



ANNUAL PROGRESS REPORT

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



**BY THE PUBLIC ADMINISTRATION REFORM
COORDINATOR'S OFFICE**

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1 Summary

Strategic planning, coordination and policy making

- *Three projects are successfully completed.*
- *The implementation of the project “Blueprint of Development of Central Bodies of Governments in Bosnia and Herzegovina - Implementation of Phase II” is expected to start.*
- *A project proposal for the project “Strategic Planning and Public Policies Making – SPPD II” is developed.*
- **Limited** progress is achieved in realization of the established objectives for 2012.

By implementing the project “Transposing the EU Legislation in the Legal System of BiH” the knowledge of 348 civil servants has been improved in a view of methods and manners of transposing the EU legislation, including the issues of policy development and the impact of certain legal solutions on relevant issues which regulate, evaluating the harmonization and all the issues relevant for law drafting, understanding the EU legislation, and also their knowledge related to methodology and manners of translating the legislation has been advanced.

The benefits of the project “Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH” are new nomo-technical rules for Drafting of Legal Regulations which have been adopted only at the BD BiH level in 2012. In order to completely realize objectives related to standardizing the process of legislative drafting and to ensure the efficient system for impact assessment of public policies/regulations, the adoption of new rules is necessary at BiH, FBiH and RS levels. Implementation of this project is direct contribution to realization of special strategic objectives from PAR Strategy in BiH: the legislative drafting throughout the country should be based on common standards in terms of form, format, style, etc.; to verify compliance with the system used in the course of the drafting of legislation, including assessment of the nomo-technique and style; compliance with the constitution and existing laws and legal system, impact on the budget, impact assessment acquis EU, etc.

By the project “Blueprint of Development of Central Bodies of Governments in BiH – Implementation of Phase I” a significant progress in the reform of general secretariats has been achieved, especially in the segment of coordination of strategic planning, as well as the reform of planning system and creating and coordinating policies.

In the next period it is planned to continue with activities aimed at development of strategic planning system, development of the system of making and managing of public policies, the establishment of coordination and supervision system through the implementation of the project “Blueprint of Development of Central Bodies of Governments in BiH – Implementation of Phase II” (the beginning of the project in January 2013) and the project “Strategic Planning and Public Policies Development –SPPD phase II”.

During 2012 the establishment of strategic planning system was significantly improved at all four levels of government in the segments of establishment of legal and metodological frame for strategic planning, the establishment of organizational structure for strategic planning and the realization of the trainings for the staff in institutions which are included in the strategic planning process. Activities of vertical (inter-governmental) and horizontal (inter-institutional) strenghtening of cooperation and coordination through meetings of government secretars and secretars of ministries are continued. The equipment is provided and communication channel is established for the better communication between secretars of governments through specific web application. A significant step forward is made in formulating of final proposals of legal framework for the development of public policies as well as in strenghtening of organizational and human capacities for the public policy development at the central

governments level/CoM and ministries. In the area of better regulation, in FBiH and RS activities led by IFC are continued with an aim of removing/guillotine of regulations concerning administrative burdens-all unnecessary procedural (bureaucracy) burdens are being removed.

Obstacles encountered in the implementation of measures in the area of Strategic planning, coordination and public policy development are related to delays in proposing and adoption of legal regulations at certain administrative levels, resulting from project activities and previously agreed with the users (ex. Amendments to the Rulebook on Internal Organization and Systematization of Work Places in General Secretariats of Governments).

The most significant progress at administrative levels:

Bosnia and Herzegovina

- Amendments to the Instructions for preparation of the Council of Ministers work program are prepared.
- Draft of the Decision on the strategic planning, annual planning and reporting in the BiH institutions is prepared.
- Draft of the decision on the method of preparation, impact assessment and selection of the policy in the process of act drafting which are proposed and passed by the Council of Ministers and other institutions is prepared.
- Implemented trainings for the staff of the Secretariat General of the CoM BiH in the fields of basic functions of the Secretariat General.
- A proposal on improvement of organizational structure of the General secretariat is prepared.

Federation of BiH

- The Ordinance for strategic planning which regulates the process of strategic planning is adopted.
- The draft of the Rulebook on Internal Organization of the FBiH Government General Secretariat which strengthens the function of the General Secretariat is prepared.

These documents represent foundation of the system of the strategic planning and development of the public policies in the FBiH.

Republic of Srpska

- The Rulebook on amendments to the Rulebook on Internal Organization and Systematization of the Work Places in the General Secretariat of the RS Government.

Brcko district BiH

- Uniform rules for the drafting are adopted
- The Law on Amendments to the Law on the Brcko district BiH Government is adopted.

Key recommendations:

- to fulfill entirely unrealized objectives from 2011 at all administrative levels related to: improvement of annual programming of work of the Council of Ministers BiH, FBiH, RS and BD BiH; improvement of internal procedures of the strategic planning in ministries at state level, RS level and BD BiH level; strengthening of the organizational framework and capacities for strategic planning in individual institutions; establishment in the rulebooks necessary mechanisms to achieve the standard quality of legislation/policies; standardization of process of legislation drafting and ensurance of the efficient system for impact assessment of public policies/legislation.

- to continue with started activities from 2012 which aim at development of the strategic planning system, development of policy-making system and management of public policies (including informatization of the policy development system), and also establishment of the coordination and supervision system,
- to intensify and/or immediately start activities to meet objectives whose implementation is planned in 2013.

Public Finance

- *Implementation of the project "Budget Management Information System-BMIS" has been successful, the users agreed to review the implementation of the project in cantons and municipalities*
- *The project "Public-Private Partnership" is in the phase of preparation*
- *The project "Support to Introduction of Public Internal Financial Control in BiH-PIFC" is completed*
- *The project "Strengthening of the Public Finance Management" is in the public procurement process. It is financed by IPA 2010-it is related to public internal financial control*
- *The project "Strengthening of the Public Finance Management" is in the public procurement process. It is financed by IPA 2010 - it is related to modernization of the Treasury system*
- *There was little progress on the objectives set for 2012.*

It is continued with the implementation of the project "Budget Management Information System" (BMIS) in the reporting period, and completion of the project is planned for January 2013. By introduction of modern information system, budget planning and budget management efficiency and effectiveness will be increased. BMIS system is based on centralized databases located in Ministries of Finance, in the way that all budget institutions assess to budget preparation via online database, by using the most modern technology, which will reduce costs of management and coordination of the government finance operations therefore supporting informed process of decision-making in planning and the allocation of recourses and management of government funds.

The project "Public-Private Partnership" (PPP) is in the process of preparation. Its aim is establishment of the functional public-private partnership system in BiH in accordance with European legislation, standards and best practices. The realization of this project, considering that the legal framework for PPP is to be established at BiH, FBiH, RS levels, will contribute to better allocation of engaged financial resources, increase efficiency of engaged resources and keeping expenditures within the budget. Also the staff of relevant institutions will be trained for implementation of PPP, business community will be familiar with PPP and trained to carry it out, and favourable business environment for PPP will be created.

In 2012 the project "Support to Introduction of Public Internal Financial Control in BiH" - PIFC was implemented, which supported the relevant Ministries of Finance in strengthening of public internal financial control. During 23 months (project duration) significant improvement related to institutional building in the area of PIFC is achieved, coordination committee of centralized harmonisation units is established, framework methodology of internal audit work is developed, comprehensive work plan on internal audit is realized at all administrative levels in BiH and awareness of PIFC is raised. This project will be continued through the IPA 2010 within the project "Strengthening of Public Finance Management".

Component I of the project "Strengthening of Public Finance Management" financed by IPA 2011, relates to strengthening of treasury operations at state and entity levels. One of the defined objectives of the mentioned project is strengthening of treasury management which will contribute to realization of the objective from RAP 1 related to modernization of the Treasury information system.

The most significant progress at administrative levels:

Bosnia and Herzegovina

- Fiscal Council has adopted the Global Framework Fiscal Balance and Policies in BiH for the period 2012-2014 and the Global Framework Fiscal Balance and Policies in BiH for the period 2013-2015.

Federation of BiH

- Continued trainings of employees in Federal Ministry of Finance.

Republic of Srpska

- In RS from the 01 January 2013 all budget users and all cities and municipalities budget users will be covered by treasury operations.
- The Law on Public-Private Partnership has been adopted.

Brcko district BiH

- The public procurement for the project "Introduction of the Treasury Information System in BD" is in procedure".

Key obstacles:

- Continue with regular production of consolidated public sector;
- To legally regulate formula for the vertical allocation of resources and distribution of revenues from indirect taxes;
- To introduce Treasury system in municipalities at FBiH level;
- To expand the project "Budget Management Information System (BMIS)" with additional 76 BMIS licences and additional BMIS software module for automatic pay plan with additional integration with the payroll system;
- To expand the project "Budget Management Information System (BMIS)" with component responsible budgeting;
- To implement the project "Budget Management Information System (BMIS)" at cantonal and municipalities levels in BiH;
- To start with implementation of the project "Strengthening of Public Finance Management" financed by IPA 2010 and IPA 2011.

Human Resource Management

- *The project "Training of Civil Servants for Application of Information Technologies and Work on Computers" is finished.*
- *The project "Modernization of Human Resource Management" is prepared - it will be financed by IPA 2011.*

- *Limited progress has been made on realization of set objectives for the 2012. Realization of the most objectives which were planned for the previous period has started but has not finished yet.*

The project "Training of Civil Servants for Application of Information Technologies and Work on Computers" was successfully implemented within which IT training (ECDL) is realized for 2400 civil servants at BiH, FBiH, RS and BD BiH levels. By this project capacities of civil servants for the use of IT technology in everyday work are improved and general level of computer literacy is raised in Civil service/administration.

The content of the project "Modernization of Human Resource Management in the Structures of the Civil Service in BiH" is agreed and the procurement procedure is in the phase of preparation which is implemented by the Delegation of EU. It is expected that this project gives significant contribution to realization of several objectives in the reform area at all levels in the structures of the civil service, including improvements in the system of job classification in the civil service and improvement of the job descriptions, development of competencies system and improvement of selection procedures for employment in civil service, improvement of the human resource planning as well as further strenghtening of the organizational capacities in central institutions for HRM in the civil service and at the level of individual institutions.

In the previous period it was continued with the work on improvement of range of laws and regulations and the continuous improvement has been noticed in the segment of measures related to training and development of the civil service. Implementation of training plans and programmes is continued with reduced budgets which are allocated for this purpose. Central institutions for human resource management (Agencies for Civil Service - CSA and Subdivision for HRM of BD BiH) implemented specialist trainings for their employees, by which progress has been made in the area of organizational strenghtening of the central capacities for the HRM. It is also continued with participation of the civil servants at all levels in training programmes and other activities (regional networks and thematic conferences) which are realized through Regional School of Public Administration (ReSPA) which gave contribution to coordination of joint training plans and needs of the different administrative levels.

The progress has been made in coordination of central institutions for human resource management through continuation of organization of meetings at CSAs levels and agreements about priorities and projects which support implementation of reform measures in HRM area.

The preparation of the procurement process for the project "Expansion of an Information System for Human Resources Management with Software Modules for Personnel Planning and Management of the Internal Labor Market in the Republic of Srpska Bodies" The project which is financed by the PAR Fund will contribute to further improvement of the information system for HRM in the segment of personnel planning at RS level.

One of the key problems in this area is not adopting the proposed amendments to the Law on the Civil Service in the Institutions of Bosnia and Herzegovina which would ensure the prerequisites for operational information system for human resources management. At FBiH level, a draft law on civil servants and employees is prepared in the FBiH civil service and the draft model of cantonal Law on Civil Servants and Employees who are familiar with parliamentary procedure. Through previous engagement of SIGMA experts technical assistance in the preparation of these regulations is provided, however, there is lack of information on incorporation of submitted proposals and expert comments in the proposed drafts. The Law on Civil Service in BD BiH Administrative Bodies has not been adopted yet at BD BiH level.

The most significant progress at administrative levels:

Bosnia and Herzegovina

- The document “Salaries and Compensations Policies in BiH Institutions for the period 2011-2014” is adopted.
- The Rulebook on Internal Transfer and Assignment of Employees in the Institutions of BiH is adopted.
- “Strategy on Training and Development of the Civil Servants 2013-2015” is prepared and sent for adoption to the CoM BiH.

Federation of BiH

- Through the provisions of the new draft Law on Civil Servants establishment of units for HRM in individual institutions is planned
- Regulation amending the Regulation on the core business activities under the competence of the civil service bodies performed by civil servants, the conditions for such activities and the achievement of certain labor rights has been adopted.
- Regulation on the Planning, Organization and Implementation of Vocational Education and Professional Development of Civil Servants in the Civil Service of the Federation of BiH has been adopted.
- Federal Government has adopted a Strategy on training of employees in local self-government units in the Federation for the period 2011-2015.

Republic of Srpska

- Capacities of staff within the central institution for HRM (CSA RS) through the implementation of specific trainings for employees have been strengthened.
- The Government of Republic of Srpska has adopted the Regulation on common rules and procedures of the open competition for employment of employees.
- Network of practitioners in the field of HRM from administration bodies of the Republic of Srpska is established.

Brcko district BiH

- All trainings which were planned in Plan of professional development for 2012 have been realized.
- Guidelines for drafting the Draft Law on Salaries have been adopted.

Key obstacles:

- Ensure the continuation and development of practices for which the continuous implementation at all administrative levels is envisaged, as well as active work of all relevant institutions at all levels to meet the objectives envisaged for 2013.
- Continue with activities to prepare HRM policy development in the structures of public administration in BiH at all levels which will be based on the agreed principles.
- Assigns specific institutions for HRM planning at the administrative levels at which it has not been done (at the BiH level and FBiH level). At the BiH level, in accordance with the proposal of the Supervisory Team for the HRM, assign CSA BiH for operations of personnel planning at the level of BiH institutions.
- Through amendments to the Law on Civil Service in the Institutions of BiH create the preconditions for the introduction of the information system for human resources management at the BiH level.

- Start implementation of the project “Modernization of Human Resource Management System” -from IPA 2011.

ADMINISTRATIVE PROCEEDINGS AND ADMINISTRATIVE SERVICES

- Continue implementation of obligations under the Program to improve the quality of administrative decision-making in BiH.
- The project "Education of head of administrative procedures and inspectors" has been prepared.
- The project “Establishment and/or strengthening the capacities of institutions for control of regulations and the establishment of the system of reduction of administrative obstacles” is in the phase of preparation.
- *There has been little progress in the realization of the objectives set for 2012.*

Program to improve the quality of administrative decision-making in BiH (Program) in 2012 was adopted by the Government of the Brcko District of BiH (unrealized activity from 2011). Federal Government has not only adopted the Program yet, although it was sent to the Government during the previous period. The Terms of Reference for the project "Education of head of administrative procedures and inspectors" have been agreed. The public procurement is ongoing and it is led by the European Union Delegation in BiH since the project is funded from the program IPA 2011. It is expected from the project to improve a quality of work of the head of administrative procedures and inspectors and to create conditions for their more efficient and transparent work in the bodies of administration.

The project proposal and drafting of the Terms of Reference for the project “Establishment and/or strengthening the capacities of institutions for control of regulations and the establishment of the system of reduction of administrative obstacles” is in the phase of harmonization. The project will establish a system for reducing administrative obstacles in the proposals of regulations as well as in existing regulations through the mechanism of regulatory impact assessment, the capacity of institutions responsible for controlling regulations regarding administrative obstacles will be established and /or strengthened. Considering that the project also refers to the area of Strategic Planning, Coordination and Policy Development, by its implementation the objective related to the establishment of necessary mechanisms to achieve the required quality standard of regulations/policies in the branch offices of CoM/governments will be realized.

The most significant progress at administrative levels:

Bosnia and Herzegovina

- Amendments to the Law on Administrative Proceedings BiH is sent to parliamentary procedure. The amendments further regulate the obligations of the administrative bodies, acting within the stipulated deadlines and commitment of the second instance body to decide based on merits.
- A significant continuous progress is also realized through trainings on the topic administrative procedure and administrative dispute conducted by the Civil Service Agency of BiH.

Federation of BiH

The Decision on establishment of electronic register on administrative procedure as a centralized base of all administrative procedures led by Federal administrative bodies and

Federal administrative organization is adopted. Also, rules and procedures of the work of the Register are regulated.

Republic of Srpska

- The Government of RS has adopted the Decision on the implementation of regulatory impact assessment process in the procedure of drafting of laws and the vacancy procedure for this position is completed.
- Regular trainings in the area of regulatory impact assessment are carried out by the Civil Service Agency of the RS.
- The Ministry of Administration and Local Self Government of the RS has recommended to all municipalities/cities to adjust working hours for more efficient implementation of the procedure of replacing personal documents.

Brcko district BiH

- The Decision on adoption of Administrative Decision Making in BiH Quality Improvement Programme is adopted.
- Procedure initiated to adopt the new Law on Administrative Procedure.
- The electronic control/supervision system is established which allows tracking and resolving complaints and other legal institutes within prescribed deadlines.

Key obstacles:

- Meet the unrealized objectives from 2011, and the 2012, at all administrative levels where implementation has not started/ has not been completed and intensify and /or immediately start with activities related to meeting the objectives envisaged for 2013.
- Adopt the Administrative Decision Making in BiH Quality Improvement Programme at the level FBiH government.
- Continue with realization of measures from the Decision Making in BiH Quality Improvement Programme, in accordance with annual obligations.

INSTITUTIONAL COMMUNICATION

- Annual planning practice of communication through annual action plans /communication plans is established at the levels of the CoM/ governments.
- Annual action plans /communication plans of the CoM/ governments harmonized with RAP 1 objectives.
- *Public Procurement is ongoing for the project "Training of Public Relation Officers-phase II" and "Building the Capacities for Combat Against Corruption in the Civil Service in BiH", based on RAP 1 objectives.*
- **Significant** continued progress is achieved in implementing the goals and implementation of RAP1 objectives of the Public Administration Reform Strategy in BiH.

It is possible to conclude that the registered progress is rather even at all levels, except for the level of Brcko District BiH, where the effectiveness of implementation of RAP1 activities is significantly higher than at other levels (due to the specific organization and centralization of information function /public relations). The progress is primarily reflected in the continuation of implementation of the activities with an aim to realize the continuous objectives, which

includes the establishment and maintenance of certain practices necessary for the successful functioning of the institutional communication system.

In relation to cooperation and coordination, the functioning of the Supervisory Team for this reform area directly contributes to progress in the field, through a strategic and integrated approach to planning and implementation of activities in the RAP1. A significant contribution was made through coordination of joint projects financed by the Fund for the Public Administration and accepting them at all levels, demonstrating the willingness to work together and meet quality objectives of RAP1. Implementation of these projects is expected in 2013.

The most significant progress in the reporting period, in terms of overall progress in the area is certainly achieved in the field of communication planning. The importance of communication plans or RAP1 is reflected in the strategic approach to planning, and also in structured approach to the implementation of the activities and objectives of RAP1 in the area of Institutional Communication. A significant part of these activities is included in the plans for 2013, and with the adoption of plans at the CoM/Governments levels the formal obligation is also acquired to implement them, which provides an additional guarantee for the most appropriate way of implementation of PAR in this segment-the ownership of the process and implementation through direct work of the holders (institutions).

Regarding the objectives whose execution time was in 2011 at the levels of CoM BiH and FBiH, the objective related to the development and maintenance of institutional capacity at the levels of BiH and FBiH is unrealized, while the objectives with the implementation period in 2012 are partially implemented. Continuous objectives predicted for 2012, which include most part of the area, are implemented to the large extent. The biggest obstacle in this area is the failure to implement the continuous objective which implies development of methodologies and framework for monitoring and evaluation of strategic communication activities, which due to the complexity has not started with implementation yet at any level, and its eventual fulfillment is possible through joint activities based on the project.

The most significant progress at administrative levels:

Bosnia and Herzegovina

- At the BiH level, significant achievements in the field of communications planning and preparation of a communication plan for 2013 have been realized and every important step has been taken in the area of planning of trainings and inclusion of strategic communication/public relations in the training of senior civil servants, as well as also continuation of publication of information material (Bulletin, "INFO").

Federation of BiH

- Key improvement in the Federation was achieved through the preparation and adoption of a communication strategy and action plan. Extremely important is the fact that the Office of Public Relations of the Federation of BiH Government has prepared a strategy and action plan in consultations with the the Coordinator's Office and these documents are in full compliance with RAP1.
- Communication Action Plan includes also a special section which treats the priority objectives of RAP1 ("Institutional Communication System Settings"), by which the fulfillment of these objectives is formally confirmed by the Federal Government, and in this way an additional mechanism for the realization of the objectives of the RAP1 in this area is established.

Republic of Srpska

- Significant progress at the level of the RS government was achieved through the implementation of continuous activities, with significant achievement in the field of activities aimed at providing information to the media and citizens without intermediaries, where the

Government of RS had allowed direct transmission of a press conferences after sessions of the Government, through the so-called. "Streaming", and through the portal of the Government.

Brcko district BiH

- The most significant achievements at the level of BD BiH are insustainability and functioning of the central unit of information (Department for Information) through the filling of managerial personnel and in communication planning as well as in preconditions for the functioning of strategic communications system.
- Significant progress has been made also in the segment of implementing public campaigns, through the campaign theme, "MITO NEĆEMO" - "WE WILL NOT ACCEPT BRIBE", which included the study of attitude of public opinion and direct communication with the media and citizens.

Key obstacles:

- Ensure the continuation and development of practices for which the continuous application is predicted at all administrative levels, as well as the active work of the responsible institutions at all levels to meet the objectives envisaged for the coming year.
- Fully implement the actions and measures of the governments/CoM annual communications plans in 2012 (remaining) and 2013 (planned) and report the governments/the CoM on the degree of implementation.
- Fill in the systematized positions of Information/Public Relations Officers, especially at the level of the CoM BiH (Ministry for Human Rights and Refugees BiH and the Ministry of Communications and Transport BiH and the Ministry of Finance and Treasury BiH) and the Federation (Ministry of Justice, Urban Planning, Refugees and Displaced Persons and Energy, Mining and Industry) and all the other institutions at all levels.
- Develop a monitoring and evaluation system of annual plans of communication, especially at the level of CoM BiH/Governments, and report regularly on the implementation of the same, with the implementation of corrective actions.

E-GOVERNMENT

- *The project "Design and Establishment of Interoperability Framework and Standards for Information Exchange" is finished.*
- *The development of two new project proposals is ongoing.*
- There has been **limited** progress on the goals set for 2012.

In this reporting period Implementation of the project "*Design and Establishment of Interoperability Framework and Standards for Information Exchange*" is finished. The result of project activities is a set of documents, from which is the most important Decision on the adoption of Interoperability Framework which stipulates that governments at all administrative levels, adopt a Interoperability Framework which represents approach to establishment of interoperability between public administration institutions, that provides services to citizens and businesses. The framework contains a specification of harmonized elements of interoperability, such as models, standards, vocabulary, principles, common policies and guidelines. Interoperability implies the ability to electronically exchange documents and messages, and to use the data from them and store in a legally acceptable manner. Uses and effects of interoperability are related to: electronic services and data exchange of institutions of one administrative level, the exchange of data between institutions of different administrative

levels and exchange of documents and data with the EU institutions and the governments of other countries.

As a priority a project idea, "**Feasibility study, analysis and optimization of processes and requirements specification to implement one of the fundamental and priority e-Government services for business**" is identified - Transactional public e-services for starting and operation of businesses covering all levels of government comprising: court registration, submission of tax administration, application to the agency/Bureau of Statistics, report with the employment institutions, pension and health insurance. To finalize the project activities further consultation with representatives of the RS have been agreed, bearing in mind that at this administrative level part of the planned activities has already been done.

A project idea, "**Implementation of Common Services for eServices: authentication and identification, payment services, integration with Basic registers**" is identified, whose implementation would create a joint service blocks that could be used by institutions which will provide Services and thus avoid the risk that these services are developed individually for each Service. For the development of other priority project ideas consultations with representatives of all levels of management have been announced, in order to define the direction of development of the project activities and define the optimal level of individual administrative needs.

The most significant progress at administrative levels:

Bosnia and Herzegovina

- "Rulebook for the use of a common information and communication systems in the CoM BiH" is prepared, which defines the security aspects of e-government.
- IDDEEA were awarded ISO certificates 9001:2008 and 27001:2005 for quality management system and safety of information.
- Department for the maintenance and development of electronic business and "e-government" in the General Secretariat of the Council of Ministers of Bosnia and Herzegovina in the process of building a private cloud for all the institutions of the Council of Ministers BiH, which should result in hosting service of all institutions CoM BiH on a single platform, with reducing costs and improving efficiency.
- The implementation of the project "Making data centre of CoM BiH" and "Building a common platform of CoM BiH for document management" is ongoing, and it will define the technical and administrative security procedures, requirements and reference standards for data storage and documents on the system of e-government.

Federation of BiH

- The Rulebook on Standards of Information Security is in the preparation phase.
- Activities on establishing the Bureau for Information and Communication Technology of FBiH are ongoing.

Republic of Srpska

- The activities for electronic business registration-will be conducted in two phases: the first phase involves the establishment of one-stop shop system, the acceleration of all procedures and reducing of costs; the second phase involves the electronic registration of a limited liability.

Brcko district BiH

- Activities on implementation of the Law on Digital Signature are continued.

Key recommendations:

- Immediately fulfill unrealized objectives planned for 2011, especially those which are influencing the realization of activities for 2012.
- Establish central units responsible for the coordination and development of e-Administration, at the administrative levels where they do not exist (FBiH and BD BiH), and where they are established continue with their strengthening.
- Urgently establish the Office for supervision and accreditation of certifiers in accordance with the Law on Electronic Signature of BiH, for which, in the experience of other countries, a small number of officers is needed, and the choice of modalities for interoperability between all accredited certifiers in BiH (CoM BiH).

2 Introduction

Taking into account the structure of the Revised Action Plan 1 (RAP1), which is divided into six reform areas, in which these objectives are to be achieved within the given deadlines through the implementation of planned activities (objectives are grouped in chapters under each reform area) it can be concluded that this report describes the recorded progress in the implementation of RAP1 going from the general to the more detailed, following mentioned structure. Since the reform is implemented at four administrative levels in BiH (Bosnia and Herzegovina, Federation of Bosnia and Herzegovina, Republic of Srpska and Brcko District of Bosnia and Herzegovina), whether it is a joint or individual activity, and that it is implemented in the already mentioned six reform areas, the report is structured so that within each reform area progress is recorded and described at each of these administrative levels.

Structure of the report

This report covers the period from the 01 January to 31 December 2012, or all recorded changes regarding the realization of the objectives of RAP1 that occurred during this period are described, and refer to the following objectives:

a) **One-time objectives**, as follows:

1. Objectives with the deadline of implementation in 2012;
2. Unrealized objectives from the previous reporting period (objectives with a deadline for the implementation until the end of 2011 according to RAP1 and which are not implemented in this period).

b) **Continuous objectives**:

3. Continuous objectives for which continuous realization is predicted in each year during the total planned period of duration of the RAP1.

Although the evaluation of realization of continuous objectives is realistically possible only on an annual basis, these objectives are included in this report, given that some of the activities for their implementation have already been taken.

In structure, the report consists of three interconnected parts: the overall review of the implementation of RAP1, table of the realization of the objectives from RAP 1 and the table of implementation of activities from RAP1. In the part of the report that precedes them, the most significant achievements, problems and recommendations are described very briefly for each of the reform areas.

General overview of the implementation of RAP1 gives an overview of progress on reform areas with statistical overview of level of realization of objectives which have been planned for execution during the reporting period. In addition, in this part various activities are recorded which are carried out in the reporting period that have had an impact on the achievement of the objectives planned for the relevant reporting period, and for the next period (2012-2014).

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

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

Methodology of progress evaluation

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

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

Since the methodology of RAP1 monitoring has been based on the traffic lights system, or on monitoring of continuity and quality of implementation of activities and objectives, each single activity and objectives should be regarded as the process which has its beginning, duration and the end. In that sense, as well as in each process, it is possible to identify certain phases.

However, it is necessary to take into consideration the specifics by areas and activities. In order to follow the process and its progress by the principle of traffic lights system, it was necessary to identify certain transferring points in which the process transfers itself from one phase into another. These points correspond to transfer of a “light“ to another one on the “traffic light“. By using the analogy of the processes, phases have been determined by following principle:

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

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

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

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

On the nature of the activities /objectives (for example, if it is about the law or by-law adoption, introduction of annual planning, training implementation, establishment of practices, etc.) also depends the nature of the process and its segmentation into phases.

On the deadline (which is given in RAP1) depends the timeliness of performance measures.

On the time character (which is defined by the two previous parameters) depends the continuity ofthe activities/objectives or this process-whether it is continuous or timed-in terms of RAP1, a continuous process implies duration equivalent to duration of RAP1 (until 2014).

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

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

Source of information

Two basic sources of information were used in preparation of the report. The first source represents progress reports by administrative levels which are submitted to the Public Administration Reform Coordinator's Office (PARCO) by the entity coordinators and the coordinator of the Brcko District of BiH, in cooperation with Supervisory Teams from their administrative levels, or directly representatives in Supervisory Teams from the levels of the Institutions of BiH. These reports come from the obligation to monitor the PAR implementation, established through the Common Platform.

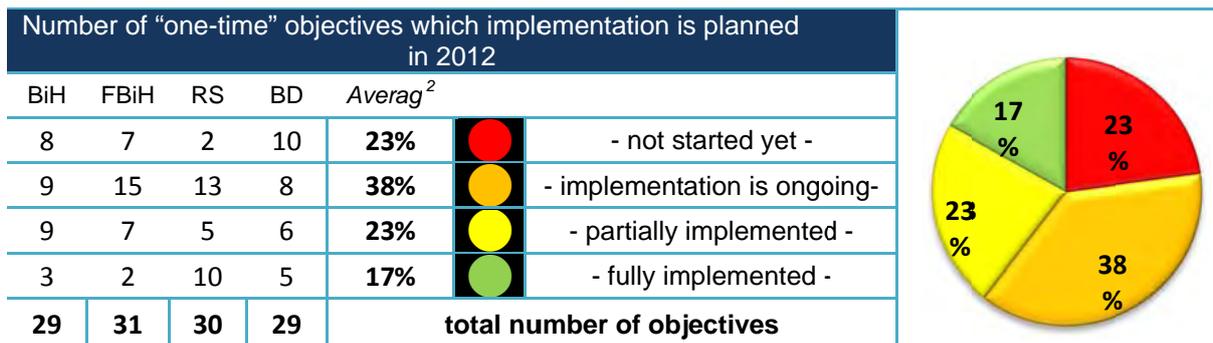
The second source represents information provided for the needs of preparation of the report on execution of Operational plan for the implementation of unrealized obligations from RAP1 of PAR Strategy in BiH for 2011 which is prepared during December 2012 and adopted at the 35th session¹ of the CoM BiH.

The third source of information comes from work under the jurisdiction of the PARCO, through regular monitoring of the situation and changes in the reform areas (monitoring of legislation, communication with relevant institutions, monitoring of projects and activities of the donors that contribute to PAR, media monitoring, etc.). In addition, the PARCO contributes directly to the implementation of certain activities/objectives of RAP1 by managing the implementation of projects financed by the PAR Fund, where directly collects, analyzes and evaluates data on the effects of these projects to achieve the goals of RAP1.

¹ 35th session of the CoM BiH held on 17/01/2013

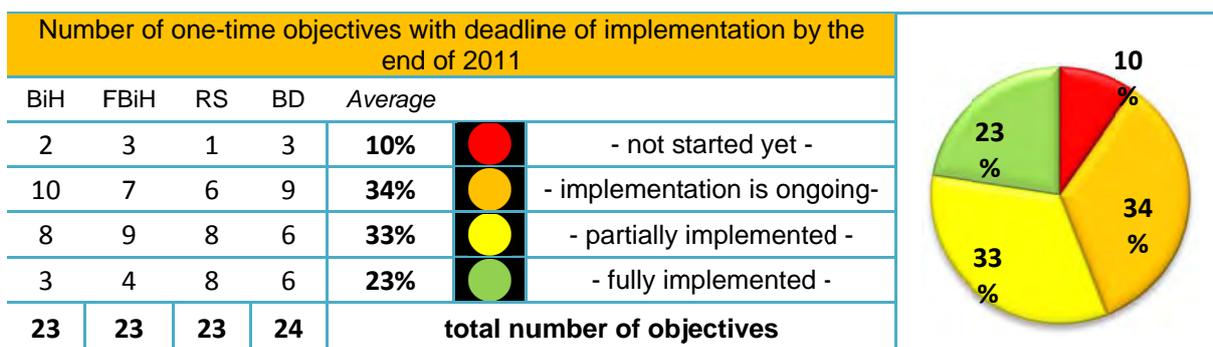
3 Overview of implementation of RAP1

From the total of 130 objectives from the RAP1, 31 objectives were planned to be implemented in 2012. Expressed in percentages, approximately at all four administrative levels, **17% of objectives have been fully implemented**, and **23%** have been **partially implemented**. Implementation of **38% of objectives has started**, while **implementation of 1/4 of objectives has not started yet (23%)**. Considering that the realization of all above mentioned objectives was planned to be fully realized until the end of 2012, significant delay in their realization is noticed (83% of the objectives has not been implemented in accordance with a plan).



The highest level of implementation is achieved in the Republic of Srpska, where 10³ objectives are fully implemented, while the smallest is at the BiH level, where only 3⁴ objectives are fully realized, and realization of 8⁵ objectives has not even started yet.

In addition to mentioned objectives, 24 of objectives are of one-time character with implementation deadline until the end of 2011. As these objectives are not realized in planned time, there was a need to be analyzed in this report, and to further draw attention to the delay in their implementation. It is evident that a year after the planned deadline, the realization of these objectives is significantly delayed. Only a quarter (23%) of these objectives has been fully implemented, while the remaining part of the objectives is delayed (77%).



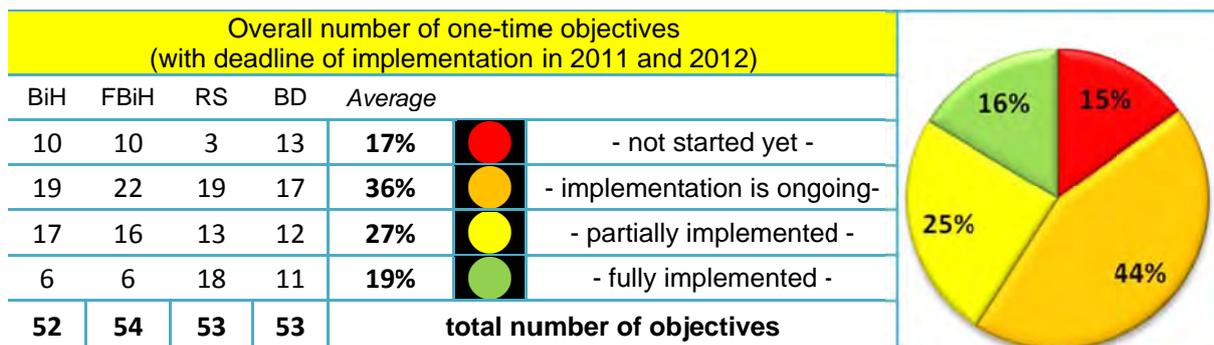
Total review of the implementation of the one-time objectives indicates relatively small degree (19%) of complete realization of the objectives from the beginning of realization of RAP1 until the end of 2012. The highest level of implementation is achieved in the Republic of Srpska, where 18 objectives are fully implemented. Regarding objectives which should already be fully realized, through individual or joint activities of the institutions, it is necessary to draw attention to the delays, and accelerate activities for their implementation.

² Average is the arithmetic mean of the objectives of participation with the appropriate "color" of each of the four administrative levels in the total number of objectives for each level.

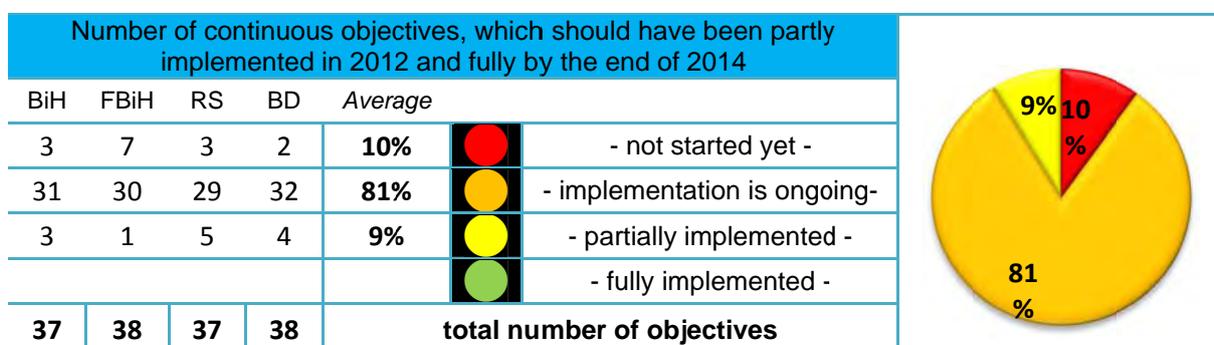
³ Objectives: PF 3.2; HRM 2.1; HRM 3.1; AP 1.2; AP 1.7; AP 1.8; AP 2.1; AP 2.2; AP 5.1; AP 5.2.

⁴ Objectives: AP 1.7; AP 1.8; AP 5.4.

⁵ Objectives: PF 1.3; AP 1.2; AP 1.3; AP 1.10; AP 5.1; AP 5.2; AP 5.7; AP 4.7.



In addition to above mentioned one-time objectives, 38 of objectives have a continuous character. Their implementation is planned continuously throughout the entire duration of the implementation of RAP1, which means that partly they should be implemented in this reporting period. It is important to note that for these objectives overall progress/final implementation could be evaluated only until the end of the period provided for its implementation (2014), taking into account their continuous character. Most of these objectives are implemented in accordance with the plan. Their implementation is as follows:



Unrealized obligations from 2011

The Public Administration Reform Coordinator's Office in the reporting period has taken a number of actions to ensure that public institutions in parallel with measures from the 2012 spend unrealized measures from 2011. On the initiative of the PARCO, Council of Ministers BiH with the Semi-annual report on the progress - monitoring the implementation of the revised Action Plan 1 of the Strategy for Public Administration Reform for the period 1 January -30 June 2012, adopted⁶ the document Operational plan for the implementation of the unrealized obligations of the Revised Action Plan 1 (RAP1) Strategy for Public Administration Reform in BiH for 2011. The document contains 33 outstanding measures from 2011, of which only one is not related to the state, but the institution of the entities and Brcko District BiH. The Council of Ministers BiH adopted conclusions which obliges the responsible state institutions to "implement unrealized obligations from the Operational Plan", designate contact persons for communication and reporting on achieved progress in the process of reform of public administration, and that in the annual work plan for 2013 incorporate measures of AP1.

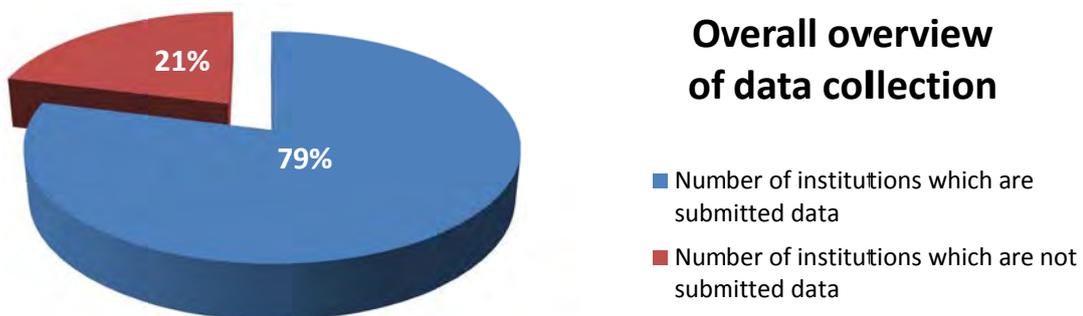
In accordance with the conclusions of the Council of Ministers of BiH, the PARCO has sent letters to the 66 institutions, which were asked to provide information about what they have done and what they plan to do in 2013 through two rounds of data collection. The Office reported in detail on the implementation of the Operational Plan to the CoM in the report submitted on the 31st December⁷ after the first round of data collection. This report included details on how state institutions have implemented 32 measures from the Operational Plan.

⁶ The report adopted at the 22nd session of CoM BiH, held on the 10th October 2012.

⁷ The report on implementing operational plan for realization of unrealized obligations from the Public Administration Reform area for 2011 - implementation of CoM BiH conclusions, CoM BiH adopted at 35th session held on the 17/01/2013/

Meanwhile, the PARCO gathered information by mid-February on the installation of measures of RAP1 in the annual plans of state institutions. The Coordinators for Public Administration Reform of the Federation of BiH, the Republic of Srpska and Brčko District BiH at the beginning of the preparation of this report, have been asked while making the report on fulfillment of objectives from 2012 to also submit the data on implementation of measures from the Operational Plan. The PARCO has only received data from FBiH, for the area of Strategic Planning, Coordination and Policy Making. The Federal Government, otherwise, in November adopted conclusions⁸ that designated the Coordinator for Public Administration Reform and the members of the supervisory teams from that entity to monitor the performance of the obligations from the Operational Plan, and also to inform managers of responsible federal institutions and the PARCO about the status of execution. Federal institutions are also in charge of "while making the work program for 2013 to record unrealized obligations from RAP1 for 2012 and 2013". All data submitted by mid-February, was incorporated into this report.

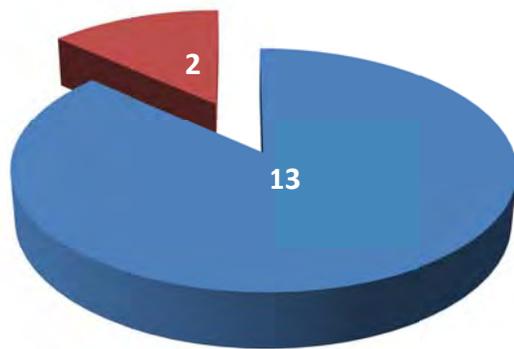
Regarding the state level, the PARCO has so far received a response (partial or complete) from the 52 institutions, which is **79%**⁹ of the total number of institutions from which the data on the progress of the reform process is requested. At the same time 21% of institutions has not submitted any information, or contact person is not appointed or it has not informed on implementation of measures from Operational Plan, or has not informed about planning of measures from RAP1 for 2013. The overall result of the collection of data from state institutions is given in the following chart:



Looking at key institutions, the data are not submitted by only two, or **13%**, while the remaining **87%** of the key institutions sent to PARCO partial or complete response on the achieved progress and planning of measures from the RAP1 in 2013. The following chart provides an overview of the institutions and the data for the key institutions.

⁸ At 66th session held on 5th November 2012.

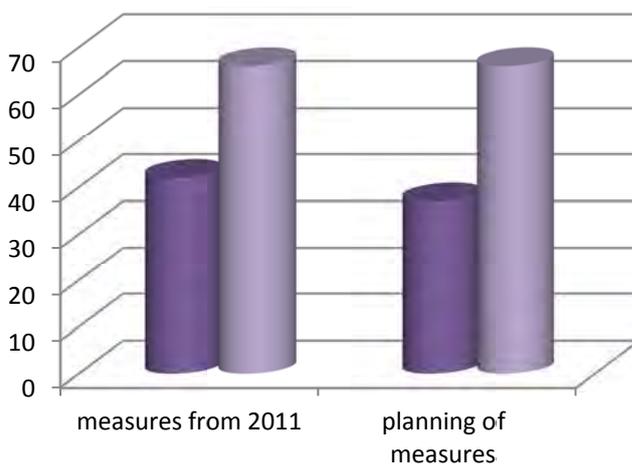
⁹ That is 10,6 % compared to state from 20 December 2012, on which PARCO reported to CoM in the Report on implementing operational plan for realization of unrealized obligations from the public administration reform area for 2011 - implementation of the CoM BiH conclusions, CoM BiH adopted at 35th session held on the 17 January, 2013



Key institutions

- Number of key institutions which are submitted data
- Number of key institutions which are not submitted data

From the 52 institutions that provided data, 42 institutions (81%) provided data on whether and how to fulfill unrealized measures from 2011 covered by the Operational Plan. Looking at second conclusion of the CoM BiH, which related to annual planning of measures from RAP1, from 52 institutions that submitted data, 37 (72%) of them reported on what measures will be incorporated into their annual work plans and announced that some of the measures will be incorporated. Overview is shown on the next chart:



Fulfilment of obligation

- obligation
- total number of institutions

The Public Administration Reform Coordinator's Office will monitor the progress made in fulfilling the measures of RAP1 during 2013 whose term expired in the previous period, and report on that to the Council of Ministers BiH.

Below follows a brief overview of the progress made in the reform of public administration in each of the six reform areas through a review of the contributions of the project and other major activities that are done during the first half of 2012. **More detailed information on the assessment of the achievements of the objectives set by the RAP1 traffic light system can be found in Section 4 - Overview of the objectives by reform areas (Table of objectives) and in the Annex containing the Review of the Implementation of activities by reform areas (Table of activities).**

REFORM AREA STRATEGIC PLANNING, COORDINATION AND POLICY-MAKING

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

In the reform area Strategic planning, coordination and policy making from the total of 17 determined objectives, 4 objectives refer to 2012 and 3 objectives have continuous character. Realization of all mentioned objectives has started. Besides mentioned, objectives which are not realized in the planned period according to RAP 1 - during 2011 are analyzed in this report.

One-time objectives, with the deadline of implementation in 2012:

SPCPM 1.4. Ensure capacity building of Cantonal governments in FBiH;

SPCPM 2.3. Improve mechanisms of horizontal coordination among ministries;

SPCPM 2.4. Define the mechanisms of vertical inter-institutional (inter-ministerial) cooperation and consultation;

SPCPM 2.9. Improve the systems of e-Meetings;

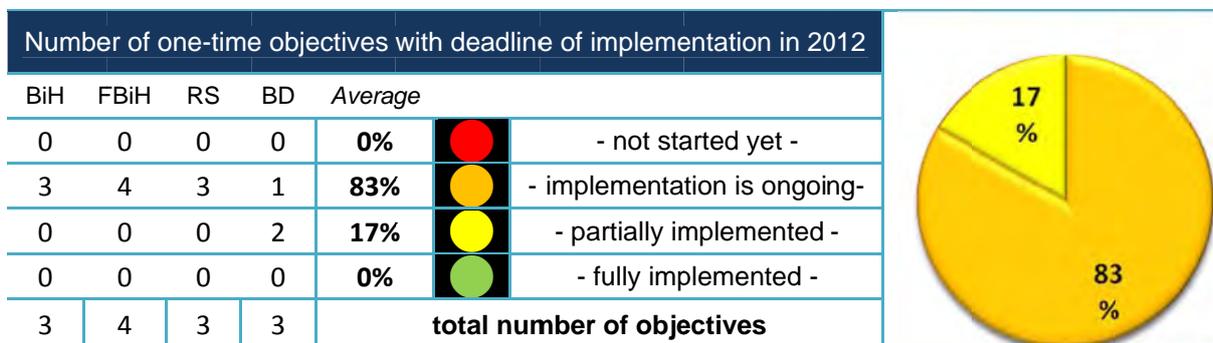
Continuous objectives:

SPCPM 2.10. Establish and maintain a comprehensive database of laws and by-laws, accessible from one point and through an integrated web portal;

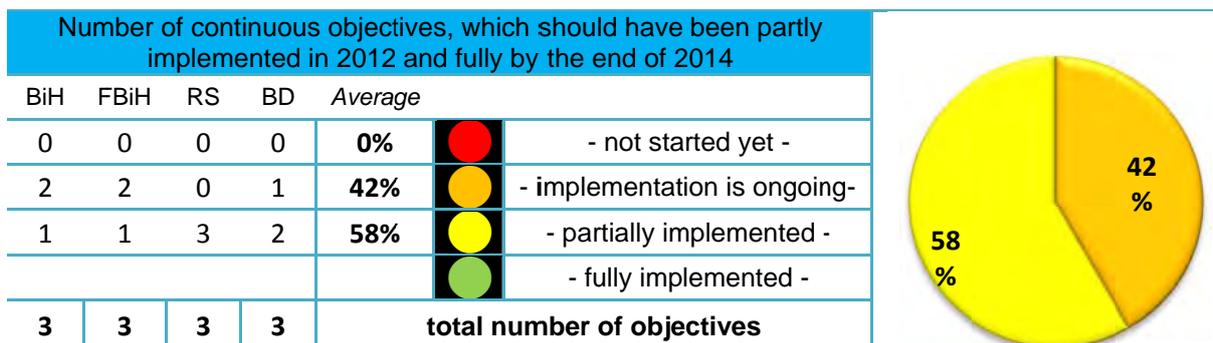
SPCPM 2.11. Publish all legislation (laws and bylaws) and consolidated versions within competences of the ministry/other administrative authority/administrative agency on their respective Internet pages;

SPCPM 2.12. Prepare and publish consolidated versions of laws and by-laws;

Although according to the implementation plan all of the above one-time objectives should have been implemented in 2012, their implementation has just begun, so the delays are noted. Slightly different situation compared to other administrative levels is in the Brcko District of Bosnia and Herzegovina, where more progress in the implementation of these objectives is noted.



Implementation of continuous objectives is in accordance with the plan. Their full implementation is expected until the end of 2014.



Common activities on implementation of the reform

Common activities were implemented through the implementation of the projects listed below.

Through implementation of the project which was implemented in 2012 “Blueprint of Development of Central Bodies of Governments in BiH – Implementation of phase I” (objective from 2011 which also continued in 2012) a significant progress in the reform of general secretariats has been achieved, especially in the segment of coordination of strategic planning, as well as the reform of planning system and creating and coordinating policies. As part of the project trainings for civil servants were carried out in the General Secretariats/CoM BiH on **CAF** (Common Assessment Framework) - a system of quality management, the trainings are held on topics of strategic planning and project management, change management and team work; and public policies - preparation, coordination, monitoring and evaluation, the legal framework is prepared-new amendments to the existing regulations, amendments to existing legislations and drafting of new regulations needed to implement the “Blueprint of Development of Central Bodies of Governments in BiH” regulating the work of the GS CoM, the entity governments and the Government of BD BiH. Proposals for legal acts are accepted by the users themselves, but most of them have not yet reached their final form through the adoption by the governments or parliaments. From a broader list of proposals the Government of Republic of Srpska adopted a Regulation amending Regulation on internal organization and job classification in the General Secretariat of the Government of RS. And the Government of Brcko District of Bosnia and Herzegovina adopted the Law on Amendments to the Law on the Government of the Brcko District.

The implementation of this project provided the necessary equipment for the establishment of a information and communication system as well as computer system for the needs of the Secretariat. Softwares which will enable more efficient communication between the central government authorities have been successfully installed on a previously provided equipment, fully configured, all of its functionalities are tested and employee training is implemented.

In order to evaluate the experiences of EU member states and the application of new experiences in BiH a study trip to Hungary is realized for the project beneficiaries.

Implementation of this project directly contributed to the realization of the objectives SPCPM 1.1. related to improvement of the process of annual programming of the work of CoM / governments the objective 1.5. related to strengthening central capacities of BD of BiH, and the objective 2.1. related to setting up, in the rulebooks of the CoM BiH/Governments, necessary mechanisms to achieve the standard quality of legislation / policies, the objectives 2.3. and 2.4. related to improvement of horizontal and vertical cooperation and coordination, the objective 2.5. improve consultation with the public concerned and the objective 2.6. ensure an efficient system for impact assessment of public policies/regulations. It is important to emphasize that all four administrative levels are included in this project.

By implementing the project “Transposing the EU Legislation in the Legal System of BiH” (the objective from 2011) which is finished, 340 of civil servants have advanced their knowledge in

a view of methods and manners of transposing the EU legislation, including the issues of policy development and the impact of certain legal solutions on relevant issues of policy development and impact of certain law solutions on relevant questions which regulate evaluating the harmonization and all the issues relevant for law drafting, understanding the EU legislation, as well as improved knowledge of civil servants related to methodology and manners of translating the legislation. Within the implementation of the project publication "Transposing the EU Legislation in the Legal System of BiH-collection of training materials" is made, based on the topics that were discussed during the entire education, and distributed to all trainees which aims to be a practical Handbook for the staff who have received training and the staff who would be working on harmonization. It is necessary to emphasize that this project has also been a common activity of all four administrative levels. Realization of this project has directly contributed to realization of the general objective from the PAR Strategy in BiH and it refers to strengthening capacities in ministries in order to consider the government priorities, especially those related to harmonization with the EU legislation. Realization of this project has directly contributed to realization of objectives of the AP1 3.4 Improvement of Compliance verifications (EU acquis).

As a joint activity of all four administrative levels is also implementation of the project "Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH" which was finished on the 02/04/2012. New nomo-technical rules for drafting of regulations are adopted at the BD BiH level in January 2012. At the state level Ministry of Justice launched an amendment procedure of the Uniform Rules. The Federal Government has approved the Proposal of nomotechnical rules for drafting laws, rules and regulations in Federation of BiH, which was submitted to the Federal Parliament for adoption. At the RS level proposal of new nomotechnical rules was included in the agenda of the RS Assembly and their adoption is expected. Realization of this project has directly contributed to realization of objectives SPCPM 2.2 related to standardization the process of legislative drafting and the objective 2.6 related to ensuring an efficient system for impact assessment of public policies/regulations.

In the upcoming period, in the reform area of Strategic Planning, Coordination and Policy Making, the plan is to continue with started activities whose objective is the development of the system for strategic planning, development of the system of drafting and public policies managing, establishment of the coordination and monitoring system, through the implementation of the project "Blueprint of Development of Central Bodies of the Governments in BiH – Implementation of phase II", as well as the project "Strategic Planning and Public Policy Development – SPPD II".

The procurement procedure for the project "Blueprint of Development of Central Bodies of the Governments in BiH – Implementation of phase II", implemented by EU Delegation in BiH and which is financed by IPA 2010 Fund is completed. The best bidder has been elected, and the contract was signed, and thus the implementation of the project began. With the project implementation objectives of the SPCPM 1.1; 1.4; 1.5; 2.1; 2.3; 2.4. i 2.6. will be completely realized.

During 2012 a project proposal is developed for the project "Strategic Planning and Public Policy Development – SPPD II" which is in the phase of consultations and harmonization with members of the Supervisory Team. In cooperation with the reform area Administrative Procedures and Administrative Services a project proposal is prepared for the project "Establishing and/or Strengthening Capacities of Institutions Responsible for the Control of Administrative Obstacles in Regulations".

During 2012 a project proposal was also prepared for the project "Design of Software for Assistance in Legal and Other Regulations Drafting" which was withdrawn after consultations with the EU Delegation in order to avoid overlap, since the implementation of a similar but much larger scale project is planned, through the IPA 2012.

Individual activities in the reform implementation

BiH administrative level

Besides the achievements that have been made through the above joint activities at the state level, the activities on the amendments of the annual work program instructions of CoM BiH have been undertaken. The opinion of the Office of Legislation has been obtained and sent for adoption. The Ministry of Justice BiH has prepared draft Decision on the strategic planning process, annual planning and reporting in the institutions of Bosnia and Herzegovina and the Decision on the method of preparation, impact assessment and policy selection in the process of legislation which is proposed and passed by CoM BiH and other institutions, which was sent for public consultation to competent authorities of BiH to give their opinion, after which they will be sent to the CoM BiH for approval.

FBiH administrative level

Federal Government adopted a Regulation for strategic planning, which comprehensively regulates the process of strategic planning, including the methodology for strategic planning, organizational structure, and in collaboration with the Civil Service Agency initiated the process of training of civil servants in the area of strategic planning; it also adopted the Regulation on the rules for the participation of the public concerned in the preparation of federal legislation and other acts ("Official Gazette of BiH", No.51/2012). A Regulation on the internal organization of the General Secretariat of the Federal Government is prepared, which is strengthening the functions of the General Secretariat. New Regulation on the internal organization of the General Secretariat of the Government of the Federation stipulates a vacancy for Senior Advisor for Regulatory Reform.

The FBiH Government has approved the Proposal of nomotechnical rules for law and other regulations drafting of Federation of BiH, which was submitted to the Federal Parliament. After reviewing the submitted rules by the Federal Parliament, the same Parliament has also accepted Proposal of nomotechnical rules for law and other regulations drafting of Federation but in draft form that can serve as the basis for drafting the rules. They also obligated the proposer to conduct additional discussion in expert authorities and bodies of Federation as well as cantons, cities and municipalities to which the application of these rules is suggested. The coordinator for the overall coordination of the activities of the Government of FBiH with the concerned public is appointed.

The objective which relates on to FBiH 1.4 Strengthening central capacities of cantonal governments in FBiH, on request of the FBiH Government in the Terms of Reference "Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the Phase II" drafting of analysis is envisaged and proposal of measures in order to improve work of central capacities of cantonal governments in FBiH.

RS administrative level

In addition to joint activities with other administrative levels RS participated in projects that have been implemented in the reform area SPCPM. The RS Government adopted the Rulebook on amendments to the Rulebook on internal organization and jobs sistematization in General Secretariat of the RS Government. Within implementation of the project "Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH" the proposal of new nomotechnical rules is included in the RS Assembly work program and their adoption is expected.

BD BiH administrative level

The administrative level of BD BiH had some joint activities with other administrative levels in the first half of 2012. It also participated in implementation of all projects which were implemented in the reform area SPCM. The BD Assembly adopted Uniform rules for Legislative drafting and the Law on amendments to the Law on BD BiH Government.

Key obstacles and problems

Obstacles encountered through implementation of the project "Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the Phase I" and the project "Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH" were delays of some administrative levels when adopting legislation arising from project activities for ex. adopting of new nomotechnical rules for drafting regulations, Rulebooks on the CoM BiH/governments work and Rulebooks on job systematization of the General Secretariats. In that way we have a situation that the amendments to the legal regulations which regulate the work of the secretariats are in compliance with beneficiaries, but the process to initiate the adoption and the adoption itself is delayed.

It is also important to emphasize the delivery of information of all four levels, with the purpose of writing progress reports. Through the meetings of the the ST it has repeatedly been emphasized that the poor and scant information is submitted on the implementation of the activities envisaged by RAP1, but the same happened when preparing this report - again very scant information was submitted or not submitted at all.

Recommendations and next steps

The most important recommendation for the upcoming period refers to the fulfilment of objectives from 2011 at all administrative levels which relate to improvement of annual work programming of the CoM BiH, F BiH, RS and BD BiH, improvement of internal procedures of strategic planning in ministries, at state, RS and BD BiH levels, strengthening of organizational frameworks and capacities for SP in individual institutions, establishing in the Rulebooks necessary mechanisms for achieving quality standards of regulations/policies, then to standardize the process of preparation of legal regulations and ensure an effective system for impact assessment the of public policies / legislation.

In the next period it is planned to continue with activities which started in 2012 which aim at the development of Strategic planning system, the development of the drafting and management of public policies system (including the informatization of policy-development system), establishment of the coordination and supervisory system through the implementation of the projects "Strategic Planning and Policy Development-SPPD-II", "Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the Phase II", "Improvement of efficiency and transparency of work of the PA BiH, the Parliament of BiH Federation, The Parliament of RS and the Parliament of BD BiH" which will be financed by IPA Fund whose holder is PA BiH, as well as the project "Establishment and / or strengthening the capacities of institutions for control of regulations and the establishment of the system of reduction of administrative obstacles" (better legislative) which will be implemented in cooperation with reform area Administrative Proceedings and Administrative Services. It is necessary to intensify and/or immediately start with activities aimed at fulfillment of objectives whose realization is envisaged for 2013.

Recommendation for the future is to adopt all of the documents that are the product of the work of consultants and project beneficiaries which would contribute to a better success of projects and the implementation of reform for which the governments/CoM BiH opted by the adoption of the Action Plan 1 of the Strategy for Public Administration Reform.

The next steps will be related to the continuation of implementation of ongoing projects and the preparation of new as well as joint activities with relevant institutions in the implementation of specific priorities.

PUBLIC FINANCE REFORM AREA

In the reform area of Public finance, from the total of 20 determined objectives, 6 one-time objectives are related to activities with the deadline until the end of 2012, while 6 of objectives are of the continuous character. Realization of all continuous objectives has started, while realization of the half of the one-time objectives has not started yet, and no one-time objective has been realized completely.

One-time objectives, with the deadline of implementation in 2012:

PF 1.3. More efficient access to the distribution of revenues from indirect taxes; (by end of 2012)

PF 2.2. Transparent expenditure of public funds; (by mid of 2012)

PF 3.2. Introduction of the treasury function in the entire public; (by end of 2012)

PF 3.4. Modernization of the treasury information system; (beginning of 2012)

PF 7.1. Improve the system of public procurement in BiH; (by end of 2012)

PF 8.1. More efficient public debt management; (by end of 2012)

Continuous objectives:

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

PF 1.2. Regular preparation of macro-fiscal framework for the whole state;

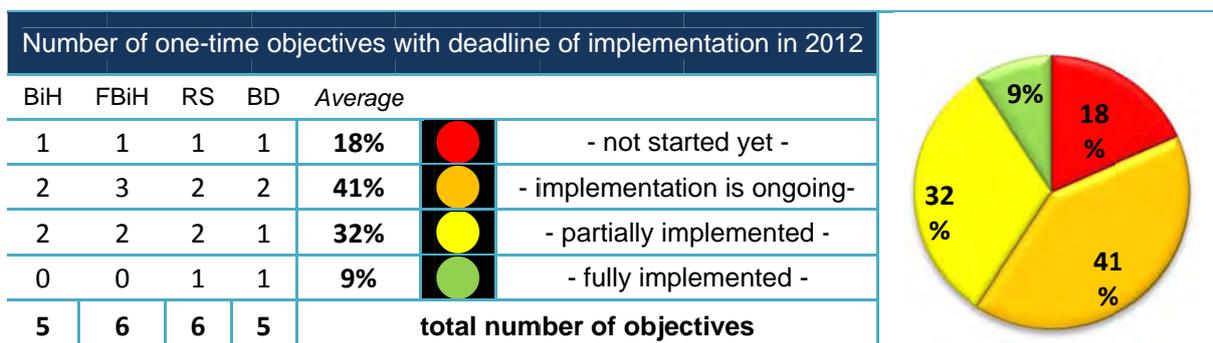
PF 2.3. Further strengthening of Communication between management of institutions and finance units;

PF 3.3. Improvement of the treasury function;

PF 5.1. Ongoing training of staff in ministries of finance and hiring of competent officers;

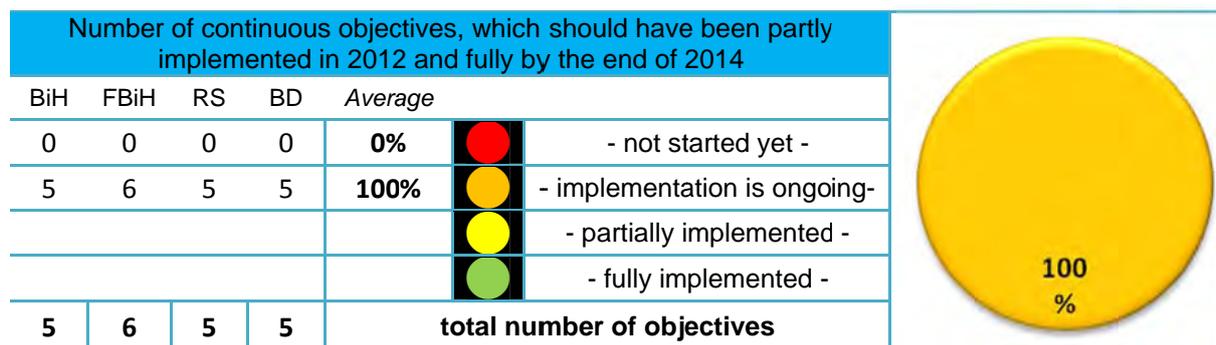
PF 5.2. (5.2.1.) Strengthen the units responsible for the budget and fiscal policy within the entities' ministries of finance. (5.2.2.) Hiring sufficient number of IT experts to maintain electronic systems. (5.2.3.) Ensure sufficient number of civil servants for reforms of the budget area in MoFs.

Implementation of most one-time objectives with deadline of implementation in 2012 is ongoing, whether it has just begun or that the objectives were partially realized. One¹⁰ objective in the RS and BD is fully realized. Realization of the objectives related to the efficient allocation of revenues from indirect taxes has not started due to the fact that no new legislation has been made related to the existing system of resource allocation and the allocation of revenues from indirect taxes.



¹⁰ In RS objective PF 3.2, and in BD BiH objective PF 3.4.

The realization of continuous objectives is in accordance with planned. Their complete realization is expected at the end of 2014.



Joint activities on the implementation of the reform

In the reporting period it is continued with implementation of the project "Budget Management Information System" (BMIS). This project aims at increasing of efficiency and effectiveness of the budget planning and management by introduction of modern information system for budget management. The purpose of the project is creation and implementation of the modern BMIS based on central data bases which will be located in the Ministries of Finance, so that all budget institutions proceed to the preparation of budget over an online database, implemented with the "state-of-the-art" safety system and back-up. Implementation of the standard unified BMIS in all budget institutions, by using the newest technology, represents a valuable solution which reduces costs of management and coordination of operations of the government finances by supporting the informed decision-making process in planning and allocating the resources, management of government funds. What is the key for enabling the timely performance of information required for management and coordination of government financial operations is unifying the information systems with the objective of providing support to the government financial activities. This project will contribute to realization of the objective JF 2. which refers to the increase of efficiency and effectiveness of budget management. It should be mentioned that all activities planned for 2012 were conducted in accordance with time dynamics of the project. During 2012 the Initial, First and Second initial report is adopted. Purchase and installation of hardware and software system is done at all four levels. Training of users is completed in the RS and FBiH, and training of users at the state level and the level of the Brcko District BiH is in progress and will be completed in the first half of January 2013. The project will be finished on the 26/01/2013 as planned. It is important to mention that after the end of the project follows enlargement of the project with additional payroll system.

"Treasury Information System of the Brčko District" is the project whose objective is the improvement of the function of the treasury in the Brčko District BiH, by introducing the modern information system for treasury business. The project will be financed by Public Administration Reform Fund. Realization of this project is directed towards the objective PF 3.3 from the segment of Improving the accounting framework and function of the treasury system with planned deadline of realization by the end of 2012. The Coordinator's Office in cooperation with the Directorate of Finance of Brcko District BiH, IT experts and experts for procurement, based on the recommendations of the World Bank revised tender documents. The Steering Board adopted the tender documentation and tender announcement is expected in January 2013. The project "Strengthening of Public Finance Management" with total value of four million is financed by IPA 2011, Component I of the project relates to the Strengthening of Treasury System Operations at the state and entities levels. One of the defined objectives of above mentioned project is strengthening of the Treasury management (contributes to the realization of the objective 3.4).

The objective of the project "Public -Private Partnership" (PPP), which refers to the goal of JF 6.1 is to establish a functioning system of public private partnerships in BiH in accordance with

European legislation, European standards and European best practices. Realisation of the project "Public Private Partnership", considering that the legal framework for the project is established at levels of BiH, FBiH, RS and BD BiH, will contribute to better allocation of engaged finance assets, better efficiency of engaged assets, and keeping expenditure within budgets. Also, employees of relevant institutions will be trained to implement the PPP, the business community aware of the PPP and trained for its implementation, and a favorable business environment for PPP will be created. The project proposal was adopted by the Supervisory Team for the reform area of Public Finance. The project proposal has been revised in accordance with new guidelines adopted by the SC PAR Fund and it is expected to be adopted by the Supervisory Team and the PAR Fund JMB in the first quarter of 2013 after which the Terms of Reference will be prepared.

Individual activities on reform implementation

BiH level (Council of Ministers of Bosnia and Herzegovina)

Key progress at the state level is reflected in the fact that the Global Framework of Fiscal Balance and Policies in BiH for the period of 2012-2014 was adopted on 14/03/2012, while the Global Framework of Fiscal Balance and Policies in BiH for the period 2013-2015 was completed and adopted by the Fiscal Council on the 15/06/2012, which contributes to achieving the objective PF 1.1 which has continuous character. The Department for macro-economic analysis - OMA is doing regular drafting of consolidated accounts of public sector according to the MMF methodology and publishes those on its website and contributes to the fulfillment of obligations of BiH towards the stand-by engagement with MMF, which contributes to the realization of objective PF 1.2 Regular adoption of the Global Framework Fiscal Balance and Policies in BiH, which has a continuous character. Communication between the management of institutions and the Ministry of Finance and Treasury of BiH in the process of budget planning has been significantly improved, which represents the contribution to realization of the objective JF 2.3 Further strengthening of communication between the management of institutions and finance units which has a continuous character. The capacities of the Ministry of Finance and Treasury in the IT field, and in general in the Department of Treasury operations and Budget Department, including a new budget analysts contributing to the realization of the objective PF 5. 2 with continuous character are strengthened. All new staff budget analyst in the budget sector of MFT underwent training conducted under the technical assistance of the project SPEM. The other trainings are expected within the project "Strengthening of Public Finance Management in BiH", which is expected to start in the first half of the 2013, which is financed through the IPA 2010.

Federation of BiH

The most visible progress at Federation of Bosnia and Herzegovina level is reflected in continuous training of employees in the Federal Ministry of Finances through employees who are taking part in workshops, trainings, presentations, seminars (objective PF 5.1 continuous character). It is expected soon to start with a project "Public Finance Management which will be financed by IPA 2010(realization of the objective PF 2.4 complete introduction of program-based budgeting in BiH public administration). Within the project trainings of employees will be continued in the Federal Ministry of Finance, and further introduction of program-based budgeting. The Sector for Budget will get 2 experts from the project, who will help in the budget sector.

In accordance with the Law on debt, borrowing and guaranties in FBiH, and with an aim of debt management in FBiH, a record on debt and guaranties is established in the Federal Ministry of Finance. The Record in the Federal Ministry of Finance has been established on the basis of information available to the ministry, as well as documents and other information submitted by the relevant federal institutions, as well as the cantons, cities and municipalities. In order to keep the current state of affairs, the established record is updated quarterly on the basis of the submitted data. All this contributes to the realization of the objective 8.1 PF 8.1 More efficient public debt management with the deadline the end of 2012.

Republic of Srpska

Communication between employees in the Ministry of Finance of RS, Department for Budget and Public Finance, and budget users is performed continuously throughout the whole budget preparation process (the objective PF 2.3 continuous character). In the RS from 01st January 2013 all the budget users and all budget users of Cities and Municipalities will be included in The treasury operations, which represents a major breakthrough (which contributes to the realization of the objective PF 3.2 with the deadline until the end of 2012). Progress at the level of Republika Srpska is reflected on performing of continuous training of employees in Ministry of Finance through employees taking part in workshops, trainings, presentations, seminars (objective PF 5.1 continuous character). Also, The Rulebook on Internal Organization and Systematization of Work Places in Ministry of Finances RS is made in the way that provides sufficient vacancies for the analysts of public sector in the Department for Budget and Public Finances, as well as the vacancies in the rest of the departments of Ministry, which as the final result has better communication with budget users, and that contributes to meeting the objective PF 5.2 which is of continuous character. In RS Law on Public Private Partnership was adopted which is one of the important achievement (objective PF 6.1 with deadline of realisation till the end of 2011). The new Law on debt, borrowing and guarantees in RS entered into force, followed by drafting of by-laws until the end of January 2013 which contributes to the realization of the objective PF 8.1 with the deadline until the end of 2012.

Brcko District BiH

The most significant progress in the report at the Brčko district BiH level is reflected in the fact that donor funding for the introduction of the information treasury system of BD BiH provided by Treasury BD PAR Fund. Activities 3.4.1. and 3.4.2. for Brcko District are implemented. Tender has been announced for the selection of the successful bidder for the project implementation "Treasury Information System of the Brcko District of BiH". The completion of these activities and the implementation of this project is expected at the beginning of the 2014. The Law on Public-Private Partnership at the level of BD BiH is adopted (the objective 6.1.).

Key obstacles and problems

The Global Framework of Fiscal Balance and Policies in BiH 2012-2014 was adopted with a delay due to differences in attitudes of entities and the Ministry of Finance and Treasury BiH about the level of abstraction from indirect tax revenue for the institutions of Bosnia and Herzegovina. The mentioned activity is related to the objective PF 1.1, which has a continuous character. Also, the problem is the lack of capacity in the Ministries of Finance at all levels as well as the lack of computerization in the public finances in BiH. There is a problem with the realization of the objective PF 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 the Ministries of finance at different levels, in order to systematically analyze the feasibility of each standard in the long term, which is an indicator of success.

Members of the Supervisory Team for Public finance reform area have taken the position, with the exemption of the Supervisory Team member at the levels of RS, that a coordinating body is urgently needed to be established. The attitude of the Supervisory team member at the level of RS is that this objective should be limited to those levels of government that do not apply the International Accounting Standards for the Public Sector. Each level of government in BiH applies its accounting standards.

Recommendations and next steps

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

- Regular production of consolidated public sector account;

- To legally define a formula for the vertical distribution of funds and allocation of revenues from indirect taxes;
- Expand the project "Budget Management Information System (BMIS)" with 76 additional licenses and BMIS, and BMIS additional software module for automatic pay plan with optional integration with the payroll;
- To enlarge the project "Budget Management Information System (BMIS)" with component for gender responsible budgeting;
- To implement the project "Budget Management Information System (BMIS)" at the cantonal levels and the level of municipalities in BiH;
- To introduce a Treasury system in municipalities at FBiH level;
- To intensify involvement of managers in the budget preparation process;
- To implement project "Treasury Information System of the Brcko District of BiH";
- To proceed with trainings in the field of public finance in the ministries of finance and budget users;
- To begin with implementation of the project "Public Private Partnership";
- To begin with implementation of the project "Strengthening of Public Finance Management" financed by IPA 2010 and IPA 2011.

HUMAN RESOURCE MANAGEMENT REFORM AREA

Within this chapter HRM 20 objectives are established. **For 3 objectives the deadline is established by first half of 2012 and for 1 objective the deadline is by the end of 2012, while 4 objectives in reform area have a continuous character.** The activities on realization of the all one-time objectives have started, and also activities are initiated on implementation of unrealized objective from 2011 with continuation of activities on achievement of objectives with continuous character. Information about activities for unrealized objectives from 2011 are noted in objectives and activities tables.

One-time objectives, with the deadline of implementation in 2012:

HRM 2.1. Central institution level Build capacities of the central HRM institutions in parallel with the following segments: strategy or / and policy making, legislation drafting, instruction provision and advisory support to individuals and institutions (by mid of 2012);

HRM 2.2. Individual institution level Make the HRM function independent as a separate organisational unit (where the size of institution calls for it) detached from administrative and legal affairs and having a status and place in the hierarchy similar to a finance unit (by mid of 2012);

HRM 3.1. Make the HRMIS operational as a tool for managerial planning and decision-making (link to IT 4.4.);

HRM 5.1. Introduction of uniform criteria for assessing candidates in the recruitment process (by mid of 2012).

Continuous objectives::

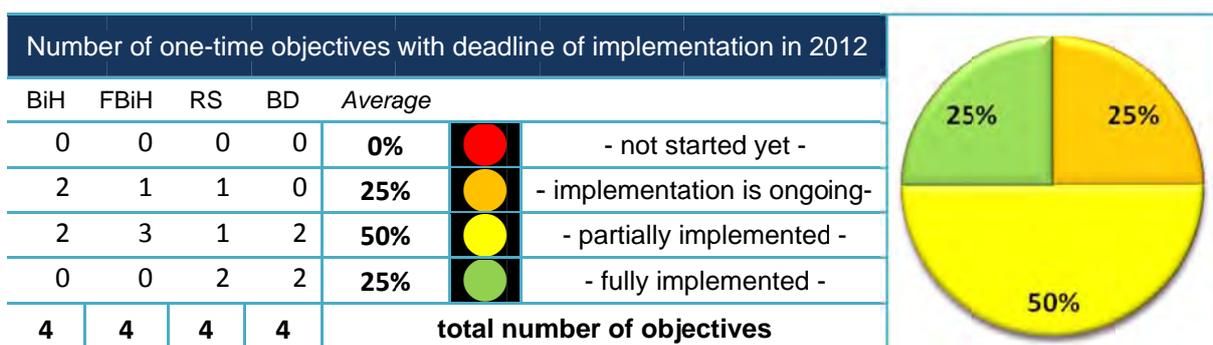
HRM 4.1. Introduction of modern HRM planning within the annual Government's planning in all structures of civil service and at the individual institution level.;

HRM 5.3. Promote values of civil service and attract special groups of employees;

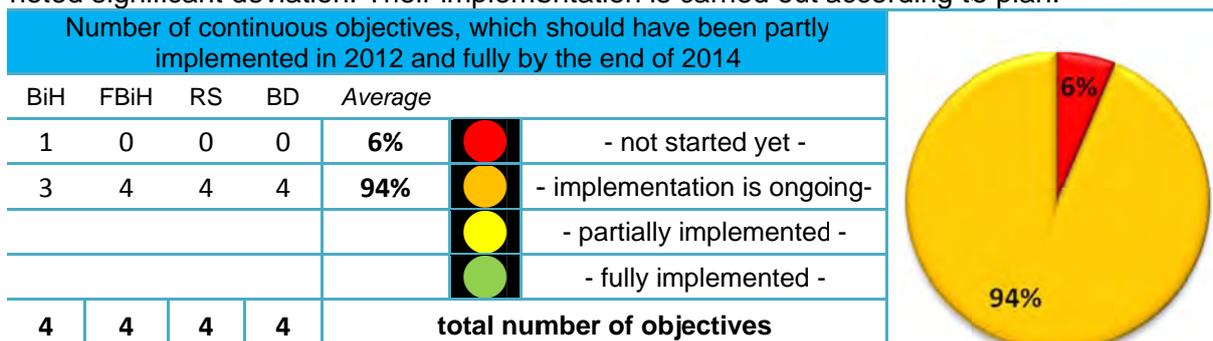
HRM 7.2. Improve coordination of preparation and implementation of training plans and development of common interests of all civil service structures (training in EUI, RESPA etc.);

HRM 7.3. Ensure continuity in the preparation and implementation of mediumterm plans for training and development of the civil service at all levels.

One-time objectives, whose realization was planned in 2012 have not been fully realized as planned. However, it should be emphasized that the realization of all objectives is ongoing or they have already been realized (2 objectives in RS and 2 objectives in BD BiH), or there are no objectives whose realization has not started yet.



Continuous objectives, whose complete realization is expected at the end of 2014, have not noted significant deviation. Their implementation is carried out according to plan.



Joint activities on the implementation of reform

During this reporting period the implementation of one project from the PAR Fund, whose implementation started in 2010, is finished.

The project "**Training of Civil Servants for Application of Information Technologies and Working on Computers**" IT training has been successfully realised in accordance with ECDL standard for a total of 2400 civil servants. The main objective of this project was building capacity of civil servants in state administration/services at the level of institutions of BiH, FBiH, RS and BD BiH for practical application of knowledge in the field of information technology in their daily work, and increasing the general level of computer literacy in the civil service / administration. The successful completion of this project provides a contribution to the total realization of the objective in the reform area of HRM and the realization of the continuous objective HRM 7.2 which relates to the improvement coordination of preparation and implementation of training plans and development of common interest of all civil service structures.

The projects in preparation:

Assets for implementation of the project "**Capacity Building for Combat against Corruption in the Structures of the Civil Service in BiH**" are provided by Public Administration reform Fund, which will contribute to realization of the objective HRM 1.2 that relates to reducing the risk of conflicts of interest and enhancing the code of conduct in public administration with a deadline of realization at the end of 2013. At the same time, it is expected that the realization of this project contributes to achieving of more objectives in the reform area of Institutional Communication. Tender documents are prepared and the public procurement is initiated.

The individual project "**Extending the information system for human resources management software with modules for staff planning and conducting internal labor market in the Republic of Srpska authorities**" will also be financed by IPA Fund for PAR. The project was suggested by the Agency of Civil Service of RS, and the realization of the project is aimed at fulfillment of reform objectives of two reform areas (HRM and e-administration) in the parts of HRM 4. Planning and e-administration 4. Information System. This project implies development of software modules for managing tasks and planning personnel and internal labor markets, and upgrading of existing human resources management information system in the Republic of Srpska. Tender documents is in the phase of preparation.

The realization of the project "**Establishment of Modern Departments in HRM in the Bodies of Administration in BiH**" which was planned to be financed by the PAR Fund for PAR, is conditioned by the outcome of the tendering procedure or by the decisions of CoM BiH. The implementation of this project is related to the objective of HRM 2.2 from segment Organisational management of the HRM functions and establishment of a dedicated HRM functions specialized capacity building for human resources management in the civil service institutions and administrative bodies at all administrative levels in BiH.

For the project "**Modernization of human resources management systems in the structures of civil service in BiH**" (financed by IPA Fund 2011) whose realization is expected to contribute to different segments of HRM (related to the objectives 2.1, 2.2, 4.1, 5.1, 5.2, 8.1¹¹ i 8.2¹² RAP1) The Terms of Reference are finalized. During the next reporting period a tender for the procurement of services for this project is expected to be published.

In the first half of the reporting period the Coordinator's Office in cooperation with experts of SIGMA program, started the realization HRM 1.1 related to defining HRM development policy in the structure of public administration in BiH. In cooperation with CSA BiH, CSA RS, CSA FBiH, the Subdivision for HRM of BD BiH government, the Ministries of Justice BiH and FBiH and the Ministry of Administration and Local Self-Government of RS the research through

¹¹ HRM 8.1. Conduct a job classification in each individual structure of the civil service in BiH.

¹² HRM 8.2. Identify and determine core competencies for specific categories and positions of civil servants in BiH.

target groups is organized with an aim of assessment tools and HR management policies which are currently used in the administration in BiH. After the research the document "**Evaluation of human resource management in the civil service in BiH**" and the same was presented at the International Conference "Development of HRM policies and instruments in the civil service/administration of Bosnia and Herzegovina". One of the conclusions of this conference is to establish a working group which will continue its work on the realization of the above objective, with a Supervisory Team for HRM which reached the conclusion that members of the Supervisory Team are also members of the Working group.

In the next period it is necessary to continue with activities on development of projects in this area which are related to:

- establishing of information system for electronic learning in the structures of civil service in BiH,
- simplifying and improving the process of employment in the civil service,
- alignment of the curriculum to the needs of the civil service and the further development of internship program,

as well as continuation of work on development and identification of new projects, with active participation and cooperation with relevant institutions in this reform area.

Individual activities on implementation of reform

BiH level (Council of Ministers BH)

The most significant progress is achieved in adoption of set of laws and by-laws. A new Decision of taking administrative and public examinations is adopted, which is related to changes altering the character of public examinations, so that in the future a public examination which is passed will be valid only for a actual vacancy (will not be permanent category, which is now equated with professional exam). Also, during the reporting period, a document entitled "Wage Policy and Allowances for the period 2011 to 2014" is adopted, which formulates this segment in three basic dimensions: the normative-legal regulation, the basic principles, criteria, and the evaluation, and fiscal responsibility. This document Compensation and Allowances in BiH institutions shall be conducted with the maximum respect for the principles of fiscal responsibility, which implies that the CoM BiH, in the determination of payroll for employees in the institutions of Bosnia and Herzegovina, will pay attention to fiscal sustainability, with the aim of creating the conditions for the smooth functioning of institutions of Bosnia and Herzegovina. The Rulebook on internal transfer and assignment of employees in the institutions of Bosnia and Herzegovina is adopted, setting out the terms and conditions of the internal transfer and deployment of staff. The "Strategy for training and development of civil servants 2013-2015". is prepared, and sent to the CoM BiH for approval (HRM 7.3).

Federation of BiH

In the Federation of BiH the new civil service law that envisages the creation of units for the management of human resources that contributes to the progress in the field of organizational development has been drafted (HRM 2.2). During the reporting period, The Regulation amending the Regulation on the core business activities from the jurisdiction of the civil service conducted by civil servants, the conditions for such activities and the exercise of certain labor rights, which defines the persons who have completed the first cycle according to the Bologna process (180 points) can only be set in place of an associate (HRM chapter 5¹³). Also, a Regulation on planning, organization and implementation of vocational education and training of civil servants in the Civil Service of Federation of BiH is adopted, which defines the preparation and implementation of the plan of vocational education and training, as well as the forms of vocational education. The Federal Government adopted a Strategy of training for staff in local self-governments in the Federation of Bosnia and Herzegovina for the period 2011 to

¹³ RAP1 – Reform area Human Resource Management – Chapter HRM 5. *Recruiting and selection of staff*

2015 (HRM 7.3) With an aim of its realization The Federal Ministry of Justice and the CSA FBiH are in charge to establish with the Union of Cities and Municipalities of Federation, a coordinating body whose task is initiating regular training needs analysis, design and coordination of the overall strategy and training plans, and supervision over their implementation.

Republic of Srpska

The RS Government has adopted the Regulation on common rules and procedures in the public competition procedure for the employment of employees, by which recruitment procedures of employees in state administrative bodies is uniquely regulated (HRM 5.1). The largest contribution to the progress at the RS level in this reporting period has been made in strengthening the capacity of the staff within the central institutions for HRM, CSA RS, through the organization of specific trainings for their employees (HRM 2.1). Also, a network of practitioners is established in the field of HRM from RS administration bodies.

Brcko District BiH

The Law on Civil Service in BD BiH administrative bodies has not been adopted yet. During the reporting period all trainings which were planned by the Professional Development Plan for 2012 were realized. The Guidelines for drafting laws on wages, which include an analysis of the current situation and possible solutions that with the regulation needs to be regulated. The proposed solutions are among others: development of the law on salaries for employees in the administration of the Brcko District, ensuring respect for the principle that for the same job with the same job description establishes the same wages, the introduction of categories of past work in the proper proportion, determine the rights of employees in transportation costs for the District, setting categorization of jobs and obligation to predict organizational plans in administration and regulations for the internal organization of the other institutions in terms of payment system coefficients shall be in accordance with the Law (HRM 9.1¹⁴).

Key problems and recommendations

During the previous reporting period, the activities started to achieve the objectives whose implementation is planned for a mid-or late 2012. However, the problem is the failure to establish an information system at the level of Bosnia and Herzegovina and the Federation of Bosnia and Herzegovina (HRM objective 4.1, a planned implementation deadline was the end of 2011). Also, institution that would be in charge of planning at BiH level and the Federation of Bosnia and Herzegovina level is still not determined (HRM 4.1) Activities aimed at the realization of the objectives from Chapter HRM relating to organizational set-up of HRM functions at the level of central units and individual institutions (with a deadline of implementation in the first half of 2012) at some levels have started, but the biggest improvement is expected through the implementation of the project "Modernization of Human Resources Management" - from IPA 2011.

Recommendations and next steps

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

- Continue activities to prepare HRM policy development in the structures of public administration in BiH at all levels which will be based on the agreed principles (Supervisory Team for HRM in cooperation with SIGMA will implement this activity);
- Assign specific institutions for HRM planning at the administrative level at which it has not been done (for the state level, according to the conclusions of the meeting with the members of the Supervisory team, it was agreed to suggest to the Council of Ministers

¹⁴HRM 9.1. Conduct evaluation of jobs in public administration institutions

that CSA BiH is determined to be in charge of work of personnel planning; in the Federation by the new Law on Civil Servants, it is planned to determine FBIH CSA responsible for this activity);

- By amending the Law on Civil Service in the Institutions of BiH to create the conditions for the introduction of the information system for human resources management at the state level.
- Continue with activities on individual levels of government directed to the objective of "introducing into the process of selecting the same criteria for evaluating candidates" (part of the activities implemented under the project "Simplifying and improving employment in the Civil Service").
- Upon completion of the procurement process, begin implementation of project of "Modernization of Human Resources Management" - IPA 2011, which is a priority for the reform area.

ADMINISTRATIVE PROCEEDINGS AND ADMINISTRATIVE SERVICES

In the reform area administrative procedures and administrative services out of 28 established objectives, 12 objectives are one-time objectives with the implementation deadline in 2012, while 2 objectives have continuous character. In this report the data on progress of unrealized objectives from 2011 is recorded.

One-time objectives, with the deadline of implementation in 2012:

AP 1.2. Set up the system of Reduction of 1 Administrative Obstacles (RAO) in proposed legislation through the mechanism of Regulatory Impact Assessment (RIA);

AP 1.3. 1.3. Set up a system of Reduction of Administrative Obstacles in valid legislation;

AP 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);

AP 1.8. Ensure that all public administration authorities obtain necessary information required in procedures from public record ex officio.; (part of objective);

AP 1.10. Abolish the territorial jurisdiction in cases where this is possible (within the constitutional jurisdiction);

AP 2.1. Adapt office hours to service users (clients) and their needs.; (part of objective);

AP 2.2. Introduce regular measuring of customer satisfaction (a poll of administrative services users) in the location (site) where the services are provided.; (part of objective);

AP 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;

AP 5.2. Define requirements (qualifications and working experience) that the staff conducting the administrative procedure and deciding of administrative matters should meet;

AP 5.3. Define the required competencies of staff conducting the administrative procedure and deciding on administrative matters, including inspectors;

AP 5.4. Further develop training programs in administrative proceedings under the horizontal system of training of civil servants;

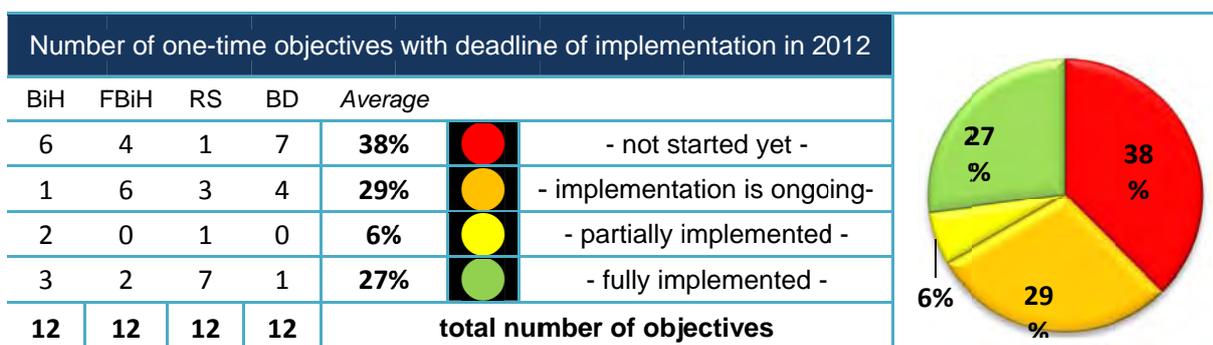
AP 5.7. Set up a community of practitioners in the field of administrative procedure.

Continuous objectives:

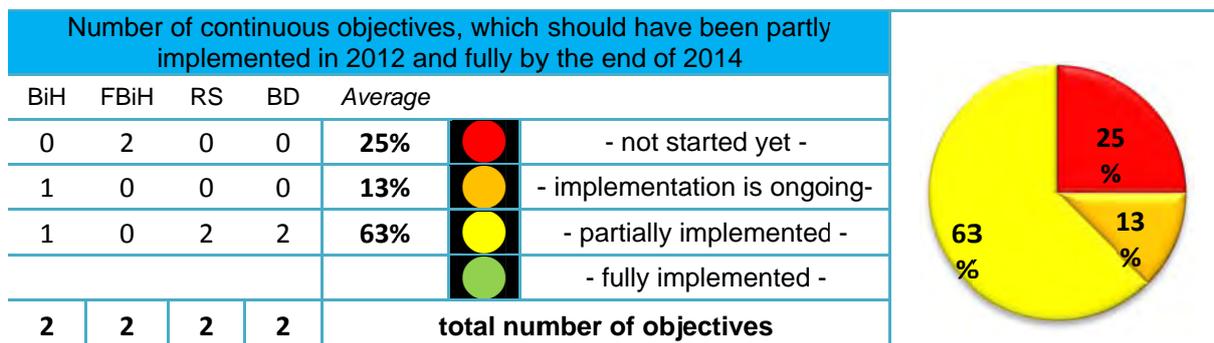
AP 1.11. Ensure processing of cases within statutory time lines;

AP 3.3. Ensure processing of appeals and other legal remedies within statutory time lines.

The realization of one-time objectives is mainly late at all administrative levels apart from RS level where 7 objectives are fully realized.



Continuous objectives whose full implementation is expected until end of 2014, at all levels, except in the Federation, are completed in accordance with the plan.



Joint activities on implementation of reform

In this reporting period, The BD Government adopted Administrative Decision Making in BiH Quality Improvement Programme. The FBiH Government has not adopted it yet. This programme is the result of the project "Administrative Decision Making in BiH Quality Improvement Programme", financed by PAR Fund and which was finished in December 2010.

Also, in this reporting period, in cooperation with members of Supervisory Team for the reform area Administrative Procedures and Administrative Inspectors and DEU in BiH the Terms of Reference are developed" Education of Managers of Administrative Procedures and Administrative Inspectors" which has been approved for funding by the IPA 2011 and the Public Procurement procedure has started led by DEU. The objective of this project is to improve the quality of the managers of administrative procedures and inspectors and creating conditions for their efficient and transparent work in administrative bodies, through appropriate and quality training that would include government officials from all four levels of government in BiH. By successful implementation of this project the objective of strengthening of the capacities of RAP1 - This project will directly contribute to the realization of the objectives UP 5. 4. relating to the development of training programs in the field of administrative proceedings within the horizontal system training for civil servants.

The work on preparation of the project documentation has started for the project "The establishment and/or strengthening the capacity of institution responsible for the control of legislation in terms of administrative obstacles" in this reporting period and the harmonization of the project proposal and the Terms of Reference is ongoing. This project will contribute to realization of three objectives in this reform area as follows: AP 1.2. Set up the system of Reduction of Administrative Obstacles (RAO) in proposed legislation through the mechanism of Regulatory Impact Assessment (RIA), AP 1.3. Set up a system of Reduction of Administrative Obstacles in valid legislation and AP 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. Considering it is the joint project with reform area Strategic planning, coordination and policy making this project will contribute to the realization of the objective SPCPM 2.1. Set up, in the rulebooks of the CoM BiH/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.

The implementation of the project "Modernization of human resources management systems in the structures of civil service in BiH" from the reform area Human Resource Management will contribute to the realization of the objective AP5.3. Define the required competencies of staff conducting the administrative procedure and deciding on administrative matters, including inspectors.

Also, during this reporting period, the initiative for the establishment of a regional community of practitioners in the field of administrative procedure is launched which will have an impact on the realization of the objective 5.7. related to setting up a community of practitioners in the field of administrative procedure.

Individual activities on reform implementation

BiH level (Council of Ministers BH)

In the previous period Law on amendments to the Law on administrative procedure BiH which directly contributes to the realization of the objectives: AP 1.7. LAPs at all levels will explicitly provide for delegating the decision-making powers in the administrative procedure by the head of administrative body to another designated person (subordinate staff), AP 1.8. Ensure that all public administration authorities obtain necessary information required in procedures from public record ex officio, and AP 1.13 Enable electronic form of communication between clients and authorities and whose deadline of implementation is by the end of 2013. The Ministry of Justice BiH prepared Framework Law on establishment of cumulative joint register of the NGOs in BiH and sent it to the Parliamentary Assembly of BiH for consideration and adoption. However, the mentioned Law did not receive the required majority in parliamentary procedure. At the state level there is a Instructions on presenting information in annual reports in bodies of administration of Bosnia and Herzegovina on resolving administrative matters in the Administrative Procedure, which, among other duties an obligation is prescribed by administrative bodies to submit an annual report on administrative matters, including actions within the stipulated time which directly contributes to the achievement of the objective AP 1.11. Ensure processing of cases within statutory time lines and AP 3.3. Ensure processing of appeals and other legal remedies within statutory time lines. The procedure for amending the Law on Administrative Procedure BiH, which will regulate in detail the obligation of submitting reports to the Ministry of Justice BiH, which will further contribute to the successful achievement of these objectives, and also the amendments to the Law on Administrative Procedure BiH which will directly contribute to the achievement of the objective AP 3.4. Introduce an obligation of any authority of second instance to decide on merits.

By publishing on Web sites of all information relevant to the work of certain institutions and the ability of users, or parties, that all their suggestions and comments can be submitted directly to the administrative authority over information services or directly to the processor directly contributes to the achievement of the objective AP 2.2. Introduce regular measuring of customer satisfaction (a poll of administrative services users) in the location (site) where the services are provided. and partly realization of the objective AP 2.1. Adapt office hours to service users (clients) and their needs. However, office hours of the BiH institutions is stipulated by the decision of CoM BiH.

The Civil Service Agency BiH organized trainings in 2012 on the topic "Administrative Procedures and Administrative Dispute" which directly contributed to the realization of the objective 5.4. Further develop training programs for the administrative procedure in the horizontal system of training of civil servants. This topic is also included in the list of regular trainings provided by the Civil Service Agency BiH.

Federation of BiH

In this reporting period within the project "Blueprint of Development of Central Bodies of Governments in BiH – Implementation of phase I" in General Secretariat of the Government of FBiH Department of Policy Coordination and institutional cooperation is established that will, among other things, perform the tasks: preparing opinions about the materials in accordance with the General Secretariat of responsibilities related to the implementation of regulatory reforms and coordinating activities related to the assessment of the impact of regulations, in accordance with the requirements of the Federal Government, which directly contributes to the realization of the objectives AP 1.2. Set up the system of Reduction of Administrative Obstacles (RAO) in proposed legislation through the mechanism of Regulatory Impact Assessment (RIA) and AP 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. To the direct implementation of the objective AP 1.3. Set up a system of Reduction of Administrative Obstacles in valid legislation contributed also activities which are result of previous and future joint project of the Government of FBiH and International Financial Corporation (IFC) on implementation of regulatory reform.

The improvement at the FBiH level is reflected among other things in the fact that in the Law on the Administrative Procedure of Federation a Provision is incorporated that directly contributes to the achievement of the objective AP 1.8. Ensure that all public administration authorities obtain necessary information required in procedures from public record ex officio,. In this reporting period a procedure of amendments to the Law on Administrative Procedure of FBiH which will, among other things contribute to the realization of the objectives AP 1.7. LAPs at all levels will explicitly provide for delegating the decision- making powers in the administrative procedure by the head of administrative body to another designated person (subordinate staff), and AP 3.4. Introduce an obligation of any authority of second instance to decide on merits. The Decision on the establishment of an electronic register of administrative procedures of the Federation of Bosnia and Herzegovina is adopted as a centralized database of all administrative procedures led by the Federal administrative agencies and federal administrative organizations and the procedures and policies are prepared of the work of Registry and other issues of importance for the establishment and work of the register. Electronic register is published on the official website of the FBiH Government. These activities contributed to the realization of the AP 1.12 Set up registers of procedures at all levels of government in BiH.

Amendments to the Law on Civil Service of the Federation and the Regulation on the core business activities from the jurisdiction of the civil service done by the civil servants, the conditions for such activities and the implementation of certain labor rights directly contribute to the achievement of the AP 5.2. Define requirements (qualifications and working experience) that the staff conducting the administrative procedure and deciding on administrative matters should meet.

Republic of Srpska

The progress at RS administrative level reflects in the fact that By Rules of Procedure of the Republic of Srpska Government the obligation of all government administrative bodies is established, that before submitting material for consideration to Republic of Srpska Government (drafts and proposals of laws, development strategy, regulations, decisions, general acts and by-laws), provide, among other things, the opinion of the Ministry of Economic Relations and Regional Cooperation about the impact of laws and other regulations on the introduction of new formalities which are directly burdening the business undertakings of economic entities. Also, the RS Government adopted the Decision on implementation of regulatory impact assessment process in the process of legislative drafting. With systematization of the Ministry of Economic Relations and Regional Cooperation mentioned vacancies and provided and filled. The Civil Service Agency of the RS performs regular trainings on regulatory impact assessment. All these activities contributed directly to the realization of the objectives AP 1.2. Set up the system of Reduction of Administrative Obstacles (RAO) in proposed legislation through the mechanism of Regulatory Impact Assessment (RIA) and AP 5. 1. relating to the establishment and/or strengthening the capacity of institution responsible for the control of legislation in terms of administrative obstacles, collecting proposals for RAP to prepare an action plan for RAP and control of compliance with system of administrative procedures and public administration in general. By the completed „Guillotine of Instructons“ project that is implemented in cooperation with International Finance Corporation (IFC) and with the aim to remove bureaucratic obstacles for the business directly contributed to the realization of the objective AP 1.3 Set up a system of Reduction of Administrative Obstacles in valid legislation.

Strong contribution to fulfilling the objectives from RAP1 in the reform area for this report period is realized by the adoption, amendments to the Law or implementing regulations in the previous period. In that way amendments to the Law on General Administrative Procedure of RS directly contributed to the realization of 3 objectives in this reform area and: AP 1.7. LAPs at all levels will explicitly provide for delegating the decision making powers in the administrative procedure by the head of administrative body to another designated person (subordinate staff), AP 1.8. Ensure that all public administration authorities obtain necessary information required in procedures from public record ex officio and AP 5.2.

Define requirements (qualifications and working experience) that the staff conducting the administrative procedure and deciding on administrative matters should meet. Also, a system of central administrative office for all the administrative bodies through which the records are kept on the movement of objects and conditions and the timeframes in which they are dealt with which directly contributes to the objectives of continuous characters AP 1.11. Ensure processing of cases within statutory time lines and AP 3.3. Ensure processing of appeals and other legal remedies within statutory time lines. Also, to the implementation of these objectives contributed amendments to the Law on administrative inspection RS which among other things provides that administrative inspector monitors in terms of: treatment first instance decision by appellate authority or the enactment of new solutions in a timely manner, treatment of the competent authority upon request for a stay of execution in the case of an administrative dispute and treatment by a competent authority in verdicts in administrative proceedings in terms of adoption of a new administrative act within the prescribed period.

In the previous reporting period, the Ministry of Economic Relations and Regional Cooperation of the Republic of Srpska, has set up register of procedures for businesses, in which more than 50 procedures, as the legal basis for the issuance and adoption of laws in addition to other applicable regulations also applies the Law on Administrative Procedure RS which contributes to the achievement of the objective AP 1.12 Set up registers of procedures at all levels of government in BiH. In addition to the registry of procedures carried out by the Ministry of Economic Relations and Regional Cooperation RS, similar procedures of formalities are led by units of local and local self-governments, and the same are available on their official website, which also directly contributes to the realization of this objective. To the direct realization of the objective AP 2.1. Adapt office hours to service users (clients) and their needs. Contributes the fact that certain services, such as police service responsible for issuing personal documents, have adapted working hours to the needs of citizens. Also, to the realization of this objective contributed the recommendation of the Ministry of Administration and Local Self-Government of RS to all municipalities/towns in the Republic of Srpska to adjust-time for more effective implementation of procedures for the exchange of personal documents in 2013. Monitoring the satisfaction of citizens in administration at the level of RS is monitored in the manner established by internal policies that contribute to the achievement of the objective AP 2.2. Introduce regular measuring of customer satisfaction (a poll of administrative services users) in the location (site) where the services are provided. Also based on poll conducted by Ministry of Administration and Local Self-Government of RS it is established that customer satisfaction is also monitored at the levels of units of local self-government. The Civil Service Agency of RS conducts trainings related to administrative proceedings which directly contributes to the objective AP 5.4. Further develop training programs in administrative proceedings under the horizontal system of training of civil servants.

Brcko district BiH

In this reporting period, the Government of BD BiH adopted a Decision on the adoption of the Programme for the Quality of Administrative Decision-Making Improvement, by which the objective AP 1.1. Adopt the Programme for the Quality of Administrative Decision-Making Improvement is completely realized. At this administrative level the procedure for the adoption of the new Law on General Administrative Procedure BD BiH is ongoing which will contribute to the realization of the objectives AP 1.7. LAPs at all levels will explicitly provide for

delegating the decision-making powers in the administrative procedure by the head of administrative body to another designated person (subordinate staff), AP 3.4. Introduce an obligation of any authority of second instance to decide on merits and AP 5.2. Define requirements (qualifications and working experience) that the staff conducting the administrative procedure and deciding on administrative matters should meet. Electronic central administrative office is established, which directly contributes to the achievement of the objective of continuous characters AP 1.11. Ensure processing of cases within statutory time lines. An electronic control system/control is also established which allows tracking and resolving complaints and other remedies within the prescribed period, which directly contributes to the realization of the objective AP 3.3. Ensure processing of appeals and other legal remedies within statutory time lines. At the level of BD BiH there is currently a register of proceedings by the perpetrators, which contributes to the realization of the objective AP 1.12. Set up registers of procedures at all levels of government in BiH. In the Law on Administrative Procedure BD BiH a provision is incorporated that directly contributes to the realization of the objective AP 1.8. Ensure that all public administration authorities obtain necessary information required in procedures from public record ex officio.

Key obstacles and problems

One objective in this area AP 5.7. Set up a community of practitioners in the field of administrative procedure whose complete realization was planned for 2012, has not started with the realization at any level or relevant information has not been received on steps taken in that direction. Key problem while evaluating progress in this reform area represents poor quality of received information or lack of information from some administrative levels. Also, a major problem in assessing the progress in implementing the objectives represents a so-called shared competence of the institutions responsible for the implementation of objectives. Thus, the RAP 1 of 28 objectives in this reform area with 10 goals as the responsible institutions among others are listed "and all institutions with decision-making powers in the Administrative Procedure Act" or "all institutions with powers to administrative decision-making" and "all second instance authorities".

Recommendations and Next steps

The most important recommendations for the future period relates to contribution to the implementation of unrealized objectives planned for 2011 or 2012 at all administrative levels where the implementation has started yet/completed and fulfillment of the objectives envisaged for 2013. It is necessary to intensify and/or immediately start activities to meet the objectives whose implementation is planned for 2013 at those administrative levels where activities have not yet started: UP 1.13; UP 2.3; UP 3.1; UP 3.2; UP 4.1; UP 5.5; UP 5.6.

Other key problems and delays in the progress that is necessary to influence at the individual levels are:

- Adoption of the Programme for the Quality of Administrative Decision-Making Improvement at the level of FBiH.
- Adoption of new and/or changes to the existing Law on Administrative/General Administrative Procedure Act in order to implement measures and recommendations from the Programme for the Quality of Administrative Decision-Making Improvement in BiH, after its adoption at all levels.
- Support and involvement of all relevant parties in the preparation and implementation of the project "Education of Leaders of Administrative Procedures and Inspectors".
- Support and involvement of all relevant parties in the development of project documentation and project implementation "Establishing and/or Strengthening Institution Capacities for Regulatory Control and Establishing the System of Reduction of Administrative Obstacles".

- It is necessary that the members of the Supervisory Team for this reform area speak out on the need and manner of implementation of activities 1.8.2. A by-law should regulate the procedure of data exchange within the objective AP 1.8. Ensure that all public administration authorities obtain necessary information required in procedures from public record ex officio considering that the members of the ST at RS level submitted their opinion that this measure – objective is regulated by the Law so there is no need to adopt by-law.
- It is recommended in a meeting of the Supervisory Team for the reform area of Administrative procedures and administrative services that a performance indicator "number of delegated powers" according to AP 1.7. LAPs at all levels will explicitly provide for delegating the decision-making powers in the administrative procedure by the head of administrative body to another designated person (subordinate staff) has to be deleted and not taken into account when reviewing the implementation of this goal because it cannot be expressed numerically. Also, to delete a relevant indicator "number of items returned in first instance" (a negative indicator) and not consider it relevant specified in the objective AP 3.4. Introduce an obligation of any authority of second instance to decide on merits, considering that they will be fulfilled by the amendments to the Law on Administrative Procedure, or the Law on General Administrative Procedure.
- At the Supervisory team meeting decision was made that this objective is not enforceable in the manner of amending existing LAP/LGAP and that this objective can be realized only through changes to substantive legislation.

REFORM AREA *INSTITUTIONAL COMMUNICATION*

In the reform area Institutional Communication out of 22 determined objectives, 2 objectives are one-time with the implementation deadline in 2012, while 16 objectives are continuous character objectives.

This report includes the one-term objectives with implementation by 2011, since they were not fully realized in the last reporting period. Their implementation in this reporting period was largely completed. Continuous realization of objectives, which is fully expected until the end of 2014, has in a significant part started.

One-time objectives, with the deadline of implementation in 2012:

IC 1.2. Improve communication planning within institutions;

IC 4.5. Ensure that senior management understands and supports the work of the public relations offices / officers.

Continuous objectives:

IC 1.1. Setting up a communication strategic framework;

IC 3.1. Improve co-ordination between PR officers/offices at each level of government;

IC 3.2. Improve co-ordination in strategic communication between different levels of government;

IC 4.1. Standardized requirements and job descriptions for PR officers (link with HRM 8.1.);

IC 4.2. Provide training to PR officers in public relations and strategic communication;

IC 4.3. Provide training to PR officers in other areas relevant to their work;

IC 4.4. Provide PR officers / managers with best European practices;

IC 5.1. Clarify and simplify communication with the media;

IC 6.1. Improve efficiency of media monitoring;

IC 7.1. Monitor the implementation of Freedom of Information Act (FOIA) and ensure regular reporting in accordance with law;

IC 7.2. Ensure that all institutions fulfil their responsibilities under the Freedom of Information Act (FOIA);

IC 8.1. Ensure high quality and consistency of web sites;

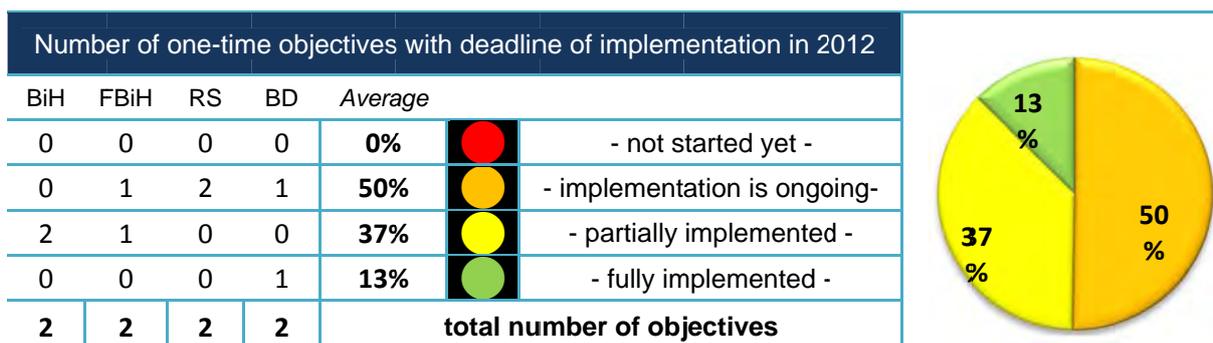
IC 9.1. Provide citizens with information without any intermediary;

IC 10.1. Continuously inform the public and raise awareness about particular themes through the public campaign mechanism;

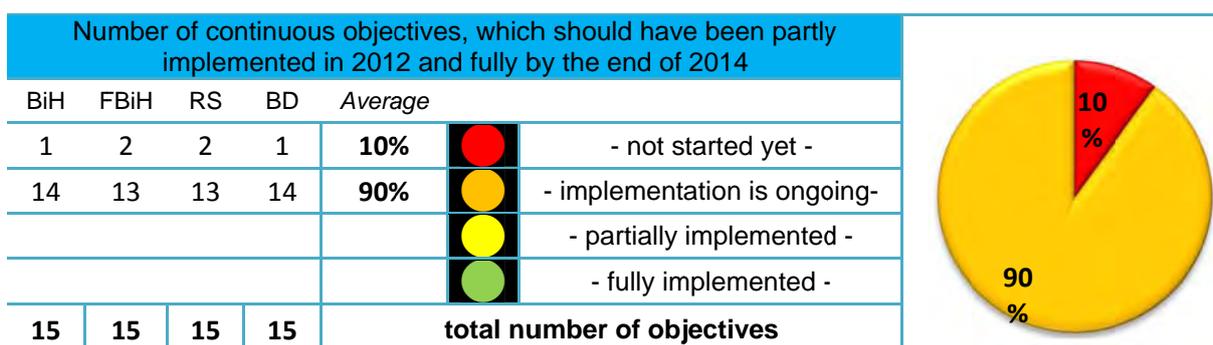
IC 11.1. Measure efficiency of strategic communication;

IC 12.1. Improve communication with civil society.

Realization of the both one-time objectives with an implementation deadline in 2012 has started.



Continuous realization of objectives, which is fully expected until end of 2014 in large part has started.



Progress in the reform area is primarily reflected in the continued implementation of activities in order to realize the continuous objectives, which includes the establishment and maintenance of certain practices necessary for the successful functioning of the institutional communication system. After realizing the prerequisites in the area of communication planning - adopting communication strategies CoM BiH/governments (2010, 2011, and 2012), the practice of annual planning in annual action plans / communication plans is established. In preparing this report, the draft communication plans CoM BiH, FBiH and BD BiH are submitted to the PARCO for review. Communication plan of the Government of RS is in preparation and will be further discussed in the next report.

The RAP 1 objectives which are treated by communication plans for 2013 according to levels are presented in the following table:

RAP1 objective	Comm. Plan of the CoM of BiH	Comm. Plan of the FBiH	Comm. Plan of the BD BiH
2.1. Maintain and build capacities in the institutions		✓	
3.1. Improve co-ordination between PR officers/offices at each level of government	✓	✓	✓
4.2. Provide training to PR officers in public relations and strategic communication	✓	✓	✓
4.5. Ensure that senior management understands and supports the work of the public relations offices / officers	✓		✓
5.1. Clarify and simplify communication with the media	✓	✓	✓
6.1. Improve efficiency of media monitoring	✓	✓	✓
7.1. Monitor the implementation of Freedom of Information Act (FOIA) and ensure regular reporting in accordance with law	✓	✓	✓
7.2. Ensure that all institutions fulfil their responsibilities under the Freedom of Information Act (FOIA)	✓	✓	✓
8.1. Ensure high quality and consistency of web sites	✓	✓	✓
9.1. Provide citizens with information without any intermediary	✓	✓	✓
10.1. Continuously inform the public and raise awareness about particular themes through the public campaign mechanism	✓	✓	✓
11.2. Measure public opinion and the degree of awareness of key policy areas	✓	✓	✓
12.1. Improve communication with civil society		✓	

As can be seen from the table, a total of 13 RAP1 objectives to some form planned for implementation in 2013 at these three levels, while the RS Government Communication Plan for 2013 will be further elaborated in Semi-annual progress report. At the FBiH level there is even a segment of a communication plan that treats RAP1 objectives, entitled "Institutional Communications System Settings".

In terms of progress in meeting the continuous objectives in the part reserved for 2012, most of the measures outlined in communication plans for 2013 was planned for last year, and through delivered reports on the work of the central units for information/OSJ at CoM BiH, FBiH and BD BiH levels, and through the report of the PAR Coordinator on behalf of the RS Government concluded that a large part of the activities that are part of the continuous RAP1 objectives are realized in the reporting period.

In terms of objectives whose implementation time was in 2011, the objective 2.1. is unrealized at the levels of BiH and FBiH (fill in the missing information officers/public relations, especially in the ministries), where at the CoM BiH level regression is recorded, in contrast to the previous reporting period and two government ministries without adequate information officer/public relation, in this reporting period, the number had risen to 3. The objectives with the implementation period in 2012 are partially fulfilled. The objective 1.2. (making individual annual communication plans) is fully realized only at the level of BD. Significant problem in finding the realization of this objective - the lack of information on individual institutions - has been partially solved in this reporting period, through direct communication with the part of the institutions at the level of the CoM (7 institutions confirmed such plans in 2012) and FBiH (public Relations Office of FBiH Ministry contacted directly) where 4 out of 16 ministries have a communication plan for 2012. Another similar objective, 4.5., which refers to the inclusion of strategic communications and issue and related topics in training programs for senior civil servants and managers, is also not fully realized. However, it the significant activity at the CoM BiH is important to mention, where the Public Affairs Office, with the help of officials from the ministries in cooperation with the CSA BiH proposed training program in these segments. In December 2012, there was the first such training, and in 2013 lecturer certification is planned for such training with the introduction of another theme, and the involvement of managers in such trainings.

Joint actions to implementation of reform

During the reporting period, there was no implementation of projects financed by the Fund for Public Administration Reform. However, certain steps are taken to meet the objectives of RAP1 through the preparation of two projects: „Capacity Building for the Fight Against Corruption in the Civil Service Structure in BiH" and "Training of Public Relations Officers - Phase II". Representatives of all levels through the Supervisory Team for Institutional Communication participated in preparation of the project, and the Terms of Reference were confirmed by the Management Board of the PAR Fund and are approved for funding, so their implementation is expected in 2013.

Through the activity of preparing a list of priority projects for funding from the PAR Fund, at the level of the Supervisory Team for IC two project ideas are agreed: "The best European practice of institutional communication" and "Strategic Communication – Phase II." The latter project is of great importance because its realization would substantially meet the objective 11.1 through the development of methodology and procedures of monitoring and evaluation of communication strategies and action plans for all levels.

Individual actions to implement reforms

Most objectives in this reform area are focused on capacity building, establishing and maintaining of good practices in the daily work and creating the conditions for transparency, openness, efficiency and effectiveness in the management, primarily in the area of communications and public relations. In this sense, progress in the reporting period at all levels was recorded primarily through initiation, planning or carrying out of certain practices in

their daily work. The full progress can be accomplished only through the practical continuity which implies not only the establishment of such practices, but also their repetition and improvement in the next period, which is followed during this Action Plan (2011-2014). It is possible to conclude that all levels with their individual measures, in most cases, meet or introduce certain activities, particularly those planned for implementation in 2011, or those of continuous character, which implies the implementation throughout the duration of the RAP1.

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

Level BiH (Council of Ministers of Bosnia and Herzegovina)

Significant achievements were recorded in the area of communication planning (IC 1.), in preparation of the communication plan for 2013, and providing funds for its implementation through the budget of the General Secretariat of CoM BiH. Already introduced practice of coordination and communication between different institutions and levels of government (IC 3.), is realized in the reporting period, at the initiative of the Information Service of the Council of Ministers of BiH. In terms of human resource (IC 4) very important step has been taken in the area of training and planning including strategic communications/public relations in the training of the managerial civil servants. The Service, in cooperation with officials for information/public relations of institutions, has defined a list of priority topics for training, and the same submitted to the CSA BiH. As a result of these activities, in December 2012 the first training was held on the topic "TV interview/TV statement." In 2013 it is planned to re-provide the training, with certification of lecturers on the subject, with the introduction of one more of agreed topics. Also, editions 9, 10 and 11 of bulletin "INFO" of Council of Ministers is published, which were prepared by information officers/public relations from ministries and other institutions. In 2013 redesign of the website CoM and ministries is announced within the continuation of the project "e-Government", which will contribute to the realization of the objectives of IC 6 and IC 8. Through the activity of collecting information from institutions in the preparation of the "Operational Plan for the Implementation of unrealized RAP1 objectives for 2011." concrete data was obtained for a number of institutions, making it possible to register some progress in the areas of IC 2.1., IC 4.4., IC 8.1. and IC 12.1. Thus is, for example, confirmed the existence of relevant officers in 18 institutions, with planned employment in 7 (out of 31 institutions that submitted data), and meeting with European best practices, were 10 institutions that have implemented this activity in 2012 is registered.

Federation of BiH

Substantial progress has been made in the Federation through the preparation and adoption of a communication strategy and action plan. The strategy ("Communication Plan of FBiH Government 2012-2014") was adopted at the 43rd Government session, 28/03/2012. Extremely important is the fact that the Office of Public Relations of the FBiH Government has prepared a strategy and action plan in consultation with the PARCO and these documents are in full compliance with RAP1. Moreover, the communication action plan includes a special section that treats the priority objectives of RAP1 ("Institutional Communication System Settings"), which is the fulfillment of these objectives formally confirmed by the Federal Government, and in this way an additional mechanism for the realization of the objectives of the RAP1 Institutional communication area is established.

Additionally, for the preparation of this report, the Office of Public Relations of FBiH Government spent a coordinated action of communication with the Federal ministries and the action of collecting data on individual realization of the RAP1 objectives which greatly improved the quality of data used for this report. Accordingly, progress has been recorded in the first segment of the IC, noting that four ministries have a communication plan for 2012, and 9 are preparing plans for 2013. Additionally, in almost all the objectives of continuous character progress has been made in the area of obligations for 2012. And at this level remains a problem with the fulfillment of the objective IC 2.1., where 4 out of 16 ministries do not have information officer/public relations.

Republic of Srpska

Significant progress at the level of the RS government was achieved through the establishment of communication with the public, through the engagement of the person in charge of a citizen's complaints to the RS Prime Minister at the beginning of 2011 and the functioning of this channel of communication in the reporting period (ex. the period January-March 2012 processed a total of 190 applications in 10 different areas). In addition, in the area of direct communication with the public (IC 7) for the same period of the 2012 the Office received 177 complaints of citizens in the ministries, of which 148 were resolved. Also, a significant improvement in the reporting period, was noticed through full realization of continuous objectives IC 5.1. and IC 9.1., in the segment of activities aimed at providing information to the media and citizens without intermediaries, where the Government had allowed direct transmission of a press conference after the meeting of the Government, through the so-called. "Streaming", and through the portal of the Government. For this purpose necessary equipment was obtained and an opportunity created for the citizens and the general public to follow the conference live, and learn about the work of the government sessions. Contribution during the reporting period is realized through implementation of activities that directly affect the fulfillment of the continuous objectives, primarily through the maintenance and improvement of existing practices (IC. 4, 6 IC, IC 7, etc.).

Brcko District BiH

The most significant achievements at the level of BD BiH are sustainability and functioning of the central unit of information (Department of Information) through the filling of management and communication planning and preconditions for the functioning of strategic communication system (IC 1). Department budget as a separate item, is included in the approved budget of the BD BiH for 2012, which secured funding to implement the strategy and communication plan. Progress has been made through the proper implementation of continuous objectives in the part reserved for 2012.

In addition, significant progress has been made in the area of conducting public campaigns (IC 10), the campaign theme, "WE WILL NOT ACCEPT BRIBE"-"MITO NEĆEMO" which included the study of attitudes and public opinion (IC 11.2.), and direct communication with the media (IC 5.1. and 6.1.) and citizens (IC 9.1.). It has been reported on the implementation of the study tour (IC 4.4.). Also, the contribution to the objectives IC 3.2. (Improve coordination of strategic communication between different levels of government) important of the Head of Sector in the work of the Supervisory Team for IC, as a member of the Supervisory Team, which even more improved cooperation between the central unit of information/public relations with one another and with PARCO.

Key obstacles and problems

One of the planned objectives for 2011 in this area are not implemented at any level, or information on the steps taken in this direction were not obtained. It relates to continuous measure of the efficiency of strategic communication which means monitoring and evaluation system based on communication strategies and action plans. The second objective from 2011 involves meeting with officials of the EU best practices which covers the organization of study tours, twinning and technical assistance projects, etc. which is partly realized at the levels CoM BiH and BD BiH. One of the objectives is directly related to the fulfillment of the relevant objectives in the reform area of Human Resources Management. The objectives with implementation deadline until the end of 2012 are partly realized.

In terms of specific issues that affect the progress in implementing the objectives and even direct regression, is the fact that, within the target IC 2.1. (Maintain and develop the capacity of institutions) at the level of the Council of Ministers BiH has not solved the problem of missing information officer/public relations in 3 ministries that directly threatens the capacity for strategic communications and public relations of the entities. A similar problem exists at FBiH level, where there are vacancies in 4 ministries for Information Officer/Public Relations.

Recommendations and next steps

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

- Fully implement the actions and measures of the government annual communications plans/CoM in 2012 (remaining) and 2013 (planned) and report to the governments/the CoM on the degree of implementation;
- Fill information / public relations positions, especially at the level of BiH Council of Ministries (Ministry of Human Rights and Refugees of BiH and the Ministry of Communications and Transport of BiH, as well as the Ministry of Finance and Treasury of BiH), and FBiH (ministries of justice, urban planning, refugees and displaced persons, energy, mining and industry) and all other institutions at all levels;
- Fill the central unit positions by lacking personnel, primarily the Bureau of Public Relations of the RS Government, and at all other levels;
- Provide regular training in public relations and strategic communications, primarily through the Agency for Civil Service / Management (CoM BiH, FBiH, RS, BD);
- Provide specific trainings in the field of significance of strategic communication, necessary for managerial civil servants or include it in existing trainings;
- Provide specific training in other fields, necessary for communication managers;
- Try to provide access to European practices (CoM BiH, FBiH, RS, BD BiH);
- Conduct regular obligatory updates of the web site, and explore attitudes and satisfaction of customers/visitors (CoM BiH, FBiH, RS, BD BiH);
- Plan and conduct public opinion surveys, which should serve as a basis for communication planning, and adoption of policies, regulations and other activities in the domain of government and administration (CoM BiH, FBiH, RS, BD BiH);
- Plan and implement topical public campaigns, especially during policy making, significant changes to legislation, the introduction of new services in the area of European integration, etc. (CoM BiH, FBiH, RS, BD BiH);
- Develop and promote cooperation with civil society through informing, consultation and meetings, and finding module of cooperation in the implementation of various activities (CoM BiH, FBiH, RS, BD BiH).

E- GOVERNMENT

In the reform area e-Government out of 23 established objectives, 3 one-time objectives are with implementation deadline in 2012, while 8 objectives have continuous character. This report also covers objectives with implementation deadline in 2011, because they were not implemented in planned time. The progress in their implementation will be described in textual part of the report.

One-time objectives, with the deadline of implementation in 2012:

IT 1.8. Establish CERT (Computer Emergency Response Team) of the institution;

IT 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.);

IT 4.7. Implement joint services for e-Services.

Continuous objectives:

IT 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;

IT 1.6. Draft the legislation on IT security.;

IT 1.7. Develop a continuous process of risk assessment at all levels of government;

IT 2.2. Continuously strengthen all the established central units in charge of coordination and support to e-Administration, especially build strategic capacities for e-Government 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;

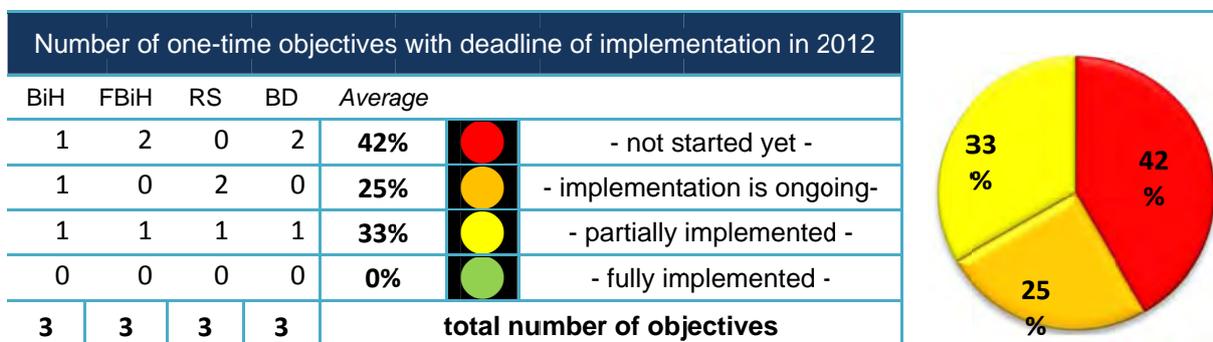
IT 2.3. Hire professional IT staff in public administration;

IT 2.4. Increase support from the management at the highest levels to development of e-Government;

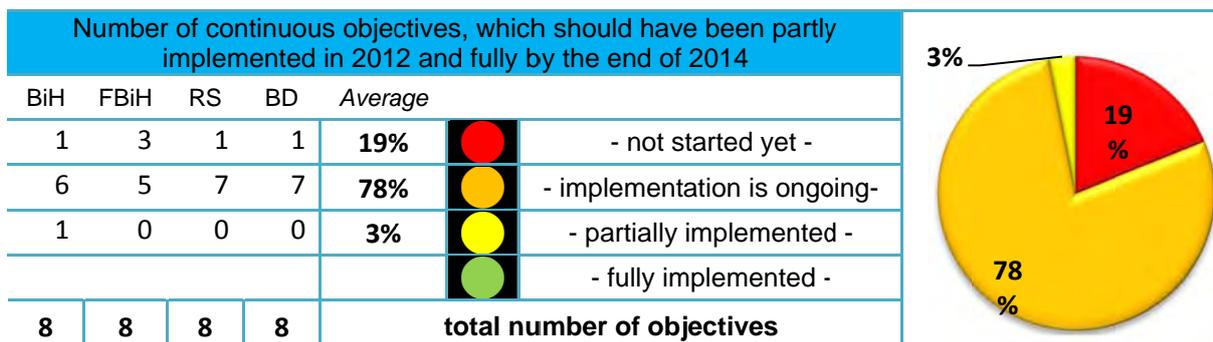
IT 3.1. Make arrangements for the use and improvement of potentials that will guarantee cheap, reliable and secure access to information and enable information exchange both within the public sector, including information exchange between different levels of government, including municipalities, and externally between the public sector and public services users;

IT 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.

Implementation of a relatively large part of one-time objectives (42%) that are planned for realization during this reporting period has not started, at 3 out of the 4 levels of administration. Only a third of the planned objectives is partly realized where any of the objective was not fully implemented.



Implementation of continuous objectives is in accordance with the plan. Its full implementation is expected until the end of 2014.



Joint activities on the implementation of the reform

In this reporting period due to the several identified projects in implementation of the project “Design and Establishment of Interoperability Framework and Standards for Data Exchange” through consultations of with the members of the Supervisory Team and the Team for Implementation of improved methodology is defined and new project realization approach, proposed to increase presence of Implementation experts in the field , additional members of the Implementation Team were appointed, a specification of the dynamics of the project activities and a set of measures that should contribute to a better quality implementation of the project are defined. With an Annex of the Agreement¹⁵ the deadline for implementation is extended for six months. JMB of the PAR Fund adopted the initial report of the project in June 2012. The first interim report, with project deliveries: Best practices, experiences and trends of interoperability in BiH and other countries, the Guidelines of interoperability frameworks, concepts, rules and standards, List of Meta data dictionary, standards, guidelines and policies for the development and maintenance of data dictionaries, guidelines and standards for the system architecture and application development and report on the analysis of existing partial registers JMB of the PAR Fund adopted on 10 December, 2012. The second periodic report with project deliveries: Initial Data Dictionary, strategic suggestions for optimal mobilization and interconnection of electronic registers and list of priorities (for all administrative levels), harmonized and submitted to the JMB of the PAR Fund for response. Final report with accompanying supplies distributed to members of the ST for response on the 31st October 2012, when the project officially ended. After considering and incorporating of the received comments, agreed final report and deliveries will be at the beginning of 2013 forwarded to the members of JMB of the PAR Fund for response. In parallel with these activities of reviewing of project deliveries, workshops were organized with representatives of institutions of some administrative levels in order to present project deliveries and improve their absorption by the end of the project, enabling the viability of the planned results of the project.

Projects in preparation

In the previous period for the reform area e-Government, as a priority, the project ide is identified **The feasibility study, analysis and optimization of processes and requirements specification (proposed amendment of regulations and requirements specifications for the required IT intervention) to implement one of the fundamental and priority e-Government services to the business community** - e-Transaction public service for starting and operation of businesses covering: case-registration, registration with tax authorities, report to the agency / Bureau of Statistics report with institutions Employment, pension and health insurance. Also, a project idea is **identified Implementation of common services for e-Services: authentication and identification, payment services, integration with Basic registers** whose implementation would create a joint service blocks that could be used by institutions to provide eServices and thus avoid the risk that these services are developed

¹⁵ Annex of the Agreement signed on the 22 May 2012

individually for each eService. In a meeting of the ST (held in December 2012) the activities specified in the first proposal were discussed, and further consultations are agreed in order to specify the activities for the RS level, bearing in mind that at this administrative level part of the planned activities has already been done.

For the development of other priority project ideas, at the same meeting, they announced the consultations with all administrative levels, in order to define the direction of the project activities and optimal defining of needs of certain administrative levels.

Individual activities on implementation of the reform

BiH level (Council of Ministers of Bosnia and Herzegovina)

According to the opinions of the Ministry of Communications and Transport BiH, there is a failure to identify the responsible institutions for the CoM BiH in the field of e-government by RAP1, and in this regard a meeting was initiated with the leadership of the Ministry of Communications and Transport BiH and the General Secretariat of the CoM in order to identify the responsible institution in charge of the implementation of planned activities by RAP1. There was agreement on several objectives of RAP1, while the other objectives needed further consultations between these institutions.

Ministry of Transport and Communications has prepared amendments to the Rules on internal organization and systematization, which calls for the establishment of the Office for the Supervision and accreditation of verifiers within the Ministry. The Ministry has received positive feedback on the proposed changes to the Rules and it is expected that this issue will be discussed, the urgent, at the meeting of the CoM until the end of January 2013. (contributes to the objective IT 1.1¹⁶)

According to the document Policy of the software in the Institutions of BiH CoM BiH tasked the Ministry of Communications and Transport BiH to prepare a set of documents whose review and approval of the CoM is expected in the first half of the 2013. These activities contribute to the achievement of the objectives 1.5 and 1.6, which relate to the definition of the modalities and standards for IT procurement and the development of regulations for information security.

At the request of the Committee on Transport and Communications of the House of Representatives in the program of work of the CoM in 2013 drafting of the Law on the Agency for Development of the Information Society of BiH has been included by which the Agency for Development of the Information Society of BiH should be established. Implementer is the Ministry of Communications and Transport BiH (Contributes to the objectives 2.1¹⁷ i 2. 2)

Ministry of Communications and Transport, on behalf of the CoM BiH, concluded three-year agreement in 2010: **Enterprise subscription Agreement - ESA, the Framework Agreement for the supply of Microsoft licenses for the Council of Ministers of Bosnia and Herzegovina and the service contract Premier Support.**

In the framework of the Premier Support services trainings for all employees in the institutions of Bosnia and Herzegovina, as well as specialized trainings in the field of ICT are planned. Training of trainers in the field of desktop platforms (Windows, Office) completed 45 of trainees who were trained to take further training in the institutions of Bosnia and Herzegovina.

Specialized training were organized of civil servants and employees of IT professionals in Microsoft authorized education centers for representatives from several institutions of the CoM BiH. This practice will be continued in 2013. In accordance with the ESA contract, all employees can use Online-learning service to acquire the necessary skills in the use of ICT. These activities are related to the implementation of the Objective 2.3, related to the professional IT staff in the public administration.

¹⁶ Objective IT 1.1 – establishment of systems for monitoring and accreditation of verifiers

¹⁷ Objective IT 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-Government development.

In the General Secretariat of the CoM BiH Department for the maintenance and development of e-business and "e-government" was formed with the powers that are in the domain of e-government and e-business (contributes to the objective IT 2.1). The "Regulations for the use of a common information and communication systems in the CoM BiH" was made which defines the security aspects of e-government. The Regulation was submitted for consideration and adoption to the Council of Ministers BiH (contributes to the objective IT1.6¹⁸) The implementation of the project "Computerization, improvement and introduction of new services into e-government CoM," the connection of new institutions in the CoM information system is planned, improvement of the security of information systems and users, improvement of the safety of public service information system, ensuring the reliability and functionality of the LAN information systems network, identity management and PKI infrastructure in the CoM BiH and the introduction of IP telephony to enhance the services and security systems, "e-government". The General Secretariat of the Council of Ministers of Bosnia and Herzegovina is continuously working on the inclusion of new institutions in the system of "e-government" in order to provide a single access and services "e-government" for all institutions and according to defined needs of the institutions.

Institutions that are in e-Government system will not need to purchase server equipment. In this way it provides institutions a cheaper, more reliable and more secure access to information and easier, faster safer exchange of data. All these activities contribute to the establishment of arrangements for the use and improvement of existing resources to guarantee a cheap, reliable and secure access to information and the exchange of information, and defined by the objective 3.1. The Tender for the upgrade of the e-session with DMS was implemented, analyze and optimization of functions were carried out. The application is installed and the project completion is expected at the end of January 2013. (contributions to the objective IT4.4).

The implementation of the project "Making data center CoM BiH" and "Building a common platform of the CoM BiH for document management" through which the technical and administrative security procedures, requirements and reference standards for data and document storage on a system of "e-government" CoMBiH will be defined. Completion of these projects is expected at the end of January 2013 (Contributions to the objectiveIT 1.6). Department for maintenance and development of electronic commerce and "e-Government" is continuously working on presenting projects to accelerate and facilitate the work of the public administration and through the cost-benefit analysis attempts to focus Management on commitment to the implementation of e-Government. Continuous activity of this Department are the trainings in use of e-government (contributions to the objectives IT 2.3¹⁹; IT 2.4²⁰). Microsoft is in the implementation phase of the pilot project to raise the Lync application for all institutions in the system of "e-Government" (completion expected in the first half of 2013), and activities have been initiated on the implementation of a pilot project for the construction of the DMS system for 10 institutions based on system "e-Government" (project completion is expected by the end of 2013) (contributes to the objective IT 4.4²¹).

Within joint activities of the Department for the maintenance and development of e-business and e-Government and PARCO a BH portal that will be organized around life events covering services under the jurisdiction of state authorities and liaising with portals of entities, activities are agreed of the project proposal to develop the analysis of functionality and legislative regulations, specifications and contents of the portal functionality and design. Technical implementation is provided by the General Secretariat of the CoM BiH through the earlier project "Redesign of web portals of CoM BiH" (activity contributes to the objective 4.5 which provides establishing BiH portals).

¹⁸ ObjectiveIT 1.6 – Draft regulations for information security

¹⁹ Objective IT 2.3 – Ensure professional IT staff in the public administration

²⁰ ObjectiveIT 2.4 – Increase support from the management at the highest levels to development of e-government

²¹ ObjectiveIT4.4- Establish and implement information systems supporting key horizontal functions: HRMIS, electronic public procurement, document management system (DMS), e-Meetings of CoM/governments

The CoM BiH adopted a strategy of establishing CERT bodies in Bosnia and Herzegovina (July 2011). Based on that working group was formed to carry out the necessary preparations for the establishment of CERT bodies at the state level (BH CERT). The working group completed its work on the 7th December 2012, and agreed on an action plan proposal and a final report with concrete conclusions:

1. BH CERT to be in charge of the institutions of BiH in terms of competencies defined in the Strategy.
2. CoM is proposed to set up a coordinating body for cyber security, which will include all relevant institutions of all levels of government in BiH, with the aim to coordinate activities related to capacity building in cyber security.

The proposed documents are in the process of collecting opinions and will be forwarded to the CoMBiH meeting for consideration and adoption (contributions to the objective IT1.8)

After successful completion of the certification process, IDDEEA were awarded ISO 9001:2008 and 27001:2005 certifications (4 July 2012) prescribed by the International Standards Organization (ISO). It is an international standard that specifies the quality management system (ISO 9001:2008) and Information Security Management System (ISO 27001:2005) (activity contributes to the realization of the objective IT 1.7 and refers to the process of risk analysis and safety assessment).

A prerequisite for the implementation of the Strategy for the Development IDDEEA for the period 2010 – 2015 are the amendments to the Law on personal identification number, identity cards, residence and place of residence and travel documents. Amendments to the Law on Identity Cards and personal identification number were adopted in both Houses of Parliament in 2012. The other two laws are in Parliamentary procedure. Also, by amendments to the Law on ID card it is envisaged that to a citizen of Bosnia and Herzegovina Identity card that contains a qualified certificate can be issued (with the data in the certificate according to the Law on Electronic Signature BiH) IDDEEA. The beginning of issuing e-ID is 1 st March 2013 (contributes to the objectives IT 4.3 i IT 1.4²²). Under the jurisdiction of the mentioned agency, there are three types of e-services which provide, as a purely technical body, responsible agency: personal documents (ID cards, driving licenses and passports), vehicle registration (new, used and imported cars) and change of residence (change of address). By the planned implementation of the project (from IPA 2010 Fund), IDDEEA would have a major impact on the start of the entire process of e-services, public administration and BiH citizens. The signing of the contract is ongoing with the implementer of the project, and the planned start of the implementation, is the first quarter of 2013 (contributes to the objective IT 4.8²³).

Federation of BiH

Programme of work of the Government of the Federation BiH for 2012 also envisages the establishment of the Institute for ICT of Federation of BiH, by reallocating officers from some institutions. Federal Ministry of Transport and Communications has given the proposal of activities of the Institute and the Federal Ministry of Justice has nominated for the Government of FBiH Draft Law on Amendments to the Law on Ministries and other Bodies of Administration which envisages the establishment of the Institute (contributes to the objective 2.1²⁴).

At this administrative level the Regulation on information security standards is in the preparation. By the Fe-government project, which has received approval from the Government, the following activities are planned:

²² Objective IT 1.4 - IT 1.4. Enable the use of all accredited secure electronic signatures for operations with public

²³ Objective IT 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)

²⁴ Objective IT 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 and support to e-administration development

- construction of telecommunication system to support Fe-government (information systems analysis of the state of institutions of FBiH and the recent eGov architecture, system Fe-government architecture developed);
- PKI infrastructure (Ministry of Transportation and Communications FBiH completed tender process for the preparation of the TOR and software for setting up the Registry Authority - Implementation funds provided in the budget for 2013);
- One-stop-shop e-gov portal (establishment of the Registry authority provided and establishment of the portal - the last phase of the project).

Republic of Srpska

In the reform area e-Government for the reporting period at the RS level a pilot project of unified communications and collaboration based on the Lync platform is implemented. By resolution of the Government of RS, in December, guidelines have been adopted for the procedure of eRegistration or electronic registration of companies (contributes to the objective 4.7²⁵).

Brcko district BiH

According to the submitted information at the level of BD, there are the standard specifications of IT equipment and they adapt to technological changes at least once a year (contributes to the objective 1.5).

In all IT procurements the standard specifications of IT equipment are used, except for special requests conditioned by nature of the work for which the IT equipment is purchased. A database for configuration management does not exist. For a programme solutions there is a standard for preparation of specifications, but there are also software purchases ie. preparation of specifications for the procurement of software that implement a particular institutions independently from the IT Sector. IS security assessment is an ongoing activity, and report on the measures taken are done through weekly reports on work in the form of reports generated by the software security tools available to IT Sector. Inspection of safety measures is carried out continuously, but not formally or according to pre-defined reporting format (contribution to the objective 1.7.).

In the BDBiH Committee for the implementation of IS security policies BDBiH is formed but its only formal. Also, a package of procedures and guidelines for the protection of information systems of BD BiH is developed and adopted, but not revised. The IT sector has prepared a procedure on how to use the Internet for all users and the IS government of BDBiH. Within the ISMS project audit files are created from now on, the adopted procedures and security policies. Adoption and publication of prepared documents is expected in the next period (contributions to the objective of 1.6.).

Key obstacles and problems

Key obstacles and problems are related to the fact that some governments have not officially authorized institution that would be responsible for the coordination and development of e-Government, a situation which is most evident in the Federation where entire Federal Government is responsible for the realization of the objectives and activities of the RAP1.

Also, in BD BiH, although there is a Department of the Government for IT, there is the problem of determining the official body responsible for these issues. The problem of defining the responsible institution as suggested by RAP1 also exists at the level of the CoM BiH. The next general problem is in expressed backlog of the implementation of the activities planned for 2011, and slow implementation of the activities planned for 2012 without a clearly defined approach that would favor the acceleration of reforms in this area. Submitted information from certain administrative levels, without documentation base and concrete indicators, can hardly be used to assess progress in this reform area.

²⁵ObjectiveIT 4.7. Implement joint services for e-Services

Recommendations and further steps

The most important recommendation for the future refers to an **urgent realization of unrealized objectives planned for 2012, specially those which are conditioning the realization of the activities for 2012.**

The most important are:

- Establish a central units responsible for the coordination and development of e-Government, at the administrative levels where it does not exist (FBiH and BD BiH), and where they are established continue to strengthen them;
- Immediate establishment of the Office for Supervision and Accreditation of Verifiers in accordance with the Law on electronic signature of BiH which, by the experiences of other countries need a small number of employees and, redistribution and the choice of modalities for interoperability between all the accredited verifiers tin BiH; (CoM BiH);
- To enforce existing laws that regulate e-Government process and start their regular update;
- Harmonize the Final Report with the project deliverables, for the project "Design and establish a framework of standards for interoperability and exchange of information" and submit it for consideration to the JMB of the PAR Fund and to formally end the project;
- Continue to monitor the further implementation of the activities proposed by the project "Design and establish a framework of standards for interoperability and exchange of information" at all administrative levels;
- Adopt changes of responsible institutions for those objectives of RAP1 which are agreed by the Ministry of Communications and Transport of BiH and the General Secretariat of the CoM BiH - Department for maintenance and development of e-business and "e-government" and suggest further consultation of the institutions, with the aim of reaching a final agreement, so as to avoid delays in implementation of planned activities and overlapping of responsibilities and competences of certain institutions at the state level (CoM BiH).
- Review the role and involvement of members of the Supervisory Team in order to take more active and constructive role in the work.

4 Overview of Implementation of the Objectives by the Reform Areas of the RAP 1

4.1 Strategic Planning, Coordination and Policy Making

<i>Objective</i>	<i>Indicator of Successfulness</i>	<i>Responsible Institution</i>	<i>Time Frame</i>	<i>Administration Level</i>				<i>Description of Achievement / Comment</i>
				BiH	FBiH	RS	BD	
Chapter SPCPM 1. Strategic Planning								
<p>In 2012 as well, in the segment of strategic planning the activities continued, having as an objective establishment of a functional system for strategic planning in Bosnia and Herzegovina. The most significant segments of establishment of the system of strategic planning are establishment of the legal and methodological framework for strategic planning, establishment of organisational structure for strategic planning and implementation of trainings for staff in the institutions involved in the process of strategic planning. With the help of implemented projects, as well as with individual efforts of relevant institutions, all the said segments of strategic planning at all four administration levels have been significantly improved. In the practical sense, the biggest step forward has been made by the Government of the Federation of BiH by adoption of the Regulation for Strategic Planning, which comprehensively regulates the process of strategic planning, including the methodology for strategic planning, organisation structure, and in cooperation with the Civil Service Agency, it initiated the process of education of civil servants in the area of strategic planning. The activities continued on strengthening vertical (intergovernmental) and horizontal (interinstitutional) cooperation and coordination through joint meetings of the government secretaries and ministry secretaries. The equipment has been procured and a channel has been established for easier communication between the government secretaries through a special web application. A training has been implemented for the most significant representatives of the governments in the field of strategic planning coordination. Proposals have been prepared for improvement of organisation structure of the government / CoM secretariats, and in that sense the Law on Government of the BD BiH has been amended. It is significant to point out that the Ministry of Justice of BiH prepared the Proposal of the Decision for Strategic Planning, which comprehensively regulates this field at the level of the Council of Ministers of BiH.</p>								

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Objective	Indicator of Successfulness	Responsible Institution	Time Frame	Administration Level				Description of Achievement / Comment
				BiH	FBiH	RS	BD	
<p>1.1. Improve the Processes of Annual Programming of the Work of the CoM / Governments so as to ensure the annual program to:</p> <ul style="list-style-type: none"> •reflect and contribute to the realisation of priorities of the CoM / governments, •reflect coherence i.e. inter-institutional harmonization (horizontal and vertical) · reflect compliance with other strategic documents of the CoM/governments, · be realistic and monitor the implementation. 	<p><i>Annual work programmes of the CoM/governments are in place</i></p>	<p>Council of Ministers of BiH, Governments of Entities and BD BiH</p>	<p>December, 2011</p>	<p>Partially implemented</p>	<p>Partially implemented</p>	<p>Implementation ongoing</p>	<p>Implementation ongoing</p>	<p>Implementation of this objective continued during 2012 as well, and the basis for continuation of implementation is the completed project "Strategic Planning and Public Policies Development". Regulation of the Government of the FBiH on the process of strategic planning, annual planning and reporting, uniformly regulated the methodological framework for strategic planning in all the institutions of the Government of the FBiH. It is significant to point out that at the state level, the Ministry of Justice drafted a pre-draft of the Decision on the Process of Strategic Planning, Annual Planning and Reporting in the institutions of BiH, which would set the procedure of draft and adoption of the strategic plan, programme of work and reports on work, including basic steps and methodology in all the institutions of the CoM BiH.</p>
	<p><i>Degree of horizontal harmonisation / compliance of the work programme</i></p>	<p>Secretariat General of the Council of Ministers of BiH and the MJ BiH</p>						
	<p><i>Harmonisation of content with strategic documents (list the documents) and budgetary documents (list the documents) has been checked</i></p>	<p>Secretariat General of the Government of the FBiH</p>						
	<p><i>Intensity of reporting on the implementation at CoM / governments sessions</i></p>	<p>Secretariat General of the Government of the RS</p>						
	<p><i>Annual report on the implementation is in place</i></p>	<p>Secretariat of the Government of the BD BiH</p>						
	<p><i>Degree of implementation of the annual work programme</i></p>							

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<p>1.2. Improve internal procedures of strategic planning in ministries.</p>	<p><i>The manager of the institution has enacted the act.</i></p>	<p>Secretariat General of the Council of Ministers of BiH and the MJ BiH</p> <p>Secretariat General of the Government of the FBiH and the Federal Institution for Development Programming</p> <p>Secretariat General of the Government of the RS</p> <p>Secretariat of the Government of the BD BiH</p>	<p>December, 2011</p>	<p>Partially implemented</p> 	<p>Fully implemented</p> 	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>Implementation of this objective continued through the activities of the competent institutions. By the regulation adopted at the level of the Government of the FBiH on the process of strategic planning, annual planning and reporting, all the ministries appointed coordinators for strategic planning, and put the staff in charge of strategic planning, which would improve efficiency and transparency of work of the Government of the FBiH. It is significant to point out that at the state level the Ministry of Justice drafted a pre-draft of the Decision on the Process of Strategic Planning, Annual Planning and Reporting in the Institutions of BiH. Within three months after this Decision enters into force, the managers of the institutions of BiH will establish an appropriate unit or appoint coordinators of draft of strategic plan, and put the staff in charge of strategic planning, all with the objective of joint action and ensuring horizontal and vertical coordination in accordance with the organisation structure of individual institutions of BiH.</p>
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<p>1.3. Strengthen organisational arrangements and staffing for strategic planning in individual institutions.</p> <p><i>Strategic planning included in rulebooks on internal organisation and systematisation</i></p> <p>All the ministries and other bodies of administration at the level of BiH the entities and the BD BiH</p> <p>December, 2011</p>	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>Implementation ongoing</p> 	<p>Implementation did not start</p> 	<p>The objective will be reached by implementation of the project “Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the Phase II”, which will be financed by the funds of the IPA 2010. At the request of the Government of the Federation of BiH, 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 in the segment of strategic planning.</p>
<p>1.4. Ensure Strengthening of the Central Capacities of the Cantonal Governments in the FBiH</p> <p><i>An analysis has been done, recommendations have been proposed</i></p> <p>Government of the FBiH</p> <p>June 2012</p>	<p>Implementation ongoing</p> 		<p>Objective implemented. Secretary of the Government of the BD BiH was appointed on July 7, 2011.</p>		

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<p>1.5. Strengthen Central Capacities of the BD BiH</p> <p><i>Secretary Appointed</i></p> <p>Government of the BD BiH</p> <p>June 2011</p>	<p>Fully implemented</p> 	<p>Objective implemented. Secretary of the Government of the BD BiH was appointed on July 07, 2011.</p>
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SPCPM 2. Policy Making, Coordination and Better Regulation

In addition to strategic planning, during 2012, through implemented projects, as well as through individual activities of the relevant institutions, a series of activities have been implemented, which had an objective of strengthening the system of policy making at all the levels of authority, including also creation of assumptions for achievement of standards of better regulation. A significant step forward has been made in establishment of final proposals of the legal framework for development of public policies as well as in strengthening of organisational, as well as human capacities for development of public policies at the level of central bodies of the governments / the CoM and the ministries. Through proposed nomotechnical rules for draft of legal regulations at all four administrative levels, an assumption has been created for harmonised approach to draft of legal regulations and their nomotechnical correctness. In a practical sense, the biggest progress has been achieved in the Federation of BiH, where a regulation has been adopted, which established a methodological framework for development of public policies. This area should be in a similar manner regulated also at the level of the institutions of Bosnia and Herzegovina, and in that sense the Ministry of Justice of BiH prepared the proposal of the decision for development of public policies. Also, through implemented trainings, the capacities of the government secretariats have been improved in the sense of ensuring the quality of materials coming to the government, i.e. to ensure that the proposals of regulations submitted by respective ministries are prepared in accordance with the appropriate process, that proposals suit the plans and priorities of the government, and that they are not contrary to other valid decisions.

In the area of better regulation, in the FBIH and the RS, the activities implemented by the IFC with the objective of “purification / guillotine” of regulations, regarding the administrative burden continued – removal of all the unnecessary procedural (bureaucratic) burdens. In cooperation with the reform area of Administrative Procedures and Administrative Services a project was initiated and a project proposal has been prepared, which had, as an objective, systematic approach of regulation / removal of unnecessary bureaucratic burdens when enacting new regulations.

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<p>2.1. Set up, in the rulebooks of the CoM / Governments, necessary mechanisms to achieve the standard of quality of legislation / policies that includes:</p> <ul style="list-style-type: none"> · horizontal and vertical coherency (harmonization with all institutions) · consultations with the public concerned · impact assessment · removal of administrative obstacles · legal compliance and nomotechnical correctness 	<p><i>Appropriate amendments to the Rules of Procedure of the CoM / Governments have been adopted.</i></p> <hr/> <p><i>Substantial control is in place – the number of objections, the number of objections accepted.</i></p>	<p>Secretariat General of the Council of Ministers of BiH and the MJ BiH</p> <p>Secretariat General of the Government of the FBiH</p> <p>Secretariat General of the Government of the RS</p> <p>Secretariat of the Government of the BD BiH</p> <p>December, 2011</p>	<p>Implementation ongoing</p>	<p>Implementation ongoing</p>	<p>Implementation ongoing</p>	<p>Implementation ongoing</p>	<p>Considering complexity of this reform activity, it was being implemented through the project "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. Through implementation of the project "Blueprint of Development of Central Bodies of Governments in BiH - Implementation of the Phase I", Secretariats General at all four administration levels strengthened their functions of coordinators of the process of planning and defining public policies. Also, during implementation of the project, draft new regulations or amendments to the existing regulations have been prepared, which have been harmonised with the beneficiaries of the project. The Government of the Republic of Srpska adopted the Ordinance on Amendments to the Ordinance on Internal Organisation and Systematisation of Jobs in the Secretariat General of the Government of the RS. The Government of the Brčko District of BiH adopted the Law on Amendments to the Law on the Government of the Brčko District of BiH. Through this project, there were meetings of horizontal and vertical coordination, as well as consultations with the interested public. Through the project "Improvement of Rules for Legal, Other Regulations 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, and the existing rules for draft of regulations in BiH have been harmonised. New nomotechnical rules have been adopted at the level of the Government of the BD BiH, at the level of the Government of the FBiH they have been harmonised and</p>
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						submitted to the Parliament of the FBiH for adoption. In accordance with the aforementioned implemented project, assumptions have been created for implementation of the objective of legal harmonisation and nomotechnical correctness of regulations. Implementation of this objective will continue through 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 Barriers" (Better Regulation), which will be implemented in cooperation with the reform area Administrative Procedures and Administrative Services.		
2.2. Standardise processes of drafting of legal regulations	<i>Uniform Rules for Legislative Drafting have been adopted</i>	Secretariat General of the Council of Ministers of BiH and the MJ Secretariat General of the Government of the FBiH Secretariat General of the Government of the RS	December, 2011	Partially implemented 	Partially implemented 	Partially implemented 	Fully implemented 	This objective was implemented with support of the project "Improvement of Rules and Procedures for Legal, Other Regulation and General Acts Drafting in BiH". Through the said project, 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 initiated the procedure of amendment of

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<p><i>Rules of Procedure have included an obligation to apply the Uniform Rules for Legislative Drafting</i></p>	<p>Secretariat of the Government of the BD BiH Legislation Office of the Council of Ministers of BiH Legislation Office of the Government of the FBiH Republic Secretariat for Legislation of the Government of the RS Legislation Office of the Government of the BD BiH</p>				<p>Common Rules. The Government of the FBiH established a Proposal of Nomotechnical Rules for Legal and Other Regulations Drafting of the FBiH, which has been submitted to the Parliament of the Federation of BiH for adoption. Assembly of the BD BiH adopted new rules for regulation drafting. Adoption of the new Rules for Regulation Drafting at the state level and the level of the RS is pending.</p>
<p>2.3. Improve mechanisms of horizontal coordination between the ministries</p> <p><i>Amendments to the Rules of Procedure of the CoM / Governments have been adopted</i></p> <p><i>Number of proposals that have remained substantially not agreed on by the CoM / government session (negative indicator)</i></p>	<p>Secretariat General of the Council of Ministers of BiH and the MJ BiH</p> <p>Secretariat General of the Government of the FBiH</p> <p>Secretariat General of the Government of the RS</p> <p>Secretariat of the Government of the BD BiH</p>	<p>June 2012</p> <p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Partially implemented</p>  <p>Implementation of this objective started through implementation of the project "Blueprint of Development of Central Bodies of Governments in BiH - Implementation of the Phase I", in a manner that initial meetings of horizontal coordination between the secretaries of the government with the secretaries of the ministries have been organised at the level of BiH, the RS and the BD BiH. At the level of the BD BiH, this objective 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.</p>

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<p>2.4. Define Mechanisms of Vertical Inter-Institutional (Inter-Ministerial) and Intergovernmental Cooperation and Consultations</p>	<p><i>Appropriate solutions have been included in the Rules of Procedure</i></p>	<p>Council of Ministers of BiH, Governments of Entities and BD BiH Secretariat General of the Council of Ministers of BiH and the MJ BiH Secretariat General of the Government of the FBiH Secretariat General of the Government of the RS Secretariat of the Government of the BD BiH</p>	<p>June 2012</p>	<p>Implementation ongoing </p>	<p>Implementation ongoing </p>	<p>Implementation ongoing </p>	<p>Implementation ongoing </p>	<p>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. At the level of the FBiH, there is ongoing change of the Rules of Procedure of the Government of the FBiH. 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.</p>
<p>2.5. Improve Consultations with the Interested Public</p>	<p><i>The Guidelines have been adopted</i> <i>The Rules of Procedure has been amended</i></p>	<p>Secretariat General of the Council of Ministers of BiH and the MJ BiH Secretariat General of the Government of the FBiH Secretariat General of the Government of the RS Secretariat of the Government of the BD BiH</p>	<p>December, 2011</p>	<p>Fully implemented </p>	<p>Fully implemented </p>	<p>Fully implemented </p>	<p>Partially implemented </p>	<p>At the state level and at the level of the RS, this objective has been reached earlier. The Government of the FBiH enacted the Regulation on the Rules for Participation of Interested Public in the Procedure of Preparation of the Federal Legal Regulations and Other Acts, and the coordinator for general coordination of the affairs of the Government of the FBiH with the interested public has been appointed. At the level of the BD BiH, this objective has been partially implemented through the Law on the Government of the BD BiH, the Law on Public Administration of the BD BiH, the Rules of Procedure of the Government of the BD BiH and the Common Rules for Regulation Drafting.</p>
<p>2.6. Ensure Effective System for Public Policy / Regulatory Impact Assessment</p>	<p><i>Analysis drafted</i> <i>The methodology has been adopted by CoM /</i></p>	<p>Secretariat General of the Council of Ministers of BiH and the MJ BiH</p>	<p>June 2011</p>	<p>Implementation ongoing </p>	<p>Partially implemented </p>	<p>Partially implemented </p>	<p>Implementation ongoing </p>	<p>This objective has been partially achieved through implementation of the project "Improvement of Rules and Procedures for Legal, Other Regulation and General Acts Drafting in BiH" in the sense of methodological</p>

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<p><i>governments</i></p> <p><i>Degree of harmonisation among the adopted methodologies</i></p> <p><i>The number of implemented IAs</i></p> <p><i>IAs that have been published on the web sites of ministries – bearers of the activities</i></p> <p><i>Annual report on the effects of application of the methodology with a proposal of improvement measures (as needed) adopted by the CoM / governments in BiH and published on their web sites.</i></p>	<p>Secretariat General of the Government of the FBiH and the Federal Institution for Development Programming</p> <p>Secretariat General of the Government of the RS</p> <p>Secretariat of the Government of the BD BiH</p>		<p>framework for impact assessment. New rules for regulation drafting have been adopted at the level of the BD BiH, while at the other levels they are in the phase of adoption. 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. At the level of the Government 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. It has been planned that objective will be fully achieved through the project “Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the Phase II”, which is in the phase of implementation and will be finalised in 2014.</p>
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<p>2.7. Define comparative overview of solutions as mandatory constituent part of proposal of regulations / public policies</p>	<p><i>Established obligation of comparative overview</i></p>	<p>Secretariat General of the Council of Ministers of BiH and the MJ BiH Secretariat General of the Government of the FBiH Secretariat General of the Government of the RS Secretariat of the Government of the BD BiH</p>	<p>December, 2014</p>				
<p>2.8. Establish an IT system for support to the process of preparation and adoption of regulations (laws and bylaws), which includes also the elements of e-democracy (publication of drafts on the internet, openness for comments) and is integrated with the document management system, system of e-sessions of the CoM / the governments and electronic database of regulations.</p>	<p><i>IT System operational</i></p>	<p>Secretariat General of the Council of Ministers of BiH and the MJ BiH Secretariat General of the Government of the FBiH Secretariat General of the Government of the RS Secretariat of the Government of the BD BiH Legislation Office of the Council of Ministers of BiH Legislation Office of the Government of the FBiH Republic</p>	<p>December, 2013</p>				<p>It has been planned to implement this objective through 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, and the bearer of the project is the PA BiH. Drafting of the project proposal is ongoing.</p>

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		Secretariat for Legislation of the Government of the RS Legislation Office of the Government of the BD BiH Secretariats and legislation-legal commissions of the legislation bodies						
2.9. Improve the systems of e-Sessions of the CoM / the Governments	<p><i>Upgraded system of e-Sessions of the CoM / the Governments</i></p> <hr/> <p><i>Integrated with the DMS</i></p>	<p>Secretariat General of the Council of Ministers of BiH Secretariat General of the Government of the FBiH Secretariat General of the Government of the RS Secretariat of the Government of the BD BiH Centre for e-Government of the Council of Ministers of BiH AISRS, Sector for IT within the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BDBiH</p>	End of 2012	Implementation ongoing	Implementation ongoing	Implementation ongoing	Partially implemented	<p>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.</p>

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<p>2.10. Establish and maintain a comprehensive electronic database of legal and bylaw regulations, which could be accessed from one place and through an integrated web portal</p>	<p><i>Common electronic database of regulations established</i></p> <hr/> <p><i>Number of downloaded regulations from the common electronic database</i></p> <hr/> <p><i>Frequency of updating of the common electronic database</i></p>	<p>Legislation Office of the Council of Ministers of BiH</p> <hr/> <p>Public Relations Office of the Government of the FBiH in cooperation with the Legislation Office of the Government of the FBiH</p> <hr/> <p>Republic Secretariat for Legislation of the Government of the RS Legislation Office of the Government of the BD BiH</p>	<p>June 2012</p> <hr/> <p>December, 2012 + Continuously by the end of 2014</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>In the Republic of Srpska, the Republic Secretariat for Legislation established, in 2010, the electronic legislation database, which contains valid and invalid laws from 1992 to 2011, including partially 2012 as well, which for now is available in electronic form to the republic administration bodies. At the state level, the level of the FBiH and the level of the BD BiH, there is no common database of legal regulations, but it is possible to access regulations through the web portals of individual institutions. The representatives of the Government of the FBiH and the Government of the BDBiH initiated finding the best solution for implementation of this objective.</p>
<p>2.11. Publish all regulations (legal and bylaw acts) and their integrated texts from the competency of the ministry, or other administration body or administrative organisation, at their web sites</p>	<p><i>Number of visits to the website</i></p> <hr/> <p><i>Number of downloaded regulations from the website</i></p>	<p>All the ministries and other bodies of administration in BiH</p>	<p>December, 2011</p>	<p>Partially implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>The objective has been mostly implemented – most of the institutions at the state level have at their web pages the most important legal and bylaw regulations from their competency. The webpage of the Government of the FBiH enabled the access to all the legal and bylaw acts from 1996 to present day. The Republic Secretariat for Legislation of the RS established a database of legal and bylaw regulations of the RS (available only to the institutions of the RS).</p>

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<p><i>Frequency of updating of the common electronic database</i></p>		<p>December, 2012 + Continuously by the end of 2014</p>				<p>At the level of the BD BiH, at the web portal, there are all the laws of the BD and their amendments, and consolidated texts of the laws are drafted and published by the Expert Service of the Assembly of the BD BiH. Publication of consolidated laws at the web pages is not yet implemented.</p>
<p>2.12. Prepare and publish consolidated texts of the laws and other regulations</p> <p><i>Rules of Procedure amended appropriately</i></p> <p><i>The number of prepared and published consolidated texts of the regulations in the official gazettes</i></p>	<p>Legislation Office of the Council of Ministers of BiH</p> <p>Legislation Office of the Government of the FBiH</p> <p>Republic Secretariat for Legislation of the Government of the RS</p> <p>Legislation Office of the Government of the BD BiH</p> <p>Secretariats of the legislation bodies</p> <p>Other competent institutions at all the levels of authority</p> <p>All the institutions</p>	<p>December, 2012 + Continuously by the end of 2014</p>	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Partially implemented</p> 	<p>At the level of the RS, the Legislative Board of the National Assembly of the Republic of Srpska is authorised to draft consolidated text of the law. 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>At the level of the BD BiH, 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. 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>

4.2 Public Finance

Objective	Indicator of Successfulness	Responsible Institution	Time Frame	Administration Level				Description of Achievement / Comment
				BiH	FBiH	RS	BD	
Chapter PF 1. Dimension of the Policy of the System of Public Finance								
Global Framework of Fiscal Balance and Policies in BiH was adopted with postponement, because of difference in standpoints of the entities and the Ministry of Finance and Treasury of BiH regarding the amount of allocation of incomes of indirect taxes for the institutions of BiH. The Department for Macroeconomic Analysis – DMA regularly drafts consolidated accounts of the public sector and publishes them at their webpage, thus contributing to fulfilment of the obligations of BiH by the stand-by arrangement with the IMF.								
1.1. Regular drafting of macro-fiscal framework for whole BiH	<p><i>The competent institutions submit all the necessary data, in accordance with the deadlines, for the purpose of draft global framework of fiscal balance and policies in BiH</i></p> <hr/> <p><i>The Global Framework of Fiscal Balance and Policies has been adopted</i></p> <p><i>The Framework Budget Document has been timely adopted based on data from the Global Framework</i></p>	Fiscal Council and Advisory Group of the Fiscal Council of BiH	<p>Continuousl y</p> <hr/> <p>Continuousl y</p>	Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	<p>At the sessions of the Fiscal Council of BiH and at the Advisory Groups of the Fiscal Council of BiH, there were activities in accordance with the Law on Fiscal Council of BiH (Official Gazette of BiH 63/08). 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. 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. Global Framework of Fiscal Balance and Policies in BiH was adopted with postponement, because of difference in standpoints of the entities and the Ministry of Finance and Treasury of BiH regarding the amount of allocation of incomes of indirect taxes for the institutions of BiH.</p>

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<p>1.2. Regular making of consolidated account of the public sector</p>	<p><i>The Group for Consolidation of Fiscal Data consolidates fiscal data for the whole BiH in accordance with the IMF methodology and publishes them on the DMA's web site in a timely manner.</i></p>	<p>Department for Macroeconomic Analysis, Group for Consolidation of Fiscal Data (ministries of finance, DMA and CBBiH)</p>	<p>Continuousl y</p>	<p>Implementation ongoing </p>	<p>Implementation ongoing </p>	<p>Implementation ongoing </p>	<p>Implementation ongoing </p>	<p>Consolidated accounts of the public sector are regularly drafted and published at the website of the DMA.</p>
<p>1.3. More efficient access to the distribution of revenues from indirect taxes</p>	<p><i>Obstacles to the process of drafting the framework budget and fiscal framework have been removed; harmonized development policies have been linked to financial possibilities.</i></p>	<p>Ministries of Finance, Fiscal Council of BiH</p>	<p>By the end of 2012</p>	<p>Implementation did not start </p>	<p>Implementation did not start </p>	<p>Implementation did not start </p>	<p>Implementation did not start </p>	<p>No new legal solutions have been drafted regarding the existing system of division of funds and allocation of revenues from indirect taxes.</p>
<p>Chapter PF 2. Increase in Efficiency and Effectiveness of Budget Management In this period, there has been an increase in efficiency and effectiveness of budget management through more transparent spending of public funds, strengthening of communication between the management of the institutions and the units for finance, further introduction of programme budgeting in the public administration in BiH, and timely involvement of the parliament in the process of enactment of the budget.</p>								
<p>2.1. Further harmonization of the BFD drafting process at all levels of government and timely drafting of BFD for entire BiH</p>	<p><i>Harmonised and integrated legislation with ten-steps budget planning process so that the deadlines are functional between different levels of government in BiH and leave enough time for budget users to effectively plan the allocation of resources</i> <i>Implemented terms of reference for Budget Management Information System (BMIS)</i> <i>Harmonised and integrated budget legislation in the F BiH</i></p>	<p>Ministries of Finance PARCO Federal Ministry of Finance</p>	<p>By mid 2014</p>					

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<p>2.2. Transparent Spending of Public Funds</p>	<p><i>Quick and efficient software support to the capital investments planning process</i></p>	<p>Ministries of Finance</p>	<p>By mid 2012</p>	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>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 Fast and Efficient Software Support to the Process of Planning of Capital Investments, it should read Fast and Efficient Software Support to the Process of Budget Planning.</p>
<p>2.3. Further strengthening of communication between the management of the institutions and the units for finance</p>	<p><i>The process of decision-making, identification and ranking of policy priorities, objectives and financial needs has been improved.</i> <i>Monitoring of set goals, impact assessments and internal and external reporting have been improved.</i></p>	<p>Ministries of Finance and Budget Users</p>	<p>Continuously</p>	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Instructions 1 and 2 of the ministries of finance at all the levels of authority in BiH stipulate that the BFD and the budget itself represent, in their basis, an estimation of funds that would be needed for achievement of strategic and operative objectives of the budget users, so active participation of all the managers within the institutions is necessary. Although some of the budget users are still represented by the finance officers, greater involvement of the managers is noticeable.</p>
<p>2.4. Full introduction of the programme-based budgeting in public administration in BiH</p>	<p><i>Internal rulebooks adopted in all the ministries</i> <i>The number of qualified officers has increased</i> <i>Further technical support has been provided for</i></p>	<p>All the public administration institutions</p>	<p>By the end of 2014</p>					

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<p>2.5. Timely involvement of the parliament in the process of enacting the budget and widened reporting to the parliament and the public</p>	<p><i>Clearer and more transparent definitions of performance measures and cost justification of the programmes and the activities of the budget users</i></p>	<p>Ministries of Finance</p>	<p>By the end of 2011</p>	<p>Partially implemented </p>	<p>Partially implemented </p>	<p>Partially implemented </p>	<p>Partially implemented </p>	<p>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 Parliament, but the measures and effects are still not presented because of the fact that the shown measures and effects in the documents of programme budget have still not reached the optimal level of quality. The PARCO implemented the project "Budget Management Information System" – BMIS, which will enable all types of reports for the needs of the parliaments, the Council of Ministers and the public. The trainings are continuously being held in organisation of the competent ministries of finance and donors.</p>
<p>2.6. All extra-budgetary assets and extra-budgetary funds must be fully included in the midterm framework of expenses and the budget process</p>	<p><i>Extra-budgetary funds included in the ten-steps budget planning process</i> <i>All donations shown in the budget process</i></p>	<p>Ministries of Finance</p>	<p>By mid 2014</p>					
<p>Chapter PF 3. Improvement of Accountancy Framework and Treasury System Function</p>								
<p>Improvement of the treasury system function is reflected in computerisation of the treasury in public administration. Treasury information system has been introduced at the level of BiH, the RS the FBiH and the cantons. 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.</p>								
<p>3.1. Establish exact capacities for introduction of modern international accounting standards and budget model of accounting in public administration in BiH, and request donor assistance</p>	<p><i>Coordination body consisting of the representatives of all the ministries of finance at various levels of authority established, in order to systematically analyse feasibility of each respective standard in a longer period</i> <i>Action plan for estimation of the existing capacities adopted</i></p>	<p>Ministries of Finance</p>	<p>By the end of 2011</p>	<p>Implementation did not start </p>	<p>Implementation did not start </p>	<p>Implementation did not start </p>	<p>Implementation did not start </p>	<p>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, and that it would be necessary to establish the coordination body as soon as possible.</p>

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3.2. Introduction of the treasury function in the whole public administration	<i>Treasury introduced in local administrations and extra-budgetary funds in the FBiH in accordance with the defined deadline (mid-2011)</i>	Ministries of Finance, directors of funds, mayors of municipalities	End of 2012		Implementation ongoing 	Fully implemented 		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. Introduction of the treasury function in public administration of the FBiH will be financed by the funds of the PARF or by the IPA 2011 project "Strengthening of Public Finance Management".
3.3. Improvement of the treasury function	<i>Treasury in the BDBiH computerised Officers hired, help-desk established Help-service developed</i> <i>The FBiH and the Cantons have implemented the recommendation of the World Bank and networked smaller budget users in the treasury system</i>	Directorate for Finance of the BDBiH PARCO	End of 2012 Continuousl y		Implementation ongoing 			The USAID introduced the treasury information system at the level of BiH, the RS the FBiH and the cantons. 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.
3.4. Modernisation of Treasury Information System	<i>Study completed</i> <i>Donor funds provided</i>	Ministries of Finance PARCO	Start of 2012	Partially implemented 	Partially implemented 	Partially implemented 	Fully implemented 	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.
Chapter PF 4. Introduction of the PIFC in accordance with the relevant EU Standards								
4.1. Implementation of the PIFC strategy	<i>The PIFC introduced at all the levels of authority in BiH Strategy in the BDBiH drafted</i>	Ministries of Finance	By the end of 2014					

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		Directorate for Finance of the BDBiH						
4.2. Introduction of internal audit	<i>Necessary capacities built (number of officers and trainings) Laws adopted and legislation harmonised</i>	Ministries of Finance	By the end of 2014					
Chapter PF 5. Improvement of Organisation Structure and of Investment in Capacity Building Significant progress has been achieved on the matter of improvement of organisation structure and of investment in capacity building in the ministries of finance at all the levels. The trainings of employees in the ministries of finance are continuously being held through workshops, seminars and presentations. The Rulebooks on Internal Organisation and Systematisation of Jobs in the ministries of finance have been adopted and vacancies are being filled.								
5.1. Continuous training of staff in the ministries of finance and hiring of competent officers.	<i>Systemically planned capacity building, the number of courses of training, the number of participants of training and increased number of employees</i>	Ministries of Finance	Continuousl y	Implementation ongoing 	Implementation ongoing 	Implementation ongoing 	Implementation ongoing 	There is a continuous training of employees in the ministries of finance at all the levels through workshops, trainings, presentations, seminars.
5.2. 5.2.1. Strengthening of the units responsible for the budget and fiscal policy within the ministries of finance in the BiH entities 5.2.2. Employment of sufficient number of IT experts to maintain electronic systems 5.2.3. Provide sufficient number of officers for reforms within the sectors for budget in the ministries of finance	<i>Number of trainings, number of participants of trainings</i>	Ministries of Finance	Continuousl y	Implementation ongoing 	Implementation ongoing 	Implementation ongoing 	Implementation ongoing 	The Rulebooks on Internal Organisation and Systematisation of Jobs in the ministries of finance have been adopted at all the levels, and vacancies are being filled.

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Chapter PF 6. Development of Public Private Partnership

It is necessary to develop public private partnership as one of the possible financial instruments, which could improve or decrease public spending and strengthen investments. The PARCO works on development of the project "Public Private Partnership".

<p>6.1. Approach the public private partnership system development as one of the possible financial instruments, which could improve or decrease public spending and strengthen investments</p>	<p><i>Laws have been adopted at all the levels of government and harmonized with the EU law</i></p> <p><i>Staff in the relevant institutions and business community have been trained for implementation of the PPP</i></p>	<p>Ministries of Finance</p> <p>Public Procurement Agency</p> <p>PARCO</p> <p>Commissions for Concessions at all the levels</p> <p>By the end of 2011</p>	<p>Implementation did not start</p> 	<p>Implementation did not start</p> 	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>The Law on PPP has been adopted at the level of the RS and the BD. The PARCO initiated the project "Public Private Partnership" with the objective of enacting the law on PPP at the level of BiH and the FBiH, and to establish whether the existing laws (the RS and the BD) have been harmonised with the legislation of the EU. Further objective of the project is training of the staff in the relevant institutions for implementation of the PPP as well as familiarising the business community with the PPP.</p>
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Chapter PF 7. Public Procurements System

Adoption of the new Law on Public Procurements will directly contribute to implementation of this objective. The Public Procurement Agency publishes at the website all types of notices on public procurements.

<p>7.1. Improve the public procurement system in BiH</p>	<p><i>The process of public procurements has been simplified, so that bidders are not asked for documents that are available in public registers</i></p>	<p>Public Procurement Agency</p> <p>By the end of 2012</p>	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>In order to simplify the process of public procurements, it is necessary to adopt the new text of the Law on Public Procurements, but that has not been done yet. The Public Procurement Agency publishes all types of</p>
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Tenders are published electronically on the website of the Public Procurement Agency of BiH

notices on public procurements at the portal www.goprocedure.javnenabavke.gov.ba.

Chapter PF 8. Increase in Efficiency of Public Debt Management

The project "Strengthening of Capacities of Public Debt Management" is in the phase of public procurement. Implementation of the said project will directly influence the more efficient public debt management.

<p>8.1. More efficient public debt management</p>	<p><i>Laws and bylaws on debt, borrowing and guaranties have been adopted</i></p> <p><i>Software for debt management and financial reports analysis has been developed / procured, as well as hardware</i></p> <p><i>Officers in charge of borrowing and debt management have been trained at all levels</i></p>	<p>Ministries of Finance</p>	<p>By the end of 2012</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>The project "Strengthening of Capacities of Public Debt Management", which is financed by the instrument of pre-accession assistance IPA 2011 - sector "Public Administration Reform" is a component III of the project "Strengthening of Public Finance Management". The project is currently in the phase of public procurement, and implementation of the procurement procedure for equipment within the project is planned for March / April 2013. The said project will directly contribute to implementation of this objective.</p>
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4.3 Human Resources Management

Objective	Indicator of Successfulness	Responsible Institution	Time Frame	Administration Level				Description of Achievement / Comment
				BiH	FBiH	RS	BD	
Chapter 1. General Approach to HRM								
One of the crucial documents for public administration in BiH will be received by implementation of the first objective from this chapter, i.e. the key strategic document and framework for human resources will be received. Activities on implementation have already started in cooperation with the SIGMA experts. Achievement of the second objective in this chapter, regarding strengthening of ethics in public administration, is expected by implementation of the project "Building of Capacities for Combat Against Corruption in the Structures of the Civil Service in BiH", whose start of implementation is expected in the next reporting period. Also, the project of the Agency for Prevention and Coordination of Combat Against Corruption of BiH has started, whose one of the objectives will also be "identified risk indicators in all the areas, as well as corruption practices in public administration and private sector", which would greatly improve combat against corruption in public administration.								
1.1. Define policy of development of HRM in the structures of public administration in BiH, based on harmonised principles	<i>Acceptance of the HRM development policy document at the level of the CoM BiH / the entity and the BD BiH governments</i>	Key HRM institutions	By the end of 2011	Implementation ongoing 	Implementation ongoing 	Implementation ongoing 	Implementation ongoing 	The objective is still not fulfilled. SIGMA assisted with implementation of one part of the objective, by, based on research, drafting the document "Evaluation of Human Resources Management in Civil Service", and there was an international conference "Development of Policies and HRM instruments in Civil Services / Administrations of BiH". The Supervisory Team for HRM enacted the conclusion that they take upon themselves to be a work group for implementation of this objective, but at the same time they requested continuation of expert assistance from SIGMA.
1.2. Reduce risks of conflict of interests and enhance the ethics in public administration	<i>Competences of responsible authorities have been statutorily defined</i> <i>The number and outcome of cases of conflict of interests are found in reports of responsible institutions</i> <i>Number of implemented</i>	Key HRM institutions Agency for Prevention of Corruption and Coordination of Combat Against Corruption	By the end of 2013					Contribution to implementation of the objective has been planned through the activities of 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 Agency for Prevention and Coordination of Combat Against

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<p><i>trainings annually, the number of participants, evaluation</i></p>				<p>Corruption of BiH initiated the project financed by the IPA Fund, entitled "Strengthening of Capacities of the Institutions of BiH in Preventing and Combat Against Corruption". The end results expected from this project are: identified risk indicators in all the areas as well as corruption practices in public administration and private sector, strengthened capacities for anti-corruption policy making, common framework for strengthening the system of integrity in public sector drafted. In any case, this project will not overlap with the project of the PARCO.</p>
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Chapter 2. Organisational Setting

In this chapter the accent was put on strengthening of the central HRM institutions, but also strengthening of the HRM in individual institutions. The biggest contribution would be given by implementation of the project "Modernisation of the Human Resources Management System in the Structures of the Civil Service in BiH". Although the final deadline was set by mid 2012, it is unrealistic, so achievement of the objective will be postponed for the next reporting period. As previously said, there are great expectations for implementation of this chapter through the project that would be financed by the IPA Fund. However, the key institutions for HRM already implemented one part of the activities. When it comes to the central institutions, the progress has been achieved in trainings of the civil servants in the central institutions, and in establishment of the network of HRM managers at the levels of BiH, the RS and the Brčko district of BiH, as well as in tendency of its establishment in the FBiH. In individual institutions, a movement has been recorded, which shows that the activities of creating legal and procedural assumption and establishing organisational units and/or jobs for the affairs of HRM have been initiated at all the levels. Also, it should be noted that the existing legal solutions give to all the central HRM units similar roles, which mostly reflect in ensuring implementation of the process of employment, providing expert assistance to the bodies of civil service in implementation of their personnel policy, preparing and implementing the training programmes in the function of professional direction and advancement for all the civil servants, and establishing and maintaining records and registers of employees.

<p>2.1. Level of the central institutions</p> <p>Strengthen capacities of the central institutions for HRM, parallel in the segments of development of strategies and/or policies, draft of regulations and providing instructions and advice to the individuals and institutions</p>	<p><i>Number of organised trainings, number of participants of trainings</i></p> <p><i>Valid provisions that explicitly provide for the</i></p>	<p>Key HRM institutions</p>	<p>By mid 2012</p>	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Although it is expected that the biggest contribution in implementation of this objective will be given by the activities through the project "Modernisation of the Human Resources Management System in the Structures of the Civil Service in BiH", which will be financed by the funds of the IPA 2011 (in the phase of public procurement procedure), it has to be pointed out that the central institutions did a lot within the set deadline. That is, the central institutions continuously work on specialist trainings of their employees.</p>
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	<p><i>mandate of the central HRM institutions to draft strategy documents</i></p> <p><i>Existence of the HRM managers network, frequency of meetings, the number of outcomes (recommendations, opinions, suggestions for possible solutions)</i></p>					<p>Pre-drafts of the new laws on civil service have been drafted for the levels of the FBiH and the BD BiH. At the levels of BiH, the RS and the BD BiH there are networks of HRM managers, and a tendency of its establishment in the Federation of BiH as well. It is deemed that the announced project "Modernisation of the Human Resources Management System in the Structures of the Civil Service in BiH" will improve and strengthen the central institutions in this segment.</p>		
<p>2.2. Level of the individual institutions</p> <p>Make the function of HRM independent, in the manner to be a separate organisation unit (where the size of the institution requires it), separate from the general and legal affairs and to be by status and hierarchy equal to the organisation unit for financial affairs</p>	<p><u>The number of institutions with an independent HRM function</u></p> <p><u>Annual reports of the central HRM institutions, containing information about assessment of cooperation with individual institutions</u></p> <p><u>Number of implemented trainings annually, the number of participants and evaluation</u></p>	<p>Key HRM institutions + individual institutions at all the levels</p>	<p>By mid 2012</p>	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>The progress in this objective has been achieved at all the levels. It is the most prominent in creating the legal assumptions for HRM units or a post. Most institutions deem that the objective will be fully fulfilled by implementation of the project "Modernisation of the Human Resources Management System in the Structures of the Civil Service in BiH", so they postponed their activities on implementation of this objective for start and implementation of the aforementioned project.</p>
<p>Chapter 3. Information Management</p> <p>Unfortunately, in this chapter, only half of the administration levels implemented the activities. It should be stressed that in the previous period the project "Human Resources Management Information System (HRMIS)" has been implemented at all four administration levels in BiH, which was financed by the European Commission. However, because of non-existence of the "formal basis" the system is not implemented at the level of BiH, i.e. because of a bottleneck in implementation of the HRMIS at the level of the users of the system, caused by legal inconsistencies regarding processing of personal information of civil servants. Because of its limitations and the needs for improvement of the system, the HRMIS is also not being implemented in the FBiH and the RS. During 2012, there were no bigger changes in this chapter. At the levels of the FBiH and the RS, the CSA FBiH and the CAA RS currently use the existing databases, i.e. the register of personnel, while in the Brčko District of BiH, the HRMIS functions.</p>								
<p>3.1. Make the HRM Information System (HRMIS) operational and use it as a tool for managerial</p>	<p><i>- The number of institutions that in operational sense use the IT system for HRM</i></p>	<p>Key HRM institutions + individual institutions</p>	<p>By the end of 2012</p>	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>At the state level, the activities on implementation of the objective are not being implemented because of a</p>

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planning and decision making (link with IT 4.4.)	<ul style="list-style-type: none"> - Establishment of the IT system for HRM as mandatory system / tool for maintenance of the central personnel records - The types and the number reports generated by the IT system for HRM - The number and the type of individual HRM jobs / processes in which the staff uses the IT system for HRM, the number of functionalities of the system in practice - An option to use the IT system for HRM to identify potential candidates for vacancies by various criteria - Contracts on long-term maintenance and planned funds for the IT system 	at all the levels				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. However, a progress has been made, and legal solutions, which could remove this problem, are in the parliamentary procedure. In this period, it has been noticed that some state institutions at the level of BiH are introducing their own HRM information systems, so a question arises in which direction this activity would unfold. In the Federation of BiH we have a similar situation, while at the levels of the RS and the BD there are separate HRM systems.
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Chapter 4. Planning

As one of the most significant elements of human resources management, planning is insufficiently developed. However, the progress here is expected only at the end of 2013 and 2014. The problem are also insufficiently developed bylaws for planning. That is, at the levels of the RS and the BD BiH, there are certain bylaws for planning, i.e. for setting the institution that would lead this process, and at the levels of BiH and the FBiH, that does not exist, but various specific decisions were enacted earlier for personnel planning when drafting a new budget. In the next period we expect a far greater contribution in this chapter.

4.1. Introduction of modern planning of HRM in the process of annual planning of the CoM BiH / Governments, in all the structures of the civil service and at the level of individual institutions	<p><i>A particular institution has been designated for HRM planning (at each level)</i></p> <hr/> <p><i>Personnel planning methodology is in place</i></p> <hr/> <p><i>Annual staffing / personnel plans at the level of CoM BiH / governments and individual institutions are in place (4.1.3. and 4.1.4.).</i></p>	Key HRM institutions + individual institutions at all the levels	By the end of 2011	Implementation did not start	Implementation ongoing	Implementation ongoing	Implementation ongoing	The first quarter of the objective has been partially implemented, which has been noted in the table of the activities. That is, the administration levels of the RS and the BD BiH enacted certain bylaw solutions setting the institution in charge of HRM planning. However, in the next period, the PARCO will propose to the Council of Ministers to make the CSA BiH in charge of HRM planning.
		By the end of 2013						
		By the end of 2014						
		By the end of 2014						

Chapter 5. Recruitment and Selection of Staff

Recruitment and selection of staff is regulated by the laws on civil service / administration at all four administration levels. However, in this chapter as well, the deadline for the first objective was set too optimistically and it would have to be postponed. A progress has been achieved at all the levels in implementation of the methods of selection of the

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civil servants – interview, while for the written test, the earlier adopted acts are being used. Also, a progress in this part is expected by implementation of the project "Simplification and Improvement of the Process of Employment in the Civil Service". No level introduced the institution of "recommendation". In the next period, several implemented activities in this objective are expected. In this chapter there were also no activities on introduction of "competencies", while all the levels started the promotion of the civil service.

<p>5.1. Introduce harmonised criteria for evaluation of candidates in the process of selection</p>	<p><i>Harmonised criteria for evaluation have been established and methods of selection of the candidates at an interview have been improved</i> <i>Criteria in vacancy procedures have been introduced (public and internal notices)</i></p>	<p>Key HRM institutions + individual institutions at all the levels</p>	<p>for 5.1.1. by mid 2012</p>	<p>Implementation ongoing</p> 	<p>Partially implemented</p> 	<p>Implementation ongoing</p> 	<p>Partially implemented</p> 	<p>Objective not implemented. At the meeting of the ST for HRM of December 21st, 2013, it has been agreed that most of these matters could be solved by the project "Simplification and Improvement of Employment in the Civil Service", whose project proposal will be drafted by the CSAs / the CAA and the Sub-Department for Human Resources of the BD under auspices of the OSCE. In the very objective, at most of the levels the activities only just begun. In this objective, the most activities have been done, that is, the activities have started on development of harmonised criteria, which would be taken by the members of the commissions as the basis for evaluation of the candidates at the job interview.</p>
<p>5.2. Introduce in use (and affirm) usage of competencies (knowledge, skills, competencies, personal characteristics etc.) in the process of selection of candidates</p>	<p><i>Use of competencies enabled</i> <i>Number of trainings, number of participants of trainings</i></p>	<p>Key HRM institutions + individual institutions at all the levels</p>	<p>By mid 2013 For the first part, the deadline is the end of 2013, after that continuously</p>					<p>This objective is planned to be implemented in the period 2013 – 2014.</p>

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<p>5.3. Promote values of the civil service and attraction of special categories of employees</p>	<p><i>The number of promotional activities, the number of scholarship contracts</i></p>	<p>Key HRM institutions + individual institutions at all the levels</p>	<p>Continuously</p>	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Promotion of values of civil servants continued at all the levels, and cooperation of several state institutions with certain faculties can especially be noted.</p>
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Chapter 6. Performance Management

As already said in the earlier Report, the project “Development of Performance Management System in the Structures of the Civil Service in BiH” has been implemented, within which the new and amendments to the existing ordinances on evaluation of the civil servants at the level of BiH the FBiH, the RS and the BD BiH have been prepared with the objective of establishing effective system of the employees’ performance and work results management, which should ensure motivational effect on the work of the employees and create assumptions for career development in the civil service. Within that project the Handbook – Guide for Successful Performance Management has been drafted, and trainings for approximately 600 managing civil servants and around 60 internal trainers for employees’ performance management in the structures of civil service have been implemented. In the first half of 2012, the process of evaluation by the new rulebooks has been initiated. In the next reporting period, the plan is to put more focus on evaluation of work successfulness.

<p>6.1. Tie evaluation of work performance to the degree of fulfilment of the agreed work objectives (regarding quantity and quality)</p>	<ul style="list-style-type: none"> - Introduced obligation of annual interviews and setting work objectives - The number and percentage of conducted annual interviews - The number and percentage of conducted interviews on work evaluation - Reports on implemented cycles of evaluation at the level of individual institutions and overall at the level of the central HRM institutions - Number of trainings and number of participants 	<p>Key HRM institutions + individual institutions at all the levels</p>	<p>By mid 2013</p>					<p>The first half of this objective has been mostly fulfilled, through implementation of the project “Development of Performance Management System in the Structures of Civil Service in BiH”. That is, the administration levels of BiH, the RS and the FBiH enacted certain bylaw solutions on evaluation of civil servants. At the level of the BD BiH, the Rulebook has been drafted and harmonised, but was not formally adopted. Within the same project, at all the levels, around 600 managers / evaluators and HRM managers have been trained, as well as around 60 internal trainers.</p>
<p>6.2. Improve work motivation, improve communication on relation management – employees and build positive work</p>	<p><i>The number of institutions that carry out regular polls, the number and percentage of</i></p>	<p>Key HRM institutions + individual institutions at all the levels</p>	<p>By mid 2013</p>					<p>This objective is planned to be implemented in the period 2013 – 2014.</p>

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environment	<i>respondents, survey results</i> <i>The number of institutions that have introduced staff handbooks</i>							
<p>Chapter 7. Training and Development</p> <p>The biggest progress of the public administration reform in the field of Human Resources Management is reflected exactly in the training and development of the civil servants; the key institutions at all the levels implement the training in accordance with their possibilities (provided budget funds, which are most often very modest). Trainings in the ReSPA are continuously published at the web portals of the central HRM units. The levels of the RS and the FBiH enacted strategic documents for training – strategies for trainings, while at the levels of BiH and the BD BiH, they are being prepared. Implementation of the objectives from this chapter was contributed in the previous period also by the project “Training of Civil Servants for Application of Information Technologies and Work on Computers”, which was being implemented at all the administration levels in BiH, and it was completed in the first half of 2012. It should be noted that the CSA BiH in cooperation with the German GIZ started implementation of the system of e-Learning at its level, which would greatly improve this area. Also, in the next reporting period, it is expected that other administration levels also start implementation of the e-Learning system.</p>								
7.1. Link Training Needs Analysis (TNA) with the process of evaluation of work and annual interviews	<i>Number of trainings, number of participants, evaluation</i> <i>Existence of common methodology</i>	Key HRM institutions + individual institutions at all the levels	By the end of 2014				This objective is planned to be implemented in the period 2013 – 2014.	
7.2. Improve coordination of preparation and implementation of training plans and development of common interest for all structures of the civil service (trainings from EUI, RESPA etc.)	<i>Assessment by central HRM institutions and units in the respective institutions on the level of cooperation</i>	Key HRM institutions + individual institutions at all the levels	Continuously	Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	Continuous cooperation of all the levels with the Regional School for Public Administration - ReSPA, and constant publications of invitations for training at the portals of the CSAs / CAA and the Sub-Department of the BD. The movement has been made at all the levels of BiH when it comes to coordination of the central and individual HRM institutions regarding the training.
7.3. Ensure continuity in preparations and implementation of midterm plans of training and development of civil service at all the levels	<i>Three-year strategies and operational plans of their implementation have been updated</i> <i>Training budgets have been approved in accordance with the strategies</i> <i>Number of internal trainers and trainings they</i>	Key HRM institutions at all the levels	Continuously	Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	In the previous period, at the administration levels of the RS and the FBiH, strategic documents for training have been enacted, i.e. strategies for trainings of the employees. Also, at the level of the FBiH, the Strategy of Training for the Employees in the Units of Local Self Governance in the Federation of BiH has been enacted. At the level of the Brčko District of BiH, the

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	<i>have implemented</i>						three-year strategy of professional improvement and education of the civil servants and the employees of the Government of the Brčko District of BiH is in force, which will be in force until 2012, and preparation has started for draft of the new strategy. At the level of BiH a strategy has been drafted, and it will be sent to the Council of Ministers of BiH in the first half of the next reporting period. All the administration levels plan in their budget items also trainings for employees.
Chapter 8. Analysis of Jobs and Classification of Work Places in Civil Service							
No activities have started in this chapter.							
8.1. Classify work places in each individual structure of the civil service in BiH	<i>Regulation of the CoM / the Governments stipulated classification of jobs with standard descriptions Systematisations harmonised with the regulation</i>	Key HRM institutions + individual institutions at all the levels	By the end of 2013 By the end of 2014				Implementation of the objective 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 public procurement procedure).
8.2. Identify and establish key competencies for individual categories and work places of civil servants	<i>Established general competency frameworks</i>	Key HRM institutions	By the end of 2014				Implementation of the objective 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 public procurement procedure).
Chapter 9. Salaries							
Salaries of the employees at all the administration levels in BiH are defined by the laws on salaries, and at the level of the BD BiH a draft new law on salaries has been prepared, which has not yet been adopted. In the next period, a great challenge would be valuating jobs in the public administration institutions, and basis for that is classification of the jobs, which includes also job description, estimation of complexity and responsibilities. No activities have started in this chapter.							
9.1. Evaluate work places in the institutions of public administration	<i>- Officers with high performance evaluations have a right to advancement (horizontal and vertical)</i>	Key HRM institutions	By the end of 2013				This objective is planned to be implemented in the period 2013 – 2014.

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	<ul style="list-style-type: none"> - Number of advancements based on evaluation - Reports on work of the institutions contain information on the staff and promotions 					
<p>9.2. Create assumptions to enable advancement of individuals through the system of salaries</p>	<ul style="list-style-type: none"> - Officers with high performance evaluations have a right to advancement (horizontal and vertical) - Number of advancements based on evaluation - Reports on work of the institutions contain information on the staff and promotions 	Key HRM institutions	By the end of 2013			This objective is planned to be implemented in the period 2013 – 2014.
<p>HRM 10. Total Quality Management - TQM It is a novelty that is linked with all the areas of public administration reform. Total Quality Management – TQM represents a modern approach to monitoring and improvement of successfulness of organisations. Establishment of the TQM in public administration would enable measuring of the satisfaction of the employees, users and partners of the organisation, mastering of the processes, key results of operations, etc. Use of the TQM model, as a principle should not be obligatory, but it is only recommended and encouraged.</p>						
<p>10.1. Enable institutions to use a model of total quality management –TQM (CAF, EFQM etc.) if they wish so</p>	<ul style="list-style-type: none"> <i>Selected TQM model has been translated and adjusted</i> - Training has been developed - Number of trainings, number of participants, evaluation - The number of institutions using the selected TQM model <i>The centre established, offers basic information</i> 	Public Administration Reform Coordinator's Office	<p>By the end of 2013</p> <p>By the end of 2014</p> <p>By the end of 2014</p>			
<p>10.2. Promotion of the model</p>	<ul style="list-style-type: none"> <i>The number of institutions which were sent</i> 	Public Administration	By mid 2014			This objective is planned to be implemented in the period 2013 – 2014.

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a translated version of the selected TQM model and basic information about the model

Reform Coordinator's Office

4.4 Administrative Procedures and Administrative Services

Objective	Indicator of Successfulness	Responsible Institution	Time Frame	Administration Level				Description of Achievement / Comment
				BiH	FBiH	RS	BD	
Chapter AP 1. Simplification of Administrative Procedure								
Objectives from this chapter are related to simplification (optimisation) of administrative procedures, and removal or “reducing” administrative obstacles. It is about reducing administrative burdens, i.e. “cleaning” and removal of all those steps or elements in the procedures, which create unnecessary complications and expenses. For that, most often amendments to the laws or implementing regulations are needed. Simplification of administrative procedure will be contributed by the measures and recommendation from the Administrative Decision Making in BiH Quality Improvement Programme.								
1.1. Adopt Administrative Decision Making Quality Improvement Programme	<i>Adopted programme and the degree of implementation</i>	MJ BiH FMJ MALSG RS Government of the BD BiH	End of 2011	Fully implemented 	Partially implemented 	Fully implemented 	Fully implemented 	The CoM BiH adopted the Administrative Decision Making in BiH Quality Improvement Programme. The Government of the RS 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. The Government of the BD BiH 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. Establish the system of reduction of administrative obstacles (RAO) in the proposals of regulations through mechanisms of regulatory impact assessment (RIA)	<i>The Rules of Procedure have been amended</i> <i>Methodology has been adopted</i> <i>The Rules of Procedure have been amended, the units have been established and filled – jobs for RAO</i>	Secretariat General of the Council of Ministers of BiH, MJ BiH Secretariat General of the Government of the FBiH, FMJ	End of 2012	Implementation did not start 	Implementation ongoing 	Fully implemented 	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”. Rules of Procedure of the Government of the RS established the obligation of all the republic

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<p><i>Training programme has been prepared, number of trainings and number of attendees</i></p>	<p>Secretariat General of the Government of the RS, MALSG RS</p> <p>Secretariat of the Government of the BD BiH, relevant service of the Government of the BD BiH</p>				<p>administration bodies to acquire, prior to submitting materials to the Government of the Republic of Srpska, also the opinion of the Ministry for Economic Relations and Regional Cooperation regarding the impact of the laws and other regulations to introduction of new formalities that directly burden the operations of the economic entities. Also, the Government of the Republic of Srpska adopted the Decision on implementation of the process of regulatory impact assessment in the procedure of draft of laws. The Civil Administration Agency of the RS implemented on several occasions the trainings from the field of the RIA. 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:</p> <ul style="list-style-type: none"> • preparation of opinions on materials in accordance with the competencies of the Secretariat General, related to implementation of a regulatory reform; • coordination of the activities related to regulatory impact assessment, in accordance with the requests of the Government; 	
<p>1.3. Establish a system of reduction of administrative obstacles in the existing regulations</p>	<p><i>The number of received and processed proposals</i></p> <p><i>RAO Action Plan has been adopted, the number of measures in the RAO Action Plan</i></p> <p><i>Number of simplifications, if possible, demonstrated savings in time and money</i></p>	<p>Units in charge of the RAO, see AP 5.1.</p> <p>End of 2011 (establishment of mechanisms) Mid 2012 (Action Plan of RAO for 2013)</p>	<p>Implementation did not start</p> 	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Implementation did not start</p>  <p>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</p>

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by the Standard Cost Model (SCM) methodology (1.3.3. and 1.3.4.)

of removal of unnecessary bureaucratic obstacles to business ambience. The objectives of the project, which was the result of the Agreement on Cooperation of the Government of the FBiH and the International Financial Corporation IFC on implementation of regulatory reform, signed in 2009, were among other other things:

- Comprehensive simplification and improvement of quality of laws related to inspection in the FBiH (first phase of the reform),
- Comprehensive simplification and improvement of administrative procedures at the level of the Federation of BiH (second phase of the reform)
- Provide technical support in creating regulatory overview and the process of guillotining, with the help-desk during the process of guillotining and review.

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-

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				<p>eight laws and bylaw acts have been proposed for amendment, covering a total of 451 recommendations. The IFC and the Government of the FBiH, 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. Objectives of this Project, among other things, are also: decrease of administrative burden when conducting business in the FBiH and ensuring efficient organisation and simplification of administrative procedures related with import-export businesses.</p>		
<p>1.4. Optimisation of the priority administration services – processes for business subjects:</p> <ul style="list-style-type: none"> · electronic public procurement · starting a business in the system of “one-stop shop” · Services for the existing business subjects (VAT, vacancy announcement, registration and deletion of employees, statistics and/or other reporting to the state bodies) 	<p><i>e-Public Procurements</i> <i>The number of institutions that in operational sense use the IT system</i></p> <p><i>Availability of electronic notices on initiation of the procurement procedure</i> <i>Availability of electronic tender documentation for the bidders</i></p> <p><i>Existence of electronic application</i> <i>Number of electronic applications</i></p> <p><i>Possibility of electronic processing of applications, bids, etc.</i></p> <p><i>Establishment of electronic catalogue of procurements</i></p> <p><i>One Stop Shop</i></p>	<p>Tax administrations, ministries of justice, registering courts, statistics institutes, employment institutes, health / pension insurance institutes</p> <p>Centre for e-Government of the Council of Ministers of BiH</p> <p>End of 2014</p> <p>AISRS</p> <p>Sector for IT within the Secretariat General of the Government of the RS</p> <p>Government of the FBiH</p> <p>Sector for IT of the BDBiH</p>				

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<p><i>Existence of information system that enables transaction services</i></p> <p><i>Number users and number of transactions</i></p> <p><i>Saving for the citizens, companies and the state in time and money</i></p>	<p>Units in charge of RAO</p>					
<p>1.5. Optimisation of the priority administration services – processes for citizens:</p> <ul style="list-style-type: none"> • vehicle registration • residence registration 	<p>Motor vehicle registration:</p> <p>IDDEEA MCABiH FMIA MIARS Cantonal ministries of internal affairs</p> <p>Centre for e-Government of the Council of Ministers of BiH AISRS Sector for IT within the Secretariat General of the Government of the RS Government of the FBiH Government of the BD BiH Units in charge of RAO</p> <p>Residence registration:</p> <p>IDDEEA FMIA MIARS</p>	<p>End of 2014</p>				

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	<p>MCABiH Cantonal ministries of internal affairs</p> <p>Centre for e-Government of the Council of Ministers of BiH AISRS Sector for IT within the Secretariat General of the Government of the RS Government of the FBiH Government of the BD BiH</p> <p>Units in charge of RAO</p>					
<p>1.6. Optimisation of the priority administration processes in public administration (G2G):</p> <ul style="list-style-type: none"> • document management • sessions of the CoM BiH / the Governments 	<p>Document management:</p> <p><i>The number of institutions that in operational sense use the DMS</i></p> <p><i>Number of various DMSs in use (negative indicator)</i></p> <p><i>Number of interoperable DMSs</i></p> <p><i>Existence of information system that enables transaction services</i></p> <p><i>Number users and number of transactions</i></p> <p><i>Saving for the citizens, companies and the state in</i></p>	<p>Document management system:</p> <p>Ministries of Justice MALSG RS</p> <p>Centre for e-Government of the Council of Ministers of BiH AISRS Sector for IT within the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BDBiH Units in charge of RAO</p>	<p>2014.</p>			

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<p><i>time and money</i></p> <p><i>Existence of information system that enables transaction services</i></p> <p><i>Number users and number of transactions</i></p> <p><i>Saving for the citizens and the state in time and money</i></p> <p>Sessions of the CoM BiH / the Governments:</p> <p><i>Existence of the operative system of e-Sessions of the CoM / the Governments</i></p> <p><i>Percentage of proposals that are electronically sent in the procedure</i></p>	<p>Upgrade of the system of e-Sessions of the CoM / the Governments and integration with the DMS:</p> <p>Secretariats General of the Council of Ministers of BiH, the Government of the RS and the Government of the FBiH</p> <p>Centre for e-Government of the Council of Ministers of BiH AISRS Sector for IT within the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BDBiH Units in charge of RAO</p>					
<p>1.7. LAPs of all the levels will explicitly stipulate delegation of authority to make decisions in administrative procedure by the manager of the administration body to their subordinates</p> <p><i>Amended LAPs</i></p> <p><i>Number of delegated competencies</i></p>	<p>MJ BiH</p> <p>FMJ</p> <p>MALSG RS</p> <p>Government of the BD BiH</p> <p>CoM BiH and the Governments</p> <p>Mid 2012</p>	<p>Fully implemented</p> 	<p>Implementation ongoing</p> 	<p>Fully implemented</p> 	<p>Implementation ongoing</p> 	<p>Amendments to the LGAP RS 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.</p> <p>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</p>

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	Parliaments	All institutions with authorities for administrative decision making				<p>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).</p> <p>The present Law on Administrative Procedure of BiH already stipulates the possibility for the manager of the administration body to transfer the authority for signing of the acts to the competent personnel of the administration body. There is ongoing procedure to enact the new Law on General Administrative Procedure of the Brčko District of BiH, which would cover this objective.</p>
<p>1.8. Ensure that all the bodies of public administration acquire data necessary for the procedures from public records by official duty</p>	<p><i>Adequate legal provisions adopted</i></p> <p><i>Bylaw adopted</i></p> <p><i>Number of transactions (exchange of data)</i></p> <p><i>Number of inspection reviews and findings</i></p> <p><i>Number of appeals to the inspection because of disrespect (negative indicator)</i></p>	<p>MJ BiH, FMJ, MALSG RS, Government of the BD BiH</p> <p>All institutions with authorities for administrative decision making</p>	<p>Mid 2012</p> <p>End of 2012</p> <p>End of 2013</p> <p>End of 2013</p>	<p>Fully implemented</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Fully implemented</p> <p>●</p> <p>Fully implemented</p> <p>●</p> <p>The present Law on Administrative Procedure of the FBiH, 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. The Law on Administrative Procedure</p>

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						of the Brčko District of BiH, which is currently being applied, stipulated that the officer who manages the procedure is obligated to acquire, as an official duty, the information on the facts 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 Law on General Administrative Procedure of the RS stipulates the obligation of the officer to acquire in official capacity the information on the facts on which there is an official records. Comment of the members of the ST from the level of the RS: regulated by the LGAP of the RS, no need to enact a bylaw act. Standpoint of all the members of the ST is needed.		
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.)	<p><i>Amended regulations</i></p> <p><i>The number of authorities where fees can be paid by modern means of payment</i></p> <p><i>Established possibility of e-payment</i></p>	<p>MJ BiH, FMJ, MALSG RS, Government of the BD BiH Centre for e- Government of the Council of Ministers of BiH AiS RS, Government of the FBiH, Government of the BD BiH</p>	End of 2014					
1.10. Remove locality competence in the procedures where possible (within constitutional competencies)	<p><i>Amended LAPs</i></p> <p><i>Bylaws adopted</i></p> <p><i>Types of procedures without</i></p>	<p>MJ BiH, FMJ, MALSG RS, Government of the BD BiH</p>	Mid 2012	<p>Implement entation did not start</p>	<p>Implement entation did not start</p>	<p>Implement entation not start</p>	<p>Implement entation did not start</p>	At the meeting of the Supervisory Team 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

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	<i>locality competency, savings if possible (by the SCM methodology)</i>						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. By the submitted information, this activity cannot be applied to the Law on Administrative Procedure of BiH, or to the administration level of the BD BiH.	
1.11. Ensure processing of cases within statutory deadlines	<p><i>Methodology has been adopted</i></p> <p><i>Information System provided for</i></p> <p><i>Report adopted</i></p> <p><i>Programme adopted</i></p> <p><i>Programme implemented</i></p> <p><i>The number and percentage of cases solved within the deadline</i></p>	<p>MJ BiH, FMJ, MALSG RS, Government of the BD BiH</p> <p>All institutions with authorities for administrative decision making</p>	<p>Methodology adopted End of 2011</p> <p>Report adopted, End of 2012</p> <p>Programme adopted, mid 2013</p> <p>After that, continuously</p>	<p>Implementation ongoing</p> 	<p>Implementation did not start</p> 	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>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.</p> <p>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, 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.</p> <p>There is ongoing procedure of amendments to the Law on Administrative Procedure of BiH, which would regulate in detail the obligation of submission of the reports to the Ministry of Justice of BiH.</p> <p>At the level of the BD BiH, an electronic central reception office has been established.</p>
1.12. Establish registers of procedures at all levels of	<i>Register of procedures established</i>	MJ BiH, FMJ, MALSG RS, Government of the	End of 2011	<p>Implementation ongoing</p> 	<p>Implementation did not start</p> 	<p>Partially implemented</p> 	<p>Partially implemented</p> 	The MJ BiH prepared the Framework Law on Establishment of the Overall Common

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<p>authority in BiH</p> <p style="text-align: center;"><i>System of update established</i></p>	<p>BD BiH (sectors in charge of administrative procedure) All administration bodies with authorities for decision making in administrative procedure</p>				<p>Register of Non-Governmental Organisations in BiH and sent it in the procedure of discussion and adoption in the Parliamentary Assembly of BiH. The said law did not receive the necessary majority in the parliamentary procedure. The Ministry for Economic Relations and Regional Cooperation of the RS has established register of procedures for economic entities. 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 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. Electronic register has been published at the web site of the Government of the FBiH. At the level of the BD BiH, there is currently the register of procedures by executors. At the meeting of the Supervisory Team of December 21st, 2012, a conclusion was enacted that this</p>
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					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.
1.13. Enable electronic communication of the parties and the bodies	<i>Amended LAPs</i>	MJ BiH, FMJ, MALSG RS, Government of the BD BiH (sectors in charge of administrative procedure)	End of 2013		Amendments to the LGAP RS stipulates that the bodies and the parties, as well as other persons who participate in the procedure, can communicate electronically as well, while regarding reception and sending of the acts electronically, the provisions regulating e-operations would be applied. The Law on Amendments to the Law on Administrative Procedure of BiH and the Law on Amendments to the Law on General Administrative Procedure of the BD BiH have been adopted, stipulating the possibility of electronic communication of the bodies and the parties.

Chapter AP 2. Improvement of Satisfaction of Beneficiaries of Services

Objectives from this chapter are directed to improvement of quality of services, and satisfaction of the citizens and business subjects by those services. The deadline for implementation of the objectives from this chapter is the end of 2012 and 2013.

2.1. Adapt office hours for work with service users (clients) to their needs	<i>Survey implemented and information gathered</i>	MJ BiH, FMJ, MALSG RS, Government of the BD BiH (sectors in charge of administrative procedure)	End of 2012	Partially implemented 	Implementation did not start 	Fully implemented 	Implementation did not start 	<p>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.</p> <p>The MALSG sent a recommendation to all the municipalities / cities in the Republic of Srpska to adjust in 2013 their working hours for the purpose of more efficient implementation of the procedures for</p>
	<i>Regulations amended and practices improved</i>	All administration bodies with authorities for decision making in administrative	End of 2013					

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		procedure					replacement of personal documents. 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.	
2.2. Introduce regular measuring of customer satisfaction (a poll of administrative services users) in the location where the services are provided	<i>An obligation to measure and disclose data has been provided for</i>		End of 2012	Partially implemented 	Implementation did not start 	Fully implemented 	Implementation did not start 	Monitoring of satisfaction of the citizens is conducted at the level of the RS in the manner set by the internal acts.
	<i>Methodology has been adopted</i>	MJ BiH, FMJ, MALSG RS, Government of the BD BiH (sectors in charge of administrative procedure)	Mid 2013					
	<i>The number of institutions that regularly conduct measuring</i>							
	<i>Information System provided for</i>							
	<i>Number of published results</i>	All administration bodies with authorities for decision making in administrative procedure	End of 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.
	<i>Average grade for all institutions</i>							
2.3. Improve the system for collecting comments, proposals and suggestions from users of administrative services	<i>Amended regulations</i>	MJ BiH, FMJ, MALSG RS, Government of the BD BiH (sectors in charge of administrative procedure)	End of 2013					
	<i>Practice harmonised with regulations</i>							
	<i>Number of received proposals, objections and suggestions and number of replies</i>	All administration bodies with authorities						

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		for decision making in administrative procedure						
Chapter AP 3. Supervision / Control Objectives from this chapter are directed to supervision / control over implementation of administrative procedure.								
3.1. Establish an internal system of performance quality monitoring in the field of management of administrative procedure and provision of administrative services	<i>Methodology has been prepared</i> <i>Report has been adopted by the CoM / the governments</i> <i>Number of measures for improvement</i> <i>Results of monitoring</i>	MJ BiH, FMJ, MALSG RS, Government of the BD BiH (sectors in charge of administrative procedure) All administration bodies with authorities for decision making in administrative procedure	End of 2013					
3.2. Strengthen the role of administrative inspection	<i>Number of inspections</i> <i>Number of removed shortcomings</i> <i>Findings (of satisfaction measuring) of users' polls</i>	MJ BiH, FMJ, MALSG RS, Government of the BD BiH (sectors in charge of administrative procedure)	End of 2013					
3.3. Ensure processing of appeals and other legal institutes within statutory time lines	See AP 1.11.	See AP 1.11.	See AP 1.11.	Partially implemented 	Implementation did not start 	Partially implemented 	Partially implemented 	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 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

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							<p>- actions of the competent body by judgements enacted in administrative dispute in the sense of enacting new administrative act within the set deadline. 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.</p> <p>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.</p> <p>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.</p>
<p>3.4. Introduce obligation of the second instance body to decide based on merit</p>	<p><i>Adequate legal provisions adopted</i> <i>Number of cases returned to the first instance body</i></p>	<p>MJ BiH, FMJ, MALSG RS, Government of the BD BiH</p>	<p>End of 2011</p>	<p>Implementation ongoing</p>	<p>Implementation ongoing</p>	<p>Fully implemented</p>	<p>Amendments to the LGAP RS stipulates that, when the specific decision is annulled by the second instance body and the first instance body enacts a specific decision</p>

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<p>(negative indicator)</p>	<p>All second instance bodies</p>				<p>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). Amendment of the Law on Administrative Procedure of BiH is ongoing, which would regulate this activity in detail. There is ongoing procedure to enact the new Law on General Administrative Procedure of the Brčko District of BiH, which would cover this objective.</p>
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Chapter AP 4. Execution

Objective from this chapter is related to improvement of the system of administrative enforcement, and the deadline for implementation of the objective from this chapter is 2013.

<p>4.1. Improve the system of enforcement in administrative procedure</p>	<p><i>The number and percentage of successful enforcements</i></p>	<p>MJ BiH, FMJ, MALSG RS, Government of the BD BiH (sectors in charge of administrative procedure)</p> <p>All administration bodies with authorities for decision making in administrative procedure</p>	<p>End of 2013</p>			
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Chapter AP 5. Strengthening of the Capacities

Objectives from this chapter are related to establishment, or strengthening of the capacities necessary for implementation of the objectives from the RAP 1.

<p>5.1. Establish and/or strengthen the capacities of the institution accountable for control of regulations</p>	<p><i>Decision has been adopted</i></p> <p><i>Systematisation has been adopted</i></p>	<p>The CoM BiH / the governments at the proposal of the Ministries of Justice</p>	<p>Mid 2011</p> <p>End of 2011</p>	<p>Implementation did not</p>	<p>Implementation did not</p>	<p>Implementation did not</p>	<p>Implementation did not</p>	<p>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</p>
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<p>regarding the administrative obstacles, gathering proposals for the RAO, for preparation of the action plan of RAO and control of harmonisation with the system of administrative procedure and public administration in general</p> <p style="text-align: center;"><i>Training programme has been adopted, number of trainings, number of attendees</i></p>	<p>(and MALSG RS)</p> <p>After that, institutions in charge, set by the decision of the CoM / the governments</p> <p style="text-align: center;">Mid 2012</p>				<p>Institution/s for Control of Regulations and Establishment of the System of Reduction of Administrative Obstacles". Rules of Procedure of the Government of the RS established the obligation of all the republic administration bodies to acquire, prior to submitting materials to the Government of the Republic of Srpska, also the opinion of the Ministry for Economic Relations and Regional Cooperation regarding the impact of the laws and other regulations to introduction of new formalities that directly burden the operations of the economic entities. Systematisation of the Ministry for Economic Relations and Regional Cooperation of the RS stipulated the said jobs, which were filled. The Civil Administration Agency of the RS regularly implements the trainings in the field of regulatory impact assessment. 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:</p> <ul style="list-style-type: none"> • preparation of opinions on materials in accordance with the competencies of the Secretariat General, related to implementation of a regulatory reform; • coordination of the activities related to regulatory impact assessment, in accordance with the requests of the Government;
<p>5.2. Define requirements (professional qualifications and work experience) for the civil servants who lead the administrative procedure and decide on administrative cases</p> <p style="text-align: center;"><i>Requirements / professional qualifications and work experience have been defined</i></p>	<p>Key HRM institutions in cooperation with the MJ BiH, the FMJ, the MALSG RS, the Government of the BD BiH (sectors in charge</p> <p style="text-align: center;">Mid 2012</p>	<p>Implementation did not start</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Implementation ongoing</p>  <p>Amendments to the Law on General Administrative Procedure of the RS stipulated that the officer leading the administrative procedure can be a person with university degree in the appropriate field, at least three years of work</p>

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<p>of administrative procedure)</p>				<p>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 and the Directive on the Affairs of Basic Activity from the Competency of the Civil Service Body, which are Performed by the Civil Servants, the Conditions for Execution of those Affairs and Achievement of Certain Rights from the Work Relationship. There is ongoing procedure to enact the new Law on General Administrative Procedure of the Brčko District of BiH, which would cover this objective.</p>
<p>5.3. Define competencies necessary for the jobs where administrative procedure is managed and decisions are made on administrative cases, including inspectors</p> <p><i>Competencies necessary for the job have been defined</i></p> <p>Key HRM institutions in cooperation with the MJ BiH, the FMJ, the MALSG RS, the Government of the BD BiH (sectors in charge of administrative procedure)</p>	<p>End of 2012</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p> <p>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"</p>

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<p>5.4. Further develop training programmes for the area of administrative procedure, within a horizontal system of training of civil servants</p>	<p><i>Trainings have been organised</i></p> <p><i>Number of trainings</i></p>	<p>Key HRM institutions in cooperation with the MJ BiH, the FMJ, the MALSG RS, the Government of the BD BiH (sectors in charge of administrative procedure)</p> <p>End of 2012</p>	<p>Fully implemented</p> 	<p>Implementation ongoing</p> 	<p>Partially implemented</p> 	<p>Implementation ongoing</p> 	<p>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 CAA RS implements the trainings concerning the administrative procedure. The CSA BiH, in 2012 organised the trainings on the topic "Administrative Procedure and Administrative Dispute". The topic was incorporated in the list of regular trainings offered by the CSA BiH.</p>
<p>5.5. Develop a training programme for consumers relations management (CRM)</p>	<p><i>Programme developed</i></p>	<p>Key HRM institutions in cooperation with the MJ BiH, the FMJ, the MALSG RS, the Government of the BD BiH (sectors in charge of administrative procedure)</p> <p>Mid 2013</p>					
<p>5.6. Strengthen the role of central capacities in the field of administrative procedure</p>	<p><i>The number of drafted legal opinions, replies, advice, instructions and other information published at the websites</i></p> <p><i>The number of coordination meetings, conclusions, exchanged good experiences, etc.</i></p>	<p>MJ BiH, FMJ, MALSG RS, Government of the BD BiH (sectors in charge of administrative procedure)</p> <p>End of 2013</p>					

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<p>5.7. Establish a community of practitioners in the field of administrative procedure</p>	<p><i>Community established</i></p>	<p>MJ BiH, FMJ, MALSG RS, Government of the BD BiH (sectors in charge of administrative procedure)</p>	<p>End of 2012</p>	<p>Implementation did not start</p> 	<p>Implementation did not start</p> 	<p>Implementation did not start</p> 	<p>Implementation did not start</p> 	<p>Initiated initiative for establishment of regional community of practitioners in the field of administrative procedure.</p>
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4.5 Institutional Communication

Objective	Indicator of Successfulness	Responsible Institution	Time Frame	Administration Levels				Description of Achievement / Comment
				BiH	FBiH	RS	BD	
Chapter IC 1. Communication Planning								
Communication planning represents a precondition for introduction of the concept of strategic communication of the governments and administration bodies. A significant effect has been achieved in this direction, through fulfilment of three components of the process: enacting mid-term communication strategies (at all the levels except the FBiH); enacting annual operation plans of communication (action plans) and budgeting, i.e. provision of funds for implementation of strategic objectives. This system will have a full sense only when a regular practice is established: in other words, in the period of validity of the RAP 1 (2011 - 2014) each year the plans must be enacted and budgets planned. These activities directly contribute to the principles of efficiency, effectiveness, openness, transparency and accountability of administration, through sustainable system of internal and external communication of administration.								
1.1. Establishment of strategic framework for communications	<i>Strategies of the Council of Ministers of BiH and the governments of the FBiH, the RS and the BD BiH have been adopted and harmonised with the AP 1</i>	Council of Ministers of BiH, Governments of the FBiH, the RS and the BD BiH	By mid 2011	Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	Strategic framework established through adoption of strategies / programmes and the action plan for 2011 and 2012. Obligation of enacting action plans also for 2013 and 2014. At the level of the FBiH, the strategy (Plan of Communication of the Government of the FBiH) and the action plan for 2012 have been adopted – March 28, 2012, 43rd session. The CoM BiH, the FBiH, the BD BiH (drafts) and the RS (Report): communication plans for 2013 have been prepared, and their adoption is expected in the I quarter of 2013.
	<i>Adopted annual action plans, the number and percentage of such action plans</i>		Continuously annually	●	●	●	●	
	<i>Action plans cover all the relevant institutions</i>							
1.2. Improve communication planning within the institutions	<i>Adopted annual communication plan by respective institution (number and percentage of institutions)</i>	Institutions at all the levels	By the end of 2012	Partially implemented	Partially implemented	Implementation ongoing	Fully implemented	CoM BiH: The Information Service - plans for 2012 and 2013; 7 institutions had communication plans for 2012, while 10 institutions (including the said 7) prepared or intends to prepare plans for 2013. FBiH: adopted annual plan for 2012 and prepared plan (draft) for 2013. The Government of the FBiH and 4 ministries (out of 16) with the adopted plan for 2012, while 9 prepares a plan for 2013. RS: Submitted information that the plan of the Government and the

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							Institutions for 2013 is in preparation, plan for 2012 adopted at the level of the Government. BD BiH. Communication plan for 2012 adopted, for 2013 prepared (draft).	
1.3. Introduce communication planning in the overall planning and allocation of budget funds of the institutions	<p><i>Volume of funds for strategic communication is visible from the structure of the budget</i></p> <p><i>Four central units have at their disposal allocated budget for communication planning</i></p>	CoM BiH, Governments of the FBiH, the RS and the BD BiH, Central units for IC, other institutions	By the end of 2011	Fully implemented 	Fully implemented 	Fully implemented 	Fully implemented 	CoM BiH: budget funds for communication activities are provided through the action plans, the Information Service does not have a separate budget, but it plans the funds through the budget of the Secretariat General of the Council of Ministers of BiH, which is conditioned by the organisation structure. FBiH: the Public Relations Office has a separate budget, strategy (Communication Plan) and the action plan for 2012 have been adopted. RS and BD BiH: central units prepared action plans, they have their own budgets.
Chapter IC 2. Organisation Matter								
It is necessary to establish a system of human resources for quality implementation of strategic communication. A significant progress has been achieved in this segment, where in the BD BiH this matter was fully solved by establishment of the sector for information in the Government. At other levels these vacancies were filled over 90 per cent, except at the level of the CoM BiH, where two ministries still do not have engaged information / public relations officers. In 2012, the number of Ministries at the level of the CoM BiH without the public relations officer increased to 3, which represents a step backward in implementation of this objective of the RAP 1. Additionally, all the institutions which in their scope of work distribute information of interest to the citizens and the public should establish the function of informing and public relations and fill the vacant posts (where it is the case). Also, it is necessary to fill the appropriate posts in 4 federal ministries.								
2.1. Maintain and Develop Capacities in the Institutions	<i>Number and percentage of the institutions with organised function for public relations</i>	All, especially ministries of all the levels of authority and institutions that have a role in the process of European integration	By the end of 2011	Partially implemented 	Partially implemented 	Fully implemented 	Fully implemented 	Function for public relations established formally as well (through organisation structure and practically (through filled vacancies). It is necessary to fill the vacant posts of the information / public relations officers in the institutions (primarily at the level of the CoM BiH in 6

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					out 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), and at other levels. FBIH: Twelve out of 16 ministries, in 4 ministries it is necessary to fill these posts (federal Ministries of justice, spacial planning, refugees and displaced persons and energy, mining and industry).
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Chapter IC 3. Coordination and Standard Setting

Considering a complex structure of public administration in BiH and existence of 4 separate systems of administration and communication, in order to have an efficient and effective institutional communication, it would be necessary to establish mechanisms of coordination and communication in two directions: inter-institutionally (between the governments and institutions of various levels) and intra-institutionally (between the institutions of the same level). In that sense, a practice has been established of using various channels of communication in the two said processes, from two aspects: the formal cooperation, defined through the structure for implementation of the PAR Strategy (Supervisory Team), and cooperation stemming from everyday performance of jobs. Institutions, especially central units for public relations communicate and exchange information, materials, etc. However, in order to establish effective mechanisms and practices, it would be necessary to implement these activities continuously, with constant improvement and development.

3.1. Improve communication between the PR offices / officers at all the levels of authority	<i>Number and intensity of such meetings and functional mechanisms for transfer of information</i>	Central units for IC and other institutions	Continuously	Implementation ongoing 	Implementation ongoing 	Implementation ongoing 	Implementation ongoing 	Established practice of intra-institutional communication at all the levels, and regular cooperation and communication of information / public relations officers in various institutions. It is necessary in the next period as well (2013 – 2014) to continue with these activities, and develop and improve them further, so it could be recorded that there really is a practice of coordination and communication between the institutions. In 2012, a continuation of implementation of certain activities that lead to fulfilment of this objective was noted.
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<p>3.2. Improve coordination in the field of strategic communication between various levels of authority</p>	<p><i>Number and intensity of such meetings and functional mechanisms for transfer of information</i></p>	<p>Central units for IC and the Supervisory Team</p>	<p>Continuously</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Established practice of inter-institutional communication and coordination between the institutions of different levels, primarily through the instruments of the Supervisory Team, participation in joint projects, as well as through everyday work obligations. It is necessary in the next period as well (2013 – 2014) to continue with these activities, so it could be recorded that there really is a practice of coordination and communication between the institutions of different levels. In 2012, a continuation of implementation of the activities that lead to fulfilment of this objective was noted.</p>
<p>3.3. Ensure modern and efficient development of IC sector in the future</p>	<p><i>Functional overview of the IC capacities has been drafted and recommendations for future revision have been given</i></p>	<p>Central units for IC</p>	<p>By mid 2014</p>					<p>This objective has been foreseen for implementation in the next period (2013 – 2014).</p>

Chapter IC 4. Human Resources

Apart from practices and mechanisms, the system of strategic communication is primarily based on human resources. In this segment, these are the information / public relations officers and other officers whose job description includes information, communication, promotion, etc. Successfulness of functioning of the system greatly depends on constant improvement and development of potentials. In case of human resources, development is achieved through constant strengthening of capacities, expertise and work practices. Trainings and educations make the strongest component of that personnel development. Because of the nature of the job, the officers who deal with communication must educate themselves constantly, not only in the field of communication and public relations, but also other specific disciplines. It is also desirable to use instruments of practical familiarisation with work in other countries – study trips. Although the Civil Service / Administration Agencies offer trainings from various segments, the impression is that there are still no planned trainings from the field of communication, such as were the trainings organised through the projects financed by the PARF. Institutions should enable participation of the officers at such trainings, and their familiarisation with the European practice (within their possibilities). Also, it is necessary to approximate the importance of strategic communication to the managing civil servants / decision makers as well. Currently, there is a practice of organisation of trainings, it is necessary to maintain this practice in the future as well with planned introduction of education on communication, and consultations with the central units regarding planning of the contents and participants of these trainings. The first steps in that direction were made at the level of the CoM BiH where the meeting was held in organisation of the PARCO and cooperation was established in relation CSA BiH, department for training and the Information Service of the CoM BiH, regarding planning of activities in 3 segments: organisation of trainings in the field of strategic communication / public relations (proposals of topics, organisation of trainings); organisation of trainings from other fields for public relations officers (proposals of topics, organisation of trainings); and involvement of managing civil servants in these trainings. Further on, during 2012, a list of priority topics for training has been harmonised in cooperation with the Information Service and the information / public relations officers of the institutions of the CoM BiH, and it was

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submitted to the CSA BiH. In December 2012, there was a first training for one of the identified topics, and for 2013, the CSA BiH plans certification of trainers for this topic, its repetition, as well as introduction of one more topic in the training programmes of the CSA BiH.

<p>4.1. Standardise requirements and job descriptions for the public relations officers</p>	<p>See HRM 8.1.</p>	<p>Central units for IC with key institutions for HRM</p>	<p>Continuously</p>					<p>Implementation of this objective is in direct connection with the objective 8.1. from the area of HRM; 2012: Implementation of the objective 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 public procurement procedure).</p>
<p>4.2. Provide training on public relations and strategic communication for the public relations officers</p>	<p><i>Number and percentage (of the total number of public relations officers) of attendees and number of implemented trainings organised by the CSA / the CAA</i></p>	<p>Individual institutions with coordination of the central units for IC in cooperation with the institutions and the CSA / the CAA</p>	<p>Continuously</p>	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Certain number of trainings has been held in organisation of the CSA BiH and the CSA FBiH, CSA / CAA should organise annually at least one training from strategic communication in 2013 and 2014. At the level of the CoM BiH, in organisation of the PARCO, there was an initial meeting of the representatives of the CSA BiH and the Information Service, in order to identify topics and plan trainings in the field of strategic communication and public relations, and further cooperation was agreed. Following that, a list of priority trainings has been prepared, it was harmonised with the CSA and one topic in 2012 was addressed through the training "TV Interview / TV Statement".</p>

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<p>4.3. Ensure training of the PR officers on other fields significant for their work.</p>	<p><i>Number of different trainings, number and percentage (of the total number of public relations officers) of attendees and number of implemented trainings organised by the CSA / the CAA</i></p>	<p>Individual institutions with coordination of the central units for IC in cooperation with the institutions and the CSA / the CAA</p>	<p>Continuously</p>	<p>Implementation ongoing </p>	<p>Implementation ongoing </p>	<p>Implementation ongoing </p>	<p>Implementation ongoing </p>	<p>Through the DEI e-learning modules, a training was provided for in the field of EU integration for the institutions of all the levels. The CSA / the CAA organised the trainings where the information (public relations) officers could apply to attend. Upon establishment of the training needs assessment mechanism, the central units should coordinate introduction of these training modules in the CSA / the CAA programmes. ReSPA trainings from various segments are also available. In 2012 a unified training was provided for through preparation of the project "Training of Public Relations Officers - phase II", prepared with cooperation of representatives of all 4 levels (Supervisory Team for IC) and planned for implementation in 2013.</p>
<p>4.4. Provide the PR officers / managers with the access to the experiences of the best European practice</p>	<p><i>Number of study trips and other forms of education, number of participants</i></p>	<p>Central units for IC, other institutions</p>	<p>Continuously</p>	<p>Implementation ongoing </p>	<p>Implementation did not start </p>	<p>Implementation did not start </p>	<p>Implementation ongoing </p>	<p>At the level of the CoM BiH, through gathering of data from the institutions, it has been noted that 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. There are no available information on annual implementation of the objective at the levels of the FBiH and the RS. Realistic obstacle is budget limitations and lack of donor programmes and funds for these purposes. Data received on implementation of 1 study trip at the level of the BD BiH.</p>

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Chapter IC 6. Media Monitoring

Media monitoring represents a product of regular communication with the media and gives an insight into efficiency and effectiveness of that communication. Apart from representing a basis for corrective actions through monitoring and evaluation of media standpoints, media monitoring provides also an insight into standpoints of the public and the citizens as public. From the other side, media monitoring achieves the function of informing, in the sense of processing and distribution of the most important information from the environment, which should serve as one of the bases for planning and implementation of the activities of the administration bodies. Media monitoring exists as a practice at all the levels of administration, in a rather satisfactory volume. However, considering a continuous character of these activities, it is necessary to continue a regular practice of media monitoring and analysis using potential improvements (technical, use of various services, etc.).

<p>6.1. Increase efficiency of media monitoring</p> <p><i>The number of prepared press clippings, the number of service users and the number and type of media monitored</i></p> <p><i>The number of electronically distributed press clippings, the number of service users</i></p> <p><i>The number of innovative solutions – implemented improvements in comparison with the current situation</i></p>	<p>Central units for IC</p>	<p>Continuously</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>The practice of regular preparation and distribution of the press clipping, including also reports and analyses of media writing with recommendations has been established. It is necessary to continue these activities in 2013 and 2014, as well in order to record that there is a practice of regular media monitoring. In the sense of improvement of this practice, it is desirable to modernise these processes through introduction of innovative solutions and communications channels. In 2012, a continuation of implementation of the activities that lead to fulfilment of this objective was noted. There are activities on introduction of new solutions, such as through redesign of the web pages of the institutions of the CoM BiH, BH portal, project "Fe-Administration", intranet in the Government of the RS, while the Government of the BD BiH initiated their own Facebook page.</p>
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Chapter IC 7. Direct Communication with the Public – Freedom of Information Act (FOIA)

The Freedom of Information Act(s) are a basis of the system, which enables a two-way dialogue of the administration with the citizens. It establishes the possibility of access to information from the scope of work of administration, as well as responsibility of the administration bodies to provide that information in a timely manner. This system is, through the said laws, fully established at all the levels of authority. It is necessary, through regular monitoring of execution, to provide its functionality, and to ensure it through regular implementation of the activities stemming from the requests to access information. In practice, there are no indications on the problems in functioning of this system, however, regarding transparency and accountability in the work of the administration, it is necessary to constantly promote the possibilities this system provides and encourage initiation of a two-way dialogue.

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<p>7.1. Monitor implementation of the FOIA and ensure regular reporting in accordance with the law</p>	<p><i>Regularity of reporting in accordance with the law</i></p>	<p>Central units for IC, all institutions</p>	<p>Continuously</p>	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Requests for reporting are established by the freedom of information acts, system and regular practice are established in accordance with the law. It is necessary to keep this practice and continue it during the next period as well. In 2012, a continuation of implementation of the activities that lead to fulfilment of this objective was noted.</p>
<p>7.2. Ensure that all the institutions fulfil their responsibilities in accordance with the FOIA</p>	<p><i>The percentage of institutions that have a person in charge of procedures under the FOIA</i></p>	<p>Central units for IC, all institutions</p>	<p>Continuously</p>	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>According to the available information, preconditions for functioning of the system of access to information at all the levels have been fulfilled. Capacities have been established through the legislative framework and bylaws, most of the institutions have systematised and employed personnel for the activities in accordance with these laws, practice of processing and action on the received requests and queries exists at all the levels, there is no information on the unsolved requests or irregularities in provision of the requested information. There are also mechanisms of control of fulfilment of the obligations of the institutions – ombudspersons for human rights and the parliaments / national assembly. It is necessary to ensure further functioning of this system and fulfilment of obligations through the practice of processing and solving of the requests in 2013 and 2014 as well. Institutions that do not have a staff for work in this sphere, should engage them. Also, it is very significant to constantly work on awareness rising of the citizens and other subjects on the possibilities these laws provide them, and to actively work on promotion of these laws and activities.</p>

Chapter IC 8. Web Sites

Web presentations of the administration bodies represent one of the key channels of communication with the surrounding. Because of the technological development, this communication channel provides enormous possibilities for informing, promotion, as well as interactive communication with the surrounding. The system was established in a way that most (over 90 per cent) of the institutions have their own web pages, so the focus in the period of the RAP 1 should be on improvement of their quality. Therefore, the obligation of all the institutions is to continue the existing practice of regular update of the web pages in the next period as well, with constant monitoring of the standpoints of the users and improvement through technological and qualitative solutions. Also, it is necessary to influence the institutions that do not fulfil the obligation of regular update (which is stipulated by all the communication strategies) to improve the quality and relevance of their web presentations.

8.1. Ensure quality and consistency of the web sites	<p><i>The number and percentage of institutions which regularly conduct surveys and gather useful proposals and information on user satisfaction</i></p>	Central units for IC					<p>No available information on implementation of the polls regarding satisfaction of the web sites users at either level. At all the levels there are formal requirements for regular update of web pages, while functional intranet systems exist only at the levels of the CoM BiH and the RS. Although web pages of the governments and the ministries mostly have updated contents, there are cases where some institutions rarely or never update the contents on their web pages. It is necessary to implement the said polls and introduce intranet or similar systems for efficient communication in the governments of the FBiH and the BD BiH. Also, it is necessary to influence all the institutions to regularly update the contents of their web pages and especially to hire adequate personnel for website administration (where it is not the case). From the level of the CoM BiH, a redesign of the website of the CoM BiH was announced for 2013, which would be based also on proposals for improvement, gathered from the beneficiaries. During 2012, the activities continued on fulfilment of the objective, through preparation of the contents and publication of news at the web pages, improvement of the system of internal communication (BD BiH).</p>	
	<p><i>Number of visits / hits per page</i></p>	All institutions (except those that use the web site of the other institution)	By the end of 2011, after that continuously	Implementation ongoing	Implementation ongoing	Implementation ongoing		Implementation ongoing
	<p><i>Established and functional intranet systems in the institutions</i></p>	Central units for IC, all institutions						

Chapter IC 9. Direct Communication with Citizens

Direct communication with the citizens is a very significant segment of interaction of administration with the environment. Various activities provide an insight in the real needs of the users, on effectiveness and results of certain measures, awareness on the work of administration is increased, and support is received for certain activities of general interest. Here, the key term is promotion, which has to be dealt with constantly by the administration bodies. Therefore, the existing practices of approximating the administration to the citizens and of promotion are necessary to be kept and implemented each year, with constant improvement, planning and increase in intensity and quality of these activities.

<p>9.1. Provide information to the citizens without intermediary</p> <p>Approximate the administration to the citizens</p>	<p><i>The number and percentage of institutions that organise open door days and the number of open door days and similar events</i></p>	<p>All the institutions</p>	<p>At least twice a year, continuously</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Certain mechanisms and practices of direct communication with the citizens have been established. Significant step in approximation of administration to citizens has been achieved through participation of institutions of all the levels in the programmes such as "Volunteer – Credit" and "Minister for One Day" and by organising the events such as the "Day of Open Door". There were also drafting and publication of promotion materials in 2011 and 2012, of bulletins (CoM BiH), promotional videos, films and radio broadcasts (RS) or participation in events (BD BiH). It is necessary to continue with this practice and the activities in 2013 and 2014 with improvement (increase in number of events, "open door days", number of participating institutions), more promotional activities, and further development of these mechanisms through introduction of modern technologies (electronic interaction, direct communication, social networks, etc.). In 2012, a continuation of implementation of the activities that lead to fulfilment of this objective was noted.</p>
	<p><i>Establishment of these mechanisms (number, frequency of use, etc.)</i></p>	<p>Central units for IC, other institutions (individually)</p>						

Chapter IC 10. Public Campaigns

Preparation and implementation of public campaigns represents one of the most efficient and most effective tools of promotion, especially in cases of implementation of the activities of general interest, and because of lack of understanding and the public not being informed, obstacles in their implementation occur. Although certain campaigns are implemented at all the levels, their time irregularity and small volume limit the positive effects. Therefore, it is necessary to plan and provide the funds for implementation of these activities, which would be well prepared, directed and in a satisfactory volume. In order to note that the practice has been established, it is necessary to plan, research, and based on the needs also implement these activities in each year.

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<p>10.1. Continuously inform the public and raise awareness on certain topics through mechanisms of public campaigns</p>	<p><i>Number of implemented campaigns</i></p>	<p>All institutions with coordination of the central units</p>	<p>Continuously and as needed</p>	<p>Implementation ongoing</p> <p style="text-align: center;">●</p>	<p>Certain activities have been undertaken in organisation of mini campaigns. The project "Building of Capacities for Combat against Corruption in the Structures of Civil Service in BiH" has been prepared and approved, through which a joint theme public campaign would be prepared with participation of all the levels. It is necessary to establish the practice of implementation of public campaigns in the next period, through their planning in the action plans and provision of budget funds. At the level of the BD BiH, two theme public campaigns have been implemented (Day of the District and MITO NEĆEMO (WE DO NOT WANT BRIBE))</p>			
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Chapter IC 11. Measuring the Results

Measurement of results of communication is a basis for future planning of communication, as well as for recognition of problems and their solving in a satisfactory manner. This has to be approached strategically and systematically, through development of mechanisms and methodology of monitoring and evaluation of communication of the governments and institutions. In one part, this practice exists in the field of media monitoring, but it is reactive. Proactive approach to monitoring implies monitoring of all the segments of communication, including also the key recommendations, the channels, the tools, efficiency, effectiveness, etc. It is necessary to establish this system (based on communication strategies) and regularly (annually) implement the monitoring.

<p>11.1. Measure efficiency of strategic communications</p>	<p><i>System of monitoring and evaluation has been established</i></p> <p><i>Implemented measurement of feedback information through analysis or research</i></p>	<p>Central units for IC, all institutions</p>	<p>Continuously</p>	<p>Implementation did not start</p> <p style="text-align: center;">●</p>	<p>No planned activities in this segment have been implemented at either level, and one of the reasons is also relatively recent adoption of communication strategies. Possible solution through preparation and implementation of a specific project, Supervisory Team for IC confirmed that determination through proposal of the project "Strategic Communication - phase II" as a priority for 2013.</p>			
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<p>11.2. Measure public opinions and degree of knowledge of the key areas of policies</p>	<p><i>Implemented research of public perception on certain public policies at all the levels of authority</i></p> <p><i>Each institution proposes at least one topic to the central information office of the CoM BiH / the Governments</i></p>	<p>CoM BiH / the Governments</p> <p>Central units for IC All the institutions</p>	<p>At least once during the mandate of the CoM BiH / the Governments – if possible once a year</p>				<p>Implementation</p> 	<p>Planned in the period 2013 - 2014 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.</p>
<p>Chapter IC 12. Cooperation with Civil Sector</p> <p>Establishment of dialogue and interaction with the environment, in addition to informational, should also have an operational (practical) dimension. In other words, it is necessary to communicate and consult with the civil society and create partnerships in implementation of certain plans and activities, which directly results in efficiency, responsibility, effectiveness in work of the administration. Although there are certain activities in this segment, it is necessary to establish a regular practice of cooperation with the civil sector, including creation of preconditions for its functioning and operational partnership work with this sector. Institutions of administration, especially the governments, should plan annually all possible and functional forms of cooperation with the civil sector, and implement them during the next period.</p>								
<p>12.1. Improve communication with civil society</p>	<p><i>Number of organised information activities</i></p> <p><i>Number of meetings with the representatives of the civil sector</i></p>	<p>Central units for IC</p> <p>All the institutions</p>	<p>By the end of 2011, after that continuously</p>	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Certain activities have been implemented regarding development of the system of cooperation with the civil society and the non-governmental sector. However, those activities are mostly sporadic and one-time activities. Activities like this were planned through communication plans of the Governments and the CoM for 2013. Also, there is a lack of quantity data on the number of meetings and</p>

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<i>Number and volume of consultations of this kind</i>	Relevant Institutions	
		<p>consultations in the institutions of all the levels, and also no activities implying joint implementation of the activities have been noted (civil society as implementer of projects, etc.). For 2012, there are data on these activities (e.g. at the level of the CoM BiH 9 institutions confirmed these activities), but they are focused mostly on informing and passive communication. It is necessary to strategically plan and implement information activities, organise interaction (meetings, consultations, theme events) during 2013 and 2014. Also, modules of cooperation with the civil society as a partner in implementation of certain activities should be identified and applied, information should be provided, and such activities should be promoted.</p>

4.6 e-Government

Objective	Indicator of Successfulness	Responsible Institution	Time Frame	Administration Levels				Description of Achievement / Comment
				BiH	FBiH	RS	BD	
Chapter IT 1. General Policies, Regulations and Standards								
In this chapter, a special accent has been put on establishment of the system for accreditation and supervision of verifiers of digital certificates, as a basic condition for development of electronic operations. It is necessary to establish institutions (agencies) which would implement control of the verifiers and issue accreditations. Also, one of the objectives in this chapter is to remove legal obstacles in the sense of fully equalising electronic documents (e.g. submissions in administrative procedure) with the documents in a "physical" form. Activities in the field of IT security and risk management have been foreseen as well – introduction of permanent process of risk analysis in all the institutions and establishment of a rapid response team for emergencies (Computer Emergency Response Team – CERT), and it has been foreseen as well to adopt standards for IT procurements, which would significantly contribute to rationalisation of public procurements in the field of IT equipment (hardware and software) and services.								
1.1. Establish systems for supervision and accreditation of certifiers	<i>Systems for supervision and accreditation of certifiers have been established</i>	MCTBiH Centre for e-Government of the Council of Ministers of BiH AISRS Sector for IT within the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BDBiH	Mid 2011	Implementation ongoing	Implementation ongoing	Fully implemented	Implementation ongoing	RS: This objective has been implemented through: the Law on Electronic Signature of the RS, the 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, the Rulebook on Technical Rules for Ensuring Links between Records of Issued and Revoked Certificates of the Certification Bodies in the Republic of Srpska, the Rulebook on the Contents and the Manner of Maintenance of Registers of the Certification Bodies for Issuing Qualified Electronic Certificates, the Rulebook on the Records of the Certification Bodies. BiH: enacted Law on Electronic Legal and Business Operations and the Law on Electronic Signature, but bylaws were not enacted. MCT BiH, in cooperation with the IFC participated in draft of the document Impact Assessment and Modalities of Application of the Law on Electronic Signature of BiH, with proposal of the best option for application of the Law. The Document, with proposed most favourable option, was sent in the procedure of adoption to the CoM BiH. The MCT BiH prepared amendments to the Rulebook on Internal Systematisation, which stipulate establishment

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								<p>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. 2012 the BD BiH: the Law on Electronic Signature of the Brčko District of BiH and the Law on Electronic Document have been adopted. 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 BD BiH. The Law implies enactment of by-laws, 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.</p> <p>FBiH: the Draft Law on Electronic Document is in the parliamentary procedure. The project Fe-Administration - subsystem of electronic certificates, which contains electronic signatures - stipulates organisation of certifiers of those who issue certificates at the level of public postal operators in the FBiH. In 2013, planned implementation of the Law on Electronic Signature and Establishment of Registration Authority. The MTC FBiH completed the tender procedure for draft of the terms of reference and procurement of software for establishment of registration authority (funds provided in the budget for 2013.).</p>
<p>1.2. Ensure interoperability and acknowledgement of all accredited certifiers in the territory of BiH</p>	<p><i>Interoperability and acknowledgement of all accredited certifiers in the territory of BiH</i></p>	<p>MCTBiH Centre for e-Government of the Council of Ministers of</p>	<p>End of 2011</p>	<p>Implementation</p>	<p>Implementation</p>	<p>Implementation</p>	<p>Implementation</p>	<p>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</p>

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<p><i>ensured</i></p>	<p>BiH AISRS Sector for IT within the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BDBiH</p>				<p>Application of Organisational and Technical Measures of Protection of Certificates has been updated – 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 is in the parliamentary procedure, the Law on Electronic Signature of BiH will be applied at the level of the FBiH BD BiH: the Law on Electronic Signature of the Brčko District of BiH and the Law on Electronic Document have been adopted. BiH: the Law on Electronic Legal and Business Traffic and the Law on Electronic Signature have been enacted, but bylaws have not been enacted, so the Law on Electronic Signature is not being fully implemented. The MCT initiated the activities regarding establishment of the Office for Supervision and Accreditation of Certifiers through changes and amendments to the Rulebook on Internal Organisation and Systematisation.</p>
<p>1.3. Equalise validity of electronic and standard (written) submissions and documents</p> <p><i>Validity of electronic and standard submissions and documents equalised</i></p>	<p>Centre for e-Government of the Council of Ministers of BiH AISRS Sector for IT within the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BDBiH Ministries of Justice MALSG RS</p> <p>End of 2011</p>	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Fully implemented</p> 	<p>Implementation ongoing</p>  <p>RS: the Law on Electronic Signature of the RS, the Law on Electronic Document of the RS, the Law on Electronic Operations of the RS and the Law on Information Security (this law defines information security, which is provided by application of measures and standards of information security). FBiH: The Draft Law on Electronic Document is in the parliamentary procedure, the Law on Electronic Signature of BiH will be applied at the level of the FBiH; In the BD BiH, the Law on Electronic Signature of the Brčko District of BiH and the Law on Electronic Document have been adopted. 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</p>

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				<p>Brčko District of BiH. BiH: the Law on Electronic Legal and Business Traffic and the Law on Electronic Signature have been enacted, but bylaws have not been enacted, so the Law on Electronic Signature is not being fully implemented. The Law on Administrative Procedure of BiH stipulates the possibility of introduction of electronic communication between the administration body and the clients, but these provisions cannot be fully implemented because failure to implement the Law on Electronic Signature of BiH.</p>
<p>1.4. Enable use of all accredited security electronic signatures for operations with public administration</p> <p><i>Use of all accredited security electronic signatures for operations with public administration has been enabled</i></p>	<p>Implementation ongoing</p> 	<p>Implementation did not start</p> 	<p>Implementation ongoing</p> 	<p>End of 2011</p> <p>Implementation did not start</p>  <p>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: the Draft Law on Electronic Document is in the parliamentary procedure. The PKI is the most widespread technology used for implementation of digital signature. The Law on Electronic Signature of BiH will be applied at the level of the FBIH. BiH: the Law on Electronic Signature was adopted, which 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 inputted 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. The PKI infrastructure was put into operation in production environment and implemented on all IDDEEA users. Individual</p>

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					<p>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.</p>
<p>1.5. Define commitments and/or principles, as well as standards for IT procurements (goods, services and works), including also modality of management of IT projects, standards, justification and criteria of procurement</p> <p><i>A comprehensive set of standards in IT procurements has been defined and published</i></p> <p><i>System of control and/or advisory mechanisms have been established</i></p> <p><i>The percentage of IT procurements that are brought in line with the defined set of standards, in relation to the total number of IT procurements</i></p>	<p>Centre for e-Government of the Council of Ministers of BiH AISRS Sector for IT within the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BDBiH Public Procurement Agency of BiH</p>	<p>Mid 2012 for initial activities with the need for annual update</p>	<p>Implementation ongoing</p>	<p>Implementation did not start</p>	<p>BD BiH: internal specifications of equipment and software are being used, in accordance with the needs of the users. Drafting of the Rules for Capital Investments Management, including IT projects is ongoing. 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). 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. 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.</p>

			<p>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. 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. Control of IT procurements and deliveries is being implemented continuously by the Sector for IT.</p> <p>BiH: Standardisation of IT procurements at the level of BiH should be defined by the document within the "Policy of Software in the Institutions of BiH".</p> <p>FBiH: The Directive on the Secretariat General of the Government of the Federation of Bosnia and Herzegovina 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. 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).</p> <p>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</p>
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							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".	
1.6. Draft regulations for IT security	<i>Policy for IT security has been drafted and adopted</i>	Centre for e-Government of the Council of Ministers of BiH AISRS Sector for IT within the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BDBiH	End of 2011 for initial activities with the need for annual update	Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	RS: the Rulebook on the Standards of IT Security is being prepared, whose completion is expected in the 1st quarter of 2012. Part of the objective was fulfilled for 2011. It is necessary to monitor updates on an annual basis. FBiH: the Rulebook on the Standards of IT Security is being prepared. BD BiH: the package of procedures and instructions for protection of the IT system of the BD BiH has been drafted and adopted. Adopted documents and procedures dealing with security are not updated annually, although the obligation of update was stipulated by the very documents. BiH: this objective is planned to be implemented through draft of documents within the "Policy of Software in the Institutions of BiH". The "Rulebook 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 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.
1.7. Establish a permanent process of risk analyses at all the levels of authority	<i>The process of risk analysis has been established</i>	Centre for e-Government of the Council of Ministers of BiH AISRS Sector for IT within the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BDBiH	End of 2012 for initial activities with the need for annual update	Partially implemented	Implementation did not start	Implementation did not start	Implementation ongoing	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. Established Board for implementation of Policy of Security of the Information System of the BD BiH, but it has only a formal role. 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.
1.8. Establish CERT	<i>CERT has been</i>	Centre for e-	End of 2012	Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	The CoM BiH adopted the Strategy of Establishment of the CERT body in BiH (July

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institutions	<i>established</i>	Government of the Council of Ministers of BiH AISRS Sector for IT within the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BDBiH			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.			
<p>Chapter IT 2. Strengthening of the Capacities</p>								
<p>This chapter deals with strengthening of human resources in this area. It is necessary to establish a strong central unit for e-administration at all the levels of government (in practice, it still does not exist at the level of the Council of Ministers of BiH). Where the units already exist, their capacities need to be constantly strengthened through trainings, study visits, exchange of good experiences, and if necessary, by increase in number of employees, of course, within the framework of personnel plans of the CoM BiH / the Governments and the budget reality.</p>								
2.1. Establish a strong central unit, at those levels of authority where it still does not exist, responsible for coordination and assistance to development of e-Administration	<i>Strong central units in charge of coordination and support to e-Administration at all levels of government have been established, made operational and adequately staffed</i>	Centre for e-Government of the Council of Ministers of BiH AISRS Sector for IT within the Secretariat General of the Government of the	End of 2011	● implementation ongoing	● implementation ongoing	● implemented fully	● 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). The AISRS was founded in December 2007. It started its operational work in 2008. The AISRS, in cooperation with the Sector for IT, continuously works on IT services management. FBiH: the Sector for IT, as a basic organisation unit, is 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). For establishment of the ICT Institute, which should be

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<p><i>A common methodological approach for coordination between the central and peripheral units has been defined</i></p>	<p>RS Government of the FBiH Sector for IT of the BDBiH</p>				<p>formed by the amendment to the Law on the Ministries, 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; BiH: The MCT BiH, on several occasions since 2006, sent to the Parliamentary Assembly various draft Laws on the Agency for Development of Information Society, 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. 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; Central Unit with the headquarters in the Secretariat General of the CoM BiH is not fully filled. Twenty-four institutions are currently connected to the central point. The Central Unit coordinates and assists development of e-Administration through implementation of common services. BD BiH: the Sub-Department for IT in the Government of the BDBiH has been established. 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</p>
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									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.
2.2. Continuously strengthen all the established central units responsible for coordinating and assisting development of e-Administration, especially in terms of strategic capacities to coordinate the activities of e-Administration, development of policies/strategies, drafting regulations and providing guidance and advice to individuals and institutions, either by hiring new people or through additional training for the existing staff	<p><i>Valid provisions that explicitly provide for the mandate of the central units to work on coordination of development of e-administration and draft strategy documents</i></p> <p><i>Number of organised trainings, as well as number of participants of trainings</i></p> <p><i>Existence of IT managers network, frequency of meetings, the number of outcomes (recommendations, opinions, suggestions for possible solutions)</i></p>	<p>Centre for e-Government of the Council of Ministers of BiH AISRS Sector for IT within the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BDBiH</p>	Mid 2012 for initial activities with the need for continuous strengthening	Implementation did not start	Implementation did not start	Implementation ongoing	Implementation did not start	<p>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, but the competency of the central unit has not been clearly defined. CoM BiH: there is an initiative for setting the competent institution by this objective of the RAP 1 (MCT / SG). FBiH: At the level of planing of establishment of the Institute for ICT, there are no precise information on the progress. RS: there is a central unit, but there is no information on trainings, network of IT managers.</p>	
2.3. Ensure professional IT staff in public administration	<p><i>Number of organised trainings</i></p> <p><i>Number of participants of trainings</i></p> <p><i>Satisfaction of the participants of the trainings with the methods and contents of the programmes of professional improvement</i></p>	<p>Centre for e-Government of the Council of Ministers of BiH AISRS Sector for IT within the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BDBiH</p>	Constantly, with proviso that the degree of implementation is measured annually, i.e. at the end of each year	Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	BiH: The Civil Service Agency continuously ensures funds for expert education of IT staff, and 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. Certain amount of funds for trainings has been provided also through the Framework Agreement between the Microsoft and the Council of Ministers of BiH. Other administration levels did not submit information on concrete trainings, ensured budget for this intention, and trainings of the	

<p>2.4. Increase support of the top management for support to development of e-Administration</p> <p><i>Number of organised trainings</i></p> <p><i>Number of participants of trainings</i></p> <p><i>Number of permanently involved non-technical managerial staff in the projects of e-administration</i></p>	<p>Centre for e-Government of the Council of Ministers of BiH</p> <p>AISRS</p> <p>Sector for IT within the Secretariat General of the Government of the RS</p> <p>Government of the FBiH</p> <p>Sector for IT of the BDBiH</p>	<p>Constantly, with proviso that the degree of implementation is measures annually, i.e. at the end of each year</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>managing IT staff.</p> <p>In the Republic of Srpska, 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 held in organisation of the CAA. 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". The pilot project of the Ministry of Science and Technology, regarding online application, is being prepared. Presentation of the project: PKI for public administration of the Republic of Srpska was implemented on December 8, 2011. Implemented pilot project of internal communication and collaboration based on the Lync 2010 (G2G service). In the BD BiH, there was a training for all the heads of the departments on using the System of "Sessions without Paper" and the web portal of the Government of the BD BiH. e-Administration was promoted within the phase I of implementation of e-Government through seminars and trainings. In 2007, 8 projects from the area of IT have been presented and approved, and in 2008, 9 projects. In 2010, 15 projects from the area of IT have been presented and approved, whose implementation is ongoing. Also, the project "Financial Information System" has been initiated. The BD BiH constantly works on introduction and promotion of e-Administration, because of which it has a BEACON status in that field. In the FBiH, there was a training of high ranking officials who will 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. The project Fe-Administration has been presented. 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. BiH: The Ministry of Communication and Transport established a group</p>
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										<p>of project from the domain of IT, and it is expected that the CoM would approve these projects. At the level of BiH, there was a ministerial conference for development of information society in 2007. 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. 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 by the end of 2012). 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). 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.</p>
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Chapter IT 3. ICT Infrastructure

This chapter deals with information-communication infrastructure, which is of essential importance for development of e-administration. Without the infrastructure (networks, servers, data centres, etc.) it is not possible to develop electronic operations.

<p>3.1. Make arrangements for use and improvement of the existing potentials that will guarantee a cheap, reliable and safe access to information and enable exchange of information, both within the public sector, including also exchange of information between various</p>	<p><i>Analysis with recommendations has been drafted</i> <i>ICT infrastructure, as a basis for efficient data exchange between all the organisation units of administration, including municipalities, has been provided</i></p>	<p>Centre for e-Government of the Council of Ministers of BiH AISRS Sector for IT within the Secretariat General of the Government of the RS</p>	<p>End of 2011</p> <hr/> <p>End of 2014</p>	<p>Implementation ongoing</p>	<p>Implementation ongoing</p>	<p>Implementation ongoing</p>	<p>Implementation ongoing</p>	<p>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, but there are no new information on the progress). In the BD BiH, the basic infrastructure has been mostly built. Note: Evaluation of the progress has been given only in relation to the part of the objective related to the drafted analysis with recommendations, whose timeframe is the end of</p>
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<p>levels of authority, municipalities included, and externally between the public sector and the users of public services</p>	<p><i>The number of implemented IT systems that use the established ICT infrastructure</i></p>	<p>Government of the FBiH Sector for IT of the BDBiH</p>		<p>2011. Analyses have been drafted partially, but as a result of the analyses no single analysis document with recommendations has been drafted.</p> <p>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. Through the project "Computerisation, Improvement and Introduction of New Services in the System of e-Government of the CoM BiH", it is planned to have a project of connection of new institutions to the information system of the CoM BiH, improvement of security of the information system of the CoM BiH as well as of the users of the system, improvement of security of public services of the information system of the CoM BiH, ensuring reliability and functionality of the LAN of the information system of the CoM BiH, management of identities and the PKI in the CoM BiH and the project of introduction of IP telephony in order to improve both services and security of the system of e-Government. For these projects, approval of the funds by the MFT BiH is pending; 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.</p>
<p>Chapter IT 4. Information Systems, e-Portals and e-Services</p>				

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This chapter has been intended for development of IT systems and e- services. For development of e-administration, quality databases are necessary, which are needed by the administration bodies to perform their functions. One of the priority objectives in this chapter is linked with the electronic information and services for citizens and business entities. Information and services on portals significantly improve availability of services to beneficiaries, they shorten the time needed to implement administrative procedures, and additionally, they standardise processes. As a basis to offer information and services, the portals of e-administrations are being uploaded. That way, electronic information and services would be available by the system “one-stop-shop”. It has been foreseen to have four portals (the BH portal, the portals of the entities and the portal of the Brčko District), which have to be mutually related by the contents. Finally, the priority services have been selected within the objective, which would be developed within operations “G2C” and “G2B”. They have been developed separately for citizens and business entities.

<p>4.1. Define common framework and standards for information systems architecture and development of applications</p>	<p><i>A comprehensive information architecture methodology has been designed</i></p> <p><i>Methodology for information systems architecture and development of information systems and applications has been prepared</i></p>	<p>Centre for e-Government of the Council of Ministers of BiH AISRS Sector for IT within the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BDBiH</p> <p>End of 2011</p>	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>In the FBiH through the Programme of Work of the Government of the Federation of BiH for 2012. RS: The Strategy of Development of e-Government of the Republic of Srpska 2009-2012 stipulated application of the PKI methodology for development of ICT projects. BD BiH: Information subsystems in the BDBiH are mostly compatible, because they were designed on the same platform. BiH: Ongoing implementation of the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange", adopted document "Guidelines and Standards for System Architecture and Development of Applications. The Document adopted with the First Interim Report (Decision of December 10, 2012.).</p>
<p>4.2. Establish interoperability framework for e-Administration, with the objective of ensuring compatibility of information systems and processes, and providing unified and user-directed services of public administration</p>	<p><i>Existence of interoperability framework</i></p> <p><i>Common standards for data exchange and definitions of metadata are available</i></p> <p><i>Established mechanisms for implementation of framework and standards</i></p>	<p>Centre for e-Government of the Council of Ministers of BiH AISRS Sector for IT within the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BDBiH</p> <p>End of 2011</p>	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>2012 Implementation of the objective is ongoing through implementation of the project “Design and Establishment of Interoperability Framework and Standards for Data Exchange”. (the project started on May 23rd, 2011). Bearers of the activities are defined in the documents Decision on Adoption of Interoperability Framework, Interoperability Framework and Exit Strategy, which are also deliveries with the Final Report of the Project, which are in the phase of harmonisation. Final adoption of the document is expected by the end of February 2013 through adoption of the document 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,</p>

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					<p>2012), and the Initial Dictionary of Data (adopted by the Decision of January 8, 2013). Defined common standards for exchange of data and definitions of meta-data in order to enable everyone to access common data and exchange data both within public administration and outside of it. Operative, semantic and technical interoperability harmonised with the EIF, defined by the Decisions on adoption of semantic and technical standards (exit documents with Final Report). SG CoM BiH: SG CoM BiH planned implementation of operative application of interoperability framework through the following projects: Repository of business processes: Repository of UML model and XML schemes, Common Administrative Service Repository (GSB), System of Support to users, Register of ICT projects, Catalogue of e-Services, as well as administrative and court fees, e- Learning system for application of architectures and application standards, e-practice.gov.ba - Common portal for knowledge and good practice management, e-gif.gov.ba - Colaboration system of interoperability, for these projects approval of funds by the Ministry of Finance and Treasury of BiH is pending, through approval of the "Project of Computerisation, Improvement and Introduction of New Services in the System of "e-Government" of the Council of Ministers and inclusion in the programme of Multi-Annual Capital Investments for the Period 2013 - 2015.</p>		
<p>4.3. Establish electronic base public registers (population, registrar records, personal documents, business subjects, electronic cadastre and land registry, tax register, social rights, etc.)</p>	<p><i>Analysis with recommendations has been drafted</i> <i>A detailed programme of optimisation and interoperability of basic public registers has been developed</i></p>	<p>Centre for e-Government of the Council of Ministers of BiH AISRS Sector for IT within the Secretariat General of the Government of the RS Government of the</p>	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>BiH: 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</p>

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<p><i>The number of completed electronic basic public registers</i></p> <p><i>Number of transactions per year</i></p>	<p>FBiH Sector for IT of the BDBiH</p> <p>End of 2011</p> <p>Mid 2012</p>		<p>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. Changes to the Law on Identity Cards and the Personal Identification Number have been adopted by both houses of the PA of BiH in 2012. The remaining two laws are in the parliamentary procedure.</p> <p>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. Some registers are discussed in fragments e.g. register of motor vehicles within the CIPS. Analyses of the current condition and the laws were being drafted during implementation of the registers. There is ongoing project Interoperability of the Public Register, which should have been already completed. Continuation of the project is uncertain.</p> <p>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. The Agency for Information Society of the RS coordinates the activities on implementation of development strategy of eHealth Care, it coordinates the activities on implementation of the project of electronic maintenance of registrar books, it coordinates the activities on implementation of the project of electronic maintenance of registry of land books. The Agency for Information Society of the Republic of Srpska designed a register of ICT projects in public</p>
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							administration. In the RS, the project Services of Electronic Registrar Books has been completed. FBiH: There are reports on design of the Information System for Work of the Technical Examination Stations in the FBiH. Note: Implementation of the objective for all administration levels is being done through the activities 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); as well as the 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.	
4.4. Establish and implement the information systems that support the key horizontal functions: HRMIS, electronic public procurements, document management system, e-Sessions of the CoM / the Governments	<p>HRMIS <i>The number of institutions that in operational sense use the IT system</i></p> <p><i>The number and type of reports generated by the HRMIS</i></p> <p><i>An option to use the HRMIS to identify potential candidates for vacancies by various criteria</i></p> <p>e-Public Procurements <i>The number of institutions that in operational sense use the IT system</i></p> <p><i>Availability of electronic notices on initiation of the procurement procedure</i></p>	<p>HRMIS</p> <p>CSA / CAA Centre for e-Government of the Council of Ministers of BiH AISRS Sector for IT within the Secretariat General of the Government of the RS Government of the FBiH Government of the BD BiH</p> <p>e-Public Procurements Public Procurement Agency of BiH Ministries of Finance</p>	<p>HRMIS, end of 2011</p> <p>e-Public Procurements, end of 2014</p> <p>DMS, end of 2013</p>	Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	<p>RS: This objective has been 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.</p> <p>BD BiH: All the said systems have been already implemented (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. 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. For HRMIS, a software application has been developed. It is currently being used only at the</p>

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<p><i>Availability of electronic tender documentation for the bidders</i></p> <p><i>Existence of electronic application</i></p> <p><i>Number of electronic applications</i></p> <p><i>Possibility of electronic processing of applications, bids, etc.</i></p> <p><i>Establishment of electronic catalogue of procurements</i></p> <p><u>Document management system</u> <i>The number of institutions that in operational sense use the DMS</i></p> <p><i>Number of various DMSs in use (negative indicator)</i></p> <p><i>Number of interoperable DMSs</i></p> <p><u>Upgrade of the system of e-Sessions of the CoM / the Governments and integration with the DMS</u> <i>Upgraded system of e-Sessions of the CoM / the Governments</i></p> <p><i>Integrated with the DMS</i></p>	<p>Centre for e-Government of the Council of Ministers of BiH AISRS Sector for IT within the Secretariat General of the Government of the RS Government of the FBiH Government of the BD BiH <u>Document management system</u></p> <p>MJ BiH FMJ MALSG RS Centre for e-Government of the Council of Ministers of BiH AISRS Sector for IT within the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BDBiH</p> <p><u>Upgrade of the system of e-Sessions of the CoM / the Governments and integration with the DMS</u></p>	<p>Upgrade of the system of e-Sessions of the CoM / the Governments and integration with the DMS, end of 2012</p>	<p>level of the BD BiH, while the system is not operational at other levels because of legal inconsistencies and lack of financial assets for maintenance. Note: Evaluation of the progress has been given only in relation to the part of the objective related to the HRMIS, whose timeframe is the end of 2011. BiH: Drafted terms of reference for the document management system and funds were planned for implementation of this project in the institutions of the Council of Ministers of BiH in three phases (first phase 2013 includes 10 institutions: Secretariat General of the Council of Ministers of BiH, Ministry of Foreign Trade and Economic Relations, Ministry of Justice of BiH, Ministry of Civil Affairs, Ministry for Human Rights and Refugees, Directorate for European Integration, Civil Service Agency, Agency for Promotion of Foreign Investments, Agency for Work and Employment, Institute for Measures). Approval of Funds by the Ministry of Finance and Treasury of BiH is pending, as well as inclusion of this project in the programme of Multi-Year Capital Investments for the Period 2013 - 2015. Note: evaluation of the progress has been given only in relation to the part of the objective related to the upgrade of the system of e-sessions of the CoM BiH / governments and integration with the DMS, whose time frame is the end of 2012.</p>
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		<p>Secretariats General of the Council of Ministers of BiH, the Government of the RS and the Government of the FBiH</p> <p>Centre for e-Government of the Council of Ministers of BiH</p> <p>AISRS</p> <p>Sector for IT within the Secretariat General of the Government of the RS</p> <p>Government of the FBiH</p> <p>Sector for IT of the BDBiH</p>				
<p>4.5. Establish a BiH portal, which would be organised around every-day-life events covering the services from the competency of the state bodies and make a link on this portal to the portals of the entities and the BD BiH.</p>	<p><i>A portal has been established</i></p> <p><i>The structure and methodology have been prepared</i></p> <p><i>The number of services on which information are available at the portal in accordance with the methodology</i></p> <p><i>Number of visits at the portal and satisfaction of users</i></p>	<p>PARCO</p> <p>Centre for e-Government of the Council of Ministers of BiH</p>	<p>End of 2011 for establishment of the portal and methodology, and for implementation of every-day life events, see e-services</p>	<p>Implementation ongoing</p> 		<p>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". 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.</p>
<p>4.6. Establish entity and BDBiH portals that would be organised around everyday</p>	<p><i>A portal has been established</i></p>	<p>AISRS</p> <p>Sector for IT within the Secretariat</p>	<p>End of 2011 for establishment of the portal and</p>	<p>entatio n</p>  <p>artially implem</p>  <p>artially implem</p> 		<p>RS: Project: Portal eSrpska (www.esrpska.com) was implemented in 2009, web portal of the Government of the Republic of Srpska</p>

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<p>life events, covering services from the competency of the entities and the BDBiH</p>	<p><i>The structure and methodology have been prepared</i></p> <p><i>The number of services on which information are available at the portal in accordance with the methodology</i></p> <p><i>Number of visits at the portal and satisfaction of users</i></p>	<p>General of the Government of the RS Government of the FBiH Sector for IT of the BDBiH</p>	<p>methodology, and for implementation of every-day life events, see e-services</p>				<p>www.vladars.net was implemented in 2008. FBiH: Implementation of the project Fe-Administration implies the said activity. Implementers are Public postal operators and universities. Web portal Fe-Administration will provide access of citizens and business subjects 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: capacities have been established for the portal, but there are no information on existence of the portal organised around everyday life event. Analysis of visits is being done continuously, while activities regarding measuring of satisfaction of the beneficiaries were not implemented.</p>
<p>4.7. Implement common services for e-Services</p>	<p><i>Existence of information system that enables generic draft of e-forms</i></p> <p><i>E-payment of services</i></p> <p><i>Authentication of the person submitting the request</i></p> <p><i>Overall number of transactions per year</i></p>	<p>Centre for e-Government of the Council of Ministers of BiH AISRS Sector for IT within the Secretariat General of the Government of the RS Government of the FBiH SECTOR FOR IT OF THE BD</p>	<p>End of 2012</p>	<p>Implementation did not start</p> 	<p>Implementation did not start</p> 	<p>Implementation ongoing</p> 	<p>Implementation did not start</p>  <p>New project idea was identified "Implementation of Common Services for eServices: payment of services, which received support – approval of all the members of the Supervisory Team for the reform area of E-Administration. There are ongoing consultations with the interested parties with the objective of defining the project proposal. 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 Coordination.</p>
<p>4.8. Implement the following priority transaction e-Services for the citizens: e-tax to the total income of citizens, registration of motor vehicles, certificate on movement (change of residence and change of address)</p>	<p>E-tax Existence of information system that enables transaction services through appropriate web-portal</p> <p>Filing of income tax returns is available to</p>	<p><u>E-tax</u> Centre for e-Government of the Council of Ministers of BiH AISRS Sector for IT within the Secretariat General of the</p>	<p><u>E-tax</u> End of 2014</p>				<p>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</p>

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<p>citizens</p> <p>Safe electronic communication between citizens and officers in the authorities is available</p> <p><i>Number users and number of transactions</i> <i>Saving for the citizens and the state in time and money</i></p>	<p>Government of the RS</p> <p>Government of the FBiH</p> <p>Sector for IT of the BDBiH Tax Administration of the FBiH</p> <p>Tax Administration of the RS</p> <p><u>Motor vehicle registration</u></p> <p>End of 2013</p>		<p>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. BD BiH: the Action Plan for introduction of e-Administration in the BD BiH has been adopted. RS: design of the e-Map of the RS.</p>
<p><u>Motor vehicle registration</u></p> <p><i>Existence of information system that enables transaction services</i></p>	<p>Centre for e-Government of the Council of Ministers of BiH</p> <p>AISRS</p> <p>Sector for IT within the Secretariat General of the Government of the RS</p>		
<p>Registration of motor vehicles electronically is available</p>	<p>Government of the RS</p> <p>Government of the FBiH</p>	<p><u>Certificate on Movement</u></p> <p>End of 2013</p>	
<p>Safe electronic communication between citizens and officers in the authorities is available</p>	<p>Government of the BD BiH</p> <p>IDDEEA</p> <p>MCABiH</p> <p>FMIA</p> <p>MIARS</p> <p>Cantonal ministries of internal affairs</p>		
<p><i>Number users and number of transactions</i></p> <p><i>Saving for the citizens and the state in time and money</i></p>	<p><u>Certificate on movement (change of residence and change of address)</u></p>		
<p><u>Certificate on</u></p>	<p>Centre for e-</p>		

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	<p><u>movement (change of residence and change of address)</u> <i>Existence of information system that enables transaction services</i></p> <p>Change of residence and address electronically is available</p> <p>Safe electronic communication between citizens and officers in the authorities is available</p> <p><i>Number users and number of transactions</i></p> <p><i>Saving for the citizens and the state in time and money</i></p>	<p>Government of the Council of Ministers of BiH AISRS Sector for IT within the Secretariat General of the Government of the RS Government of the FBiH Government of the BD BiH IDDEEA FMIA MIARS MCABiH Cantonal ministries of internal affairs</p>					
<p>4.9. Implement the following priority transaction e-Services for business subjects: PHASE 1 - Initiation of business activity by the system "one-stop-shop" (court registration, registration in tax administration, registration with statistics) PHASE 2 - Initiation of business activity by the system "one-stop-shop" - continuation</p>	<p><i>Existence of information system that enables transaction services</i></p> <p><i>Number users and number of transactions</i></p> <p><i>Saving for the citizens, companies and the state in time and money</i></p>	<p>Centre for e-Government of the Council of Ministers of BiH AISRS Sector for IT within the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BDBiH Tax administrations</p>	<p>End of 2013 for the PHASE 1</p>	<p>End of 2014 for the PHASE 2</p>	<p>End of 2014 for the PHASE 3</p>		<p>Identified new project idea "Feasibility Study, Analysis and Optimization of Processes and Specification of Requirements (proposal of amendments to the regulations and specification of requirements for the needed IT intervention) for Implementation of One of the Basic and Priority Services of e-Government for Business" - transaction public e-service for establishment and work of the business entities, covering all the levels of authority, including: court registration, registration with the tax administration, registration with the agency / institute for statistics, registration with the employment institutions, retirement and health insurance",</p>

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<p>(application to the employment institutions, pension and health insurance) PHASE 3 - Services for the existing business subjects (VAT, vacancy announcement, registration and deletion of employees, statistics and other reporting to the state bodies)</p>	<p>Ministries of Justice Registration courts Statistics institutions Employment bureaus Institutions for health / pension insurance Institutions in charge of RAO</p>					<p>which received support - approval of all the members of the Supervisory Team for the reform area of e-Administration. There is harmonisation of the project proposal, related to analysis and optimisation of processes, with the final users.</p>
<p>4.10. Establish a system for collection of comments and proposals of users of e-services</p>	<p><i>The number of received proposals and objections</i> <i>Number of answers</i></p> <p>PARCO Centre for e-Government of the Council of Ministers of BiH AISRS Government of the FBiH Government of the BD BiH Institutions that have a central role in implementation of appropriate e- service at all the levels of authority</p>	<p>End of 2013</p>				

Attachment – Overview of Implementation of the Activities by the Reform Areas of the RAP 1

(TABLE IS ON THE CD ATTACHED TO THIS REPORT)