



BIANNUAL PROGRESS REPORT

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



OF THE PUBLIC ADMINISTRATION REFORM
COORDINATOR'S OFFICE

FOR THE PERIOD JANUARY – JUNE 2013

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1 Summary

STRATEGIC PLANNING, COORDINATION AND POLICY MAKING

- *Project "Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the phase I" finalised*
- *Project "Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the phase II" in implementation Project Proposal for the project "Strategic Planning and Public Policies Development - SPPD II" developed*
- *In cooperation with the reform area of Administrative Procedures and Administrative Services, the project proposal "Establishment and/or Strengthening of Capacities of the Institution/s for Control of Regulations and Establishment of the System of Reduction of Administrative Barriers" prepared*

The project "Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the phase I" was finalised by adoption of the Final Report on 29 April 2013. The Project "Blueprint of Development of Central Bodies of Governments in BiH - phase II" - represents a continuation of implementation of the initiated activities from the first phase of this project, and it started with implementation in January 2013, and it is being financed from the IPA 2010 programme. Within the project Blueprint phase II, there was the first meeting of the Steering Committee of this project, where the Inception Report was presented, as well as the plan of implementation of the project for the next six months, and there was an inception conference of the project. So far, there were consultations with all the beneficiaries, a draft analysis of the condition with recommendations has been prepared and a concrete assistance has been provided to the Ministry of Justice of BiH in development of the Decision of the CoM on strategic planning, as well as in development of the Law for Strategic Planning at the level of the FBiH.

During this reporting period a project proposal for the project "Strengthening of Capacities for Strategic Planning and Public Policy Development - phase II (SPPD)" has been prepared, which has an objective of strengthening the process of strategic planning and public policy making in the bodies of public administration, which would contribute to provision of better public services to the citizens as well as provision of support in the process of integration of BiH in the European Union. The project proposal has been harmonised with the Supervisory Team and adopted by the Governments / CoM BiH as well as by the PARF JMB. Drafting of the terms of reference is ongoing.

During this reporting period, activities, which had an objective of establishment of a functional system for strategic planning in Bosnia and Herzegovina, continued. The most significant segments of strategic planning system improvement in this reporting period are seen through draft of the Decision regulating the matter of strategic planning at the level of the CoM BiH, initiation and draft of the laws for strategic planning at the level of the entities, enactment of the new Rules of Procedure of the Government of the BD BiH and organisational personnel strengthening of the Secretariats General of the CoM BiH, the entity governments and the Government of the BD BiH.

In addition to strategic planning, during first half of 2013, through implemented projects, as well as through individual activities of the relevant institutions, 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. The biggest step forward in this segment has been made at the level of the FBiH by adoption of the Regulatory Reform Strategy, then at the level of the RS by adoption of the Decision on implementation of the regulation assessment process in the legal drafting procedure, then at the level of the CoM BiH by drafting the Decision for public policies development with the accompanying methodology.

In cooperation with the reform area Administrative Procedures and Administrative Services, the project proposal "Establishment and/or Strengthening of Capacities of the Institution/s for Regulations Control and Establishment of the Administrative Barriers Reduction System", which has an objective of systematic approach of regulation / removal of unnecessary bureaucratic burdens when enacting new regulations has been prepared.

In the next period, it has been planned to continue with the initiated activities, which have an objective of development of the system for strategic planning, development of the system of draft and management of public policies, establishment of the system of coordination and monitoring, through implementation of the projects "Blueprint of Development of Central Bodies of Governments in BiH - Implementation of the Phase II" and "Strategic Planning and Public Policies Development - SPPD Phase II", as well as through individual activities of the relevant institutions.

Obstacles encountered during implementation of measures in the area of Strategic Planning Coordination and Public Policies Development were related with insufficient dedication of the relevant institutions in implementation of measures from the RAP 1, as well as with postponements in proposing and adopting legal regulations at certain administration levels, which stemmed from the project activities

The most significant progress by administration levels:

Bosnia and Herzegovina

- Drafted Decision regulating the matter of strategic planning at the level of the CoM BiH as well as the methodology for planning, monitoring and reporting on work.
- Drafted Decision on the Manner of Preparation, Impact Assessment and Selection of Policy in the Procedure of Drafting of Acts Proposed and Enacted by the Council of Ministers and Other Institutions of Bosnia and Herzegovina.
- Through implementation of the individual project, implemented by the DEI, an activity of establishment of database of all the legal regulations together with an overview of regulations harmonised with the *acquis communautaire* has been initiated.

Federation of BiH

- Drafting of the Law for strategic planning is in the procedure, which should comprehensively solve the matter of strategic planning in the Federation of BiH, including the cantons.
- Regulatory Reform Strategy has been adopted, which ensured assumption for planned and organised approach to improvement of regulatory framework in the Federation of BiH, especially in the segment of better business environment.

Republic of Srpska

- Enacted new Ordinance on Internal Organisation and Systematisation of Jobs in the Secretariat General of the Government of the RS, which strengthened the role and the capacities of the government secretariats in the sense of coordination of strategic planning and coordination of public policies development.
- Enacted Decision on implementation of the process of regulation assessment in the procedure of legal drafting, obligating all the originators of the laws to respect the prescribed methodology for regulatory impact assessment.

Brčko District of BiH

- New Rules of Procedure of the Government of the BD BiH has been adopted, which incorporated the recommendations stemming from the project "Blueprint of Development of Central Bodies of Governments in BiH", related with strategic planning, coordination and public policies development.

- New secretary of the Government of the BD BiH has been appointed for a mandate period of the mayor.
- Drafting of guidelines for consultations with the interested public is ongoing.

Key Recommendations:

- Continue with the initiated activities from 2012, which have an objective of development of strategic planning system, development of the public policies drafting and management system (including computerisation of the policy development system), and establishment of the coordination and monitoring system.
- Intensify and / or start immediately the activities directed to fulfilment of the objectives, whose implementation was foreseen for 2013.

PUBLIC FINANCE

- *Implementation of the project "Budget Management Information System BMIS" is completed*
- *Completed widening of the project with additional 76 BMIS licences and additional BMIS software module for automatic salary planning with additional integration with the salary calculation system*
- *The Project "Public Private Partnership" is being prepared*
- *Implementation of the project "Strengthening of Public Finance Management", financed by the IPA 2010, initiated, the Inception Report adopted*

Implementation of the project "Budget Management Information System (BMIS)" was completed in the reporting period. Introduction of modern information system would increase efficiency and effectiveness of budget planning and management. The BMIS is based on centralised databases located in the ministries of finance, in the manner that all the budget institutions access the budget preparation through an on-line database, using the newest technology, which would decrease the costs of management and coordination of government finances operations, supporting the informed process of decision making in planning and allocation of resources and management of government money. Also, widening of the project "Budget Management Information System" with 76 additional BMIS licences and additional software module for automatic salary planning has been completed.

The project "Public Private Partnership" (PPP) is being prepared, and its objective is establishment of functional system of public-private partnership in BiH in accordance with the European legislation, European Standards and the best European practices. Implementation of this project, considering that the legal framework for PPP would be established at the level of BiH, the FBiH, the RS and the BD BiH, would contribute the better allocation of the engaged financial resources, greater efficiency of the engaged resources, and holding the expenditures within frameworks of the budget. Also, the staff of the relevant institutions would be trained for implementation of the PPP, the business community would be familiarised with the PPP and trained for its implementation, and favourable business environment for PPP would be created.

The component I of the project "Strengthening of Public Finance Management", which is being financed by the IPA 2011, is related with strengthening of the treasury operations at the level of the state and the entities. It is currently in the phase of terms of reference drafting. One of the defined objectives of the said project is also strengthening of treasury management, which

will contribute to implementation of the objective from the RAP 1, related with modernisation of the treasury information system.

The most significant progress by administration levels:

Bosnia and Herzegovina

- All the BiH budget users submitted the filled instructions 1 through the BMIS, which implied mid-term expenditure framework (for the next 3 years), which proved that the BMIS was fully operational.

Federation of BiH

- Draft law on budgets in the FBiH stipulates establishment of the Fiscal coordination body of the Federation of BiH, with the objective of ensuring macroeconomic stability and fiscal accountability of the Federation of BiH, as well as its competency and accountability.

Republic of Srpska

- As of 1 January 2013, the treasury operations in the RS covered all the budget users and all the users of the municipal and city budgets.

Key Recommendations:

- Continue implementation of continuous objectives from the RAP 1 regarding: regular draft of consolidated account of the public sector, inclusion of managers in the process of budget preparation at all administration levels and strengthening of capacities of the employees in the ministries of finance and budget users at all administration levels;

HUMAN RESOURCES MANAGEMENT

- *Prepared draft document "Policy Framework for Development of Human Resources Management in the Civil Service Structures in BiH"*
- *Work objectives established during evaluation at the BiH, the FBiH and the RS level*
- *Failure to adopt new laws on civil servants in the FBiH and BiH*

Rather equal progress in this area has been registered at all the administration levels. However, it is also visible that implementation of great number of objectives from this reform area (RAP 1) is linked with several projects, which will only in the next period start with its implementation, so implementation of those objectives is prolonged for the following reporting periods.

The most significant progress, from the aspect of total progress in the area in these six months, has been achieved in the segment of performance management. That is, BiH, the FBiH and the RS already enacted new bylaws regulating this field, as well as establishing work objectives. By the new bylaws, for the second half of 2012, 31 institutions at the level of BiH submitted the report on implemented evaluation, while in the Republic of Srpska, for the first half of 2013, all the institutions (44) implemented evaluation. In the Brčko District of BiH, employees in all the departments of the Government of the Brčko District of BiH and the institutions have been evaluated by the old Ordinance. In the Federation of BiH, there is no legal obligation of informing the competent body on evaluation, so data, for now, is not known.

The Supervisory Team for the reform area of HRM, in cooperation with the SIGMA, prepared the draft "Policy Framework for Development of Human Resources Management in the Civil Service Structures in BiH". This is a very significant document that is supposed to contribute to implementation of the objectives established in the field of civil service reform and to achievement of the overall objective of creating *professional, politically impartial, nationally balanced, ethical, stable and active public administration* set through the PAR Strategy. The intention is to introduce harmonised principles through the document, according to which respective structures of public administration in BiH would establish their development policy in this area and direct the activities on HRM development in order to provide equalised and harmonised approach in future improvements of legislation, as well as in practice in the following period.

The contract for implementation of the project "Widening of the Information System for Human Resources Management by Software Modules for Personnel Planning and Maintenance of the Internal Labour Market in the Republic Bodies of the Republic of Srpska" has been signed. The project will be financed by the PAR Fund, and will contribute to further improvement of the HRM information system in the segment of personnel planning and maintenance of the internal labour market at the level of the RS.

The key problems in this area are failure to adopt the Law on Civil Servants and Employees of the Federation of BiH and the Law on Civil Service in the Bodies of Administration of the Brčko District of BiH, and inoperative Human Resources Management Information System at the level of BiH.

The most significant progress by administration levels:

Bosnia and Herzegovina

- Adopted Strategy of Training and Development of Civil Servants 2013 - 2015.
- Adopted Code of Conduct of the Civil Servants of BiH.
- Adopted documents Decision on the Principles for Establishment of Internal Organisation of Administration Bodies of BiH and the Decision on Types of Positions and Criteria for Jobs Descriptions for Positions in the Institutions of BiH.

Federation of BiH

- Adopted Ordinance on Common Criteria, Rules and Appointment and Selection Procedure for Civil Servants in the Civil Service Bodies of the FBiH.
- Enacted Regulation on the Criteria, Procedure and Manner of Evaluation of Work of the Managers of the Civil Service Bodies that is performed by the Government of the FBiH.
- Enacted Regulation on the Criteria for the Trainer Status in Implementation of Vocational Education and Improvement of Civil Servants in the FBiH.
- Enacted Instruction on Implementation of Expert Exam in Competition Procedures for Selection and Reception of Civil Servants in the Civil Service Bodies of the FBiH.

Republic of Srpska

- The new ordinances on internal organisation and systematisation in the republic administration bodies of the RS introduced positions, parts of positions or organisation units that have in their job descriptions matters of HRM.
- Established network of training managers whose task is cooperation with the CAA RS on all the matters regarding training of employees in the republic administration bodies of the RS.

Brčko District of BiH

- Approved Guidelines for drafting the law on amendments to the Law on Salaries and Allowances in the Administration Bodies of the Brčko District of BiH.

Key Recommendations:

- It is proposed to the Council of Ministers of BiH to put the CSA BiH in charge of the affairs of personnel planning at the level of the institutions of BiH.
- It is proposed to the Government of the Federation of BiH to set the institution - bearer of jobs of personnel planning at the level of the FBiH.
- Create preconditions for introduction of the information system for human resources management in use at the level of BiH, through changes of the Law on Civil Service in the Institutions of BiH.

ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES
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- *Continued implementation of obligations from the Administrative Decision Making in BiH Quality Improvement Programme*
- *There is an ongoing tender procedure for the project "Education of Managers of Administrative Procedures and Inspectors"*
- *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" is in preparation*
- *The Law on Administrative Procedure of BiH has been amended, the Strategy of Regulatory Reform has been adopted in the FBiH, and reform of business registration has been initiated in the RS*

The Government of the Federation of BiH is the only one who did not adopt the Administrative Decision Making in BiH Quality Improvement Programme, (unimplemented activity from 2011).

There is an ongoing public procurement procedure for the project "Education of Managers of Administrative Procedures and Inspectors", implemented by the European Union Delegation in BiH, considering that the project is being financed by the IPA 2011 programme. The project is expected to improve the quality of work of the managers of administrative procedures and inspectors and to create conditions for their more efficient and more transparent work in the administration bodies.

There is an ongoing harmonisation of the project proposal and draft of the terms of reference for the project "Establishment and/or Strengthening of Capacities of the Institution/s for Control of Regulations and Establishment of the System of Reduction of Administrative Obstacles". The Project would establish the system of reduction of administrative obstacles in regulations proposals, as well as in the existing regulations through the mechanisms of regulatory impact assessment, the capacities of the institution/s responsible for control of regulations regarding administrative obstacles will be established and/or strengthened. Considering that the project is related with the area Strategic Planning, Coordination and Policy Making as well, its implementation would implement also the objective related with establishment of the necessary mechanisms for achievement of standards of quality of regulations / policies in the Rules of Procedure of the CoM / the Governments.

The most significant progress by administration levels:

Bosnia and Herzegovina

- Adopted Law on Amendments to the Law on Administrative Procedure of BiH (Official Gazette of BiH No. 41/13). Amendments regulate administration bodies obligations in more

detail regarding actions within the prescribed deadlines, and obligation of the second instance body to decide based on the merit.

- There is ongoing draft of the Instruction on the Manner of Presentation of Data on Decision Making on Administrative Matters in Administrative Procedures in the Annual Report in the Administration Bodies of BiH.
- There is ongoing draft of amendments to the Rules of Procedure of the Council of Ministers of BiH.

Federation of BiH

- The Strategy of Regulatory Reform of the FBiH 2013 - 2016 with the Action Plan has been adopted.
- The new Regulation on the Secretariat General of the Government of the Federation of Bosnia and Herzegovina has been adopted (Official Journal of the Federation of BiH, No. 40/13).
- The Law on Electronic Document of the FBiH has been adopted.

Republic of Srpska

- Decision on Implementation of Business Registration Reform in the Republic of Srpska has been adopted.
- Action Plan for Implementation of Reform in the Field of Business Registration in the Republic of Srpska has been adopted.
- Methodology of Solving Matters in the Administration Bodies has been drafted.
- Programmes of administration bodies of solving unsolved matters have been drafted and adopted by the Government of the RS.

Brčko District of BiH

- Established guidelines for Draft of new Law on General Administrative Procedure of the BD BiH.
- Procedure of enactment of new Law on General Administrative Procedure is ongoing.
- There is ongoing publication of tender for electronic linking of all registry offices in the area of the District, so excerpts from the registry books for other area could be issued.

Key Recommendations:

- Meet unimplemented objectives from 2011 and 2012 on those administration levels where implementation has not started / finished, and intensify and/or start immediately the activities directed to meeting the objectives foreseen for 2013.
- Adopt the Administrative Decision Making in BiH Quality Improvement Programme at the level of the Government of the FBiH.
- Continue implementation of measures from the Administrative Decision Making in BiH Quality Improvement Programme, in accordance with the annual obligations.

INSTITUTIONAL COMMUNICATION

- *Continued practice of annual communication planning through the annual action plans / communication plans at the level of the CoM / the Governments*
- *Ongoing Public Procurement for the projects "Training of Public Relations Officers - phase II" and "Building of Capacities for Combat Against Corruption in the*

Structures of the Civil Service in BiH", based on the objectives of the RAP 1, start of implementation is expected in the next reporting period

- *Recorded continuous progress in implementation of activities and implementation of objectives of the RAP 1 of the Strategy of Public Administration Reform in BiH, through initiation and implementation of the continuous objectives for 2013.*

Considering the time dimension of the reporting period, it is possible to note that the registered progress is rather equalised at all the levels, except for the level of the Brčko District of BiH, where the effectiveness of implementation of the RAP 1 activities is significantly higher than on other levels (because of specific organisation and centralisation of function of information / public relations). Although a realistic progress is possible to record only in the next reporting period (2013) because of continuous character of most of the objectives and the foreseen implementation annually, continuation of established practices from the previous period is noticeable as well as certain degree of implementation of these continuous activities and objectives in this reporting period. This approach to implementation of the said objectives is a basis for maintenance of certain practices necessary for successful functioning of the system of institutional communication.

The most significant progress in the reporting period, from the aspect of overall progress in the area, has been definitely achieved in the segment of communication planning, through continuation of activities recorded in the previous periods. The significance of communication plans for the RAP 1 is seen in the strategic approach to planning, as well as in structured approach to implementation of the activities and objectives of the RAP 1 in the reform area of Institutional Communication.

Regarding the objectives whose deadline for implementation was in 2011, at the levels of the CoM BiH and the FBiH, unimplemented was the objective related to development and maintenance of the capacities of the institutions at the levels of the CoM BiH and the FBiH, while the objectives with the deadline of implementation in 2012 were implemented partially. The continuous objectives, covering the biggest part of the area, were greatly fulfilled in the volume foreseen for 2013. The biggest obstacle in this segment is failure to fulfil the continuous objective that implies development of methodology and framework for monitoring and evaluation of strategic activities of communication, whose implementation, because of complexity, did not start on any levels, and its possible fulfilment would be possible through common activity based on a project.

The most significant progress by administration levels:

Bosnia and Herzegovina

- At the level of BiH, significant achievements have been in the segment of communication planning and adoption of communication plan for 2013. In the segment of training planning, as well as inclusion of strategic communication / public relations in the trainings for managing civil servants, the activity continued regarding maintenance of that training in organisation of the CSA BiH and widened e-learning modules of training on European integration (DEI BiH). The website of the Council of Ministers has been redesigned, publication of information material continued (bulletin "INFO", DEI publications). The PARCO proposed changes to the standard job descriptions in the segment of information / public relations officers as well, and within the Strengthening of Public Institutions Programme (SPI), which is being implemented by the GIZ, an inter-institutional work group for communication has been established, composed of representatives of 9 beneficiary institutions and mini projects have been initiated with the expected indirect contribution to implementation of the RAP 1 objectives in this area.

Federation of BiH

- The key progress in the Federation of BiH has been achieved through continuation of activities in the segment of communication planning and preparation of annual

communication plan of the Government of the FBiH for 2013 and preparation of individual communication plans of the federal ministries. A continuation of activities on implementation of continuous objectives for 2013 has been noted, whose implementation will be fully confirmed at the end of the year. It is significant to point out the progress achieved in the reporting period in the segment of training and capacity building, where the Civil Service Agency of the FBiH organised 10 trainings on the topic "Practical Application of Freedom of Information Act", which covered 198 attendees from federal administration bodies. In the segment of web pages, continuation of implementation of the project "Fe-Administration" has been noted, whose implementation should significantly improve the communication capacities, channels and tools of the federal institutions.

Republic of Srpska

- The most significant progress at the level of the Government of the RS has been achieved through preparation and enactment of the communication plan of the Government for 2013, as well as operability of individual communication plans of all the ministries, in accordance with the Communication Plan of the Government of the RS. Implementation of continuous objectives for 2013 has been noted, in accordance with the phases of implementation of respective activities, whose full implementation at the annual level is expected by the end of 2013. Significant activities at the level of the ministries of the Government of the RS have been recorded as well through implementation of greater number of theme campaigns and preparation and publication of various information materials (magazines, bulletins, books, information publications, videos). Activities of the ministries on implementation of common campaigns, actions and organisation of events with the representatives of the civil society have been noted as well in this reporting period.

Brčko District of BiH

- The most significant achievements at the level of the BD BiH are in further contribution to sustainability and functioning of the central unit for information (sector for information) through continuation of activities on communication planning and preconditions for functioning of the strategic communication system. Communication plan for 2013 has been adopted, and funds have been provided for its implementation through the Budget for 2013. The progress has been achieved through initiation or implementation of continuous activities and objectives foreseen for 2013. A significant progress has been recorded also in the segment of cooperation with the civil society, which especially gains its significance because of specificity of this administration level and the services it provides to the citizens.

Key Recommendations:

- Ensure continuation and development of practices for which continuous application at all administration levels has been foreseen, as well as active work of relevant institutions from all the levels regarding fulfilment of the objectives foreseen for implementation in 2013 by all the relevant institutions defined in the RAP 1.
- Fully implement the activities and measures from the annual communication plans of the governments / the CoM for 2012. (remaining) and 2013, and report to the governments / the CoM BiH on the degree of implementation (central units for information / public relations and other institutions). Also, it is necessary to start the process of planning and preparation of communication plans for 2014.
- Fill systematised posts of the information / public relations officers, especially at the level of the CoM BiH (the Ministry for Human Rights and Refugees of BiH, the Ministry of Communication and Transport of BiH and the Ministry of Finance and Treasury of BiH) and the FBiH (Ministry of Justice, Ministry of Spatial Planning, Ministry of Refugees and Displaced Persons and Ministry of Energy, Mining and Industry) and in all other institutions at all the levels.

- Develop a system of monitoring and evaluation of annual communication plans, especially at the level of the CoM BiH / the Governments, and regularly report on their implementation, with implementation of corrective actions.

E-ADMINISTRATION

- *Limited progress at all the levels of authority*
- *Issuing of electronic identity cards initiated*
- *The Final Report of the Project "Design and Establishment of Interoperability Framework and Standards for Data Exchange" adopted*
- *Prepared project proposal and terms of reference for the project "Business Registration Reform Road Map"*
- *Implementation of the project "Design of the BH Portal Organised around Every Day Life Events" started*

In the area of e-Administration, in the first half of 2013, a limited progress has been achieved in implementation of the objectives at all the levels of authority.

Adoption of the Final Report at the session of the Joint Management Board of the Public Administration Reform Fund formally completed the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange", but although a set of documents has been prepared and harmonised within the project, they have not yet been verified at any of the levels of authority. In April and May, the PARCO held presentations for the representatives of the relevant institutions from all the administration levels, which have shown that it would be necessary to ensure a political support for adoption of the documents prepared within the project, as well as that the support would be needed to the institutions in charge of establishment of interoperability. Also, representatives of all the levels of authority agreed that it would be necessary to further promote the Interoperability Framework and support the projects that would further develop interoperability.

The PARCO prepared the project proposal and the terms of reference for the project **"Business Registration Reform Road Map"**. The Supervisory Team adopted the project proposal and the terms of reference, which stipulate increase in competitiveness of the BiH economy, and stimulation of businesses by increase in efficiency, effectiveness, quality, flexibility and transparency of the services by using innovative information and communication technology in restructuring of the public administration. Both documents have been sent to the PARF JMB for discussion and adoption.

The priority project idea from 2012, **"Implementation of Common Services for e-Services: Authentication and Identification, Payment of Services, Integration with Base Registers"**, was discussed at every meeting of the Supervisory Team held in the first half of 2013. It has been agreed to develop one pilot e-service for each administration level, for which the needed services would be created, which would be the pattern for development of all other electronic services.

The most significant progress by administration levels:

Bosnia and Herzegovina

- "The Ordinance for Use of the Common Information-Communication System in the CoM BiH", defining aspects of security of the e-Government system was sent to the CoM BiH in the procedure of adoption.
- The Department for Maintenance and Development of the System of Electronic Operations and e-Government within the Secretariat General of the CoM BiH completed building of the private cloud for all the institutions at the state level. There has been a significant

increase in the scope of job and the number of institutions (35 institutions), servers and bases on this platform (over 45 virtual machines) which was not accompanied by adequate personnel employment in the Department.

- Successfully implemented projects "Design of Data Centre of the CoM BiH" and "Building of Common Platform of the CoM BiH for Document Management" that would define technical and administrative procedures of security, conditions and reference standards for storage of data and documents on the system of e-Government.
- On 1st March 2013, the electronic identity cards started with issuing - eID.

Federation of BiH

- The Law on Electronic Document was adopted by the House of Representatives of the Parliament of the FBiH, adoption by the House of Peoples of the Parliament of the FBiH is in the procedure.
- A series of bylaws was adopted related with implementation of the Action Plan for Implementation of the Law on Registry Books in the FBiH in the period 2012 - 2013.
- The project e-Sessions was fully implemented in the Secretariat General of the Government of the FBiH.

Republic of Srpska

- Adopted document "Guidelines for Giving Opinions for ICT projects", which was drafted and issued by the AIS RS.
- The Government of the RS, at the 82nd session of 20 September 2012, enacted the Regulation on the Measures of Information Security.
- Established and implemented project of electronic collaboration between the civil servants through implementation of the MS LYNC service (voice, video, text).
- The AIS RS implemented the project "Institutions without Paper" (IwP), all the documents in circulation are scanned, digitally signed and archived in the electronic archive.

Brčko District of BiH

- There is ongoing implementation of the project ISMS, which revises the regulations and introduces the standards in management related to IT security in the Government of the BD.
- Prepared technical solution of the new portal for public procurements.

Key Recommendations:

- It is recommended to the Governments of the Federation of BiH and the Brčko District of BiH to formally set by the end of 2013 the central units responsible for coordination and assistance of development of e-Administration. Continue personnel strengthening of these institutions at those levels where they have been set.
- It is recommended to the Ministry of Transport and Communication of BiH to send the Ordinance on Amendments to the Ordinance on Internal Systematisation to the Council of Ministers of BiH for adoption in order to establish the Office for Supervision and Accreditation of Verifiers in accordance with the Law on Electronic Signature of BiH, which is a significant precondition for implementation of both this and other objectives from the RAP 1.
- It is recommended to the Council of Ministers of BiH, the Government of the Federation of BiH, the the Government of the Republic of Srpska and the Government of the Brčko District of BiH to set the competent bodies and adopt the set of documents that stemmed from the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange" through enactment of the Decision on Adoption of Interoperability Framework, the Decision on Adoption of "Standards for Development and Maintenance of

Dictionaries of Data"; Instruction on Application of "Initial Dictionary of Data" in the institutions, the Decision on Adoption of "Guidelines and Standards for System Architecture and Development of Applications", and the Instruction on Application in the Institutions and the Framework Strategy of Development of Public Registers.

2 Structure of the Report

Taking into account the structure of the Revised Action Plan 1 (RAP 1), which is divided in six reform areas, in which the objectives that need to be achieved within the set deadlines through implementation of the planned activities have been stated (the objectives were grouped in the chapters within each reform area), it can be said that this Report describes the recorded progress in implementation of the RAP 1, going from general to detailed, following the aforementioned structure. Considering that the reform is being implemented at four administration levels in BiH (level of Bosnia and Herzegovina, level of the Federation of Bosnia and Herzegovina, level of the Republic of Srpska and level of the Brčko District of Bosnia and Herzegovina), whether these being common or individual activities, and that it is being implemented in the aforementioned six reform areas, the report is structured so that the progress is being recorded and described at each of the aforementioned levels within each reform area.

This Report covered the period from 1st January – to 30 June 2013, and it described all the recorded changes on the matter of implementation of the objectives from the RAP 1, which happened in the aforementioned period, related to the following objectives:

a) **one-time objectives:**

1. Objectives whose deadline for implementation is by mid 2013;
2. Unimplemented objectives from the previous reporting period (objectives whose deadline for implementation by the RAP 1 was in 2011 and 2012, but were not implemented in that period).

b) **continuous objectives:**

3. Continuous objectives, for which continuous implementation has been foreseen, in each year during the whole planned period of duration of the RAP 1.

Although evaluation of implementation of the continuous objectives is realistically possible only annually, these objectives have been incorporated in this report, considering that certain activities have already been undertaken for their implementation.

By its structure, the report consists of three mutually linked units: overall overview of implementation of the RAP 1, table of implementation of the objectives from the RAP 1 and table of implementation of the activities from the RAP 1. In the part of the Report that precedes them, the most significant achievements, the problems and the recommendations were presented very briefly in each of the reform areas. The overall overview of implementation provides also a percentage overview of implementation of objectives in relation to the plan, both overall and overview by each of the reform areas.

The overall overview of implementation of the RAP 1 gives the general overview of the achieved progress by the reform areas with statistical overview of the degree of implementation of the objectives that were planned for implementation in the reporting period. Additionally, this part records various activities implemented in the reporting period, which had an impact on achievement of the objectives planned both for the reporting period and for the next period (2013 – 2014).

Detailed overview of implementation of the objectives by the reform areas of the RAP 1 is given in the table of implementation of the objectives. The objectives planned for implementation in 2011, 2012 and the first half of 2013, as well as the objectives of

continuous character were evaluated by application of the system of traffic lights with detailed description of the achievement. Other objectives, whose deadline for implementation is in the period 2013 – 2014, whose implementation started in this reporting period, were also recorded through the table of objectives, while evaluation of the achievements by application of the system of traffic lights would be done in the following reporting periods.

By the structure of the RAP 1, for each objective, one or more activities have been established, whose review of implementation was given in the third unit of the report, which can be found in the attachment. This table contains detailed information on the degree and the manner of implementation of individual reform activities at each of the four administration levels in BiH.

Methodology of Progress Evaluation

The system of traffic lights implies using various colours in order to record various degrees of progress in the process of implementation. The methodology used in preparation of this Report, uses four colours, whose use was stipulated by the RAP 1 itself. The meaning of the colours in this sense is as follows:

- red colour – implementation did not start
- orange colour – implementation ongoing
- yellow colour – partially implemented
- green colour – fully implemented

Since the methodology of monitoring of the RAP1 was based on the system of traffic lights, i.e. on monitoring of continuity and quality of implementation of the activities and the objectives, each respective activity and objective should be observed as a process that has its start, duration and the end. In that sense, as in any other process, it is possible to identify certain phases. However, it would be necessary to take into account also specifics by the areas and the activities. In order for the process and its progress to be monitored at all by the principle of traffic lights, it was necessary to identify certain transitional points in which the process transits from one phase into the other. These points correspond to transfer into the other “light” of the traffic light.

Using the analogy of the process, the phases were determined by the following principle:

- phase without implementation
- phase of preparation
- phase of implementation
- phase of full implementation.

In accordance with this, we have two extreme cases – phase without the activity and phase of full implementation (red and green light). Taking into account duration of the process, there are also two intermediary phases – phase of preparation (orange light) and phase of implementation (yellow light).

In addition to the aforementioned segmenting of the process by phases, because of the specifics of the RAP 1 and the nature of the activities and the objectives, when measuring the progress, it is necessary to take four additional parameters into account:

- nature of the activity / objective (character)
- time frame for execution
- time character (continuous or one-time)
- manner of implementation (“common” or “individual”).

On the nature of the activity / objective (e.g. whether it is enacting the law or act, introduction of obligation of annual planning, implementation of training, establishment of practices, etc.) depends the nature of the process and its segmenting in phases.

On the time frame (stipulated by the RAP 1) depends the timeliness of implementation of the measures.

On the time character (which is defined by the previous two parameters) depends the continuity of the activity / objective and this process – whether it is continuous or time constrained – in the sense of the RAP 1, continuous process implies duration equal to duration of the RAP 1 (until 2014).

“One-time” measures imply certain final solutions, while “continuous” measures relate to introduction of certain practices or solutions that are current for a longer period of time with repetition.

Regarding the concrete implementation, implementation of the RAP 1 activities is possible to divide to individual and common approach. *Individual approach* (which is the basis of implementation of the PAR) implies activities of the respective governments and the institutions of all administration levels. In accordance with the RAP 1, which identifies the bearers for each respective measure, the concrete identified institutions implement and fulfil the measures and contribute to the overall progress in the reform. *Common approach* implies fulfilment of measures by common activities of several governments and institutions of different administration levels. This approach is reflected primarily through the projects in the field of the public administration reform. Fulfilment of the measures in this manner is being achieved, in the first place, through the Public Administration Reform Fund and the projects financed by it, which are based on exactly this kind of common approach and covering relevant institutions of all administrative levels as beneficiaries. These projects are based on concrete activities from the RAP 1 and the priorities from the reform areas, identified in cooperation with the Supervisory Teams. Also, there are other donor projects as well in the field of the Public Administration Reform, which are being recorded in the Report and generate certain progress at one or several administration levels.

Source of Information

Three basic sources of information were used in drafting the Report. The first source are the progress reports by the levels of administration, submitted to the PARCO by the entity coordinators and the coordinator of the Brčko District of BiH, in cooperation with the Supervisory Teams from their levels, and directly by the representatives in the Supervisory Teams from the level of the Institutions of BiH. These reports stem from the obligation to monitor implementation of the public administration reform, established by the Common Platform.

The second source are information acquired directly from the appointed representatives of the BiH administration level, concerning implementation of the activities for whose implementation, by the RAP 1, all the institutions are responsible.

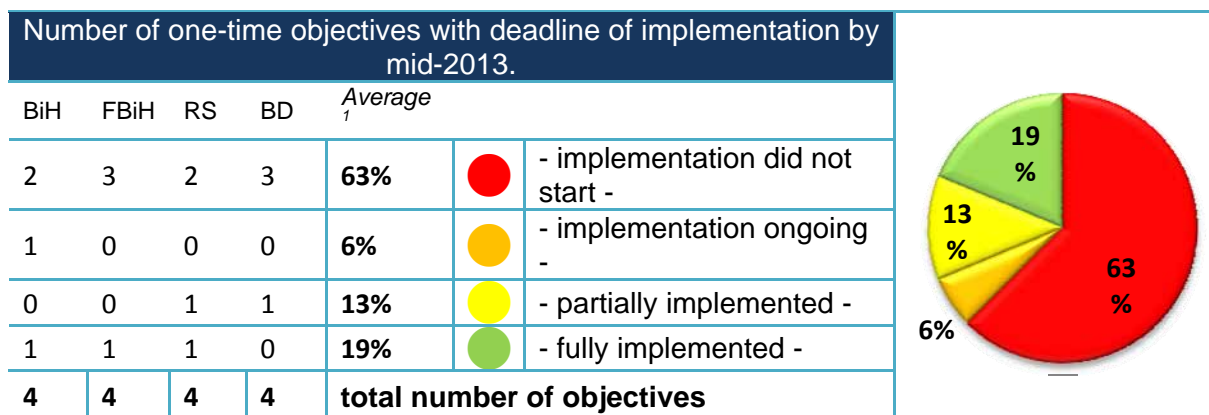
The third source of information stems from the scope of work of the PARCO, through a regular monitoring of the condition and changes in the reform areas (monitoring of legislation, communication with the competent institutions, monitoring of various projects and activities that contribute to the PAR, media monitoring, etc.). In addition, the PARCO directly contributes to implementation of certain activities / objectives from the RAP 1 through management of implementation of the projects financed by the Public Administration Fund, where it directly gathers, analyses and estimates data on the effects of these projects on achievement of the objectives from the RAP1.

Verification of Information

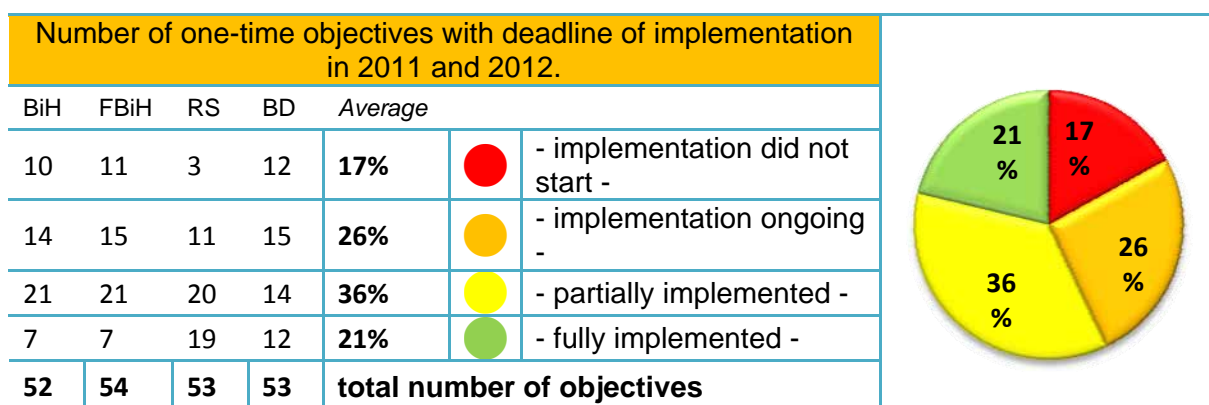
After initial information processing and input in the tables of the activities and the tables of the objectives, the data were additionally verified in the manner that the tables were sent during preparation of the report to the Supervisory Teams and to the entity and the District coordinators to be verified. This way, the quality and accuracy of information contained in this report have been additionally ensured.

3 Overall Overview of Implementation of the RAP 1

Of the total of 130 objectives from the RAP 1, only 4 objectives have a deadline of implementation by mid-2013. Implementation of the greatest part has not even started, while at the levels of BiH, the FBiH and the RS, one objective has been implemented at each level.



In the previous period (2011 - 2012), for implementation was planned, depending on the administration level, 52 to 54 one-time objectives. Only fifth (21%) of this number was fully implemented, while implementation of almost fifth (17%) of the total number did not even start. By the administration levels, the condition on the matter of implementation of these objectives is the best in the Republic of Srpska, while at the level of BiH and at the level of the Federation of BiH the condition is far below the expected (only 7 objectives fully implemented at each of the two levels). In the Brčko District, implementation of these objectives is somewhat better than implementation at the levels of BiH and the FBiH, but it is still far below the expected.

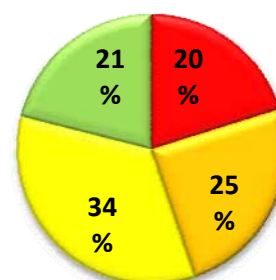


In total, for the implementation so far, by the RAP 1, 56 to 58 one time objectives has been planned, depending on the administration level. Implementation of one fifth (20%) of these objectives did not even start, while one fifth (21%) has been fully implemented. Fourth of the total number (25%) is only in the initial phase of implementation, while one third of the objectives (34%) has been partially implemented.

¹ The average represents an arithmetic middle of participation of the number of objectives, with an appropriate "colour", of each of the four administration levels in the overall number of the objectives for each respective level.

**Overall – Number of one-time objectives
(with deadline of implementation in 2011, 2012 and first half of 2013)**

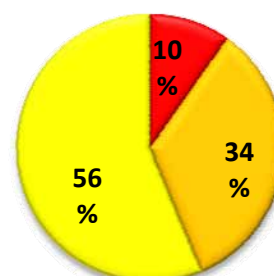
BiH	FBiH	RS	BD	Average		
12	14	5	15	20%	●	- implementation did not start -
15	15	11	15	25%	●	- implementation ongoing -
21	21	21	15	34%	●	- partially implemented -
8	8	20	12	21%	●	- fully implemented -
56	58	57	57	total number of objectives		



In addition to the aforementioned one-time objectives, 38 objectives (39 in the FBiH) have a continuous character. Their implementation has been planned continuously, during the whole duration of implementation of the RAP 1, which means that in one part they should have been implemented in this reporting period as well. It is significant to mention here that for these objectives, only at the end of the period foreseen for their implementation (2014) would it be possible to give evaluation of the overall progress / final implementation, taking into account their continuous character. Evaluation of their implementation can realistically be given through annual progress reports. However, these objectives have been included in the report, considering that some of the activities, regarding their implementation for 2013, have already been undertaken in the first half of the year. Most of these objectives are being implemented in accordance with the plan. Their implementation is as follows:

Number of continuous objectives, which should have been partly implemented in first half of 2013 and fully by the end of 2014

BiH	FBiH	RS	BD	Average		
2	6	3	4	10%	●	- implementation did not start -
12	17	10	13	34%	●	- implementation ongoing -
24	16	25	21	56%	●	- partially implemented -
					●	- fully implemented -
38	39	38	38	total number of objectives		



REFORM AREA STRATEGIC PLANNING, COORDINATION AND POLICY MAKING

According to the Revised AP 1, there are no objectives with the deadline of implementation in this reporting period, i.e. by mid-2013, in this reform area. This report covered the objectives that have not been implemented in the previous period, and whose implementation, according to the RAP 1, was planned during 2011 and 2012. Additionally, the Report covered also 3 continuous objectives, whose implementation was planned partially during the reporting period, and fully by the end of 2014.

Continuous objectives:

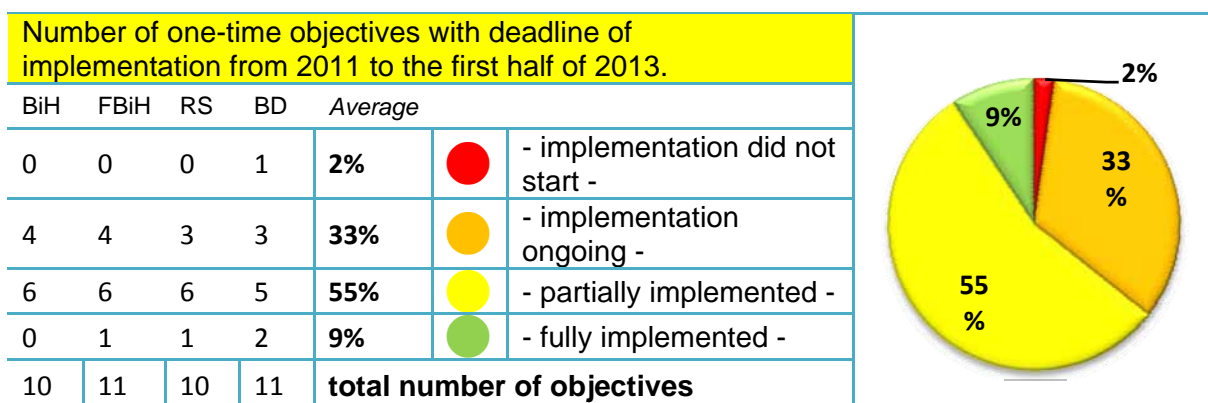
SPCPM 2.10. Establish and maintain a comprehensive electronic database of legal and bylaw regulations, which could be accessed from one place and through an integrated web portal;

SPCPM 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;

SPCPM 2.12. Prepare and publish consolidated texts of the laws and other regulations;

One-time objective, stipulated by the RAP 1, whose time frame is December 2013, was planned to be implemented with the help of the project "Design of Software for Support in Legal and Other Regulations Drafting", for which the project proposal has been prepared as well, however, after consultations with the EU Delegation and the representatives of the Parliament of BiH, it was withdrawn because of overlapping with the similar, but far bigger project, planned to be implemented through the IPA 2012 programme.

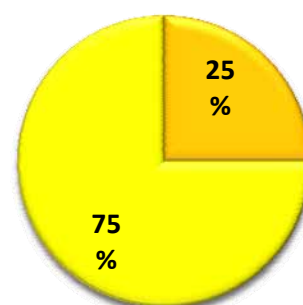
Considering that there are no objectives with the deadline of implementation in the reporting period, and certain number of objectives with the deadline of implementation in 2011 and 2012 is still not fully implemented, overall overview of implementation so far of one-time objectives, with the deadline of implementation from 2011 to the first half of 2013, was provided. These are 10, or 11 objectives (depending on the administration level), of which only one objective in the Brčko District did not start with implementation. However, since relatively small number of objectives was fully implemented (9%, of which at the BiH administration level not even one), it can be recorded that there is a significant delay on the matter of implementation of one-time objectives in this reform area.



Implementation of continuous objectives is mostly in accordance with the plan. Although these objectives have been included in the Report, considering that some of the activities regarding their implementation for 2013 have been undertaken already in the first half of the year, more realistic evaluation of their implementation can be given through the annual progress reports, while their full implementation is expected at the end of 2014.

Number of continuous objectives, which should have been partly implemented in first half of 2013 and fully by the end of 2014

BiH	FBiH	RS	BD	Average		
0	0	0	0	0%	●	- implementation did not start -
1	1	0	1	25%	●	- implementation ongoing -
2	2	3	2	75%	●	- partially implemented -
					●	- fully implemented -
3	3	3	3	total number of objectives		



Common Activities on Implementation of the Reform

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

On 29 April 2013, adoption of the Final Report finalised the implementation of the project "Blueprint of Development of Central Bodies of Governments in BiH - implementation of the phase I", so the information on completed trainings has been delivered to the Civil Service Agencies, so the number of credits could be established for the civil servants who attended the trainings.

The second phase of the project "Blueprint of Development of Central Bodies of Governments in BiH" - started in January 2013. Within implementation, there was a first meeting of the Steering Committee of this project, the Inception Report has been adopted and the plan for further implementation of the project has been presented. On 29 May 2013, there was an inception conference for the beneficiaries of the project, the donors, the representatives of other projects and the media. In this reporting period, there were consultations with all the beneficiaries, a draft analysis of the condition with recommendations has been prepared and a concrete assistance has been provided to the Ministry of Justice of BiH in development of the Decision of the CoM on strategic planning, as well as in development of the Law for Strategic Planning at the level of the FBiH. Implementation of the project "Blueprint of Development of Central Bodies of Governments in BiH - phase I and phase II" contributes to implementation of the objectives SPCPM 1.1. related with improvement of the annual work programming process of the CoM / the Governments, the objective 1.5. related with strengthening of the central capacities of the BD BiH, as well as the objective 2.1. related with establishment of the necessary mechanisms for achievement of the regulations / policies quality standards, the objective 2.3. and 2.4. related with improvement of horizontal and vertical cooperation and coordination, the objective 2.5. Improve consultations with the interested public, and the objective 2.6. ensure effective system for public policies/ / legal regulation impact assessment. It is important to mention that all four administration levels were included in this project.

Project proposal has been prepared for the project "Strengthening of Capacities for Strategic Planning and Public Policy Development - phase II (SPPD II). The project proposal has been harmonised with the ST members, after which it was accepted at all four administration levels of authority, as well as by the Joint Management Board of the Public Administration Reform Fund. Drafting of the terms of reference is ongoing. Implementation of the project contributes to implementation of the objectives SPCPM 1.2. Improve internal procedures of strategic planning in ministries; SPCPM 1.3. Strengthen organisational frameworks and personnel capacities for strategic planning in individual ministries; SPCPM 2.1. Establish the necessary mechanisms for achievement of quality standards of provisions / policies; SPCPM 2.6. Ensure Effective System for Public Policy Impact Assessment.

In the reporting period, there was a work on development of the project proposal for the project "Establishment and/or Strengthening of Capacities of the Institution/s for Regulations

Control and Establishment of the Administrative Barriers Reduction System", which is being prepared within the reform area Administrative Procedures and Administrative Services. Implementation of this project will contribute to implementation of the objective SPCPM 2.1. Set up, in the Rules of Procedure of the CoM / the Governments, necessary mechanisms to achieve regulations / policies quality standards, which include: - horizontal and vertical coherence; - consultations with the interested public; - impact assessment; - removal of administrative obstacles; - legal compliance and nomotechnical correctness.

Also, a new project idea, "Manners of Transposing EU Legislation in the Local Legal System", has been proposed and discussed in the reporting period, which has as an objective to streamline the process of transposing the EU legislation in the legal system of BiH.

Individual Activities on Implementation of the Reform

The BiH Administration Level

in addition to the achievements reached through the aforementioned common activities at the state level, the most significant individual activities are drafting the Decision regulating the matter of strategic planning as well as draft of methodology for planning, monitoring and reporting on implementation of plans. Enacting the Decision regulating the matter of strategic planning and the accompanying methodology, regulates comprehensively for the first time the system of strategic planning at the level of the institutions of BiH. Additionally, the Decision on the Manner of Preparation, Impact Assessment and Selection of Policy in the Procedure of Drafting of Acts Proposed and Enacted by the Council of Ministers and Other Institutions of Bosnia and Herzegovina has been drafted. Similar to the previous Decision, this Decision on the Manner of Preparation, Impact Assessment and Selection of Policy tries to uniformly regulate the matter of public policy development at the level of the BiH institutions. Through implementation of the individual project implemented by the DEI, an activity has been initiated regarding establishment of a database of all the regulations together with an overview of the regulations harmonised with the *acquis communautaire*, which would significantly streamline harmonisation of BiH legislation with the EU *acquis communautaire*.

The FBiH Administration Level

At the level of the FBiH, there is ongoing drafting of the Law for Strategic Planning, which would improve the existing system of strategic planning in the FBiH. The Strategy of Regulatory Reform, which approaches creation of better regulatory framework in the FBiH in a planned and organised manner, has been drafted and adopted. Also, a public consultation has been implemented in the reporting period, and adoption of the Common Nomotechnical Rules for Legal Regulation Drafting is in the procedure.

The RS Administration Level

In addition to the common activities with other administration levels, the most significant individual activities at the level of the RS are related with enactment of the Ordinance on Internal Organisation and Systematisation of Jobs in the Secretariat General of the Government of the RS, which would strengthen the personnel capacities regarding strategic planning, as well as enactment of the Decision on Implementation of the Regulatory Assessment Process in the Legal Drafting Procedure, which improves the existing regulatory impact assessment methodology.

The BD BiH Administration Level

At this administration level, in addition to the common activities, the new Rules of Procedure of the Government of the BD BiH has been adopted, as well as draft guidelines for consultations with the interested public. The said documents improved the procedures for legal regulation drafting.

Key Obstacles and Problems

Obstacles encountered during implementation of measures in the area of Strategic Planning, Coordination and Public Policies Development were related with delays in proposing and adopting harmonised legal regulations at certain administration levels, which stemmed from the project activities. One more obstacle that appears during drafting of biannual and annual progress reports is submission of vague and incomplete progress information from all four government levels.

Recommendations

- It is recommended to the legislation offices of the Council of Ministers of BiH, the Government of the Federation of BiH and the Government of the Brčko District of BiH to establish databases of legal and bylaw regulations.
- It is recommended to the Ministry of Justice of BiH, in accordance with the recommendations stemming from implementation of the project "Improvement of Rules and Procedures for Legal, Other Regulation and General Acts Drafting in BiH", to propose amendments to the Common Rules for Legal Regulations Drafting in BiH.
- It is recommended to the Government of the Federation of BiH to ensure draft of analysis and proposal of measures for strengthening of central bodies of the cantonal governments in accordance with the RAP 1.
- It is recommended to the Government of the Federation of BiH to adopt the proposal of rules for legal regulation drafting in the Federation of BiH and to send them in the parliamentary procedure so they could be adopted.
- It is recommended to the National Assembly of the RS to discuss and adopt the harmonised Nomotechnical Rules for Legal Regulation Drafting.
- It is Recommended to the Government of the Brčko District of BiH to enact the Rules for Consultations in Legal Regulations Drafting.
- In the next period, it is necessary to continue with the initiated activities from 2012, which have an objective of development of strategic planning system, development of the public policies drafting and management system (including computerisation of the policy development system), and establishment of the coordination and monitoring system.

Next Steps

- It is necessary the the Ministry of Justice of BiH, in the next period, upon completion of the activities of the project "Blueprint of Development of Central Bodies of Governments in BiH - phase II", related with improvement of the decision regulating the matter of strategic planning and the decision on the manner of preparation, impact assessment and selection of policy in the procedure of acts drafting that are proposed and enacted by the Council of Ministers and other institutions of BiH, submits these documents to the Council of Ministers of BiH for adoption.

REFORM AREA PUBLIC FINANCE

In the reform area of Public Finance, of the total of 20 established objectives, 6 objectives have a continuous character, while according to the Revised AP 1, there are no objectives with the deadline of implementation in the reporting period, i.e. by mid-2013.

Continuous objectives are:

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

PF 1.2. Regular making of consolidated account of the public sector;

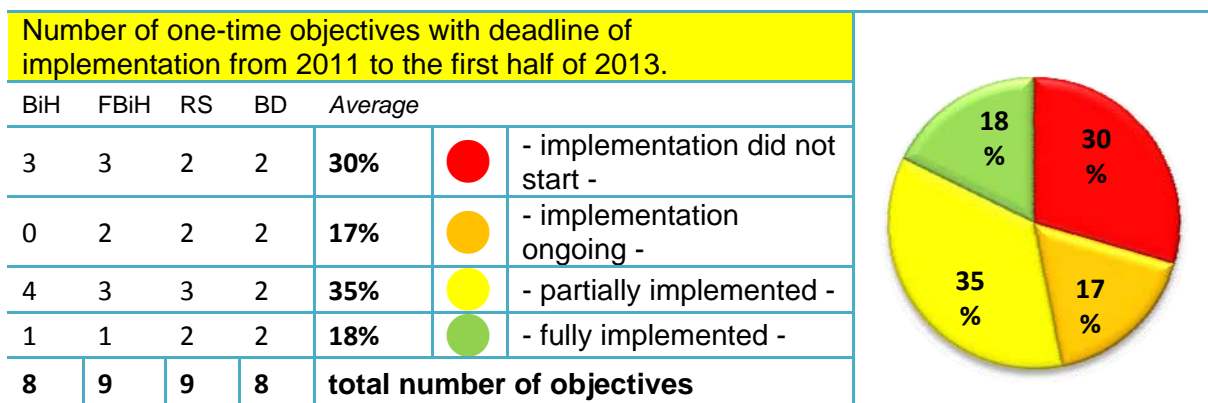
PF 2.3. Further strengthening of communication between the management of the institutions and the units for finance;

PF 3.3. Improvement of the treasury function;

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

PF 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.

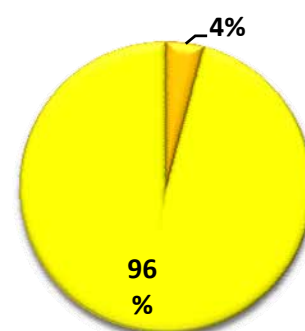
Considering that there are no objectives with the deadline of implementation in the reporting period, and certain number of objectives with the deadline of implementation in 2011 and 2012 is still not fully implemented, overall overview of implementation so far of one-time objectives, with the deadline of implementation from 2011 to the first half of 2013, was provided. These are 8, or 9 objectives (depending on the administration level) whose implementation is not unfolding in accordance with the plan. Implementation of as much as 30% of these objectives did not even start, while just less than one fifth (18%) has been fully implemented.



Implementation of continuous objectives is mostly in accordance with the plan. Although these objectives have been included in the Report, considering that some of the activities regarding their implementation for 2013 have been undertaken already in the first half of the year, more realistic evaluation of their implementation can be given through the annual progress reports, while their full implementation is expected at the end of 2014.

Number of continuous objectives, which should have been partly implemented in 2012 and fully by the end of 2014.

BiH	FBiH	RS	BD	Average		
0	0	0	0	0%	●	- implementation did not start -
0	1	0	0	4%	●	- implementation ongoing -
5	5	5	5	96%	●	- partially implemented -
					●	- fully implemented -
5	6	5	5	total number of objectives		



Common Activities on Implementation of the Reform

Implementation of the project “Budget Management Information System (BMIS)” completed in the reporting period, within the planned deadline. This project has the objective of increasing efficiency and effectiveness of planning and management of the budget, by introduction of modern information system for planning and management of the budget. The purpose of the project is creation and implementation of a modern BMIS, based on centralised databases, which would be located in the ministries of finance, in a way that all the budget institutions would access budget preparation through an online database, implemented with the state-of-the-art security system and the backup. Implementation of the standard unified BMIS in all the budget institutions, using the newest technology, represents a cost effective solution that would reduce the costs of management and coordination of operations of government finances, supporting the informed decision making process in planning and allocation of resources, management of the government money. [sic] What is crucial for facilitation of timely execution of information needed for management and coordination of government financial operations is unification of information systems in order to provide support to the government’s financial activities. Implementation of this project would bring an indirect benefit for the citizens as well, because future planning, and by that also spending of the budget funds gathered from the citizens as well, would be approved in a more transparent manner, in accordance with the justified explanations of budget users for planned spending of budget funds. This project contributed to implementation of the objective PF 2., related with increase of efficiency and effectiveness of budget management. Also, widening of the project with additional 76 BMIS licences and additional BMIS software module for automatic salary planning with additional integration with the salary calculation system has been completed.

“Treasury Information of the Brčko District” is the project whose objective is improvement of the treasury function in the Brčko District of BiH by introducing a modern information system for treasury operations. The project will be financed by the Public Administration Reform Fund. Implementation of this project is directed to the objective PF 3.3. from the segment of Improvement of the accounting framework and the function of the treasury system, with the planned deadline of implementation by the end of 2012. The tender for this project was published in January. Since none of the bidders met the requested conditions, the decision was enacted regarding annulment of the tender Project "Strengthening of Public Finance Management", whose total value is EUR 2 million is financed by the IPA 2010. [sic] Implementation of the project started in February 2013. Inception report for the project was adopted. The project consists of two components. The component I of the project is related with increase of efficiency and effectiveness of budget management, which contributes to implementation of the objectives from the chapter 2 of the area Public Finance from the RAP

1. Component II is related with strengthening of the system of internal financial control, and contributes to implementation of the objectives from the chapter 4 Introduction of the PIFC, in accordance with the relevant standards of the EU in the area of Public Finance from the RAP 1.

The project "Strengthening of Public Finance Management", whose total value is EUR 4 million, is financed by the IPA 2011. The component I of the project is related with strengthening of treasury operations at the level of the state and the entities, and is currently in the phase of terms of reference drafting. One of the defined objectives of the said project is also strengthening of treasury management (contributes to implementation of the objective PF 3.4.). Component II of the project is related with public debt management and is currently in the phase of public procurement. Within this component, it was foreseen to procure hardware and train officers responsible for public debt management, which would contribute to implementation of the objective PF 8.1. More efficient public debt management.

The objective of the project "Public Private Partnership (PPP)", related to the objective PF 6.1., is establishment of functional system of public-private partnership in BiH in accordance with the European legislation, European Standards and the best European practices. Implementation of the project "Public Private Partnership", considering that the legal framework for PPP would be established at the level of BiH, the FBiH, the RS and the BD BiH, which would contribute to better allocation of the engaged financial resources, greater efficiency of the engaged resources, and holding the expenditures within frameworks of the budget. [sic] Also, the staff of the relevant institutions would be trained for implementation of the PPP, the business community would be familiarised with the PPP and trained for its implementation, and favourable business environment for PPP would be created. The project proposal has been adopted by the Supervisory Team for the reform area of Public Finance, and it has been sent to the Joint Management Board of the Public Administration Reform Fund for adoption. The terms of reference PPP is being drafted and it is expected to be adopted as soon as possible.

Individual Activities on Implementation of the Reform

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

In the reporting period, regarding the BiH level, it should be noted that the Advisory Group of the Fiscal Council of BiH prepared and proposed to the Fiscal Council of BiH the document Global Framework of Fiscal Balance and Policies in BiH for the period 2014 - 2016, and that its adoption is pending. The Ministry of Finance and Treasury of BiH prepared the draft Budget Framework Document for the period 2014 - 2016, and in accordance with the legal procedures, after adoption of the Global Framework, the BFD will be submitted to the Council of Ministers of BiH for adoption, which contributes to fulfilment of the objective PF 1.1., which is continuous in its character. The Department for Macroeconomic Analysis – DMA regularly drafts consolidated accounts of the public sector by the methodology of the IMF and publishes them at their website, thus contributing to fulfilment of the obligations of BiH by the stand-by arrangement with the IMF, which contributes to fulfilment of the objective PF 1.2. Regular Draft of the Consolidated Account of the Public Sector, which is a continuous objective. It is significant to point out that the results of successful implementation of the project "Budget Management Information System" - (BMIS) are already visible, which is reflected in the fact that all the budget users at the level of BiH submitted filled instructions 1 through the BMIS (objective PF 2.2. Transparent spending of public funds). There is a significant improvement in communication between the management of the institutions and the Ministry of Finance and Treasury of BiH in the process of budget planning, which represents a contribution to implementation of the objective PF 2.3. Further Strengthening of Communication between the Management of the Institutions and the Finance Units, which is a continuous objective. It should be also pointed out that there are continuous trainings for the employees in the Ministry of Finance and Treasury of BiH through participation in workshops, seminars and presentations, and the most significant trainings have been provided through the projects

SPEM and BMIS, which impacted to a significant extent implementation of the objective PF 5.1. Continuous training of staff in the ministries of finance and employment of competent officers. Capacities in the Ministry of Finance and Treasury of BiH were strengthened in the IT area, as well as generally in the Sector for Treasury Operations and the Sector for Budget, including also new budget analysts, which contributes to implementation of the objective PF 5.2., continuous in its character. All the newly employed budget analysts in the Sector for Budget of the MFT passed the trainings implemented within the technical assistance of the SPEM project. The following trainings are expected through the project "Strengthening of Public Finance Management in BiH", which started in February 2013.

Federation of BiH

The draft Law on Budgets in the Federation of BiH stipulates establishment of the Fiscal Coordination Body of the FBiH, with the objective of ensuring macroeconomic stability and fiscal responsibility of the FBiH, as well as its competency and responsibility, which represents the most visible progress at the level of the FBiH and contributes to implementation of the objective PF 2.1. Further harmonisation of the process of BFDs drafting at all the levels and timely drafting of the BFD for the whole BiH. Also, the draft law on budgets stipulates a fiscal responsibility for the budget users managers for legal, purposeful and efficient use of budget funds, with the obligation of filling and signing the Declaration on Fiscal Responsibility, which contributes to implementation of the objective PF 2.3. Further strengthening of communication between the management of the institutions and the units for finance, which is continuous in its character.

Republic of Srpska

Communication between the employees in the Ministry of Finance of the RS, the Department for Budget and Public Finance, and the budget users is being implemented continuously during the whole process of budget preparation (objective PF 2.3., continuous in its character). It should be especially pointed out that in the RS, since 1st January 2013, the treasury operations cover all the budget users and all the city and municipality budget users, which makes the objective PF 3.2., Introduction of treasury function in the whole public administration, fully implemented at the level of the RS. The progress at the level of the Republic of Srpska is reflected also in implementation of continuous training for employees in the Ministry of Finance through workshops, trainings, presentations, seminars (objective PF 5.1. is continuous). Also, the Ordinance on Internal Organisation and Systematisation of Jobs in the Ministry of Finance of the RS has been drafted in a manner that it stipulates a sufficient number jobs for the analysts of the public sector in the Department for Budget and Public Finance, as well as jobs in the other departments of the Ministry, which has, as the final result, better communication with the budget users, which contributes to fulfilment of the objective PF 5.2., which is continuous. In the RS, the Law on Public Private Partnership has been enacted, which is one of the more significant achievements (objective PF 6.1. with the deadline for implementation by the end of 2011). In the RS, the new Law on Loans, Debt and Guarantees entered into force, and drafting of bylaws is in process, which contributes to implementation of the objective PF 8.1. More efficient public debt management.

Brčko District of BiH

In the reporting period, in the Brčko District of BiH, there was no significant progress in public administration reform in relation to the end of 2012.

Key Obstacles and Problems

There is still a problem regarding implementation of the objective PF 3.1. Establish exact capacities for introduction of modern international accounting standards and budget model of accounting in the public administration of BiH, and request donor assistance, considering that the coordination body, consisting of the representatives of all the ministries of finance at different levels of authority, has not been established, which would systematically analyse feasibility of each individual standard in the long run, which is a success indicator. The

Supervisory Team members, with the exception of the ST member from the RS, took a standpoint to urgently establish the coordination body. The standpoint of the Supervisory Team member from the RS is that fulfilment of this objective should be limited to those levels of authority that do not apply the International Accounting Standards for the public sector. Every level of authority in BiH applies its own accounting standards. Also, there is a problem with the project idea "Introduction of the Budget Management Information System in the whole BiH", initiated by the Supervisory Team for the reform area Public Finance. That is, the Supervisory Team member from the Republic of Srpska withdrew agreement for this project idea with explanation that the said project idea was not in accordance with the PAR Strategy.

Recommendations

The most important recommendations for the next period relate to regular fulfilment of the continuous objectives, to fulfilment of the objectives foreseen for 2013, and to removal of obstacles from the previous period. These are:

- Continue with regular draft of consolidated account of the public sector.
- Intensify inclusion of managers in the process of budget preparation at all the administration levels.
- Continue trainings from the area of Public Finance in the Ministries of Finance and the budget users at all the administration levels.

Next Steps

- The PARCO, in cooperation with the members of the Supervisory Team for the reform area of Public Finance, has the plan to upgrade the project "Budget Management Information System (BMIS)" with the component Gender Responsible Budgeting.
- Achieve agreement of all the administration levels regarding the project "Introduction of Budget Management Information System in the whole BiH".
- The PARCO, in cooperation with the members of the Supervisory Team for the reform area of Public Finance, has a plan to develop projects for introduction of treasury system in municipalities at the level of the FBiH and for introduction of information system for public debt management.
- In the next period, it will be necessary to repeat the procedure of public procurement for the project "Treasury Information System of the Brčko District of BiH".
- The PARCO, in cooperation with all the relevant subjects from all four administration levels in BiH, has a plan to finalise project documents for the project "Public Private Partnership" and to initiate the public procurement procedure by the end of 2013.

REFORM AREA – HUMAN RESOURCES MANAGEMENT

According to the Revised AP 1, for the area of Human Resources Management **3 objectives have been established with the deadline of implementation in the first half of 2013, while 4 objectives in the reform area are continuous.**

One-time objectives, with the deadline of implementation by mid-2013:

HRM 5.2. Introduce in use (and affirm) usage of competencies (knowledge, skills, competencies, personal characteristics etc.) in the process of selection of candidates;

HRM 6.1. Tie evaluation of work performance to the degree of fulfilment of the agreed work objectives (regarding quantity and quality);

HRM 6.2. Improve work motivation, improve communication on relation management – employees and build positive work environment;

Continuous objectives are:

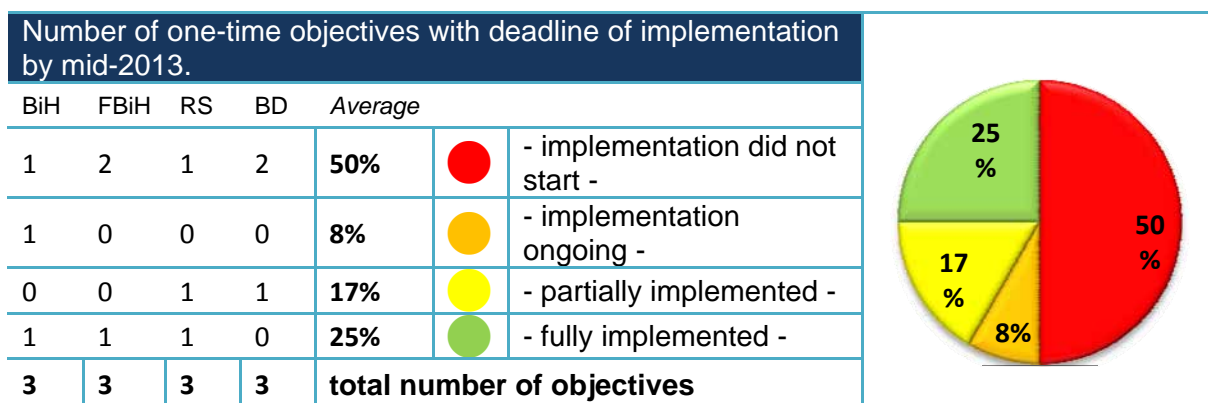
HRM 4.1. Introduction of modern planning of HRM in the process of annual planning of the CoM BiH / Governments, in all the structures of the civil service and at the level of individual institutions;

HRM 5.3. Promote values of the civil service and attraction of special categories of employees;

HRM 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.);

HRM 7.3. Ensure continuity in preparations and implementation of midterm plans of training and development of civil service at all the levels.

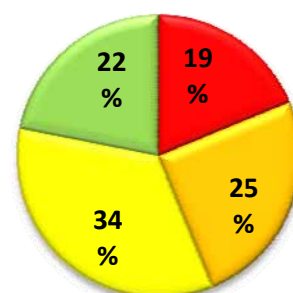
One-time objectives, whose implementation was planned in the first half of 2013, were not implemented fully in accordance with the plan. One objective (HRM 6.1.) was fully implemented at three administration levels, while implementation of one objective (HRM 5.2.) did not start at any of the administration levels.



Overall overview of implementation so far of the one-time objectives with the deadline of implementation from 2011 to mid-2013, same as in previously mentioned reform areas, shows a significant delay in implementation. These are 8 one-time objectives, of which one fifth (19%) did not start with implementation. Somewhat larger percentage (22%) is for the objectives that have been implemented fully. Taking into account the aforementioned, it can be noted that there is a significant delay in implementation so far of one-time objectives in this reform area.

Number of one-time objectives with deadline of implementation from 2011 to the first half of 2013.

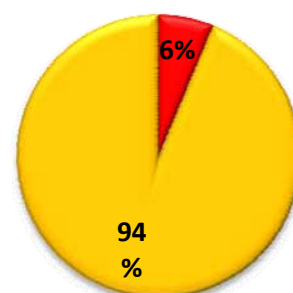
BiH	FBiH	RS	BD	Average		
1	2	1	2	19%	●	- implementation did not start -
4	1	2	1	25%	●	- implementation ongoing -
2	4	2	3	34%	●	- partially implemented -
1	1	3	2	22%	●	- fully implemented -
8	8	8	8	total number of objectives		



Implementation of continuous objectives is shown in the next part. Although these objectives have been put in the Report, more realistic evaluation of their implementation can be given through annual progress reports, while their full implementation is expected at the end of 2014.

Number of continuous objectives, which should have been partly implemented during 2012 and fully by the end of 2014.

BiH	FBiH	RS	BD	Average		
1	0	0	0	6%	●	- implementation did not start -
3	4	4	4	94%	●	- implementation ongoing -
0	0	0	0	0%	●	- partially implemented -
					●	- fully implemented -
4	4	4	4	total number of objectives		



Common Activities on Implementation of the Reform

In this reporting period, the members of the Supervisory Team for the reform area of Human Resources Management, with the assistance of the experts from the SIGMA and the PARCO drafted the document "Policy Framework for Development of Human Resources Management in the Civil Service Structures in BiH", for the purpose of implementation of the objective from 2011, HRM 1.1. "Define policy of development of HRM in the structures of public administration in BiH, based on harmonised principles". This document defined a set of common principles at all administration levels, according to which every level of civil service would develop their own special documents of HRM development policies, based on which they would direct the accompanying activities regarding regulations drafting and introduction of appropriate practices in the system of civil service.

At the end of the reporting period a contract has been signed for the individual project **"Widening of the Information System for Human Resources Management by Software Modules for Personnel Planning and Maintenance of the Internal Labour Market in the Republic Bodies of the Republic of Srpska"**. This project is financed by the PAR Fund. Implementation of the project is directed to fulfilment of the reform objectives from two reform areas (HRM and e-Administration) in parts *HRM 4. Planning* and *e-Administration 4. Information Systems*. The project implies design of software modules for management of affairs from the field of personnel and internal labour market planning, i.e. upgrade of the

existing Human Resources Management Information System in the administration of the Republic of Srpska.

The experts engaged by the German society for international assistance (GIZ) prepared the document "Comparative Analysis of the Model for Quality Management in Public Administration" (contribution to implementation of the objective HRM 10.1.). In the next period, the analyses and recommendations of the experts from this report will be presented to the other participants in the public administration reform.

The projects in the tender procedure:

The project **"Building of Capacities for Combat against Corruption in the Structures of Civil Service in BiH"**, which would contribute to implementation of the objective HRM 1.2., related to decrease of the risk of conflict of interests and improvement of ethics in public administration, with deadline of implementation by the end of 2013. It is expected that implementation of this project would contribute to achievement of several objectives in the reform area of Institutional Communication. The tender documentation has been prepared and the public procurement procedure has been initiated.

Implementation of the project **"Establishment of Modern Departments for HRM in the Bodies of Administration in BiH"**, which was planned to be financed by the PAR Fund, is conditioned by the outcome of the public procurement procedure and/or the decisions of the CoM BiH.

The project **"Modernisation of the Human Resources Management System in the Structures of the Civil Service in BiH"** (financed by the IPA 2011 funds) for whose implementation it is expected to provide contribution in several different segments of the HRM (related to the objectives HRM 2.1., 2.2., 4.1., 5.1., 5.2., 8.1.² and 8.2.³ of the RAP 1) is in the phase of public procurement.

Individual Activities on Implementation of the Reform

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

The "Strategy of Training and Development of Civil Servants 2013 - 2015" adopted, defining three strategic objectives (contribution to the objective HRM 7.3.): 1. Development of sustainable training system; 2. Capacities development in the area of HRM in the institutions of BiH, and 3. Development and implementation of training programmes that suit the short-term and mid-term priorities of horizontal training. Also, the Code of Civil Servants in the Institutions of BiH has been adopted, which contains the rules and principles of good behaviour of civil servants toward the citizens and in mutual relationships of civil servants, as well as familiarisation of the citizens with the behaviour they have the right to expect from the civil servants (HRM 1.2.). The Council of Ministers of BiH enacted the decisions establishing the frameworks for adoption of amendments to the Ordinances on internal organisation of the institutions of Bosnia and Herzegovina: Decision on the Principles for Establishment of Internal Organisation of Administration Bodies of BiH and the Decision on Types of Positions and Criteria for Jobs Descriptions for Positions in the Institutions of BiH (HRM 8.1.).

Federation of BiH

At the level of the Federation of BiH, the Ordinance on Common Criteria, Rules and Appointment and Employment Procedure for Civil Servants in the Civil Service Bodies of the FBiH has been adopted, setting more closely the common criteria, rules and appointment and

² HRM 8.1. Classify work places in each individual structure of the civil service in BiH

³ HRM 8.2. Identify and establish key competencies for individual categories and work places of civil servants

employment procedure for civil servants in the civil service bodies of the Federation of Bosnia and Herzegovina, taking over duties by the appointed civil servants, and it sets the text of oath of fidelity (HRM 5.1.). The Civil Service Agency enacted also two ordinances describing in detail the criteria and rules for selection and employment of trainees, as well as civil servants (HRM 5.1.): Ordinance on Common Criteria and Procedure of Selection and Employment of Trainees with University Education in Civil Service Bodies of the FBiH and Ordinance on Common Criteria, Rules and Appointment and Employment Procedure for Civil Servants in the Civil Service Bodies of the FBiH. Also, the Government of the FBiH enacted the Regulation on the Criteria, Procedure and Manner of Evaluation of Work of the Managers of the Civil Service Bodies who are Appointed by the Government of the FBiH (HRM 6.1.).

Republic of Srpska

In the new ordinances on internal organisation and systematisation in the republic administration bodies of the RS positions, parts of positions or organisation units that have in their job descriptions matters of HRM have been introduced (HRM 2.2.). The network of training managers has been established, whose task is cooperation with the CAA RS on all the matters regarding training of employees in the republic administration bodies of the RS (HRM 7.2.).

Brčko District of BiH

The Government of the BD BiH approved the Guidelines for drafting the law on amendments to the Law on Salaries and Allowances in the Administration Bodies of the Brčko District of BiH.

Key Obstacles and Problems

The obstacles stated in the previous reporting period are still not solved. The problem is still failure to establish an information system at the level of BiH, and at the levels of BiH and the Federation of BiH the bearers of planning are still not appointed (HRM 4.1.). The Law on Civil Servants and Employees in the Federation of BiH and the new Law on Civil Service in the Administration Bodies of the Brčko District of BiH have not been adopted in this reporting period.

Recommendations

- It is recommended to the Council of Ministers of BiH to appoint, by the end of 2013, the Civil Service Agency of BiH to be the bearer of the affairs of personnel planning for the needs of the institutions of BiH.
- It is recommended to the Government of the Federation of BiH to appoint, by the end of 2013, the institution that would be the bearer of the personnel planning for the needs of the administration bodies of the FBiH.
- It is recommended to the originators of the laws on civil service in the Federation of BiH and the Brčko District of BiH to harmonise the new laws on civil service as soon as possible, and to initiate the procedures of adoption of those laws.

Next Steps / Planned Activities

The following activities should be implemented in the next period in order to implement the objectives from the previous reporting period:

- The PARCO, in cooperation with the representatives of the coordination and implementation structure for PAR (members of the Supervisory Team for HRM and PAR coordinators), will in the next period finalise the document "Policy Framework for Development of Human Resources Management in the Civil Service Structures in BiH" and agree the manner of its adoption.
- By the end of 2013, initiate implementation of the project "Modernisation of the Human Resources Management System" - from the IPA 2011, which has a priority significance for the reform area.
- Continue the activities of analysis of the model for quality management in the public administration, and establish the following steps for implementation of the objective HRM 10. Total Quality Management (TQM).
- In the next period, it is necessary to continue the activities on development of the following projects in this area, proposed as priorities in 2013.
 - a) Simplification and Improvement of Employment in the Civil Service,
 - b) Improvement of the Process of Needs Analysis and Evaluation of Effects of Training,
 - c) Training of Employees Who Execute the Jobs of Civil Administration for Application of Information Technologies and Work on Computers,
- The PARCO expects that the competent state institutions will create as soon as possible the preconditions for introduction of the information system for human resources management in use at the level of BiH. through changes of the Law on Civil Service in the Institutions of BiH.

REFORM AREA ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

In the reform area of Administrative Procedures and Administrative Services, of the total of 28 established objectives, 1 objective is a one-time objective with the deadline of implementation by mid-2013, while 2 objectives are continuous. This report contains also the progress data on unimplemented objectives from 2011 and 2012.

The one-time objective whose deadline for implementation is mid-2013 is:

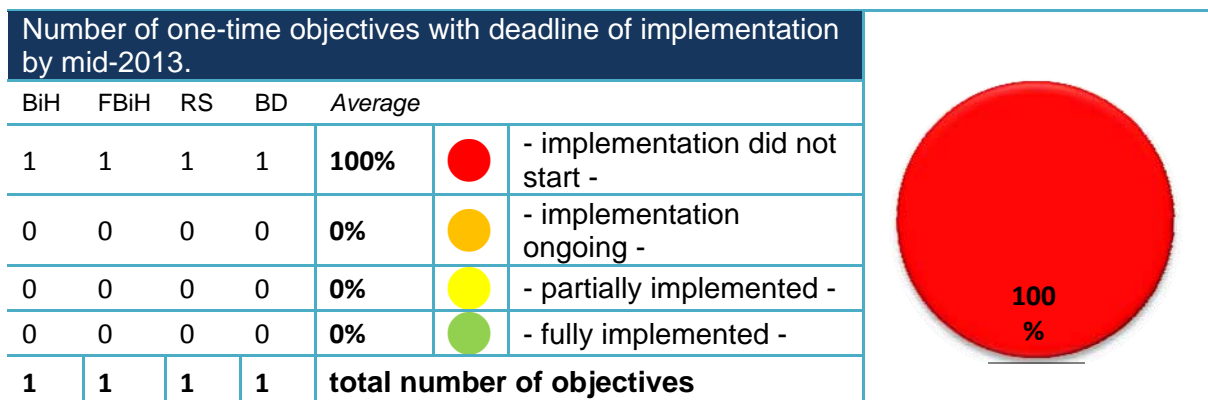
AP 5.5. Develop a training programme for consumers relations management (CRM)

Continuous objectives are:

AP 1.11. Ensure processing of cases within statutory deadlines;

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

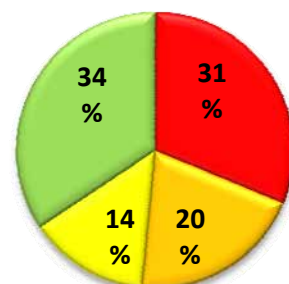
Implementation of the said one-time objective with the deadline of implementation by mid-2013 did not start.



Overall overview of implementation so far of the one-time objectives with the deadline of implementation from 2011 to mid-2013, same as in previously mentioned reform areas, shows a significant delay in implementation, with the exception of the Republic of Srpska, where most of the objectives (10 of 16) have been fully implemented. These are 16 one-time objectives, of which almost one third (31%) did not start with implementation. Somewhat larger percentage (34%) is for the objectives that have been implemented fully. Taking into account the aforementioned, as well as relatively larger implementation at the level of the RS, it can be noted that there is a significant delay in implementation so far of the one-time objectives at the levels of BiH, the FBiH and the BD BiH in this reform area.

Number of one-time objectives with deadline of implementation from 2011 to the first half of 2013.

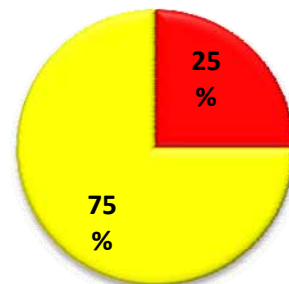
BiH	FBiH	RS	BD	Average		
6	6	2	6	31%	●	- implementation did not start -
3	3	1	6	20%	●	- implementation ongoing -
2	3	3	1	14%	●	- partially implemented -
5	4	10	3	34%	●	- fully implemented -
16	16	16	16	total number of objectives		



Continuous objectives, whose full implementation is expected only at the end of 2014, are being implemented according to the plan at all the levels except the level of the Federation of BiH. Although these objectives have been put in the Report, more realistic evaluation of their implementation can be given through annual progress reports, while their full implementation is expected at the end of 2014.

Number of continuous objectives, which should have been partly implemented during 2012 and fully by the end of 2014.

BiH	FBiH	RS	BD	Average		
0	2	0	0	25%	●	- implementation did not start -
0	0	0	0	0%	●	- implementation ongoing -
2	0	2	2	75%	●	- partially implemented -
					●	- fully implemented -
2	2	2	2	total number of objectives		



Common Activities on Implementation of the Reform

The Government of the Federation of BiH still did not adopt the Administrative Decision Making in BiH Quality Improvement Programme, which is the result of the project "Draft of Administrative Decision Making in BiH Quality Improvement Programme" (Programme), financed by the funds of the Public Administration Reform Fund, and completed in December 2010.

Also, in this reporting period there is an ongoing public procurement procedure, implemented by the EUD in BiH, for the project "Education of Managers of Administrative Procedures and Inspectors", approved for financing by the programme IPA 2011 for BiH. The objective of this project is to improve the quality of work of the managers of administrative procedures and inspectors and creation of conditions for their more efficient and more transparent work in the bodies of administration through appropriate and quality training, which would cover the civil servants at all four levels of authority in BiH. Successful implementation of this project would fulfil the objective in the field of capacity strengthening from the RAP 1 – AP 5.4., related to development of training programmes for the field of administrative procedure, within horizontal system of training of civil servants.

There is an ongoing harmonisation and draft of the project documentation for the project "Establishment and/or Strengthening of the Capacities of the Institution/s for Control of Regulations and Establishment of the System of Reduction of Administrative Barriers". This

project will contribute to implementation of three objectives in this reform area: AP 1.2. Establish the system of reduction of administrative obstacles (RAO) in the proposals of regulations through mechanisms of regulatory impact assessment (RIA), AP 1.3. Establish a system of reduction of administrative obstacles in the existing regulations and AP 5.1. Establish and/or strengthen the capacities of the institution accountable for control of regulations 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. Considering that this is a common project with the reform area Strategic Planning, Coordination and Policy Making, this project will contribute also to implementation of the objective SPCPM 2.1. Set up, in the Rules of Procedure of the CoM / the Governments, necessary mechanisms to achieve regulations / policies quality standards, which include: horizontal and vertical coherence, consultations with the interested public, impact assessment, removal of administrative obstacles, legal compliance and nomotechnical correctness.

There is an ongoing public procurement procedure for the project "Modernisation of the HRM system in the Civil Service Structures of BiH" from the reform area of Human Resources Management, whose implementation will, among other things, contribute to implementation of the objective AP 5.3., related with defining the competencies necessary for the positions where the administrative procedure and decision making on administrative cases are being managed, including the inspectors.

The Supervisory Team for the reform area Administrative Procedures and Administrative Services harmonised the standpoint that the successfulness indicator "regulate the manner of data exchange by a bylaw", stated for the objective AP 1.8. Ensure that all administration bodies procure the necessary data for procedures from public records ex officio, was not deemed relevant on the occasion of review of implementation of this objective, because it has been fulfilled by adoption of an adequate legal provision (which has been confirmed through progress evaluation provided in this report).

Individual Activities on Implementation of the Reform

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

In the reporting period, based on the recommendations from the Administrative Decision Making in BiH Quality Improvement Programme, the Law on Amendments to the Law on Administrative Procedure of BiH⁴ has been adopted, which directly contributes to implementation of the objectives: AP 1.11., AP 3.3. and AP 3.4.⁵. The Law stipulated the deadlines and the manner of submission of the reports to the CoM, and there is ongoing draft of the Instruction on the Manner of Expressing Information in the Annual Report in the Administration Bodies of BiH Regarding Decision Making in the Administrative Procedure, which would stipulate the manner of maintenance of common database on decision making in administrative cases, as well as analysis of possibility of establishment of an adequate information system. There is ongoing procedure of enactment of the Framework Law on Establishment of the Overall Common Register of Non-Governmental Organisations in BiH, which would partially contribute to implementation of the objective AP 1.12.

There is ongoing draft of amendments to the Rules of Procedure of the Council of Ministers of BiH, which would widen the circle of institutions whose opinion would be mandatory during draft of regulations proposals and based on which draft of training programmes from the field of regulatory reform would be initiated. That would contribute to implementation of the objective AP 1.2.⁶.

⁴ Official Gazette of BiH, No. 41/13

⁵ Ensure decision making on the cases within the set deadlines, Ensure decision making on the appeals and other legal assets within the set deadline and Introduce obligation of the second instance body to decide based on merits.

⁶ Establish the system of reduction of administrative obstacles (RAO) in the proposals of regulations through mechanisms of regulatory impact assessment (RIA).

Federation of BiH

In this reporting period, the Government of the Federation of BiH⁷ adopted the Information of the Federal Ministry of Justice on implementation of the activities within the Project of business environment improvement and competitiveness strengthening at the level of the FBiH, as well as the Strategy of Regulatory Reform of the FBiH 2013 - 2016 with the Action Plan. The new Regulation on the Secretariat General of the Government of the FBiH⁸ has been enacted, according to which the Secretariat General, among other things, also has the following competencies: coordination of affairs related with public administration reform and preparation of appropriate reports for the Government; ensuring expert and organisational bases for introduction of regulatory impact assessment methodology; coordination of cooperation of the federal ministries and other federal administration bodies and federal administration organisations, as well as organisations executing public authorities with the business community and the civil society, for the purpose of implementation of regulatory impact assessment procedures; establishment and maintenance of electronic register of administrative procedures in the FBiH (electronic register); coordination of cooperation of the Government with the organisations of the civil society.

Adoption of the Regulatory Reform Strategy of the FBiH directly contributes to implementation of the objectives from the RAP 1 AP 1.2.; AP 1.3.; AP 1.12. and AP 5.1. Implementation of the objective 1.12. was complemented by the Conclusion of the Government of the Federation of BiH, which: "put the federal bodies and federal administration organisations where the administrative procedures registered in the Register of Administrative Procedures are maintained to review them and submit changes and report new ones to the Secretariat General of the Government of the FBiH within 15 days." Additionally, the Secretariat General of the Government of the FBiH was put in charge of starting, in cooperation with the International Financial Corporation (IFC), preparation and implementation of training of civil servants on the procedure of update and maintenance of the Register. The federal ministries were put in charge of proposing within 7 days the civil servants who would pass the training, and in future work coordinate the work between the ministry and the Secretariat General of the Government of the FBiH on the matter of updating the data in the Register.

The progress at the level of the FBiH is reflected also in the fact that the existing Law on Administrative Procedure of the FBiH stipulates the possibility that the manager of administration body could authorise other officer from the same body to adjudicate in certain administrative matters, which directly contributes to implementation of the objective AP 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. The Law on Electronic Document of the FBiH has also been adopted in this period. There is ongoing project Fe-Administration, and within it, upgrade of the system for management of sessions of the Government of the FBiH. The system of e-Sessions functions since 2008, which directly contributes to implementation of the objectives AP 1.4. and AP 1.6., whose implementation deadline is 2014.

Republic of Srpska

At the level of the RS, the progress in this reporting period is reflected also in the fact that the Government of the RS enacted the Decision on Implementation of Business Registration Reform in the RS, and they adopted, by a special conclusion⁹, the Action Plan for implementation of reform in the field of business registration in the RS. Objectives of this reform are: decrease of the necessary time, procedures and expenses of start of business to the smallest possible measure, establishment of a common register of all the business entities (both legal and natural persons) in one place, maintaining the system of legal certainty and decrease of the level of possible disputes to the smallest possible measure. The reform

⁷ At the 30th urgent session of the Government of the FBiH

⁸ Official Journal of the Federation of BiH, No. 40/13

⁹ Conclusion No. 04/1-1-012-2/424/13 of 21st February 2013

implies introduction of one-stop-shop system, reception of requests in the Agency for Mediation, IT and Financial Services (APIF) and IT linking of the APIF with the commercial courts, the Tax Administration of the RS, the Republic Institute for Statistics of the RS, the Inspectorate of the RS and, if possible, with the Indirect Taxation Administration of BiH - ITA. The foreseen changes imply amendments to the identified regulations: the Law on Registration of Business Entities, the Law on Administrative Fees, the Law on Court Fees, the Law on Commercial Societies, the Law on the Agency for Mediation, IT and Financial Services, the Law on Classification of Activities, the Law on Craft and Entrepreneurial Activity, the Law on Tax Procedure, the Law on Trade, the Law on Catering, the Law on Tourism, the Law on Foreign Investments, the Law on Electronic Signature.

The National Assembly of the RS¹⁰ adopted the proposals of amendments to the said laws. These activities contribute to implementation of the objectives from the RAP 1: AP 1.3. and AP 1.4.¹¹, whose deadline for implementation is 2014.

The 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 for discussion, 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, which is a direct contribution to implementation of the objectives AP 1.2. and AP 1.5. Direct contribution to implementation of the continuous objectives AP 1.11. and AP 3.3. is given through a work of the Administrative Inspection of the RS, which implemented extraordinary controls of all the republic administration bodies regarding establishment of the number of cases that were not solved within the statutory deadlines. After that, the Government of the RS¹² enacted the conclusion putting the republic administration bodies in charge of drafting a plan of adjudication of unsolved cases and submitting it to the Government within 15 days. In accordance with that, a methodology of adjudication of cases in administration bodies has been drafted. The administration bodies of the RS that have a greater number of cases that were not adjudicated within a statutory deadline drafted the programmes of their adjudication. The programmes were adopted by the Government of the RS and their implementation is ongoing. The Government of the RS¹³ enacted the Conclusion putting the Ministry of Administration and Local Self Governance of the RS in charge of reviewing the effects of implementation of plans of unsolved cases within six months.

Implementation of the objective AP 1.13., whose deadline for implementation is the end of 2013, was provide for by Amendments to the LGAP RS that stipulated 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.

Brčko District of BiH

In this reporting period, the Government of the BD BiH adopted the Guidelines for Draft of the New Law on General Administrative Procedure of the Brčko District of BiH, and the procedure of enactment of the Law is ongoing, which would contribute to implementation of the objectives AP 1.7., AP 3.4. and AP 5.2.¹⁴ In the BD BiH, there is ongoing publication of the tender for electronic linking of all the registry offices for the purpose of issuing excerpts from registry books for other registry area, which would directly contribute to implementation of the

¹⁰ 27th session of the NA RS, held in May 2013.

¹¹ Establish a system of administrative barriers reduction in the existing regulations and Optimisation of priority administrative services - processes for business entities: electronic public procurements, starting a business activity by the one-stop-shop system and services for the existing business entities (VAT, announcement of vacancies, registering and de-registering of employees, submission of statistics and/or other reports to the competent state bodies)

¹² At the 9th session of 30 April 2013

¹³ At the 17th session of 26 June 2013

¹⁴ LAPs of all the levels will explicitly stipulate delegation of the competencies to make decisions in the administrative procedure by the manager of the administration body to the competent personnel (subordinated personnel); Introduce obligation of the second instance body to decide based on the merits and Define requirements (professional qualifications and work experience) for the civil servants who manage the administrative procedure and decide on the administrative cases

objective AP 1.10.¹⁵ Amendments to the present Law on Administrative Procedure of the BD BiH gave the possibility of electronic communication of the bodies and the parties, which is the contribution to implementation of the objective AP 1.13.¹⁶, whose deadline for implementation is the end of 2013.

In the BD BiH, decision making on appeals and objections of unsatisfied citizens has been provided for by direct appeals and/or objections to the mayor, heads of Departments, the Office for Appeals and Objections, the administrative inspectors or the officer for ethics. There are also the books of impressions, available to the citizens at the places where the services are provided. In the BD BiH, in the next period, it is planned to implement the poll of satisfaction of the citizens with the public administration, which directly contributes to implementation of the objective AP 2.2. Introduce regular measuring of customer satisfaction (a poll of administrative services users) in the location where the services are provided.

Key Obstacles and Problems

Objective AP 5.7. - Establish a community of practitioners in the field of administrative procedure, whose full implementation was planned for 2012, did not start at any of the levels. The only objective, AP 5.5. Develop a training programme for Customers Relations Management (CRM), whose deadline for implementation is mid-2013, did not start at any of the levels, neither the ST members submitted the information regarding initiation or implementation of this objective. A great problem in evaluation of the progress in implementation of the objectives is also the so called shared competency of the institutions competent for implementation of the objectives, because we do not have all the information from the individual institutions regarding their implementation. Meaning that the RAP 1, of the total of 28 objectives in this reform area, for 10 objectives stipulated the accountable institutions, among others, as "all the administration bodies with authorities for decision making in administrative procedure", or "all the institutions with authorities for administrative decision making" and "all second instance bodies".

Recommendations

- It is recommended to the Federal Ministry of Justice and to the public administration reform coordinator of the Government of the Federation of BiH to send the Administrative Decision Making in BiH Quality Improvement Programme to the Government of the Federation of BiH for adoption as soon as possible.
- It is recommended to the competent ministries at all the levels of authority to continue the activities of preparation of new or amendments to the existing laws on administrative procedure / general administrative procedure, with the objective of implementation of measures and recommendations from the Administrative Decision Making in BiH Quality Improvement Programme. Fulfil the unimplemented objectives whose implementation should have been completed in 2011 and 2012, at those levels where it has not been completed.
- It is necessary to intensify and / or start immediately the activities directed to fulfilment of the objectives, whose implementation was foreseen for 2013 (objectives AP 1.13.; AP 2.3.; AP 3.1.; AP 3.2.; AP 4.1.; AP 5.5.; AP 5.6.¹⁷).
- It is necessary to ensure greater involvement of the Supervisory Team members from the Federation of BiH in the activities of implementation of the objectives from the RAP 1.

¹⁵ Remove locality competence in the procedures where possible (within constitutional competencies)

¹⁶ Enable electronic communication of the parties and the bodies

¹⁷ Enable electronic communication of the parties and the bodies; Improve the system for collecting comments, proposals and suggestions from users of administrative services; Establish an internal system of performance quality monitoring in the field of management of administrative procedures and provision of administrative services; Strengthen the role of administrative inspection; Improve the system of enforcement in administrative procedure; Develop a training programme for consumers relations management (CRM); Strengthen the role of central capacities in the field of administrative procedure

Next Steps

- Institutions accountable in implementation of the project "Education of Managers of Administrative Procedures and Inspectors" should ensure full support and participation of their representatives in this project.
- The PARCO (in cooperation with the Supervisory Team members and the PAR Coordinators) plans to finalise the project documents for the project "Establishment and/or Strengthening of the Capacities of the Institution/s for Control of Regulations and Establishment of the System of Reduction of Administrative Barriers", as well as initiation of the tender procedure by the end of the year, so implementation of the project could start as soon as possible.

REFORM AREA INSTITUTIONAL COMMUNICATION

In the reform area of Institutional Communication, of the total of 22 established objectives, there are no objectives with the deadline of implementation by mid-2012, while 16 objectives are continuous.

This report covered also the one-time objectives with the deadline of implementation in the previous reporting periods, considering that they were not fully implemented in the past reporting period. In this reporting period, their implementation has been mostly completed. Implementation of continuous objectives, which is expected in its fullness only in late 2014, has mostly started.

It is significant to mention that full implementation of continuous objectives is observed on an annual basis, so none of the continuous objectives was foreseen for full implementation in the reporting period. Therefore, achievements in implementation of continuous objectives have been recorded to the extent possible for this reporting period.

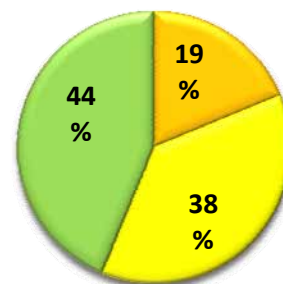
Continuous objectives are:

- IC 1.1. Establishment of strategic framework for communications;
- IC 3.1. Improve communication between the PR offices / officers at all the levels of authority;
- IC 3.2. Improve coordination in the field of strategic communication between various levels of authority;
- IC 4.1. Standardise requirements and job descriptions for the public relations officers (link with the HRM 8.1.);
- IC 4.2. Provide training on public relations and strategic communication for the public relations officers;
- IC 4.3. Ensure training of the PR officers on other fields significant for their work;
- IC 4.4. Provide the PR officers / managers with the access to the experiences of the best European practice;
- IC 5.1. Clarify and simplify communication with media;
- IC 6.1. Increase efficiency of media monitoring;
- IC 7.1. Monitor implementation of the FOIA and ensure regular reporting in accordance with the law;
- IC 7.2. Ensure that all the institutions fulfil their responsibilities in accordance with the FOIA;
- IC 8.1. Ensure quality and consistency of the web sites;
- IC 9.1. Provide information to the citizens without intermediary;
- IC 10.1. Continuously inform the public and raise awareness on certain topics through mechanisms of public campaigns;
- IC 11.1. Measure efficiency of strategic communications;
- IC 11.2. Measure public opinions and degree of knowledge of the key areas of policies;
- IC 12.1. Improve communication with civil society.

The following part provides the overall overview of the implementation so far of the one-time objectives with the deadline of implementation from 2011 to the first half of 2013.

Number of one-time objectives with deadline of implementation from 2011 to the first half of 2013.

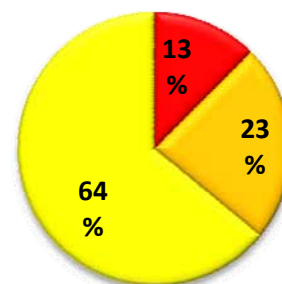
BiH	FBiH	RS	BD	Average		
0	0	0	0	0%	●	- implementation did not start -
0	1	1	1	19%	●	- implementation ongoing -
3	2	1	0	38%	●	- partially implemented -
1	1	2	3	44%	●	- fully implemented -
4	4	4	4	total number of objectives		



Implementation of continuous objectives, which is expected to be full at the end of 2014, is unfolding mostly in accordance with the planned dynamics, with exception of smaller number of objectives (13%) whose implementation has not started yet.

Number of continuous objectives, which should have been partly implemented in first half of 2013 and fully by the end of 2014

BiH	FBiH	RS	BD	Average		
1	3	3	1	13%	●	- implementation did not start -
2	5	3	5	23%	●	- implementation ongoing -
13	8	10	10	64%	●	- partially implemented -
					●	- fully implemented -
16	16	16	16	total number of objectives		



The progress in the reform area is primarily reflected in continuation of implementation of the activities for the purpose of implementation of the continuous objectives, which implies establishment and maintenance of certain practices, necessary for successful functioning of the institutional communication system. After the achieved precondition in the segment of communication planning - adoption of communication strategies of the CoM / the Governments (2010, 2011 and 2012), the practice of annual planning through annual action plans / communication plans has been established as well. Great number of continuous activities foreseen for implementation in 2013 has either started or has been fully completed in this reporting period.

Common Activities on Implementation of the Reform

In the reporting period, there was no implementation of the projects financed by the Public Administration Reform Fund. However, concrete steps have been undertaken in fulfilment of the objectives of the RAP 1 through implementation of public procurement for the projects "Building of Capacities for Combat Against Corruption in the Structures of the Civil Service in BiH" and Training of Public Relations Officers - phase II". In preparation of the projects, participants were the representatives of all the levels through the Supervisory Team for Institutional Communication, and the terms of references were confirmed by the PARF JMB and they were approved to be financed. Public procurement for both of the said projects is ongoing, and start of implementation is expected in the next reporting period. Their implementation will directly contribute to implementation of the objectives IC 4.2., IC 4.3. and IC 10.1.

In this reporting period as well, the priorities identified through the list of priority projects for financing by the Public Administration Reform Fund were current, whose confirmation is

expected at the level of the PARF JMB. At the level of the Supervisory Team for IC, two project ideas were harmonised: "Best European Practices of Institutional Communication" and "Strategic Communication - phase II". The latter project is of great significance, since its implementation would fulfil the objective 11.1. to a significant extent, through development of methodology and procedures of monitoring and evaluation of communication strategies and action plans for all the levels.

It is also significant to mention the start of the project "Building of Capacities of Government Institutions for Inclusion in the Dialogue with the Civil Society when Establishing Policies in Bosnia and Herzegovina", financed by the IPA and adopted by the CoM / the Governments, whose implementation started in March 2013. The project, during 2 years, should provide a support to the institutions of government at all the levels in enactment of strategy of cooperation with the civil society organisations in the country; ensure technical assistance in development of institutional mechanisms of cooperation of government with the organisations of civil society; support in capacity building of all the government institutions for participation in monitoring and analysis of public policies; and assistance to the authorities in the field of budget policy regarding support to the civil society organisations. Expected results of the project are in direct link with implementation of the objectives from the segment IC 12. - Cooperation with the Civil Society.

Individual Activities on Implementation of the Reform

Most of the objectives in this reform area were directed to capacity strengthening, establishment and maintenance of good practices in everyday work and creation of conditions for transparency, openness, efficiency and effectiveness in work of the administration, primarily in the segment of communication and public relations. In that sense, from the aspect of duration of the reporting period (6 months), the progress in this reporting period as well was at all the levels recorded primarily through initiation, planning or implementation of certain practices in everyday work. Most of the activities have been initiated and are ongoing, and their implementation can be recorded only annually, while full progress can be achieved only through practical continuity, which implies not only establishment of these practices, but also their repetition and improvement in the next period, which is monitored in duration of this action plan (2012 - 2014).

It is possible to conclude that all the levels, with their individual measures, in most cases, fulfil or introduce certain activities, primarily those continuous ones, which imply implementation during the whole duration of the RAP 1.

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

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

Significant achievements have been made in the segment of communication planning (IC 1.), through adoption of the communication plan for 2013, and planning of funds for implementation through the budget of the Secretariat General of the Council of Ministers of BiH. Additionally, 8 institutions confirmed existence of individual communication plans. The practice of coordination and communication between various institutions and levels of administration (IC 3.) continued. Regarding human resources development, it has been recorded that there is a significant activity of involvement of the Public Relations Service in the process of trainings planning within the CSA BiH (IC 4. - Human Resources) and continuation of training on the topic "TV interview / TV statement", which was the result of this process of consultations. Also, the Directorate for European Integration presented the new module of e-learning training on European integration.

Within the segment of media monitoring (IC 6.) and web sites (IC 8.), the progress has been achieved through redesign of the CoM BiH web site in February 2013, and especially through the activity of gathering standpoints of users through questionnaire sent to 87 addresses of media in BiH, with the objective of gathering of contact information, as well as suggestions for

improvement and introduction of new channels of communication. The practice continued regarding joint preparation of the bulletin "INFO" of the Council of Ministers of BiH with the information / public relations officers from the ministries and other institutions, which contributes to the segment of direct communication with the citizens (IC 9.), where the publications of the DEI and the Institute for Intellectual Property have been noted as well.

Within the Programme of Strengthening Public Institutions – SPI, implemented by the GIZ, a work group for communication has been established, consisting of representatives of 9 beneficiary institutions from the level of the CoM BiH (the PARCO, the Statistics Agency of BiH, the Central Bank of BiH, the Public Procurements Agency of BiH, the Agency for Pre-School, Elementary and High School Education of BiH, the Directorate for European Integration of BiH, the Civil Service Agency of BiH, the Agency for Development of Higher Education and Quality Improvement in BiH and the Procurement Review Board of BiH). Through work of this group, two projects have been initiated - capacity building for communication planning and introduction of regular analysis of satisfaction of users of web sites, with development of methodology for these analyses. Implementation will contribute to implementation of the objectives IC 1.2., IC 1.3. and IC 8.1. directly for the said institutions, and indirectly, through establishment of basis for implementation of these activities, also for other institutions of all the levels (handbooks, methodology, etc.).

Federation of BiH

At the level of the FBiH, the most significant progress has been achieved through continuation of continuous implementation of the activities foreseen for the reporting period. Considering the duration of the reporting period, it was not possible to record implementation in all, primarily continuous, objectives, and because of the fact that some of the activities only just started or are ongoing, and for some it was not possible to provide information, more detailed evaluation of the progress is expected in the next report for 2013.

The progress has been recorded in the segment IC 1. through prepared communication plan of the Government of the FBiH for 2013 and confirmation that most of the ministries has communication plans for this year. Constant implementation of objectives has been noted in the segments of media monitoring (IC 6.), implementation of obligations stemming from the Freedom of Information Act of the FBiH (IC 7.) and informing the civil society (IC 12.). In the segment of web sites (IC 8.), a continuation of implementation of the project "Fe-Administration" has been recorded, which greatly implies development of communication channels between the federal administration bodies.

Republic of Srpska

Implementation of activities and objectives planned for the reporting period has been greatly continued through continuous implementation. Significant progress at the level of the Government of the RS has been achieved through continuation of the activities and established practice of communication planning (IC 1.), where the communication plan of the Government has been prepared and became operation, and all the ministries, by the obligation from the Communication Plan of the Government of the RS, prepared their own communication plans. Continued progress has been noted also in the segment of the activities directed to media (IC 5.), media monitoring (IC 6.) and direct communication with the public (IC 7.).

The progress is noticeable in the segment of direct communication with the citizens (IC 9.) and public campaigns (IC 10.), where data has been received on great number of the activities of the ministries in the reporting period. Six ministries published materials such as magazines (Ministry for Refugees and Displaced Persons, Ministry of Trade and Tourism), information materials and bulletins, videos, books, etc. Also, there were two campaigns of the Ministry for Spatial Planning, Building and Ecology, five campaigns of the Ministry of Interior Affairs, two campaigns of the Ministry of Trade and Tourism and activities of the Ministry of Transport and Communications.

Data have been received also on significant number of activities in the field of cooperation with civil society (IC 12), regarding information and consultations, as well as common activities, such as organisation of campaigns and events (the Ministry for Spatial Planning, Building and Ecology, the Ministry of Work and Veteran and Disability Protection and the Ministry for Refugees and Displaced Persons).

Brčko District of BiH

The most significant achievements at the level of the BD BiH are in sustainability and functioning of the central unit for information (sector for information), through filling the vacancies of the managing personnel, and in communication planning and preconditions for functioning of the system of strategic communication (IC 1.), through adoption of the communication plan of the Government for 2013 (23rd session of 12 June 2013). The budget of the Sector, as a separate item, was incorporated in the adopted budget of the Government of the BD BiH for 2013, which provided the funds for implementation of the strategy and the communication plan. The progress has been achieved through adequate implementation of continuous objectives in the part foreseen for 2013 or start of their implementation, whose completion is expected in the next reporting period. At this level as well, the progress has been noted in implementation of appropriate practices and in continuous implementation of the objectives and the activities in the segment of activities directed to media (IC 5.), media monitoring (IC 6.), direct communication with the public and acting on the FoIA (IC 7.). In the field of web sites (IC 8.), operability of the Intranet system in the Government of the BD BiH has been recorded, which presents a significant channel of communication. Within measuring of results (IC 11), a citizen opinion research regarding functioning of the Department for Appeals and Objections of Citizens has been implemented, while a significant continuous progress has been noted in the field of information and cooperation with the civil society (IC 12.), which is of exceptional importance, especially because of specificity of this administration level.

Key Obstacles and Problems

One of the objectives, foreseen for implementation in 2011 and 2012, has still not been implemented on either level, nor the appropriate information on the steps taken in that direction have been received. It is related with continuous measurement of efficiency of strategic communications, which implies the system of monitoring and evaluation, based on communication strategies and the action plans. The second continuous objective, foreseen for implementation in 2011 and 2012, implies familiarisation of officers with the best EU practices, which covers organisation of study trips, twinning and projects of technical assistance, etc., and has been partially implemented at the levels of the CoM BiH and the BD BiH. One of the objectives of the RAP 1 in the area of IC is in direct link with fulfilment of the appropriate objective in the reform area of Human Resources Management. Objectives with the deadline of implementation by the end of 2012 have been partially implemented.

Regarding concrete problems that have an influence on the progress in implementation of the objectives, even a direct regression, is the fact that within the objective IC 2.1. (Maintain and Develop Capacities in the Institutions) at the level of the Council of Ministers of BiH, the problem of missing information / public relations officers was not solved in 3 ministries, which directly endangers the capacity for strategic communication and public relations of these Ministries. Similar problem exists also at the level of the FBiH, where in 4 ministries the positions of information / public relations officers are vacant.

Recommendations

In the next period, it would be necessary to ensure continuation and development of practices for which continuous application has been foreseen at all the administration levels, as well as active work of the relevant institutions from all the levels regarding fulfilment of the objectives set for 2013. In the sense of fulfilment of the objectives foreseen for implementation in this reporting period, it would be necessary to:

- Fully implement the activities and measures from the annual communication plans of the Governments / CoM for 2012 (remaining) and 2013, and report to the Governments / the Council of Ministers of BiH on the degree of implementation (Information Service of the CoM BiH, the Public Relations Office of the Government of the Federation of BiH, the Information Bureau of the Government of the Republic of Srpska and the Sector for Information of the Government of the Brčko District of BiH).
- Implement the activities and measures from the individual communication plans for 2013, and prepare plans for 2014, within preparation of the work programmes and the budgets of institutions at all the levels.
- Fill systematised vacant posts of the information / public relations officers, especially at the level of the Council of Ministers of BiH (the Ministry for Human Rights and Refugees of BiH, the Ministry of Communication and Transport of BiH and the Ministry of Finance and Treasury of BiH) and the Federation of BiH (the Ministry of Justice, the Ministry of Spatial Planning, the Ministry of Refugees and Displaced Persons and the Ministry of Energy, Mining and Industry), and in all other institutions at all the levels.
- Ensure regular trainings from the field of public relations and strategic communication, primarily through the Civil Service / Administration Agency with consultations with the central information / public relations units at all the levels.
- Organise specific trainings for managing civil servants from the field significant for strategic communications, or include them in the existing trainings of that kind (the CSA BiH, the CSA FBiH, the CAA RS and the Sub-Department for Human Resources of the BD BiH); Try to enable access to European practices, especially in the institutions that have in their mandate international cooperation (CoM BiH, the FBiH, the RS, the BD BiH).
- Implement obligation of regular update of web pages and research standpoints and satisfaction of beneficiaries / visitors at the level of individual institutions at all the levels.
- Plan and implement public opinion research, which should serve as a basis for communication planning, as well as for policy enactment, regulations enactment and other activities from the domain of government and administration at the level of ministries and other institutions (CoM BiH, FBiH, RS, BD BiH).
- Plan and implement thematic public campaigns, especially when enacting policies, significant changes to the legislation, introducing new services, in the segment of European integration, etc., primarily at the level of relevant ministries at all the levels.
- Develop and improve cooperation with the civil society, through information, consultations and meetings, and finding modes of cooperation in implementation of various activities, primarily at the level of ministries at all the levels.

Next Steps

- In the process of planning of work of institutions and the CoM / the Governments, incorporate the activities of the RAP 1 from the area of IC - unimplemented (from the previous periods) and planned (for the next period) in the communication plans of the institutions, as well as in the work programmes of the institutions where necessary. Within budget planning, plan funds for implementation of communication activities.
- At all the levels and in all the institutions amend and improve job descriptions of the information / public relations officers and link them with the process of communication planning and strategic communication and the requirements of the RAP 1 in this area.
- Institutions involved in implementation of the projects financed by the PARF in this area, as beneficiaries, should enable participation of their officers and representatives in implementation of the projects, primarily through participation in trainings and other project activities.

- The Public Administration Reform Coordinator's Office, in cooperation with the Supervisory Team, will undertake the steps on development of the projects in the reform area in accordance with the priorities set for financing by the funds of the PARF, especially the project "Strategic Communication - phase II".

REFORM AREA E-ADMINISTRATION

According to the Revised AP 1 there were no objectives with the foreseen deadline of implementation in the reporting period. Implementation was foreseen for 8 continuous objectives and 12 unimplemented objectives from the previous period. The progress in their implementation will be described in the narrative part of the Report.

Continuous objectives are:

IT 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;

IT 1.6. Draft regulations for IT security;

IT 1.7. Establish a permanent process of risk analyses at all the levels of authority;

IT 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;

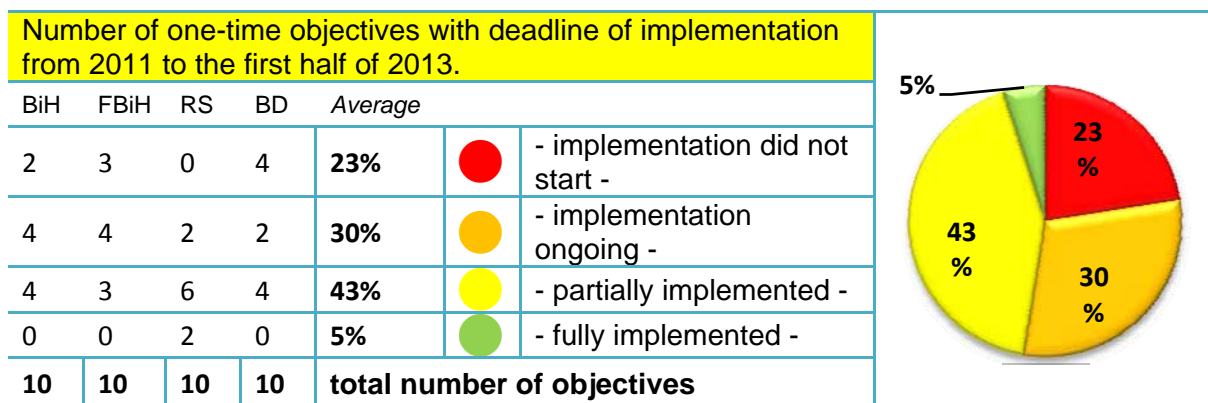
IT 2.3. Ensure professional IT staff in public administration;

IT 2.4. Increase support of the top management for support to development of e-Administration;

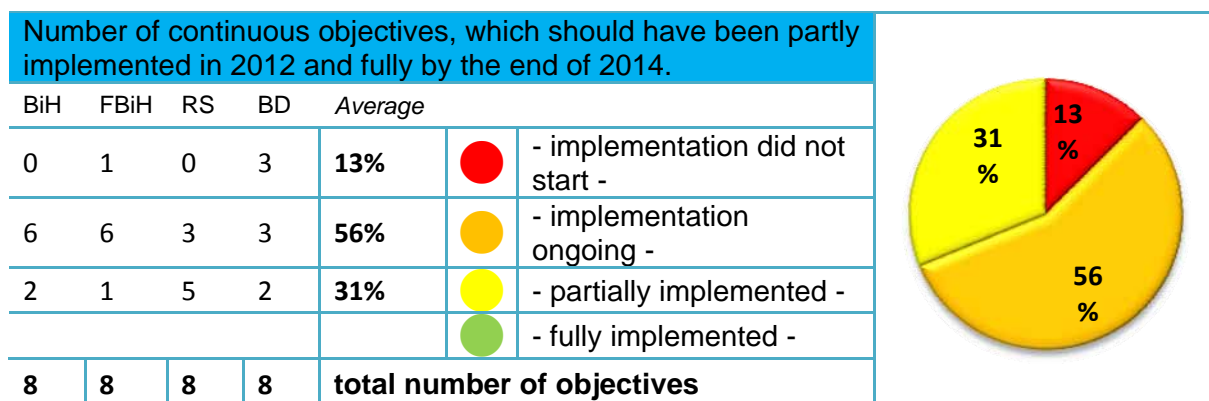
IT 3.1. Make arrangements for use and improvement of the existing potentials that will guarantee a cheap, reliable and safe access to information and enable exchange of information, both within the public sector, including also exchange of information between various levels of authority, municipalities included, and externally between the public sector and the users of public services;

IT 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.

Considering that there are no objectives with the deadline of implementation in the reporting period, and certain number of objectives with the deadline of implementation in 2011 and 2012 is still not fully implemented, overall overview of implementation so far of one-time objectives, with the deadline of implementation from 2011 to the first half of 2013, was provided. These are 10 one-time objectives, whose implementation is not unfolding in accordance with the plan. Implementation of as much as 23% of these objectives did not even start, while only 2 objectives were implemented fully and only at one administration level (level of the Republic of Srpska). Taking into account the aforementioned, it can be noted that there is a significant delay in implementation of these objectives at the levels of BiH, the FBiH and the BD BiH, and certain delay at the level of the RS as well.



Implementation of continuous objectives is shown in the next part. Although these objectives have been put in the Report, more realistic evaluation of their implementation can be given through annual progress reports, while their full implementation is expected at the end of 2014.



Common Activities on Implementation of the Reform

The PARF JMB adopted the Final Report of the Project "Design and Establishment of Interoperability Framework and Standards for Data Exchange" at the 32nd session, held on 7 March 2013, with the project deliveries Decision on Adoption of Interoperability Framework, the Interoperability Framework of BiH, the Decision on Adoption of "Standards for Development and Maintenance of Dictionaries of Data" and Instruction on Application of "Initial Dictionary of Data" in the institutions, the Decision on Adoption of "Guidelines and Standards for System Architecture and Development of Applications", and the Instruction on Application in the Institutions and the Framework Strategy of Development of Public Registers. In coordination with the entity and the Brčko District public administration reform coordinators, and with the assistance of the Project Implementer, there were presentations of the activities, exit results and next tasks to the representatives of relevant institutions at each administration level.

Projects in preparation:

The priority project idea from 2012, ***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, including all the levels of authority and covering: court registration, registration with the tax administration, registration with the agency / institute for statistics, registration with the employment institutions, retirement and health insurance, at the meeting of the Supervisory Team, on 26 March 2013 in Brčko, was renamed "Business Registration Reform Road Map". In addition to lengthy harmonisation of activities, significant time was reserved also for formal declaration of the Government of the FBiH and the Government of the RS on this project. The Public Administration reform Coordinator's Office, in cooperation with the Supervisory Team members, developed and harmonised the Project Proposal and the Terms of Reference, which were accepted at the session of the PARF JMB, held on 19 July 2013. The tender documentation, because of submitted remarks, will be amended and sent again for declaration. The project "Business Registration Reform Road Map" has an objective of improving competitiveness of the BiH economy and stimulation of businesses by increase in efficiency, effectiveness, quality, flexibility and transparency of the services by using innovative information and communication technology in restructuring of the public administration. Also, the project would create a detailed and complete road map, harmonised with all the interested parties, in order to enable initiation and maintenance of business with the public authorities in BiH through a single point of contact and electronically. Finally, this project contributes to fulfilment of the condition that registration of the company is done in one

place either electronically i.e. on-line or in one physical location with significantly decreased duration of the procedure and overall expenses, which increases competitiveness of BiH in attracting foreign investments and overall ambience of business.

Direction of development of other priority project idea "**Implementation of Common Services for e-Services: Authentication and Identification, Payment of Services, Integration with Base Registers**", whose implementation would create common blocks of services, which would be possible to be used by the institutions which would provide e-Services and which would avoid the danger that the aforementioned services are developed separately for each e-Service, has been agreed at the ST meeting held on 15 July 2013 in Mostar. For each administration level a pilot template of e-service will be developed, depending on implementation of respective blocks, which would be a pattern for all electronic services that would be developed. The ST members will submit proposals of the pilot e-service and the activities related with its implementation in order to initiate development of the project documentation.

Individual Activities on Implementation of the Reform

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

The work group from the Ministry of Communication and Transport of BiH (MCT BiH) prepared the Draft Law on Electronic Document, which will be sent for public discussion. (contributes to the objective IT 1.3.¹⁸).

The CoM BiH, at the 50th session, adopted the Decision on Standardisation of User Software in the Institutions of the CoM BiH and the Decision on Management of Software Products in Use in the Institutions of BiH. The MCT BiH drafted work drafts of documents: the Modality of Planning, Development and Implementation of Programme Solutions and the Instruction on Technical and Technological and Software Standard for Work Station in the Institutions of BiH, which will be also sent for a public discussion and adoption by the CoM BiH (contributes to the objective IT 1.5.¹⁹).

Work draft of the document the Instruction on Technical and Technological and Administrative Measures for Security of Information Systems in the Institutions of BiH has been sent for a public discussion (contributes to the objective IT 1.6.)²⁰.

The MCT BiH initiated the tender procedure for public procurement for provision of services of Premier support for Microsoft products. The new contract should be signed by the end of June 2013, which stipulates implementation of specialist trainings for Microsoft products, both for IT professionals and for all the employees in the institutions of BiH, who will have the right to attend the basic IT trainings. In addition to the aforementioned, in accordance with the new ESA contract, all the employees will have access to on-line e-learning services to acquire necessary skills in use of Microsoft products (contributes to the objective IT 2.3.²¹).

Within the Secretariat General of the CoM BiH, the Department for Maintenance and Development of the System of Electronic Operations and e-Government, implementation of the projects "Design of Data Centres of the CoM BiH" and "Design of Common Platform of the CoM BiH for Document Management" has been completed, and now there is a work on draft of technical procedures that would define precisely the manners and forms of document management within the IT system of e-Government. (contributes to the objective IT 1.6.²²). All the services of the institutions are migrated to a new platform (currently, there are around 50 virtual servers in the system with the tendency of growth).

¹⁸ Objective IT 1.3. Equalise validity of electronic and standard (written) submissions and documents

¹⁹ Objective IT 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

²⁰ Draft regulations for IT security

²¹ Objective IT 2.3. Ensure professional IT staff in public administration

²² Objective IT 1.6. Draft regulations for IT security

Completed design of a private cloud for all the institutions at the state level (contributes to the objective IT 3.1.²³). The problem currently faced by the Department for Maintenance and Development of the System of Electronic Operations and e-Government is the lack of employees, and large increase in the volume of job and the number of institutions (35 institutions), servers and bases on this platform (over 45 virtual machines).

Within the common activities of the Department for Maintenance and Development of the System of Electronic Operations and e-Government and the PARCO on design of the BH portal that would be organised around every-day-life events, covering services from the competency of the state bodies and linking with the entity portals, implementation of the project has started. Harmonised activities and deadlines for draft of analysis of functionality and legislative regulations, technical specification and contents of functionality and design of the portal (activity contributes to implementation of the objective 4.5., which stipulated establishment of the BH portal).

Issuing of e-ID started on 1st March 2013 (contributes to the objectives IT 4.3. and IT 1.4.²⁴). In the competency of the IDDEEA, as a technical body, there are three types of e-services: 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 new ID card, apart from visually, is different from the present one in providing new possibilities such as: input of blood type data and entity citizenship and input of qualified certificate (digital signature), which would be used for electronic identification. The photograph is in colour, all the personal information are written in Cyrillic and Latin script, and the manner of reception of the ID card, according to the new law, can be in person, by mail or by a legal representative. The ID card contains an electronic memory element (chip), which stores and cryptographically protects the data in the process of personalisation, as well as the sign for the type of the document, so it could be used for travel outside of BiH, which it means that it could have a function of a travel document. Thanks to the technology of design of electronic ID card, the risk of forged document will be additionally decreased, and the citizens will be enabled to digitally present themselves and to digitally sign. Other protective elements found on the ID card are fully in accordance with the recommendations of the EU. Electronic identification created grounds for the citizens not to be obligated to come in person to the counters or in institutions, but to have certain number of services available through the portals. The new driving licence contains additional protective elements, which contributes to improvement of security of overall system of personal documents of BiH citizens. The citizens, in the competent bodies in the place of residence (the Ministries of Interior and the Public Register of the Brčko District) will submit requests for new ID cards and driving licences when currently valid ones expire, so there would be no mass change of these documents.

On 11 February 2013, implementation of the project entitled "ICT solutions for PA and IDDEEA" was initiated, with the deadline of implementation on 10 October 2014. Implementation of the project will enable use of e-services for issuing personal documents, registration of vehicles and registration of changed residence (contributes to the objective IT 4.8.²⁵).

Federation of BiH

The Law on Electronic Document was adopted by the House of Representatives of the Parliament of the FBiH, adoption by the House of Peoples of the Parliament of the Federation of BiH is in the procedure. Implemented activity of draft of project and design of software for establishment of RA (Registration Authority) body (contributes to the objective IT 1.1.²⁶).

²³ Objective IT 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 levels of authority, municipalities included, and externally between the public sector and the users of public services

²⁴ Objective IT 1.4. Enable use of all accredited security electronic signatures for operations with public administration

²⁵ Objective IT 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)

²⁶ Objective IT 1.1. Establish systems for supervision and accreditation of certifiers

The Government of the FBiH, at the 68th session of 14 November 2012, enacted the Conclusion V. Br. 1569/2012, putting the Secretariat General of the Government of the FBiH in charge of proposing activities for implementation of the projects (Mail hosting of the federal budget users, Anti virus protection of federal budget users, Intranet etc.) in all federal institutions. Implementation of the aforementioned Conclusion would implement a significant part of the activities and the indicators from the "e-Readiness" (Report 2009), and/or from the project "Fe-Administration". (contributes to the objective IT 1.5. related to the activities of defining 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).

During 2013, the Federal Ministry of Transport and Communication will analyse the existing networks and implement the optimal solution of all the organisation units in the FBiH. There is ongoing preparation of the tender specification for the projects of electronic communication, organisation and semantic interoperability at the level of the Government of the FBiH (contributes to the objective IT 3.1.).

In accordance with the Law on Registry Books (Official Journal of the FBiH No. 37/2012), the bylaws were enacted that would contribute to implementation of the Action Plan for Implementation of the Law on Registry Books in the period 2012 and 2013²⁷.

Constituent part of the Action Plan is also the "Idea Project Central Register of the FBiH", which gave a proposal of technical implementation of maintenance of central register, as well as specifications of the necessary equipment with presented financial component of the complete project per respective segments. Completed project "Land Registry Books", which was implemented in the Federal Ministry of Justice. (contributes to the objective IT 4.3.²⁸).

The project e-Sessions was fully implemented in the Secretariat General of the Government of the FBiH. (contributes to implementation of the objective IT 4.4.²⁹).

Republic of Srpska

The document "Guidelines for Giving Opinion to the ICT Projects", which was drafted by the AIS RS, contributes to implementation of the objective IT 1.5.

The Law on Information Security of the RS and the accompanying present bylaws stipulated regulations for information security. The operative and technical implementation of these measures is coordinated by the Department for Information Security (DIS) within the AIS RS. Also, the Government of the RS, at the 82nd session of 20 September 2012, enacted the Regulation on the Measures of Information Security. (contributes to the objective IT 1.6.).

In December 2012, the Government of the RS implemented the Internet / Intranet penetration test, and the results of testing were delivered in January 2013 (contributes to the objective IT 1.7.³⁰).

In the RS, the Law on Information Security established the CERT RS, and the Department for Information Security. Currently, there are activities on staffing the Department. (contributes to the objective IT 1.8.³¹).

Established and implemented project of electronic collaboration between the civil servants through implementation of the MS LYNC service (voice, video, text). (contributes to implementation of the objective IT 3.1.).

²⁷ The Government of the FBiH, at the 38th session of 22nd February 2012, enacted the Decision on Giving Agreement to the Action Plan for Implementation of the law on Registry Books in the Period 2012 and 2013 - V. No. 186/2012

²⁸ Objective IT 4.3. Establish electronic base public registers (population, registrar records, personal documents, business subjects, electronic cadastre and land registry, tax register, social rights, etc.)

²⁹ Objective IT 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

³⁰ Objective IT 1.7. Establish a permanent process of risk analyses at all the levels of authority

³¹ Objective IT 1.8. Establish CERT institutions

The The AIS RS implemented the project "Institutions without Paper" (IwP), which fully ejects the paper form of the documents from the internal business processes (all the documents in circulation are scanned, digitally signed and archived in the electronic archive). The IwP programme stipulates widening of the project to all the republic and local administration bodies. (contributes to the objective IT 4.4.).

The Action Plan for Business Registration Reform in the RS is being implemented in accordance with the set objectives. Set of all the relevant laws passed the assembly procedure in the form of draft. (contributes to the objective IT 4.9.³²).

Brčko District of BiH

In the BD BiH, the control of IT procurements and deliveries is continuously being done by the Sub-Department for IT (contributes to the objective IT 1.5.).

There is ongoing implementation of the project ISMS, which revises the regulations and introduces the standards in management related to IT security in the Government of the BD BiH. Implementation of the Project is expected by the end of the year (contributes to implementation of the objective IT 1.6.).

Prepared technical solution and instruction of the new portal for public procurements. Start of testing of the technical solution is pending (contributes to implementation of the objective IT 4.4.).

Key Obstacles and Problems

The key obstacle for implementation of the adopted activities and objectives from the RAP 1 of the PAR Strategy is adoption of legal and bylaw solutions that regulate the area of e-Administration at the levels of BiH, the FBiH, the RS and the BD BiH, related with establishment of the Office for Supervision and Accreditation of Certifiers, acknowledgement of all the accredited certifiers on the territory of BiH, full implementation of the Law on Electronic Signature of BiH, adoption of regulations for IT security, establishment of CERT institutions, establishment and further strengthening of capacities ensuring quality IT officers in public administration.

Recommendations

- Establish central units responsible for coordination and development of e-Administration at the administration levels where they do not exist (the Federation of BiH and the Brčko District of BiH), and where they have been established, continue their strengthening.
- Urgent establishment of the Office for Supervision and Accreditation of Certifiers in accordance with the Law on Electronic Signature of BiH, and selection of modalities for interoperability between all the accredited certifiers on the territory of BiH (the Council of Ministers of BiH).
- Analyse, amend and adopt the relevant regulations, and as needed update them, as defined by the RAP 1, in order to implement the defined objectives (all the administration levels).

³² Objective IT 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 (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)

- It is recommended to the Council of Ministers of BiH, the Government of the Federation of BiH, the the Government of the Republic of Srpska and the Government of the Brčko District of BiH to set the competent bodies and adopt the set of documents that stemmed from the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange" through enactment of the Decision on Adoption of Interoperability Framework, the Decision on Adoption of "Standards for Development and Maintenance of Dictionaries of Data"; Instruction on Application of "Initial Dictionary of Data" in the institutions, the Decision on Adoption of "Guidelines and Standards for System Architecture and Development of Applications", and the Instruction on Application in the Institutions and the Framework Strategy of Development of Public Registers.
- It is recommended to the Council of Ministers of BiH to discuss and adopt the conclusions of the work group regarding establishment of the CERT body at the level of the institutions of BiH.
- It is recommended to the accountable institutions to undertake the activities that would contribute to implementation of the objectives from the RAP 1, which should have been implemented in 2011 and 2012.
- It is recommended to the Council of Ministers of BiH to obligate the Ministry of Communication and Transport of BiH and the Secretariat General of the Council of Ministers of BiH to establish a division of responsibilities within the reform area of e-Administration.

Next Steps

- Continue to monitor further implementation of the activities that have been proposed by the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange" at each administrative level in the sense of adoption of the Decision on Adoption of the Interoperability Framework, establishment of coordination for interoperability and appointment of members and establishment of Inter-Departmental Work Group for Interoperability.

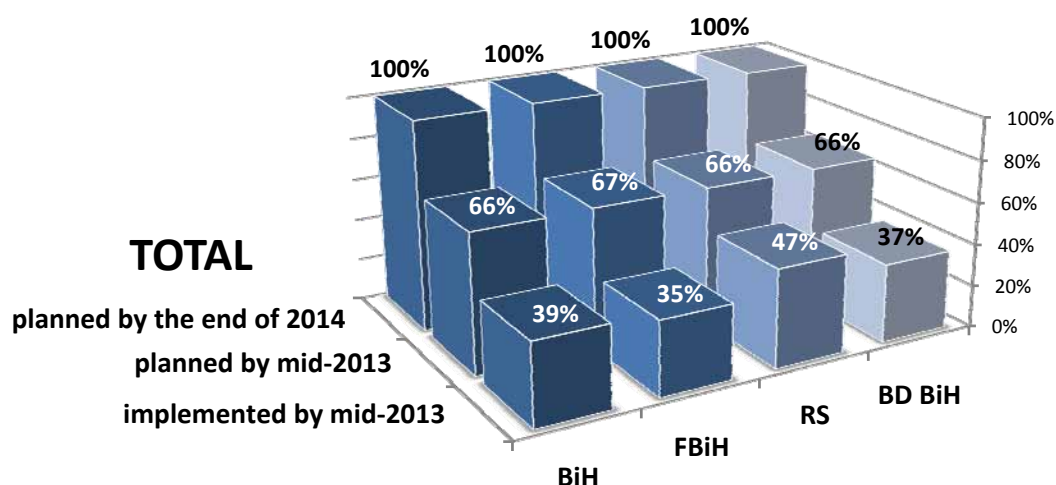
PERCENTAGE OF IMPLEMENTATION OF THE OBJECTIVES FROM THE RAP 1

Taking into account that more than half of the period foreseen for implementation of the measures from the Revised Action Plan 1 is behind us, and that in every reporting period significant delay in implementation of the objectives is noted, we deem it is a moment to give an overview of the achieved on the matter of implementation of the objectives in relation to the plan.

This part of the Report shows percentage values of the planned and achieved progress in implementation of the objectives from the RAP 1. Looking at the Revised Action Plan 1 as a whole, **implementation of 40% of the objectives from the RAP 1 has been recorded** so far, and 66% of the objectives has been planned for implementation.

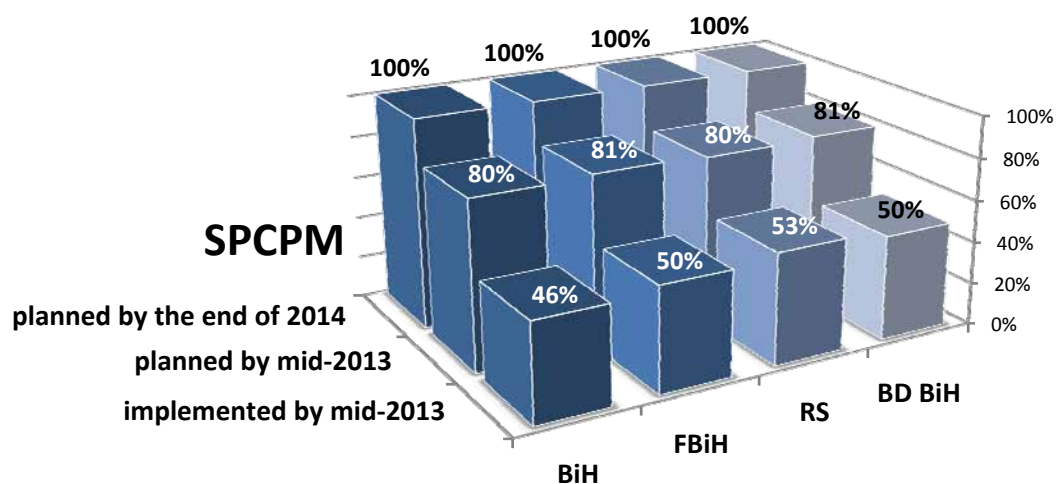
Overall implementation of the objectives from the RAP 1

	TOTAL	BiH	FBiH	RS	BD BiH
planned by the end of 2014	100%	100%	100%	100%	100%
planned by mid-2013	66%	66%	67%	66%	66%
implemented by mid-2013	40%	39%	35%	47%	37%



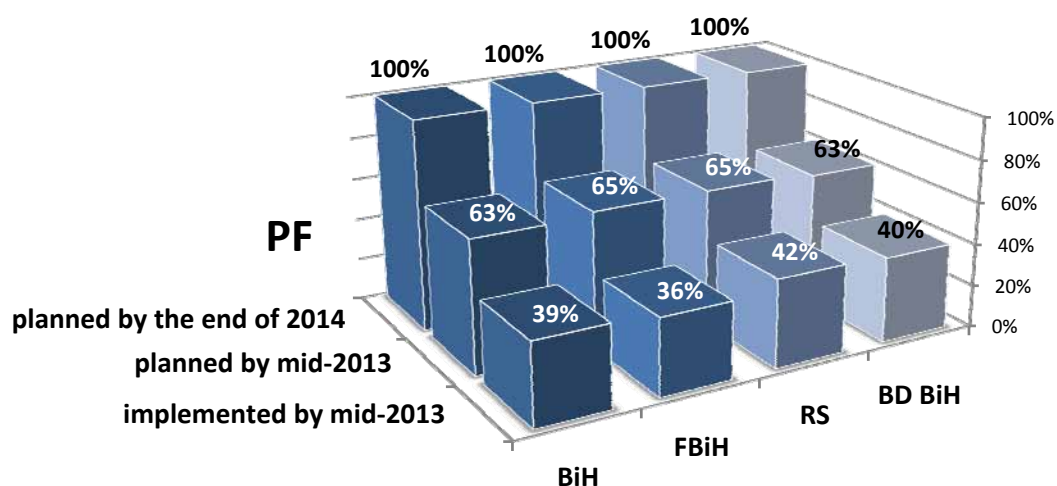
Reform Area
STRATEGIC PLANNING, COORDINATION
AND POLICY MAKING

	BiH	FBiH	RS	BD BiH
planned by the end of 2014	100%	100%	100%	100%
planned by mid-2013	80%	81%	80%	81%
implemented by mid-2013	46%	50%	53%	50%



Reform Area
PUBLIC FINANCE

	BiH	FBiH	RS	BD BiH
planned by the end of 2014	100%	100%	100%	100%
planned by mid-2013	63%	65%	65%	63%
implemented by mid-2013	39%	36%	42%	40%



Reform Area

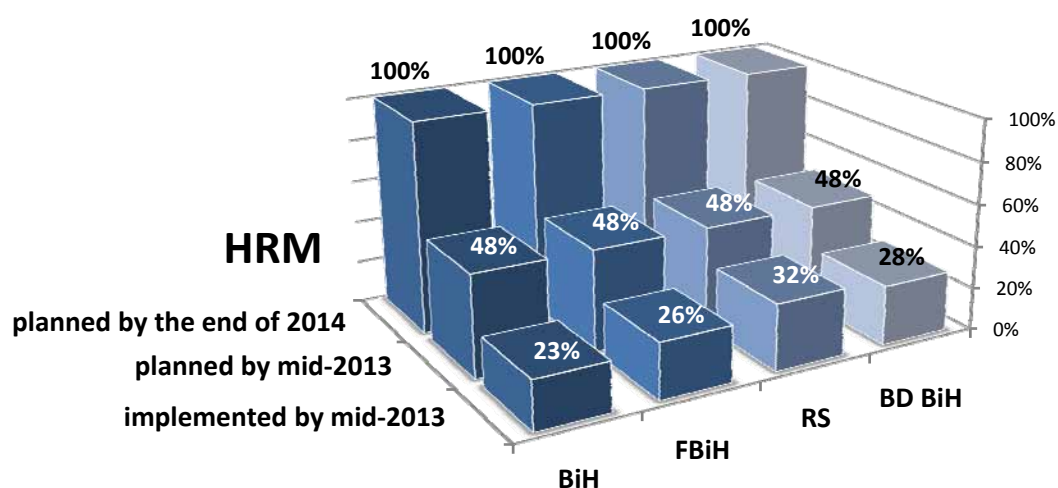
HUMAN RESOURCES MANAGEMENT

planned by the end of 2014

planned by mid-2013

implemented by mid-2013

BiH	FBiH	RS	BD BiH
100%	100%	100%	100%
48%	48%	48%	48%
23%	26%	32%	28%



Reform Area

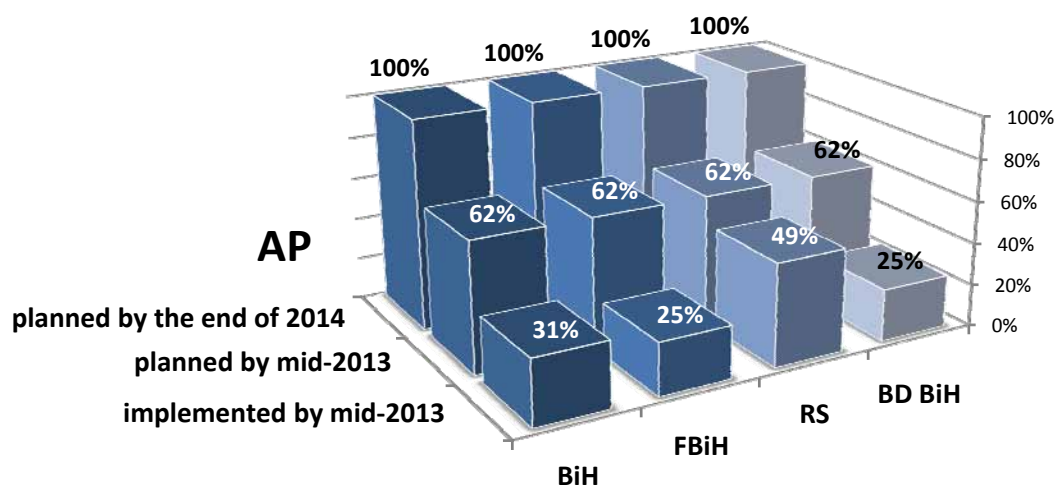
ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

planned by the end of 2014

planned by mid-2013

implemented by mid-2013

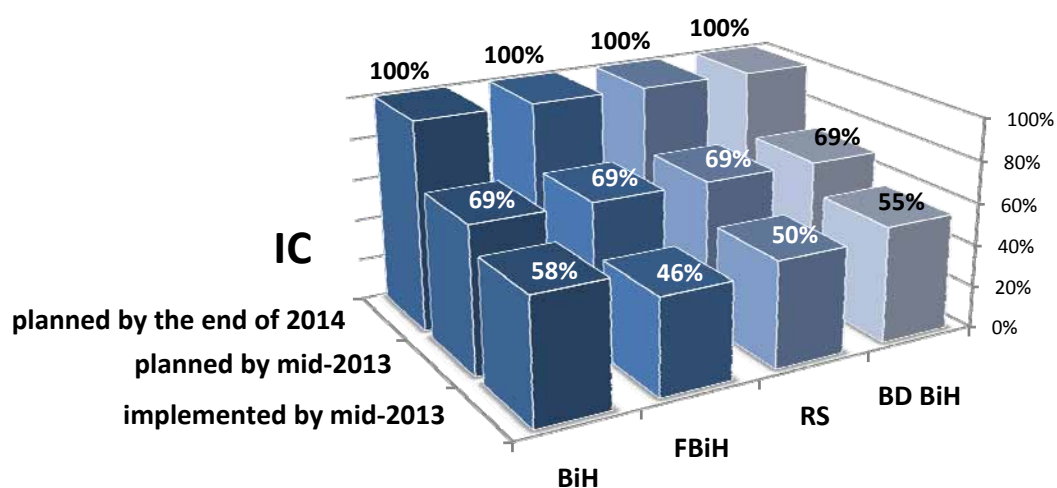
BiH	FBiH	RS	BD BiH
100%	100%	100%	100%
62%	62%	62%	62%
31%	25%	49%	25%



Reform Area
INSTITUTIONAL COMMUNICATION

planned by the end of 2014
planned by mid-2013
implemented by mid-2013

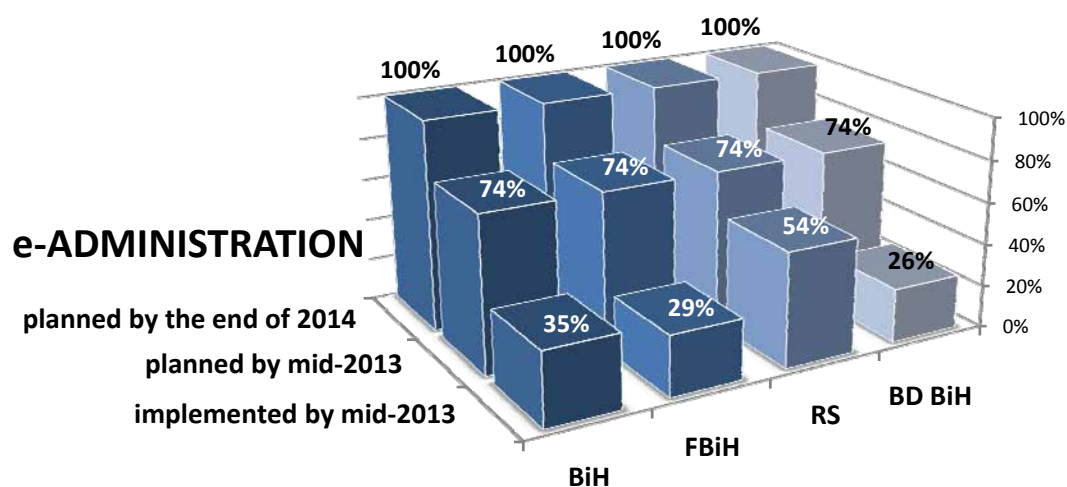
	BiH	FBiH	RS	BD BiH
planned by the end of 2014	100%	100%	100%	100%
planned by mid-2013	69%	69%	69%	69%
implemented by mid-2013	58%	46%	50%	55%



Reform Area
e-ADMINISTRATION

planned by the end of 2014
planned by mid-2013
implemented by mid-2013

	BiH	FBiH	RS	BD BiH
planned by the end of 2014	100%	100%	100%	100%
planned by mid-2013	74%	74%	74%	74%
implemented by mid-2013	35%	29%	54%	26%












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

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

(TABLE IS ON THE CD ATTACHED TO THIS REPORT)

Objective	Indicator of Successfulness	Responsible Institution	Time Frame	Administration Level				Description of Achievement / Comment
				BiH	FBiH	RS	BD	
SPCPM 1. Strategic Planning								
In the first half of 2013 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 improved. What is significant to point out is that the UNDP, with the municipalities representatives in both entities and in the cantons in the FBiH started a comprehensive programme of strengthening of their capacities for strategic planning, both in organisational and methodological and in educational sense. This programme initiated also enactment of laws for strategic planning in the entities. The FBiH started drafting this law. Also, a significant effort has been made at the state level where a support has been provided to the Ministry of Justice of BiH in improving the draft decision regulating the matter of strategic planning. What is common for all the levels is that through the project Blueprint II - project in implementation, an analysis has been drafted and recommendations have been given for further improvement of annual programming of work of governments at the state, entity and the Brčko District of BiH level. Also, a project proposal SPPD II has been harmonised, which would continue development of organisational, methodological and human capacities for strategic planning in the ministries at the state and the entity levels.								
1.1. Improve the Processes of Annual Programming of the Work of the CoM / Governments so as to ensure the annual program to: •reflect and contribute to the realisation of priorities of the CoM / governments, •reflect coherence i.e. inter-institutional harmonization (horizontal and vertical) • reflect compliance with other strategic documents of the CoM/governments, • be realistic and monitor the implementation.	Annual work programmes of the CoM/governments are in place Degree of horizontal harmonisation / compliance of the work programme Harmonisation of content with strategic documents (list the documents) and budgetary documents (list the documents) has been checked Intensity of reporting on the implementation at CoM / governments sessions Annual report on the implementation is in place Degree of implementation of the annual work programme	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	December, 2011	Partially implemented	Partially implemented	Partially implemented	Implementation ongoing	The Governments at all the levels have work programmes of the Governments and reports on implementation of work programmes with presentation of implementation degree are regularly being prepared. At the level of the FBiH, with assistance of the UNDP, an initiative has been started and draft of the law on strategic planning has been initiated including annual programming of work of the Government. At the level of the BD BiH, the adopted new Rules of Procedure of the Government of the BD stipulated obligation of enactment of the Decision on the Procedure and Methodology of Strategic Planning and Draft of Strategic Documents. Implementation of the objective is unfolding within the project "Blueprint of Development of Central Bodies of Governments in BiH - Implementation of the Phase II", which is ongoing.













STRATEGIC PLANNING, COORDINATION AND POLICY MAKING

1.2. Improve internal procedures of strategic planning in ministries.	<i>The manager of the institution has enacted the act.</i>	Secretariat General of the Council of Ministers of BiH and the MJ BiH Secretariat General of the Government of the FBiH and the Federal Institution for Development Programming Secretariat General of the Government of the RS Secretariat of the Government of the BD BiH	December, 2011	Partially implemented 	Fully implemented 	Partially implemented 	Partially implemented 	At the level of the Government of the FBiH the previously enacted Regulation on the Process of Strategic Planning, Annual Planning and Reporting is being applied, while at the level of the BD BiH an assumption was created through enactment of the new Rules of Procedure of the Government of the BD BiH, which stipulates obligation of enactment of the Decision on the Procedure and Methodology of Strategic Planning and Draft of Strategic Documents. Implementation of this objective will be continued through implementation of the project "Strategic Planning and Public Policies Development phase II - SPPD II".
1.3. Strengthen organisational arrangements and staffing for strategic planning in individual institutions.	<i>Strategic planning included in rulebooks on internal organisation and systematisation</i>	All the ministries and other bodies of administration at the level of BiH the entities and the BD BiH	December, 2011	Partially implemented 	Partially implemented 	Implementation ongoing 	Implementation did not start 	The Government of the FBiH initiated a wide circle of consultations regarding strategic planning in the Federation of BiH, and work groups have been established for horizontal and vertical integration of strategic planning in the Federation of BiH and drafting of the Law for Strategic Planning is in the process. At the level of the RS, the personnel capacities regarding strategic planning were strengthened through enactment of the Ordinance on Internal Organisation and Systematisation of Jobs in the Secretariat General of the Government of the RS. At the level of the BD BiH, an obligation of enactment of the Decision on the Procedure and Methodology of Strategic Planning and Draft of Strategic Documents has been foreseen through adoption of the new Rules of Procedure of the Government of the BD BiH. Implementation of this objective will be continued through implementation of the project "Strengthening of Capacities for Strategic Planning and Public Policy Development - SPPD II".
1.4. Ensure Strengthening of the Central Capacities of the Cantonal Governments in the FBiH	<i>An analysis has been done, recommendations have been proposed</i>	Government of the FBiH	June 2012	Implementation ongoing 				There is ongoing implementation of this objective through implementation of the Project of Local Integrated Development Phase II.

STRATEGIC PLANNING, COORDINATION AND POLICY MAKING

1.5. Strengthen Central Capacities of the BD BiH			Secretary Appointed	Government of the BD BiH	June 2011	Fully implemented	Objective implemented. In January 2013, the new secretary of the Government of the BD BiH has been appointed for a mandate period of the mayor.					
SPCPM 2. Policy Making, Coordination and Better Regulation												
In addition to strategic planning, during the first half of 2013, 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. With the help of the project Blueprint II, activities were initiated regarding establishment of the system for RIA, where it has not been done, and a support has been provided for improvement of the draft decision that regulates the matter of public policies development at the state level - bearer, the Ministry of Justice of BiH. 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 – in the Federation of BiH, the Strategy of Regulatory Reform drafted and adopted. In cooperation with the reform area of Administrative Procedures and Administrative Services a project proposal was prepared, which had, as an objective, systematic approach of regulation / removal of unnecessary bureaucratic burdens when enacting new regulations.												
2.1. Set up, in the rulebooks of the CoM / Governments, necessary mechanisms to achieve the standard of quality of legislation / policies that includes: <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	<i>Appropriate amendments to the Rules of Procedure of the CoM / Governments have been adopted.</i>	Secretariat General of the Council of Ministers of BiH and the MJ BiH	Secretariat General of the Government of the FBIH	December, 2011	Secretariat General of the Government of the RS	Secretariat of the Government of the BD BiH	<i>Substantial control is in place – the number of objections, the number of objections accepted.</i>	Partially implemented	Partially implemented	Partially implemented	Partially implemented	The Government of the RS enacted the Decision on implementation of the regulatory impact assessment process in the procedure of draft of laws. The level of the BD BiH accepted the obligations of harmonising regulations with other documents and there has been harmonisation with the Decision on Common Rules for Regulation Drafting. This objective will continue to be implemented through implementation of the project "Establishment and/or Strengthening of Capacities of the Institution/s for Regulations Control and Establishment of the Administrative Barriers Reduction System" (Better Regulation) and the project "Blueprint of Development of Central Bodies of Governments in BiH - Implementation of the Phase II".

STRATEGIC PLANNING, COORDINATION AND POLICY MAKING

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 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 Secretariat for Legislation of the Government of the RS Legislation Office of the Government of the BD BiH	December, 2011	Partially implemented 	Partially implemented 	Partially implemented 	Fully implemented 	At the level of the Federation of Bosnia and Herzegovina there was a public consultation and there is ongoing adoption of the Common Nomotechnical Rules. Amendments to the Rules of Procedure depend on adoption of the Common Nomotechnical Rules. Only after adoption of the Common Nomotechnical Rules they can go in the direction of incorporation of obligations of respect. At the level of the BD BiH, the Common Nomotechnical Rules were incorporated in the new Rules of Procedure of the Government.
2.3. Improve mechanisms of horizontal coordination between the ministries	<i>Amendments to the Rules of Procedure of the CoM / Governments have been adopted</i> <i>Number of proposals that have remained substantially not agreed on by the CoM / government session (negative indicator)</i>	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	June 2012	Implementation ongoing 	Implementation ongoing 	Fully implemented 	Partially implemented 	In accordance with the Rules of Procedure of the Government of the RS, the mechanisms for solving possible disputes between the originator of public policy and other ministry were defined in detail. At the level of the BD BiH, this objective has been partially solved through the Decision on Common Rules and through the new Rules of Procedure of the Government of the BD BiH. Implementation of this objective will continue through implementation of the project "Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the Phase II".
2.4. Define Mechanisms of Vertical Inter-Institutional (Inter-Ministerial) and Intergovernmental Cooperation and Consultations	<i>Appropriate solutions have been included in the Rules of Procedure</i>	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	June 2012	Implementation ongoing 	Implementation ongoing 	Implementation ongoing 	Implementation ongoing 	At the level of the RS, this objective has been foreseen in the Rules of Procedure of the Government of the RS. Implementation of this objective will continue through implementation of the project "Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the Phase II".

STRATEGIC PLANNING, COORDINATION AND POLICY MAKING

2.5. Improve Consultations with the Interested Public	<i>The Guidelines have been adopted</i>	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	December, 2011	Partially implemented 	Partially implemented 	Partially implemented 	Partially implemented 	At the level of the BD BiH, drafting of guidelines for consultations with the interested public is ongoing. At the level of the RS, the objective of amendment to the Rules of Procedure regarding obligation of respect to the guidelines is implemented at the level of the RS in accordance with the Rules of Procedure of the Government, while at the level of the BD BiH an obligation was stipulated in accordance with the adopted Common Rules and adopted Rules of Procedure of the Government.
	<i>Analysis drafted</i> <i>The methodology has been adopted by CoM / governments</i> <i>Degree of harmonisation among the adopted methodologies</i> <i>The number of implemented IAs</i> <i>IAs that have been published on the web sites of ministries – bearers of the activities</i> <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>	Secretariat General of the Council of Ministers of BiH and the MJ BiH Secretariat General of the Government of the FBiH and the Federal Institution for Development Programming Secretariat General of the Government of the RS Secretariat of the Government of the BD BiH	June 2011	Implementation ongoing 	Partially implemented 	Partially implemented 	Implementation ongoing 	At the level of the RS, the Decision on Implementation of the Regulatory Impact Process in the Procedure of Legal Drafting has been enacted, and the Methodological Handbook for Regulatory Impact Assessment has been issued. This objective will continue to be implemented through implementation of the project "Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the Phase II".
	2.6. Ensure Effective System for Public Policy / Regulatory Impact Assessment							
2.7. Define comparative overview of solutions as mandatory constituent part of proposal of regulations / public policies	<i>Established obligation of comparative overview</i>	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	December, 2014					At the level of the RS, each legal proposal contains, as an obligation, a comparative overview, i.e. Comparative Review of Solutions in the EU Member States, based on the Decision on the Procedure of Harmonisation of the RS Legislation with the European Union Acquis Communautaire and legal acts of the European Council, while at the level of the BD BiH, this objective will be incorporated in the Rules of Procedure of the Government of the BD BiH.

STRATEGIC PLANNING, COORDINATION AND POLICY MAKING

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.

IT System operational

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 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

December, 2013

Upgraded system of e-Sessions of the CoM / the Governments

2.9. Improve the systems of e-Sessions of the CoM / the Governments

Integrated with the DMS

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

End of 2012

Implementation ongoing	Implementation ongoing	Implementation ongoing	Partially implemented	

STRATEGIC PLANNING, COORDINATION AND POLICY MAKING

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	<i>Common electronic database of regulations established</i>	Legislation Office of the Council of Ministers of BiH						Within the activities implemented by the DEI, establishment of a database of all the regulations together with an overview of regulations harmonised with the <i>acquis communautaire</i> has been planned. At the level of the RS, the activities continued regarding development of a database that have an objective of input of bylaws in this database as well.
	<i>Number of downloaded regulations from the common electronic database</i>	Public Relations Office of the Government of the FBiH in cooperation with the Legislation Office of the Government of the FBiH	June 2012					
	<i>Frequency of updating of the common electronic database</i>	Republic Secretariat for Legislation of the Government of the RS Legislation Office of the Government of the BD BiH	December, 2012 + Continuously by the end of 2014	●	●	●	●	
	<i>Number of visits to the website</i>							
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	<i>Number of downloaded regulations from the website</i>		December, 2011					Nineteen institutions at the state level have at their web pages the most important legal and bylaw regulations from their competency.
		All the ministries and other bodies of administration in BiH						
	<i>Frequency of updating of the common electronic database</i>		December, 2012 + Continuously by the end of 2014	●	●	●	●	
2.12. Prepare and publish consolidated texts of the laws and other regulations	<i>Rules of Procedure amended appropriately</i>	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	December, 2012 + Continuously by the end of 2014					The Rules of Procedure of the Government of the FBiH stipulates that the Legislation Office of the Government of the FBiH establishes the consolidated texts of regulations enacted by the Government, if that competency is given to it by that regulation. Based on the submitted information and review of the Official Gazette of BiH, it can be seen that the state institutions do not prepare and publish consolidated texts of laws and other regulations.
		Legislation Office of the Government of the BD BiH						
	<i>The number of prepared and published consolidated texts of the regulations in the official gazettes</i>	Secretariats of the legislation bodies Other competent institutions at all the levels of authority		●	●	●	●	
		All the institutions						

Objective	Indicator of Successfulness	Responsible Institution	Time Frame	Administration Level				Description of Achievement / Comment
				BiH	FBiH	RS	BD	
PF 1. Dimension of the Policy of the System of Public Finance								
The Global Framework of Fiscal Balance and Policies in BiH for the Period 2014 - 2016 has been prepared based on the input of the competent institutions from all the administration levels. 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	<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>	Fiscal Council and Advisory Group of the Fiscal Council of BiH	Continuously	Partially implemented	Partially implemented	Partially implemented	Partially implemented	The competent institutions submitted all the necessary information in accordance with the deadlines, based on which the Advisory Group drafted the document Global Framework of Fiscal Balance and Policies in BiH for the Period 2014 - 2016. The data for draft of the GFFB&P in BiH contain, in addition to projections of indirect taxes, also the table overview of framework of the budget for each level of authority (data on revenues, expenditures, financing and financial results for the observed period). Documents of the framework budget for the period 2014 - 2016 were prepared at all the levels and will be adopted after adoption of the Global Framework of Fiscal Balance and Policies in BiH.
	<i>The Global Framework of Fiscal Balance and Policies has been adopted</i>		Continuously	●	●	●	●	
	<i>The Framework Budget Document has been timely adopted based on data from the Global Framework</i>							
1.2. Regular making of consolidated account of the public sector	<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>	Department for Macroeconomic Analysis, Group for Consolidation of Fiscal Data (ministries of finance, DMA and CBBiH)	Continuously	Partially implemented ●	Partially implemented ●	Partially implemented ●	Partially implemented ●	Consolidated accounts of the public sector are regularly drafted and published at the website of the DMA.
1.3. More efficient access to the distribution of revenues from indirect taxes	<i>Obstacles to the process of drafting the framework budget and fiscal framework have been removed; harmonized development policies have been linked to financial possibilities.</i>	Ministries of Finance, Fiscal Council of BiH	By the end of 2012	Implementation did not start ●	Implementation did not start ●	Implementation did not start ●	Implementation did not start ●	No new legal solutions have been drafted regarding the existing system of division of funds and allocation of revenues from indirect taxes.

PUBLIC FINANCE

PF 2. Increase in Efficiency and Effectiveness of Budget Management








Successful implementation of the "Budget Management Information System" - BMIS at all four levels of authority in BiH contributed in this period to increase in efficiency and effectiveness of budget management and created technical preconditions for introduction of programme budgeting in public administration in BiH.

<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></p> <p><i>Implemented terms of reference for Budget Management Information System (BMIS)</i></p> <p><i>Harmonised and integrated budget legislation in the FBiH</i></p>	<p>Ministries of Finance</p> <p>PARCO</p> <p>Federal Ministry of Finance</p>	<p>By mid 2014</p>					
<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>Fully implemented</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Successfully completed implementation of the "Budget Management Information System - BMIS" at all four levels of authority in BiH in accordance with the deadline for implementation on 26 January 2013. Submission of budget users requests by the Specific Instruction for Budget Users No. 1, for draft of the BFD for the period 2014 - 2016, was being done through the BMIS system.</p> <p>NOTE: In accordance with the conclusion from the meeting of the Supervisory Team of 6 December 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></p> <p><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>Partially implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Communication between the Ministries of Finance at all the levels and the budget users is continuous during the whole budget process. Greater involvement of managers is noticeable, especially due to more prominent limitation of budget funds and increased fiscal responsibility for the managers of budget users.</p>

PUBLIC FINANCE

<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></p> <p><i>The number of qualified officers has increased</i></p> <p><i>Further technical support has been provided for</i></p>	<p>All the public administration institutions</p> <p>By the end of 2014</p>					
<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>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</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></p> <p><i>All donations shown in the budget</i></p>	<p>Ministries of Finance</p> <p>By mid 2014</p>					
<p>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. As of 1 January 2013, the treasury operations in the RS covered all the Republic budget users and all the users of the municipal and city budgets. Treasury Information System was not introduced in the BD. The PARCO initiated the project "Treasury Information System of the Brčko District of BiH". The tender for this project was annulled.</p>							













PUBLIC FINANCE

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><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></p> <p><i>Action plan for estimation of the existing capacities adopted</i></p>	Ministries of Finance	By the end of 2011	Implementation did not start 	Implementation did not start 	Implementation did not start 	Implementation did not start 	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.
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 covered all the Republic budget users and all the users of the budgets of the cities and municipalities. Introduction of treasury function in public administration in the FBiH will be financed by the PARF funds.
3.3. Improvement of the treasury function	<p><i>Treasury in the BDBiH computerised</i></p> <p><i>Officers hired, help-desk established</i></p> <p><i>Help-service developed</i></p> <p><i>The FBiH and the Cantons have implemented the recommendation of the World Bank and networked smaller budget users in the treasury system</i></p>	<p>Directorate for Finance of the BDBiH</p> <p>PARCO</p>	<p>End of 2012</p> <p>Continuously</p>		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". The tender was annulled because of lack of qualified bidders.

PUBLIC FINANCE

<p>3.4. Modernisation of Treasury Information System</p> <p><i>Study completed</i> Ministries of Finance</p> <p><i>Donor funds provided</i> PARCO</p> <p>Start of 2012</p>	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.
PF 4. Introduction of the PIFC in accordance with the relevant EU Standards					
<p>4.1. Implementation of the PIFC strategy</p> <p><i>The PIFC introduced at all the levels of authority in BiH</i> Ministries of Finance</p> <p><i>Strategy in the BDBiH drafted</i> Directorate for Finance of the BDBiH</p> <p>By the end of 2014</p>					
<p>4.2. Introduction of internal audit</p> <p><i>Necessary capacities built (number of officers and trainings)</i> Ministries of Finance</p> <p><i>Laws adopted and legislation harmonised</i></p> <p>By the end of 2014</p>					
PF 5. Improvement of Organisation Structure and of Investment in Capacity Building <p>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.</p>					

PUBLIC FINANCE

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	Continuously					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	Continuously					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.
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, in cooperation with the beneficiaries from all the levels, prepared the project proposal, which was adopted by the Supervisory Team for the reform area of Public Finance.								
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	<i>Laws have been adopted at all the levels of government and harmonized with the EU law</i> <i>Staff in the relevant institutions and business community have been trained for implementation of the PPP</i>	Ministries of Finance Public Procurement Agency PARCO Commissions for Concessions at all the levels	By the end of 2011					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. Other two components of the project are education and promotion. The project proposal PPP, which was prepared by the PARCO, in cooperation with the beneficiaries from all the levels, was adopted by the Supervisory Team for the reform area of Public Finance. It is expected that the project proposal will be soon adopted by the PARF JMB.

PUBLIC FINANCE





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.

7.1. Improve the public procurement system in BiH	<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> <hr/> <p><i>Tenders are published electronically on the website of the Public Procurement Agency of BiH</i></p>	Public Procurement Agency	By the end of 2012	Partially implemented 	Partially implemented 	Partially implemented 	Partially implemented 	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 notices on public procurements at the portal www.goprocure.javnenabavke.gov.ba .
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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.

8.1. More efficient public debt management	<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>	Ministries of Finance	By the end of 2012	Partially implemented 	Implementation ongoing 	Implementation ongoing 	Implementation ongoing 	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. The said project will directly contribute to implementation of this objective.
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Objective	Indicator of Successfulness	Responsible Institution	Time Frame	Administration Level				Description of Achievement / Comment
				BiH	FBiH	RS	BD	
Chapter 1. General Approach to HRM								
Implementation of the first objective will give the public administration in BiH a key strategic document and policy framework for human resources management development. 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.								
1.1. Define policy of development of HRM in the structures of public administration in BiH, based on harmonised principles	Acceptance of the HRM development policy document at the level of the CoM BiH / the entity and the BD BiH governments	Key HRM institutions	By the end of 2011	Implementation ongoing 	Implementation ongoing 	Implementation ongoing 	Implementation ongoing 	Objective not implemented. The Supervisory Team with the help of the SIGMA experts, drafted the document "Draft Policy Framework for Development of Human Resources Management in the Civil Service Structures in BiH". In the next period, this document is expected to be adopted, and based on it, draft of policies for every administration level respectively.
	Competences of responsible authorities have been statutorily defined	Key HRM institutions						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). Great contribution to implementation of trainings on conflict of interests and improvement of ethics in public administration will be received by establishment of e-learning system and a special module dedicated to this topic (currently, the CSA BiH is establishing this system with the help of the German Society for International Assistance GIZ).
1.2. Reduce risks of conflict of interests and enhance the ethics in public administration	The number and outcome of cases of conflict of interests are found in reports of responsible institutions	Agency for Prevention of Corruption and Coordination of Combat Against Corruption	By the end of 2013					
	Number of implemented trainings annually, the number of participants, evaluation							

Chapter 2. Organisational Setting





In this chapter the accent was put on strengthening the central HRM institutions, but also on 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". As already mentioned in earlier report, the deadline "by mid-2012" was set unrealistically. As the project "Modernisation of the Human Resources Management System in the Structures of the Civil Service in BiH" was conceived to be implemented within two years, then it could be deemed that these objectives would be implemented in the time period outside of the time defined by the Revised Action Plan 1. Individual institutions initiated the activities of creating legal and procedural assumption and establishing organisational units and/or jobs for the affairs of HRM 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.

2.1. Level of the central institutions	<p><i>Number of organised trainings, number of participants of trainings</i></p> <p><i>Valid provisions that explicitly provide for the 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>	Key HRM institutions	By mid 2012	Partially implemented	Partially implemented	Fully implemented	Fully implemented	The greatest contribution, i.e. improvement and strengthening of the central institutions will be implemented 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 IPA 2011 funds (in the phase of public procurement). The central institutions continuously work on specialist trainings of their employees.
2.2. Level of the individual institutions	<p><i>The number of institutions with an independent HRM function</i></p> <p><i>Annual reports of the central HRM institutions, containing information about assessment of cooperation with individual institutions</i></p> <p><i>Number of implemented trainings annually, the number of participants and evaluation</i></p>	Key HRM institutions + individual institutions at all the levels	By mid 2012	Partially implemented	Partially implemented	Partially implemented	Partially implemented	The objective is still partially implemented. The expectations are that the objective would be implemented through the project "Modernisation of the Human Resources Management System in the Structures of the Civil Service in BiH". The problem with creating legal assumptions happened at the level of the FBiH, where the new Law on Civil Servants and Employees of the Federation of BiH did not receive the necessary majority of votes in the House of Peoples of the Parliament of the Federation of BiH, so it was returned in the procedure.

Chapter 3. Information Management





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. In the previous reporting period 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.

HUMAN RESOURCES MANAGEMENT

<p>3.1. Make the HRM Information System (HRMIS) operational and use it as a tool for managerial planning and decision making (link with IT 4.4.)</p>	<ul style="list-style-type: none"> - The number of institutions that in operational sense use the IT system for HRM - 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 	<p>Key HRM institutions + individual institutions at all the levels</p>	<p>By the end of 2012</p>	<p>Implementation ongoing</p> 	<p>Partially implemented</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Same as in the previous reporting period, at the state level, the activities on implementation of the objective are not being implemented because of a bottleneck in implementation of the HRMIS at the level of the beneficiaries of the system because of legal inconsistencies related with processing of personal data of the civil servants, as well as because of lack of funds to close a contract on technical support with the implementer. A progress has been made, and legal solutions, which could remove this problem, are in the parliamentary procedure. In the Federation of BiH they decided to use this system, as it is the case in the RS and the BD.</p>
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Chapter 4. Planning

Planning, as one of the most significant functions of human resources management, is insufficiently developed. However, the progress is expected only by 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.

<p>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>	<p>A particular institution has been designated for HRM planning (at each level)</p> <hr/> <p>Personnel planning methodology is in place</p> <hr/> <p>Annual staffing / personnel plans at the level of CoM BiH / governments and individual institutions are in place (4.1.3. and 4.1.4.).</p>	<p>Key HRM institutions + individual institutions at all the levels</p>	<p>By the end of 2011</p> <hr/> <p>By the end of 2013</p> <hr/> <p>By the end of 2014</p> <hr/> <p>By the end of 2014</p>	<p>Implementation did not start</p> 	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>The PARCO will propose to the Council of Ministers that the CSA BiH should be in charge of HRM planning. Other levels have certain institutions for HRM planning.</p>
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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. A progress has been achieved at all the levels in implementation of the methods of selection of the 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.

5.1. Introduce harmonised criteria for evaluation of candidates in the process of selection	<p><i>Harmonised criteria for evaluation have been established and methods of selection of the candidates at an interview have been improved</i></p> <p><i>Criteria in vacancy procedures have been introduced (public and internal notices)</i></p>	Key HRM institutions + individual institutions at all the levels	for 5.1.1. by mid 2012	Implementation ongoing 	Partially implemented 	Implementation ongoing 	Partially implemented 	Objective still not implemented. The progress is visible in the Federation of BiH in the first third of the objective, where the CSA FBiH enacted a set of documents regulating harmonised criteria, which would be taken by the commissions members as a basis for evaluation of candidates. Implementation of the objective is expected through the project "Simplification and Improvement of Employment Process in the Civil Service" (in the process of project proposal drafting). Activities are at the level of the previous period.
5.2. Introduce in use (and affirm) usage of competencies (knowledge, skills, competencies, personal characteristics etc.) in the process of selection of candidates	<p><i>Use of competencies enabled</i></p> <p><i>Number of trainings, number of participants of trainings</i></p>	Key HRM institutions + individual institutions at all the levels	By mid 2013 For the first part, the deadline is the end of 2013, after that continuously	Implementation did not start 	Implementation did not start 	Implementation did not start 	Implementation did not start 	Activities in this objective have not started. The progress is expected through implementation of the project "Modernisation of the Human Resources Management System in the Structures of the Civil Service in BiH" (in the public procurement procedure).
5.3. Promote values of the civil service and attraction of special categories of employees	<i>The number of promotional activities, the number of scholarship contracts</i>	Key HRM institutions + individual institutions at all the levels	Continuously	Implementation ongoing 	Implementation ongoing 	Implementation ongoing 	Implementation ongoing 	Promotion of civil servants values is continuous at all the levels.

Chapter 6. Performance Management

In the earlier reports, it has already been mentioned that the new or amendments to the existing ordinances on evaluation of 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. It should be pointed out that there is evaluation, however, all the institutions are still not implementing evaluation. Also, problems of managers have been noted regarding setting work objectives. In the next reporting period, the plan is to put more focus on evaluation of work successfulness.

6.1. Tie evaluation of work performance to the degree of fulfilment of the agreed work objectives (regarding quantity and quality)	<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 	Key HRM institutions + individual institutions at all the levels	By mid 2013	Fully implemented 	Fully implemented 	Fully implemented 	Partially implemented 	The objective have been implemented at all the levels except in the Brčko District of BiH, where in the next period it is expected first to have adoption of the new Law on Civil Servants, and then also enactment of the new Ordinance on Evaluation. Trainings from this field are incorporated in the mid-term plans, enacted by the central HRM institutions.
6.2. Improve work motivation, improve communication on relation management – employees and build positive work environment	<p>The number of institutions that carry out regular polls, the number and percentage of respondents, survey results</p> <p>The number of institutions that have introduced staff handbooks</p>	Key HRM institutions + individual institutions at all the levels	By mid 2013	Implementation ongoing 	Implementation did not start 	Partially implemented 	Implementation did not start 	Activities on implementation of this objective have either just started or have been planned by the end of the next reporting period.

Chapter 7. Training and Development

Still the biggest progress of the public administration reform in the field of Human Resources Management is 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 Council of Ministers of BiH adopted Strategy of Training and Development of Civil Servants 2013 - 2015. 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.

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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>	Key HRM institutions + individual institutions at all the levels	By the end of 2014					This objective is planned to be implemented in the period by the end of 2014.
	<i>Existence of common methodology</i>							
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. Continuous cooperation of the central HRM units with individual institutions as well, regarding coordination for 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>	Key HRM institutions at all the levels	Continuously	Implementation ongoing	Implementation ongoing	Implementation ongoing	Implementation ongoing	The Strategy of Training and Development of Civil Servants 2013 - 2015 enacted at the level of BiH. All the administration levels are planning in budget items also the trainings for employees, and internal trainers are implementing the trainings continuously.
	<i>Training budgets have been approved in accordance with the strategies</i>							
	<i>Number of internal trainers and trainings they have implemented</i>							

Chapter 8. Analysis of Jobs and Classification of Work Places in Civil Service

The biggest part of the activities from this chapter is expected by implementation of the project "Modernisation of Performance Management System in the Structures of Civil Service in BiH". However, the Ministry of Justice of BiH proposed, and the Council of Ministers of BiH adopted the Decision on the Principles for Establishment of Internal Organisation of Administration Bodies of BiH and the Decision on Division of Positions and Criteria for Positions Job Descriptions in the Institutions of BiH, and a deadline of one year has been left for preparation of standard descriptions of certain positions.

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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</i>	Key HRM institutions + individual institutions at all the levels	By the end of 2013					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). It should be noted that at the level of BiH a set of documents has been adopted that creates legal assumptions for implementation of this objective.
	<i>Systematisations harmonised with the regulation</i>		By the end of 2014					
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 the Human Resources Management System in the Structures of the Civil Service in BiH", which would be financed by the IPA 2011 funds (in the phase public procurement procedure).

Chapter 9. Salaries

Salaries of employees at all the administration levels in BiH have been defined by the laws on salaries. 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.

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.
	<i>- Number of advancements based on evaluation</i>							
9.2. Create assumptions to enable advancement of individuals through the system of salaries	<i>- Reports on work of the institutions contain information on the staff and promotions</i>	Key HRM institutions	By the end of 2013					This objective is planned to be implemented in the period 2013 – 2014.
	<i>Officers with high performance evaluations have a right to advancement (horizontal and vertical)</i>							
	<i>- Number of advancements based on evaluation</i>	Key HRM institutions	By the end of 2013					
	<i>- Reports on work of the institutions contain information on the staff and promotions</i>							

HRM 10. Total Quality Management - TQM

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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. The PARCO, as the bearer of this activity together with the "German Society for International Assistance - GIZ" selected the experts who drafted the report "Comparative Analysis of the Model for Quality Management in Public Administration". In the next period, the analyses and recommendations of the experts from this report will be presented to the other participants in the public administration reform.

10.1. Enable institutions to use a model of total quality management –TQM (CAF, EFQM etc.) if they wish so	<p><i>Selected TQM model has been translated and adjusted</i></p> <p><i>- Training has been developed</i></p> <p><i>- Number of trainings, number of participants, evaluation</i></p> <p><i>- The number of institutions using the selected TQM model</i></p>	Public Administration Reform Coordinator's Office	By the end of 2013					The experts drafted the analysis of the model and prepared the report "Comparative Analysis of the Model for Quality Management in Public Administration".
	<p><i>The centre established, offers basic information</i></p>		By the end of 2014.					
10.2. Promotion of the model	<p><i>The number of institutions which were sent a translated version of the selected TQM model and basic information about the model</i></p>	Public Administration Reform Coordinator's Office	By mid 2014					This objective is planned to be implemented in the period 2013 – 2014.

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Objective	Indicator of Successfulness	Responsible Institution	Time Frame	Administration Level				Description of Achievement / Comment
				BiH	FBiH	RS	BD	
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	Adopted programme and the degree of implementation	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.

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<p>1.2. Establish the system of reduction of administrative obstacles (RAO) in the proposals of regulations through mechanisms of regulatory impact assessment (RIA)</p> <p><i>The Rules of Procedure have been amended</i></p> <p><i>Methodology has been adopted</i></p> <hr/> <p><i>The Rules of Procedure have been amended, the units have been established and filled – jobs for RAO</i></p> <hr/> <p><i>Training programme has been prepared, number of trainings and number of attendees</i></p>	<p>Secretariat General of the Council of Ministers of BiH, MJ BiH</p> <p>Secretariat General of the Government of the FBiH, FMJ</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>End of 2012</p>	<p>Implementation ongoing</p>	<p>Partially implemented</p>	<p>Fully implemented</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". 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. 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 Blueprint - Phase I, the Sector for Policy Coordination, Institutional Cooperation and General Affairs has been conceived in the Secretariat General of the Government of the FBiH. The Government of the Federation of Bosnia and Herzegovina, at the 30th urgent session of 20 June 2013 and 1st July 2013, discussed and adopted, among other things also the Information of the Federal Ministry of Justice on implementation of the activities of the Federal Ministry of Justice within the Project of improvement of business environment and strengthening of competitiveness at the level of the Federation of Bosnia and Herzegovina with the Strategy of Regulatory Reform 2013 - 2016 in the Federation of Bosnia and Herzegovina and the Proposal of Conclusion. The Government of the Federation of BiH enacted the new Regulation on the Secretariat General of the Government of the Federation of Bosnia and Herzegovina (Official Journal of the Federation of BiH, No. 40/13), according to which the Secretariat General, among other things, also has the following competencies: coordination of affairs related with public administration reform and preparation of appropriate reports for the Government; ensuring expert and organisational bases for introduction of regulatory impact assessment methodology; coordination of cooperation of the federal ministries and other federal administration bodies and federal administration organisations, as well as organisations executing public authorities with the business community and the civil society, for the purpose of implementation of regulatory impact assessment procedures; establishment and maintenance of electronic register of administrative procedures in the Federation of Bosnia and Herzegovina (hereinafter: the electronic register); coordination of cooperation of the Government with the organisations of the civil society. There is ongoing draft of amendments to the Rules of Procedure of the Council of Ministers of BiH, which would widen the circle of institutions whose opinion would be mandatory during draft of regulations proposals and based on which draft of training programmes from this field would be initiated for the level of the institutions of BiH.</p>
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<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 by the Standard Cost Model (SCM) methodology (1.3.3. and 1.3.4.)</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>	Implementation did not start	Implementation ongoing	Partially implemented	Implementation did not start	<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 of removal of unnecessary bureaucratic obstacles to business ambience. The Government of the Republic of Srpska enacted the Decision on Implementation of the Business Registration Reform in the Republic of Srpska, and by the Conclusion No. 04/1-1-012-2/424/13 of 21st February 2013 it adopted the Action Plan for implementation of reform in the field of business registration in the Republic of Srpska. Objectives of this reform are: decrease of the necessary time, procedures and expenses of start of business to the smallest possible measure, establishment of a common register of all the business entities (both legal and natural persons) in one place, maintaining the system of legal certainty and decrease of the level of possible disputes to the smallest possible measure. The reform implies introduction of one-stop-shop system, reception of requests in the Agency for Mediation, IT and Financial Services (APIF) (central unit in Banja Luka + 10 business units in the Republic of Srpska) and IT linking of the APIF with the commercial courts, the Tax Administration of the RS, the Republic Institute for Statistics of the RS, the Inspectorate of the RS and, if possible, with the Indirect Taxation Administration - ITA. Stipulated measures imply, among other things, also changes of the set of identified laws and bylaws. Draft amendments of all the proposed laws were discussed in May 2013 at the 27th session of the National Assembly of the Republic of Srpska. Next, the Government of the Republic of Srpska published an international public call for procurement of the information system in the Official Gazette of BiH - Announcements of Public Procurements - No. 34 of 6 May 2013. The project that is the result of the Agreement on Cooperation of the Government of the FBiH and the International Financial Corporation on implementation of regulatory reform, which was signed in 2009, 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 the priority areas, which resulted in proposal of amendments to 68 laws and bylaws, 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. The Government of the Federation of Bosnia and Herzegovina, at the 30th urgent session, held on 20 June 2013 and 1st July 2013, enacted the Strategy of Regulatory Reform 2013 - 2016 with the Action Plan.</p>
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<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>The Law on Electronic Document of the FBiH was adopted by the House of Peoples on 27 June 2013 and by the House of Representatives on 19 March 2013. Implementation of the project Fe-Administration is ongoing. The Government of the Republic of Srpska enacted the Decision on Implementation of the Business Registration Reform in the Republic of Srpska, and by the Conclusion No. 04/1-1-012-2/424/13 of 21st February 2013 it adopted the Action Plan for implementation of reform in the field of business registration in the Republic of Srpska. Objectives of this reform are: decrease of the necessary time, procedures and expenses of start of business to the smallest possible measure, establishment of a common register of all the business entities (both legal and natural persons) in one place, maintaining the system of legal certainty and decrease of the level of possible disputes to the smallest possible measure. The reform implies introduction of one-stop-shop system, reception of requests in the Agency for Mediation, IT and Financial Services (APIF) (central unit in Banja Luka + 10 business units in the Republic of Srpska) and IT linking of the APIF with the commercial courts, the Tax Administration of the RS, the Republic Institute for Statistics of the RS, the Inspectorate of the RS and, if possible, with the Indirect Taxation Administration - ITA. Stipulated measures imply, among other things, changes of the identified laws and bylaws. the Law on Registration of Business Entities, the Law on Administrative Fees, the Law on Court Fees, the Law on Commercial Societies, the Law on the Agency for Mediation, IT and Financial Services, the Law on Classification of Activities, the Law on Craft and Entrepreneurial Activity, the Law on Tax Procedure, the Law on Trade, the Law on Catering, the Law on Tourism, the Law on Foreign Investments, the Law on Electronic Signature. Draft amendments of all the aforementioned laws were discussed in May 2013 at the 27th session of the National Assembly of the Republic of Srpska. Next, the Government of the Republic of Srpska published an international public call for procurement of the information system in the Official Gazette of BiH - Announcements of Public Procurements - No. 34 of 6 May 2013.</p>
<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> <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>					

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<p>1.5. Optimisation of the priority administration services – processes for citizens:</p> <ul style="list-style-type: none"> • vehicle registration • residence registration 	<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>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 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 Units in charge of RAO</p>	End of 2014				
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<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>The number of institutions that in operational sense use the DMS</p> <p>Number of various DMSs in use (negative indicator)</p> <p>Number of interoperable DMSs</p> <p>Existence of information system that enables transaction services</p> <p>Number users and number of transactions</p> <p>Saving for the citizens, companies and the state in time and money</p> <p>Existence of information system that enables transaction services</p> <p>Number users and number of transactions</p> <p>Saving for the citizens and the state in time and money</p> <p>Sessions of the CoM BiH / the Governments:</p> <p>Existence of the operative system of e-Sessions of the CoM / the Governments</p> <p>Percentage of proposals that are electronically sent in the procedure</p>	<p>Document management system:</p> <p><i>Ministries of Justice MALSG RS</i></p> <p><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 Units in charge of RAO</i></p> <p>Upgrade of the system of e-Sessions of the CoM / the Governments and integration with the DMS:</p> <p><i>Secretariats General of the Council of Ministers of BiH, the Government of the RS and the Government of the FBiH</i></p> <p><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 Units in charge of RAO</i></p>	2014				<p>The Law on Electronic Document of the FBiH has been adopted. There is ongoing project Fe-Administration as well as upgrade of the system for session management of the Government of the Federation of BiH, in accordance with the present experiences through the Contract on Microsoft main support. The system of e-Sessions functions since 2008.</p>
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<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>Parliaments</p> <p>All institutions with authorities for administrative decision making</p>	<p>Mid 2012</p>	<p>Fully implemented</p>	<p>Fully implemented</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>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. The present Law on Administrative Procedure of the Federation of BiH gave the possibility to the administrative body manager to authorise other person from the same body to adjudicate in certain administrative matters. There is ongoing procedure to enact the new Law on General Administrative Procedure of the Brčko District of BiH, which would cover this objective. The Government of the BD BiH established the Guidelines for Draft of the New Law on General Administrative Procedure of the BD BiH, the commission appointed for draft of the Law on General Administrative Procedure of the Brčko District of BiH started its work, full implementation of the activity was planned by the end of 2013.</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,</p> <p>FMJ,</p> <p>MALSG RS,</p> <p>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>Fully implemented</p>	<p>Fully implemented</p>	<p>Fully implemented</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, mandatory, ex officio, information on the facts on which an official records are kept, 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 of the Brčko District of BiH, which is currently being applied, stipulated that the officer who manages the procedure is obligated to acquire, ex officio, the information on which official records are kept by the body in charge of decision making. The same would be the action of the official person regarding the facts on which the official records are kept by some other body, or enterprise (society), institution or other legal entity in the District. The Law on General Administrative Procedure of the RS stipulates the obligation of the officer to acquire ex officio 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. At the session of the ST for the area of Administrative Procedures and Administrative Services, held on 25 March 2013, it has been concluded that the successfulness indicator 1.8.2. Regulate by bylaws the manner of data exchange for the objective 1.8. from the RAP 1 would not be deemed relevant during review of implementation of this objective because the Supervisory Team members deem that this objective has been fulfilled by adoption of the relevant legal provision.</p>





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<p><i>Amended regulations</i></p> <p>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> <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> <p>End of 2014</p>					<p>At the level of the Institutions of BiH, there is an analysis of possibilities, through analysis of the existing legal regulations, in order to enable payment of administrative services at places where the services are provided.</p>
<p>1.10. Remove locality competence in the procedures where possible (within constitutional competencies)</p> <p><i>Amended LAPs</i></p> <p><i>Bylaws adopted</i> <i>Types of procedures without locality competency, savings if possible (by the SCM methodology)</i></p> <p>MJ BiH, FMJ, MALSG RS, Government of the BD BiH</p> <p>Mid 2012</p>	<p>Implementation did not start</p> 	<p>Implementation did not start</p> 	<p>Partially implemented</p> 	<p>Implementation ongoing</p> 	<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 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.</p> <p>By the submitted information, this activity cannot be applied to the Law on Administrative Procedure of BiH. The opinion of the ST members from the level of BiH is that implementation of this activity can be provided by the institutions in whose competency is implementation of certain policies and enactment of laws in certain areas, which have been stipulated as an example in the activity 1.10.1. In the Brčko District of BiH, there is ongoing publication of tender for electronic linking of all registry offices in the area of the District, so excerpts from the registry books for other area could be issued.</p>

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<p>1.11. Ensure processing of cases within statutory deadlines</p>	<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>Report adopted, End of 2012</p> <p>Programme adopted, mid 2013</p> <p>After that, continuously</p>	<p>Partially implemented</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. The Administrative Inspection of the RS implemented extraordinary controls of all the republic administration bodies regarding establishment of the number of cases not adjudicated within legal deadlines, after which the Government of the Republic of Srpska, at the 9th session of 30 April 2013 enacted the Conclusion putting the republic administration bodies in charge of drafting the plan of adjudication of unsolved cases and submitting it to the Government within 15 days. In accordance with that, a methodology of adjudication of cases in administration bodies has been drafted. The administration bodies of the RS that have a greater number of cases that were not adjudicated within a statutory deadline drafted the programmes of their adjudication. The programmes were delivered and adopted by the Government of the RS and there is ongoing implementation of the programmes for adjudication of cases within the deadline set by the administration bodies of the RS. At the 17th session of 26 June 2013, the Government of the RS enacted the Conclusion putting the Ministry of Administration and Local Self Governance of the RS in charge of reviewing the effects of implementation of plans of unsolved cases within six months. The Law on Amendments to the LAP BiH has been adopted (Official Gazette of BiH No. 41/13), which prescribed maintenance of official records on adjudication of administrative matters in administrative procedure in more detail, as well as enactment of a special regulation that would develop in detail the manner of presentation, delivery and drafting of reports to the Council of Ministers of BiH. There is ongoing draft of the Instruction on the Manner of Presentation of Information in the Annual Report in the Administration Bodies of BiH on Adjudication of Administrative Matters in Administrative Procedure, which would prescribe the manner of maintenance of a common database on adjudication of administrative matters, as well as analysis of possibilities of establishment of an adequate information system and which would withdraw the present Instruction on the Manner of Presentation of Information in the Annual Reports in the Administration Bodies of Bosnia and Herzegovina on Adjudication of Administrative Matters in Administrative Procedure. At the level of the BD BiH, an electronic central reception office has been established.</p>
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<p>1.12. Establish registers of procedures at all levels of authority in BiH</p> <p><i>Register of procedures established</i></p> <p>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</p> <p><i>System of update established</i></p> <p>End of 2011</p>	<p>Implementation ongoing</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>There is ongoing procedure of enactment of the Framework Law on Establishment of the Overall Common Register of Non-Governmental Organisations in BiH. The Ministry for Economic Relations and Regional Cooperation of the RS has established register of procedures for economic entities. 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. 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.</p> <p>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.</p> <p>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 objective should be deemed fulfilled, with recommendation of the Supervisory Team that this objective needs to be continuously updated. The Government of the Federation of Bosnia and Herzegovina, at the 30th session of 20 June 2013 and 1st July 2013, during discussion on the Information regarding implementation of the activities of the Secretariat General of the Government of the Federation of Bosnia and Herzegovina within the project of improvement of business environment and strengthening competitiveness at the level of the Federation of Bosnia and Herzegovina enacted the Conclusion which:</p> <p>"put the federal bodies and federal administration organisations where the administrative procedures registered in the Register of Administrative Procedures are maintained to review them and submit changes and report new ones to the Secretariat General of the Government of the FBiH within 15 days." Additionally, the Secretariat General of the Government of the Federation of BiH was put in charge of starting, in cooperation with the International Financial Corporation (IFC), preparation and implementation of training of civil servants on the procedure of update and maintenance of the Register. Related with that, the federal ministries, with the objective of implementation of this activity, were put in charge of proposing within 7 days the civil servants who would pass the said training, and in future work coordinate the work between the ministry and the Secretariat General of the Government of the FBiH on the matter of updating the data in the Register.</p>
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<p>1.13. Enable electronic communication of the parties and the bodies</p>	<p><i>Amended LAPs</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>					<p>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. Also, the possibility of electronic communication of bodies and parties was foreseen also by the Law on Amendments to the Law on Administrative Procedure of BiH and by the Law on Amendments to the Law on Administrative Procedure of the BD BiH.</p>
<p>AP 2. Improvement of Satisfaction of Beneficiaries of Services</p>								
<p>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.</p>								
<p>2.1. Adapt office hours for work with service users (clients) to their needs</p>	<p><i>Survey implemented and information gathered</i></p> <hr/> <p><i>Regulations amended and practices improved</i></p>	<p>MJ BiH, FMJ, MALSG RS, Government of the BD BiH (sectors in charge of administrative procedure)</p> <hr/> <p>All administration bodies with authorities for decision making in administrative procedure</p>	<p>End of 2012</p> <hr/> <p>End of 2013</p>	<p>Partially implemented</p> <p>●</p>	<p>Implementation did not start</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Implementation did not start</p> <p>●</p>	<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 of the RS 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 replacement of personal documents.</p> <p>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. The improved practice is reflected in the fact that in some units of local self governance of the RS, e.g. Banja Luka, the registry services and locations for issuing personal documents work in two shifts.</p>

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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		Partially implemented	<p>Monitoring of satisfaction of the citizens is conducted at the level of the RS in the manner set by the internal acts.</p> <p>Based on the poll published by the MALSG RS, it has been established that satisfaction of the citizens is monitored also at the level of the units of local self governance.</p> <p>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. In the Brčko District of BiH, decision making on appeals and objections of unsatisfied citizens has been provided for by direct appeals and/or objections to the mayor, heads of Departments, the Office for Appeals and Objections, the administrative inspectors or the officer for ethics. There are also the books of impressions available to the citizens at the places where the services are provided. In the next period, it is planned in the BD BiH to implement a poll on satisfaction of citizens with the public administration.</p>
	<i>Methodology has been adopted</i>		Mid 2013									
	<i>The number of institutions that regularly conduct measuring</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										
	<i>Information System provided for</i>		End of 2013									
	<i>Number of published results</i>											
<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										
AP 3. Supervision / Control												
Objectives from this chapter are directed to supervision / control over implementation of administrative procedure.												

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<p>3.1. Establish an internal system of performance quality monitoring in the field of management of administrative procedure and provision of administrative services</p>	<p><i>Methodology has been prepared</i></p> <hr/> <p><i>Report has been adopted by the CoM / the governments</i></p> <hr/> <p><i>Number of measures for improvement</i></p> <p><i>Results of monitoring</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>			
<p>3.2. Strengthen the role of administrative inspection</p>	<p><i>Number of inspections</i></p> <p><i>Number of removed shortcomings</i></p> <p><i>Findings (of satisfaction measuring) of users' polls</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>			<p>At the level of the institutions of BiH, there is ongoing implementation of the annual plan of ex officio supervision, within which the said activity is being implemented.</p>













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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 of the RS added three new items which stipulated that administrative inspector supervises also: - actions of the first instance body by the specific decision of the second instance body, and enacting new specific decision within the set deadline, - actions of the competent authority by the request for postponement of execution in cases of initiation of administrative dispute and - actions of the competent body by judgements enacted in administrative dispute in the sense of enacting new administrative act within the set deadline. 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. Decision making within the set deadlines is set by the Law on Administrative Procedure of the Brčko District of BiH and by other special laws. So far, those reports were not being adopted by the Government because such obligation was not stipulated by the law or bylaws. There is an obligation of the institutions of BiH to submit the data on implemented first instance and second instance procedures to the Administrative Inspection of the MJ BiH. The Ministry of Justice of BiH continuously monitors, within its competency, respect for the deadlines and adjudication within legally set deadlines. The Law on Amendments to the LAP BiH has been adopted (Official Gazette of BiH No. 41/13), which prescribed maintenance of official records on adjudication of administrative matters in administrative procedure in more detail, as well as enactment of a special regulation that would develop in detail the manner of presentation, delivery and drafting of reports to the Council of Ministers of BiH.
3.4. Introduce obligation of the second instance body to decide based on merit	<i>Adequate legal provisions adopted</i> <i>Number of cases returned to the first instance body (negative indicator)</i>	MJ BiH, FMJ, MALSG RS, Government of the BD BiH All second instance bodies	End of 2011	Fully implemented	Implementation did not start	Fully implemented	Implementation ongoing	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 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. Amendments to the LAP BiH (Official Gazette of BiH No. 41/13) stipulate that, when the specific decision is annulled by the second instance body and the first instance body enacts a specific decision contrary to legal understanding or objections of the second instance body, and the party declares a new appeal, the second instance body is obligated to annul the first instance specific decision decide on the case itself. There is ongoing procedure to enact the new Law on General Administrative Procedure of the Brčko District of BiH, which would cover this objective.
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.								

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4.1. Improve the system of enforcement in administrative procedure	<i>The number and percentage of successful enforcements</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					
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.								
5.1. Establish and/or strengthen the capacities of the institution accountable for control of regulations 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	<i>Decision has been adopted</i> <							

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5.2. Define requirements (professional qualifications and work experience) for the civil servants who lead the administrative procedure and decide on administrative cases	<i>Requirements / professional qualifications and work experience have been defined</i>	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)	Mid 2012	Implementation did not start 	Fully implemented 	Fully implemented 	Implementation ongoing 	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 experience within 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.
5.3. Define competencies necessary for the jobs where administrative procedure is managed and decisions are made on administrative cases, including inspectors	<i>Competencies necessary for the job have been defined</i>	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)	End of 2012	Implementation ongoing 	Implementation ongoing 	Implementation ongoing 	Implementation ongoing 	There is an ongoing procedure of public procurement for the project "Modernisation of the HRM System in the Structures of the Civil Service of BiH"
5.4. Further develop training programmes for the area of administrative procedure, within a horizontal system of training of civil servants	<i>Trainings have been organised</i> <i>Number of trainings</i>	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)	End of 2012	Fully implemented 	Implementation ongoing 	Partially implemented 	Implementation ongoing 	There is an ongoing implementation of the procedure of public procurement for the project "Education of Managers of Administrative Procedures and Inspectors". Start of project implementation is expected in the second half of 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.









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5.5. Develop a training programme for consumers relations management (CRM)	<i>Programme developed</i>	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)	Mid 2013	Implementation did not start	Implementation did not start	Implementation did not start	Implementation did not start	No information on implementation of this objective have been submitted by either level of authority.
5.6. Strengthen the role of central capacities in the field of administrative procedure	<i>The number of drafted legal opinions, replies, advice, instructions and other information published at the websites</i> <i>The number of coordination meetings, conclusions, exchanged good experiences, etc.</i>	MJ BiH, FMJ, MALSG RS, Government of the BD BiH (sectors in charge of administrative procedure)	End of 2013					In the MJ BiH, within the Sector for Administration, personnel employment for vacancies related with managing of administrative procedure has been proposed, as well as widening of personnel capacities considering the competencies of the Sector, in order to provide for decision making within the legally set deadlines, as well as shortening of the deadlines for decision making in the administrative procedure.
5.7. Establish a community of practitioners in the field of administrative procedure	<i>Community established</i>	MJ BiH, FMJ, MALSG RS, Government of the BD BiH (sectors in charge of administrative procedure)	End of 2012	Implementation did not start	Implementation did not start	Implementation did not start	Implementation did not start	There is an initiative for establishment of the regional community of practitioners in the field of administrative procedure through the work of the Regional School for Public Administration ReSPA.

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Objective	Indicator of Successfulness	Responsible Institution	Time Frame	Administration Level				Description of Achievement / Comment
				BiH	FBiH	RS	BD	
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	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	Council of Ministers of BiH, Governments of the FBiH, the RS and the BD BiH	By mid 2011	Partially implemented	Implementation ongoing	Partially implemented	Partially implemented	Strategic framework established through adoption of strategies / programmes and the action plan for 2011 and 2012. 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. Adopted Annual Action Plans at the levels of the CoM and the BD BiH, for the FBiH prepared and adoption is pending; at the level of the RS annual plan of the Bureau for 2013 was prepared. It is necessary to continue this activity in 2014 as well.
	Adopted annual action plans, the number and percentage of such action plans		Continuously annually					
1.2. Improve communication planning within the institutions	Adopted annual communication plan by respective institution (number and percentage of institutions)	Institutions at all the levels	By the end of 2012	Partially implemented	Partially implemented	Partially implemented	Fully implemented	CoM BiH: The Information Service - plan for 2012; 7 institutions had communication plans for 2012, while 10 institutions (including the said 7) prepared or intends to prepare plans for 2013. At the 49th session (8 May 2013, adopted Programme of Work of the Secretariat General of the CoM, within which there is the Programme of Work of the Information Service with the Communication Action Plan for 2013, data on the prepared communication plan were submitted by 8 institutions, in 4 institutions, this plan is being prepared. 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. Confirmed implementation for 2 ministries, RS: Submitted information that the plan of the Government and the Institutions for 2013 is in preparation, plan for 2012 adopted at the level of the Government. For 2013, prepared plans of the Bureau and all the ministries BD BiH. adopted communication plan for 2012, for 2013 also adopted at the 23rd session of the Government, 12 June 2013.

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<p>1.3. Introduce communication planning in the overall planning and allocation of budget funds of the institutions</p>	<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>	<p>CoM BiH, Governments of the FBiH, the RS and the BD BiH, Central units for IC, other institutions</p>	<p>By the end of 2011</p>	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>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.</p>
<p>IC 2. Organisation Matter</p> <p>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.</p>								
<p>2.1. Maintain and Develop Capacities in the Institutions</p>	<p><i>Number and percentage of the institutions with organised function for public relations</i></p>	<p>All, especially ministries of all the levels of authority and institutions that have a role in the process of European integration</p>	<p>By the end of 2011</p>	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>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 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, for 2013. Eleven institutions confirmed this function filled, 4 institutions have systematised but vacant position, while 1 institution does not have this position in systematisation. 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), for 2013 no qualitative data on changes were submitted.</p>
<p>IC 3. Coordination and Standard Setting</p> <p>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.</p>								

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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	Partially implemented	Partially implemented	Partially implemented	Partially implemented	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, as well as in the first half of 2013.
3.2. Improve coordination in the field of strategic communication between various levels of authority	<i>Number and intensity of such meetings and functional mechanisms for transfer of information</i>	Central units for IC and the Supervisory Team	Continuously	Partially implemented	Partially implemented	Partially implemented	Partially implemented	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 activities that lead to fulfilment of this objective was noted, as well as in the first half of 2013.
3.3. Ensure modern and efficient development of IC sector in the future	<i>Functional overview of the IC capacities has been drafted and recommendations for future revision have been given</i>	Central units for IC	By mid 2014					This objective has been foreseen for implementation in the next period (2013 – 2014).













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

4.1. Standardise requirements and job descriptions for the public relations officers	See HRM 8.1.	Central units for IC with key institutions for HRM	Continuously					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 public procurement procedure).
4.2. Provide training on public relations and strategic communication for the public relations officers	Number and percentage (of the total number of public relations officers) of attendees and number of implemented trainings organised by the CSA / the CAA	Individual institutions with coordination of the central units for IC in cooperation with the institutions and the CSA / the CAA	Continuously	Partially implemented	Partially implemented	Implementation ongoing	Implementation ongoing	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", this practice continued in the first half of 2013 as well. The CSA BiH organised 10 trainings "Practical Application of the Freedom of Information Act", covered 198 attendees.

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4.3. Ensure training of the PR officers on other fields significant for their work	<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>	Individual institutions with coordination of the central units for IC in cooperation with the institutions and the CSA / the CAA	Continuously	Partially implemented 	Partially implemented 	Partially implemented 	Partially implemented 	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. In the first half of 2013, the public procurement for the said project was completed.
4.4. Provide the PR officers / managers with the access to the experiences of the best European practice	<i>Number of study trips and other forms of education, number of participants</i>	Central units for IC, other institutions	Continuously	Implementation ongoing 	Implementation did not start 	Implementation did not start 	Implementation ongoing 	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 . For the first half of 2013, there are no new data for any of the levels.
4.5. Ensure that senior management understands and supports the work of the public relations offices / officers	<i>Strategic communication and public relations have been included in the programme, the number of implemented trainings by that programme The number of managing civil servants who passed that training</i>	The CSA / the CAA in cooperation with the central units for IC	By the end of 2012	Partially implemented 	Implementation ongoing 	Implementation ongoing 	Implementation ongoing 	According to the available information, the CSA / the CAA did not introduce these modules within trainings for managing civil servants at either level. However, sporadic trainings on this topic are available to the managing civil servants. At the level of the CoM BiH , at the meeting CSA BiH – Information service of the CoM BiH, a possibility of inclusion of advisers to the ministers in trainings on strategic communication / public relations was discussed as well. Organised training for one of the harmonised priority topics (December 2012). Certain trainings of the ReSPA are also available for the managing civil servants, to which representatives of all the levels can apply. For the first half of 2013, there are no new data for any of the levels.

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IC 5. Activities Related with Media

Communication with the media represents a very significant segment of communication of the administration bodies. It is necessary to establish a system of efficient and effective communication with the media. That implies existence of certain acts which obligate, but also instruct the officers how to communicate with the media. It is necessary to also develop a practice of effective communication, which is achieved by constant work and improvement of the existing practices. Such practices do exist, as basic settings of the system, but it is necessary to primarily continue with regular activities of everyday communication with the media, and to simplify that communication by efficient work and solutions. Such system of communication directly contributes to transparency and accountability of work of administration, and opens a space for correction of work.

5.1. Clarify and simplify communication with media	<i>Guides for public relations and relations with the media have been prepared / updated</i>	Central units for IC	By mid 2011, after that continuously	Partially implemented	Partially implemented	Partially implemented	Partially implemented	Framework for media relations was formally established through the communication strategies and other acts. There is also a common Guide for Public relations as a tool for planning and implementation of communication with media. System of communication with media has been established, regular activities in that segment were implemented in 2012. In order for that to become a practice, it is necessary in 2013 and 2014 as well to continue with these activities and improve them where possible. In 2012, activities have been noted at all the levels regarding continuous fulfilment of this objective, as well as in the first half of 2013.
	<i>Results of media monitoring, the number of accredited reporters</i>							
	<i>The number of press releases, press conferences and other media-oriented activities</i>	All the institutions						

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.)

6.1. Increase efficiency of media monitoring	<i>The number of prepared press clippings, the number of service users and the number and type of media monitored</i>			Partially implemented	Implementation ongoing	Implementation ongoing	Partially implemented	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. For the level of the FBiH and the RS, there are no data for 2013 (6.1.3.).
	<i>The number of electronically distributed press clippings, the number of service users</i>	Central units for IC	Continuously					
	<i>The number of innovative solutions – implemented improvements in comparison with the current situation</i>							

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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.

7.1. Monitor implementation of the FOIA and ensure regular reporting in accordance with the law	<i>Regularity of reporting in accordance with the law</i>	Central units for IC, all institutions	Continuously	Partially implemented 	Partially implemented 	Partially implemented 	Partially implemented 	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 activities that lead to fulfilment of this objective was noted, as well as in the first half of 2013.
7.2. Ensure that all the institutions fulfil their responsibilities in accordance with the FOIA	<i>The percentage of institutions that have a person in charge of procedures under the FOIA</i> <i>The number of processed requests for access to information</i> <i>Ratio of received and processed requests under the FOIA</i>	Central units for IC, all institutions	Continuously	Partially implemented 	Implementation ongoing 	Partially implemented 	Partially implemented 	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. For the first half of 2013, data noted for CoM, the RS and the BD BiH, for the FBiH, no quantitative indicators were submitted.

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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	<i>The number and percentage of institutions which regularly conduct surveys and gather useful proposals and information on user satisfaction</i>	Central units for IC					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). At the level of the CoM BiH, the Information service sent a questionnaire to 87 media, where delivery of contact information was requested, as well as suggestions of media with the objective of correcting and improving the work and removing possible problems. Within the SPI inter-institutional work group a project of analysis of websites of 9 beneficiary institutions was initiated, which includes also research of satisfaction of 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), which was continued in 2013 as well.
	<i>Number of visits / hits per page</i>	All institutions (except those that use the web site of the other institution)	By the end of 2011, after that continuously	Partially implemented	Implementation ongoing	Implementation ongoing	
	<i>Established and functional intranet systems in the institutions</i>	Central units for IC, all institutions					

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.

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9.1. Provide information to the citizens without intermediary Approximate the administration to the citizens	<i>The number and percentage of institutions that organise open door days and the number of open door days and similar events</i>	All the institutions					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. In 2013, the trend of issuing publications at the level of the CoM continued, at the level of the RS 6 ministries prepared one or more publications, while for other levels no data were received.	
	<i>The number of published brochures, promotion materials, publications</i>	Central units for IC, other institutions (individually)	At least twice a year, continuously					
	<i>Establishment of these mechanisms (number, frequency of use, etc.)</i>	Central units for IC, other institutions (individually)						
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>Partially implemented</p>	<p>Partially implemented</p>	<p>Partially implemented</p>	<p>Partially implemented</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, in 2013 the public procurement was initiated. In 2012, 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)). In 2013, the project "Building of Capacities of Institutions of Government for Involvement in Dialogue with the Civil Society when Establishing Policies in Bosnia and Herzegovina" was initiated, financed by the IPA, whose beneficiaries are the CoM and the Governments. For the RS, data on 4 ministries which implemented a greater number of campaigns in 2013. 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.</p>
<p>IC 11. Measuring the Results</p> <p>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>								

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11.1. Measure efficiency of strategic communications	<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>	Central units for IC, all institutions	Continuously	Implementation did not start	Implementation did not start	Implementation did not start	Implementation did not start	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.
11.2. Measure public opinions and degree of knowledge of the key areas of policies	<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>	At least once during the mandate of the CoM BiH / the Governments – if possible once a year	Implementation ongoing	Implementation did not start	Implementation did not start	Implementation ongoing	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. In 2013, initiated public procurement for the project "Building of Capacities for Combat against Corruption in the Civil Service Structures of BiH", the DEI and the Government of the BD BiH implemented certain activities in this field.
<p>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>								

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12.1. Improve communication with civil society	<i>Number of organised information activities</i>	Central units for IC	By the end of 2011, after that continuously	Partially implemented	Partially implemented	Partially implemented	Partially implemented	<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 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. In 2013, the activities in this segment continued at all the levels, the project "Building of Capacities of Institutions of Government for Involvement in Dialogue with the Civil Society when Establishing Policies in Bosnia and Herzegovina", financed by the IPA, was initiated. The project, during 2 years, should provide a support to the institutions of government at all the levels in enactment of strategy of cooperation with the civil society organisations in the country, ensure the needed technical assistance in development of institutional mechanisms of cooperation of government with the organisations of civil society, support in capacity building of all the government institutions for participation in monitoring and analysis of public policies through training of civil servants, and assistance to the authorities in the field of budget policy regarding support to the civil society organisations. Additionally, certain common activities with the local and foreign NGOs have been noted (RS).</p>
	<i>Number of meetings with the representatives of the civil sector</i>	All the institutions		Partially implemented	Partially implemented	Partially implemented	Partially implemented	
	<i>Number and volume of consultations of this kind</i>	Relevant Institutions		Partially implemented	Partially implemented	Partially implemented	Partially implemented	

Objective	Indicator of Successfulness	Responsible Institution	Time Frame	Administration Level				Description of Achievement / Comment
				BiH	FBiH	RS	BD	
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	Systems for supervision and accreditation of certifiers have been established	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	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. 2013: The MCT BiH prepared amendments to the Rulebook on Internal Systematisation of the Ministry, which stipulated establishment of the Office for Supervision and Accreditation of Certifiers within the Ministry. The Ministry received positive opinions to the proposal of amendments to the Ordinance and its adoption by the CoM BiH is pending. FBiH: 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, the Law on Electronic Document passed the House of Representatives of the Parliament of the FBiH, adoption by the House of Peoples of the Parliament of the Federation of BiH is in the procedure. There is ongoing Law on Amendments to the Law on Federal Ministries and Other Bodies of Federal Administration, which stipulated establishment of the Institute for Information Technologies. [sic] Implemented activity of draft of project and design of software for establishment of RA (Registration Authority) body. 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 RS, 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. BD BiH: the Law on Electronic Signature of the Brčko District of BiH and the Law on Electronic Document have been adopted. 2013 Objective not implemented. In the Law on Electronic Signature of the Brčko District of BiH, the supervision and accreditation of certifiers is in the competency of the Department for Public Register, which proposed the Law, which was adopted by the Assembly of the Brčko District of BiH on 2nd June 2010. This Law stipulated that minimum activities the Government of the Brčko District of BiH needs to implement in order for the law to be implemented, is implemented by the









e-Administration

<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 ensured</i></p>	<p>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</p>	<p>End of 2011</p>	<p>Implementation did not start</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation did not start</p> <p>●</p>	<p>Department for Public Register. It is necessary to further strengthen the capacities of this institution, the organisation and technical capacities.</p> <p>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>2013 After establishment of the Office for Supervision and Accreditation of Certifiers, the Office will start all the necessary activities related with fulfilment of the objective 1.2.</p> <p>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;</p> <p>RS: In the RS, the existing Rulebook on the Measures of Protection of Electronic Signature and Qualified Electronic Signature, the Lowest Amount of Mandatory Insurance and Application of Organisational and Technical Measures of Protection of Certificates has been updated – 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.</p> <p>BD BiH: the Law on Electronic Signature of the Brčko District of BiH and the Law on Electronic Document have been adopted implementation of the objective is conditioned by implementation of the previous activities.</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>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Implementation did not start</p> <p>●</p>	<p>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>2013 the Work Group from the MCT BiH prepared the Draft Law on Electronic Document, which was sent in the public discussion.</p> <p>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;</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).</p> <p>BD BiH: 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 Brčko District 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>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 MJ BiH, FMJ, MALSG RS</p> <p>End of 2011</p>	Partially implemented	Implementation did not start	Partially implemented	Implementation did not start	<p>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 will provide for authentication, necessary to maintain the trust in the system and data imputed in databases in the competency of the IDDEEA. The PKI infrastructure was put into operation in production environment and implemented on all IDDEEA users.</p> <p>2013 IDDEEA: Biometric ID cards started to be issued on 1st March 2013. The new ID card, is different from the present one in providing new possibilities: blood type, entity citizenship, input of qualified certificate (digital signature), which would be used for electronic identification. The photograph is in colour, all the personal information are written in Cyrillic and Latin script, and the manner of reception of the ID card, according to the new law, can be in person, by mail or by a legal representative. Additionally, the ID card contains an electronic memory element (chip), which stores and cryptographically protects the data in the process of personalisation, as well as the sign for the type of the document, so it could be used for travel outside of Bosnia and Herzegovina, which means that it could have a function of a travel document. Thanks to the technology of design of electronic ID card, the risk of forged document will be additionally decreased, and the citizens will be enabled to digitally present themselves and to digitally sign. Other protective elements found on the ID card are fully in accordance with the recommendations of the EU. The new driving licence contains additional protective elements, which contributes to improvement of security of overall system of personal documents of BiH citizens. The citizens, in the competent bodies in the place of residence (the Ministries of Interior and the Public Register of the Brčko District) will submit requests for new ID cards and driving licences when currently valid ones expire, which means that is no mass change of these documents.</p> <p>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</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.</p> <p>2013 The AID RS is tied with its activities with the set of laws on electronic document, signature and operations, as well as steps completed regarding issuing accredited electronic signature, which is already being used.</p> <p>BD BiH: 2013: Activity conditioned by implementation of previous activities.</p>
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<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</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>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 ongoing</p> 	<p>Partially implemented</p> 	<p>Implementation did not start</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". 2013 MCT BiH: Work draft of the document: Modality of Planning, Development and Implementation of Programme Solutions has been drafted and sent in public discussion. The Decision on standardisation of user software in the institutions of the CoM BiH and The Decision on Management of Software Products in Use in the Institutions of BiH have been adopted at the 50th session of the CoM BiH. Work draft of the document: Instruction on Technical and Technological and Software Standard for Work Station in the Institutions of BiH has been drafted and sent in public discussion. FBiH: The Directive on the Secretariat General of the Government of the FBiH stipulated that the Secretariat General of the Government of the FBiH is competent for implementation of the Contract on Strategic Partnership with the Microsoft and preparation of future contractual relations. 2013 Until the ICT Institute is established, all the affairs related with planning, development and implementation of the project Fe-Administration will be in the competency of the Federal Ministry of Transport and Communication. The Government of the FBiH, at the 68th session of 14 November 2012, enacted the Conclusion V. Br. 1569/2012, putting the Secretariat General of the Government of the FBiH in charge of proposing activities for implementation of the projects (Mail hosting of the federal budget users, Anti virus protection of federal budget users, Intranet etc.) in all federal institutions, whose implementation would implement the indicators from "e-Readiness (Report 2009), and the activities from the project "Fe-Administration". With the same conclusion, the Government of the FBiH gave "support to achievement of benefits by group licensing of software used by the federal budget users". As the first activity on implementation of this Conclusion, the Contract on Quantity Licensing has been closed with the company Microsoft BiH, which: ensured legality of the Microsoft software, centralised procurement of the Microsoft software which increased transparency and control, budget users are able to have a level D prices. The contracts on group licensing of other software will be implemented in accordance with the demonstrated needs of the federal budget users. 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 AIS RS. Adopted document "Recommendations for Design and Maintenance of the Web Presentations of the Institutions of the Republic of Srpska". 2013 AIS RS issued a document "Guidelines for Giving Opinions on ICT Projects". A control system has been established, as well as the advisory mechanism through the activities of the AIS RS. 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. 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. The forms of contracts for IT services do not exist, i.e. the existing standard specifications are published on the internet only as a part of the individual technical specifications within individual tenders. There are no guidelines for outsourcing services. 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 and/or Sub-Department for IT.</p>
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e-Administration





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 	Partially implemented 	Partially implemented 	<p>BiH: this objective is planned to be implemented through draft of documents the "Policy of Software in the Institutions of BiH". The "Ordinance for Use of the Common Information-Communication System in the CoM BiH" 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 CoM BiH.</p> <p>2013 SG CoM BiH: "The Ordinance for Use of the Common Information and Communication System in the CoM BiH" has been sent to the session of the CoM BiH, with the appropriate opinions of the Legislation Office and the Ministry of Finance and Treasury. The Projects "Design of Data Centres of the CoM BiH" and "Building of Common Document Management Platform of the CoM BiH" have been successfully completed and technical procedures are being developed, which would precisely define the manners and forms of document management within the IT system of "e-Government".MCT BiH: Work draft of the document: Instruction on Technical and Technological and Administrative Measures for Security of Information Systems in the Institutions of BiH has been drafted, the next steps are sending them to public discussion and adoption by the CoM BiH.</p> <p>FBiH: the Rulebook on the Standards of IT Security is being prepared.</p> <p>RS: the Rulebook on the Standards of IT Security is being prepared, whose completion is expected in the 1st quarter of 2012.</p> <p>2013 This objective will be partly completed through the project "Interoperability", which started, and with Inspectorate of the RS under guidance of the World Bank. [sic] Access to electronic networks is defined by the Law on IT Security of the RS and by the accompanying bylaws in force. The operative and technical implementation of these measures is coordinated by the Department for Information Security (DIS) within the AIS RS. The Regulation on Measures of IT Security was enacted by the Government of the RS at the 82nd session on 20 September 2012.</p> <p>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.</p> <p>2013 There is ongoing implementation of the project ISMS, which revises the regulations and introduces the standards in management related to IT security in the Government of the BD BiH.</p>
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	Implementation ongoing 	Implementation did not start 	Implementation ongoing 	Implementation ongoing 	<p>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.</p> <p>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.</p> <p>2013 List of sensitive points and dangers is not clearly defined and it does not exist in the form of some document. Nothing prescribes the process of risk analysis and inspections of security measures and the form of reporting on the estimation of IT security.</p> <p>RS: 2013 The Government of the RS executed Internet / Intranet penetration test in December 2012. Results delivered in January 2013.</p>

e-Administration

1.8. Establish CERT institutions	<i>CERT 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	Implementation ongoing 	Implementation did not start 	Partially implemented 	Implementation did not start 	<p>BiH: The CoM BiH adopted the Strategy of Establishment of the CERT body in BiH (July 2011), which gives guidelines for the activities and based on the Strategy, a work group for implementation of all the necessary preparations for establishment of the CERT body at the state level (BiH CERT) has been established, with a mandate of one year, starting from December 7, 2011. The work group completed its work on December 7, 2012, drafted a proposal of the action plan and a final report with concrete conclusions:</p> <ol style="list-style-type: none"> 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 CoM 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>RS: 2013 In the RS, the Law on Information Security established the CERT RS, and the Department for Information Security. Currently, there are ongoing activities on personnel employment in the Department.</p>
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IT 2. Strengthening of the Capacities

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</p> <p><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></p> <hr/> <p><i>A common methodological approach for coordination between the central and peripheral units has been defined</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>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Fully implemented</p> 	<p>Implementation ongoing</p> 	<p>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 of BiH. 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 CoM 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. 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.</p> <p>2013 SG CoM BiH: Currently, very small number of employees in the Department works on administration of all the services within "e-Government". Currently, on the system of e-Government, there are over 35 institutions, over 45 servers and bases.</p> <p>FBiH: the Sector for IT, as a basic organisation unit, is within the Secretariat General of the Government of the FBiH. The Programme of Work of the Government of the FBiH for 2012 stipulated establishment of the ICT Institute of the Federation of BiH. (deadline: December 2012) 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;</p> <p>2013 Until the ICT Institute is established, the affairs of the central unit in the FBiH are executed by the FMTC and the Secretariat General of the Government of the FBiH</p> <p>RS: The Sector for IT, as a basic organisation unit within the Secretariat General of the Government of the RS has been defined by the Law on the Government of the RS (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.</p> <p>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 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.</p> <p>2013: In the Brčko District of BiH, the roles have been formally divided, competencies and functions related with coordination and assistance to development of e-Administration, i.e. as the central unit in charge of these matters the Sub-Department for IT has been set.</p>
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e-Administration

<p>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>	<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>	<p>Mid 2012 for initial activities with the need for continuous strengthening</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Implementation did not start</p> <p>●</p>	<p>FBiH: Still at the level of planning to establish the ICT Institute. 2013 There is ongoing Law on Amendments to the Law on Federal Ministries and Other Bodies of Federal Administration, which stipulated establishment of the Institute for Information Technologies. [sic] Implemented activity of draft of project and design of software for establishment of RA (Registration Authority) body. RS: there is a central unit, but there is no information on trainings, ... 2013 the AIS RS established the network of IT managers through the activities of meetings 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).</p>
<p>2.3. Ensure professional IT staff in public administration</p>	<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>	<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 did not start</p> <p>●</p>	<p>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 CoM BiH. 2013 The MCT BiH: initiated tender procedure for public procurement for provision of services of Premier support for Microsoft products. The new contract stipulates much more IT trainings, which implies specialist trainings for Microsoft products, both for IT professionals and for all the employees in the institutions of BiH, who will have the right to attend the basic IT trainings.In addition to the aforementioned, in accordance with the new ESA contract, all the employees will have access to on-line e-learning services to acquire necessary skills in use of Microsoft products. FBiH: 2013 In the first half of 2013, within implementation of the Contract on Microsoft main support, there were workshops for IT staff of the federal institutions: "System Centar DPM & VMM Overview", "Power Shell for IT administrators", "Windows Server 2012 Hyper V", "Failover Clustering 2012".The Secretariat General of the Government of the FBiH is in cooperation with the IT staff in the federal bodies of administration defines needs for workshops within implementation of the Contract on Microsoft main support. [sic] RS: 2013 Employees in the Sector for IT regularly or at least twice a year attend some of the expert courses or specialist educations. BD BiH 2013: Educations for IT staff were not organised.</p>

<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 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>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>Implementation ongoing</p>	<p>Implementation ongoing</p>	<p>Implementation ongoing</p>	<p>BiH: The MCT BiH established a group 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. Activities have been initiated for implementation of the pilot project for building of the DMS for 10 institutions on the e-Government system. 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> <p>2013 SG CoM BiH: the Project of Building of common platform for document management is completed. Data of all the institutions, users of the e-Government system have been transferred on a common platform.</p> <p>Data centre is completed and the private cloud of the Council of Ministers of BiH has been implemented. All the services of the institutions are migrated to a new platform (currently, there are around 50 virtual servers in the system with the tendency of growth). There were presentations of the results of the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange" at all 4 administrative levels to the representatives of the relevant institutions.</p> <p>FBiH: 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. 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.</p> <p>2013 The project Fe-Administration has been presented</p> <p>RS: 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". 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).</p> <p>2013 This objective is being implemented through constant activities through regular work and coordination of work of certain IT organisation units</p> <p>BD BiH: 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.</p>
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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.

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 levels of authority, municipalities included, and externally between the public sector and the users of public services	<i>Analysis with recommendations has been drafted</i>	Centre for e-Government of the Council of Ministers of BiH AISRS	End of 2011	Partially implemented	Implementation ongoing	Partially implemented	Implementation ongoing	BiH: 2013 SG CoM BiH: Completed building of the private cloud for all the institutions at the state level. FBIH: 2013 During 2013, the Federal Ministry of Transport and Communication will analyse the existing networks and implement the optimal solution of all the organisation units in the FBIH. There is ongoing preparation of the tender specification for the projects of electronic communication, organisation and semantic interoperability at the level of the Government of the FBIH. RS: 2013 Established and implemented project of electronic collaboration between the civil servants through implementation of the MS LYNC service (voice, video, text). BD BiH 2013: ICT infrastructure of the Government of the Brčko District of BiH for internal communication within the institutions and for common access to Internet is on high level, although it has been built several years ago, but the question is whether the manner of use of the network is optimal. Analysis of computer networks with the objective of optimisation of use is being implemented as needed on the occasion of widening or change of the computer network. These analyses do not have formal - written results or concrete written recommendations.
	<i>ICT infrastructure, as a basis for efficient data exchange between all the organisation units of administration, including municipalities, has been provided</i> <i>The number of implemented IT systems that use the established ICT infrastructure</i>	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 2014	●	●	●	●	

IT 4. Information Systems, e-Portals and e-Services

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.

4.1. Define common framework and standards for information systems architecture and development of applications	<i>A comprehensive information architecture methodology has been designed</i>	Centre for e-Government of the Council of Ministers of BiH AISRS	End of 2011	Partially implemented	Partially implemented	Partially implemented	Partially implemented	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.). FBIH: In the FBIH through the Programme of Work of the Government of the Federation of BiH for 2012. 2013 The objective will be implemented through the activities of the project Fe-Administration. RS: The Strategy of Development of e-Government of the Republic of Srpska 2009 - 2012 stipulates 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. 2013 Official criteria for software solutions (2006) and Standard for contents of project documentation and constituent parts of software solutions in the Government of the Brčko District of BiH (2008) are being applied whenever the Sub-Department for IT is involved in procurement and building of the parts of the information system. These documents can be seen as internal documents of the Sub-Department for IT because they have never been made official by the Government of the Brčko District of BiH. Documents are not being updated in accordance with the technological changes.
	<i>Methodology for information systems architecture and development of information systems and applications has been prepared</i>	Sector for IT within the Secretariat General of the Government of the RS Government of the FBIH Sector for IT of the BDBiH		●	●	●	●	

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><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</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>	End of 2011	Partially implemented	Partially implemented	Partially implemented	Partially implemented	<p>BiH 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 23rd May 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. Through adoption of the documents List of Meta-Dictionaries of Data, Standards, Guidelines and Policies for Development and Maintenance of Dictionaries of Data (adopted by the Decision of 10 December, 2012), and the Initial Dictionary of Data (adopted by the Decision of 8 January 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 models and XML schemes, Common administrative service office (GSB), System of user support, Register of ICT projects, Catalogue of e-Services, and administrative and court fees, e-Learning system for application of architectures and application standards, e-praksa.gov.ba - Common portal for knowledge and good practice management, e-gif.gov.ba - Collaboration system of interoperability. It is expected that these projects are included in the programme of Multi-Annual Capital Investments for the period 2013 - 2015.</p> <p>FBiH 2013 prepared proposals of decisions proposed within the Final Report of the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange" and delivered to the Federal Ministry of Transport and Communications and the Federal Ministry of Justice for harmonisation. Initiated project of Fe-Administration, which among other things includes also the projects: Organisation Interoperability Semantic Interoperability at the level of the Government of the FBiH</p> <p>RS: 2013 the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange" ends this activity.</p> <p>BD BiH 2013: Preparation of the Decision on Adoption of the "Interoperability Framework" is the activity planned for the next month. The Decision will define the bearers of the activity, and adoption of the results of the project by the Government of the BD BiH is also expected.</p> <p>-----</p> <p>On 7 March 2013, at the 32nd session of the PARF JMB, the Final Report of the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange" has been adopted with the defined set of documents, of which the most important is the Interoperability Framework of BiH. The next step is adoption of the Decisions on Accepting the Interoperability Framework and adoption of other harmonised materials by the governments at all 4 administration levels.</p>
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<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></p> <p><i>A detailed programme of optimisation and interoperability of basic public registers has been developed</i></p> <p><i>The number of completed electronic basic public registers</i></p> <p><i>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 BDBiH</p>	<p>End of 2011</p> <p>Mid 2012</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>By implementation of the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange" the document "Strategic Proposals for Optimal Mobilisation and Mutual Linking of Electronic Registers" has been drafted, and it was adopted by the PARF JMB with the Final Report of the Project.</p> <p>FBiH: 2013 In accordance with the Law on Registry Books (Official Journal of the FBiH, No. 37/2012) appropriate bylaws have been enacted contributing to implementation of this objective.</p> <p>The Government of the FBiH, at the 38th session of 22nd February 2012, enacted the Decision on Giving Agreement to the Action Plan for Implementation of the law on Registry Books in the Period 2012 and 2013 (V. No. 186/2012). Constituent part of the Action Plan is also the "Idea Project Central Register of the Federation of Bosnia and Herzegovina". This Project gave a proposal of technical implementation of maintenance of central register, as well as specifications of the necessary equipment with presented financial component of the complete project per respective segments. Completed project "Land Registry Books", which was implemented in the Federal Ministry of Justice.</p> <p>RS: 2013 the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange" ends this activity.</p> <p>BD BiH: In 2013, A part of the analysis implemented within the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange in BiH".</p>
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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	HRMIS The number of institutions that in operational sense use the IT system	HRMIS 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	HRMIS, end of 2011					<p>BiH: Drafted terms of reference for the document management system and funds were planned for implementation of this project in the institutions of the CoM BiH in three phases. 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> <p>SG CoM BiH: 2013 Implementation of the DMS suspended in the CoM BiH because of lack of funds. Ongoing training for the ministers to use the e-Sessions.</p> <p>FBiH: 2013 The project e-Sessions was fully implemented in the Secretariat General of the Government of the FBiH. Based on the experiences so far, there is ongoing project of upgrade of the system of e-Sessions.</p> <p>RS: This objective has been partially implemented: HRMIS, e-Public Procurements, Document management System, upgrade of the system of e-Sessions of the Government of the RS.</p> <p>2013 The AIS RS implemented the project "Institutions without Paper" (IwP), all the documents in circulation are scanned, digitally signed and archived in the electronic archive. The IwP programme stipulates widening of the project to all the republic and local administration bodies. Implemented training for users for use of the application of reception office where it exists. At this administration level the Human Resources Management Information System has been implemented and is in function. As early as 2011, the CAA RS implemented trainings for the users of the HRMIS. Activity is continuously being monitored and the needs and possibilities are being analysed for introduction of integration with the DMS in the next period.</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 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.</p> <p>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.</p> <p>2013 Prepared technical solution of the new portal for public procurements. New instruction for public procurements prepared. A start of testing of technical solution is expected. The DMS information system has been transferred on new hardware.</p>
	The number and type of reports generated by the HRMIS							
	An option to use the HRMIS to identify potential candidates for vacancies by various criteria							
	e-Public Procurements The number of institutions that in operational sense use the IT system	e-Public Procurements Public Procurement Agency of BiH Ministries of Finance 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	e-Public Procurement s, end of 2014					
	Availability of electronic notices on initiation of the procurement procedure							
	Availability of electronic tender documentation for the bidders							
	Existence of electronic application							
	Number of electronic applications	Document management system 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	DMS, end of 2013	Partially implemented	Partially implemented	Partially implemented	Partially implemented	
	Possibility of electronic processing of applications, bids, etc.							
	Establishment of electronic catalogue of procurements							
	Document management system The number of institutions that in operational sense use the DMS	Upgrade of the system of e-Sessions of the CoM / the Governments and integration with the DMS Secretariats General of the Council of Ministers of BiH, the Government of the RS and the Government of the FBiH 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	Upgrade of the system of e-Sessions of the CoM / the Governments and integration with the DMS, end of 2012					
	Number of various DMSs in use (negative indicator)							
	Number of interoperable DMSs							
	Upgrade of the system of e-Sessions of the CoM / the Governments and integration with the DMS Upgraded system of e-Sessions of the CoM / the Governments							
	Integrated with the DMS							

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4.5. Establish a BiH portal, which would be organised around everyday-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><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>	PARCO Centre for e-Government of the Council of Ministers of BiH	End of 2011 for establishment of the portal and methodology, and for implementation of everyday life events, see e-services	Implementation ongoing		BiH: 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. 2013 Selected legal and IT experts for implementation of the BH portal. Financing provided by the GLZ.
4.6. Establish entity and BDBiH portals that would be organised around everyday life events, covering services from the competency of the entities and the BDBiH	<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>	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 establishment of the portal and methodology, and for implementation of everyday life events, see e-services		<div>Implementation ongoing</div> <div>Partially implemented</div> <div>Partially implemented</div>	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. RS: Project: Portal eSrpska (www.esrpska.com) was implemented in 2009, web portal of the Government of the RS www.vladars.net was implemented in 2008. 2013 This task was implemented fully through a series of portals that have been completed, e.g. eSrpska, eMapa, intranet portal, portal of the Government of the RS. No information on measuring satisfaction of users. 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.

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<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</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 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>BiH: New project idea was identified "Implementation of Common Services for eServices: payment of services, which received support – approval of all the members of the ST for the reform area of E-Administration. There are ongoing consultations with the interested parties with the objective of defining the project proposal.</p> <p>2013 There was no movement in implementation of the project idea "Implementation of Common Services for eServices: payment of services", the reason is inability to find common denominator of interested parties - ST members on the concept and scope of the project as well as showing reserves on the possibility of implementation of this project.</p> <p>RS: The Conclusion of the Government of the RS 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>BD BiH: 2013 authentication and identification. Service not established. With the start of issuing new ID card with a memory element, the infrastructure that would enable achievement of this objective has been created. Preliminary talks with the IDDEEA representatives have been conducted. As a common task a request has been set that for new e-services of the Government of the Brčko District of BiH the citizens should be identified by a new ID card.</p> <p>> Payment of services. Service not established. Common standpoint of the members of the Supervisory Team is that conditions for implementation of this service were not created.</p> <p>> Electronic forms. Service not established.</p> <p>> Integration with registers. For creation of preconditions for integration, it is necessary to first precisely define and establish compatible registers, create legal assumptions for its linking, and then start to technically implement the registration.</p> <p>> Electronic processing and electronic delivery to the parties. Service not established. Precondition is implementation of the Law on Electronic Signature and existence of e-services that have as a result electronically signed documents.</p> <p>BiH: At the level of the CoM BiH, within the competency of the IDDEEA, 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).</p> <p>Start of the project "ICT solutions for PA and IDDEA" foreseen for the first quarter of 2013. 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. There is signing of the contract between the EU Delegation in BiH with the future implementer of the contract. The Agency, by future implementation of the proposed project alone, would have a great influence on initiation of the whole process of provision of e-services of public administration to the citizens of BiH.</p> <p>2013 implementation of the project "ICT solutions for PA and IDDEEA" started on 11 February 2013, with the deadline for implementation by 10 October 2014. Implementation of the project will enable use of e-services for issuing personal documents, registration of vehicles and registration of changed residence.</p> <p>RS: design of the e-Map of the RS.</p> <p>BD BiH: the Action Plan for introduction of e-Administration in the BD BiH has been adopted.</p> <p>2013: No common steps were taken for implementation of this objective.</p>
	<p>E-tax</p> <p>Existence of information system that enables transaction services through appropriate web-portal</p> <p>Filing of income tax returns is available to citizens</p> <p>Safe electronic communication between citizens and officers in the authorities is available</p> <p>Number users and number of transactions</p> <p>Saving for the citizens and the state in time and money</p> <p>Motor vehicle registration</p>	<p><u>E-tax</u></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>Tax Administration of the FBiH</p> <p>Tax Administration of the RS</p> <p><u>Motor vehicle registration</u></p>	<p><u>E-tax</u></p> <p><u>End of 2014</u></p>					

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

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<p>4.9. Implement the following priority transaction e-Services for business subjects:</p> <p>PHASE 1</p> <p>- Initiation of business activity by the system "one-stop-shop" (court registration, registration in tax administration, registration with statistics)</p> <p>PHASE 2</p> <p>- Initiation of business activity by the system "one-stop-shop" - continuation (application to the employment institutions, pension and health insurance)</p> <p>PHASE 3</p> <p>- Services for the existing business subjects (VAT, vacancy announcement, registration and deletion of employees, statistics and other reporting to the state bodies)</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</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>Tax administrations</p> <p>Ministries of Justice</p> <p>Registration courts</p> <p>Statistics institutions</p> <p>Employment bureaus</p> <p>Institutions for health / pension insurance</p> <p>Institutions in charge of RAO</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>BiH: 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", which received support of all the members of the ST for the reform area of e-Administration. Harmonisation of the project proposal is ongoing.</p> <p>2013 the project was renamed "Business Registration Reform Road Map", project documentation for the said project has been prepared. Noted initiatives of other institutions as well on the topic of registration of businesses.</p> <p>RS: 2013 Set of all the relevant laws related with the business registration reform passed the assembly procedure in the form of a draft, and the Action Plan for Business Registration Reform in the RS is being implemented in accordance with the set objectives.</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></p> <p><i>Number of answers</i></p>	<p>PARCO</p> <p>Centre for e-Government of the Council of Ministers of BiH</p> <p>AISRS</p> <p>Government of the FBiH</p> <p>Government of the BD BiH</p> <p>Institutions that have a central role in implementation of appropriate e- service at all the levels of authority</p>	<p>End of 2013</p>		<p>RS 2013 the portal e-Srpska has the possibility of submission of objections and e-proposals regarding the existing e-Services.</p>