "Public Private Parthership". The project proposal was accepted by the members of the Supervisory Team for the area of Public Finance. One of the objectives of the project "Public Private Partnership" is training of the personnel in the relevant institutions for implementation of the PPP.	The PARCO, in cooperation with the representatives of other levels of authority in BiH revised the original project proposal for the PPP project. One of the objectives of the "Public Private Partnership" project is training of staff in the relevant institutions for implementation of the PPP.
			6.1.3. Raise awareness of PPP in the business community			<div>Implementation did not start</div>	<div>Implementation did not start</div>	<div>Implementation did not start</div>	<div>Implementation ongoing</div>	The PARCO is preparing the project "Public Private Parthership". The project proposal was accepted by the members of the Supervisory Team for the area of Public Finance. One of the objectives of the project "Public Private Partnership" is familiarising the business community with the PPP.	The PARCO, in cooperation with the representatives of other levels of authority in BiH revised the original project proposal for the PPP project. One of the objectives of the "Public Private Partnership" project is familiarisation of the business community with the PPP. BD: Business community in the process of informing on existence of this law as well as on ambience for business in the Brčko District. It is necessary to continue to inform the public, especially wider business community on the possibilities provided by this law.
PF 7. Public Procurement System											

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>	7.1.1. Simplify the process of public procurement in a way that the bidders are not asked for documents that are available in public registers.	BiH Public Procurement Agency	By the end of 2012	Implementation did not start	Implementation did not start	Implementation did not start	Implementation did not start		This activity depends on several factors, such as operability of e-Administration and judiciary, as well as on adoption of the new text of the Law on Public Procurements. It is expected that these processes will be finished by 2015.
	<i>Tenders are published electronically on the website of the BiH Public Procurement Agency.</i>	7.1.2. Publish tenders electronically on the website of the BiH Public Procurement Agency.			Fully implemented	Fully implemented	Fully implemented	Fully implemented		Since September 1st, 2011, the Public Procurement Agency publishes at the portal of public procurements www.goprocure.javnenabavke.gov.ba all types of notices on public procurements, which is regulated by the Instruction on the Manner of Publication of Notices in the Public Procurement Procedures, which has been published in the "Official Gazette of BiH" No. 43/11 and 47/11. Applied since September 1st, 2011.
	7.1.3. Capacity building through trainings of the staff.	Fully implemented			Fully implemented	Fully implemented	Fully implemented	The Public Procurement Agency holds free trainings for civil servants of the BiH institutions 4 times a year, based on analysis and monitoring of public procurement procedures implemented by the contracting authorities, so the Law on Public Procurements would be applied in the best possible manner. This activity is implemented based on the Conclusion of the CoM.		
PF 8. Improvement of public debt management efficiency										
8.1. More efficient public debt management	<i>Laws and by-laws on debt, borrowing and guaranties have been adopted.</i>	8.1.1. Drafting of adequate legislation on debt, borrowing and guaranties.	Ministries of finance	By the end of 2012	Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing		RS: The project Strengthening of Capacities of Public Debt Management is a component III of the project "Strengthening of Public Finance Management, whose total value is 4 million Euro, financed by the instrument of pre-accession assistance IPA for 2011 - sector "Public Administration Reform". Beneficiaries of the project are ministries of finance (state level and the entity ministries), and the objective of the project is improvement of efficiency and transparency of public spending through improvement of public debt management. Tied to the start of implementation of the project, terms of reference has been drafted and adopted in August 2012. Public procurement notice for selection of a consultant was published on October 16, 2012, and on November 22, 2012, a meeting of the Commission for Evaluation of Bids by the published invitation of the European Commission for submission of applications for consultancy services was held. Implementation of the public procurement procedure within the project was planned for March/April 2013. FBiH: In accordance with the provisions of the Law on Debt, Loans and Guarantees in the Federation of BiH, with the objective of debt management in the Federation of BiH, in the Federal Ministry of Finance a records on debt and issued guarantees has been established. In accordance with the provisions of the Law and appropriate bylaws (Ordinance on Records of External Debt in the Federation of BiH, Ordinance on Records of Internal Debt in the Federation of BiH and Ordinance on the Records of Guarantees in the Federation of BiH - Official Journal of the Federation of BiH, No. 14/08), the cantons, the cities and the municipalities are also obligated to establish and maintain appropriate records of debt and guarantees. Records in the Federal Ministry of Finance has been established based on data at disposal of the Federal Ministry of Finance, as well as records and data submitted by other competent federal institutions, as well as by the cantons, the cities and the municipalities. In order to reflect the current condition, the established records is updated quarterly based on the submitted data. However, lower levels of the authority, regardless of the obligation to submit data to the Federal Ministry of Finance within 20 days after the end of the quarter, do not submit the said data regularly. CoM BiH: The initiated activities on amendment to the Law on Loans, Debt and Guarantees, as well as the bylaw- Instruction on Gathering of Data and Maintenance of the Records on State Debt and State Guarantees, and on debt and guarantees of the entities and the BD BiH, directly depend on the harmonised standpoints with the entities and the District, so this could influence fulfilment of the set activities within the planned deadline.
	<i>Software for debt management and financial reporting and hardware has been developed / purchased.</i>	8.1.2. Development / purchase of software for debt management and financial reporting and purchase of hardware			Implementation ongoing	Implementation did not start	Implementation did not start	Implementation did not start		CoM BiH: At the state level, there is currently procurement of software for debt management. At the level of the RS, the FBiH and the Brčko District, the plan is to procure software for debt management from the funds of the PARF, in accordance with the initiative started by the Supervisory Team for the reform area Public Finance. The hardware will be procured by the project IPA 2011 - project "Strengthening of Public Finance", component public debt management.

<div>Officers in charge of borrowing and debt management at all levels of government have been trained.</div> <div>8.1.3. Training of officers in charge of borrowing and debt management.</div>		<div>●</div> Implementation did not start	<div>●</div> Implementation did not start	<div>●</div> Implementation did not start	<div>●</div> Implementation did not start	<div>CoM BiH:</div> Within implementation of procurement of software at the state level, civil servants will be trained for quality operation with the software. Within the IPA project - Strengthening Public Debt Management Capacity - there will be needs analysis within further improvements of debt management. Within the project, in accordance with the results of the analysis, there will also be training of the civil servants (approximately 30 officers) from the department for debt management from all the levels (MFT BiH, entity ministries of finance and the Directorate for Finance of the Brčko District. Within the project IPA 2011 - project "Strengthening of Public Finance", component public debt management, there will be trainings of the officers responsible for loaning and debt management at all the levels.
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Objectives	Measurable indicator	Activity	Responsible institutions	Time line	Administration Level				Description of Achievements/Comment	
					BiH	FBiH	RS	BD	2011	2012
HRM 1: General approach to HRM										
1.1. Defining HRM development policy in the structure of public administration in BiH based on agreed principles.	Acceptance of the HRM development policy by the Council of Ministers / Entity Governments and BD BiH.	1.1.1. Prepare a proposal of 2011-2014 HRM development policy and adopt it.	Key HRM institutions	By the end of 2011	Implementation ongoing ●	Implementation ongoing ●	Implementation ongoing ●	Implementation ongoing ●	According to the available information, activity has not started yet. At the level of the Supervisory Team for HRM, it has been recommended to implement the activity through organisation of the joint workshop of the representatives of all the administration levels in BiH, where the document with harmonised would be drafted (mid-2012). Regarding implementation of this activity, assistance of the SIGMA programme has been requested. Brčko District of BiH: Participation in draft of the Law on Civil Service in the Bodies of Administration of the Brčko District of BiH, which would stipulate the policy of development of HRM, which should be adopted by the Assembly of the BD BiH in 2012.	In the first part of the reporting period, a cooperation has been agreed between the PARCO and the SIGMA for implementation of this activity. Experts of the SIGMA held focus groups with the persons working on HRM at all the administration levels in BiH. After that a document "Evaluation of Human Resources Management in Civil Service" has been drafted. The document it self was presented at the conference held in Sarajevo on October 24, 2012, and the topic was "Development of Policies and Instruments of HRM in the Civil Service / Administrations" in BiH. The Supervisory Team for HRM enacted the conclusion at the session of December 21st, 2012, that they should be the work group working on implementation of this objective, and that they should be assisted through a technical assistance and assistance of their experts by the SIGMA. Continuation of work on implementation of this objective is expected in the next reporting period.
1.2. Reduce risks of conflict of interests and enhance the code of conduct in public administration	Competences of responsible authorities have been statutorily defined.	1.2.1. Define in details competences of authorities in charge of conflict of interests issues in civil service	Key HRM institutions	By the end of 2013					Implementation planned through the project "Building of Capacities for Combat Against Corruption in the Structures of Civil Service in BiH", which will be financed by the funds of the Public Administration Reform Fund (in the phase of preparation of the tender documentation).	Implementation planned through the project "Building of Capacities for Combat against Corruption in the Structures of Civil Service in BiH", which would be financed by the funds of the Public Administration Reform Fund (in the phase of public procurement procedure).
	The number and outcome of cases of conflict of interests are found in reports of responsible institutions.	1.2.2. Affirm implementation of the code of ethics/conduct in practice	Agency for the Prevention of Corruption and Anti-Corruption Coordination						Implementation planned through the project "Building of Capacities for Combat Against Corruption in the Structures of Civil Service in BiH", which will be financed by the funds of the Public Administration Reform Fund (in the phase of preparation of the tender documentation).	Implementation planned through the project "Building of Capacities for Combat against Corruption in the Structures of Civil Service in BiH", which would be financed by the funds of the Public Administration Reform Fund (in the phase of public procurement procedure).
	The annual number of courses of training and precipitants and evaluation.	1.2.3. Introduce special / standardized training programmes into anti-corruption and prevention of conflict of interests in civil service							Implementation planned through the project "Building of Capacities for Combat Against Corruption in the Structures of Civil Service in BiH", which will be financed by the funds of the Public Administration Reform Fund (in the phase of preparation of the tender documentation).	BiH: On October 23rd, 2012, the Civil Service Agency sent a letter to the Agency for Prevention and Coordination of Combat Against Corruption with the topic of Expressing interest for draft of programme and organisation of trainings from prevention of corruption. The answer has not yet been received (competitions for vacancies of civil servants are ongoing). In the meantime, the Civil Service Agency, in cooperation with the USAID PARE project developed the programme and organised one two-day training on the topic: "Professional Ethics and Code of Conduct of Civil Servants". If the USAID PARE project finds funds, the developed programme of training will in 2013 be adjusted to the on-line course and will be placed on the moodle platform the CSA is currently implementing with the GIZ. The course would be available to all the civil servants. Implementation planned through the project "Building of Capacities for Combat against Corruption in the Structures of Civil Service in BiH", which would be financed by the funds of the Public Administration Reform Fund (in the phase of public procurement procedure).
HRM 2: Organizational set-up										

2.1. Central institution level	The number of organized courses of training; the number of training participants	2.1.1. Organize training of the central HRM institutions		Key HRM institutions	By mid-2012	 Fully implemented	 Fully implemented	 Fully implemented	 Fully implemented	Implementation planned through the project "Modernisation of the Performance Management System in the Structures of the Civil Service in BiH", which would be financed by the funds of the IPA 2011 (in the phase of terms of reference drafting).	BiH: In 2012, a total of 14 civil servants from the CSA attended 23 different specialist trainings. FBiH: Internal trainers (six) trained on the topic "Application of the Regulation on the Process of Strategic Planning, Annual Planning and Reporting in the Federal Ministries". The training was financed by the UNDP, and implemented by the UNDP experts. Five advisers for training and the coordinator for training of the Agency participated in the training on the topic "Training for Trainers: Leadership / Management". Internal trainers of the Agency trained on the topic: Cycle of training: preparation of training programme and evaluation of training. Objective of these trainings was to strengthen the capacities for training cycle management and knowledge transfer on other bodies of administration. Training implemented for 11 trainers of the Agency (managing civil servants and advisers for training of the Agency) on the topic "Evaluation of Civil Servants - From Setting the Objectives to Final Evaluation". One civil servant attended the ReSPA training on the topic "Interest advocating and inter-cultural communication in public administration". One civil servant attended the ReSPA training on the topic "Law on Public Procurements". RS: On May 24, 2012, there was a meeting of the practitioners from the field of HRM from the republic administration bodies of the Republic of Srpska (36 participants) on the topic of application of the Law on Civil Servants and obligations of the persons in charge of HRM. Continuity of training of the employees in the CAA RS was continued by attendance at the following trainings: Regulatory impact assessment (in several terms in 2012), English language - advanced conversation courses (October - December 2012), Personal data Protection (November 6, 2012). BD BiH: Since 2006, the trainings for all the employees have been implemented. In 2012, there were individual trainings of the employees in the Sub-Department (ReSPA, training of trainers, communication in public administration).
						 Implementation did not start	 Partially implemented	 Fully implemented	 Fully implemented	Implementation planned through the project "Modernisation of the Performance Management System in the Structures of the Civil Service in BiH", which would be financed by the funds of the IPA 2011 (in the phase of terms of reference drafting).	BiH: There are, by the relevant subjects, initiatives in direction of improvement of the existing ones. Estimation is that the subject activity should be clearly defined in which direction the possible changes would go. FBiH: The Federal Ministry of Justice and the Agency, with the expert assistance of the SIGMA, prepared the new Law on Civil Servants and Employees of the FBiH. The Law on Civil Servants and Employees in the Federation of BiH is in the parliamentary procedure. RS: The Law on Civil Servants (Official Gazette of the RS No. 118/08, 117/11 and 37/12) stipulates obligation of the CAA RS to draft policies, such as: article 59 - Draft of Training Strategy, article 99 - Draft of Personnel Plan, etc. Brčko District of BiH: In 2006, the Law on Civil Service in the Bodies of Administration of the Brčko District of BiH has been adopted ("Official Gazette of the Brčko District of BiH" No.:28/06, 29/06, 19/07, 2/08, 9/08, 44/08, 25/09 and 26/09), which established the Sub-Department for Human Resources, which is placed within the Department for Expert and Administrative Affairs and it is not independent in the sense of regulation drafting, adoption of strategies and policies.

<p><i>A network of HRM managers; frequency of meetings; the number of outcomes (recommendations, opinions, suggestions for possible solutions).</i></p> <p>2.1.3. Establish a network of HRM managers to be coordinated by the central HRM institutions.</p>		<div><div></div>Fully implemented</div>	<div><div></div>Partially implemented</div>	<div><div></div>Fully implemented</div>	<div><div></div>Fully implemented</div>	<p>No information on implementation of the activity. Previously, in the Progress Report of the RS from 2008, existence of the Network for Human resources development has been stated with incomplete documentation basis, and in 2010 the HRM forum of the institutions of BiH has been initiated, the programme and plan of work have been adopted, and 3 meetings of the HRM forum have been held).</p>	<p>BiH: The network exists. In December 2012, the CSA BiH organised a one-day meeting and training for training managers and HRM managers from the institutions of BiH. There has been a talk on difficulties of implementation of horizontal and vertical trainings, training needs analyses in 2013, as well as on the two projects we are currently implementing with the assistance from the GIZ: e-Learning courses and webinars, and Learning Management Software. FBiH: The first meeting of the CSA / CAA directors and the representative of the BD was held on November 15, 2011 in Mostar, with technical assistance of the OSCE and participation of the public administration reform coordinator. The CSA FBiH prepared and offered for discussion a Memorandum of Understanding, which stipulated establishment and work of the Forum of Managers of the CSAs and the BD. Further directions of work in the field of HRM have been agreed. The second meeting was held in Sarajevo, and the third in Brčko.</p> <p>- As a result of cooperation of the Forum of directors, there was a two-day advising in Teslić, where the participants were representatives of the Agencies and the Boards of all the levels of authority in BiH, and where experiences were exchanged and solutions proposed which would promote common principles in the area of HRM in BiH. RS: The network has been established, and on May 24, 2012, there was a meeting of the practitioners from the field of HRM from the republic administration bodies of the Republic of Srpska (36 participants) on the topic of application of the Law on Civil Servants and obligations of the persons in charge of HRM. There are ongoing preparatory activities related with having a meeting of HRM practitioners in the first half of 2013, where there would be a discussion on harmonised principles for draft of bylaws from the Law on Civil Servants, which are enacted by the administration bodies. Brčko District of BiH: The Sub-Department for Human Resources is the central and only organisation unit for human resources management in the administration of the Brčko District of BiH, head of Sub-Department for Human Resources.</p>
<p><i>The number of institutions with an independent HRM function.</i></p> <p>2.2.1. Create legal and procedural conditions and establish HRM organizational units and/or positions.</p>		<div><div></div>Fully implemented</div>	<div><div></div>Partially implemented</div>	<div><div></div>Fully implemented</div>	<div><div></div>Fully implemented</div>	<p>Implementation planned through the project "Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH", which will be financed by the funds of the Public Administration Reform Fund (in the procedure of public procurement).</p>	<p>BiH: The Law on Civil Service in the Institutions of BiH stipulates establishment of HRM units in respective institutions. MJ BiH: plans to ensure the HRM function in the manner to systematise within the Department for Personnel and General Affairs 2 (two) new posts at the level of expert advisor with the task of implementing jobs from the field of HRM, and changing the title of this Department to Department for Human Resources, Personnel and Legal Affairs. FBiH: The new Law on Civil Servants and Employees, which is in the parliamentary procedure, contains provisions on mandatory establishment of HRM units in the civil service bodies of the FBiH. RS: The Law on Civil Servants left the respective institutions with the possibility of establishing internal unit for personnel policy or systematisation of one post for the same function. (article 99 - Official Gazette 118/08). Most of the republic bodies of administration enacted new Ordinances on Internal Organisation and Systematisation of Jobs, which, among other things, stipulate also jobs for HRM, whether as an organisation unit, a special post for HRM or a part of a post. Brčko District of BiH: The Decision on Amendments to the Organisation Plan of Administration of the Brčko District of BiH, No.: 01-014-009530/05 of September 19, 2005, established the Sub-Department for Human Resources in the Department for Expert and Administrative Affairs. The Law on Civil Service in the Administration Bodies of the Brčko District of BiH, in 2006, stipulated human resources management ("Official Gazette of the Brčko District of BiH, No. 28/06).</p>

2.2. Individual institution level						<div>Partially implemented</div> <div>Fully implemented</div> <div>Implementation ongoing</div> <div>Fully implemented</div>	Implementation planned through the project "Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH", which will be financed by the funds of the Public Administration Reform Fund (in the procedure of public procurement).	BiH: Drafted proposal of the decision on division of jobs and criteria for job descriptions for the jobs in the institutions of BiH, as well as the proposal of the decision on the principles for establishment of internal organisation of administration bodies of BiH. OTHER INSTITUTIONS: From the gathered information sent by the other institutions at the level of BiH, four have a special post for HRM (Agency for Work and Employment of BiH, Agency for Development of Higher Education and Quality Assurance, Competition Council and the DEI), while two institutions have units (Intelligence and Security Agency and the Directorate for Coordination of Police Bodies of BiH). FBiH: The Government of the Federation of BiH adopted the Report on the condition of personnel in the civil service bodies in the Federation, which has been prepared by the CSA FBiH. In cooperation with the UNDP, a standard form for job description has been prepared, civil servants in the bodies of civil service have been trained, respective institutions systematised jobs for HRM affairs. In 2012, the Agency enacted new Ordinance on Internal Organisation, which established new department for human resources management and the Department for Training and Improvement. RS: In most of the republic bodies of administration enacted new Ordinances on Internal Organisation and Systematisation of Jobs, which, among other things, stipulate also jobs for HRM, whether as an organisation unit, a special post for HRM or a part of a post. Brčko District of BiH: Decision on Amendments to the Organisation Plan, when the Sub-Department for Human Resources was established in the Department for Expert and Administrative Affairs, a job description for the staff in the human resources has been established in 2005, under the No.: 01-014-009530/05 of September 19, 2005, which has been amended and changed by 2012.						
Make the HRM function independent as a separate organisational unit (where the size of institution calls for it) detached from administrative and legal affairs and having a status and place in the hierarchy similar to a finance unit.									<div>Fully implemented</div> <div>Implementation ongoing</div> <div>Partially implemented</div> <div>Implementation ongoing</div>	Implementation planned through the project "Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH", which will be financed by the funds of the Public Administration Reform Fund (in the procedure of public procurement).	BiH: The Agency, in its regular offer of trainings, has two-day and one-day trainings on the topic "Human Resources Management". In 2012, there were two two-day - advanced trainings for 25 participants and one one-day training for 23 participants. FBiH: At the proposal of the Agency, the Government of the Federation enacted the Regulation on Planning, Organisation and Implementation of Expert Education and Improvement of Civil Servants in the Civil Service Bodies in the FBiH ("Official Journal of the Federation of BiH", No. 74/12). Implemented trainings on the topics: Team work, Training for newly employed, Effective meetings, Mediation - manner of peaceful resolution of dispute and Evaluation of civil servants - from setting the objectives to final evaluation. RS: Partially implemented through implementation of the Training Strategy for the period 2011 - 2014, and annual training plans of the CAA RS, where trainings from the field of HRM are also organised. Brčko District of BiH: In December 2011, the employees of the Sub-Department for Human Resources passed a two-day training which was planned by the Plan of Expert Improvement for 2011, but there are no standardised and continuous trainings. For 2012, all the trainings stipulated by the Plan of Expert Improvement for 2012 have been implemented.			
An annual report of the central HRM institutions with information about assessment of cooperation with individual institutions.												<div>Fully implemented</div> <div>Implementation ongoing</div> <div>Partially implemented</div> <div>Implementation ongoing</div>	Implementation planned through the project "Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH", which will be financed by the funds of the Public Administration Reform Fund (in the procedure of public procurement).	BiH: The Agency, in its regular offer of trainings, has two-day and one-day trainings on the topic "Human Resources Management". In 2012, there were two two-day - advanced trainings for 25 participants and one one-day training for 23 participants. FBiH: At the proposal of the Agency, the Government of the Federation enacted the Regulation on Planning, Organisation and Implementation of Expert Education and Improvement of Civil Servants in the Civil Service Bodies in the FBiH ("Official Journal of the Federation of BiH", No. 74/12). Implemented trainings on the topics: Team work, Training for newly employed, Effective meetings, Mediation - manner of peaceful resolution of dispute and Evaluation of civil servants - from setting the objectives to final evaluation. RS: Partially implemented through implementation of the Training Strategy for the period 2011 - 2014, and annual training plans of the CAA RS, where trainings from the field of HRM are also organised. Brčko District of BiH: In December 2011, the employees of the Sub-Department for Human Resources passed a two-day training which was planned by the Plan of Expert Improvement for 2011, but there are no standardised and continuous trainings. For 2012, all the trainings stipulated by the Plan of Expert Improvement for 2012 have been implemented.
2.2.2. Ensure detailed specifications of standardized job descriptions and profiles of HRM staff and change the organizational structure.														
Key HRM institutions + individual institutions at all levels						<div>Fully implemented</div> <div>Implementation ongoing</div> <div>Partially implemented</div> <div>Implementation ongoing</div>	Implementation planned through the project "Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH", which will be financed by the funds of the Public Administration Reform Fund (in the procedure of public procurement).	BiH: The Agency, in its regular offer of trainings, has two-day and one-day trainings on the topic "Human Resources Management". In 2012, there were two two-day - advanced trainings for 25 participants and one one-day training for 23 participants. FBiH: At the proposal of the Agency, the Government of the Federation enacted the Regulation on Planning, Organisation and Implementation of Expert Education and Improvement of Civil Servants in the Civil Service Bodies in the FBiH ("Official Journal of the Federation of BiH", No. 74/12). Implemented trainings on the topics: Team work, Training for newly employed, Effective meetings, Mediation - manner of peaceful resolution of dispute and Evaluation of civil servants - from setting the objectives to final evaluation. RS: Partially implemented through implementation of the Training Strategy for the period 2011 - 2014, and annual training plans of the CAA RS, where trainings from the field of HRM are also organised. Brčko District of BiH: In December 2011, the employees of the Sub-Department for Human Resources passed a two-day training which was planned by the Plan of Expert Improvement for 2011, but there are no standardised and continuous trainings. For 2012, all the trainings stipulated by the Plan of Expert Improvement for 2012 have been implemented.						
By mid-2012									<div>Fully implemented</div> <div>Implementation ongoing</div> <div>Partially implemented</div> <div>Implementation ongoing</div>	Implementation planned through the project "Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH", which will be financed by the funds of the Public Administration Reform Fund (in the procedure of public procurement).	BiH: The Agency, in its regular offer of trainings, has two-day and one-day trainings on the topic "Human Resources Management". In 2012, there were two two-day - advanced trainings for 25 participants and one one-day training for 23 participants. FBiH: At the proposal of the Agency, the Government of the Federation enacted the Regulation on Planning, Organisation and Implementation of Expert Education and Improvement of Civil Servants in the Civil Service Bodies in the FBiH ("Official Journal of the Federation of BiH", No. 74/12). Implemented trainings on the topics: Team work, Training for newly employed, Effective meetings, Mediation - manner of peaceful resolution of dispute and Evaluation of civil servants - from setting the objectives to final evaluation. RS: Partially implemented through implementation of the Training Strategy for the period 2011 - 2014, and annual training plans of the CAA RS, where trainings from the field of HRM are also organised. Brčko District of BiH: In December 2011, the employees of the Sub-Department for Human Resources passed a two-day training which was planned by the Plan of Expert Improvement for 2011, but there are no standardised and continuous trainings. For 2012, all the trainings stipulated by the Plan of Expert Improvement for 2012 have been implemented.			
The annual number of courses of training and participants and evaluation.						<div>Fully implemented</div> <div>Implementation ongoing</div> <div>Partially implemented</div> <div>Implementation ongoing</div>	Implementation planned through the project "Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH", which will be financed by the funds of the Public Administration Reform Fund (in the procedure of public procurement).	BiH: The Agency, in its regular offer of trainings, has two-day and one-day trainings on the topic "Human Resources Management". In 2012, there were two two-day - advanced trainings for 25 participants and one one-day training for 23 participants. FBiH: At the proposal of the Agency, the Government of the Federation enacted the Regulation on Planning, Organisation and Implementation of Expert Education and Improvement of Civil Servants in the Civil Service Bodies in the FBiH ("Official Journal of the Federation of BiH", No. 74/12). Implemented trainings on the topics: Team work, Training for newly employed, Effective meetings, Mediation - manner of peaceful resolution of dispute and Evaluation of civil servants - from setting the objectives to final evaluation. RS: Partially implemented through implementation of the Training Strategy for the period 2011 - 2014, and annual training plans of the CAA RS, where trainings from the field of HRM are also organised. Brčko District of BiH: In December 2011, the employees of the Sub-Department for Human Resources passed a two-day training which was planned by the Plan of Expert Improvement for 2011, but there are no standardised and continuous trainings. For 2012, all the trainings stipulated by the Plan of Expert Improvement for 2012 have been implemented.						
2.2.3. Define a standardized training program for HRM staff and carry out the training.									<div>Fully implemented</div> <div>Implementation ongoing</div> <div>Partially implemented</div> <div>Implementation ongoing</div>	Implementation planned through the project "Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH", which will be financed by the funds of the Public Administration Reform Fund (in the procedure of public procurement).	BiH: The Agency, in its regular offer of trainings, has two-day and one-day trainings on the topic "Human Resources Management". In 2012, there were two two-day - advanced trainings for 25 participants and one one-day training for 23 participants. FBiH: At the proposal of the Agency, the Government of the Federation enacted the Regulation on Planning, Organisation and Implementation of Expert Education and Improvement of Civil Servants in the Civil Service Bodies in the FBiH ("Official Journal of the Federation of BiH", No. 74/12). Implemented trainings on the topics: Team work, Training for newly employed, Effective meetings, Mediation - manner of peaceful resolution of dispute and Evaluation of civil servants - from setting the objectives to final evaluation. RS: Partially implemented through implementation of the Training Strategy for the period 2011 - 2014, and annual training plans of the CAA RS, where trainings from the field of HRM are also organised. Brčko District of BiH: In December 2011, the employees of the Sub-Department for Human Resources passed a two-day training which was planned by the Plan of Expert Improvement for 2011, but there are no standardised and continuous trainings. For 2012, all the trainings stipulated by the Plan of Expert Improvement for 2012 have been implemented.			
HRM 3: Information management						<div>Fully implemented</div> <div>Implementation ongoing</div> <div>Partially implemented</div> <div>Implementation ongoing</div>	Implementation planned through the project "Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH", which will be financed by the funds of the Public Administration Reform Fund (in the procedure of public procurement).	BiH: The Agency, in its regular offer of trainings, has two-day and one-day trainings on the topic "Human Resources Management". In 2012, there were two two-day - advanced trainings for 25 participants and one one-day training for 23 participants. FBiH: At the proposal of the Agency, the Government of the Federation enacted the Regulation on Planning, Organisation and Implementation of Expert Education and Improvement of Civil Servants in the Civil Service Bodies in the FBiH ("Official Journal of the Federation of BiH", No. 74/12). Implemented trainings on the topics: Team work, Training for newly employed, Effective meetings, Mediation - manner of peaceful resolution of dispute and Evaluation of civil servants - from setting the objectives to final evaluation. RS: Partially implemented through implementation of the Training Strategy for the period 2011 - 2014, and annual training plans of the CAA RS, where trainings from the field of HRM are also organised. Brčko District of BiH: In December 2011, the employees of the Sub-Department for Human Resources passed a two-day training which was planned by the Plan of Expert Improvement for 2011, but there are no standardised and continuous trainings. For 2012, all the trainings stipulated by the Plan of Expert Improvement for 2012 have been implemented.						

3.1. Make the HRMIS operational as a tool for managerial planning and decision-making (link to IT 4.4.)	<p>The number of institutions that have a fully operational HRMIS</p> <p>Labelling the HRMIS as an obligatory system / tool for the central personal records.</p> <p>The type and number of reports generated by HRMIS.</p> <p>The number and type of individual HRM procedures / processes using the HRMIS, the number of functions in the system in practice.</p> <p>An option to use HRMIS to identify potential candidates for vacancies by various criteria</p> <p>Contract for long-term maintenance and funds appropriated for ITS.</p>	3.1.1.Create conditions for long-term sustainability and further development of ITS (financial resources, capacities in central HRM institutions, legislative amending – where necessary).	Key HRM institutions + individual institutions at all levels	By the end of 2012	Implementation ongoing	Implementation ongoing	Fully implemented	Fully implemented	<p>BiH: Draft Law on Amendments to the Law on Civil Service, which was sent in the parliamentary procedure, includes provisions in order to remove obstacles in maintenance of the HRM information system and processing of personal information of the employees in the institutions of BiH, which is one of the assumptions for operability of the HRMIS.</p> <p>RS: Regulation on the Contents and Maintenance of the Central Personnel Register (Official Gazette 20/07).</p> <p>FBiH: The Government of the FBiH, at the session held on March 7, 2011, enacted the conclusion that all thecivil service bodies should improve the capacities for execution of jobs from the area of HRM and provide the conditions for implementation of the HRMIS. There is another information system that serves the work of the CSA FBiH. 312 people trained to work on the HRMIS.</p> <p>Brčko District of BiH: In the Brčko District of BiH, the HRMIS is used after the implementation, the information on the employees have been put in.</p>	<p>BiH: Draft Law on Amendments to the Law on Civil Service, which was sent in the parliamentary procedure, includes provisions in order to remove obstacles in maintenance of the HRM information system and processing of personal information of the employees in the institutions of BiH, which is one of the assumptions for operability of the HRMIS. MJ: The Ministry of Justice of BiH is by human resources ready for operability of the HRM Information System, when conditions are met for start of operability of this information system, which do not depend on the activity of this ministry (it is necessary to improve this information system in accordance with the Law on Protection of Personal Data and solve tha matter of maintenance of this system. OTHER INSTITUTIONS: From the submitted information, it has been noted that five institutions have their developed systems for HRM (Agency for Medicaments and Medical Assets, Agency for Police Support, DEI, Directorate for Coordination of Police Bodies and Intelligence and Security Agency). FBiH: Initiative with proposed legal solutions for implementation of the objective HRM 3. Information management, submitted to the originator of the new Law on Civil Servants and Employees of the Federation of Bosnia and Herzegovina and to the Public Administration Reform Coordinator in the Federation of BiH. RS: Long term sustainability and further development of the information system for HRM will be provided for through implementation of the adopted individual project "Widening of the Information System for Human Resources Management by the Software Modules for Personnel Planning and Maintenance of the Internal Labour Market". BD BiH: In the Brčko District of BiH, the HRMIS is used after the implementation. Finances depend on the Budget proposed by the Office of Mayor, Sector for Information Technologies. Capacities in the Sub-Department exist.</p>
		Implementation ongoing			Implementation ongoing	Fully implemented	Fully implemented	<p>Activity is not being implemented at all the levels because of a bottleneck in implementation of the HRMIS at the level of the beneficiaries of the system because of legal inconsistencies related with processing of personal data of the civil servants, as well as because of lack of funds to close a contract on technical support with the implementer. In the Brčko District of BiH, the HRMIS is used, while the RS uses the Central Personnel Register, and the FBiH uses the existing database of the CSA FBiH.</p>	<p>BiH: Activity is not being implemented because of a bottleneck in implementation of the HRMIS at the level of the beneficiaries of the system because of legal inconsistencies related with processing of personal data of the civil servants, as well as because of lack of funds to close a contract on technical support with the implementer. OTHER INSTITUTIONS: In the institutions where the HRM systems have been established, functionality fulfilled. FBiH: Initiative with proposed legal solutions for implementation of the objective HRM 3. Information management, submitted to the originator of the new Law on Civil Servants and Employees of the Federation of Bosnia and Herzegovina and to the Public Administration Reform Coordinator in the Federation of BiH. RS: Update of the HRM Information System is being done regularly through the operators of the Central Personnel Register, who have been appointed by all the republic bodies of administration. BD BiH: Based on the Contract on Provision of Services between the Brčko District of BiH and the company "Tehnologica" EAD, Sofia, Bulgaria. Continued implementation of the HRMIS project in the Sub-Department for Human Resources, through the IT Service and the company that provides services jobs have been implemented regarding ensuring functionality of the full functioning of the system.</p>	
		Implementation ongoing			Implementation ongoing	Fully implemented	Fully implemented	<p>Activity is not being implemented at all the levels because of a bottleneck in implementation of the HRMIS at the level of the beneficiaries of the system because of legal inconsistencies related with processing of personal data of the civil servants, as well as because of lack of funds to close a contract on technical support with the implementer. In the Brčko District of BiH, the HRMIS is used, while the RS uses the Central Personnel Register, and the FBiH uses the existing database of the CSA FBiH.</p>	<p>BiH: Activity is not being implemented because of a bottleneck in implementation of the HRMIS at the level of the beneficiaries of the system because of legal inconsistencies related with processing of personal data of the civil servants, as well as because of lack of funds to close a contract on technical support with the implementer. OTHER INSTITUTIONS: in the institutions where the HRM systems have been established, the reports have been established as well FBiH: the Regulation on the Manner of Maintenance of the Register of Civil Servants of the Federation of BiH - in legally prescribed procedure of acquiring opinions of the relevant bodies; RS: All the managers of republic bodies of administration have access and possibility to generate various reports from the domain of the HRM. BD BiH: Great number of jobs has been implemented around jobs related to drafting of the reports based on data stored in the system.</p>	
		Implementation ongoing			Implementation ongoing	Fully implemented	Fully implemented			
HRM 4: Planning										

4.1. Introduction of modern HRM planning within the annual Government's planning in all structures of civil service and at the individual institution level.	A particular institution has been designated for HRM planning (at each level).	4.1.1. Designation of an institution to be responsible for HRM planning for the entire civil service (for each structure separately).	By the end of 2011	Implementation ongoing	Partially implemented	Fully implemented	Fully implemented	BiH: At the Proposal of Civil Service Agency of BiH or the Public Administration Reform Coordinator's Office, it would be necessary, by the Act of the Council of Ministers of BiH, to put the Civil Service Agency of BiH in charge of planning at the level of BiH. The basic reason for this proposal are prescribed competencies of the Agency, as well as experience in the jobs it executes, related with the civil service in the institutions of BiH (Ministry of Justice of BiH). RS: Adopted Rulebook on the Manner of Drafting and the Contents of the Human Resources Plan in the Republic Bodies of Administration (Official Gazette of the Republic of Srpska No. 43/09) FBIH: The Government of the FBIH, at the 24 th session, of November 9, 2011, enacted a conclusion, which put the managers of all budget users in charge of establishing reality of the existing systematisations and internal organisation of the federal ministries and other bodies of federal administration within 21 days. Brčko District of BiH: Since 2007, the Sub-Department for Human Resources, based on the Plan of Needs for Personnel , expressed by the Departments and institutions of the District, proposes to the mayor to enact the decision on implementation of the Plan of Employment in the bodies of administration of the BD BiH for the current year, after adoption of the Budget.	BiH: Concrete institution has not been put in charge, at the meeting of November 23rd, 2012, it has been agreed that the PARCO should propose to the CSA BiH to be the bearer of the planning. OTHER INSTITUTIONS: Regulatory agency for communication of BiH drafted its HRM planning methodology and is using it. The Intelligence and Security Agency has its methodology which has been set as a state secret, and the Competition Council drafts a plan each year and is submitting it to the CSA BiH. FBIH: The Law on Civil Service in the Federation of BiH stipulated that the Government of the Federation and the Governments of the Cantons and the city and municipal councils are establishing general guidelines for maintenance of human resources policy for the bodies to which this law applies. RS: Personnel planning established in the Republic of Srpska. For 2012, activities have been implemented for draft of the Human Resources Plan of the Government, which has been discussed at the session of the Government on June 14, 2012. Brčko District of BiH: - According to the Law on Civil Service, the heads of Departments are responsible for planning of employment, i.e. the Sub-Department for Human Resources only sums up their plans. Since 2007, the Sub-Department for Human Resources, based on the Plan of Needs for Personnel, expressed by the Departments and institutions of the District, proposes to the mayor to enact the decision on implementation of the Plan of Employment in the bodies of administration of the Brčko District of BiH for the current year, after adoption of the Budget. In 2011, employment was planned and the decision of the mayor was implemented.Decision on Implementation of the Plan of Employment No. 33-001788/11 of May 31st, 2011, which was published in the Official Gazette of the BD BiH. The plan of professional improvement of the civil servants and employees in the bodies of administration of the Brčko District of BiH for 2011, No. 05-000782/11 of May 26, 2011, was adopted and implemented fully (human resources management and development, public finance system and budget, public procurements). Planning of evaluation is being made based on the Law on Civil Service for each year respectively, by revising the list of evaluators, by organising the training for new evaluators, by drafting the dynamics of evaluation with terms of evaluation, by implementing the process of evaluation and processing of data.
	Personnel planning. methodology is in place	4.1.2. Designing and adoption of personnelplanning methodology at each individual level (Government's decision or legislative amending).	By the end of 2013					RS : Adopted Rulebook on the Manner of Drafting and the Contents of the Human Resources Plan in the Republic Bodies of Administration (Official Gazette of the Republic of Srpska No. 43/09). In accordance with the Rulebook on the Manner of Drafting and the Contents of the Human Resources Plan in the Republic Bodies of Administration, the Personnel Plan of all the Republic Bodies of Administration of the Republic of Srpska and the Government of the Republic of Srpska for 2011 has been adopted. Brčko District of BiH: In 2011, employment was planned and the decision of the mayor was implemented. (Decision on Implementation of the Plan of Employment No. 33-001788/11 of May 31st, 2011, which was published in the Official Gazette of the BD BiH).	
	Annual staffing / personnel plans at the level of CoM / governments in BiH and individual institutions are in place (4.1.3. and 4.1.4.).	4.1.3. Link the HRM planning system with current and mid-term budgetary plans, program budgeting system and framework HRM policy documents.	By the end of 2014					RS: In accordance with the prescribed procedure, initiated drafting of the Personnel Plan of all the republic bodies of administration of the Republic of Srpska and the Government of the Republic of Srpska for 2012, parallel with the Budget drafting for 2012.	
		4.1.4. Make the system operational and review is efficiency.	By the end of 2014						
HRM 5: Recruiting and selection of staff									

5.1. Introduction of uniform criteria for assessing candidates in the recruitment process .	<i>The uniform assessment criteria have been set and procedures for selection of candidates in any job interview have been improved.</i>	5.1.1. Develop uniform criteria that the recruitment panel would take as a basis for selection of candidates in any job interview.	Key HRM institutions + individual institutions at all levels	5.1.1. By mid-2012	Implementation ongoing	Fully implemented	Implementation ongoing	Fully implemented	Implementation has been planned through the project "Modernisation of Performance Management System in the Structures of Civil Service in BiH", which would be financed by the funds of the IPA 2011 (in the phase of harmonisation of the terms of reference).	BiH: In the first half of 2013, it has been planned to enact the instruction on the manner of evaluation of the interview and the form for evaluation of the interview for the jobs of the civil servants in the institutions of Bosnia and Herzegovina (draft id ongoing). MJ: Commissions established by the minister of justice in the procedure for selection of candidates in 2012 applied the criterion for all the candidates, and it is related with the expert knowledge related with the jobs where the candidates applied. Verification implemented in the procedure prescribed by the CSA BiH and by the rules of procedure of the commission. We deem that respecting the criterion of expertise and knowledge greatly improves the manner of selection of the most successful candidate. This objective should be implemented also by the project "Simplification and Improvement of Employment in the Civil Service", which is in the phase of draft of the project proposal. It will be implemented by the civil service / administration agencies and by the Sub-Department for Human Resources of the Brčko District of BiH under the auspices of the OSCE, the PARCO will be involved in the second phase, i.e. phase of draft of the terms of reference and the further procedure. FBIH: The present by-laws are being used in accordance with the reform requirements. The Agency prepared and sent for publication the following bylaws: "Ordinance on Common Criteria and Procedure of Selection and Reception of Trainees with University Education in Bodies of Civil Service of the Federation of Bosnia and Herzegovina", "Ordinance on Common Criteria, Rules and Procedure of Appointment and Employment of Civil Servants in the Civil Service Bodies of the Federation of Bosnia and Herzegovina" RS: The Government of the Republic of Srpska enacted the Regulation on Common Rules and the procedure of Public Competition for Employment of Employees ("Official Gazette of the Republic of Srpska", No. 38/12), which uniformly regulated the procedure of employment of employees in the republic bodies of administration. Established Common List of Members of Competition Commissions for Selection of Civil Servants in the Republic Bodies of Administration (Official Gazette of the RS, No. 63/09). Brčko District of BiH: The Rulebook on Employment ("OG of the Brčko District of BiH", No. 2/09), stipulated uniform criteria the members of the Board for Employment take as the basis for evaluation of the candidates at a job interview in the administration of the Brčko District of BiH.
	<i>Criteria in vacancy procedures have been introduced (public and internal publication of vacancies).</i>	5.1.2. Identify more efficient concepts and the content of written tests for candidates (where the testing of candidates is organized).			Partially implemented	Partially implemented	Partially implemented	Partially implemented		
		5.1.3. Consider an option to introduce the institute of references into the civil service selection.			Implementation did not start	Implementation did not start	Implementation did not start	Partially implemented		
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>	5.2.1. Amend relevant legislation (where necessary) in order to introduce competency based assessment into job interviews in practice.	Key HRM institutions + individual institutions at all levels	5.2.1. By mid-2013					Implementation has been planned through the project "Modernisation of Performance Management System in the Structures of Civil Service in BiH", which would be financed by the funds of the IPA 2011 (in the phase of draft of the terms of reference).	
	<i>The number of courses of training.</i>	5.2.2. Prepare standardized training programmes for central HRM institution staff and members of recruitment panel. Training programmes to be carried out on a yearly basis as part of regular training programmes.		5.2.2. The first deadline: by the end of 2013, afterwards, ongoing					Implementation has been planned through the project "Modernisation of Performance Management System in the Structures of Civil Service in BiH", which would be financed by the funds of the IPA 2011 (in the phase of draft of the terms of reference).	

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>	5.3.1. Implement activities aimed at recruiting professional, young and promising people in the civil service (promotions at universities, contracts for scholarship) with the aim of creating a wider range of potential applicants.	Key HRM institutions + individual institutions at all levels	Ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	<p>Supervisory Team for the area of HRM supported the project idea "Harmonisation of Curricula with the Needs of the Civil Service and Further Development of Trainees Programmes"BiH: No information on this activity during 2011.</p> <p>RS : With the objective of employing 1000 trainees, the Government of the Republic of Srpska supported the project "By Knowledge to Job", which is being implemented through the Employment Bureau of the Republic of Srpska. Implementation of the said project is ongoing.</p> <p>FBiH: No information on this activity during 2011.</p> <p>Brčko District of BiH: In 2011, the Education Department signed 130 contracts on scholarships as possible recruitment of expert, young and perspective personnel for specific jobs needed in the administration of the BDBiH. Implementation of the activities should be contributed also by the "Project of Harmonisation of Curricula with the Needs of the Civil Service and Further Development of Trainees Programmes" (project idea supported by the Supervisory Team for HRM).</p>	<p>BiH: In 2012, this activity was implemented through reception of trainees and volunteers in the institutions of BiH in accordance with the Decision on the Conditions and the Manner of Reception of Trainees with University Education in Working Relationship in the Institutions of Bosnia and Herzegovina ("Official Gazette of BiH", No. 52/05 and 102/09). Promotion has been made through the official web site of the Agency by announcements for reception of trainees and volunteers, and by promotional activity through presence of the Agency on social networks as favourite medium of youth (facebook and twitter). Also, at the state level, several institutions have cooperation with the faculties, while greater number of institutions did not implement this because of budgetary constraints. MJ: Ministry deems that the said activity should be abolished, because it is unnecessary, and great number of interested candidates of all professions and trades prove sufficiently that the civil service is sufficiently promoted and attractive. OTHER INSTITUTIONS: Directorate for Aviation of BiH, Institute for Standardization of BiH and the Institute for Intellectual Property of BiH continuously cooperate with several faculties in BiH. Institute for Measurements, Foreign Ministry, Directorate for Coordination of Police Bodies of BiH promote their work. Other institutions who submitted a comment to this obligation (11 of them) deem that they were not in a position to implement this objective because of lack of funds in the budget or that it was not their competency to implement any kind of promotion.FBiH: On January 26, 2012, the CSA FBiH and the Faculty for Public Administration signed the Memorandum on Cooperation with the objective of familiarising the students with the role and the significance of the civil service as well as of promotion of development of human resources in the FBiH. Established cooperation with the Centre for Promotion of Civil Society (CPCD). A meeting was held and there is ongoing signing of the Memorandum of Cooperation between the CSA FBiH and the CPCD. Established cooperation with the Personnel Administration of Montenegro, ongoing signing of the Memorandum on Cooperation. Established cooperation with the Law Faculty in Mostar - ongoing signing of the Memorandum on Cooperation. RS: In 2012 as well, the activity of the Government regarding approval of the funds within support to employment of trainees in the Republic of Srpska continued. The same is planned to be implemented in 2013 as well. Brčko District of BiH: In 2012, 250 scholarships have been approved for the students whose profiles are missing from the civil service (in the Brčko District, it is also related with the Department for Education - teaching personnel).</p>
HRM 6: Performance management											
6.1. Link performance assessment with achievement of working objectives (in terms of quantity and quality).	<i>Obligatory annual PA interviews and setting of working objectives have been introduced;</i> <i>The number and percentage of annual PA interviews conducted;</i> <i>The number and percentage of PA interviews related to the performance assessment;</i> <i>Reports on cycles of assessment at the level of individual institutions and collectively at the level of central HRM institutions;</i> <i>The number of courses of training and participants.</i>	6.1.1.Amend relevant legislation (where necessary) in order to introduce obligatory setting of working objectives (within annual Performance Assessment interviews) and assessment of the objective achievement.		Key HRM institutions + individual institutions at all levels	By mid-2013					<p>2011: BiH: The Rulebook on the Manner of Evaluation of Work of the Civil Servants in the Institutions of Bosnia and Herzegovina (Official Gazette of BiH 59/11)FBiH: the Rulebook on Evaluation of Work of Civil Servants in the Bodies of the Civil Service of the Federation of Bosnia and Herzegovina (Official Gazette of the FBiH 62/11)RS: The Rulebook on Amendments to the Rulebook on the Procedure of Evaluation and Promotion of Civil Servants and Employees ("Official Gazette of the RS" No. 87/11)BD BiH: Draft new rulebook on evaluation of civil servants in the Brčko District of BiH has been harmonised, but was not formally adopted because of failure to adopt the new Law on Civil Service in the Bodies of Administration of the Brčko District.</p>	<p>FBiH: Adopted Regulation on the Measurements, Procedure and Manner of Evaluation of Work of the Managers of Civil Service Bodies Appointed by the Government of the Federation of BiH - implementation act sent for publication. RS: After implemented procedure of evaluation of employees by the republic bodies of administration, the Government of the Republic of Srpska adopted the Report of the CAA RS on the implemented procedure of evaluation.</p>
										<p>Activities continued in accordance with the period of the Action Plan 1 2006 - 2011 (Partially - through the UNDP project "Modernisation and Harmonisation" and individual activities of the CSA / CAA; Sub-Department for HR of the BD BiH - implemented "Plan of Annual Evaluation of Civil Servants and Employees for 2007 in the Government of the BD BiH", NSG SEPARB Training for evaluation of work of the civil servants. RS level Training for managing civil servants through the project Development of Performance Management System in the Structures of the Civil Service of BiH.)2011: Within the project "Development of Performance Management System in the Structures of the Civil Service of BiH", approximately 600 human resources managers and managers / evaluators, as well as 60 internal trainers have been trained at all the levels. Issued "Manual on Evaluation of Civil Servants and Employees". In the Brčko District of BiH, planning of evaluation is being made based on the Law on Civil Service for each year respectively, by revising the list of evaluators, by organising the training for new evaluators, by drafting the dynamics of evaluation with terms of evaluation, by implementing the process of evaluation and processing of data.</p>	

6.2. Improve motivation, improve communication between the management and employees and build a positive working environment.	<i>The number of institutions that carry out regular polls, the number and percentage of respondents, survey results.</i>	6.2.1. Develop mechanisms for measuring job satisfaction by staff polls that will be introduced into practice.	Key HRM institutions + individual institutions at all levels	By mid-2013					BD BiH: Drafted proposal of the form of exit interview, which would assist in attracting and keeping quality work force.	
	<i>The number of institutions that have introduced a staff handbook.</i>	6.2.2. Introduce the practice of publishing a staff handbook (for new and existing employees) with basic information about the institution, mission and objectives, work processes, HRM system and the like.								
HRM 7: Training and development										
7.1. Link Training Needs Analysis (TNA) with the performance assessment and annual interviews	<i>The number of courses of training and participants, evaluation</i>	7.1.1. Organize training for senior civil servants in training needs identification through a review of results of performance assessment and records of annual interviews	Key HRM institutions + individual institutions at all levels	By the end of 2014					Activities continued in accordance with the period of the Action Plan 1 2006 - 2011.(Data and reports of the CSA / CAA on implemented activities on establishment of training needs, FBiH : progress report 2007 and 2008, BD Decision on expert improvement of officers for 2008, No. 01.1-05001220 of January 14, 2008, BiH level : Information on preparation of the training plan for 2008. RS training implemented for 11 new instructors (2008) BD centralised function at the level of the Sub-Department for HR.) 2010-2011: BiH : twinning project CSA BiH training implemented for 45 training managers	
	<i>A common methodology is in place.</i>	7.1.2. Establish a common frameworkmethodology for TNA (HRM centralinstitutions) that individual institutions will implement.								
7.2. Improve coordination of preparation and implementation of training plans and development of common interests of all civil service	<i>Assessment by central institutions and HRM units in the respective institutions of</i>	7.2.1. Ensure regular supply of information about the need for horizontal training.	Key HRM institutions + individual institutions at all levels	Ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	BiH : The CSA BiH regularly publishes at their web portal information on the trainings organised by the RESPA. RS : In the RS, in accordance with the Strategy of Training of the Employees in the Republic Bodies of Administration of the Republic of Srpska for the period 2011-2014, in December 2011, there was an analysis of the training needs in the republic bodies of administration. Appointed liaison officer for the ReSPA for the level of the Republic of Srpska. FBiH : The CSA FBiH regularly publishes at its web portal the calls for training organised by the ReSPA. Brčko District of BiH : The Sub-Department for Human Resources regularly publishes the calls for trainings organised by the ReSPA at the website of the Government of the District.	BiH : Activities are still continuous, trainings for the ReSPA are published at the web portal of the CSA BiH. FBiH : Established cooperation with the ReSPA, calls for training in the ReSPA are published at the website of the Agency. Civil servants (11) from the Federation participated in the following trainings in the ReSPA: From policy drafting to implementation of regulations, Representation of interests and inter-cultural communication in public administration, International protocol in public administration, Economic and social parameters of national public administrations in the context of European integration, Management, good administration and modern principles of public administration in the context of EAS, Public finance and budget reform in public administration, Direct financing of central public administrations for the countries of the West Balkans, CAF - Common Assessment Framework; the Agency, in 2012 completed the training needs analysis for the civil servants at the level of respective bodies of administration in the Federation of BiH. Drafted report on training needs analysis for the civil servants in the FBiH, based on which the training plan for 2013 was drafted. RS : Established mechanism for reporting and selection of attendees for the trainings in organisation of the ReSPA, through the appointed Republic of Srpska liaison officer for the ReSPA. Training needs analysis is being done regularly in the following manners: through the process of evaluation training needs are being shown, which the Agency unifies within the Central Personnel Register, through formed network of training managers training needs analysis of respective republic administration bodies is regularly performed, Training is planned on an annual level through the plan of work of the CAA RS. Brčko District of BiH : Sub-department for Human Resources of the Government of the Brčko District regularly publishes at the website the call for the ReSPA trainings, and implements further procedure. During the annual evaluation, all the civil and public servants and employees, as well as immediate supervisors put in the evaluation form the training that is necessary for improvement of work. The Sub-Department monitors the process of evaluation so it always has for the next year data on the necessary trainings based on which it drafts the plan of expert improvement.

structures (training in EUI, RESPA etc.)		the level of cooperation	all levels	Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	<p>BiH: No information on the activities in this year.</p> <p>RS: In the RS the network of training managers in the republic bodies of administration has been established and the training managers were trained, in accordance with the Strategy of Training of Employees in the Republic Bodies of Administration of the Republic of Srpska for the period 2011-2014.</p> <p>FBiH: No information on the activities in this year.</p> <p>BD BiH: No information on the activities in this year.</p> <p>In cooperation with the representatives of all the levels, activities have been initiated on preparation of the project proposal "Establishment of Electronic Learning Management Information System in the Structures of the Civil Service in BiH"</p>	<p>BiH: The CSA BiH at least once a year has a formal annual gathering of training managers where they analyse the work regarding the matter of horizontal and vertical trainings and where they enact the plans for the next period. Training needs analysis, implemented each year by the CSA, consists of several methods: 1. evaluation questionnaire we offer to all of the participants at our trainings 2. Conversations and interviews with training managers by the institutions 3. Official letters and/or requests from the institutions on the training needs.4. Other methods TNA; FBiH: At the request of the Agency, the civil service bodies submitted the names of the persons in charge of HRM at the level of each body. Drafted contact list of the persons in charge of HRM with the objective of easier cooperation and implementation of activities in the area of HRM. RS: Cooperation between the CAA RS and the republic bodies of administration is being done every day, whether by letters, direct contacts, through web site, etc. Cooperation is regularly achieved also with the international organisations that implement the training, such as the ReSPA, the UNDP, the SIGMA, etc. BD BiH: During the annual evaluation, all the civil and public servants and employees, as well as immediate supervisors put in the evaluation form the training that is necessary for improvement of work. The Sub-Department monitors the process of evaluation so it always has for the next year data on the necessary trainings based on which it drafts the plan of expert improvement.</p>
Three-year strategies and operational plans for their implementation have been updated.		7.3.1. Revise and prepare a new mediumterm strategy for training and development of the civil service by levels.		Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	<p>Activities continued in accordance with the period of the Action Plan 1 2006 - 2011 (Documents: RS - Strategy of Training and Development of the Civil Servants for the period 2007-2010 Government of the RS) with the accompanying Action Plan, BiH: Principles of the system of training of the civil servants at the level of BiH and a three-year plan of training (annual report), Draft Strategy of Professional Education and Improvement of the Brčko District of BiH. The Government of the FBiH adopted the Strategy of Training and Improvement of Civil servants in the FBiH 2008-2010. 2010: BD prepared Strategy of Professional Improvement 2009-2011.)2011: In the RS adopted Strategy of Training of Employees in the Republic Bodies of Administration of the Republic of Srpska for the period 2011-2014 by the decision of the Government of the Republic of Srpska No. 04/1-012-2-42/11 of January 19, 2011. The Plan of Work of the Civil Service Agency for 2011 encompassed also the annual plan of training, which was implemented, and for 2012, it is being drafted. In the FBiH, the Strategy for Training and Improvement of Civil Servants in the Federation of BiH 2011-2015 was also adopted at the 30th session of the Government of the FBiH, held on December 22nd, 2011.</p> <p>Brčko District of BiH: Adopted three-year strategy of professional improvement and education of civil servants and employees employed in the Government of the Brčko District of BiH for the period 2010-2012, No.: 05-01.1-001211/10 of June 15, 2010. The plan of professional improvement of the civil servants and employees in the bodies of administration of the BD BiH for 2011, No. 05-000782/11 of May 26, 2011, was adopted and implemented fully (human resources management and development, public finance system and budget, public procurements).</p>	<p>BiH: The CSA BiH prepared the Strategy of Training and Development of Civil Servants 2013 - 2015, and in 2013 it will be submitted to the Council of Ministers for adoption. FBiH: In 2012, the Government of the Federation adopted the Strategy of Training for Units of Local Self Governance in the Federation of BiH, trainings of civil servants are being implemented in accordance with the Action Plan of the Strategy for Training and Improvement of Civil Servants in the Federation of BiH 2011 - 2015. The Regulation on the Criteria for Acquiring the Status of Trainer in Implementation of Expert Education and Improvement of Civil Servants in the Civil Service Bodies in the Federation of Bosnia and Herzegovina was sent to the Government of the Federation for adoption. RS: In 2011, the new revised Strategy of Training of Employees in the Republic Bodies of Administration of the RS for the period 2011 - 2014 was prepared (and by the Government adopted), and is currently being implemented. Brčko District of BiH: The continuity exists in preparations and implementation of mid-term plans of trainings and development, the Strategy of Expert Improvement and Education 2010 - 2012 is in force. The Three-Year Strategy of Expert Improvement and Education at the level of the Government of the Brčko District of BiH is currently being drafted by the Sub-Department for Human Resources.</p>

7.3. Ensure continuity in the preparation and implementation of mediumterm plans for training and development of the civil service at all levels	Training budget has been approved in accordance with the strategies.	7.3.2. Provide funding to implement a training strategy in the budgets of central HRM institutions.	Key HRM institutions	Ongoing	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	RS progress report: partially (part of the Strategy of Training - foreseen a sum of 0.5 % of the funds foreseen for the overall salaries). At all the levels the governments allocate certain amounts for training. I quarter of 2009: The RS progress report indicates fulfilment of the measure - funds foreseen by the budget for 2009. 2010: The RS progress report indicates fulfilment of the measure - funds foreseen by the budget for 2010 - NO AMOUNT2011: 2010-2011: all CSAs / CAA and the Sub-Department for HR of the BD continuously monitor training needsBiH: Planned funds for training within the budget of the CSA BiH?. RS: In the RS, in the Budget for 2011, the funds for training were planned and implemented within the budget of the Civil Administration Agency of the Republic of Srpska. FBiH: In accordance with the budget possibilities. Brčko District of BiH: In 2011, the budget of the BD BiH provided BAM 20,000.00 for implementation of this strategy.	BiH: Planned funds for training within the budget of the CSA BiH for 2012.. The approved budget has been decreased in relation to the earlier period and does not suit the defined training needs in accordance with the Strategy and the Plans. FBiH: Funds in the budget of the Agency have been provided (BAM 29,244.74). Donor funds of the UNDP for implementation of the trainings planned by the Strategy of Training for the Units of Local Self Administration (BAM 10,625.00 for 2012). RS: Within the budget of the CAA RS for 2012 and 2013 the funds for training of the employees in the republic administration bodies have been ensured as well. Brčko District of BiH: based on the Strategy, this year the Plan of Professional Improvement has been adopted as well, allocated funds in the budget are BAM 10,000.00.
	Number of internal trainers and courses of training that have been carried out.	7.3.3. Identify the method of carrying out the training, bearing in mind the availability of internal capacities (internal trainers in the structures of the civil service in BiH).			<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	Activities continued in accordance with the period of the Action Plan 1 2006 - 2011 (Information on implemented trainings of the CSA CAA and information on donor activities. RS progress report 2007 - completed training and certification of 10 trainers for the needs of the civil service. FBiH - Confirmation of implementation of the programme of training for trainers, BD BiH: The Plan of professional improvement established civil servants who would implement certain trainings. Level of the RS completed training of 11 new instructors)2011: BiH: There was the training Introduction in electronic administration, trainings for newly employed such as Introduction in the Law on Civil Service, the Law on Administration. FBiH: Training for newly employed civil servants on the topic "Communication and Time Management" and "Code of Ethics for Civil Servants", Mediation-manner of solving the disputes peacefully, Presentation skills. RS: Training held on the topic "Regulatory Impact Assessment - RIA" for 31 attendees of the training from the republic bodies of administration November 29-December1st, 2011 there was a training of managers in the republic bodies of administration for 39 attendees of the training from republic bodies of administration April 19-20, 2011 and November 22nd-23rd, 2011 there was a training on the topic "Draft of the Rulebook on Internal Organisation and Systematisation of Jobs" for 34 attendees of the training from the republic bodies of administration;Brčko District of BiH: Planned to publish a public call for provision of internal trainers, so far it was not published because the Law on Civil Service does not give a possibility to pay the trainers from internal capacity.	BiH: 1. Continuous training for newly employed. 2. The CSA BiH in cooperation with the civil servants from the Gender Equality Agency organised 7 trainings with 97 participants, with the Agency for Protection of Personal data 3 trainings with 66 participants MJ: In the Ministry, there was a training: by the Department for Trainings on the topic "Evaluation of Civil Servants", which was attended by the managing civil servants of the Ministry of Justice of BiH, in the Sector for Enforcement of Penal Sanctions there were four trainings for the authorised institute officers. FBiH: In 2012, the Agency independently and in cooperation with the partners implemented trainings for a total of 1123 attendees of trainings. The Plan and programme of trainings for 2012 covered 8 expert and 7 general topics that cover areas of European integration, planning and reporting, preparation and application of regulations, human resources management, development of personal skills, and trainings of newly employed civil servants. RS: Training is organised and implemented by combination of external (English language, protection of personal data, etc) and internal trainers (training regulatory impact assessment, training of operators of the Central Personnel Register, etc.) Training held on the topic "Regulatory Impact Assessment" for two groups of attendees, in the period April 24 - April 26, 2012 and in the period May 30 - June 1st, 2012, 28 attendees from the republic bodies of administration of the Republic of Srpska attended. Brčko District of BiH: There was a training of internal trainers, 9 of them.After enacting the Strategy of Professional Improvement and Education of the Government of the Brčko District of BiH and appointment of trainers, the manner of implementation of trainings will be established, which they will implement.
HRM 8: Analysis and classification of jobs in civil service										
8.1. Conduct a job classification in each	A regulation by the Council of Ministers / Government defines the job classification with standard job descriptions.	8.1.1. Conduct a comprehensive job analysis and prescribe the classification of jobs (in different structures of the civil service in BiH).	Key HRM institutions +	By the end of 2013					Implementation has been planned through the project "Modernisation of Performance Management System in the Structures of Civil Service in BiH", which would be financed by the funds of the IPA 2011 (in the phase of draft of the terms of reference). Previously, at individual levels, there was a work on development of classification of positions in the civil service. 2011: BD BiH: Activities initiated regarding improvement of job description through job analysis.	BiH: Prepared: Proposal of the Decision on division of jobs and criteria for job descriptions for the jobs in the institutions of BiH, as well as the proposal of the Decision on the principles for establishment of internal organisation of administration bodies of BiH
		8.1.2. Standardize job descriptions in terms of content and requirements for certain categories and types of jobs.							Implementation has been planned through the project "Modernisation of Performance Management System in the Structures of Civil Service in BiH", which would be financed by the funds of the IPA 2011 (in the phase of draft of the terms of reference).	

individual structure of the civil service in BiH.		individual institutions at all levels						Activities continued in accordance with the period of the Action Plan 1 2006 - 2011 (BD BiH report on progress 2007 and 2008 indicates full implementation - new Organisation Plan of Public Administration, Decision No.: 01-014-023089 and organisation plans of the institutions of the BDBiH. RS New Regulation on the Categories and Titles of the Civil Servants - (Official Gazette of the RS 18/09). BiH: CSA BiH - Rulebook on similar jobs for the needs of direct taking over of the civil servants from the entity bodies in the institutions of BiH.) 2011: Implementation has been planned through the project "Modernisation of Performance Management System in the Structures of Civil Service in BiH", which would be financed by the funds of the IPA 2011 (in the phase of draft of the terms of reference).	BiH: Prepared proposal of the Decision on the Principles for Establishment of Internal Organisation of Administration Bodies of BiH
	<i>The organizational structures comply with regulations</i>	8.1.3. Bring organizational structure of jobs in line with the job classification and standard descriptions.	By the end of 2014						
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>	8.2.1. Develop general frameworks of managerial competencies for other civil servants at subsequent stages.	Key HRM institutions	By the end of 2014				Implementation has been planned through the project "Modernisation of Performance Management System in the Structures of Civil Service in BiH", which would be financed by the funds of the IPA 2011 (in the phase of draft of the terms of reference). Previously, at the level of the RS, a progress has been noted through development of the competency framework for the managing civil servants, and through the project "Recruitment and Selection of Personnel" a draft competency framework has been developed for the category of non-managing civil servants.	
HRM 9: Pay									
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> <i>Annual Performance Reports of institutions contain information on staff and promotions.</i>	9.1.1 Modification or improvement of legislation on which payment system coefficients are based.	Key HRM institutions	By the end of 2013	Implementation ongoing		Implementation ongoing	Activities continued in accordance with the period of the Action Plan 1 2006 - 2011 (Brčko District of BiH - adopted new Law on Salaries of the Employees in the Administration Bodies of the Brčko District of BiH, which is being applied since June 1st, 2006. BiH level: adopted Law on Salaries and Allowances in the Institutions of BiH (2008). RS level: adopted new Law on Salaries of the Employees in the Administration Bodies of the Republic of Srpska (Official Gazette of the RS No.: 118/07), which is being applied feom January 1st, 2008. Federation of BiH: In current application at the level of the federal bodies are regulations enacted by the Government of the FBiH - Decisions on establishment of pay grades and coefficients for managing and other civil servants in the Federal bodies (Official Journal of the FBiH 68/04, 15/06, 7/08 + new amendments 75/09) 2010: FBiH adopted Law on Salaries and Allowances, BD prepared draft new law on salaries of the BD. BiH and the RS - amendments to the Law on Salaries - because of austerity measures.)	BiH: Enacted Decision on adoption of policy of salaries and allowances in the institutions of BiH for the period 2011-2014, and several amendments to the Law on Amendments to the Law on Salaries and Allowances in the Institutions of BiH have been adopted RS: Enacted Law on Amendments to the Law on Salaries of the Employees in the Bodies of Administration of the Republic of Srpska ("Official Gazette of the Republic of Srpska", No.: 1/12).
9.2. Create conditions for a pay system that enables promotion of individuals	<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> <i>Annual Performance Reports of institutions contain information on staff and promotion</i>	9.2.1. Develop or modify regulations (where necessary) that would regulate horizontal (within the same level positions) and vertical promotion (to higher positions) primarily based on performance appraisals.	Key HRM institutions	By the end of 2013					
HRM 10: TOTAL QUALITY MANAGEMENT - TQM									
	<i>Selected TQM model has been translated and implemented</i>	10.1.1. Translation and implementation of the selected TQM model		By the end of 2013				Considering the planned deadline for execution, implementation of the activity has not started.	
10.1. Enable institutions to use a model of total quality management -TQM (CAF, EFQM etc.) if they wish so.	<i>Training has been developed</i> <i>The number of courses of training and participants, evaluation</i> <i>The number of institutions</i>	10.1.2. Development of training on TQM general issues and systems	Office of the Coordinator for Public Administration Reform. (PARCO)	By the end of 2014				In the RS, for the purpose of familiarising the employees in the republic bodies of administration with good practices regarding quality management, on December 14-15, 2011, there was a training on the topic "CAF - system of quality in public administration" for 24 attendees of the training from the republic bodies of administration.	

	<i>using the selected TQM model</i>	10.1.3. Development of training manual for the selected TQM model						Considering the planned deadline for execution, implementation of the activity has not started.	
	<i>The Center has been established, offering basic information</i>	10.1.4. Establishment of the information center in the field of TQM, the database		By the end of 2014				Considering the planned deadline for execution, implementation of the activity has not started.	
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>	10.2.1. Distribution of translated TQM models and basic information to the institutions.	Office of the Coordinator for Public Administration Reform. (PARCO)	By mid-2014				Considering the planned deadline for execution, implementation of the activity has not started.	

Objectives	Measurable indicator	Activity	Responsible institutions	Time line	Administration Level				Description of Achievements/Comment	
					BiH	FBiH	RS	BD	2011	2012
AP 1. Administrative simplification										
1.1. Adopt the Programme for the Quality of Administrative Decision-Making Improvement	The Program and the degree of implementation adopted	1.1.1. Implementing structures for adoption of the Programs for the Quality of Administrative Decision-Making Improvement will consist of representatives of the following: ·BiH MoJ; ·FBiH MoJ; ·RS MoALSG; ·BD BiH Government.	BiH Ministry of Justice, FBiH Ministry of Justice, RS Ministry of Administration and Local Self-Government, BD BiH Government	The end of 2011	Fully implemented	Fully implemented	Fully implemented	Fully implemented	All four administration levels appointed members / deputy members of the Supervisory Team (documentation basis: Decision of the Government of the FBiH No. 550/o7 of July 27, 2007; Decision of the Government of the BD BiH No. 01-014-011290/07 of June 8, 2007; Decision of the CoM BiH No. 172/07 of September 20, 2007; Specific Decision of the Government of the RS No. 04/1-012-1044/07 of June 21 2007). Adopted Rules of Procedure of the Supervisory Team. Approved project proposal, logical framework and terms of reference "Draft of Administrative Decision Making in BiH Quality Improvement Programme". (Decision on Adoption of the terms of reference No. 01-07-186-2/08 of July 23rd, 2008). Prepared Rules of Procedure of the Implementation Team for implementation of this Project. All four administration levels appointed members of the Implementation Team for implementation of the project "Draft of Administrative Decision Making in BiH Quality Improvement Programme" (documentation basis: the Government of the RS Specific Decision No.: 04/1-012-2-1061/09; the Ministry of Justice of BiH No.: 02-07-6716/09; Mayor of the Brčko District Decision No: 01.1-05-020844/09; Federal Ministry of Justice Specific Decision No.: 04-02-348/09).	
		1.1.2. Identify measures which be possibly included in the program, including legislative, organizational, IT and capacity building measures.			Fully implemented	Fully implemented	Fully implemented	Fully implemented	Established measures that will be incorporated in the Administrative Decision Making in BiH Quality Improvement Programme. Documentation basis adopted final report in March 2011.	
		1.1.3. Select measures based on this Strategy and Action Plan, and include additional measures as appropriate.			Fully implemented	Fully implemented	Fully implemented	Fully implemented	Established measures that will be incorporated in the Administrative Decision Making in BiH Quality Improvement Programme. Documentation basis adopted final report in March 2011.	
		1.1.4. Prepare and circulate a draft program.			Fully implemented	Fully implemented	Fully implemented	Fully implemented	Draft programme prepared and distributed.	
		1.1.5. Carry out consultations with main actors in the administrative decision-making process, and with business communities, civil society and citizens.			Fully implemented	Fully implemented	Fully implemented	Fully implemented	There were public debates at all administration levels with the representatives of the governments, business communities and representatives of the civil society.	

		1.1.6. Submit the program to governments for approval and start implementation.		<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	Information of the activities on the project "Draft of Administrative Decision Making in BiH Quality Improvement Programme" with proposal of the conclusions and proposal of the Administrative Decision Making in BiH Quality Improvement Programme submitted to the CoM BiH / the Governments for adoption. CoM BiH, at the 167th session, held on November 23rd, 2011 adopted the Administrative Decision Making in BiH Quality Improvement Programme. The Government of the RS, at the 29th session of September 1st, 2011, familiarised themselves with the Administrative Decision Making in BiH Quality Improvement Programme, and put the Ministry of Administration and Local Self Governance of the RS in charge of taking into account the measures and recommendations contained in the said Programme, when drafting amendments to the Law on General Administrative Procedure (documentation basis: Notice of the SG of the CoM BiH No.: 05-07-1-2218-28/11 of November 24th, 2011 and the Conclusion of the Government of the Republic of Srpska No.: 04/1-012-2-1993/11 of September 1st, 2011). The Government of the FBiH and the Government of the BD BiH have not yet discussed the submitted information on the activities of this project.	The Government of the BD BiH, at the 124th regular session of February 7, 2012, enacted the Decision on Adoption of the Administrative Decision Making in BiH Quality Improvement Programme. The Government of the FBiH did not yet discuss the submitted information on the activities on this project.	
1.2. Set up the system of Reduction of 1 Administrative Obstacles (RAO) in proposed legislation through the mechanism of Regulatory Impact Assessment (RIA)	The Rules of Procedure have been amended. The methodology has been adopted	1.2.1. Amend the Rules of Procedure of the CoM / Governments in order to provide for an obligation of a proponent to prepare and sign a declaration on Reduction of Administrative Obstacles. Preparation and adoption of obligatory methodology and a form of the declaration of RAO.	General Secretariat of BiH Council of Ministers, BiH Ministry of Justice, General Secretariat of Government of the Federation of BiH, FBiH Ministry of Justice, General Secretariat of Government of the Republika Srpska , RS Ministry of Administration and Local Self-Government, Secretariat of the Government of the Brčko District of BiH, Government of the Brčko District of BiH (department in charge)	The end of 2012	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	New project idea was identified "Establishment and/or Strengthening of Capacities of the Institution/s for Control of Regulations and Establishment of the System of Reduction of Administrative Barriers", which received support – approval of all the members of the Supervisory Team for the reform area of Administrative Procedures and Administrative Services.	There is an ongoing harmonisation of the project proposal and draft of the terms of reference for the project "Establishment and/or Strengthening of Capacities of the Institution/s for Control of Regulations and Establishment of the System of Reduction of Administrative Obstacles". The Rules of Procedure of the Government of the Republic of Srpska ("Official Gazette of the Republic of Srpska" No.: 10/09), established the obligation of all the republic bodies of administration to obtain, before submitting materials for discussion to the Government of the Republic of Srpska (drafts and proposals of laws, development strategies, regulations, decisions, other regulations and general acts), among other documents also the opinion of the Ministry for Economic Relations and Regional Cooperation regarding the impact of the laws and other regulations on introduction of new formalities, which directly burden the operations of economic entities. On December 27, 2012, the Government of the Republic of Srpska adopted the Decision on Implementation of the Process of Regulatory Impact Assessment in the Procedure of Legal Drafting, which will be implemented from March 1st, 2013.Through the Project of Blueprint - Phase I, in the Secretariat General of the Government of the FBiH, the Department for coordination of policies and institutional cooperation has been conceived, which will, among other things, conduct the affairs of: • reviewing present matters, phenomena and problems and prepares appropriate materials on the condition, relationships, phenomena and problems in respective areas from the competency of the Government; • coordinates defining strategic priorities of the Government on an annual or other periodic basis; • coordinates cooperation with the cantons on the matters related to the public administration reform; • performs expert, administrative and technical affairs regarding the Electronic Register of Administrative Procedures at the level of the Federation of Bosnia and Herzegovina; • prepares opinions on materials in accordance with the competencies of the Secretariat General, related to implementation of a regulatory reform; • coordinates activities related to regulatory impact assessment, in accordance with the requests of the Government; • performs expert and organisational affairs regarding participation of secretaries of the Government at the meetings of coordination with the Secretariats General of the Council of Ministers of BiH, the Republic of Srpska and the Government of the Brčko District. • coordinates preparation of expert and organisational bases for cooperation of representatives of the Government with associations of commercial operators and employers, unions, veteran and members of fallen soldiers families associations, disabled associations, youth and other non-governmental organisations, institutions, media and citizens; • coordinates preparation of expert and organisational bases for cooperation of the Government with the Council of Ministers of Bosnia and Herzegovina, the Government of the Republic of Srpska, the governments of the cantons, mayors and municipal mayors in the federation of BiH.
					<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	New project idea was identified "Establishment and/or Strengthening of Capacities of the Institution/s for Control of Regulations and Establishment of the System of Reduction of Administrative Barriers", which received support – approval of all the members of the Supervisory Team for the reform area of Administrative Procedures and Administrative Services.	There is an ongoing harmonisation of the project proposal and draft of the terms of reference for the project "Establishment and/or Strengthening of Capacities of the Institution/s for Control of Regulations and Establishment of the System of Reduction of Administrative Obstacles".The Rules of Procedure of the Government of the Republic of Srpska ("Official Gazette of the Republic of Srpska" No.: 10/09), established the obligation of all the republic bodies of administration to obtain, before submitting materials for discussion to the Government of the Republic of Srpska (drafts and proposals of laws, development strategies, regulations, decisions, other regulations and general acts), among other documents also the opinion of the Ministry for Economic Relations and Regional Cooperation regarding the impact of the laws and other regulations on introduction of new formalities, which directly burden the operations of economic entities. Systematisation of the Ministry for Economic Relations and Regional Cooperation of the RS stipulated the said jobs, which were filled.Through the Project of Blueprint - Phase I, in the Secretariat General of the Government of the FBiH, the Department for coordination of policies and institutional cooperation has been conceived, which will, among other things, conduct the affairs of: • reviewing present matters, phenomena and problems and prepares appropriate materials on the condition, relationships, phenomena and problems in respective areas from the competency of the Government; • coordinates defining strategic priorities of the Government on an annual or other periodic basis; • coordinates cooperation with the cantons on the matters related to the public administration reform; • performs expert, administrative and technical affairs regarding the Electronic Register of Administrative Procedures at the level of the Federation of Bosnia and Herzegovina; • prepares opinions on materials in accordance with the competencies of the Secretariat General, related to implementation of a regulatory reform; • coordinates activities related to regulatory impact assessment, in accordance with the requests of the Government; • performs expert and organisational affairs regarding participation of secretaries of the Government at the meetings of coordination with the Secretariats General of the Council of Ministers of BiH, the Republic of Srpska and the Government of the Brčko District. • coordinates preparation of expert and organisational bases for cooperation of representatives of the Government with associations of commercial operators and employers, unions, veteran and members of fallen soldiers families associations, disabled associations, youth and other non-governmental organisations, institutions, media and citizens; • coordinates preparation of expert and organisational bases for cooperation of the Government with the Council of Ministers of Bosnia and Herzegovina, the Government of the Republic of Srpska, the governments of the cantons, mayors and municipal mayors in the federation of BiH.
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<div>Training program has been designed, the number of courses of training and the number of participants</div> <div>1.2.3. Include a training program for this matter into the better regulation program.</div>				Implementation did not start	Implementation did not start	Fully implemented	Implementation did not start		The Civil Administration Agency of the RS implemented on several occasions the trainings from the field of the RIA.In 2012, 165 officers passed the training.
1.3. Set up a system of Reduction of Administrative Obstacles in valid legislation	<div>The number of received and processed proposals.</div> <div>RAO Action Plan has been adopted, the number of measures in the RAO Action Plan</div> <div>The number of cases of simplification made, possibly, including time and money savings by the Standard Cost Model (SCM) methodology</div>	1.3.1. Introduce and promote an option for citizens, civil servants, business operators, chambers of commerce etc. to propose simplification of particular procedures in hard copies or electronic submissions.	Units in charge of RAO, see AP 5.1	The end of 2011. (establishment of mechanisms) Mid-2012. (2013 RAO Action Plan)	Implementation did not start	Implementation ongoing	Implementation ongoing	Implementation did not start	<div>New project idea was identified "Establishment and/or Strengthening of Capacities of the Institution/s for Control of Regulations and Establishment of the System of Reduction of Administrative Barriers", which received support – approval of all the members of the Supervisory Team for the reform area of Administrative Procedures and Administrative Services.</div> <div>There is an ongoing harmonisation of the project proposal and draft of the terms of reference for the project "Establishment and/or Strengthening of Capacities of the Institution/s for Control of Regulations and Establishment of the System of Reduction of Administrative Obstacles".In the Republic of Srpska, the project "Guillotine of Regulations" has been completed in cooperation with the International Financial Corporation (IFC), which had an objective of removal of unnecessary bureaucratic obstacles to business ambience. Agreement on cooperation of the Government of Bosnia and Herzegovina and International Financial Corporation on implementation of regulatory reform, which the Government of the FBiH signed on May 13, 2009. The objectives of the project were:<ul style="list-style-type: none">• assistance in improvement of climate for businesses in the FBiH through decrease of expenses and risks for business;• comprehensive simplification and improvement of quality of the laws related to inspection in the FBiH (first phase of the reform),• comprehensive simplification and improvement of administrative procedures at the level of the FBiH (second phase of the reform)• provision of technical assistance in creating regulatory overview and the process of guillotining, with the help-desk during guillotining and overview.The project was implemented in two phases, where the phase I directs to improvement of efficiency of work of inspections in the field through certain adjustments of relevant legal norms in the existing laws, which represent an obstacle in work of inspections and enable disloyal competition, and the phase II covers a wider aspect which should harmonise regulations regarding simplification of administrative procedures (permits, agreements, licences, certificates, etc.) in the segment of business sector. Within the phase II, there was a detailed analysis of priority areas within which also consultations have been conducted with the representatives of cantonal inspection administrations, business community, economy, craft and trade chambers and other societies and associations. Sixty-eight laws and bylaw acts have been proposed for amendment, covering a total of 451 recommendations. The IFC and the Government, in 2012, concluded a new agreement on cooperation for the Programme of improvement of business environment and strengthening of competitiveness in BiH in the fields of agriculture and policy of investments in the FBiH.</div>
					Implementation did not start	Implementation ongoing	Implementation ongoing	Implementation did not start	<div>New project idea was identified "Establishment and/or Strengthening of Capacities of the Institution/s for Control of Regulations and Establishment of the System of Reduction of Administrative Barriers", which received support – approval of all the members of the Supervisory Team for the reform area of Administrative Procedures and Administrative Services.</div> <div>There is an ongoing harmonisation of the project proposal and draft of the terms of reference for the project "Establishment and/or Strengthening of Capacities of the Institution/s for Control of Regulations and Establishment of the System of Reduction of Administrative Obstacles".In the Republic of Srpska, the project "Guillotine of Regulations" has been completed in cooperation with the International Financial Corporation (IFC), which had an objective of removal of unnecessary bureaucratic obstacles to business ambience. Agreement on cooperation of the Government of Bosnia and Herzegovina and International Financial Corporation on implementation of regulatory reform, which the Government of the FBiH signed on May 13, 2009. The objectives of the project were:<ul style="list-style-type: none">• assistance in improvement of climate for businesses in the FBiH through decrease of expenses and risks for business;• comprehensive simplification and improvement of quality of the laws related to inspection in the FBiH (first phase of the reform),• comprehensive simplification and improvement of administrative procedures at the level of the FBiH (second phase of the reform)• provision of technical assistance in creating regulatory overview and the process of guillotining, with the help-desk during guillotining and overview.The project was implemented in two phases, where the phase I directs to improvement of efficiency of work of inspections in the field through certain adjustments of relevant legal norms in the existing laws, which represent an obstacle in work of inspections and enable disloyal competition, and the phase II covers a wider aspect which should harmonise regulations regarding simplification of administrative procedures (permits, agreements, licences, certificates, etc.) in the segment of business sector. Within the phase II, there was a detailed analysis of priority areas within which also consultations have been conducted with the representatives of cantonal inspection administrations, business community, economy, craft and trade chambers and other societies and associations. Sixty-eight laws and bylaw acts have been proposed for amendment, covering a total of 451 recommendations. The IFC and the Government, in 2012, concluded a new agreement on cooperation for the Programme of improvement of business environment and strengthening of competitiveness in BiH in the fields of agriculture and policy of investments in the FBiH.</div>
					Implementation did not start	Implementation did not start	Implementation did not start	Implementation did not start	<div>There is an ongoing harmonisation of the project proposal and draft of the terms of reference for the project "Establishment and/or Strengthening of Capacities of the Institution/s for Control of Regulations and Establishment of the System of Reduction of Administrative Obstacles"</div>

1.3.4. Monitoring of RAO Action Plan implementation.				Implementation did not start	Implementation did not start	Implementation did not start	Implementation did not start		There is an ongoing harmonisation of the project proposal and draft of the terms of reference for the project "Establishment and/or Strengthening of Capacities of the Institution/s for Control of Regulations and Establishment of the System of Reduction of Administrative Obstacles"
1.4. Making high priority administrative services – processes optimal for business operators in the following: ·electronic public procurement; ·starting a business in the system of "one-stop shop"; ·services for already running business (VAT, publishing vacancies, registering and deregistering of employees, filing statistical and/or other reports to appropriate state authorities)	<i>e-Public procurement</i> ·The number of institutions that use the IS operationally; ·Electronic invitation to tender in public procurement proceedings is available; ·Electronic tender documentation is available to bidders; ·Electronic application; ·The number of electronic applications ·An option of electronic processing of applications, tenders and the like; ·Electronic procurement catalogue has been set up <i>One stop shop</i> ·IS that enables transactional services is in place; ·The number of users and transactions; ·Time and money savings for citizens, companies and the State	1.4.1. Analysis and optimization of processes (simplification); Amendments to legislation;							
		1.4.2. Development of IS;	Tax administrations, ministries of justice, registering courts, statistics institutes, employment institutes, health and pension insurance funds						
		1.4.3. Training;	CoM Centre for e-Government, RS AIS, IT Department of GS of RS Government, FBIH Government, IT Department of BD BIH						
		1.4.4. Implementation;	Units in charge of RAO						
		1.4.5. Evaluation and a constant improvement process							
1.5. Making high priority administrative services / processes optimal for citizens and they are: ·Vehicle registration ·Residence registration	<i>·IS that enables transactional services is in place; ·The number of users and transactions; ·Time and money savings for citizens</i>	1.5.1. Analysis of and making the process optimal (simplification);	Motor vehicle registration						
		1.5.2. Amending of legislation;	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						
		1.5.3. IS development;	Units in charge of RAO						
		1.5.4. Training;	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						
		1.5.5. Implementation;	Units in charge of RAO						
		1.5.6. Evaluation and ongoing improvement process.							

1.6. Making high priority administrative processes within the public administration optimal (G2G) and they are: ·Document Management ·Meetings of the CoM / Government	1.6.1. Document Management ·The number of institutions that use the DMS operationally; ·The number of different DMSs used (negative indicator); ·The number of interoperable DMSs; ·IS that enables transactional services is in place; ·The number of users and transactions; ·Time and money savings for citizens, companies and the State 1.6.2. Meetings of the CoM / Government ·The operational system of e-Meetings of the CoM / Governments in place ·The percentage of proposals submitted electronically for adoption	1.6.1. Analysis of and making the process optimal (simplification);	Document Management System (DMS)	2014						
		1.6.2. Amending of legislation;	Ministries of justice RS MoALSG CoM Centre for e-Government, RS AIS, IT Department of GS of RS Government, FBiH Government, IT Department of BD BiH Units in charge of RAO							
		1.6.3. IS development;	Upgrading of the system of e-Meetings of Governments and integration with DMS							
		1.6.4. Training;	General Secretariat of BiH CoM, RS 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							
		1.6.5. Implementation;								
		1.6.6. Evaluation and ongoing improvement process.								
1.7. LAPs at all levels will explicitly provide for delegating the decisionmaking powers in the administrative procedure by the head of administrative body to another designated person (subordinate staff).	LAPs have been amended. The number of instances of delegated powers	1.7.1. Amend LAPs	BiH Ministry of Justice, FBiH Ministry of Justice, RS Ministry of Administration and Local Self-Government, BD BiH Government, BiH CoM and governments, Parliaments All institutions having decision-making powers in the administrative procedure	Mid-2012	Fully implemented	Implementation ongoing	Fully implemented	Implementation ongoing	Amendments to the Law on General Administrative Procedure of the RS (documentation basis "Official Gazette of the Republic of Srpska" no. 50/10), stipulate that the manager of the body can authorise other officer from that body to manage administrative procedure and/or enact a specific decision, except the act on postponement of execution of the specific decision.	At the meeting of the Supervisory Team for the reform area of Administrative Procedures and Administrative Services, it has been concluded that the indicator of successfulness "number of delegated authorities", stipulated by the RAP 1 for this objective cannot be presented in numbers, i.e. that that indicator should be deleted and not taken into account when reviewing implementation of this objective. There is ongoing draft of the Law on Amendments to the Law on Administrative Procedure of the FBiH, which would be based on the measures from the Administrative Decision Making in BiH Quality Improvement Programme (one of the measures from the Programme is also the manner of transfer of the authorities, by the manager to the leaders of procedures, to undertake the actions in the procedure and to enact a specific decision). The present Law on Administrative Procedure of BiH already gave a possibility to the manager of administrative body to transfer authority to sign acts on authorised personnel of the administration body, so it would not be necessary to change the provisions of the LAP, but find other instruments through enacting by-laws, which would set the manner of transfer of these authorities generally by the levels of administration. There is ongoing procedure to enact the new Law on General Administrative Procedure of the Brčko District of BiH, which would cover this activity. The Commission for draft of the Law on General Administrative Procedure of the BD BiH has been established and started working. It has been planned to fully implement this activity in 2013.

1.8. Ensure that all public administration authorities obtain necessary information required in procedures from public record ex officio.	Adequate legal provisions have been adopted	1.8.1.Amend valid LAPs by introducing provisions which oblige the authorities, regardless of special regulations, to obtain information themselves.	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government All institutions having decision-making powers in the administrative procedure	Mid-2012.	<div></div>	<div></div>	<div></div>	<div></div>	The present Law on Administrative Procedure of the FBiH ("Official Journal of the FBiH" 2/98 and 48/99) stipulates that the officer who manages the procedure is obligated to acquire, as an official duty, the information on the facts on which official records are kept by the body in charge of decision making. The same would be the action of the official person regarding the facts on which the official records are kept by some other body, or enterprise (society), institution or other legal entity. The present Law on Administrative Procedure of BiH already stipulated the obligation of the official person to acquire, as mandatory, by official duty, information on the facts on which it keeps an official records, and that the official person would act in the same manner also when acquiring information, as well as the facts, on which some other legal person keeps the records. The penal provisions penalise disrespect to the official person in accordance with these provisions of the Law. It would be necessary to find additional instruments to consistently implement the provisions of the Law. The Law on General Administrative Procedure of the RS (13/02, 87/07 and 50/10) stipulates the obligation of the officer to acquire in official capacity the information on the facts on which there is an official records. The Law on Administrative Procedure of the Brčko District of BiH, which is currently being applied ("Official Gazette of the Brčko District of BiH" No. 48/11 - consolidated text), stipulated that the officer who manages the procedure is obligated to acquire, as an official duty, the information on the facts on which official records are kept by the body in charge of decision making. The same would be the action of the official person regarding the facts on which the official records are kept by some other body, or enterprise (society), institution or other legal entity in the District.
	The by-law has been adopted.								
	The number of transactions (data exchange)								
	The number of inspections and findings								
	The number of reports on noncompliance filed with the inspectors (negative indicators).			1.8.2. A by-law should regulate the procedure of data exchange.	The end of 2012	<div></div>	<div></div>	<div></div>	
	1.8.3. Implement the measure in selected areas.	The end of 2013	<div></div>	<div></div>	<div></div>	<div></div>			
	1.8.4. Intensify controls by administrative inspectors in this area.	The end of 2013	<div></div>	<div></div>	<div></div>	<div></div>			
1.9. Enable the payment for administrative services on the spot where the service is requested / provided. Enable payment by modern means of payment (card, electronic payment etc.)	The legislation has been amended	1.9.1. Amend the legislation as required.	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government, CoM Centre for e-Government, AIS RS, FBiH Government, BD BiH Government	The end of 2014	<div></div>	<div></div>	<div></div>	<div></div>	
	The number of authorities where fees can be paid by modern means of payment	1.9.2. Fulfil technical requirements for payment by cards.			<div></div>	<div></div>	<div></div>	<div></div>	
	An option of e-Payment established	1.9.3. Give an option of e Payment			<div></div>	<div></div>	<div></div>	<div></div>	
1.10. Abolish the territorial jurisdiction in cases where this is possible (within	LAPs have been amended. The by-laws have been adopted Types of procedures that	1.10.1. Amend the valid LAPs introducing the provision that allows a by-law to define the specific procedures terminating the classic territorial jurisdiction (e.g., vehicle registration, passport, identity card, residence registration, driver's license etc.).	BiH MoJ, FBiH MoJ,	Mid-	<div></div>	<div></div>	<div></div>	<div></div>	At the meeting of the Supervisory Team, held on December 21st, 2012, a conclusion has been enacted that this objective could not be implemented in the manner of amending the existing LAPs / LGAP, and that this objective could be implemented only through amendments to material regulations.From the administration level of the RS, the information was submitted that the measure was not implemented in the sense of amendments to the LGAP RS, but that it is being implemented in practice, in the manner that certain material regulation stipulates this form of locality competence. So, e.g. the Law on Registry Books of the RS stipulated that the registry officer of one registry area can issue registry books excerpts for another registry area. According to the information submitted by the members of the Supervisory Team from the level of BiH, this activity cannot be applied on the Law on Administrative Procedure at the state level. According to the information submitted by the members of the Supervisory Team from the level of the BD BiH, this measure is not applicable on the administration level of the BD BiH.

cases where this is possible (within the constitutional jurisdiction)	territorial jurisdiction does not apply to If possible, savings (according to the SCM methodology)	1.10.2. Define the specific procedures terminating the classic territorial jurisdiction.	RS MoALSG, BD BiH Government	2012	Implementation did not start	Implementation did not start	Implementation ongoing	Implementation did not start	At the meeting of the Supervisory Team, held on December 21st, 2012, a conclusion has been enacted that this objective could not be implemented in the manner of amending the existing LAPs / LGAP, and that this objective could be implemented only through amendments to material regulations.From the administration level of the RS, the information was submitted that the measure was not implemented in the sense of amendments to the LGAP RS, but that it is being implemented in practice, in the manner that certain material regulation stipulates this form of locality competence. So, e.g. the Law on Registry Books of the RS stipulated that the registry officer of one registry area can issue registry books excerpts for another registry area. According to the information submitted by the members of the Supervisory Team from the level of BiH, this activity cannot be applied on the Law on Administrative Procedure at the state level. According to the information submitted by the members of the Supervisory Team from the level of the BD BiH, this measure is not applicable on the administration level of the BD BiH.
1.11. Ensure processing of cases within statutory time lines	Methodology has been adopted	1.11.1. Preparation and adoption of monitoring methodology for cases processed within statutory time lines by the CoM / Governments in BiH	Methodology has been adopted The end of 2011	Partially implemented	Implementation did not start	Fully implemented	Fully implemented	The Administrative Decision Making in BiH Quality Improvement Programme stipulated that transitional and final provisions of the new or changed LGAPs should prescribe the obligation of the state and the entity Ministries of Justice and the Government of the BD BiH to examine the necessity of such large number of special administrative procedures, and to propose to the appropriate bodies of legislative authority a decrease in number of special procedures and harmonisation with the provisions of the new laws on general administrative procedure. At the level of the Republic of Srpska, the system of the central reception office for all the bodies of administration has been established, through which the records are being kept on movement of the cases and the deadlines in which they are being decided on. The Law on Amendments to the Law on Administrative Inspection ("Official Gazette of the RS" No. 109/12) added three new items which stipulated that administrative inspector supervises also: - actions of the first instance body by the specific decision of the second instance body, and enacting new specific decision within the set deadline, - actions of the competent authority by the request for postponement of execution in cases of initiation of administrative dispute and - actions of the competent body by judgements enacted in administrative dispute in the sense of enacting new administrative act within the set deadline. At the state level, there is an Instruction on the Manner of Presentation of Information in the Annual Reports in the Bodies of Administration of Bosnia and Herzegovina on Decision Making on Administrative Matters in the Administrative Procedure ("Official Gazette of BiH", No. 34/05), which, among other things, stipulates the obligation of the administration bodies to submit the annual report on decision making on administrative matters, including actions within the set deadlines. The Ministry of Justice of BiH continuously monitors, within its competency, respect for the deadlines and adjudication within legally set deadlines. The amendments to the Law on Administrative Procedure of BiH, whose procedure is ongoing, stipulate, among other things, that the MJ BiH - Administrative Inspection drafts and submits to the Council of Ministers of BiH the joint report on solving of the administrative matters in the administrative procedure, which, so far, were have to be submitted to the Council of Ministers of BiH by the institutions each year.This activity was conditioned by the need of design of a common database of administrative procedures managed at the level of BiH. At the level of the BD BiH, an electronic central reception office has been established.	
	IS is operational	1.11.2. Ensuring an adequate information system.	MoJ BiH, MoJ FBiH, MoALSG RS, BD BiH Government	All institutions having decision-making powers in the administrative procedure	Implementation did not start	Implementation did not start	Fully implemented	Fully implemented	Necessary to first implement the activity 1.11.1. At the level of the Republic of Srpska, the system of the central reception office for all the bodies of administration has been established, through which the records are being kept on movement of the cases and the deadlines in which they are being decided on. At the level of the BD BiH, an electronic central reception office has been established.
			1.11.3. Preparation of reports on time lines for processing the cases and adoption of reports by the CoM / Governments in BiH.	The report has been adopted The end of 2012	Partially implemented	Implementation did not start	Partially implemented	Implementation did not start	There is an obligation of the institutions of BiH to submit the data on implemented first instance and second instance procedures to the Administrative Inspection of the MJ BiH. The Ministry of Justice of BiH continuously monitors, within its competency, respect for the deadlines and adjudication within legally set deadlines. The amendments to the Law on Administrative Procedure of BiH, whose procedure is ongoing, stipulate, among other things, that the MJ BiH - Administrative Inspection drafts and submits to the Council of Ministers of BiH the joint report on solving of the administrative matters in the administrative procedure, which, so far, were have to be submitted to the Council of Ministers of BiH by the institutions each year. At the level of the Republic of Srpska, the system of the central reception office for all the bodies of administration has been established, through which the records are being kept on movement of the cases and the deadlines in which they are being decided on. The Law on Amendments to the Law on Administrative Inspection ("Official Gazette of the RS" No. 109/12) added three new items which stipulated that administrative inspector supervises also: - actions of the first instance body by the specific decision of the second instance body, and enacting new specific decision within the set deadline, - actions of the competent authority by the request for postponement of execution in cases of initiation of administrative dispute and - actions of the competent body by judgements enacted in administrative dispute in the sense of enacting new administrative act within the set deadline.Decision making within the set deadlines is set by the Law on Administrative Procedure of the Brčko District of BiH and by other special laws. So far, those reports were not being adopted by the Government because such obligation was not stipulated by the law or bylaws.





	<i>The programme has been adopted</i>	1.11.4. Preparation of programme for processing the cases within statutory time lines and adoption by the CoM / Governments in BiH.	Program has been adopted Mid-2013 Subsequently : ongoing							
	<i>The program has been implemented</i>	1.11.5.Implementation of programmes and implementation monitoring								
	<i>The number and percent of cases processed within statutory time lines</i>									
1.12. Set up registers of procedures at all levels of government in BiH.	<i>The register of procedures has been set up.</i>	1.12.1. A register of procedures will have at least the following elements: ·Type of procedure (matter that is decided on), ·Competent authority; ·Legal grounds, ·If there are elements of specific procedures.	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government (departments in charge of administrative procedure) All institutions having decision-making powers in the administrative procedure	The end of 2011	Implementation ongoing	Fully implemented	Fully implemented	Fully implemented	The International Financial Corporation (IFC), in cooperation with the entities (the Government of the FBiH and the Government of the RS), established e-Registers of administrative procedures and bodies, and now works on strengthening of those bodies and strengthening of consciousness within all the institutions at the entity level on regulatory quality, impact assessments and strategy for regulatory reform. Additionally, these systems have been established in 13 municipalities and 1 canton. In the Republic of Srpska, the project "Regulation Guillotine" was completed, also in cooperation with the International Financial Corporation (IFC), which had the objective of removing unnecessary bureaucratic obstacles to business ambience, the Government of the Federation of Bosnia and Herzegovina and the International Financial Corporation (IFC) entered together in the project of regulatory guillotine of regulations at the level of the Federation of Bosnia and Herzegovina, based on the Memorandum of Understanding between the Government of the FBiH and the International Financial Corporation, by which the obligated themselves to ensure a comprehensive simplification and improvement of legislation and administrative procedures, with the objective of creating conditions for improvement of business in BiH through decrease in expenses and costs of business. On of the basic objectives of the regulatory reform is improvement of business environment, as well as simplification of the existing administrative procedures, which would improve the quality of services and decrease the administrative expenses for the users of administrative services. (documentation basis the Government of the FBiH, at the session of August 14, 2008, adopted the information on initiation of the Project of regulatory reform of guillotines of regulations of the FBiH, and related with that enacted the conclusions on implementation of the Project, the Government of the FBiH, on November 13, 2008, enacted the Decision on Giving Agreement to the Memorandum of Understanding between the Government of the Federation of Bosnia and Herzegovina and the International Financial Corporation, the Government of the Federation of BiH, at the 100th session of April 29, 2009, enacted the Decision on Giving Agreement to the Agreement on Cooperation of the Government of the Federation of BiH and the International Financial Corporation). The Law on Administrative Inspection of the RS regulates maintenance of records on implemented inspection oversight (documentation basis: Law on Inspection Supervision, Official Gazette of the RS 01/09). The MJ BiH prepared the Framework Law on Establishment of the Overall Common Register of Non-Governmental Organisations in BiH and sent it in the procedure of discussion and adoption in the Parliamentary Assembly of BiH. The Ministry for Economic Relations and Regional Cooperation of the Republic of Srpska has established register of procedures for economic entities, which has more than 50 procedures, as a legal basis for issuing - enacting acts, among other regulations it also applies the Law on General Administrative Procedure of the RS. The Government of the Federation of Bosnia and Herzegovina enacted the decision on establishment of electronic register of administrative procedures at the level of the FBiH (documentation basis "Official Journal of the FBiH", No. 78/11). There is ongoing amendment of the Rulebook on Internal Organisation of the Secretariat General of the Government of the FBiH and the Rules of Procedure of the Government of the FBiH, and the Regulation on the Secretariat General of the Government of the FBiH, in order to create organisational assumptions for implementation.	Framework Law on Establishment of the Joint Common Register of Non-Governmental Organisations in BiH did not receive the necessary majority in the parliamentary procedure. At the level of the BD BiH, there is currently the register of procedures by executors.Within the Project, which was implemented in cooperation with the IFC, the Decision on establishment of electronic registers of administrative procedures at the level of the Federation of BiH ("Official Journal of the Federation of BiH", No. 78/11) has been enacted as a centralised database of all the administrative procedures maintained by the federal administration bodies and the federal administrative organisations and procedures and rules of work of the Register have been set, as well as other matters of significance for establishment and work of the register. The Secretariat General of the Government of the Federation of Bosnia and Herzegovina is in charge of conducting the affairs of establishment and maintenance of the Register, expert, administrative and technical affairs, management of work of the register and enables respect of all the rules and procedures of work, including review and control of all the registered procedures as well as regulations defining them. All the administration bodies are obligated to report all the administrative procedures from their competency so they could be published in the Register. Every change or cessation of validity of the regulation related with the administrative procedure, the administration body is obligated to report to the Secretariat General within 30 days at the latest from the day of entry into force of the change or cessation of validity of the regulation. Electronic register has been published at the web site of the Government of the FBiH.At the meeting of the Supervisory Team of December 21st, 2012, a conclusion was enacted that this objective should be deemed fulfilled, with recommendation of the Supervisory Team that this objective needs to be continuously updated.In addition to the register of procedures maintained by the Ministry for Economic Relations and Regional Cooperation of the RS, similar procedures of formality are maintained also by the units of local self governance and they are available at their official web sites (Banja Luka, Doboj, Zvornik, Bijeljina, Prijedor, Trebinje, etc.).
	<i>An updating system has been set up.</i>	1.12.2. Upgrade the register regularly.			Implementation did not start	Fully implemented	Fully implemented	Fully implemented	The Secretariat General of the Government of the Federation of Bosnia and Herzegovina is in charge of conducting the affairs of establishment and maintenance of the Register, expert, administrative and technical affairs, management of work of the register and enables respect of all the rules and procedures of work, including review and control of all the registered procedures as well as regulations defining them.	
1.13. Enable electronic form of communication between clients and authorities	<i>LAPs have been amended.</i>	1.13.1. Amend the LAPs (at the level of government where they have not been amended yet) in order to: ·equalise the validity of electronic and paper documents, ·equalise the validity of electronic and handwritten signatures, ·legally regulate electronic submissions, ·legally regulate electronic delivery of documents	MoJ BiH, MoJ FBiH, MoALSG RS, BD BiH Government (departments in charge of administrative procedure)	The end of 2013					Amendments to the Law on General Administrative Procedure of the RS (documentation basis "Official Gazette of the Republic of Srpska" No. 50/10), stipulated that the bodies and the parties, as well as other persons involved in the procedure, could communicate electronically as well, while regarding reception and sending off of the submissions electronically, the provisions regulating e-operations would be applied. Adopted Law on Amendments to the Law on Administrative Procedure of BiH (Official Gazette of BiH, No. 93/09), which stipulated the possibility of electronic communication of the bodies and parties. Adopted Law on Amendments to the Law on Administrative Procedure of the BD BiH (Official Gazette of the BD BiH 36/09), which stipulated the possibility of electronic communication of the bodies and parties.	
AP 2. Improvement of service users' satisfaction										

2.1. Adapt office hours to service users (clients) and their needs.	<i>A survey has been conducted and information has been gathered.</i>	2.1.1. Conduct a survey among users of administrative services in order to identify their needs.	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government (departments in charge of administrative procedure)	The end of 2012	Partially implemented	Implementation did not start	Fully implemented	Implementation did not start		Certain services, such as services of the MIA in charge of issuing personal documents, counter hall of the city administration of Banja Luka etc. have working hours adjusted to the needs of the citizens, i.e. the work from 8 - 20 o'clock every working day. The MALSG of the RS sent a recommendation to all the municipalities / cities in the Republic of Srpska to adjust the working hours in 2013 for the purpose of more efficient implementation of procedures for replacement of personal documents in accordance with the Law on Amendments to the Law on Personal Identification Card of the Citizens of BiH ("Official Gazette of BiH", No. 18/12), which will be applied from January 1st, 2013. By the submitted information from the level of BiH, this objective implies continuous job, executed by the institutions differently, mostly through publications of all the data on the web sites, significant for work of the institution and possibility of the users, or parties to submit their suggestions and objections directly to the body through the information services or directly to the one who processes the case. Working hours of the institutions of BiH is stipulated by the decision of the Council of Ministers.
	<i>Regulations have been amended and practices have been improved.</i>	2.1.2. Based on the survey results and other information gathered, amend the valid regulations and practices in order to adapt office hours to the needs of service users	All institutions having decision-making powers in the administrative procedure	The end of 2013						
2.2. Introduce regular measuring of customer satisfaction (a poll of administrative services users) in the location (site) where the services are provided.	<i>An obligation to measure and disclose has been provided for</i>	2.2.1. Amend the regulations or adopt new legislation which will prescribe regular measuring of customer satisfaction and disclosure.	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 2012	Partially implemented	Implementation did not start	Fully implemented	Implementation did not start		Monitoring of satisfaction of citizens in the administration bodies is monitored in the manner stipulated by the internal acts, e.g. in the Tax Administration of the Republic of Srpska, where it has been stipulated that complaints (submissions) by the citizens are discussed by the Internal Control. Also, based on the poll published by the MALSG RS, it has been established that satisfaction of the citizens is monitored also at the level of the units of local self governance, e.g.: the City of Bijeljina enacted the Ordinance on Procedure by Complaints and Other Addresses by the Citizens ("Official Gazette of the Municipality of Bijeljina", No. 24/09), which set the procedure of solving complaints and objections by the unsatisfied citizens in a full and comprehensive manner. In accordance with that, periodic reports are being drafted on the submitted complaints, thus measuring satisfaction of the beneficiaries. The city of Banja Luka measures satisfaction of users in accordance with the procedures on monitoring of quality ISO, in a manner that it has a book of impressions, which is available to the citizens in all service centres. Also, there are polls in the service centres and in the field offices, and independent polls, by the external institution, are being done depending of the available funds. Based on the said manners of data gathering, periodic reports are being drafted. In the same manner the satisfaction of users is measured also in other municipalities (e.g. Modriča). By the submitted information from the level of BiH, this objective implies continuous job, executed by the institutions differently, mostly through publications of all the data on the web sites, significant for work of the institution and possibility of the users, or parties to submit their suggestions and objections directly to the body through the information services or directly to the one who processes the case.
	<i>The methodology has been adopted</i>	2.2.2. Prepare and adopt by the CoM / governments a methodology for measuring customer satisfaction.		mid-2013						
	<i>The number of institutions publishing results of measuring regularly</i>	2.2.3. Introduce regular measuring in practice.								
	<i>IS has been provided</i>	2.2.4. Provide an information system.		The end of 2013						
	<i>The number of results published</i> <i>An average grade for all institutions</i>	2.2.5. Publish results for all administrative institutions (the "quality barometer") on the website of the responsible institution on a monthly basis.								

2.3. Improve the system for collecting comments, proposals and suggestions from users of administrative services	Regulations have been amended	2.3.1. Amend the regulations (as required), providing for an obligation of all administrative institutions to: ·enable visibility of comments and proposals regarding the work of institutions in different ways (the book of comments / proposals / suggestions, boxes, e-Proposals) ·at the level of managerial staff, regularly discuss comments, proposals and suggestions and introduce appropriate measures, ·within 5 days, respond to comments and suggestions which were not given anonymously	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government (departments in charge of administrative procedure) All institutions having decision-making powers in the administrative procedure	The end of 2013						
	The practice has been brought in line with regulations									
	The number of comments, proposals and suggestions and the number of replies	2.3.2. Bring the practice in line with regulations								
AP 3. Supervision/ control										
3.1. Establish an internal system of performance quality monitoring in the field of management and administrative procedures and provision of administrative services	The methodology has been prepared	3.1.1. Prepare a methodology of quality monitoring	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						
	A report has been approved by the CoM / Governments	3.1.2. Regularly (annually) monitoring following the methodology and submitting reports to the appropriate institution								
	A report has been approved by the CoM / Governments	3.1.3. Regularly (annually) analyze findings of monitoring and adopt measures for improvement – at the levels of institutions and the CoM / Governments								
3.2. Strengthen the role of administrative inspection	The number of inspections	3.2.1. Direct administrative inspection activities more to the area of administrative decision-making and ensuring the quality of administrative services (provision of data ex officio, office hours for clients, satisfaction measuring, responses to comments, suggestions etc.)	MoJ BiH, MoJ FBiH, MoALSG RS, BD BiH Government (departments in charge of administrative procedure)	The end of 2013						
	The number of shortcomings removed									
	Findings (satisfaction measuring) of users' polls	3.2.2. If necessary, amend laws and by-laws								

3.3. Ensure processing of appeals and other legal remedies within statutory time lines		See AP 1.11.	See AP 1.11.	See AP 1.11.	See AP 1.11.	<div>Partially implemented</div>	<div>Implementation did not start</div>	<div>Fully implemented</div>	<div>Fully implemented</div>	At the level of the BD BiH, an electronic system of control / supervision has been established in order to monitor decision making on the appeals and other legal institutes within statutory timeline.	The Law on Amendments to the Law on Administrative Inspection ("Official Gazette of the RS" No. 109/12) added three new items which stipulated that administrative inspector supervises also: - actions of the first instance body by the specific decision of the second instance body, and enacting new specific decision within the set deadline, - actions of the competent authority by the request for postponement of execution in cases of initiation of administrative dispute and - actions of the competent body by judgements enacted in administrative dispute in the sense of enacting new administrative act within the set deadline. Further on, the republic bodies that maintain office operations through the Central Reception Office of the MALSG RS can monitor deadlines for decision making through the report created based on application programme of the Central Reception Office. Improvement of this activity in the next period could be achieved through practice and training of officers (managers of procedures). Decision making within the set deadlines is set by the Law on Administrative Procedure of the Brčko District of BiH and by other special laws. So far, those reports were not being adopted by the Government because such obligation was not stipulated by the law or bylaws. There is an obligation of the institutions of BiH to submit the data on implemented first instance and second instance procedures to the Administrative Inspection of the MJ BiH. The Ministry of Justice of BiH continuously monitors, within its competency, respect for the deadlines and adjudication within legally set deadlines. The amendments to the Law on Administrative Procedure of BiH, whose procedure is ongoing, stipulate, among other things, that the MJ BiH - Administrative Inspection drafts and submits to the Council of Ministers of BiH the joint report on solving of the administrative matters in the administrative procedure, which, so far, were have to be submitted to the Council of Ministers of BiH by the institutions each year.
3.4. Introduce an obligation of any authority of second instance to decide on merits	Adequate legal provisions have been adopted	3.4.1. Amend the valid LAPs, introducing provisions which require that any authority of second instance has to decide on merits, especially in cases where the first instance authority frequently has violated / incorrectly applied the law (the level of government that have not implemented this).	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government All authorities of second instance	The end of 2011	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	<div>Fully implemented</div>	<div>Implementation ongoing</div>	Amendments to the Law on General Administrative Procedure (documentation basis "Official Gazette of the Republic of Srpska" No. 50/10) stipulate that, when the specific decision is annulled by the second instance body and the first instance body enacts a specific decision contrary to legal understanding or objections of the second instance body, and the party declares a new appeal, the second instance body is obligated to decide on the case based on the merit.	There is ongoing draft of the Law on Amendments to the Law on Administrative Procedure of the FBiH, which would be based on the measures from the Administrative Decision Making in BiH Quality Improvement Programme (one of the measures from the Programme is also obligation of the second instance body to decide based on the merit). Amendments to the Law on Administrative Procedure of BiH are ongoing, which would regulate this activity in detail. There is ongoing procedure to enact a new Law on General Administrative Procedure of the Brčko District of BiH, which would cover this activity.	
	The number of cases remanded to the authorities of first instance (negative indicator)				3.4.2. Special monitoring of cases remanded to the authorities of first instance and decisions.	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	<div>Fully implemented</div>	<div>Implementation ongoing</div>	Implementation of the activity did not start on any level, or no appropriate information was received on the steps taken in that direction.	At the meeting of the Supervisory Team, held on April 23rd, 2012, it has been decided that the indicator of the number of cases returned to the first instance body would not be considered relevant. The objective would be fulfilled by mere amendment to the Law, because it does not stipulate / would not stipulate returning the cases to the first instance body.
AP 4. Enforcement											
4.1. Improve the system of enforcement in administrative procedure	The number and percent of enforcement completed	4.1.1. Amend the valid LAPs and other regulations, as required	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government (departments in charge of administrative procedure) All institutions having decision-making powers in the administrative procedure	The end of 2013							
		4.1.2. Strengthen the institutions that are in charge of enforcement (training, adequate selection of staff etc.)									
AP 5. Capacity building											

5.1. Establish and / or strengthen capacities of institutions responsible for the control of administrative obstacles in regulations, collecting of proposals for the RAO, preparation of a RAO action plan and control of compliance with the system of administrative procedures and public administration in general	Decision has been adopted	5.1.1. The CoM / governments to adopt a decision designating an institution that will be responsible for the control of administrative obstacles in regulations, collecting of proposals for the RAO, preparation of a RAO action plan and control of compliance with the system of administrative procedures and public administration in general (it can be only one institution or more institutions – for example, ministries of economic relations at all levels of government for administrative obstacles for businesses and ministries of justice for administrative obstacles for citizens and for control of compliance with the system of administrative procedures and public administration in general)	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government (departments in charge of administrative procedure) All institutions having decision-making powers in the administrative procedure	Mid-2011	Implementation did not start	Implementation ongoing	Fully implemented	Implementation did not start	New project idea was identified “Establishment and/or Strengthening of Capacities of the Institution/s for Control of Regulations and Establishment of the System of Reduction of Administrative Barriers”, which received support – approval of all the members of the Supervisory Team for the reform area of Administrative Procedures and Administrative Services. The Rules of Procedure of the Government of the Republic of Srpska (documentation basis "Official Gazette of the Republic of Srpska" No.: 10/09), established the obligation of all the republic bodies of administration to obtain, before submitting materials for discussion to the Government of the Republic of Srpska (drafts and proposals of laws, development strategies, regulations, decisions, other regulations and general acts), among other documents also the opinion of the Ministry for Economic Relations and Regional Cooperation regarding the impact of the laws and other regulations on introduction of new formalities, which directly burden the operations of economic entities.	There is an ongoing harmonisation of the project proposal and draft of the terms of reference for the project “Establishment and/or Strengthening of Capacities of the Institution/s for Control of Regulations and Establishment of the System of Reduction of Administrative Obstacles”. Through the Project of Blueprint - Phase I, in the Secretariat General of the Government of the FBiH, the Department for coordination of policies and institutional cooperation has been conceived, which will, among other things, conduct the affairs of: • reviewing present matters, phenomena and problems and prepares appropriate materials on the condition, relationships, phenomena and problems in respective areas from the competency of the Government; • coordinates defining strategic priorities of the Government on an annual or other periodic basis; • coordinates cooperation with the cantons on the matters related to the public administration reform; • performs expert, administrative and technical affairs regarding the Electronic Register of Administrative Procedures at the level of the Federation of Bosnia and Herzegovina; • prepares opinions on materials in accordance with the competencies of the Secretariat General, related to implementation of a regulatory reform; • coordinates activities related to regulatory impact assessment, in accordance with the requests of the Government; • performs expert and organisational affairs regarding participation of secretaries of the Government at the meetings of coordination with the Secretariats General of the Council of Ministers of BiH, the Republic of Srpska and the Government of the Brčko District. • coordinates preparation of expert and organisational bases for cooperation of representatives of the Government with associations of commercial operators and employers, unions, veteran and members of fallen soldiers families associations, disabled associations, youth and other non-governmental organisations, institutions, media and citizens; • coordinates preparation of expert and organisational bases for cooperation of the Government with the Council of Ministers of Bosnia and Herzegovina, the Government of the Republic of Srpska, the governments of the cantons, mayors and municipal mayors in the federation of BiH.
	Organizational structure with job descriptions has been adopted	5.1.2. Make an organizational structure with job descriptions (define requirements and competencies) and fill the positions		The end of 2011	Implementation did not start	Implementation ongoing	Fully implemented	Implementation did not start	Adopted Rulebook on Amendments to the Rulebook on Internal Organisation of the Ministry of Justice of BiH, which stipulated, among other things, execution of jobs related with analyses and reporting on practices of administrative decision making within the institutions of BiH, including support to the units and the sectors. Partially established system of certification for the key roles in administrative decision making. Systematisation of the Ministry for Economic Relations and Regional Cooperation of the RS stipulated the said jobs, which were filled.	
	The training programme has been adopted, the number of courses of training and participants	5.1.3. Prepare a training programme in this matter for all civil servants in charge of legislative drafting and hold the training regularly		Mid-2012	Implementation did not start	Implementation did not start	Fully implemented	Implementation did not start		The Civil Administration Agency of the RS regularly implements the trainings in the field of regulatory impact assessment. In 2012, there were two trainings - 2 groups (20 attendees per group). It was planned that from September until the end of the year, the training is attended by two more groups of attendees.
5.2. Define requirements (qualifications and working experience) that the staff conducting the administrative procedure and deciding of administrative matters should meet	Requirements (qualifications and working experience) have been defined	5.2.1 Amend the valid laws and by-laws	Key HRM institutions in cooperation with BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government (departments in charge of administrative procedure)	Mid-2012	Implementation did not start	Fully implemented	Fully implemented	Implementation ongoing	Amendments to the Law on General Administrative Procedure of the RS ("Official Gazette of the Republic of Srpska" No. 50/10) stipulated that the officer leading the administrative procedure could be a person with university degree in the appropriate field, at least three years of work experience with the required degree of education and passed expert exam for work in the republic bodies of administration.	Defined by the Law on Civil Service in the Federation of Bosnia and Herzegovina ("Official Journal of the Federation of BiH", No. 29/03, 23/04, 39/04, 54/04, 67/05, 8/06 and 4/12) and by the Regulation on the Affairs of Basic Operations from the Competency of the Bodies of the Civil Service, Performed by the Civil Servants, Conditions for Execution of Those Affairs and Achievement of Certain Rights from Work Relationship ("Official Journal of the Federation of BiH", No. 35/04, 3/06 and 19/12). There is ongoing procedure to enact new Law on General Administrative Procedure of the Brčko District of BiH, which would cover this activity.
5.3. Define the required competencies of staff conducting the administrative procedure and deciding on administrative matters, including inspectors	Competencies required for particular positions defined	5.3.1 Amend the valid laws and by-laws	Key HRM institutions in cooperation with BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government (departments in charge of administrative procedure)	The end of 2012	Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing		There is an ongoing procedure of public procurement for the project "Modernisation of the HRM System in the Structures of the Civil Service of BiH"

5.4. Further develop training programs in administrative proceedings under the horizontal system of training of civil servants	<i>The trainings have been held</i> <i>The number of courses of training</i>	5.4.1. Organize professional development of staff , i.e. civil servants	Key HRM institutions in cooperation with BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government (departments in charge of administrative procedure)	The end of 2012					Ongoing is drafting of the terms of reference for the project "Education of Managers of Administrative Procedures and Administrative Inspectors", which was approved to be financed by the programme IPA 2011 for BiH, within the sector proposal for the sector of public administration reform. The objective of this project is to improve the quality of work of the managers of administrative procedures and inspectors and creation of conditions for their mote efficient and more transparent work in the bodies of administration through appropriate and quality training, which would cover the civil servants at all four levels of authority in BiH.	There is an ongoing implementation of the procedure of public procurement for the project "Education of Managers of Administrative Procedures and Inspectors". Start of implementation is expected in mid 2013. The objective of this project is to improve the quality of work of the managers of administrative procedures and inspectors and creation of conditions for their mote efficient and more transparent work in the bodies of administration through appropriate and quality training, which would cover the civil servants at all four levels of authority in BiH. The CAA RS implements the trainings concerning the administrative procedure, e.g. implementation of the Law on Protection of Personal Data, while the MALSG was implementing the trainings on application of the Law on Registry Books.by the submitted information of the CSA BiH, in 2012, there were three horizontal trainings for 63 participants on the topic "Administrative Procedure and Administrative Dispute". The topic was put on the list of regular trainings the CSA BiH offers, and it will be offered in 2013 in the number of terms set by the number of interested civil servants (3-4 terms). This activity needs to be continuously implemented.
5.5. Develop a training program in CRM – Costumers Relations Management	<i>The program has been developed</i>	5.5.1 Take actions for designing the programme	Key HRM institutions in cooperation with BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government (departments in charge of administrative	Mid-2013						
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>	5.6.1 Ensure that the central capacities (responsible institution) promptly provide all governmental authorities with powers to decide in administrative proceedings with the following (in the field of administrative proceedings): -legal opinions and other expert advice, -instructions on issues causing problems in practice, -nformation about judicial practice, -a framework for coordination of units and officers with powers to decide in administrative procedure (for information exchange and good practice purposes).	BiH MoJ, FBiH MoJ, RS MoALSG, BD BiH Government (departments in charge of administrative procedure)	The end of 2013						





















Objectives	Measurable indicator	Activity	Responsible institutions	Time line	Administration Level				Description of Achievements/Comment		
					BiH	FBiH	RS	BD	2011	2012	
Chapter IC 1. Communication planning											
1.1. Setting up a communication strategic framework	The strategy has been adopted by BiH CoM, FBiH, RS, BD and harmonization with AP1;	1.1.1. Adoption of communication strategies by Council of Ministers / Government. These strategies will confirm the CoM / Governments and related institutions' commitment for strategic and planned approach to communication.	BiH CoM, of FBiH, RS, BD	Governments	By mid-2011	<div></div>	<div></div>	<div></div>	<div></div>	CoM BiH: The Council of Ministers of Bosnia and Herzegovina, at the 138th session, on November 29, 2010, adopted the Communication Strategy of the Council of Ministers of BiH with the action plan of implementation for 2011. FBiH: Adopted Strategy of Communication in 2007, revised, Mid-term communication plan and the action plan for 2012 are being prepared, adoption announced for the 1st quarter of 2012. RS: Adopted Communication Plan of the Government of the RS 2011-2014 and the action plan (43rd session, December 8, 2011). BD BiH: Strategy and the action plan adopted at the 88th session of the Government of the BD BiH, on February 25, 2011.	FBiH: Communication Plan of the Government of the FBiH 2012-2014 and Communication Action Plan for 2012, adopted on March 28, 2012 at the 43rd session of the Government of the FBiH.
	Annual action plans have been adopted. The number and percent of these APs; Action plans include all relevant institutions	1.1.2. Prepare and adopt annual action plans of communication that will include all relevant activities and institutions.		Ongoing -annual	<div></div>	<div></div>	<div></div>	<div></div>	CoM BiH: Secretariat General - Information Service prepared communication plans (action plans) for 2011 and 2012. These plans included the ministries as well. FBiH: Introduction of practice of preparation of action plans after adoption of the strategy (mid term plan) announced for the 1st quarter of 2012. RS: prepared annual action plans of the Government and all the ministries, introduced obligation of regular annual communication planning. BD BiH: Adopted action plan for 2012.	CoM BiH: Communication Action Plan for 2013 has been prepared (draft). FBiH: Communication Plan of the Government of the FBiH 2012-2014 and Communication Action Plan for 2012, adopted on March 28, 2012 at the 43rd session of the Government of the FBiH, Communication Action Plan for 2013 (draft) has been prepared, adoption by the Government is pending; RS: by the report of the Public Relations Bureau, the Communication Action Plan for 2013 is in preparation and its adoption is expected in the I quarter of 2013. BD BiH: Communication plan in the form of plan of work of the Sector for Information for 2013 is prepared, adoption is pending.	
1.2. Improve communication planning within institutions.	Annual communication plans have been adopted in individual institutions (the number and percent of institutions)	1.2.1 Preparation and adoption of annual communication plans of individual institutions. These plans will include individual measures under AP1 delegated to particular institutions.	Institutions at all levels		By the end of 2012	<div></div>	<div></div>	<div></div>	<div></div>	CoM BiH: Ministries covered by the action plan of the CoM BiH for 2012. FBiH: expected adoption of the strategy and the action plan of communication. RS: all the ministries prepared the action plans for 2012. BD BiH: Sector for information serves all the sub-departments of the Government of the BD BiH, action plan uniform and common.	CoM BiH: The Information Service prepared plans for 2012 and 2013; by the received information, 7 institutions had communication plans for 2012, while 10 institutions (including the said 7) prepared or intends to prepare plans for 2013. FBiH: Communication Action Plan of the Government of the FBiH adopted at the 43rd session of the Government of the FBiH, on March 28, 2012. Strategy implies obligation of planning of communication for all the institutions, common activities incorporated in the AP. Of 16 ministries, 4 have a communication plan for 2012, while 9 ministries stated that they are preparing the plan for 2013 (Report of the PR Office); RS: By the report of the Bureau, preparation of individual communication plans for 2013 is in progress, and finalisation is expected in the I quarter of 2013 (when it will be possible to make a not on fulfilment). BD BiH: Communication plan in the form of plan of work of the Sector for Information for 2013 is prepared, adoption is pending. Plan for 2012 is adopted.
1.3. Include communication planning in overall planning and distribution of budgetary funds of the institution.	The amount of funds for strategic communication is seen from the budget structure. Four central units have separate funds available for communication planning.	1.3.1 Communication plans and strategies are part of overall process of planning and distribution of budgetary funds of the institution.	BiH CoM, Governments of FBiH, RS, BD, IC Central Units and other institutions.		By he end of 2011	<div></div>	<div></div>	<div></div>	<div></div>	CoM BiH: Within the Action Plan for 2012, there are budget funds for implementation of certain activities. Submitted to the Service for Material Financial Affairs. FBiH: Public Relations Office has its own budget, adoption of the strategy will introduce obligation of planning of funds for communication activities in the institutions. RS: Bureau for public relations has its own budget, action plans of the ministries are a part of the overall budget of the institutions. BD BiH: Budget of the Sector for Information, as a separate item, incorporated in the Budget of the Brčko District of BiH for 2011, which was taken over by the Decision on Temporary Financing of the Institutions of the Brčko District of BiH for the period January 1st - March 31st, 2012, No. 01-02-505/11 of December 28, 2011.	CoM BiH: Within the budget of the Council of Ministers of BiH, foreseen funds for implementation of the Action Plan of Communication for 2012. Because of organisational setting, the Information Service does not have a separate budget, however, the funds for communication planning and implementation are provided through planning of the budget of the Secretariat General of the CoM BiH. Strategy stipulated obligation of planning of funds for all the institutions. FBiH: adopted strategy that stipulates the obligation of planning of the budget for communication activities and the action plan which stipulates the funds for those activities. BD BiH: Budget of the Sector for Information, as a separate item, incorporated in the Budget of the Brčko District of BiH for 2012. (Official Gazette of the BD BiH 13/12).
IC 2. Organizational issues											

2.1. Maintain and build capacities in the institutions	The number and percent of institutions with an organized Public Relations function.	2.1.1. Every ministry and major institution will have at least one full-time employed person, in charge of PR. PR Units will be established as required.	All, especially ministries at all levels of government and institutions that have a role in European integration	By the end of 2011					CoM BiH: 7 of 9 ministries, Directorate for European Integration. FBiH : 13 of 16 ministries have officers, remaining 3 - the role belongs to the chefs de cabinet. RS : all the ministries. BD BiH : Sector for information of the Government of the BD has the role of PR for all the sub-departments and the Government.	CoM BiH: Information Office of the CoM BiH filled, 6 of 9 ministries - the Ministry for Human Rights and Refugees, the Ministry of Security and the Ministry of Communication and Transport do not have officers. By the information received from 35 institutions, 21 institutions have filled capacities, 8 stated planned implementation in 2013, while 6 institutions do not have at all appropriate post filled. During 2012, public vacancies for 6 posts for PR / Information Officers in the institutions of the CoM BiH have been published; FBiH : 11 of 16 ministries has an employee in charge of information / public relations, in 1 ministry the function has been given to the chef de cabinet, in 4 ministries there is no adequate officer. RS : all the ministries (report of the Bureau). In the Cabinet of the Prime minister of the Government of the RS there is a person engaged, who works on submissions of the citizens, with monthly reporting. BD BiH : The Sector for Information represents all the departments of the Government, fully filled.
		2.1.2. Smaller institutions may use resources of other institutions.								
IC 3. Co-ordination and standard-setting										
3.1. Improve co-ordination between PR officers/offices at each level of government.	The number and frequency of such meetings and functional mechanisms for information dissemination.	3.1.1.Each government's / CoM central information office (central unit) to convene regular meetings (at least monthly);	IC Central Units and other institutions	Ongoing					CoM BiH: Public Relations service practices regular meetings with the officers from the ministries and the institutions, which has been stipulated by the rulebook on internal organisation. FBiH : through the Public Relations Office of the Government constant communication, because of geographic dispersion, regular meetings are impossible. RS : introduced intranet system, constant communication and meetings as needed. BD BiH : function of public relations Centralised in the Sector for Information, constant communication with the sub-departments of the Government.	These activities were constantly implemented in this reporting period as well.
		3.1.2. PR officers from all main institutions to share information and plans, develop joint strategies and activities and discuss common problems.							Established through the communication strategies of the governments and the practice of the central units for public relations. Also, introduction of the Intranet system (CoM BiH and the RS) creates preconditions for functional and effective exchange of information. In case of the BD BiH, centralisation of the function of public relations indicates to a direct exchange of information with other sub-departments.	These activities were constantly implemented in this reporting period as well. RS : continuous implementation (Report of the Bureau); FBiH : In 2012, the Public Relations Office of the Government of the FBiH organised 33 press conferences for other federal ministries. BD BiH : cooperation with the Information / PR Officers of other bodies of administration, implementation through the mechanism of info stands in 2012.
3.2. Improve co-ordination in strategic communication between different levels of government.	The number and frequency of such meetings and functional mechanisms for information dissemination.	3.2.1. Use the existing mechanisms of coordination (Supervisory Team etc.) for setting up channels for exchange of information, experience and practice and joint activities.	IC Central Units and ST	Ongoing					Representatives of the central institutions for public relations are a part of the coordination structure through participation in the Supervisory Team for Institutional Communication. In 2011 there were two sessions, 2 procedures of harmonisation and bilateral meetings of the PARCO and the members of the ST. Through participation of the ST, two projects were prepared (terms of reference adopted by the PARF JMB), which imply joint work of all 4 units for public relations.	In 2012, there was 1 theme session and one regular meeting of the Supervisory Team, with implementation of one procedure of written harmonisation. In addition to formal meetings, there was a constant operative communication and participation of all the levels in preparation of the progress report - submission of information. At the level of the CoM BiH, there was also a meeting of the PARCO with the spokespersons / PR officers of the institutions of the CoM BiH (December 17, 2013).
3.3. Ensure modern and efficient development of IC sector in future.	Functional review of IC capacities and recommendations for future revising.	3.3.1. After several years, make another functional review of IC capacities, coordinated by governmental central information offices	IC Central Units	By mid-2014						
IC 4. Human Resources										

4.1. Standardized requirements and job descriptions for PR officers	See HRM, 8.1	Direct link to activities under HRM 8.1 (Standards for entry in PR and information positions will be equal to those in other professional areas of the Civil Service)	IC Central Units with key HRM institutions	Ongoing						
4.2. Provide training to PR officers in public relations and strategic communication.	The number and percent of (of the total number of PR officers) participants, the number of courses of training organized by ADS / SAA.	4.2.1. Based on training needs assessment (Ref: HRM 7.1, 7.2. and 7.3) the central units will prepare training programs in PR, which are proposed to the respective civil service agencies.	Individual institutions coordinated by IC Central Units in cooperation with institutions and CSA / SAA	Ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	Prepared project "Training of Public Relations Officers - Phase II" and adopted by the PARF JMB. The project would cover training and conference on the topic "Modern Trends in Public Relations, Informing and Promotion" and officers from all 4 levels will participate. CoM BiH: in 2011, organised by the CSA BiH, 2 trainings (Creation, Verification, Implementation and Control of the Public Relations Strategies and Public Relations in State Institutions - Crisis Communication), DEI - 3 trainings (Forms and Manners of Address; Public Speech; Importance of Information in the Process of Accession to the EU). FBiH: CSA FBiH - education "Communication and Time Management and Code of Ethics for Civil Servants in the FBiH". RS: CAA RS without trainings on this topic. BD BiH - no information.	CoM BiH: The Information Service, in cooperation with the officers of the institutions, prepared the training programme / list of priority topics from the relevant field and submitted it to the CSA BiH. Based on that, the first of the topics, "TV interview / TV statement", was held in December 2012. The CSA BiH plans certification of lecturers for the given topic and its maintenance in 2013, with introduction of one more topic. The DEI training "Speaking with one voice" March 14 / 15, trainings Media Training and Communication Skills. Planned inclusion of this topic in 2013 through training needs analysis (TNA). The Ministry of Defence of BiH - prepared and held 2 four-day advanced courses on the topic "Communication Skills and Work with Media" (March 13 - 16, 2012 and June 12 - 15, 2012) with 37 participants from the MoD, and two-day course for managing personnel in the Armed Forces of BiH on the topic "Communication Skills and Techniques of Giving Interview" (November 14 - 15, 2012) with 9 attendees. • Three basic courses implemented on the topic: "Public Relations in the MoD and the Armed Forces of BiH"; FBiH: Training of the CSA FBiH "Communication and Time Management and Code of Ethics" (March 29, 2012) RS: In the period May - July 2012, there was the Diplomatic Academy in Banja Luka, with participation of certain number of officers. BD BiH: Education of 6 officers in duration of 22 days. During 2012, there was also one workshop in organisation of the ReSPA (Regional School for Public Administration) in Danilovgrad, Montenegro, on November 27 - 29, 2012, on the topic "Free Access to Public Information", where participants could be officers from all 4 levels.
4.3. Provide training to PR officers in other areas relevant to their work	The number of various courses of training, the number and percent of participants (of the total number of PR officers), the number of courses of training organized by ADS / SAA.	4.3.1. Based on training needs assessment, the institutions organize training of PR officers in other areas (IT, management, strategic planning, project management, the line of work of the institution, soft skills etc.)	Individual institutions coordinated by IC Central Units in cooperation with institutions and CSA / SAA.	Ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	Prepared project "Training of Public Relations Officers - Phase II" and adopted by the PARF JMB. The project will cover training from the field of marketing, strategic planning and management, etc. Public relations / information officers from all the levels can apply to the trainings organised by the CSA / CAA. DEI Introduced the system of e-learning available to all the institutions of all the levels, containing 7 modules (Basics of EU Integrations; IPA Component I; IPA Component II; IPA Component III, IV and V; Programmes of the Community; PCM - Project Cycle Management; Preparation of Project Ideas and Proposals).	CoM BiH, FBiH, RS, BD BiH: Within the work of the Supervisory Team for IC, all the levels participated in drafting and adopted the terms of reference for the project "Training of Information / PR Officers", which would include defining and implementation of the set of trainings from the fields significant for the work of the officers. Public procurement is ongoing, start of implementation of the project is expected in 2013. Additionally, the same activities implemented also on preparation of the project "Building of Capacities for Combat Against Corruption in the Structures of the Civil Service in BiH", whose one of the components is also the training and training for trainers. Implementation of the project is expected in 2013. Specialist trainings available through the Civil Service / Administration Agencies.
4.4. Provide PR officers / managers with best European practices	The number of study trips and other types of training, the number of participants.	4.4.1 Based on available funds (donors' grants, partner and other institutions etc., one own's funds), ensure direct access to best European practices from other countries through occasional study trips and bilateral "twinning" of PR officers and appropriate actors from EU countries (possibly in shortterm officers exchange) or long-term and detailed sharing of lessons learned.	IC Central Units and other institutions	Ongoing	Implementation ongoing	Implementation did not start	Implementation did not start	Implementation ongoing	No information on the plan implementation of such activities during 2011. Although these activities were stipulated by the action plans of communication strategies, because of budget restrictions they were not implemented.	CoM BiH: In the period 2011 / 2012, based on data received from 23 institutions, the activity was implemented in 10 institutions, partially implemented in 5, while at the level of 8 institutions, there was no implementation. FBiH, RS: No information on the plan implementation of such activities during 2012. Although these activities were stipulated by the action plans of communication strategies, because of budget restrictions they were not implemented. BD BiH: organised one study trip (Report of the Sector) Within the work of the Supervisory Team for IC, representatives of all the levels supported the project "Best European Practices of IC" as a priority for 2013.

4.5. Ensure that senior management understands and supports the work of the public relations offices / officers	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.	4.5.1. Any training program of senior civil servants should include strategic communication and public relations and the place and importance of public relations for the work of institutions.	CSA / SAA in cooperation with IC Central Units	By the end 2012	<div>Partially implemented</div>	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	CoM BiH: within 8 modules of manager trainings for managing civil servants, there are no topics such as informing, strategic communication, public relations, institutional communication. FBiH, RS, BD BiH: No such modules for trainings for managing civil servants.	CoM BiH: Through cooperation of the Information Service and the CSA BiH, priority trainings from this field have been identified. One training held in 2012, its implementation planned for 2013 as well, with organisation of one mote topic. FBiH, RS, BD BiH: No information on participation of the said topics in the trainings for managing civil servants. Certain trainings with the similar topics, in 2012, were available through the ReSPA (Regional School for Public Administration) in Montenegro.
IC 5.Media related activities										
5.1. Clarify and simplify communication with the media.	Guides for public relations and relations with the media have been prepared and updated	5.1.1. Prepare and revise guides / manuals for media relations, compatible with government documents on IC.	IC Central Units	By mid-2011; Ongoing	<div>Fully implemented</div>	<div>Fully implemented</div>	<div>Fully implemented</div>	<div>Fully implemented</div>	CoM BiH: Communication Strategy of the CoM BiH. FBiH: Communication Strategy is being prepared, adoption is expected in the 1st quarter of 2012. RS: Communication Plan of the Government of the RS 2011-2014, Protocol on PR Officers; Instruction on Standard Operating Practices for PR Officers. BD BiH: Communication Strategy of the Government of the BD BiH, Instruction of the Mayor on media representation of the work of the Government of April 16, 2009. Also, through the project of the PARCO, "Training of Public Relations Officers" from 2010, a common Guide for Public Relations was prepared.	FBiH: Communication Plan of the Government of the FBiH adopted at the 43rd session, on March 28, 2012.
	Results of media monitoring, the number of accredited journalists; The number of press releases, press conferences and other media-oriented activities.	5.1.2. Prepare lists / registers of journalists who cover the area of interest of the institution, share information, and meet regularly.	All institutions		<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	In all the central Information / Public Relations Units there is a practice of regular communication with the media, with existence of the lists of media contacts. Similar situation is in all the larger institutions as well (ministries, DEI, etc.). E.g. information of the Public Relations Office of the Government of the FBiH for 2011 show: a total of 327 public releases issued, of which 45 from the sessions of the Government of the FBiH; 190 notices on announcements of events related with the Government and certain federal ministries have been sent to the media; 39 press conferences have been organised, of which 21 after the sessions of the Government of the FBiH. Other central units also organise press conferences on the sessions of the Government, they announce events, etc.	Continuous implementation of these activities continued in 2012 as well. FBiH: The PR Office in 2012, submitted 418 public releases to the media, organised 17 press conferences after the sessions of the Government, and organised 33 conferences for other ministries (Report on Work of the Office). Together with all the ministries, in 2012. there were 1161 releases, 128 press conferences and 52 statements. RS: The Government of the RS enabled live broadcasts of the press conferences after the sessions of the Government, by streaming, through the portal of the Government of the Republic of Srpska. BD BiH: Prepared a list of 27 accredited journalists (Report of the Sector); organised 141 press conferences, 49 reports from the sessions of the Government, prepared 228 news published at the web site + annual conference of the mayor (Report on Work of the Sector). In organisation of the PARCO, there were 2 workshops for the representatives of the media (July 12 / 13 and November 3rd / 4, 2012, Konjic / Doboј) on the topic "Public Administration Reform - Where are We Today" with participation of the entity coordinators and the coordinator of the BD BiH.
IC 6. Media monitoring										
6.1. Improve efficiency of media monitoring.	The number of prepared press clippings, the number of service users and the number and type of media monitored.	6.1.1. Prepare specific (topic oriented) daily, weekly and monthly press clippings/media monitoring reports.	IC Central Units	Ongoing	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	Everyday preparation of press clipping in all the central information / public relations units, and preparation of annual reports with analysis of media presentation of ministers (CoM BiH), Office of the Prime Minister (FBiH), Government (RS). BD BiH - Instruction of the Mayor on the procedure of press clipping drafting, No. 01.1-05-033931709, of October 20, 2009.	Continuous implementation of these activities continued in 2012 as well. CoM BiH: The Information Service prepares press clipping every day, 8 dailies and four weeklies, which are electronically sent to 26 addresses. FBiH (Report on Work of the Office); RS: continuous implementation (Report of the Bureau); BD BiH: 201 press clipping, 16 media, average 700 users per clipping (Report of the Sector).
	The number of distributed press clippings, the number of service users.	6.1.2. Provide and carry out electronic dissemination of reports on media monitoring			<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	CoM BiH: Regular submission of daily clipping of 10 newspapers to 20+ addresses by e-mail, distribution of annual analysis of media writing with recommendations; FBiH: submission on a daily basis to the Office of the Prime Ministers and to most of the ministries; RS: on a daily basis to the Cabinet of the Prime Minister and to the ministries; BD BiH: on a daily basis to the sub-departments, publication on the website.	Continuous implementation of these activities continued in 2012 as well. CoM BiH: Recipients of the electronic press clippings are the chairperson of the Council of Ministers, the ministers and deputies, as well as spokespersons of the ministries. FBiH: regular monitoring, in 2012, around 6950 texts have been scanned, which are delivered in electronic format to the prime minister and all the ministers (Report on Work). RS: continuous implementation (Report of the Bureau); BD BiH: Prepared and distributed 201 press clipping, available at the web page, average visit / download 700 per clipping (Report of the Sector). CoM BiH: Twice a year, writing of the media is being analysed, which implies also recommendations for media performances of the ministers and deputies.

	<i>The number of innovative solutions – improvements in comparison with the current situation</i>	6.1.3. Improvement, development and increase in the efficient media monitoring. (Outsourcing, introduction of electronic systems and applications, intranet applications, newsletters etc.)			Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	Intranet has been introduced in the Government of the RS; for other levels, there are no information on possible improvements in this segment.	CoM BiH: The Information Service Introduced the possibility of access to scanned materials which are updated daily, through the Intranet.In 2013, it was planned also to redesign the website of the Council of Ministers of BiH, which would include also improvement proposals of the users, and outsourcing of the clipping service is planned (report of the Information Service). FBiH: The project "Fe-Administration" officially started in 2011, one of the expected results is also a common portal of the Government of the FBiH; BD BiH: Registered Facebook page of the Government of the BD BiH (December 2012).
IC 7. Direct coomunication with the public-Freedom off Information Act (FOIA)										
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>	7.1.1. Regular reporting in accordance with law.	IC Central Units and all institutions	Ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	Institutions fulfil their obligations of reporting in accordance with the Freedom of Information Act of BiH (CoM BiH and the BD BiH), the FBiH (the FBiH), the RS (the RS). Implementation of the FOIA is monitored by the Ministries of Justice, and reports are submitted to the ombudsmen for human rights and to the Parliaments and the National Assembly. No information on possible omissions and problems in reporting for any level or institution in 2011.	Continuous implementation of the activity continued in 2012 as well: CoM BiH: Regular quarterly reporting to the Ombudsman and to the Parliament of BiH (Reports of the Service and the Institutions). FBiH: The PR Office in 2012 regularly, quarterly, reported to the Ombudsman of BiH and to the Parliament of the FBiH, 63 questions answered. Together with all the other ministries, in 2012, a total of 827 questions answered by the FoIA. RS: regular reporting (Report of the Bureau); BD BiH: in 2012, regular reporting to the Ombudsman of BiH and to the Assembly of the BD BiH
7.2. Ensure that all institutions fulfil their responsibilities under the Freedom of Information Act (FOIA).	<i>The percentage of institutions that have a person in charge of procedures under FOIA.</i>	7.2.1. Hire appropriate staff (information officers under FOIA) that will process citizens' request for access to information.	IC Central Units and all institutions	Ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	By the available information, most of the institutions of all the levels have engaged personnel stipulated by the systematisation. Where it is not the case, other officers are put in charge to work on these matters. Most of the websites of the ministries have forms and guides for access to information. Estimations of fulfilment of these jobs by levels are between 80 and 90% of all the institutions, while in case of the Brčko District, that amounts to 100% (Information Officer, in charge of acting by the Freedom of Information Act for all the institutions of the Brčko District of BiH, based on the organisation plan of the Government, No: 01.1-05-042708/09 of December 31st, 2009).	Continuous implementation of the activity continued in 2012 as well: CoM BiH: most of the institutions have engaged personnel foreseen by the systematisation. Where it is not the case, other officers are put in charge of work on these matters; FBiH (Report on Work of the Office, Report of the Office) RS: In the cabinet of the Prime Minister of the RS, in early 2011, a person was engaged who works on submissions by the citizens. The report on the submissions is discussed and adopted by the Government of the RS separately for each month. By the report on the submissions of the citizens to the Prime Minister, in the period January - March 2012, a total of 190 submissions has been processed, in 10 different areas. Regarding submissions of the citizens by the ministries, in the period January - March, a total of 177 submissions has been received, of which 148 were responded to, while 29 are pending. For March 2012, appropriate data is 80 / 61 / 19 (report of the Bureau). BD BiH: One officer who covers all the administration bodies and departments of the Government (Report of the Sector). During 2012, there was also one workshop in organisation of the ReSPA (Regional School for Public Administration) in Danilovgrad, Montenegro, on November 27 - 29, 2012, on the topic "Free Access to Public Information", where participants could be officers from all 4 levels. The workshop treated FoIA and its application in the EU countries and the neighbouring countries.
	<i>The number of requests for access to information that have been processed.</i>	7.2.2. Standardize and precisely define requirements for and descriptions of this position (direct link to activities 8.1.2. and 8.1.3. of HRM)			Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	By the available information, all the central units, during 2011, had at least one request for access to information, which have been either processed or forwarded to the appropriate institution. E.g. the Information Service of the CoM BiH, in 2011, received and processed 38 of these requests, and the Public Relations Bureau of the Government of the FBiH, 4 requests and 50 other queries.	Continuous implementation of the activity continued in 2012 as well: CoM BiH (Reports of the Service and the institutions); FBiH - a total of 827 questions have been answered by the FoIA (Office + ministries); RS (Report of the Bureau); BD BiH: One hundred and twenty-seven requests by the FoIA have been processed.
	<i>The ratio of requests taken and processed under FOIA.</i>	7.2.3. Efficiently enforce FOIA.			Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	There are no information on refusal of access to information at either level, or on violation of the deadlines stipulated by the Act or any other form of failure to fulfil the obligations from the Freedom of Information Acts of BiH, the FBiH and the RS.	Continuous implementation of the activity continued in 2012 as well: CoM BiH (Reports of the Service and the institutions); FBiH - a total of 827 questions have been answered by the FoIA (Office + ministries); RS (Report of the Bureau); BD BiH: According to the report of the Sector for Information of the Government of the BD BiH, this ratio is 127 / 127 (100%).
IC 8. Web sites										

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>	8.1.1. Conducting a survey of user satisfaction with web sites and gathering useful proposals for improvement.	IC Central Units	By the end of 2011, subsequently: ongoing					No information on the plan implementation of such activities in 2011.	CoM BiH: The Information service did not implement a planned activity like this, but for 2013, a redesign of the web page has been announced, which will be based also on proposals for improvement by the users (report of the Information Service). Based on the information submitted by 28 institutions, 9 institutions fully implemented this activity in 2011 or 2012, while in the remaining 19, implementation to a various extent has been noted. FBiH, RS, BD BiH: No information on the plan implementation of such activities in 2012.
	<i>The number of visits / clicks on page</i>	8.1.2. Regular updating of the content of web sites with a view to enhancing timely and quality information	All institutions (expect for the ones that use web page of another institution)						Through adopted Communication Strategies and similar acts, there is a formal obligation of all the institutions regarding regular update of the websites. At the level of the central units, everyday update has been noted, as well as in most of the ministries (especially within the portal of the Government of the RS). At the level of individual institutions, partially out-of-date contents of the websites.	Communication strategies imply obligation of regular update of web sites. This trend continued in 2012 as well. CoM BiH: the site of the CoM BiH has around 8000 visitors per month (Reports of the Service and the Institutions); FBiH: In 2012, a total of 1,022,004 visitors of the web site of the Government of the FBiH (monthly average 85,167), 418 releases on the work of the Government of the FBiH published. Other ministries published 743 releases at their web sites. RS (Report of the Bureau), BD BiH: 101,037 visitors in 2012, 228 news published at the web site.
	<i>Operational intranet systems have been developed in institutions.</i>	8.1.3. Development of intranet systems jointly and individually with a view to improving communication	IC Central Units and all institutions						CoM BiH: there is a common platform for work and Intranet system in the whole CoM BiH, including the ministries; RS: Introduced Intranet system in the Government of the RS. At the levels of the FBiH and the BD BiH, developed electronic communication, but there are no advanced electronic systems for information circulation, such as Intranet systems.	CoM BiH: at the website of the CoM, the visitors have an insight in the press clipping of the media from BiH and the region. RS: Intranet system in the Government of the RS introduced. BD BiH: Improved internal communication by introduction of the Swing manager system on the Lotus platform.
IC 9. Direct communication with citizens										
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>	9.1.1. Organize doors open days or similar events in institutions, which include citizens' visits and the like.	All institutions	At least twice a year, ongoing					CoM BiH: May 9 - Europe Day (DEI), Ministry of Defence - open door day, other institutions, action "Volontiraj - kreditiraj". FBiH: actions "Minister for one day" and "Volontiraj - kreditiraj"; RS: action "Minister for one day". BD BiH: participation in the said activities.	Continuous implementation of these activities noted in 2012 as well: CoM BiH: sporadically when celebrating certain dates, project "Volontiraj - kreditiraj" etc. FBiH (Report of the Office); RS (Report of the Bureau), BD BiH: Organisation of weekly visits and tours of the City Hall, where the highest representatives of the authority of the BD BiH are situated (Report of the Sector)
	<i>The number of published brochures, promotion materials, publications.</i>	9.1.2. Prepare and publish promotional materials and brochures / publications about the work of governments and institutions, their activities etc. On the basis of public opinion surveys, the publications should be designed so that they cover the areas of major interest for citizens. The mechanism such as info shelf, electronic portals etc. are to be used	IC Central Units and other institutions (individually)						CoM BiH: Regular preparation and publication of 500 copies of the bulletin "Info of the Council of Ministers of BiH", which includes all the ministries, the DEI and the PARCO - in 2011, issue No. 5, 6, 7 and 8, DEI bulletin "Europuls". FBiH: dedicated promotion materials in several ministries; RS: Brochures on the most significant activities of the Government, radio shows on the first 100 days of the work of the ministries of the Government of the RS, a film made on the possibilities of investments in the RS, making of the film on investments in healthcare. BD BiH: promotion materials with organisation of the events (e.g. days of theatre, day of the District, etc.)	Continuous implementation of these activities noted in 2012 as well: CoM BiH: Bulletin "Info of the Council of Ministers of BiH", which includes all the ministries (issue 9, 10, 11), DEI, PARCO, Ministry of Defence bulletins No. 7 and 8; FBiH (Report of the Office); RS (Report of the Bureau), BD BiH: Continuous communication with external public through Radio Brčko, in 2012 39 paid broadcasts have been implemented, as well as reports and other media activities with 11 providers of services
	<i>These mechanisms (number, frequency of visits etc.).</i>	9.1.3. Omogućiti elektronsku interakciju s medijima posredstvom veb-stranica/portala i sadržaja kao što su: forumi, blogovi, rubrike „pitajte..”, upotreba socijalnih mreža itd.	IC Central Units and other institutions (individually)						Certain preparatory activities have been implemented in this segment, primarily at the level of the central units; still no detailed information on concrete mechanisms and their effects.	CoM BiH: For 2013, a redesign of the web page of the CoM BiH and the institutions has been foreseen , establishment of the BH portal based on every-day-life events has been foreseen as well (e-Administration 4.5.). Also, certain number of institutions started sections at their web pages (DEI, CSA), as well as Facebook and Twitter accounts (IDDEEA). FBiH: in 2012, through the web page, organised public discussions on the laws the government sent to the parliament, as well as on the General Plan of the Government of the FBiH for combat against corruption; Ministry of Education and Science uses Facebook and Twitter etc. RS: the Ministry of Interior of the RS opened a Facebook account. The Government of the RS enabled live broadcasts of the press conferences after the sessions of the Government, by streaming, through the portal of the Government of the Republic of Srpska. For that purpose, a camera and other necessary technical equipment have been procured. BD BiH: Cooperation with 4 portals that monitor current affairs in the work of the Government, from December, operational also the Facebook page of the Government.

IC 10. Public Campaigns										
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>	10.1.1. Include public campaigns in communication strategy and plans and carry out public campaigns	All institutions coordinated by central units	Ongoing and as required	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	CoM, the FBiH, the RS and the BD BiH: Prepared project "Building of Capacities for Combat Against Corruption in the Structures of the Civil Service of BiH", common for all the levels, whose component is preparation and implementation of comprehensive public campaign, as well as familiarising with the principles and the practice of implementation of public campaign. The terms of reference confirmed by the governments and adopted by the PARF JMB. Additionally, in 2011, sporadic public campaigns of smaller scope have been implemented. Communication strategies stipulate usage of this channel of communication.	Start of implementation of the common project "Building of Capacities for Combat Against Corruption in the Structures of the Civil Service of BiH" is expected in 2013. CoM BiH: campaign of the DEI "Awareness Raising on Significance of Integration in the EU", within which around 30 different communication activities have been implemented, campaigns of the MoD - media campaigns: marking the regiment days (3 TV videos) and marking the Day of the Armed Forces of BiH - 1 TV video; 3 information campaigns (civilian-military cooperation of the Armed Forces of BiH, awareness on entrance of BiH in the NATO, important meetings); FBiH: Continuous campaigns FMIA, campaign of the Ministry of Education and Science; RS: continuous campaigns of the Ministry of Interior of the RS; the Ministry of Health, etc. (Report of the Bureau). BD BiH: in 2012, 2 promotional campaigns have been implemented - on the occasion of celebration of twelve years and the Day of the District (20 days) and campaign entitled WE DO NOT WANT BRIBE (MITO NEĆEMO) in the segment of combat against corruption, in duration of 45 days.
IC 11. Outcome measuring										
11.1. Measure efficiency of strategic communication.	<i>A monitoring and evaluation system has been set up.</i>	11.1.1. Prepare a general monitoring and evaluation framework for activities of PR officers / offices – both in terms of outcomes (number of press releases, interviews, publications etc.) and in terms of efficiency (public opinion and feedback, presence in the media etc).	IC Central Units and all institutions	Ongoing	<div>Implementation did not start</div>	<div>Implementation did not start</div>	<div>Implementation did not start</div>	<div>Implementation did not start</div>	No activities have been undertaken on fulfilment of this complex task. One of the reasons is also relatively recent adoption of communication strategies, as well as its pending adoption at the level of the FBiH. It is possible that this activity will be implemented in the next period, through a common project.	Within the work of the Supervisory Team for IC, all levels supported proposing the project "Strategic Communication - Phase II" as a priority for 2013. This project, among other things, would develop framework and methodology of monitoring and evaluation of communication activities, based on individual Communication Strategies.
	<i>Measuring of feedback has been carried out in an analysis or research.</i>	11.1.2. Communication strategies and operational plans will include the methods and outcome indicators			<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	Through communication strategies, a general framework has been given for result monitoring, including indicators, but they are still not operational. It is expected that the planned strategy of the Government of the FBiH contains these elements.	Through communication strategies, a general framework has been given for result monitoring, including indicators, but they are still not operational. It is expected that the planned strategy of the Government of the FBiH contains these elements. FBiH: Adopted Communication Plan of the Government of the FBiH also contains guidelines for efficiency measuring.
		11.1.3. All institutions will carry out one measuring event of feedback during a government's term of office using a simple questionnaire for a group of users in accordance with funds available in the budget.							Planned for the next period, by 2014.	
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>	11.2.1. Include the topics proposed by authorities in the Research Omnibus implemented by the governments' central information offices if funds are appropriated in the budgets.	CoM / Governments IC Central Units All institutions	At least once in one government's term, preferably once a year				<div>Implementation ongoing</div>	Planned for the next period, by 2014. Research of the public will be implemented through the project "Building of Capacities for Combat Against Corruption in the Structures of the Civil Service of BiH", as a model which should be used by the central units when preparing these researches in the future.	Planned for the next period, by 2014. Research of the public will be implemented through the project "Building of Capacities for Combat Against Corruption in the Structures of the Civil Service of BiH", as a model which should be used by the central units when preparing these researches in the future. BD BiH: Within the action "WE DO NOT WANT BRIBE", public opinion research was implemented with the objective of gathering qualitative data on the standpoints, opinions and personal experiences of the citizens of Brčko, related with corruption in various spheres of life, primarily in public administration.
IC 12. Cooperation with Civil Sector										

12.1. Improve communication with civil society	<i>The number of informative activities organized</i>	12.1.1. Raise awareness of activities of the Council of Minister, Entity and Brčko District's governments through conferences, round tables and thematic presentations given specifically to members of civil societies.	IC Central Units	By the end of 2011, subsequently: ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	Information is being implemented in the sense of inclusion of the representatives of the civil society in the target groups of information activities implemented by the governments (mailing lists, distribution of materials, etc.). Sporadic inclusion in certain events is happening, however, there is no information on the planned activities directed to this target group. Formal basis for communication with this sector exists in the communication strategies.	This trend continued in 2012 as well. CoM BiH: Received data from 13 institutions on the activities in this segment. FBiH: The PR Office submitted all the releases in 2012 (418) also to non-governmental and international organisations (list of 129 e-mail addresses) (Report on Work of the Office). RS - activities through department ministries with consumers, veteran population etc. (Report of the Bureau). BD BiH: in 2012, around 30 conferences, round tables and theme conferences with organisations of civil society (report of the Sector), In organisation of the PARCO, there were 2 workshops for the representatives of the media (July 2nd / 3rd and October 23rd / 24, 2012, Konjic / Doboј) on the topic "Public Administration Reform - Where are We Today" with participation of the entity coordinators and the PAR coordinator of the BD BiH.
	<i>The number of meetings with civil sector</i>	12.1.2. Consultations with members of civil societies about strategic decisions with organizations of civil society concerned.	All institutions		Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	Sporadic activities of this type through organisation of public discussions and the possibility of electronic communication with the administration bodies. No information on quantity indicators (number of meetings or consultations) for 2011.	Sporadic activities of this type through organisation of public discussions and the possibility of electronic communication with the administration bodies. This trend continued in 2012 as well, CoM BiH: Received data from 13 institutions on the activities in this segment, (through advisory councils, inclusion in the projects, participation in the projects of the civil society organisations, consultations, etc.); FBiH: organised public discussions on several laws, such as on the Draft Law on Amendments to the Law on Agencies and Internal Services for Protection of Persons and Property of the FBiH, on the Draft Law on Work, and on the Draft Law on Use of Renewable Sources of Energy and Efficient Co-Generation. All these documents were available at the web site of the Government of the FBiH; through the web site of the organised public discussion on the laws the Government sent in the Parliament, as well as on the General Plan of the Government of the FBiH for combat against corruption. Ministry of education and science organised 12 public discussions, etc. RS: activities through department ministries with consumers, veteran population etc. (Report of the Bureau), BD BiH: around 50 meetings of this type (Report of the Sector). Participation in the project "Academy of Citizens" with support of the OSCE office in Brčko.
	<i>The number and scope of this type of consultations</i>	12.1.3. Inclusion of members of civil societies as partners or potential project, campaign or other activities implementers.	Relevant institutions		Implementation did not start	Implementation did not start	Implementation did not start	Implementation did not start	There are no data on these specific activities in 2011.	There are no data on these specific activities in 2012 either.

Objectives	Measurable indicator	Activity	Responsible institutions	Time line	Administration Level				Description of Achievements/Comment	
					BiH	FBiH	RS	BD	2011	2012
IT 1. Policies, regulations and standards										
1.1. Establish the system of supervision and accreditation of verifies.	The system of supervision and accreditation of verifies has been established.	1.1.1. Analyze, adopt and / or amend relevant regulations as required;	BIH MoCT CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	Mid-2011	Partially implemented	Partially implemented	Fully implemented	Partially implemented	In the Republic of Srpska, this activity has been implemented through: • The Law on Electronic Signature of the RS "Official Gazette of the Republic of Srpska", No. 59/08 • Rulebook on the measures of protection of electronic signature and qualified electronic signature, the lowest amount of mandatory insurance and application of organisational and technical measures of protection of certificates - "Official Gazette of the Republic of Srpska", No. 88/09 • Rulebook on technical rules for ensuring links of records of issued and recalled certificates of certification authorities in the Republic of Srpska - "Official Gazette of the Republic of Srpska" No. 88/09 • Rulebook on the contents and the manner of maintenance of register of certification bodies for issuing of qualified electronic certificates - "Official Gazette of the Republic of Srpska", No. 88/09 • Rulebook on records of certification bodies - "Official Gazette of the Republic of Srpska", No. 88/09 AIS RS participated in amendments to the existing rulebooks, which develop certain provisions of the Law on Electronic Signature in more detail. Amendments have been adopted in late 2011. FBiH: Draft Law on Electronic Document, No. 02-02-1562/11 of November 15, 2011 is in the parliamentary procedure. BD BiH: the Law on Electronic Signature of the Brčko District of BiH No. 01-02-245/10 of June 2nd, 2010, adopted Law on Electronic Document No. 01-02-246/10 of June 2nd, 2010. BiH: Adopted Law on electronic signature. Published in the Official Gazette, on November 14, 2006, No. 91, but no by-laws have been adopted, so presently the Law is useless. The Law on electronic legal and business traffic ("Official Gazette of BiH", No. 88/07).	RS: Activity fully completed. BD BiH: Implementation of this objective is in direct connection with the activities related to implementation of the Law on Electronic Signature. The activities are led by the Department for Public Register of the Government of the Brčko District of BiH. The Assembly of the Brčko District of BiH adopted the subject law. The Law implies enactment of bylaws, which are being enacted by the Head of the Department for Public Register. Draft by-laws have been prepared, but not yet enacted.A series of activities has been initiated, which should result in analysis of the laws and the by-laws and proposal of the activities for implementation of the laws. Activities are currently suspended for various reasons. BiH: The MCT BiH prepared amendments to the Rulebook on Internal Systematisation, which stipulate establishment of the Office for Supervision and Accreditation of Certifiers within the Ministry. The Ministry received positive opinions of the competent institutions to the proposal of the amendment to the Rulebook and it is expected to be sent to the session of the CoM BiH by the end of January 2013.
		1.1.2. Establish institutional capacities required for accreditation in the territory of BiH.			Implementation did not start	Implementation ongoing	Fully implemented	Implementation did not start	RS: Establishment of certification body for the needs of certification of the bodies of the republic administration of the Republic of Srpska. Operational from January 1st, 2012. [http://ca.aidrs.org] Agency for Information Society of the Republic of Srpska, for the purpose of issuing electronic certificates to the bodies of republic administration, procured, in mid-2010, the application software for issuing electronic certificates, and in early 2011, the hardware infrastructure as well. The last quarter of 2011 was marked by the activities on finalisation of the project PKI-PA-RS, which included final settings on the software and hardware infrastructure, creation of profiles of user certificates, finalisation of documentation of the certification body, procedures necessary for unhindered work of the certification body, as well as cases of use of electronic certificates by the final user. Official promotion of the electronic signature of the Republic of Srpska took place in the administrative centre of the Government of the Republic of Srpska, on December 8, 2011, which successfully presented the final product of this project. During 2012, the plan is to further work on improvement of infrastructure of the certification body of the AIS RS, as well as on issuing electronic certificates for the final users.	RS: Activity fully completed. FBiH: the project Fe-Administration subsystem of electronic certificates stipulates organisation of certifiers of those who issue certificates at the level of public postal operators in the FBiH. Implementation of the Law on Electronic Signature and establishment of the Registration Authority foreseen for 2013.The Ministry published and completed the tender procedure for draft of the terms of reference and software for establishment of registration authority (funds provided in the budget of the FBiH for 2013.).

1.2. Ensure interoperability and recognition of all accredited verifies in the territory of BiH.	<i>Ensure interoperability and recognition of all accredited verifies in the territory of BiH.</i>	1.2.1. Analyze, adopt and / or amend relevant regulations as required.	BIH MoCT CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	The end of 2011	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	<div>Partially implemented</div>	<div>Implementation ongoing</div>	In the Republic of Srpska, the existing Rulebook on the Measures of Protection of Electronic Signature and Qualified Electronic Signature, the Lowest Amount of Mandatory Insurance and Application of Organisational and Technical Measures of Protection of Certificates has been updated – "Official Gazette of the Republic of Srpska", No. 88/09, based on the set of present technical standards (e.g. ETSI TS, through RFC), which provide for interoperability at a global level, and therefore at the level of BiH as well. FBiH: The Draft Law on Electronic Document, No. 02-02-1562/11 of November 15, 2011 is in the parliamentary procedure. BD BiH: the Law on Electronic Signature of the Brčko District of BiH No. 01-02-245/10 of June 2nd, 2010, adopted Law on Electronic Document No. 01-02-246/10 of June 2nd, 2010. BiH: Adopted Law on electronic signature. Published in the Official Gazette, on November 14, 2006, No. 91, but no by-laws have been adopted, so presently the Law is useless. The Law on electronic legal and business traffic ("Official Gazette of BiH", No. 88/07).	FBiH: the Law on Electronic Signature of BiH will be applied at the level of the FBiH. BiH: The Public Administration reform Coordinator's Office initiated the meeting with the representatives of the relevant institutions from the Operations Plan on this matter, at the proposal of other administration levels. Establishment of the Office for Supervision and Accreditation of Certifiers is expected at the beginning of 2013.
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>	1.3.1. Analyze, adopt and / or amend relevant regulations as required.	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH Ministries of Justice RS MoALSG	The end of 2011	<div>Implementation ongoing</div>	<div>Implementation ongoing</div>	<div>Fully implemented</div>	<div>Implementation ongoing</div>	RS: eLegislation of the Republic of Srpska: • The Law on Electronic Signature of the RS - "Official Gazette of the Republic of Srpska", No. 59/08 • The Law on Electronic Document of the RS "Official Gazette of the Republic of Srpska", No. 110/08 • The Law on Electronic Operations of the RS "Official Gazette of the Republic of Srpska", No. 59/09 • The Law on Information Security of the RS "Official Gazette of the Republic of Srpska", No. 70/11 This Law defines the information security that is being provided by application of measures and standards of information security. The National Assembly of the Republic of Srpska adopted the Law on Information Security on June 21st, 2011. FBiH: The Draft Law on Electronic Document, No. 02-02-1562/11 of November 15, 2011 is in the parliamentary procedure. BD BiH: the Law on Electronic Signature of the Brčko District of BiH No. 01-02-245/10 of June 2nd, 2010, adopted Law on Electronic Document No. 01-02-246/10 of June 2nd, 2010. BiH: Adopted Law on electronic signature. Published in the Official Gazette, on November 14, 2006, No. 91, but no by-laws have been adopted, so presently the Law is useless. The Law on electronic legal and business traffic ("Official Gazette of BiH", No. 88/07).	RS: Activity has been fully completed (by the information from the last meeting of the ST). FBiH: the Law on Electronic Signature of BiH will be applied at the level of the FBiH; BD BiH: No activities of analysis and possible amendments to the relevant regulations have been implemented and it was not defined which institution, with which capacities and in which manner would support accreditation in the territory of the Brčko District of BiH.
1.4. Enable the use of all accredited secure electronic signatures for operations with public administration.	<i>The use of all accredited secure electronic signatures for operations with public administration has been enabled.</i>	1.4.1. Analyze, adopt and / or amend relevant regulations as required.	BIH MoCT CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH Ministries of Justice of BiH and FBiH, RS MoALSG.	The end of 2011	<div>Implementation ongoing</div>	<div>Implementation did not start</div>	<div>Implementation ongoing</div>	<div>Implementation did not start</div>	RS: The project of the PKI for public administration of the Republic of Srpska was implemented in December 2011. Reception of requests for issuing qualified certificates starts on January 1st, 2011. FBiH: Draft Law on Electronic Document, No. 02-02-1562/11 of November 15, 2011 is in the parliamentary procedure. BiH: The PKI is the most widespread technology used for implementation of digital signature. The Law on Digital Signature, adopted in the BiH parliament, obligates all the institutions of the state administration to implement the mechanisms, which implement all the security measures when it comes to the field of use of digital signature in the information systems of the state administration. In order to achieve the level of protection for all the levels of access to the database, it would be necessary to create a system which would be able to issue certificates and crypto keys. Crypto keys would be located on a smart card, which would be issued to all the users at locations where personal documents are being issued. This would provide two factors of authentication, which is necessary to maintain a trust in the system and data stored in the databases, which are within a competency of the Agency and which are defined by the Law on Agency for Identification Documents, Records and Data Exchange – IDDEEA. Contract on implementation of the project "Public Key Infrastructure on IDDEEA location" between the European Union in BiH and the most favourable bidder signed on September 29, 2009. The project completed on November 29, 2010. The PKI infrastructure was put into operation in production environment and implemented on all IDDEEA users. Project fiche, ToR approved by the European Union, Final Report of the Project, the project financed by the IPA 2007 component.	CoM BiH: Individual efforts have been reported, so from the domain of the IDDEEA competency, based on the Law on Personal Identification Card, it has been foreseen that to the citizen of BiH a personal identification card containing a qualified certificate of the IDDEEA could be issued (with the information in the certificate by the Law on Electronic Signature of BiH).Start of issuing of e-ID was planned for March 1st, 2013; FBiH: the Law on Electronic Signature of BiH will be applied at the level of the FBiH.

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.	1.5.1. Prepare the mode of planning, development and implementation of IT projects and publish them on the Internet;					Implementation ongoing	Implementation did not start	Implementation did not start	Implementation ongoing	FBIH: Assumption is that the said affairs in the future would be dealt with by the ICT Institute (present activities on this matter were maintained by the Secretariat General of the Government of the FBiH); BD BiH: There are some of the documents based on which planning is made or should be made, development and implementation of IT projects, e.g.: IT strategy of the Brčko District of BiH 2009 – 2012 and Annual Plan of Activities of the sector for IT (adopted every year).Annual Plan of Activities for 2013 is being prepared. Documents are not published on the internet and their analysis produces a conclusion that in practice, when selecting the projects for implementation, these documents are not really taken into account. BiH: Policy of Software in the Institutions of BiH from 2007 put the MCT BiH in charge of drafting the document Modality of Planning, Development and Implementation of Programme Solutions.Adoption of the Document is expected by May 2013.
	1.5.2. Define standards for the specification of IT equipment and components (establish a standard workstation with appropriate specifications for software and minimum standard hardware and maintain an updated and consolidated database for configuration management in all user institutions) for software solutions, for contract forms for IT services and supplies, for the content of project documentation, instructions for operation and maintenance etc. and publish them on the Internet	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH Public Procurement Agency of BiH	Mid-2012, for initial activities that need annual updating	Implementation ongoing	Implementation ongoing	Partially implemented	Implementation ongoing	In the BD BiH, internal specifications of equipment and software are being used, in accordance with the needs of the users. Instruction of the Mayor, No. 01-014-003935/04 of February 10, 2004; BiH: Standardisation of IT procurements should be defined by the document within the "Policy of Software in the Institutions of BiH". Work group for draft of the documents established. In the FBiH - the Regulation on the Secretariat General of the Government of the Federation of Bosnia and Herzegovina ("Official Journal of the Federation of BiH", No. 2/96, 44/07, 22/08 and 52/08) stipulated that the Secretariat General of the Government of the Federation of Bosnia and Herzegovina is competent for implementation of the Contract on Strategic Partnership with the Microsoft and preparation of future contractual relations. With the objective of application and more efficient use of benefits of the Contract and implementation of competencies prescribed by the Regulation on the Secretariat General of the Government of the Federation of Bosnia and Herzegovina, all the budget users were requested to notify the Secretariat General on all the planned procurements (renewal of the existing equipment, widening of the capacities, building and implementation of IT systems and basic infrastructure), which include Microsoft products, and on the contracts on maintenance of the IT system, as well as to deliver a list of software they plan to procure. Secretariats General will verify the possibility of procurement through the Enterprise Agreement, provide exact titles, codes and prices of licences, and submit the procedure in order to use the Contracts optimally. This would provide optimal conditions for use of the contract, as well as use of the benefits of the contract and stop additional expenses which would incur by purchase of Microsoft products outside of the contract. RS - Administration bodies, for the procurements in the area of information technologies, for which the agreement of the Government of the RS is necessary, have to obtain opinion of the Agency for Information Society of the RS. Adopted document "Recommendations for Design and Maintenance of the Web Presentations of the Institutions of the Republic of Srpska". In the BD BiH, draft of the Rules for capital investments management is being prepared, including the IT projects.	BD BiH: Standard specifications of IT equipment exist, and they are adjusted to technological changes once a year minimum. In all IT procurements, standard specifications of IT equipment are being used, apart from sporadic special requirements, conditioned by the nature of the work for which the IT equipment is being procured.Database for configuration management does not exist. For programme solutions, there is a standard for draft of specifications, but there are also procurements of software, i.e. Draft of specifications for procurements of software, which are being implemented by respective institutions, independently from the Sector for IT.Forms of contracts for IT services do not exist, i.e. they are in no way different from the contracts for some other services and they do not treat specificity of IT services. The existing standard specifications are published on the internet only as a part of the individual technical specifications within individual tenders.Instructions for work and maintenance are a part of the specifications, based on which the contracts on maintenance are awarded. BiH: By the policy of software in the institutions of BiH from 2007, the CoM BiH put the MCT BiH in charge of grafting documents Standards of Programme Solution and Standard Workstation.Adoption of the Document by the CoM BiH is expected by May 2013. By the Conclusion of the CoM BiH No. 05-07-1-596-53/12 of March 9, 2012, the CoM BiH was put in charge of preparing a proposal of the Decision on Standardisation of User Software in the Institutions of the CoM BiH and Proposal of the Decision on Management of Software Products in Use in the Institutions of BiH. The Said Decisions have been prepared and sent for deliberation and adoption. RS: On January 28, 2013, the AIS RS enacted the instruction to the institutions of the RS regarding preparation and implementation of ICT projects , with the objective of defining general terms instructions on the matter of preparation, development and implementation of ICT projects.	
	1.5.3. Develop strategic guidelines for outsourcing: decide which functions do not have to be performed in-house based on the nature of the very functions, current assistance, cost-benefit analysis, positive experiences of other countries etc.;			Implementation ongoing	Implementation did not start	Implementation did not start	Implementation did not start	BD BiH:There are no guidelines for outsourcing services. One of the significant reasons for that is that the number of hired outsourced services is very small. BiH: By the policy of software in the institutions of BiH from 2007, the CoM BiH put the MCT BiH in charge of drafting documents Overall Cost and Justification of Development or Procurement of Programme Solution.Adoption of these Documents by the CoM BiH is expected by May 2013.		
	1.5.4. Develop criteria for selecting the best bidder, taking into account the total cost price and publish them on the Internet;			Implementation ongoing	Implementation did not start	Implementation did not start	Implementation did not start	BD BiH: Criteria for selection of the most favourable bidder are formed in cooperation with the Sub-Department for Public Procurements and are published on the internet only as a part of individual technical specifications within individual tenders. BiH: By the policy of software in the institutions of BiH from 2007, the CoM BiH put the MCT BiH in charge of drafting documents Overall Cost and Justification of Development or Procurement of Programme Solution.Adoption of these Documents by the CoM BiH is expected by May 2013.		

1.5.5. Establish a system of control and / or consultative mechanisms.				Implementation did not start	Implementation did not start	Implementation did not start	Partially implemented		BD BiH: Control of IT procurements and deliveries is being implemented continuously by the Sector for IT.	
1.6. Draft the legislation on IT security.	IT security policy designed and adopted.	1.6.1. Define technical recommendations, regulations, technical and administrative security procedures, conditions and referent standards for secure transactions and secure exchange of data and documents within the administration and externally, based on risk assessment.	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	Implementation ongoing	Implementation ongoing	Fully implemented	Partially implemented	RS: Rulebook on standards of information security - in preparation, completion expected in 1st quarter of 2012. Rulebook on the standards of information security - in preparation, bearer of the activity - Secretariat General of the Government of the Federation of BiH. In the BDBiH, the package of procedures and instructions for protection of the IT system of the BD BiH has been drafted and adopted. Decisions and procedures adopted by the Government of the BD BiH on April 26, 2006, No.: - 01-014-005146/06 - 01-014-005148/06 - 01-014-005150/06 - 01-014-005151/06 - 01-014-005151/06-1 - 01-014-005152/06 - 01-014-005153/06 - 01-014-005154/06 - 01 014 -005155/06 Policy of security of the IS of the Government adopted at the 86th session of the Government of the RS 04/1-012-1910/08 of July 24, 2008. Report submitted at the session of the Government of the RS. BiH: These activities should be implemented through the working group for draft of documents within the "Policy of Software in the Institutions of BiH".	RS: Activity has been fully completed (by the information from the last meeting of the ST). CoM BiH: The "Rulebook for Use of the Common Information-Communication System in the Council of Ministers of Bosnia and Herzegovina" has been drafted, defining aspects of security of the system of e-government. The Rulebook has been sent to the Legislation Office for opinion, and it is expected to be adopted by the Council of Ministers of BiH by the end of 2012. There is ongoing implementation of the project "Design of Data Centre of the CoM BiH" and "Building of Common Platform of the CoM BiH for Document Management" that would define technical and administrative procedures of security, conditions and reference standards for storage of data and documents on the system of e-Government of the CoM BiH. Completion of these projects is expected in late January 2013. BiH: By the policy of software in the institutions of BiH from 2007, the CoM BiH put the MCT BiH in charge of drafting documents Security of Data and Use of Electronic Networks. Adoption of these Documents by the CoM BiH is expected by May 2013. BD BiH: the package of procedures and instructions for protection of information system of the BD BiH has been drafted and adopted on April 26, 2006, but it has not been revised. Within the ISMS project revision of the adopted procedures and security policies has been foreseen, but it has not been published yet.
		1.6.2. Define official, acceptable, unacceptable and illegal access to electronic networks and Internet of the institutions, other electronic networks and Internet;			Implementation ongoing	Implementation ongoing	Fully implemented	Partially implemented	RS: The Law on Information Security (Official Gazette, No. 70 of 2011). RS: There is ongoing establishment of a special department for information security - CERT within the AIS RS, i.e. department which would deal with coordination of prevention and protection from computer security incidents on the internet and other security risks of information systems. FBiH: the Government of the Federation of BiH, at the 24th session, held on August 24th, 2011 enacted the decision on initiation of the project fe-administration with the functions g2g, g2b, g2c. For implementation, the Federal Ministry of Transport and Communication has been put in charge. For implementation, the Federal Ministry of Transport and Communication has been put in charge. In the BDBiH, the package of procedures and instructions for protection of the IT system of the BD BiH has been drafted and adopted. Decisions and procedures adopted by the Government of the BD BiH on April 26, 2006, No.: - 01-014-005146/06 - 01-014-005148/06 - 01-014-005150/06 - 01-014-005151/06 - 01-014-005151/06-1 - 01-014-005152/06 - 01-014-005153/06 - 01-014-005154/06 - 01 014 -005155/06 on initiation of the project fe-Administration with the functions g2g, g2b, g2c.	RS: Activity has been fully completed (by the information from the last meeting of the ST). FBiH: The Rulebook on the Standards of IT Security is being prepared; BD BiH: Prepared new procedure on the manner of use of the Internet for all the users of the IS of the Government of the BD BiH, which has not been adopted yet. BiH: The "Ordinance for Use of the Common Information-Communication System in the Council of Ministers of Bosnia and Herzegovina" defined acceptable, unacceptable and illegal access to internet and other networks. The Ordinance has been sent for deliberation and adoption to the CoM BiH.
		1.6.3. Update security documents on a yearly basis.			Implementation did not start	Implementation did not start	Implementation did not start	Implementation did not start	A precondition for implementation of this activity, draft of all security documents, has not been fulfilled. For the documents that have been drafted, there are no data on annual update	BD BiH: Adopted documents and procedures dealing with security are not updated annually, although the obligation of update was stipulated by the very documents.

1.7. Develop a continuous process of risk assessment at all levels of government.	Process of risk assessment has been established.	1.7.1. Produce a list of sensitive issues and risks, which will serve as an introduction to a continuous process of risk assessment.	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	The end of 2012, for initial activities that need annual updating		Fully implemented		Implementation did not start		Implementation did not start		Implementation did not start	In the BD BiH, the risk analysis is being performed by a person in charge only for the security of the IT system of the BD BiH. Documentation basis: Specific Decision on appointment of the civil servant to the job "specialist for information systems security management", No. 01-014-016065/07 of September 12, 2007. In the BD BiH, establishment of the Board for Implementation of the Policy of Security of the Information System of the BD BiH. Documentation basis: Decision on appointment of the Board for Implementation of the Policy of Security of the Information System of the BD BiH, No. 01-014-000715/06 of January 31st, 2006	BiH: on July 4, 2012 the IDDEA BiH received certificates ISO 9001:2008 and 27001:2005, related to the systems of quality management and management of security of information. BD BiH: risk analysis related with the IS is being implemented sporadically and in cases of potential dangers.
		1.7.2. Conduct security assessment and carry out continuous inspection of security measures, which will be the basis for continuous updating of security policy based on risk management.				Implementation did not start		Implementation did not start		Implementation did not start		Implementation ongoing		BD BiH: Security evaluation is a constant activity in the job description of the senior expert associate for security of the IS. Reporting on implementation of security evaluation has not been formalised and does not exist in the form of some written periodic reports, based on which the policy of security would be updated. Reporting on security of the IS is being done within weekly reports on work in the form of reports generated with the help of software security tools at disposal of the Sector for IT. Inspection of security measures is being done continuously, but not formally, and there is no agreed form of reporting on this matter.Activities of inspection are being implemented by the Sector for IT, at the initiative of the services in which the problems occur. Established Board for implementation of Policy of Security of the Information System of the BD BiH, but it has only a formal role.
1.8. Establish CERT (Computer Emergency Response Team) of the institution.	CERT has been established.	1.8.1. Establish CERT and fill the positions.	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	The end of 2012		Implementation ongoing		Implementation did not start		Implementation ongoing		Implementation did not start	In the BD BiH, the Board for Implementation of the Policy of Security of the Information System of the BD BiH has been established. In the BD BiH, one person has been hired, in charge only for the security of the IT system of the BD BiH. Documentation basis: Decision on appointment of the Board for Implementation of the Policy of Security of the Information System of the BD BiH, No. 01-014-000715/06 of January 31st, 2006. Specific Decision on appointment of the civil servant to the job "specialist for information systems security management", No. 01-014-016065/07 of September 12, 2007. RS - The National Assembly of the RS adopted the Law on IT Security in the Republic of Srpska, stipulating establishment of the CERT body, which would work on coordination of protection and prevention of various forms of computer security incidents.	BiH: The Council of Ministers of BiH adopted the Strategy of Establishment of the CERT body in BiH (July 2011), which gives guidelines for the activities and based on the Strategy, a work group for implementation of all the necessary preparations for establishment of the CERT body at the state level (BiH CERT) has been established, with a mandate of one year, starting from December 7, 2011.The work group completed its work on December 7, 2012, drafted a proposal of the action plan and a final report with concrete conclusions: 1. that BiH CERT should be competent for the institutions of BiH in the sense of competencies defined in the Strategy. 2. it is proposed to the Council of Ministers of BiH to establish a coordination body for cyber security, which would include all the relevant institutions from all the levels in BiH, with the objective of coordination of the activities regarding building of capacities for cyber security. Proposed documents are in the phase of gathering of opinions, after which they will be sent to the session of the Council of Ministers of BiH for deliberation and adoption.
IT2. Capacity building														
2.1. Establish a strong central unit, at the levels of government where it has not been established yet, which will be responsible for coordination of and support to e-Administration development.	Strong central units in charge of coordination and support to e-Administration at all levels of government have been established, made operational and adequately staffed;	2.1.1. Formally designate roles, responsibilities and functions of central units responsible for coordination of and support to e-Administration development, and staff them adequately at the levels of government that has not established them and/or made them operational and/or staffed them adequately.	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	The end of 2011		Implementation ongoing		Implementation ongoing		Fully implemented		Implementation ongoing	RS: The Sector for IT, as a basic organisation unit within the Secretariat General of the Government of the Republic of Srpska has been defined by the Law on the Government of the Republic of Srpska (2007). AIS RS established in December, 2007. It started its operational work in 2008. FBiH: Sector for IT, as a basic organisation unit within the Secretariat General of the Government of the Federation of Bosnia and Herzegovina. The Programme of Work of the Government of the Federation of BiH for 2012, stipulated establishment of the ICT Institute of the Federation of BiH. (deadline: December 2012). The MCT BiH, on several occasions since 2006, sent to the Parliamentary Assembly various draft Laws on the Agency for Development of Information Society of BiH, adjusting the drafts to the current political requirements. The Ministry currently leads the activities regarding repeated sending of the Law in the parliamentary procedure after entity harmonisation. In the BD BiH, the Sub-Department for IT in the Government of the BDBiH has been established.	RS: Activity fully implemented, CoM BiH: Within the Secretariat General of the Council of Ministers of BiH, the Department for Maintenance and Development of the System of Electronic Operations and e-Government has been established, with the competencies that are in the domain of e-administration and electronic operations. By the end of 2012, it is expected that all the foreseen posts would be filled. According to the submitted opinion of the MCT BiH, there is an omission in identifying the responsible institutions for the CoM BiH in the area of e-Administration by the RAP 1, so on that matter, it would be necessary to undertake the activities in order to precisely define the responsible institutions in charge of implementation of the foreseen activities, so implementation of the planned activities would not be late and so the competencies and responsibilities of certain institutions at the state level would not overlap; FBiH: Establishment of the Federal IT Institute, should be implemented by the amendment to the Law on the Federal Ministries and Other Federal Administration Bodies, the FMTC gave a proposal of the activities of the Institute, and the Federal Ministry of Justice should implement the procedure of amendments to the Law; BD BiH: The Sector for IT is an institution that coordinates and assists development of e-administration in the BD BiH. This role of the Sector was not defined by clear competencies in development of e-Administration. The Government of the BD BiH did not officially put in charge any institution for coordination and development of e-Administration.

<i>A joint methodology approach in order to facilitate coordination between central and peripheral units has been defined.</i>		2.1.2. Adopt a joint methodology approach in order to facilitate coordination between central and peripheral units: promote the use of standard framework for IT service management (ITIL); plan joint processes for all peripheral units; define roles and activities with appropriate references and communication lines between them.			Implementation did not start	Implementation did not start	Fully implemented	Partially implemented	ES: The AISRS, in cooperation with the Sector for IT, continuously works on IT services management. In the BDBiH, the Sub-Department for IT has a central role in development of the IT system of the BD BiH, and coordination of the central and peripheral IT units in the Brčko District of BiH is performed by the Sub-Division for IT and the Commission for IT of the Brčko District of BiH. The Decision on establishment of integral information system in the bodies and institutions of the BD BiH No. 01-014-005147/06 of April 26, 2006 and the Decision on Appointment of the Commission for Information Technology No. 01-014-013448/05 of November 29, 2005.	RS : Activity fully implemented.
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>	2.2.1. Amend relevant legislation (where required) in order to place coordination of e-Administration and policy-making/strategy designing within competence of central units;	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	Mid-2012, for initial activities that need annual updating	Implementation ongoing	Implementation ongoing	Fully implemented	Implementation did not start	BD BiH: Roles and competencies of the central unit (Sub-Department for IT) and the IT units in other institutions of the BD BiH have been defined by the Decisions on Establishment of the IT System of the BD BiH. Documentation basis: Decision on establishment, functioning and maintenance of the information system of the BD BiH, No. 01-014-010830/04 of September 21st, 2004 and Decision on Establishment of Integral Information System in the Bodies and Institutions of the BD BiH, No. 01-014-005147/06 of April 26, 2006. In the FBiH, the Federal Ministry of Education and Science, on November 5, 2007, started the initiative (letter of the Ministry No. 02-5792-1/07) of amendments to the Law on Federal Ministries and Other Bodies of Federal Administration in the part related to the competency of the Federal Ministry of Education and Science by establishing the Federal Administration for Information Society. BD BiH - Adopted Organisation plan of the Office of the Mayor, No. 01.1-05-042708/09 of December 31, 2009 and Instruction on the scope of work of the Sector for information technologies No. 02-01.1-000194/10 of February 25, 2010, where the place and the role of the Sector for Information Technologies has been clearly defined.	CoM BiH: SG CoM BiH: Established central unit for coordination and development of e-Administration within the SG CoM BiH (Department for Maintenance and Development of the System of Electronic Operations and e-Government).Department is not fully filled because of lack of funds.MCT BiH: At the initiative of the Commission for Transport and Communications of the House of Representatives of the PA BiH, draft of the Law on Agency for Development of Information Society of BiH has been incorporated in the plan of work of the CoM BiH for 2013. BD BiH: Roles and competencies of the Sector for IT and the IT units in other institutions of the BD BiH have been defined by the Decisions on Establishment of Information System of the BD BiH, Organisation Plan and the Instruction on the Scope of Work of the Sector for Information Technologies, but the mandate for coordination of development of e-Administration has not been explicitly given to any institution. FBiH: The Federal Ministry of Justice proposed to the Government of the FBiH Draft Law on Amendments to the Law on Federal Ministries and Other Bodies of Federal Administration, stipulating establishment of the Federal IT Institute.
	<i>The number of organized courses of training and the number of participants;</i>	2.2.2. Organize training of staff of central units in the area of strategic planning and policy making;			Implementation did not start	Implementation did not start	Implementation did not start	Implementation did not start		RS: no data
	<i>Network of IT managers is in place, the frequency of meetings, the number of outcomes (recommendations, opinions, suggestions about possible solutions).</i>	2.2.3. Set up a network of IT manager coordinated by central units.			Implementation did not start	Implementation did not start	Implementation did not start	Implementation did not start		RS: no data
<i>The number of courses of training;</i>		2.3.1. Ensure funds in the budget for continuous professional education of IT staff.	CoM Centre for e-Government	Ongoing, the degree of the implementation	Partially implemented	Implementation ongoing	Implementation ongoing	Implementation ongoing	There is no data for 2011, while in the previous years the funds for permanent expert education of IT personnel were mainly provided in the budgets at all four administration levels.	CoM BiH: The Civil Service Agency continuously provides funds for professional education of IT personnel. Certain amount of funds for trainings has been provided also through the Framework Agreement between the Microsoft and the CoM BiH. The MCT BiH, on behalf of the CoM BiH, in 2010, concluded agreements for three years: Enterprise Agreement on Advance Payment - ESA, Framework Agreement for Procurement of Microsoft Licences for the Needs of the CoM BiH and Contract on Provision of Services of Premier Support. Within the last contract, the trainings were planned for all the employees in the institutions of BiH, as well as specialist trainings from the field of ICT.Trainings for trainers from the field of Desktop Platform were completed by 45 attendees who were trained for implementation of further trainings.The trainings for IT personnel were completed by 140 attendees. There were also specialist trainings of the IT civil servants and employees in the Microsoft authorised education centres, as well as for the representatives of respective institutions of the CoM BiH. This practice will continue in 2013 as well.IN accordance with the ESA agreement, all the employees have a possibility of to access e-learning services for acquiring necessary skills in using the ICT.

2.3. Hire professional IT staff in public administration.	<i>The number of participants in courses of training</i> <i>Participants' satisfaction with the methods and substance of professional development programmes.</i>	2.3.2. Make training needs assessment, so that training offered is based on actual needs;	e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	Implementation on being measured on a yearly basis, i.e. at the end of each year.	Partially implemented	Implementation ongoing	Implementation ongoing	Implementation ongoing	RS: the analysis is being implemented continuously and the training is being adjusted to the current and foreseen needs of the Sector for IT. FBiH: the analysis is being implemented continuously and the training is being adjusted to the current and foreseen needs. The bearer of the task is the CSA FBiH. In the BD BiH, there was the training for all the heads of departments in using the system of "Government Sessions without Paper" and the web portal of the Government of the BD BiH. e-Administration has been promoted within the I phase of implementation of e-Government through seminars and trainings. There were seminars and trainings for use of the system of e-administration at the state level, as well as for the managers of the respective institutions.	CoM BiH: The Civil Service Agency continuously works on analysis of the needs for training through the questionnaires that are being sent to all the interested institutions, and based on the demonstrated needs, the trainings are being formed. BD BiH: Information on the training needs are gathered within the procedures of annual evaluation of civil servants and employees.
		2.3.3. Additional training for IT managerial staff in skills needed for project management; such as cost and benefit analysis and risk assessments regarding IT projects etc.			Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	RS: In late 2009, there was a two-day cycle of training for managing staff on e-administration and the need of its implementation. The training was organised by the CSA. In the BD BiH, there was the training for all the heads of departments in using the system of "Government Sessions without Paper" and the web portal of the Government of the BD BiH. e-Administration has been promoted within the I phase of implementation of e-Government through seminars and trainings. In the FBiH, there was a training of high ranking officials who would use the application "Sessions without Papers". There were seminars and trainings for use of the system of e-administration at the state level, as well as for the managers of the institutions respectively.	CoM BiH: The SG CoM BiH continuously implements the trainings for use of the service of e-Government.
2.4. Increase support from the management at the highest levels to development of e-Administration.		2.4.1. Design training programmes for the management in the importance of e- Administration;			Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	RS: In late 2009, there was a two-day cycle of training for managing staff on e-administration and the need of its implementation. The training was organised by the CSA. In the BD BiH, there was the training for all the heads of departments in using the system of "Government Sessions without Paper" and the web portal of the Government of the BD BiH. e-Administration has been promoted within the I phase of implementation of e-Government through seminars and trainings. In the FBiH, there was a training of high ranking officials who would use the application "Sessions without Papers". There were seminars and trainings for use of the system of e-administration at the state level, as well as for the managers of the institutions respectively.	
		2.4.2. Strengthen cooperation and communication between IT staff and management;			Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	RS: AIS RS, as well as the Sector for IT of the Government of the Republic of Srpska, through their daily activities works on strengthening of cooperation and communication between the IT staff and the management. FBiH: Continuous activity of the IT Sector	BD BiH: activity is being implemented through not continuous participation of the Head of the Sector for IT in work of the Government of the BD BiH.
	<i>The number of courses of training;</i> <i>The number of participants in courses of training</i> <i>The number of permanently involved non-IT managerial staff in e- Administration projects.</i>	2.4.3. Present new IT project through cost and benefit analysis;	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	Ongoing, the degree of the implementation on being measured on a yearly basis, i.e. at the end of each year.	Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	RS: There were several presentations during 2011 with analyses of costs and benefits. The implemented projects are: "It is not OK to wait in a queue" and "Somebody is watching over the Web", as well as promotions of "e-Service of the Government of the Republic of Srpska". All the local and regional media broadcasted these activities! FBiH: there was a presentation of the project Fe-Administration. In the BD BiH, in 2007, 8 projects from the area of IT have been presented and approved, and in 2008, 9 projects. Documentation basis: Adopted budgets of the BD BiH for 2007 and 2008 fiscal year, which have been published at the portal of the Government of the BD BiH, www.bdcntral.net. In the BD BiH, in 2010, 15 projects from the field of information technologies have been presented and approved, whose implementation is ongoing. In the BD BiH, we initiated the project "Financial Information System" instead of previously approved project "One Stop Shop", which is being financed by the PAR Fund.	CoM BiH: The Department for Maintenance and Development of Electronic Operations System and e-Government System continuously works on presentation of the projects, which would quicken and facilitate the work of public administration, and through cost and benefits analysis it tries to direct the management to determination for implementation of the projects of e-Administration. BD BiH: Activities partially implemented through preparation of the budget for 2013, and through plan of implementation of the capital budget of the Government of the BD BiH.
		2.4.4. Initiate pilot projects in priority areas with short-term outcomes;			Partially implemented	Implementation ongoing	Implementation ongoing	Implementation did not start	In the RS the pilot project of the Ministry of Science and Technology, regarding online application, is being prepared. No documentation basis. In the FBiH, within the contract with the Microsoft, the project Electronic Reception Office in the Secretariat General of the Government of the Federation of BiH has been initiated. At the level of BiH, the Ministry of Communication and Transport established a group of project from the domain of IT, and it is expected that the CoM would approve these projects.	CoM BiH: The Department for Maintenance and Development of the System of Electronic Operations and e-Government constantly initiates pilot projects. The pilot project for upload of Lync for all the institutions on the system of e-Government is in the phase of drafting with the Microsoft (it is expected to be implemented in the first half of 2013). Activities have been initiated for implementation of the pilot project for building of the DMS for 10 institutions on the e-Government system (it is expected to be implemented by the end of 2013); RS: Implemented pilot project of internal communication and collaboration based on the Lync 2010 (G2G service).

					Partially implemented	Implementation did not start	Implementation ongoing	Implementation ongoing	RS: Through promotion of e-Service of the Government of the Republic of Srpska and other aforementioned projects, there was a continuous work on presentation of benefits of services and positive results stemming from them. Presentation of the project: The PKI for public administration of the Republic of Srpska was implemented on December 8, 2011. The BD BiH constantly works on introduction and promotion of e-Administration, because of which it has a BEACON status in that field. Documentation basis: Charter of the BEACON scheme on award of the BEACON status to the BDBiH on the topic "Introduction of Information Technologies in the Process of Provision of Services with the Objective of Improvement of Quality of Services and the Process of Enacting of Decisions". At the level of BiH, there was a ministerial conference for development of information society in 2007.	CoM BiH: The Department for Maintenance and Development of the System of Electronic Operations and e-Government continuously works on presentation of benefits of implemented projects from the domain of e-Administration. Positive results are reflected in including more and more institutions in the system of e-Government.
IT 3. ICT Infrastructure										
3.1. Make arrangements for the use and improvement of potentials that will guarantee cheap, reliable and secure access to information and enable information exchange both within the public sector, including information exchange between different levels of government, including municipalities, and externally between the public sector and public services users.	An analysis with recommendations has been made;	3.1.1. Make an analysis of the existing network in order to find out an optimal solution for networking, avoid irrational expenditures and have easier maintenance (including single access to the Internet with joint basic communication and collaboration services and security solutions wherever possible);	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	The end of 2011, for the analysis	Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	RS: The concept of the SOKRI project (Establishment of Services for Optimisation of Communication Resources of the Institutions of the Republic of Srpska) has been developed (implementation planned in 2012). In the BD BiH, the basic infrastructure has been mostly built. Contracts on implementation of the First and Second Phase of the Information system of the BD BiH No: - 0-01-014-2579/01 - 01-014-008817/05 - 01-014-015660/05-1 and other contracts and documents related to building of Integral information system of the BD BiH.	CoM BiH: The Department for Maintenance and Development of the System of Electronic Operations and e-Government is in the process of building of the private cloud for all the institutions of the Council of Ministers of BiH. This data centre would provide that all the institutions of the Council of Ministers of BiH could host their services on this platform. Widening of this platform would be implemented by the defined needs of the institutions. Institutions in the system of e-Government will not have a need for procurement of server equipment. The Department for Maintenance and Development of the System of Electronic Operations and e-Government continuously works on involvement of other institutions in the system, thus ensuring to the institutions the cheaper, more reliable and more secure access to information, and easier, faster and safer exchange of data (no data on the previously implemented analyses); FBiH: Within the project Fe-Administration, the FMCT and public telecom operators drafted the analysis of the existing networks of all the FBiH Budget users and their optimisation, so the expenses of use of networks would be minimal. BD BiH: Analyses have been drafted partially, but as a result of the analyses no single analysis document with recommendations has been drafted.
	ICT infrastructure as a basis for efficient data exchange between all organizational units of administration, including municipalities, has been set up; The number of information systems in place, which use the ICT infrastructure set up.	3.1.2. On the basis of the analysis, implement the optimal solution for networking of all organizational units of administration, including municipalities, which will enable efficient data exchange.			The end of 2014, for the project implementation					
IT 4. Information systems, e-Portals and e-Services										
4.1. Define a common framework and standards for information system architecture and the development of applications.	A comprehensive information architecture methodology has been designed;	4.1.1. Analyse the existing architecture and prepare a proposal for future architecture in accordance with the needs of public administration and introduce systems for application support to enterprise architecture development and business process management.	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	The end of 2011	Partially implemented	Partially implemented	Partially implemented	Partially implemented	RS: The Strategy of Development of e-Government of the Republic of Srpska 2009 – 2012; FBiH: Programme of work of the Government of the Federation of BiH for 2012. Information systems in the BD BiH are mostly compatible, because they have been designed on the same platform. BiH: Implementation of activities planned through draft of documents within "Policy of Software in the Institutions of BiH". Work group established.	During implementation of the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange", document "Guidelines and Standards for System Architecture and Development of Applications" adopted. The Document adopted with the First Interim Report (Decision of December 10, 2012.).
	Architecture and information system and application development methodology has been designed	4.1.2. Adopt a common approach, methodology and a set of instruments for architecture and development of systems and applications: prepare a methodology that defines a set of activities in the procedure of development of systems and applications, including the content of project requirements, responsible implementers, conditions for developing systems and applications, testing, product acceptance, maintenance and upgrade, and reference standards.			Partially implemented	Partially implemented	Partially implemented	Partially implemented	RS: Strategy of development of eGovernment of the Republic of Srpska prescribes application of the PMI methodology for development of ICT projects. Information subsystems in the BD BiH are mostly compatible, because they have been designed on the same platform. BiH: Implementation of the activity is foreseen through drafting of the documents within the "Policy of Software in the Institutions of BiH". Work group established.	During implementation of the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange", document "Guidelines and Standards for System Architecture and Development of Applications" adopted. The Document adopted with the First Interim Report (Decision of December 10, 2012.).

<p>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.</p>	<p><i>Interoperability 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>	<p>CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH</p>	<p>The end of 2011</p>	4.2.1. Define implementers;	Partially implemented	Partially implemented	Partially implemented	Partially implemented	Initiated implementation of the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange". Signed contract on provision of consultancy services on May 23rd, 2011, with the consultancy company InfoDom d.o.o. Zagreb. Duration of implementation of the project is 12 months. The Inception Report has been harmonised with the Supervisory Team and the Implementation Team. The first interim report is in the procedure of harmonisation with the PARCO, the Implementation Team and the Supervisory Team. After harmonisation of the First Interim Report, it will be, together with the Inception Report submitted to the PARF JMB for adoption. There has been a postponement in foreseen dynamics of adoption of the report for this project because of objections of the beneficiaries of the project to the concept and implementation of the project activities.	Activity foreseen through adoption of the Decision on Adoption of Interoperability Framework, Interoperability Framework and Exit Strategy, which are deliverables that are in the phase of harmonisation with the Final Report of the Project "Design and Establishment of Interoperability Framework and Standards for Data Exchange".Final adoption of the documents is expected by the end of February 2013.
				4.2.2. Develop the interoperability framework (operational, semantic and technical interoperability), harmonized with the European Interoperability Framework (EIF).	Partially implemented	Partially implemented	Partially implemented	Partially implemented	Initiated implementation of the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange". Signed contract on provision of consultancy services on May 23rd, 2011, with the consultancy company InfoDom d.o.o. Zagreb. Duration of implementation of the project is 12 months. The Inception Report has been harmonised with the Supervisory Team and the Implementation Team. The first interim report is in the procedure of harmonisation with the PARCO, the Implementation Team and the Supervisory Team. After harmonisation of the First Interim Report, it will be, together with the Inception Report submitted to the PARF JMB for adoption. There has been a postponement in foreseen dynamics of adoption of the report for this project because of objections of the beneficiaries of the project to the concept and implementation of the project activities.	Activity foreseen through adoption of the deliverables with the Final Report of the Project "Design and Establishment of Interoperability Framework and Standards for Data Exchange" (Interoperability Framework, Decisions on Technical and Semantics Standards).Final adoption of the documents is expected by the end of February 2013.
				4.2.3. Create common, open standards for data exchange and metadata definitions (XMLbased), for sharing and exchange of data among government departments and externally.	Partially implemented	Partially implemented	Partially implemented	Partially implemented	Initiated implementation of the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange". Signed contract on provision of consultancy services on May 23rd, 2011, with the consultancy company InfoDom d.o.o. Zagreb. Duration of implementation of the project is 12 months. The Inception Report has been harmonised with the Supervisory Team and the Implementation Team. The first interim report is in the procedure of harmonisation with the PARCO, the Implementation Team and the Supervisory Team. After harmonisation of the First Interim Report, it will be, together with the Inception Report submitted to the PARF JMB for adoption. There has been a postponement in foreseen dynamics of adoption of the report for this project because of objections of the beneficiaries of the project to the concept and implementation of the project activities.	Implementation of the activity foreseen through implementation of the deliverables of the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange"- List of Meta-Dictionaries of Data, Standards, Guidelines and Policies for Development and Maintenance of Dictionaries of Data (adopted by the Decision of December 10, 2012), and the Initial Dictionary of Data (adopted by the Decision of January 8, 2013).
				4.2.4. Implement a project for verification and realization of the interoperability concept.	Partially implemented	Partially implemented	Partially implemented	Partially implemented	Initiated implementation of the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange". Signed contract on provision of consultancy services on May 23rd, 2011, with the consultancy company InfoDom d.o.o. Zagreb. Duration of implementation of the project is 12 months. The Inception Report has been harmonised with the Supervisory Team and the Implementation Team. The first interim report is in the procedure of harmonisation with the PARCO, the Implementation Team and the Supervisory Team. After harmonisation of the First Interim Report, it will be, together with the Inception Report submitted to the PARF JMB for adoption. There has been a postponement in foreseen dynamics of adoption of the report for this project because of objections of the beneficiaries of the project to the concept and implementation of the project activities.	Activity is ongoing through implementation of the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange". Ongoing harmonisation of the Final Report with the accompanying deliverables (Interoperability Framework, Strategy of Development of Registers, Exit Strategy and Decisions on Adoption of Interoperability Framework, Semantics and Technical Standards). Adoption of the said documents is expected by the end of February 2013.

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.).	<i>An analysis with recommendations has been made;</i>	4.3.1. Make an analysis of existing basic registers, including an analysis of laws governing the establishment and keeping the public registers;	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH	The end of 2011, for the analysis	Partially implemented	Partially implemented	Partially implemented	Partially implemented	BiH: Strategy of Development of the Agency for Identification Documents, Records and Data Exchange for the period 2010 – 2015. At the 120th session of the Council of Ministers, held on April 29, 2010, the Strategy of Development of the Agency for Identification Documents, Records and Data Exchange for the period 2010 – 2015 has been adopted. This document defined the strategic objectives of development and improvement of the IDDEEA and the system of documents in BiH, with the objective of establishment as efficient as possible administration and simplification of administrative procedures for citizens, which is one of the basic determinations of the IDDEEA. Through implementation of the activities from the Strategy, a special attention has been dedicated to security of the process of issuing of documents in the competent Ministries of Interior and to training and control of the officers of the Ministries of Interior. In accordance with the aforementioned, the IDDEEA, in the Plan of Work for 2010, adopted by the CoM BiH, together with the Ministry of Civil Affairs, already initiated the activities of amending the laws on the unique registry number, the personal identification card, the home and the residence and the travel documents, which is a precondition for implementation of the Strategy. The laws are currently in the parliamentary procedure. Also, the adopted strategy and its future implementation show that BiH, even after fulfilment of the conditions from the Road Map for liberalisation of the visa regime, related to security of the documents, continues systematically and continuously with improvements in this field. In the BD BiH, the basic registers have been designed (citizens, legal entities, employed / unemployed persons, bearers of residence rights, health insured, cadastre of land and real-estate), and during integration of the IS BD BiH, they will be networked. No documentation basis. Some registers are discussed in fragments e.g. register of motor vehicles within the CIPS. In the RS, the Unit for Registration of Land is introducing procedures for registration of land (cadastre) and ownership rights (land book), as well as synchronisation of data of both these entities and their availability to the users over the web.	Activity is ongoing through implementation of the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange". Adopted document Report on Analysis of the Existing Partial Registers (Decision of December 10, 2012, with the First Interim Report); FBiH: There are reports on design of the Information System for Work of the Technical Examination Stations in the FBiH;
	<i>A detailed programme of optimization and interoperability of basic public registers has been developed; The number of completed electronic basic public registers; The number of transactions on a yearly basis.</i>	4.3.2. Based on the analysis, develop a detailed programme of optimization and interoperability of basic public registers;		Mid-2012, for the programme	Partially implemented	Partially implemented	Partially implemented	Partially implemented		The activity started through implementation of the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange". Adopted document Strategic Proposals for Optimal Mobilisation and Mutual Linking of Electronic Registers (adopted by the Decision of January 8, 2013 with the Second Interim Report). Ongoing harmonisation of the Final Report with the delivery - Strategy of Development of Registers, whose adoption is expected by the end of February 2013.
	For each individual horizontal function:	4.4.1. Analyse and optimise the processes;			Fully implemented	Fully implemented	Fully implemented	Fully implemented	RS: Partially implemented. HRMIS, e-public procurements, document management system, upgrade of the system of e-Sessions of Government of the Republic of Srpska, analysis and optimisation of the processes was not implemented. All the said systems have been already implemented in the BD BiH (electronic office operations are being implemented through the existing Lotus Domino / Lotus Notes system; business processes of planning and control of the budget, material bookkeeping, statistics have also been automated, and reception and monitoring of cases is being implemented through the system Lotus Domino / Lotus Notes. Documentation basis: Award of the BEACON status to the BD BiH in the field of application of information technologies in the process of decision making and provision of services to the citizens for 2007. Activities related to the system for electronic office operations and flow of solving of the cases are planned at the level of the institutions of BiH through implementation of the phase II of the project "e-Government in the CoM" by introduction of the DMS for mastering documents, archives and office operations. HRMIS project had been 90% implemented at all the levels. BD BiH - Contract on delivery and implementation of the HRMIS software by the Bulgarian company technoLogica Ltd from October 2007, implemented by the PARCO, has been fully implemented in the Brčko District.	HRMIS: Implemented through the previous implementation of the HRMIS project. E-Public Procurements: DMS: SG CoM BiH: Activities related to the system for electronic office operations and flow of solving of the cases are planned at the level of the institutions of BiH through implementation of the phase II of the project "e-Government in the CoM" by introduction of the DMS for mastering documents, archives and office operations. Electronic office operations are being implemented through the existing Lotus Domino / Lotus Notes system; business processes of planning and control of the budget, material bookkeeping, statistics have also been automated, and reception and monitoring of cases is being implemented through the system Lotus Domino / Lotus Notes.Analysis and optimisation of functions implemented. BD BiH: Award of the BEACON Status to the BD BiH in the field of application of information technologies in the process of decision making and provision of services to the citizens for 2007.

4.4. Establish and implement information systems supporting key horizontal functions: HRMIS, electronic public procurement, document management system (DMS), e-Meetings of CoM / 9 Governments	4.4.2. Amend the legislation as required;	<p><u>HRMIS</u> <u>The number of institutions that operationally use the IS;</u> <u>The number and type of reports generated by HRMIS;</u> <u>An option to use the HRMIS to identify potential candidates for vacancies by various criteria</u></p> <p><u>e-Public Procurement</u> <u>The number of institutions that use the IS operationally;</u> <u>Electronic invitations to tender in public procurement proceedings;</u> <u>Electronic tender documentation is available to bidders;</u> <u>An electronic application is in place;</u> <u>The number of electronic applications;</u> <u>An option to electronically process applications, tenders and the like is available;</u> <u>Electronic catalogue of procurement has been established</u></p>	<p><u>HRMIS</u> <u>Civil Service Agencies</u> <u>CoM Centre for e-Government</u> <u>RS AIS</u> <u>IT Department of RS Government GS</u> <u>FBiH Government</u> <u>BD BiH Government</u></p> <p><u>e-Public Procurement</u> <u>Public Procurement Agency of BiH</u> <u>Ministries of Finance</u> <u>CoM Centre for e-Government</u> <u>RS AIS</u> <u>IT Department of RS Government GS</u> <u>FBiH Government</u> <u>BD BiH Government</u></p>	HRMIS The end of 2011	e-Public Procurement The end of 2014	Fully implemented Implementation did not s Implementation did not s Implementation ongoing	Fully implemented Implementation did not s Implementation did not s Implementation ongoing	Fully implemented Implementation did not s Implementation did not s Implementation ongoing	RS: Partially implemented. HRMIS, e-Public Procurements, Document Management System, upgrade of the system of e-Sessions of the Government of the Republic of Srpska implemented, as well as the analysis and optimisation of the processes. All the said systems have been already implemented in the BD BiH (electronic office operations are being implemented through the existing Lotus Domino / Lotus Notes system; business processes of planning and control of the budget, material bookkeeping, statistics have also been automated, and reception and monitoring of cases is being implemented through the system Lotus Domino / Lotus Notes. Documentation basis: Award of the BEACON status to the BD BiH in the field of application of information technologies in the process of decision making and provision of services to the citizens for 2007. Activities related to the system for electronic office operations and flow of solving of the cases are planned at the level of the institutions of BiH through implementation of the phase II of the project "e-Government in the CoM" by introduction of the DMS for mastering documents, archives and office operations. HRMIS project had been 90% implemented at all the levels. BD BiH - Contract on delivery and implementation of the HRMIS software by the Bulgarian company technoLogica Ltd from October 2007, implemented by the PARCO, has been fully implemented in the Brčko District.	E-sessions and integration with the DMS:SG CoM BiH: Analysis and optimisation of functions implemented.					
										Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	HRMIS: Activities are not being implemented because of a bottleneck in implementation of the HRMIS at the level of the beneficiaries of the system because of legal inconsistencies related with processing of personal data of the civil servants, as well as because of lack of funds to close a contract on technical support with the implementer. Draft Law on Amendments to the Law on Civil Service has been completed, which includes provisions in order to remove obstacles in maintenance of the HRM information system and processing of personal information of the employees in the institutions of BiH, which is one of the assumptions for operability of the HRMIS.	
														E-public procurements: BD BiH: done by ordinances and instructions.A new improved system is being prepared, which will have to be accompanied by new change of regulations.	
														DMS: Activities related to the system for electronic office operations and flow of solving of the cases are planned at the level of the institutions of BiH through implementation of the phase II of the project "e-Government in the CoM" by introduction of the DMS for mastering documents, archives and office operations. 2012 CoM BiH: Activities have been initiated for implementation of the pilot project for building of the DMS for 10 institutions on the e-Government system (it is expected to be implemented by the end of 2013). BD BiH: Activity implemented through implementation of the system.	
														E-sessions and integration with the DMS:SG CoM BiH: there was no need for amendments to regulations. BD BiH: new bylaws that regulate this field are being prepared.	
														RS: Partially implemented. HRMIS, - designed information system within the DAA, e-Public Procurements, Document Management System, IS not designed	HRMIS: Implemented through the previous implementation of the HRMIS project.
														upgrade of the system of e-Sessions of the Government of the Republic of Srpska, built IS exists. All the said systems have been already implemented in the BD BiH (electronic office operations are being implemented through the existing Lotus Domino / Lotus Notes system; business processes of planning and control of the budget, material bookkeeping, statistics have also been automated, and reception and monitoring of cases is being implemented through the system Lotus Domino / Lotus Notes. Documentation basis: Award of the BEACON status to the BD BiH in the field of application of information technologies in the process of decision making and provision of services to the citizens for 2007. Activities related to the system for electronic office operations and flow of solving of the cases are planned at the level of the institutions of BiH through implementation of the phase II of the project "e-Government in the CoM" by introduction of the DMS for mastering documents, archives and office operations. HRMIS project had been 90% implemented at all the levels. BD BiH - Contract on delivery and implementation of the HRMIS software by the Bulgarian company technoLogica Ltd from October 2007, implemented by the PARCO, has been fully implemented in the Brčko District.	E-Public Procurements:
														DMS: BD BiH - system implemented, information system is continuously being improved	

4.4.3. Develop IS;	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting 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of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system of e-Meeting of governments and integration with DMS</u> <u>The system of e-Meeting of</u></p>	<p><u>Upgrading of the system</u></p>
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<div><div>governments has been upgraded: It has been integrated with DMS.</div><div></div><div>4.4.4. Train users;</div><div></div><div>4.4.5. Continuously monitor and evaluate the implementation.</div></div>	<div><div>and FBiH Government CoM Centre for e- Government RS AIS IT Department of RS Government GS FBiH Government IT Department of BD BiH</div><div>of governments and integration with DM The end of 2012</div></div>	Partially implemented	Implementation did not	Implementation did not	Implementation ongoing	E-sessions and integration with the DMS: SG CoM BiH: Tender for upgrade of the system of electronic sessions has been implemented. Application has been installed and completion of the project is expected by the end of January 2013. BD BiH: system implemented. New bylaws that regulate this field are being prepared. Upgrade of the e-Sessions of the Government with the DMS has not yet been implemented.
		Partially implemented	Partially implemented	Partially implemented	Partially implemented	RS: Partially implemented. HRMIS, - there are trained users, e-Public procurements, Document Management System, - there is no system, so there are no trained users upgrade of the system of e-sessions of the Government of the Republic of Srpska, - there are trained users.
						E-public procurements: BD BiH - training implemented during implementation of the system
						DMS: BD BiH: training mostly implemented during implementation of the system
		Implementation ongoing	Implementation ongoing	Implementation did not	Partially implemented	E-sessions and integration with the DMS: SG CoM BiH: after completion of the project, the training was planned both for the ministers and the administrators of the system. BD BiH: training is implemented through daily use of the system
		Implementation did not	Implementation did not	Implementation did not	Implementation did not	HRMIS:
						E-Public Procurements:
						DMS: BD BiH - evaluation is not formalised and does not have a form of report, but based on suggestions of the users, evaluations are received, based on which the system is further improved.
		Implementation ongoing	Implementation did not	Implementation ongoing	Implementation ongoing	E-sessions and integration with the DMS: SG CoM BiH: there is continuous monitoring and evaluation of implementation of the project BD BiH: no formalised evaluation, but based on suggestions of the users, the system is further improved.

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.	<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>	4.5.1. Appointment of Editorial Board (working group) from among staff members of institutions, coordinated by PARCO;	PARCO CoM Centre for e-Government	The end of 2011, for creating the portal and methodology, for the implementation of life events, see e-Services	Implementation ongoing				Activity has not started.	Activity started. There was an initial meeting with the experts from the PARCO and the Department for Maintenance and Development of the System of Electronic Operations and "e-Government", and basic steps in implementation of this project have been agreed. Harmonised project proposal for draft of analysis of minimal common functionalities with the existing portal of the RS and the planned in the FBiH and the BD BiH, legislative bases and the structures of the portal. Technical implementation provided through the earlier project of the SG CoM BiH. Completion of the project is expected in the first half of 2013.
		4.5.2. Designing a framework structure of the portal and methodology for administrative service offering, coordinated with activity 4.6.;			Implementation did not start				Activity has not started.	Activity has not started.
		4.5.3. Posting the content of portal;			Implementation did not start				Activity has not started.	Activity has not started.
		4.5.4. Users' satisfaction measuring;			Implementation did not start				Activity has not started.	Activity has not started.
		4.5.5. Maintenance of portal.			Implementation did not start				Activity has not started.	Activity has not started.
A portal is in place:	The end	4.6.1. Appointment of Editorial Board (working group) from among staff members of institutions, coordinated by the central appropriate institutions;			Implementation ongoing	Fully implemented	Partially implemented	RS: Project: Portal eSrpska (www.esrpska.com) was implemented in 2009. Web portal of the Government of the Republic of Srpska www.vladars.net was implemented in 2008. In the BD BiH, enacted Decision on Establishment of the web portal www.bdcentral.net. Web site www.bdcentral.net is operational since 2004.	FBiH: Implementation of the project Fe-Administration implies the said activity. Implementers are Public postal operators and Universities. Web portal Fe-Administration will provide an access of the citizens and business entities to 20 common applications; One stop e-gov portal should be the last phase in implementation of the project Fe-Administration. When the tender documentation was drafted for establishment of the Registration Authority, establishment of the portal was foreseen. BD BiH: Within the sector for information, there is a position of Web editor. This officer, together with the spokesperson of the Government, in cooperation with the employee in charge of the contents at the web portal, edits the web portal.	
		4.6.2. Designing a framework structure of the portal and methodology for administrative service offering, coordinated with activity 4.5.;			Implementation ongoing	Partially implemented	Partially implemented	RS: Project: Portal eSrpska (www.esrpska.com) was implemented in 2009. Web portal of the Government of the Republic of Srpska www.vladars.net was implemented in 2008. In the BD BiH, enacted Decision on Establishment of the web portal www.bdcentral.net. Web site www.bdcentral.net is operational since 2004.	FBiH: Implementation of the project Fe-Administration implies the said activity. Implementers are Public postal operators and Universities. Web portal Fe-Administration will provide an access of the citizens and business entities to 20 common applications. One stop e-gov portal should be the last phase in implementation of the project Fe-Administration. BD BiH: Defined by the decision on the web portal of the Government of the Brčko District of BiH;	

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>The structure and methodology have been designed;</i>	4.6.3. Posting the content of portal;	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	Implementation did not start	Fully implemented	Partially implemented	RS: Project: Portal eSrpska (www.esrpska.com) was implemented in 2009. Web portal of the Government of the Republic of Srpska www.vladars.net was implemented in 2008. In the BD BiH, enacted Decision on Establishment of the web portal www.bdcentral.net. Web site www.bdcentral.net is operational since 2004.	BD BiH: Continuous activity of the web editor.			
	<i>The number of services about which information are available in accordance with methodology;</i>				Implementation did not start	Partially implemented	Implementation did not start					
	<i>The number of visits to the portal and users' satisfaction.</i>				Implementation did not start	Fully implemented	Partially implemented					
		4.6.4. Users' satisfaction measuring;			Implementation did not start	Partially implemented	Implementation did not start	RS: Project: Portal eSrpska (www.esrpska.com) was implemented in 2009. Web portal of the Government of the Republic of Srpska www.vladars.net was implemented in 2008. In the BD BiH, enacted Decision on Establishment of the web portal www.bdcentral.net. Web site www.bdcentral.net is operational since 2004.	FBiH: Implementation of the project Fe-Administration implies the said activity. Implementers are Public postal operators and Universities.Web portal Fe-Administration will provide an access of the citizens and business entities to 20 common applications; BD BiH: Analysis of visits is being done continuously, while activities regarding measuring of satisfaction of the beneficiaries were not implemented.			
				Implementation did not start	Fully implemented	Partially implemented						
		4.6.5. Maintenance of portal.		Implementation did not start	Fully implemented	Partially implemented	RS: Project: Portal eSrpska (www.esrpska.com) was implemented in 2009. Web portal of the Government of the Republic of Srpska www.vladars.net was implemented in 2008. In the BD BiH, enacted Decision on Establishment of the web portal www.bdcentral.net. Web site www.bdcentral.net is operational since 2004.			FBiH: Implementation of the project Fe-Administration implies the said activity. Implementers are Public postal operators and Universities.Web portal Fe-Administration will provide an access of the citizens and business entities to 20 common applications; BD BiH: Continuous activity of the IT Sector.		
4.7. Implement joint services for e-Services	<i>IS that enables generic development of e-Forms;</i>	4.7.1. Implement the following joint services: ·Authentication and identification; ·Payment for services ·Electronic forms; ·Integration with registers; ·Electronic processes; ·Electronic delivery to clients.	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government BD BiH Government	The end of 2012	Implementation did not start	Implementation did not start		Implementation ongoing	Implementation did not start		New project idea was identified "Establishment of Common Services for eServices: authentication and identification, payment of services, integration with base registers", which received support – approval of all the members of the Supervisory Team for the reform area of E-Administration.	Comment: consultations with the beneficiaries initiated regarding draft of the project proposal related with the block of e-payment of services.RS - The Conclusion of the Government of the Republic of Srpska of December 2012 enacted the guidelines for implementation of the procedure eRegistration or electronic registration of enterprises. Bearer of the activity is the Ministry of Economic Relations and Regional Cooperation.
	<i>e-Payment for services;</i>				Implementation did not start	Implementation did not start		Implementation ongoing	Implementation did not start			
	<i>Authentication of applicants;</i>				Implementation did not start	Implementation did not start	Implementation ongoing	Implementation did not start				
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 citizens;</i> <i>Safe electronic communication with citizens and officers in the authorities is available;</i> <i>The number of users and transactions;</i> <i>Time and money savings both for the State and citizens</i>	4.8.1. Analysis and optimization of processes (simplification);	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government BD BiH Government FBiH Taxation Authority RS Taxation Authority	e-Tax The end of 2014					BiH: Within the competency of the Agency, by the Law on the Agency, there are three types of e-services, for whose provision, as a technical body, only the Agency is competent: personal documents (ID cards, driving licences and travel documents), vehicle registration (new, used and imported) and report of change of residence (change of address). The Agency, by future implementation of the proposed project alone, would have a great influence on initiation of the whole process of provision of e-services of public administration to the citizens of BiH. Technical specifications by the Parliament of BiH and the IDDEEA for implementation of the EU tender procedure have been completed and submitted to the EU. Estimation of the start of the project is the second quarter of 2012. Duration of the project is 20 months from signing of the contract. Current status of the project: Tender procedure within competency of the EUD in BiH is ongoing. The project is financed by the IPA 2010 component. In the BD BiH, adopted Action Plan for introduction of e-Administration in the BD BiH. Documentation basis: Action Plan No. 01.1-02-003296/08-1 adopted by the Government of the BD BiH on January 23rd, 2008. In the RS, design of the e-Map of the RS. Conclusion enacted at the 104th session of the Government of the RS of December 18, 2008.	BiH: At the level of BiH, within the competency of the IDDEA, by the Law on the Agency, there are three types of e-services, for whose provision, as a technical body, only the Agency is competent: personal documents (ID cards, driving licences and travel documents), vehicle registration (new, used and imported) and report of change of residence (change of address). The Agency, by future implementation of the proposed project alone, would have a great influence on initiation of the whole process of provision of e-services of public administration to the citizens of BiH. Technical specifications by the Parliament of BiH and the IDDEEA for implementation of the EU tender procedure have been completed and submitted to the EU.Start of the project "ICT solutions for PA and IDDEA" foreseen for the first quarter of 2013. There is signing of the contract between the EU Delegation in BiH with the future implementer of the contract.		
	<u>Registration of motor vehicles</u> <i>IS that enables transactional services is in place;</i> <i>Registration of motor vehicles electronically is available;</i> <i>Safe electronic communication with citizens and officers in the authorities is available;</i> <i>The number of users and the number of transactions;</i> <i>Time and money savings both for the State and citizens;</i>	4.8.2. Amendments to legislation (including in accordance with EUSD);	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	Registration of motor vehicles The end of 2013								
	<u>Certificate of movement (change of domicile and address)</u>	4.8.3. Development of IS and posting e-Service on the appropriate web portal;										
		4.8.4. Training;										

	<u>(change of domicile and address)</u> <i>IS that enables transactional services is in place;</i> <i>Electronic changes of Change of domicile and address are available electronically;</i> <i>Safe electronic communication with citizens and officers in the authorities is available;</i> <i>The number of users and the number of transactions;</i> <i>Time and money savings both for the State and citizens</i>	4.8.4. Training;	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government BD BiH Government IDDEA FBiH Mol RS Mol BiH MoCT Cantonal Mols	Certificate of movement (change of domicile and address) The end of 2013						
		4.8.6 . Evaluation and a constant improvement process.								
4.9. Implement the following high priority transactional e-Services for economic operators : STAGE 1 - Starting up a business in the system of „one-stop-shop“ (registration at court, registration with tax authority, registration with statistics agency) STAGE 2 - Starting up a business in the system of „one-stop-shop“ - continuation (registration with employment offices, pension and health insurance) STAGE 3 - Services for existing economic operators (VAT, publication of vacancies, registration and deregistration of employees, statistical and other reporting to authorities).	<i>IS that enables transactional services is in place;</i> <i>The number of users and the number of transactions;</i> <i>Time and money savings both for the State and citizens;</i>	4.9.1 . Analysis and optimization of processes (simplification);	CoM Centre for e-Government RS AIS IT Department of RS Government GS FBiH Government BD BiH Government	The end of 2013, for STAGE 1					New project idea has been identified "Feasibility Study, Analysis and Optimization of Processes and Specifications of Requirements" (proposal of change of regulations and specifications of requirements for the needed IT intervention) for Implementation of One of the Basic and Priority Services of e-Government for Work – transaction public e-service for start and work of the business entities, covering all the levels of authority, including: court registration, registration with the tax administration, application in the statistics agency / institution, registration with the employment institutions, pension and disability insurance", which received support – approval of all the members of the Supervisory Team for the reform area of E-Administration.	RS: The Conclusion of the Government of the Republic of Srpska of December 2012 enacted the guidelines for implementation of the procedure eRegistration or electronic registration of enterprises. The Bearer of the activity is the Ministry for Economic Relations and Regional Cooperation of the Government of the RS.Comment: ongoing harmonisation of the activities of the project proposal "Feasibility Study for One-Stop-Shop for Registration of Economic Operators" - which contributes to implementation of the activity 4.9.1.
		4.9.2 . Amendments to legislation;	Taxation Authority Ministries of Justice	The end of 2014, for STAGE 2						
		4.9.3 . Development of IS;	Registering Courts Statistics Institutes Employment Institutes Health insurance /Pension insurance	The end of 2014, for STAGE 3						
		4.9.4 . Training;	Funds Institutions in charge of RAO							
		4.9.5 .Implementation;								
		4.9.6 . Evaluation and a constant improvement process.								
4.10. Establish a system of collecting objections and proposals from e-Government users	<i>The number of proposals and objections;</i> <i>The number of responses.</i>	4.10.1. Enable e-Objections on and e-Proposals for the existing e-Services to be submitted;	PARCO CoM Centre for e-Government RS AIS	The end of 2013						
		4.10.2. Establish a system that will ensure regular, adequate and timely consideration of all objections and proposals received from identified e-Services users, introducing adequate measures as required.	FBiH Government BD Government Institutions playing the central role in the implementation of appropriate e-Services at all levels of government							