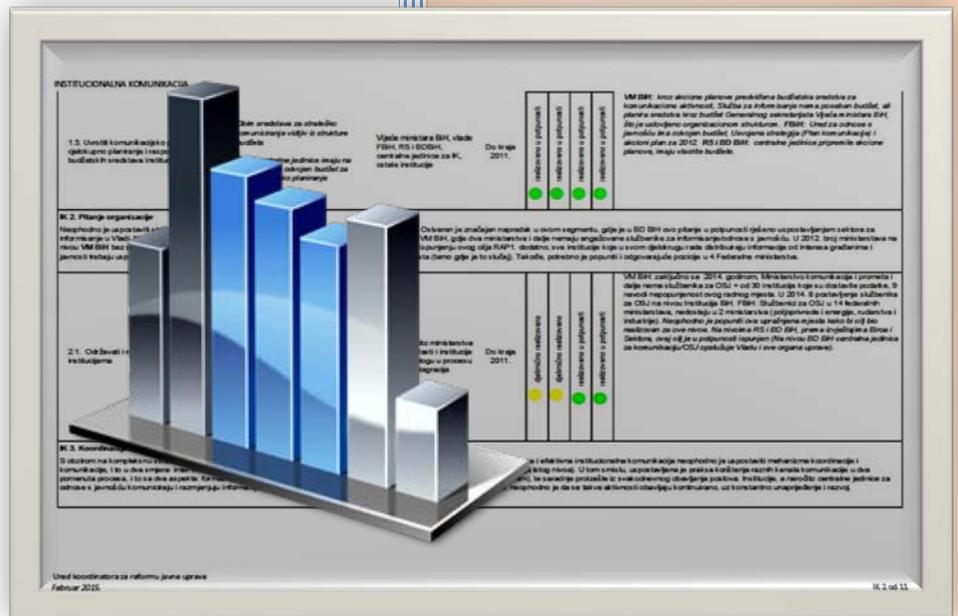


January -  
December  
**2016.**

# Annual Progress Report



**Council of Ministers  
of Bosnia and Herzegovina**

**Public Administration  
Reform Coordinator's Office**

**MONITORING OF  
IMPLEMENTATION OF  
THE REVISED ACTION  
PLAN 1 OF THE  
STRATEGY OF THE  
PUBLIC  
ADMINISTRATION  
REFORM IN BIH**



# TABLE OF CONTENTS

<b>SUMMARY .....</b>	<b>3</b>
<b>1. INTRODUCTION AND METHODOLOGY .....</b>	<b>5</b>
<b>2. OVERALL OVERVIEW OF THE REFORM IN 2016.....</b>	<b>8</b>
<b>3. PROGRESS OVERVIEW BY THE REFORM AREAS .....</b>	<b>17</b>
<i>REFORM AREA STRATEGIC PLANNING, COORDINATION AND POLICY MAKING .....</i>	<i>17</i>
<i>REFORM AREA PUBLIC FINANCE .....</i>	<i>22</i>
<i>REFORM AREA – HUMAN RESOURCES MANAGEMENT.....</i>	<i>31</i>
<i>REFORM AREA ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES .....</i>	<i>38</i>
<i>REFORM AREA INSTITUTIONAL COMMUNICATION.....</i>	<i>46</i>
<i>REFORM AREA e-ADMINISTRATION.....</i>	<i>63</i>
<b>4. CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>75</b>
<b>5. DETAILED OVERVIEW OF IMPLEMENTATION OF THE OBJECTIVES BY THE REFORM AREAS.....</b>	<b>77</b>
<i>Attachment – Overview of Implementation of the Activities by the Reform Areas of the RAP 1.....</i>	<i>79</i>

## Summary

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- In 2016, a total of **68%** of the objectives from the Revised Action Plan 1 have been achieved, which in relation to the previous year, 2015, represents a growth of a total of 3%, considering that at the end of 2015, the Public Administration Reform Coordinator's Office noted a progress of 65% in achievement of the objectives from the RAP 1.
- In percentages, the biggest growth in achievement of the objectives / activities from the RAP 1 was noted at the state level and at the level of the Brčko District, where it was 3%, while in the Federation of BiH and the Republic of Srpska, the progress was recorded in the amount of 2%.
- In 2016, two projects financed by the IPA 2011 programme were finalised. The first project was "Modernisation of the Human Resources Management System in the Structures of the Civil Service in BiH". The said project supported development and introduction of methodologies for an analysis and analytic assessment of jobs, in order to improve job descriptions. The second project was "Education of Managers of Administrative Procedures and Inspectors", aiming at improvement work quality of managers of administrative procedures and inspectors. A full implementation of the project results of the aforementioned two projects would contribute to implementation of the objectives from the reform areas of Human Resources Management and Administrative Procedures and Administrative Services.
- During the course of 2016, implementation of nine projects was initiated, financed by the funds of the Public Administration Reform Fund, of which two projects were successfully implemented. These are the projects "Specialist Training Programme for IT Managers" and "Upgrade of the Common Information System for Business Registration in the Republic of Srpska Through Procurement of the Necessary Hardware Infrastructure (backup servers)". Both projects contributed to implementation of the objectives from the area of e-Administration. Implementation of the remaining projects is expected in the following reporting periods (more on the projects is in the chapter 3. Progress overview by the reform areas).
- The Public Administration Reform Coordinator's Office, in cooperation with the CSA BiH and the Institute for Standardisation of BiH, drafted the Operations plan for introduction of quality management in the institutions of Bosnia and Herzegovina for the period 2016 - 2018. The plan was sent for adoption to the Council of Ministers of BiH. Drafting of the plan contributed to increase of the progress in the field of Human Resources Management.
- The Operations plan for establishment of Interoperability Framework at the level of the institutions of the Council of Ministers of BiH was adopted in January. Adoption of this plan increased the progress in the area of e-Administration.

- The IDDEEA gave to the citizens an e-Service, through which they would be able to follow the phases of procedure of issuing a travel document, personal identification card and driver's licence, from the moment of submission of request to issue of the document, which also contributed to a progress in the field of e-Administration.
- The Central Harmonisation Unit of the Ministry of Finance and Treasury of BiH drafted the Strategy of Development of the System of Internal Financial Controls in the Institutions of BiH for the period 2016 - 2018. It was adopted in December 2016.
- At the level of BiH, the Ordinance on the Character and the Contents of the Public Competition, the Manner of Interview and the Forms for Interview<sup>1</sup> was enacted, which contributed to the progress in the area of Human Resources Management (more on the achieved progress is in the chapter 3 Progress overview by the reform areas).
- The biggest number of objectives, by the reform areas, was achieved in the area of Institutional Communication (79%), but in 2016, the progress in this area was only 2%. The weakest implementation of the objectives was noted in the area of e-Administration (50%), where in 2016 the achieved progress was only 1%. The biggest increase in implementation of the objectives was noted in the area of Strategic Planning, Coordination and Policy Making, it being 5%.
- Although the deadlines expired, the RAP 1 had objectives whose implementation did not yet start. The biggest number of such objectives, nine of them, was recorded at the level of the Federation of BiH and the Brčko District of BiH. The state level administration did not start the work on four objectives, and the administration of the Republic of Srpska did not start the work on implementation of three objectives.

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<sup>1</sup> Official Gazette of BiH, No. 63/16

## 1. Introduction and Methodology

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### *Summary of the deadlines and reporting*

The reforms in six key horizontal areas in public administration in Bosnia and Herzegovina are being implemented since 2007 through implementation of a set of measures defined first through the Action Plan 1 (AP 1) for the period 2007 - 2010, and then through the Revised Action Plan 1 (RAP 1) for the period 2011 - 2014. In the said periods, a significant number of the reform activities was implemented, either through common reform projects financed by the Public Administration Reform Fund, the funds of other donors or local authorities, or through individual efforts of the institutions, which were stated in the said action plans as bearers of the reform process. Additionally, in the past period, the process of implementation of significant number of the planned reform measures was started, but was not brought to the end. For some of these reform measures finances have been reserved, the public procurement procedures have been initiated or projects have been partially initiated. Implementation of certain part of the reform measures has not even started, although the action plan stipulated also the bearers of the activities and the precise deadlines.

The Public Administration Reform Coordinator's Office, as a body in charge primarily for coordination of the process of reform implementation, and monitoring and reporting on it, regularly prepares annual and biannual progress reports regarding implementation of the aforementioned action plans. The last such report was prepared in July 2016 (Biannual progress report), when the implementation of the reform objectives was 66%. In the aforementioned report, the PARCO proposed a conclusion to the Council of Ministers of BiH, which was adopted<sup>2</sup>. By the conclusion, the Council of Ministers of BiH adopted the Biannual progress report for the period January - June 2016. Next, the Council of Ministers of BiH invited the competent state institutions to continue implementing the reforms, as well as to report on them, and the Governments of the Federation of BiH, the Republic of Srpska and the Brčko District of BiH were recommended to undertake all the activities and incite the competent institutions in order to implement the recommendations from the Biannual progress report for 2016.

In accordance with its competences and obligations, the PARCO continues to coordinate, monitor and report on the public administration reform process in BiH, and this report continued the continuity of regular annual reporting on the progress in the process of public administration reform in BiH.

Methodologically, the manner of gathering, processing and evaluation of progress remained the same. In order to give a progress evaluation at the level of individual reform activities and objectives, a so called system of traffic lights will be used as so far.

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<sup>2</sup> 80th session of the Council of Ministers of BiH, held on 10 November 2016.

## *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).

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 public administration reform, 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 to the Supervisory Teams, who declared on the accuracy of the said tables within the set deadline. This way, the quality and accuracy of information contained in this report have been additionally ensured.

## 2. Overall Overview of the Reform in 2016

During 2016, the Public Administration Reform Coordinator's Office continued, even after expiration of the deadlines for implementation of the reform measures from the RAP 1, to monitor and record the progress in implementation of the set reform objectives. By adoption of the ***Information on the activities in the process of public administration reform***, with the conclusions, the CoM BiH<sup>3</sup>, the Government of the Federation of BiH<sup>4</sup>, the Government of the Republic of Srpska<sup>5</sup> and the Government of the Brčko District of BiH<sup>6</sup> expressed a clear support to continuation of the reform process through continuation of the initiated and unfinished projects and other activities stipulated by the Public Administration Reform Strategy and the Revised Action Plan 1.

This part of the report gave an overview of the most important reform activities by the reform areas that were recorded in the period after expiration of the deadlines established by the Revised Action Plan 1, i.e. from 1st January to 31st December 2016. Detailed information on the implemented activities for each reform area are provided in the chaptered *3. Progress Overview by the Reform Areas*.

### ***Strategic Planning, Coordination and Policy Making (SPCPM)***

In this reform area, during 2016, the previously started activities continued, having as an objective establishment of a functional system for strategic planning in BiH. The most significant segments of establishment of the strategic planning are establishment of the legal and methodological framework for strategic planning, and regarding that, the Government of the Republic of Srpska, in June 2016<sup>7</sup>, enacted the Decision on the procedure of planning, monitoring and reporting on implementation of the adopted strategies and plans of the Government of the Republic of Srpska and republic administration bodies<sup>8</sup>, which standardised the process of preparation and adoption of annual and medium term work programmes.

At the state level and the level of the Federation of BiH, implementation of earlier adopted decisions on medium term and annual planning continued through draft of the work plans of the governments / the CoM and the institutions for the period 2017 - 2019, with the objective of full and sustainable development of the system of strategic planning.

In the first half of 2016, implementation of the project "Capacity Building for Strategic Planning and Policy Development - phase II" started, which had the objective of supporting and improving implementation of the adopted decisions for planning and public policy development, aiming at providing better public services to the citizens in BiH and providing support to the process of integration of Bosnia and Herzegovina in the European Union.

<sup>3</sup> The Council of Ministers of BiH adopted the Information at the session of 8 July 2015

<sup>4</sup> The Government of the Federation of BiH adopted the Information at the session of 9 July 2015.

<sup>5</sup> The Government of the RS adopted the Information at the session of 5 November 2015

<sup>6</sup> The Government of the BD BiH adopted the Information at the session of 3rd June 2015.

<sup>7</sup> 77th session, held on 9 June 2016

<sup>8</sup> Official Gazette of the RS, No. 50/16

Implementation of this project is ongoing.

In addition to strategic planning, during 2016, through preparation of projects, as well as through individual activities of the relevant institutions, a part of the activities has 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. In this sense it is the most important to mention implementation of the preparatory activities and start of implementation the project "Establishment and/or Strengthening of Capacities of the Institution/s for Regulations Control and Establishment of the Administrative Barriers Reduction System", which are being implemented in cooperation with the reform area of Administrative Procedures and Administrative Services. The project has the objective of systematic approach to regulation/removal of unnecessary bureaucratic burdens when enacting new regulations.

### ***Public Finance (PF)***

During 2016, implementation of the IPA project "Strengthening the System of Public Procurements" was successfully completed in this area, which established a functional legal framework for application of the new Law on Public Procurements, built the capacities for its application and provision of support in its application, and provided sustainability through training of trainers. Also, with the assistance of the Public Administration Reform Fund, implementation of the project "Public Private Partnership" started, which would establish, and/or improve the legal framework, build the capacities and create a favourable business environment for efficient application of the model of public private partnership in Bosnia and Herzegovina.

### ***Human Resources Management (HRM)***

The progress achieved in 2016 in this reform area was contributed by the start of implementation of two projects financed by the Public Administration Reform Fund. The first project is *"Training of Employees Who Execute the Jobs of Civil Administration for Application of Information Technologies and Work on Computer"*, having as objective computer training of the civil servants and employees in the units of local self-governance, who execute the jobs from the competency of the administration bodies for 1780 employees at all administration levels.

The second project is *"Building of Capacities for Combat Against Corruption in the Structures of the Civil Service in BiH"*, aiming at supporting the processes of democratic stabilisation and public administration reforms in BiH in the segment of building a professional and ethical civil service, through increase in transparency of work of the administration, strengthening of the integrity and awareness rising on the problem of corruption in work of the public services. The said objective would be achieved through a wide spectrum of activities including: public opinion research on the perception of corruption and the level of familiarity with the combat against corruption; creation of training programme for combat against corruption and provision of trainings for the civil servants; draft of Manual for combat

against corruption, which would serve for further activities of the civil servants in this field; preparation and implementation of public campaign for combat against corruption.

The project of the IPA 2011, "Modernisation of Performance Management System in the Structures of Civil Service in BiH" was completed in late January, and the implemented activities were job analysis and classification of jobs, including development of analysis methodology, standardisation of job description for certain types of jobs, development of general competency frameworks for certain categories of civil servants and preparation of appropriate bylaws, of which one part was adopted by the competent institutions, while regarding other project results, there is still transposition in the legal system and application in practice.

One of the key progress activities is also the start of provision of advisory role of the PARCO to other institutions regarding introduction of the quality management tool - Common Assessment Framework (CAF), which was recognised also by the EU institutions. The trainings and advisory support in this period was provided to the employees of the Civil Service Agency of BiH, the Statistics Agency of BiH and the Agency for Development of Higher Education and Quality Assurance of BiH. The PARCO, together with the Civil Service Agency of BiH and the Institute for Standardisation of BiH, drafted the Operations Plan for Introduction of Quality Management in the Institutions of BiH for the period 2016 - 2018, and it was sent to the Council of Ministers of BiH for adoption.

#### ***Administrative Procedures and Administrative Services (APAS)***

In the area of Administrative Procedures and Administrative Services, the progress is reflected in the successful implementation of the project "Education of Managers of Administrative Procedures and Inspectors" (IPA 2011). Up to 2000 civil servants from all four levels of authority in BiH have been trained through the project.

The Law on Amendments to the Law on Administrative Procedure of BiH<sup>9</sup> was adopted at the level of BiH. These amendments to the Law would contribute to the overall progress in quickening and efficiency of administrative decision making. At the levels of the RS and the BD BiH, the progress is reflected in the possibility of the clients to pay the administrative services in the place where the service is provided, through the counter of the bank / post office installed on the same location.

In this reporting period 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" started, which is being implemented in cooperation with the reform area of *Strategic Planning, Coordination and Policy Making*, and it is being financed by the Public Administration Reform Fund.

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<sup>9</sup> Official Gazette of BiH, No. 53/16

### ***Institutional Communication (IC)***

In the area of Institutional Communication, the most significant progress achieved during the reporting period was related with the segment of the objectives IC 4.2. *Provide training in public relations and strategic communications for the public relations officers* and IC 4.3. *Provide training to the PR officers in the fields significant for their work*. It was contributed by implementation of the project “Building of Capacities for Combat against Corruption in the Structures of Civil Service in BiH” and the start of implementation of the project “Training of Public Relations Officers – Phase II”. Implementation of these projects would directly contribute to meeting the aforementioned objectives, as well as the objective IC 10.1. *Continuously inform the public and rise awareness on certain topics by public campaign mechanisms*, and within them, a great number of trainings was foreseen, both on the combat against corruption, and those intended exclusively for the public relations officers from all four administration levels.

A significant progress was noted also in the fields of the objectives IC 1.1.<sup>10</sup>, IC 1.2.<sup>11</sup>, IC 4.2.<sup>12</sup>, IC 4.3.<sup>13</sup>, IC 4.4.<sup>14</sup> and IC 11.1.<sup>15</sup>, by development of the project and by initiating the public procurement procedure of the project "Strategic Communication - phase II", which is mostly related with strengthening the capacities of the Council of Ministers of BiH, the Entity Governments and the Government of the Brčko District of BiH for public relations, institutional and strategic communication, and the system of general monitoring and evaluation of strategic communication, applicable for the institutions at all four administration levels.

### ***E-Administration***

In 2016, in the area of e-Administration, no significant progress has been achieved in implementation of the activities stipulated by the RAP 1. The Council of Ministers of BiH<sup>16</sup> discussed and adopted the Information on Implementation of the conclusions of the Council of Ministers of BiH from the 105th and the 119th<sup>17</sup> session and enacted conclusions adopting the Operational Plan for Establishment of Interoperability Framework at the level of the institutions of the Council of Ministers of BiH, putting the Ministry of Communication and Transport of BiH and the Department for Maintenance and Development of the System of Electronic Operations and e-Government within the Secretariat General of the Council of Ministers of BiH in charge of implementing objectives and activities and harmonising them with the deadlines set in the Operations Plan, putting the institutions competent for implementation of appropriate activities of interoperability in charge of implementing, in accordance with the Operational Plan, a financial estimate of the necessary funds and

<sup>10</sup> Objective IC 1.1. Establishment of strategic framework for communications

<sup>11</sup> Objective IC 1.2. Improve communication planning within the institutions

<sup>12</sup> Objective IC 4.2. Provide training on public relations / information and strategic communication for the PR officers

<sup>13</sup> Objective IC 4.3. Provide training to the public relations / information officers in other fields significant for their work

<sup>14</sup> Objective IC 4.4. Enable the public relations / information officers to have access to the experiences best european practices

<sup>15</sup> Objective IC 11.1. Measure effectiveness of strategic communications

<sup>16</sup> 41st session, held on 28 January 2016

<sup>17</sup> Sessions held on 23rd July 2014 and 21st January 2015

planning the projects for implementation of interoperability infrastructure in their operational programmes and budgets, and that the Public Administration Reform Coordinator's Office should biannually, within their regular reports from the domain of public administration reform, report to the Council of Ministers of BiH on implementation of the activities from the Operational Plan. The Ministry of Transport and Communication initiated the procedure of proposing the Decision on adoption of the Interoperability Framework, which would initiate an operative implementation of the Interoperability Framework.

In the early 2016, implementation of the project "Specialist Training Programme for IT Managers" started, financed by the Public Administration Reform Fund, which stipulated implementation of 86 specialist training programmes through verification of the acquired knowledge by testing in the accredited international test centres for certificates that represent an industry standard and confirm the acquired specialist knowledge and skills for project management in public administration, especially IT projects. The project was implemented for the civil servants at all four administration levels, and it was completed in accordance with the foreseen plan of activities in September 2016.

The contract<sup>18</sup> has been signed for implementation of the project "Implementation of Common Services for e-Services" (also financed by the PARF), stipulating building and establishment of infrastructure (legal, process and technical) necessary for efficient and rational implementation of administration services, through a single points of contact and electronically, by construction of multi-use common services of e-services, within central units for e-administration for each level of authority, which will be made available to the institutions wishing to implement electronic services. For each administration level, one pilot project of design of transaction on-line service should be implemented by the level of on-line sophistication that is consistent with the existing infrastructure (PKI, payment, etc.) in order to show usability of the established infrastructure.

Draft policy of information security in the institutions of BiH passed the phase of public consultations, and the Ministry of Communication and Transport of BiH expects it to be discussed and adopted by the Council of Ministers of BiH (contributes to implementation of the objective e-Administration 1.6.).

This Ministry drafted several ordinances creating assumptions for application of electronic signature, such as: the Ordinance on the measures and procedures of use and protection of electronic signature, assets for design of electronic signature and system of certification, the Ordinance on the records of certification bodies and the Ordinance on closer conditions for issuing qualified electronic certificates. The said ordinances were proposed for the agenda of the session of the Council of Ministers of BiH, planned for January 2017.

The project "External Analysis of the System of e-Government with the Proposal for Improvement of Services" analysed the Department for Maintenance and Development of the System of Electronic Operations and e-Government and the IT segment in all the

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<sup>18</sup> The project was signed on 8 July 2016.

institutions of the Council of Ministers of BiH. The project of external analysis was completed and will be submitted for opinion to the Ministry of Communication and Transport of BiH. The proposal from the external analysis is creation of the IT Office within the Council of Ministers of BiH or minimum creation of a separate IT sector / service within the Secretariat General of the Council of Ministers of BiH. The same project proposed improvements of services, and a methodological approach was proposed for coordination between the central and peripheral units of management of IT projects by the Cobit and ITIL practices. (contributes to implementation of the objectives e-Administration 2.1. and 3.1.).

The Agency for Identification Documents, Records and Data Exchange of Bosnia and Herzegovina (IDDEEA BiH) put at the disposal of the citizens the e-Service enabling them to follow the phases of procedure of issue of the travel documents, ID card and driver's licence from the moment of submitting the request for issue to the competent body until the moment of issue.

The CSA BiH prepared in the reporting period a terms of reference and a specification of system requirements for the project of development of the Register of Civil Servants. The project is financed by the GIZ programme "Strengthening of Public Institutions". The project of development was officially launched in June 2016<sup>19</sup>, and with the end of the reporting year, most of the activities were completed, and the coming activities include development of the legal framework for unhindered work of the system.

In the Federation of Bosnia and Herzegovina, the Federal Ministry of Transport and Communication, as originator, prepared the text of the preliminary draft of the Law on Electronic Signature of the Federation of Bosnia and Herzegovina, which is currently in the phase of public discussion. The Regulation on management of software property in use in the federal administration bodies, the federal administrative organisations, expert and other services of the Government of the Federation of Bosnia and Herzegovina<sup>20</sup> was also adopted at this administration level.

The Government of the Federation of Bosnia and Herzegovina initiated the activities on implementation of the Interoperability Framework by adoption of the Decision on adoption of the Interoperability Framework<sup>21</sup>, as well as by enactment of the Specific decision on appointment of the Coordination for interoperability<sup>22</sup> and by the Regulation on amendments to the Regulation on the Secretariat General of the Government of the Federation of Bosnia and Herzegovina<sup>23</sup>.

### ***Overall Progress in 2016***

The noted progress in implementation of the unimplemented objectives in the reporting period is relatively small. At the end of 2016, the overall implementation of the objectives from the RAP 1 was 68%, which in relation to the previous annual progress report was a

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<sup>19</sup> 15 June 2016

<sup>20</sup> Official Journal of the Federation of BiH, No. 3/15 / 16.1.2015.

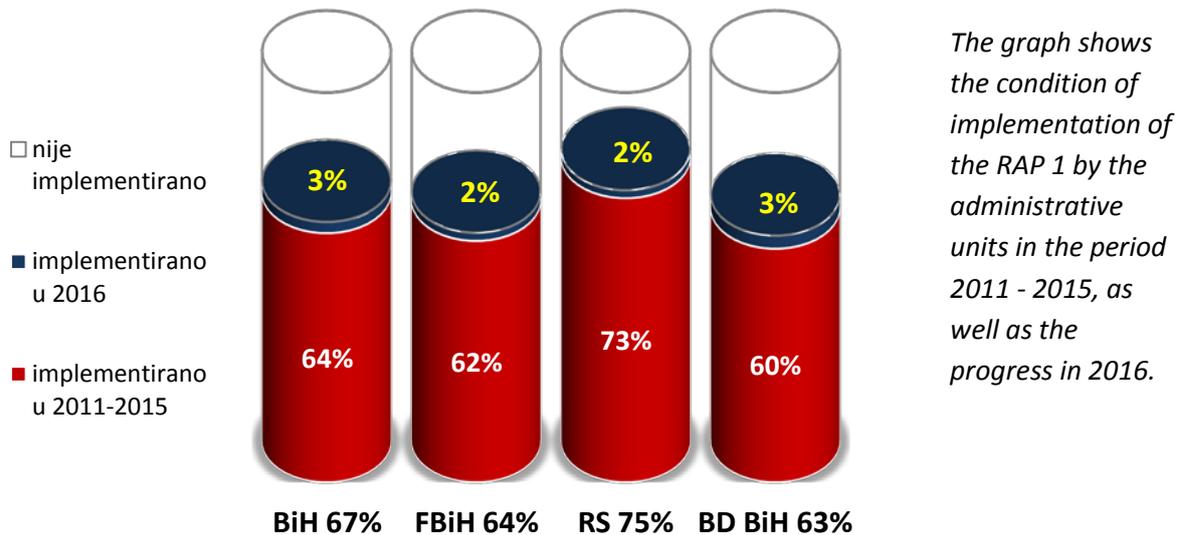
<sup>21</sup> OJ FBiH, No. 56/16 and 82/16

<sup>22</sup> OJ FBiH, No. 76/16 and 82/16

<sup>23</sup> Official Journal of the FBiH, No. 68/16

progress of 3% in total, considering that implementation of the objectives from the RAP 1 was at the level of 65% at the end of 2015.

So the biggest increase in 2016 was noted at the state level and at the level of the Brčko District of BiH (3%), while in the Federation of BiH and the Republic of Srpska the progress was 2%. Overall, the biggest percentage of implementation is still in the Republic of Srpska (75%), while the smallest is in the Brčko District (63%).



The presented percentage values, however, present only an approximate evaluation of implementation of the objectives based on the methodology of progress assessment, which was for the needs of RAP 1 implementation monitoring was developed by the PARCO (assessing progress by the system of **monitoring** of the RAP 1). Since for the progress assessment a so called process approach is used, which is visually evaluated by various colours, depending on the phase it is in, the percentage evaluation of the progress is also based only on a particular stage in the process. The the fact stems from this that the phase without implementation (red colour) has the percentage of implementation of 0 %, while the phase of full implementation (green colour), has the percentage of implementation of 100 %. Correspondent to this, the initial phase of implementation (orange colour) is associated with a percentage value of implementation of 33 %, and a phase of partial implementation (yellow colour) has the associated value of 66 %. From this broad range of associated percentage values, it follows that the shown percentage values represent only an approximate progress shown in percentages.

By associating various percentage values to different stages of implementation through their placement in mutual relations in accordance with the structure of RAP1, it is enabled to show the degree of implementation at the level of each reform area, as well as the entire RAP1, and the average value of implementation of the RAP 1 at the desired time. All these relative data are aggregated separately for each administrative level, and putting them in

mutual relationship (simple arithmetic mean) average values are received for individual areas or the whole RAP 1.

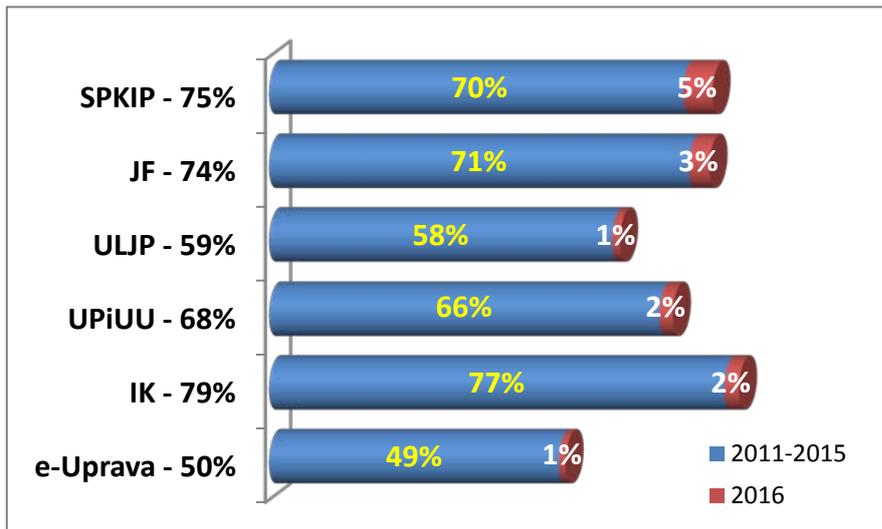
	BiH	FBiH	RS	BD BiH	AVERAGE
SPCPM	73%	79%	82%	66%	<b>75%</b>
PF	79%	72%	75%	72%	<b>74%</b>
HRM	60%	53%	65%	58%	<b>59%</b>
AP and AS	58%	65%	89%	63%	<b>68%</b>
IC	85%	76%	78%	80%	<b>79%</b>
e-Administration	48%	41%	71%	39%	<b>50%</b>
<b>TOTAL</b>	<b>67%</b>	<b>64%</b>	<b>75%</b>	<b>63%</b>	<b>68%</b>

The table shows the percentage values of implementation of the objectives from the RAP 1 by the reform areas and administration levels at the end of 2016.

By simple counting of the objectives, we can see the following data:

	BiH	FBiH	RS	BD
the number of objectives whose implementation <b>did not start</b>	4	9	3	9
the number of objectives whose implementation <b>just started</b>	35	34	20	35
the number of objectives that were <b>partially implemented</b>	45	44	37	50
the number of objectives that were <b>fully implemented</b>	41	41	66	33
<i>Total number of objectives:</i>	<i>125</i>	<i>128</i>	<i>126</i>	<i>127</i>

As it can be seen from the provided overview, the biggest number of fully implemented objectives is in the Republic of Srpska (66 objectives), while in the other administration units that number was significantly smaller (33 - 41). At the levels of BiH and the Republic of Srpska there was a small number of objectives whose implementation did not start (3 - 4 objectives), while in the Federation of BiH and in the Brčko District of BiH that number was somewhat bigger (9 objectives).



Observed by the areas, the biggest overall level of implementation was achieved in the area of *Institutional Communication* (79%), while the smallest was in the area of *e-Administration* (50%).

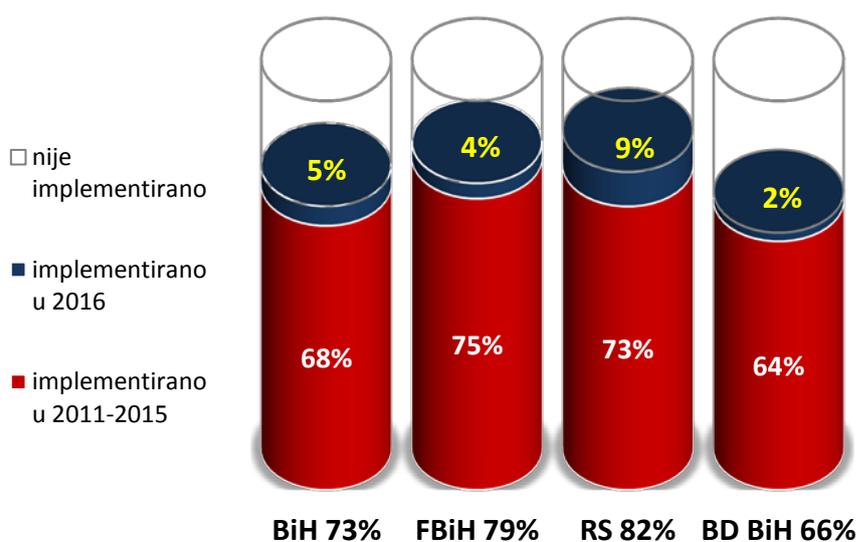
During 2016, the biggest progress was achieved in the area of *Strategic Planning, Coordination and Policy Making* (5%).

### 3. Progress Overview by the Reform Areas

This chapter provided a detailed overview of the achieved progress in this reporting period by individual reform areas from the RAP 1.

#### REFORM AREA STRATEGIC PLANNING, COORDINATION AND POLICY MAKING

By the end of the reporting period, on average, 75% of the objectives in this reform area were implemented. The highest recorded percentage of implementation is in the Republic of Srpska (82%), while the lowest is at the level of the Brčko District of BiH (66%).



*During 2016, the biggest increase was noted at the level of the Republic of Srpska (9%), while the smallest increase was noted at the level of the Brčko District of BiH (2%).*

The biggest number of objectives is in the phase of partial implementation, while there are no objectives whose implementation did not start.

	BiH	FBiH	RS	BD
the number of objectives whose implementation <b>did not start</b>	0	0	0	0
the number of objectives whose implementation <b>just started</b>	2	2	1	3
the number of objectives that were <b>partially implemented</b>	8	6	6	10
the number of objectives that were <b>fully implemented</b>	5	8	8	3
<i>Total number of objectives:</i>	15	16	15	16

## 1. Overview of the most important achievements in the reporting period

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### **Common activities**

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During 2016, the common activities were being implemented through preparation and/or initiation of four projects whose implementation should reach almost all the objectives from the Revised Action Plan 1 of the Strategy for Public Administration Reform in Bosnia and Herzegovina.

In this period, the public procurement procedure was finalised, the contract was signed for implementation of the project and implementation was initiated for the project "**Strengthening of Capacities for Strategic Planning and Public Policy Development - phase II (SPPD II)**", which had the objective of strengthening the process of strategic planning and public policy development, primarily in the segment of civil servants education in the ministries and other of public administration bodies, which would contribute to completion of establishment of the strategic planning system and public policy development system, which would finally lead to provision of better public services to the citizens. Implementation of the planned project activities is ongoing. Implementation of this project will fully implement the objectives of the RAP 1 in the area of SPCPM: 1.2.<sup>24</sup>; 1.3.<sup>25</sup>; 2.1. and 2.6.

In cooperation with the reform area of Administrative Procedures and Administrative Services, the public procurement procedure was implemented in the reporting period, the contract was signed and implementation of 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**" started. The project has the objective of systematic approach to regulation/removal of unnecessary bureaucratic burdens when enacting new regulations. This project, as the aforementioned ones, is completely financed by the funds of the Public Administration Reform Fund. Implementation of this project will contribute to implementation of the objective 2.1. in the area of Strategic Planning, Coordination and Policy Making.

With the objective of implementing the activity *Establishment of the Information System for Support to the Process of Preparation and Adoption of Regulations*, stipulated by the Revised Action Plan 1 of the Public Administration Reform Strategy, in this reporting period, the terms of reference was prepared for the project "**Development of Software for Support to Legal and other Regulation Drafting**". There is currently harmonisation of the final version of the terms of reference with the members of the ST for the area of Improvement of Quality and Procedures of Draft and Enactment of Regulations. Implementation of this

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<sup>24</sup> Objective SPCPM 1.2. Improve internal procedures of strategic planning in ministries.

<sup>25</sup> Objective SPCPM 1.3. Strengthen organisational arrangements and staffing for strategic planning in individual institutions.

project will contribute to implementation of the objective 2.8. in the area of Strategic Planning, Coordination and Policy Making.

In the reporting period, activities continued regarding development and harmonisation of the project proposal for the project "**Legislation Database**", which was discussed at the meeting of the Supervisory Team for the area of Improvement of Quality and Procedures of Draft and Enactment of Regulations. The project proposal is currently being agreed on, after which it would be submitted to the members of the Supervisory Team for agreement. The terms of reference for this project was drafted as well. Implementation of this project will contribute to implementation of the objective 2.10. in the area of Strategic Planning, Coordination and Policy Making.

### **Individual activities**

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#### **Council of Ministers of BiH**

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In addition to the results achieved through the common activities, the most significant individual activity at the state level is continuation of work on institutionalisation of the medium term and annual planning of work of the Council of Ministers of BiH, as well as other institutions of BiH.

In accordance with the previously adopted regulations, the CoM BiH discussed and adopted the Medium Term Work Programme of the Council of Ministers of BiH for the period 2017 - 2019, which was the basis for draft of medium term and annual work plans of the CoM BiH and the institutions of BiH.

During the reporting period, the activities continued on preparation and harmonisation of the Rules of Procedure of the Council of Ministers, which strengthen the functions of planning, coordination and policy making. Adoption of the amendments to the Rules of Procedure of the CoM BiH would implement the objectives SPCPM 1.1.; 2.1.; 2.3.; and 2.4.

In the next period, it is expected that the Ministry of Justice of BiH would propose the manner of adoption of the specific decision from the previously prepared draft Decision on the procedure of regulatory impact assessment, which would be relevant to all the institutions at the state level.

#### **Federation of BiH**

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During the reporting period, activities continued on harmonising the proposal of the Law on Development Planning and Development Management in the FBiH that would improve the existing system of strategic planning in the FBiH, especially in the segment of defining the competencies (objectives SPCPM 1.1.; 1.3.; 1.4.<sup>26</sup>; 2.3. and 2.4.).

Activities continued on full implementation of the enacted regulations from the field of planning and public policy development with the objective of reaching sustainability of these systems in full volume.

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<sup>26</sup> Objective SPCPM 1.4. Ensure Strengthening of the Central Capacities of the Cantonal Governments in the FBiH

Currently, the Annual Work Programme of the Government of the Federation of Bosnia and Herzegovina for 2017 is being drafted, as well as the annual (2017) and medium term work programmes of the institutions of the FBiH for the period 2017 - 2019.

Additional trainings in strategic planning have been provided within a regular training programme of the Civil Service Agency of the FBiH.

### **Republic of Srpska**

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The Government of the Republic of Srpska, at the 77th session of 9 June 2016, enacted the Decision on the procedure of planning, monitoring and reporting on implementation of the adopted strategies and plans of the Government of the Republic of Srpska and republic administration bodies<sup>27</sup>, which standardised the process of preparation and adoption of annual and medium term work programmes. The Annual work programme of the Government represents integrated annual work plans of the republic administration bodies, and it is harmonised with other strategic documents - Work programme of the Government for the mandate period and the Economic policy. The decision stipulated horizontal and vertical coordination in the process of preparation and harmonisation of the annual work programme through cooperation with the republic administration bodies and the units of local self governance and other stakeholders. The main bearer of the tasks of draft of the Annual work programme of the Government is the Secretariat General of the Government - Sector for Government Sessions with expert assistance of the Unit for Strategic Planning, while the draft of the Work Programme of the Government for the mandate period is the responsibility of the Unit for Strategic Planning and Monitoring. The republic administration bodies prepare annual and medium term work plans in accordance with the standard forms and based on the basic elements stipulated by the Decision, in accordance with the Budget and the Framework Budget Document. Monitoring and reporting is being done by the Secretariat General of the Government.

Also, the Government of the RS enacted the conclusion putting the managers of the republic administration bodies in charge of appointing the person in charge of cooperating with the Unit for Strategic Planning, and additional trainings have been provided in planning and handbooks for medium term and annual cycle of planning were finalised.

### **Brčko District of BiH**

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At this administration level, the previously adopted *Decision on the procedures in the process of harmonisation of regulations of the BD with the EU Law* continued with implementation, and it established a system of medium-term planning of implementation of commitments of the Government departments related to European integration. (objective SPCPM 2.1.).

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<sup>27</sup> Official Gazette of the RS, No. 50/16

## 2. Key Obstacles and Problems

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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 general obstacle that appears during drafting of biannual and annual progress reports is related with submission of vague and incomplete progress information from all four government levels.

## 3. Recommendations

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In order to implement the reform measures whose implementation is lagging behind but also to create certain assumptions for the implementation of the reform measures that were planned in the coming period, the following is recommended:

 At the level of the Council of Ministers of BiH, it is necessary to adopt the proposed solutions on regulatory impact assessment in the institutions of BiH. Adoption of this document contributes to fulfilment of the objectives SPCPM 2.1.; 2.6. It is necessary for the Ministry of Justice of BiH to initiate the procedure of adoption of the proposed solutions.

 At the level of the BD BiH, it is necessary to define the competencies, functions and bearers for strategic and annual planning, and enact regulations stipulating it precisely.

## 4. Next Steps

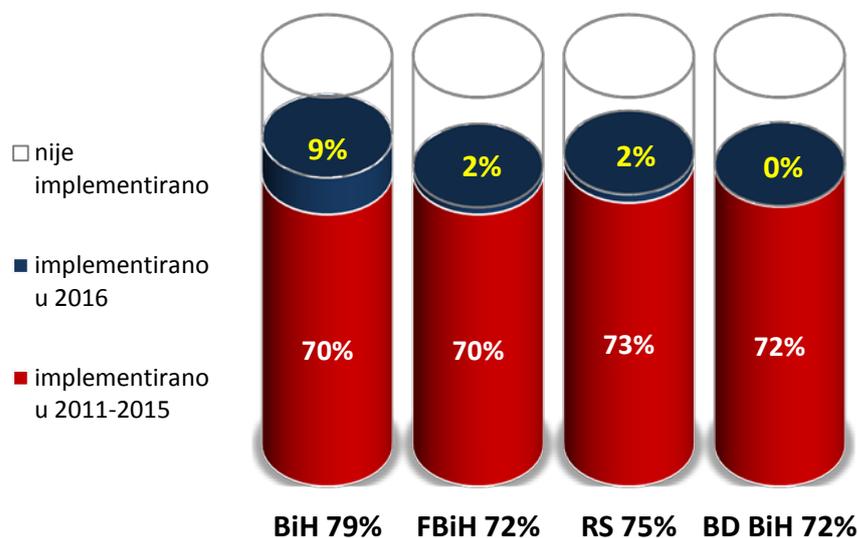
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The following activities should be implemented in the following reporting period in order to implement the unimplemented objectives:

-  All the competent institutions should intensify the activities on implementation of the reform measures which have not yet been implemented, through more active participation in preparation of the projects or individual activities, with the objective of full implementation of the measures from the RAP 1;
-  The Public Administration Reform Coordinator's Office and the competent beneficiary institutions should ensure an efficient maintenance, inclusion and consistent implementation of the activities of the project "*Strengthening of Capacities for Strategic Planning and Public Policy Development – phase II*", and the common project with the reform area APAS "*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*".

## REFORM AREA PUBLIC FINANCE

By the end of the reporting period, on average, 74% of the objectives in this reform area were implemented. The highest recorded percentage of implementation was at the state level (79%), while the lowest was at the level of the Federation of BiH and the Brčko District of BiH (72%).



*During 2016, a significant increase in implementation of the objectives was noted at the level of BiH (9%), while at the level of the Brčko District of BiH no annual progress was recorded.<sup>28</sup>*

The biggest number of objectives is in the phase of partial implementation, while certain number of objectives (6-9) was fully implemented.

	BiH	FBiH	RS	BD
the number of objectives whose implementation <b>did not start</b>	1	1	1	1
the number of objectives whose implementation <b>just started</b>	0	2	0	2
the number of objectives that were <b>partially implemented</b>	8	10	11	10
the number of objectives that were <b>fully implemented</b>	9	7	7	6
<i>Total number of objectives:</i>	<i>18</i>	<i>20</i>	<i>19</i>	<i>19</i>

Regarding establishment of a coordination body that would deal with the matters of modern international accounting standards in public administration in BiH, there is no common standpoint of all the administration levels, which leads to lack of basic precondition for

<sup>28</sup> In accordance with the used methodology of progress evaluation, a lack of change of the degree of implementation does not necessarily mean that in the reporting period there were no significant reform activities, but only that those activities did not contribute to transfer from one phase into the other (e.g. from the phase partially implemented in the phase fully implemented).

implementation of the reform objective PF 3.1<sup>29</sup>. Therefore, implementation of this objective has not started on either level.

## ***1. Overview of the most important achievements in the reporting period***

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### ***Common activities***

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The competent institutions submitted all the necessary information in accordance with the deadlines, based on which the Advisory Group of the Fiscal Council drafted the proposal of the document Global Framework of Fiscal Balance and Policies in BiH for the Period 2017 - 2019. This document was adopted at the 4th session of the Fiscal Council, held on 24 May 2016. The said activities contribute to implementation of the objectives *PF 1.1*.

The project of Fiscal Area Reform (FAR), whose value was USD 4.9 million, and which was financed by the United States Agency for International Development (USAID), was directed to improvement of fiscal discipline, management and coordination at all the levels of authority, improvement of the tax system, simplification of business environment, and strengthening of the fiscal regulatory framework. Implementation of this five-year project was planned for the period December 2014 - September 2019, and the beneficiaries would be all the four levels of authority in BiH.

Implementation of the project "Public Private Partnership" (PPP) started in May 2016<sup>30</sup>. The project was financed by the funds of the Public Administration Reform Fund. The objective of this project is related with establishment of a functional system of public-private partnership in BiH in accordance with the European legislation, European Standards and the best European practices<sup>31</sup>. In the end, its implementation would contribute to a greater efficiency and better allocation of the engaged financial resources, and keeping expenditures within the budget framework. 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.

In February, the project financed by the funds of the IPA 2012, "Strengthening the Public Procurement system" was completed. The project was implemented in the period February 2014 - February 2016, and it provided support to implementation of the new Law on Public Procurements. Within the project, 18 bylaws were drafted, more than 50 trainings were held for various target groups, and more than 1300 persons were educated in several fields of public procurements. Also, 52 certified trainers, who participated in the project ToT programme, would form in the future the basis of the sustainable training system on public

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<sup>29</sup> Objective PF 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.

<sup>30</sup> The contract for this project was signed on 26 May 2016.

<sup>31</sup> The objective 6.1. is establishment of a functional system of public-private partnership in BiH in accordance with the European legislation, European Standards and the best European practices

procurements in BiH. Handbooks, guides and practical tools were also prepared with the intention to be of assistance to a wider public in the efficient use of the new law.

### **Individual activities**

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#### **Council of Ministers of BiH**

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The global framework of fiscal balance and policies in BiH for the period 2017 - 2019 was prepared and adopted by the Fiscal Council of BiH<sup>32</sup>, which contributed to fulfilment of the objective *PF 1.1*. 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*.<sup>33</sup> It is significant to point out that the results of successful implementation of the project "Budget Management Information System" - (BMIS) are visible, which is reflected in the fact that all the budget users at the BiH level prepared the Framework Budget Document for the period 2017 - 2019 in accordance with the budget calendar. The exception is the Brčko District, where the BMIS is still not being practically used (*objective PF 2.2*).<sup>34</sup> Communication between the management of the institutions and the Ministry of Finance and Treasury of BiH in the process of budget planning has been significantly improved, which represents a contribution to implementation of the objective *PF 2.3*.<sup>35</sup> There was an upgrade of the Financial Management Information System (ISFU), providing assumptions for monitoring the execution by programmes, and it will be applied after providing normative-legal assumptions, and/or changes to the legislation regulating this field, which contributes to implementation of the objective *PF 2.5*.<sup>36</sup> The MFT BiH implements the trainings continuously and maintains a permanent communication and provides the necessary support to the budget users in order to improve the quality of information the budget users submit., which contributes to implementation of the objective *PF 5.1*.<sup>37</sup> A significant progress was achieved regarding draft of legislation in the field of PIFC at the state level. On 31st December 2016, the internal audit was functionally and in personnel established or was in the procedure of establishment, in accordance with the present regulations, in 14 of the foreseen 17 institutions of BiH. It was foreseen that these 17 units of internal audit execute the function of internal audit in 75 institutions of BiH. On 31/12/2016, in the institutions of BiH, including the CHU, in the field of internal audit, there are 30 persons employed - internal auditors. All these persons have certificates of internal auditors. During the second half of 2016, the CHU verified 45 certificates of internal auditors, and since the start of verification, a total of 217 certificates were verified. This contributes to implementation of

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<sup>32</sup> At the session of 24 May 2016.

<sup>33</sup> Objective *PF 1.2*. Regular draft of the consolidated account of the public sector, which is continuous in character

<sup>34</sup> objective *PF 2.2* Transparent spending of public funds

<sup>35</sup> objective *PF 2.3*. Further strengthening of communication between the management of the institutions and the units for finance

<sup>36</sup> objective *PF 2.5*. Timely involvement of the parliament in the process of enacting the budget and widened reporting to the parliament and the public.

<sup>37</sup> objective *PF 5.1*. Continuous training of staff in the ministries of finance and hiring of competent officers

the objective PF 4.2. In the previous period, the Sector for Budget of the MFT BiH, systematically planned and achieved a satisfactory number of employees who are continuously trained and improve their knowledge and skills. Since the Sector for Budget has sufficient number of personnel for implementation of reforms, the next period will be used for strengthening and development of personal skills and knowledge of these employees. This contributes to implementation of the objective PF 5.2. Amendments to the Instruction on data collection, records keeping, on state debt, on state guarantees, and on the debt and guarantees of the entities and the Brčko District of BiH were adopted and published in the Official Gazette of BiH, No. 8/16 of 9 February 2016. The proposal of the Law on Taking Loans, Debt and Guarantees of BiH was established at the 53rd session of the CoM BiH, held on 26 April 2016. The Law on Amendments to the Law on Loans, Debt and Guarantees of BiH was adopted. The amendment was published in the Official Gazette of BiH no. 90/16. Software was implemented (Oracle application, donation of the Government of the Netherlands). During the first half of 2016, there were improvements, widening of the list of functionalities of the system and additional testing on the existing software. All the aforementioned contributed to implementation of the objective PF 8.1. - *More efficient public debt management.*

The Central Harmonisation Unit of the Ministry of Finance and Treasury of BiH (CHU MFT BiH) continued in this period the activities related with establishment and development of the PIFC system in the BiH institutions. In accordance with the Law on Financing of the Institutions of BiH and the Ordinance on annual reporting on the system of financial management and control in the institutions of BiH, the CHU MFT BiH drafted the first Annual consolidated report on the system of financial management and control (FMC) in the institutions of BiH for 2015. All the institutions in BiH are obligated to submit the Annual report on the system of financial management and control to the CHU MFT BiH, based on which the CHU MFT BiH makes the Consolidated Report. Of the total of 74 institutions of BiH, 63 submitted the Annual reports on the system of financial management and control. In the consolidated report on the system of financial management and control for 2015, a condition of development of the system of financial management and control in the institutions of BiH was estimated, with proposal of measures and activities and conclusions for further development of the financial management and control. The Plan and programme of training in the field of financial management and control in the institutions of BiH for 2016 was enacted. The plan and programme of training is a professional training of the staff in charge of financial management and control, the coordinators for the process of risk management, managers of lower and medium level and other civil servants. The CHU of the MFT BiH, in accordance with the Plan and programme of training, organised and implemented the training where representatives of all the institutions were invited. The training was attended by 105 civil servants. In the same period, there was a training on improvement of public internal financial controls in the institutions of BiH, held by the experts from the National Academy for Economy and Finance, acting within the Ministry of Finance of the Kingdom of the Netherlands. The training was organised within the bilateral cooperation between the ministries of finance of the Netherlands and Bosnia and

Herzegovina. The CHU of the MFT BiH drafted the Strategy of development of the system of internal financial controls in the institutions of BiH for the period 2016 - 2018. On 29 December 2016, at the 87th session, the Council of Ministers of BiH adopted the Strategy. Currently, there are activities being implemented regarding preparation of the form of the Questionnaire on self-assessment of the system of financial management and control in the institutions of BiH for 2016, which would be the basis to draft the Annual consolidated report on the system of financial management and control in the institutions of BiH for 2016. In the field of internal audit, there are ongoing preparations for draft of the 6th annual consolidated report of the internal audit in the institutions of BiH (ACR IA for 2016). The Strategy contains the analysis of the current condition, as well as objectives and the activities of further development of the PIFC. The Strategy is especially directed to the budget system, programme budgeting, medium term planning and its linking with the process of budgeting, and orientation to results and performance. In this period the capacities of the CHU MFT BiH were strengthened in the sense of increase of the number of employees. All this contributes to fulfilment of the objective *PF 4.1. Implementation of the PIFC strategy.*

### ***Federation of BiH***

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In 2016, implementation of the Action Plan of the Strategy of Development of Public Internal Financial Controls in the Public Sector in the Federation of BiH 2015 - 2018 continued (PIFC Strategy 2015 - 2018). In May 2016, the Law on Financial Management and Control in the Public Sector in the Federation of Bosnia and Herzegovina was enacted (Official Journal of the Federation of BiH, No. 38/16). In July 2016, the Federal Ministry of Finance initiated implementation of the project "Strengthening Financial Management and Control", financed by the SAFE Trust Fund through the World Bank Office and within which it was planned to have 5 workshops for the employees of 5 pilot federal institutions and the employees of the Federal Ministry of Finance, and the conference with the objective of awareness rising of the top management of the public sector organisations in the Federation. In September 2016, the Standards of Internal Control in the Public Sector in the Federation of Bosnia and Herzegovina (Official Journal of the Federation of BiH, No. 75/16) were published, which continued development of the Law on Financial Management and Control in the Public Sector in the FBiH. The said Standards of Internal Control, with detailed development of the COSO elements, served for filling the void that was made by annulment of the previous Law on Treasury, considering that its annulment also annulled the Guidelines for Establishment and Strengthening of Internal Control in Budget Users. In December 2016, the Law on Amendments to the Law on Internal Audit in the Public Sector in the Federation of Bosnia and Herzegovina was adopted (Official Journal of the Federation of BiH, No. 101/16), whose most significant change is reflected in the fact that the public sector in the Federation covered also the legal entities in which the Federation, the cantons and the municipalities have a majority share. The said amendments additionally developed establishment of the internal audit, they stipulated additional protection of internal auditors, and in addition to the existing external quality assessment, quality control overview of internal audit was

established, internally by the manager of the unit for internal audit (through questionnaires on self-assessment) and by the Central Harmonisation Unit of the Federal Ministry of Finance - CHU FMF regularly (through annual reports of internal audit) and as needed (by having a comprehensive overview of internal audit as needed). Considering that through the new Ordinance on the conditions for execution of the affairs of internal audit in the public sector in the Federation of BiH (Official Journal of the FBiH, No. 95/15) the certification of internal auditors was taken over by the Federal Ministry of Finance, the Certification Commission was established in November 2016, and a public call was published in December for taking the exam for the title of internal auditor for the public sector, and the applications were submitted by 20 candidates (the first exam in the Federal Ministry of Finance took place on 31st January 2017). Also, in December 2016, the draft Ordinance on implementation of financial management and control in the public sector in the Federation of Bosnia and Herzegovina was finalised (which was published and entered into force in January 2017). It stipulated mandatory annual reporting on internal controls in the public sector in the Federation of BiH (submission of annual reports on financial management and control will start in 2018 for 2017 and in 2018, the CHU of the Federal Ministry of Finance will draft the first Consolidated report on evaluation of the system of financial management and control and submit it through the federal minister of of finance to the Government of the FBiH for deliberation and adoption. The manager of the CHU of the Federal Ministry of Finance, as the chairwoman of the Coordination board of the central harmonisation units in BiH, contributed to a successful work of the CHU CB, which after suspension of its work since 2011, held a total of 9 regular sessions in 2016, where, among other things, they enacted a common Framework training and certification programme for internal auditors in the public sector in BiH. Within the project "Strengthening financial management and control" (SAFE Trust fund), the Federal Ministry of Finance held 5 interactive workshops, where sixty (60) employees from 5 pilot federal institutions were trained, together with the employees of the Federal Ministry of Finance, as well as the conference "Financial Management and Control", held on 21st December 2016 in Sarajevo for the top management in the public sector in the FBiH with the objective of awareness rising on the significance of public internal financial controls / PIFC. This contributes to fulfilling the objective JF 4.2. *Introduction of internal audit.*

The fiscal sector reform project (FAR project), financed by the USAID, implemented a tender for the project "Introduction of the Budget Management Information System at the level of cantons in the FBiH". It is expected that the contract for implementation of the said project would be signed in the first quarter of 2017, and the project would cover a part of the municipalities in the Federation of BiH. This contributes to implementation of the objective PF 2.1. - *Further harmonization of the BFD drafting process at all levels of government and timely drafting of BFD for entire BiH.*

### ***Republic of Srpska***

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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.*). 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 and seminars (objective *PF 5.1.*). 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 first half of 2016, within the technical support of the World Bank in the Ministry of Finance of the RS, there was a workshop on the topic of draft of analysis of debt sustainability. In May and December 2016, within the technical support of the World Bank, there were workshops in the Ministry of Finance of the RS on the topic of medium term fiscal planning, where the excel tool developed for that purpose was presented and adjusted so it could be used also for analysis of debt sustainability. In September 2016, the representatives of the Ministry of Finance of the RS participated in the so called "follow up" mission of the World Bank on the topic of draft of the medium term strategy of debt management. The aforementioned contributes to implementation of the objective *PF 8.1. - More efficient public debt management.*

The Law on the System of Internal Financial Controls in the Public Sector of the Republic of Srpska was adopted at the 14th regular session of the National Assembly of the Republic of Srpska on 13 October 2016, and it was published in the Official Gazette of the Republic of Srpska, No. 91/16. Draft of the bylaws for internal audit and financial management and control is ongoing. Update of the Strategy was planned to be completed in the next period, after enactment of the bylaws stipulated in the Law on the System of Internal Financial Controls in the Public Sector of the Republic of Srpska, in accordance with the capacities and the possibilities in the CHU. This contributes to implementation of the objective *PF 4.1. Implementation of the PIFC strategy.*

### ***Brčko District of BiH***

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On 8 June 2016, the Assembly of the District adopted the Law on Accounting and Audit of the Brčko District of BiH, and implementing bylaws of the Law are being drafted, which contributes to implementation of the objective *PF 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.* "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*, whose deadline for implementation was planned by the end of 2012. The project is currently in the phase of public procurement.

## 2. Key Obstacles and Problems

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The problem still exists regarding implementation of the objective *PF 3.1*.<sup>38</sup> because 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, which is a success indicator. The Supervisory Team members, with the exception of the ST member from the RS, took a standpoint that the coordination body should be urgently established. 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. The standards at the level of BiH, the FBiH, the BD are mutually harmonised.

## 3. Recommendations

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In order to implement the reform measures whose implementation is delayed, the following is recommended:

 The managers of budget users at all administration levels should involve themselves more intensively in the process of budget preparation, which would contribute to fulfilment of the objective *PF 2.3. Further strengthening of communication between the management of the institutions and the units for finance;*

 The Ministries of Finance at all the levels should continue organising and maintaining trainings from the field of public finance for the employees of the Ministries of Finance and the budget users, which would contribute to implementation of the objective *PF 5.1. Continuous training of staff in the ministries of finance and hiring of competent officers;*

 The Coordination Board of the Central Harmonisation Units should continue with regular sessions, which would contribute to fulfilment of the objective *PF 4.1. Implementation of the PIFC strategy;*

## 4. Next Steps

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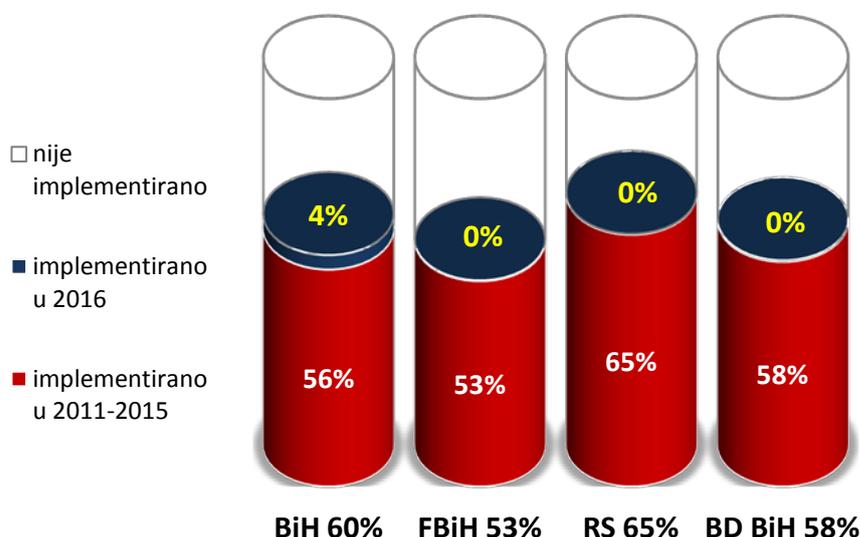
The following activities should be implemented in the following reporting period in order to implement the unimplemented objectives:

<sup>38</sup> Objective PF 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

-  The Public Administration Reform Coordinator's Office, the competent institutions from the field of PF and the decision makers should intensify the activities regarding development and adoption of the project documentation for the projects established as priorities in the field of public finance.
-  The Public Administration Reform Coordinator's Office and the competent beneficiary institutions should ensure an efficient management, inclusion of the competent institutions and consistent implementation of the activities of the project "Public Private Partnership".

## REFORM AREA – HUMAN RESOURCES MANAGEMENT

By the end of the reporting period, on average, 59% of the objectives in this reform area were implemented. The highest recorded percentage of implementation is in the Republic of Srpska (65%), while the lowest is at the level of the Federation of BiH (53%).



During 2016, the state level noted the progress of 4%. At other levels, no change was noted<sup>39</sup>.

The biggest number of objectives is in the phase of initiated

implementation, while somewhat smaller number of objectives is in the phase of partial implementation. In the Republic of Srpska, 8 objectives have been fully implemented, while the number of fully implemented objectives in other administrative units is somewhat smaller.

	BiH	FBiH	RS	BD
the number of objectives whose implementation <b>did not start</b>	0	1	0	0
the number of objectives whose implementation <b>just started</b>	9	10	9	10
the number of objectives that were <b>partially implemented</b>	6	5	3	7
the number of objectives that were <b>fully implemented</b>	5	4	8	3
<i>Total number of objectives:</i>	20	20	20	20

<sup>39</sup> In accordance with the used methodology of progress evaluation, a lack of change of the degree of implementation does not necessarily mean that in the reporting period there were no significant reform activities, but only that those activities did not contribute to transfer from one phase into the other (e.g. from the phase *partially implemented* in the phase *fully implemented*).

## 1. Overview of the most important achievements in the reporting period

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### **Common activities**

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In early 2016, implementation of the project "Modernisation of the Human Resources Management System in the Structures of the Civil Service of BiH", financed by the IPA 2011 programme. The project supported development and introduction of methodologies for a comprehensive analysis and analytic assessment of jobs (classification / grading of jobs), in order to improve job descriptions. Activities of the project were also directed to the improvement of the procedures and practices of employment, using the concept of competences (abilities) in the process of selection of candidates for the jobs in the civil service, improvement of the system of personnel planning in the civil service, and programmes of training and capacity building of managers and civil servants working on the jobs of human resources management. The project resulted in a significant number of changes of the existing and proposal of new regulations and procedures in the civil service structures at four administration levels, which were included in implementation, and it would be necessary that the competent institutions ensure **proposal and adoption of the remaining harmonised legal regulations and other documents, stemming from the project activities.**

In February 2016, implementation of the project "*Training of Employees Who Execute the Jobs of Civil Administration for Application of Information Technologies and Work on Computer*" started, which is related with implementation of IT training for civil servants and employees in the local self governance units responsible for the affairs from the competence of the administration bodies, started. Implementation of the project would take a year and 1780 employees at all the administration levels in BiH would be trained (in the reporting period, a training for a total of 1746 attendees was implemented, while the training for the remaining attendees is planned to take place in early 2017). The project is supposed to contribute to implementation of the overall objective in the reform area of HRM as well as implementation of the continuous objective HRM 7.2.<sup>40</sup>, related to improvement of coordination of preparation and implementation of the training plans and development of common interest for all the structures of the civil service. In May 2016, implementation of the project "*Building of Capacities for Combat Against Corruption in the Structures of the Civil Service in BiH*" started (project covers also the objectives from the reform area of Institutional Communication) and it would also take one year. Implementation of this project would contribute to implementation of the objective HRM 1.2.<sup>41</sup>, and among other things, the project implemented the training for approximately 30 trainers from all four administration levels, and the next part stipulated a training of a total of up to 850 attendees from all the levels in the field of combat against corruption. It is expected that

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<sup>40</sup> Objective 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.)

<sup>41</sup> Objective HRM 1.2. Reduce risks of conflict of interests and enhance the ethics in public administration

implementation of this project would contribute to achievement of several objectives in the reform area of Institutional Communication as well. The projects are financed by the Public Administration Reform Fund.

During the reporting period, the PARCO provided an advisory support to the Civil Service Agency of BiH, the Statistics Agency of BiH and the Agency for Development of Higher Education and Quality Assurance of BiH in introduction of the quality management tool Common Assessment Framework (CAF). On 17 and 18 November 2016, in cooperation with the German Society for International Assistance - GIZ and the Regional School for Public Administration ReSPA, the Second Regional Conference on Quality Management was organised, with the objective of awareness rising on the significance of quality management. The PARCO, together with the Civil Service Agency of BiH and the Institute for Standardisation of BiH, drafted the Operations Plan for Introduction of Quality Management in the Institutions of BiH for the period 2016 - 2018, and it was sent to the Council of Ministers of BiH for adoption. Together with the GIZ, a round table "Human Resources Management in the Civil Service " was organised on 22nd April 2016, where the representatives of the academic sector presented to the people from the civil service the new trends and modern practices in this field. Also, in the period from 30 May 2016 to 2nd June 2016, with the support of the GIZ, a study visit to the institutions in Germany (in Bonn and Cologne) was organised for the members of the inter-institutional work group for HRM, as well as for the representatives of the CSA FBiH, the CAA RS, the Ministry of Justice of the FBiH and the Sub-Department for Human Resources of the Brčko District, with the objective of exchange of experience and familiarising with the modern human resources management practices.

***Projects in preparation:***

The public procurement procedure was implemented for the project "Improvement of the Process of Needs Analysis and Evaluation of Effects of Training" (implementation of the project directed to implementation of the objective 7.1), and the start of implementation is expected in early next reporting period.

The project documentation for two projects that are also financed by the PARF, "*Development of Electronic Trainings for the Needs of the Civil Service / Administration in BiH*" (implementation of this project was directed to the objective HRM 7.2., and within this objective, implementation of the project would contribute to fulfilment of the activity 7.2.2. related with establishment of sustainable mechanisms of cooperation between the central HRM units and the HRM units in individual institutions on the matter of trainings of common interest) and "Simplification and improvement of the process of employment for the job in the civil service" (implementation of the objectives 5.2. and 5.3.), was adopted by the Joint Management Board of the Public Administration Reform Fund, and the procurement procedure was initiated.

The project documentation for the project "Upgrade of the information system in the Civil Service Agency of the Federation of BiH, the Civil Administration Agency of the Republic of

Srpska and the Sub-Department for Human Resources of the Brčko District of BiH" is currently being developed, which would cover the levels of the FBiH, the RS and the Brčko District of BiH (contribution to implementation of the objectives HRM 3, HRM 4 and e-Administration 4.).

All the aforementioned projects will be financed by the funds the PARF.

### ***Individual activities***

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#### ***Council of Ministers of BiH***

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The Public Administration Reform Coordinator's Office and the Civil Service Agency of BiH initiated the continuation of the activities on adoption of the document "Policy framework for development of human resources management in the structures of public administration in BiH", and after consultations with the Supervisory Team for Human Resources Management, it was agreed that the Ministry of Justice of BiH should send again the proposal of the document in the procedure of obtaining the opinion to the Ministry of Finance and Treasury of BiH, so it could be sent for adoption to the Council of Ministers of BiH (contribution to implementation of the objective HRM 1.1.).

The Ordinance on the character and the contents of the public competition, the manner of implementation of interview and the forms for implementation of interview (Official Gazette of BiH, No. 63/16), was adopted, which, among other things introduced verification and evaluation of candidates' competences in the competition procedures as a constituent part of the interview (which achieved a significant contribution to implementation of the objective 5.1.).

The Civil Service Agency of BiH prepared in the reporting period a terms of reference and a specification of system requirements for the project of development of the Register of Civil Servants. The Project is financed by the GIZ programme "Strengthening of Public Institutions", who implemented the procurement procedure, selected the software company that would implement the project and signed the contract on 15 June 2016 (contribution to implementation of the objective HRM 3.1.1.). Most of the development activities related with this Register was completed, and after testing and fine tuning, it will be ready for operations.

Medium term work plan 2016 - 2018 for the CSA BiH was enacted in consultations regarding application of the provisions of the Decision on the procedure of medium term planning, monitoring and reporting in the institutions of Bosnia and Herzegovina (Official Gazette of BiH, No. 62/14), (contribution to implementation of the objective HRM 7.3.1.).

#### ***Federation of BiH***

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Adopted Regulation on the conditions, criteria and the procedure of employment and employment termination for the persons who are not civil servants in the bodies of civil service in the FBiH, in accordance with the recommendation of the said project (Official Journal of the FBiH, No. 9/16), (contribution to implementation HRM 5.1.1.), as well as the

Regulation on amendments to the Regulation on the affairs of the basic trade from the competency of the civil service body executed by the civil servants, the conditions for execution of those affairs and achievement of certain rights from the work relation (Official Journal of the FBiH, No. 9/16) and the Regulation on amendments to the regulation on the principles for establishment of internal organisation of the federal administration bodies and the federal administration organisations (Official Journal of the FBiH, No. 9/16), contribution to implementation of the HRM 8.1.1.). Also, the Decision on adoption of the Strategy of training for employees and elected officials in the units of local self governance in the FBiH was enacted (2016 - 2020) (Official Journal of the FBiH, No. 14/16), (contribution to implementation of the HRM 7.3.1.).

The procedure of evaluation of constitutionality of several articles of the Law on Civil Service in the Federation of Bosnia and Herzegovina was initiated in the Constitutional Court of the Federation of Bosnia and Herzegovina (Official Journal of the Federation of BiH, No. 29/03, 23/04, 39/04, 54/04, 67/05, 8/06, 04/12 and 99/15). In June 2016, the Constitutional Court of BiH enacted the Specific Decision on Temporary Measure (Official Journal of the FBiH, No. 58/16) on suspension of application of certain articles of the Law on Civil Service introduced by the Law on Amendments to the Law on Civil Service in the Federation of Bosnia and Herzegovina (Official Journal of the Federation of BiH, No. 99/15) until enactment of the final decision on constitutionality, and then, in December 2016 a judgement was enacted which established that the Law on Amendments to the Law on Civil Service in the Federation of Bosnia and Herzegovina (Official Journal of the Federation of BiH, No. 99/15) was not in accordance with the Constitution of the Federation of Bosnia and Herzegovina.

### ***Republic of Srpska***

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In the previous period, in the Republic of Srpska, the Decision on adoption of the Strategy of training for officers and elected officials in the units of local self governance in the Republic of Srpska 2016 - 2020 was enacted (Official Gazette of the FBiH, No. 22/16), (contribution to implementation of the HRM 7.3.1.).

Amendments to the Law on Republic Administration (Official Gazette of the RS 15/16) additionally strengthened the role and the competency of the CAA RS regarding draft and implementation of policies in the field of training.

### ***Brčko District of BiH***

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In the Brčko District of BiH, no activities in this field were noted in the previous period.

## ***2. Key Obstacles and Problems***

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The recommendations stated in the previous reporting period are still not solved. The problem is failure to set the bearers of planning at the levels of BiH and the Federation of BiH (HRM 4.1.). Also, the document that was developed and harmonised at the level of the Supervisory Team for this reform area, "Policy Framework for Development of Human

Resources Management in the Civil Service Structures in BiH", is still not adopted by the decision makers at the levels of BiH, the FBiH and the RS.

### 3. Recommendations

In order to implement the reform measures whose implementation is delayed, the following is recommended:

 It is recommended to the Council of Ministers of BiH to appoint, in the next period, 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, in the next period, 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 Council of Ministers of BiH and the entity governments to adopt the document "Policy Framework for Development of Human Resources Management in the Civil Service Structures in BiH".

 It is recommended to the Council of Ministers of BiH, the entity governments, and to the Government of the Brčko District of BiH to adopt proposals of amendments to the regulations and make the other documents operational, drafted as a result of implementation of the project "Modernisation of the Human Resources Management System in the Structures of the Civil Service in BiH".

### 4. Next Steps

The following activities should be implemented in the following reporting period in order to implement the unimplemented objectives:

 The Public Administration Reform Coordinator's Office and the competent beneficiary institutions should ensure efficient management, inclusion and consistent implementation of the activities of the project "*Building of Capacities for Combat Against Corruption in the Structures of the Civil Service in BiH*" and "*Improvement of the Process of Training Needs Analysis and Evaluation of the Effects of the Trainings*".

 The Public Administration Reform Coordinator's Office, the competent institutions in the area of HRM and decision makers should intensify the activities on implementation of the public procurement procedure, and then ensure an efficient implementation for the following priority projects: "*Development of Electronic Trainings for the Needs of the Civil Service / Administration in BiH*" and "*Simplification and Improvement of Employment Process in the Civil Service*", as well as on development of documentation

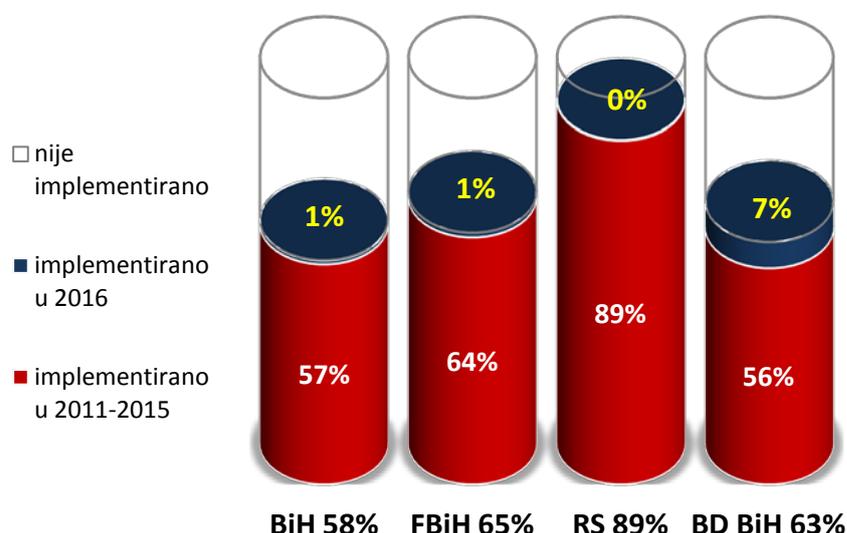
for the project "Upgrade of the Information System in the Civil Service Agency of the Federation of BiH, the Civil Administration Agency of the Republic of Srpska and the Sub-Department for Human Resources of the Brčko District of BiH".

 The competent institutions should intensify the work on implementation of recommendations from this Report in order to implement the reform measures whose implementation is late.

 The Public Administration Reform Coordinator's Office, together with the competent institutions, and in cooperation with the donor programmes supporting introduction of the quality management systems in public administration, should make the Operative plan for introduction of quality management in the institutions of BiH for the period 2016 - 2018 operational and continue capacity building for the functions of the CAF resource centre within the Public Administration Reform Coordinator's Office.

## REFORM AREA ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

By the end of the reporting period, on average, 68% of the objectives in this reform area were implemented. The highest recorded percentage of implementation is in the Republic of Srpska (89%), while the lowest is at the state level (58%).



*In 2016, the biggest progress was noted at the level of the Brčko District of BiH (7%), while at the state level and the level of the FBiH the progress was 1%.*

With the exception of the Republic of Srpska, where the biggest number of the objectives was fully implemented (22 of 28), in other administration units, majority of the objectives is in the phase of partial implementation.

	BiH	FBiH	RS	BD
the number of objectives whose implementation <b>did not start</b>	3	3	1	2
the number of objectives whose implementation <b>just started</b>	8	5	1	7
the number of objectives that were <b>partially implemented</b>	10	10	4	11
the number of objectives that were <b>fully implemented</b>	7	10	22	8
<i>Total number of objectives:</i>	<i>28</i>	<i>28</i>	<i>28</i>	<i>28</i>

However, for certain number of objectives, the implementation did not start yet. So, for the objective related with management of relations with services beneficiaries<sup>42</sup>, implementation did not start at any level. For the reform objective related with enabling payment of administration services in place where the service is provided<sup>43</sup> implementation did not start at the levels of BiH and the FBiH. In addition to these, at the level of the state

<sup>42</sup> Objective AP 5.5. Develop a training programme for consumers relations management (CRM)

<sup>43</sup> Objective AP 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.)

institutions, implementation of the objective related with definition of qualifications and work experience for civil servants managing the administrative procedure and deciding on administrative cases did not start<sup>44</sup>. In the Federation of BiH, implementation of the objective related with introduction of regular measurement of user satisfaction<sup>45</sup> did not start, while in Brčko, implementation of the objectives regarding internal system of work quality monitoring in the field of administrative procedure management and provision of administrative services<sup>46</sup> did not start.

## ***1. Overview of the most important achievements in the reporting period***

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### ***Common activities***

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In this reporting period, implementation of the project "Education of Managers of Administrative Procedures and Inspectors" finished, financed by the funds of the EU Delegation from the programme IPA 2011. The objective of the project was improvement of 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 covered up to 2000 civil servants at all four levels of authority in BiH. In the RS, the project educated a total of 608 civil servants, and in the Brčko District, 110 civil servants have been trained. In the Federation of BiH, the trainings were attended by 439 civil servants, while at the level of BiH the project educated a total of 655 civil servants. The participants of the trainings implemented at all the levels gave a high score for quality, and the best indicator is also the fact that during the project implementation a need and interest for additional trainings were expressed. Therefore, the EU Delegation in BiH approved additional funds for continuation of the project by March 2016. The successful implementation of this project contributed to fulfilment of the objective in the field of capacity strengthening from the RAP 1 – AP 5.4.<sup>47</sup>, related to development of training programmes for the field of administrative procedure, within horizontal system of training of civil servants.

Also, in this reporting period, the procedure of public procurement was completed 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"<sup>48</sup>,

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<sup>44</sup> Objective AP 5.2. Define requirements (professional qualifications and work experience) for the civil servants who lead the administrative procedure and decide on administrative cases

<sup>45</sup> Objective AP 2.2. Introduce regular measuring of customer satisfaction (a poll of administrative services users) in the location where the services are provided

<sup>46</sup> Objective AP 3.1. Establish an internal system of performance quality monitoring in the field of management of administrative procedure and provision of administrative services

<sup>47</sup> Objective AP 5.4. Further develop training programmes for the area of administrative procedure, within a horizontal system of training of civil servants

<sup>48</sup> The information on the project "Establishment and/or strengthening of capacities for control of regulations and establishment of the system of reduction of administrative barriers" with the proposal of conclusions was adopted by the Council of Ministers of BiH at the 81st session, held on 29 January 2014., and by the Government of the Republic of Srpska at the 41st session of 18 December 2013.

financed by the Public Administration Reform Fund. In May 2016, the contract on consultancy services for implementation of this project was signed. In this reporting period the Inception Report of the project was drafted and adopted. The project is in the third quarter of implementation. In the first quarter, the Specification for procurement of equipment and services of development of new software solutions was drafted, and an external personnel was engaged - junior professionals in the units for regulatory impact assessment and administrative barrier reduction. In the second quarter, the Analysis of the condition of the regulatory impact assessment and administrative barriers reduction at the level of Bosnia and Herzegovina and the Brčko District of BiH was drafted and agreed with the members of the Implementation Team. Implementation of this project would contribute to implementation of three objectives in this reform area: AP 1.2.<sup>49</sup>, AP 1.3.<sup>50</sup> and AP 5.1.<sup>51</sup>. Considering that this is a joint project with the reform area of Strategic Planning, Coordination and Policy Making, this project would contribute also to implementation of the objective SPCPM 2.1.<sup>52</sup>.

The Supervisory Team for Administrative Procedures and Administrative Services identified the new project idea "Measuring Administrative Services Users' Satisfaction", which was proposed and approved in the list of priority projects for 2016. Project documentation was drafted (project proposal and terms of reference), which are currently being harmonised. Implementation of this project should contribute to implementation of two reform objectives AP 2.2. Introduce Regular Measurement of Satisfaction of Users (polls for the users of administrative services) at places where services are provided and AP 5.5. Develop a programme of training for customers relations management (CRM - customers relations management).

Output of the project "Modernisation of the HRM system in the Civil Service Structures of BiH" from the reform area of Human Resources Management was, among other things, the Manual for use of competency framework, while full implementation of the project results would contribute to implementation of the objective AP 5.3.<sup>53</sup>, 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.

In Belgrade, on 9 and 10 June 2016, organised by the Regional School for Public Administration (ReSPA), a regional conference on legal-administrative framework of the west Balkans countries was held. At the conference, conclusions were enacted, which were

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<sup>49</sup> Objective AP 1.2. Establish the system of reduction of administrative obstacles (RAO) in the proposals of regulations through mechanisms of regulatory impact assessment (RIA)

<sup>50</sup> Objective AP 1.3. Establish a system of reduction of administrative obstacles in the existing regulations

<sup>51</sup> Objective 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

<sup>52</sup> Objective SPCPM 2.1. Establish the necessary mechanisms in the Rules of Procedure of the CoM / the Governments for achievement of the quality standards of regulations / policies, which include: horizontal and vertical coherence, consultations with the interested public, impact assessment, elimination of administrative barriers, legal compliance and nomo-technical correctness.

<sup>53</sup> Objective AP 5.3. Define competencies necessary for the jobs where administrative procedure is managed and decisions are made on administrative cases, including inspectors

adopted by the ReSPA work group for laws on general administrative procedure, which accentuated a modernisation and administrative procedure reform, which guarantee a prosperity of a country. It has been accentuated that modernisation of the general administrative procedures, by adoption of the new laws on general administrative procedures, was a common activity of the regional countries.

### ***Individual activities***

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#### ***Council of Ministers of BiH***

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In this reporting period there was no significant changes in implementation of the activities from the RAP 1 in relation to the previous period. The Law on Amendments to the Law on Administrative Procedure of BiH was adopted (Official Gazette of BiH No. 53/16). Amendments to the LAP would contribute to the overall progress in quickening and efficiency of administrative decision making. It is expected that the Council of Ministers of BiH would discuss and adopt in the next period the proposal of amendments to the Rules of Procedure of the Council of Ministers of BiH. It would widen the circle of institutions whose opinion would be mandatory during draft of regulations proposals and draft of training programmes from the field of regulatory reform would be initiated based on it. The Ministry of Justice of BiH was actively involved in draft of amendments to the Common Rules for Legal Regulations Drafting in the Institutions of BiH, in order to introduce methodology for regulatory impact assessment, as well as the methodology and the forms for regulatory impact assessment. This was preceded by a comprehensive Analysis on establishment of the system of impact assessment when drafting policies/regulations in the institutions of BiH, which was drafted based on the wide inter-institutional and intergovernmental consultations and consultations with the civil society organisations. Within implementation of the project "Blueprint of Development of Central Bodies of Governments in BiH / implementation of the phase II", from the reform area of Strategic Planning, Coordination and Policy Making, a methodology was drafted, as well as the proposal of the Decision on regulatory impact assessment at the state level, and they are expected to be adopted by the Council of Ministers of BiH. Also, through the same project, a plan and programme of training for planning and impact assessment for the state level was prepared, and trainings were implemented from the field of impact assessment for the relevant institutions of the Council of Ministers of BiH. The Manual for regulatory impact assessment for the level of BiH was drafted. All of the above contributed or will contribute to implementation of the objective AP 1.2. Based on the Instruction on the Manner of Presentation of Data in Annual Reports in the Bodies of Administration of Bosnia and Herzegovina on Solving Administrative Matters in Administrative Procedure (Official Gazette of BiH, No. 96/13), an obligation has been established and the manner of reporting to the Council of Ministers of BiH has been defined, regarding solving administrative matters in administrative procedure of the institutions managing the administrative procedure.

The NGO Registry in the Ministry of Justice of BiH was planned as a pilot project through implementation of the Project "Design of Catalogues of Public Registers of BiH", and as an obligation by the Memorandum on Establishment of Collective Common Register of NGOs. Implementation of the pilot project will contribute to implementation of the objective AP 1.12.<sup>54</sup> Also, a partial implementation of the same objective is contributed also by the data that the Ministry of Foreign Trade and Economic Relations of BiH has an established electronic register of administrative procedures for administrative procedures from their competency, which is regularly updated.

According to the information received from the Public Procurement Agency, a total number of contracting authorities registered on the Portal of public procurements ([www.ejn.gov.ba](http://www.ejn.gov.ba)) is 2217, while the number of registered bidders is 4576. In the period from 1st January to 20 June 2016, the web site of the Public Procurement Agency of BiH ([www.javnenabavke.gov.ba](http://www.javnenabavke.gov.ba)) had 34,790 visits, while the portal e-Procurements had 54,307 visits. The Portal of public procurements published a total of 45,133 notices. Of this number, the number of completed procurements is 20,638. The Portal publishes also the Decisions of the Procurement Review Board and of the Court of BiH, and there are 458 of those decisions. The new Law on Public Procurements entered into force in January 2015 (Official Gazette of BiH, No. 39/14). All this contributes to partial implementation of the objective AP 1.4. Optimisation of priority administrative services - processes for business entities: electronic public procurements; starting a business activity by the one-stop-shop system, 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).

In the reporting period, by the information submitted by individual institutions from the level of the Council of Ministers of BiH, a progress has been noted in the RAP 1 segment related with improvement of satisfaction of services users, where four institutions reported that they implement measurement of satisfaction of services users - the Agency for Drugs and Medicaments, the BHDCA, IDDEEA and the Indirect Taxation Administration of BiH (objective AP 2.2.). The Agency for Drugs and Medicaments regularly, biannually, publishes results of these measurements. Regarding the objective AP 2.3.<sup>55</sup>, four institutions enabled pointing out the objections through polls, web-page, e-mail, mailbox (the Administration for Protection of Plant Health, the Ministry of foreign trade, the Indirect Taxation Administration and the BHDCA). In the Indirect Taxation Administration, there is in force the Ordinance on the procedure of solving objections (Official Gazette of BiH, No.103/14) which enables expressing dissatisfaction of the users with the work of the Administration and taking measures with the objective of removing the established irregularities and informing the appellant.

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<sup>54</sup> Objective AP 1.12. Establish registers of procedures at all levels of authority in BiH

<sup>55</sup> Objective AP 2.3. Improve the system for collecting comments, proposals and suggestions from users of administrative services

### ***Federation of BiH***

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From the level of the Federation of BiH, no information on the progress for this reporting period have been submitted. Within the project "Education of Managers of Administrative Procedures and Inspectors", which was financed by the IPA 2011, 439 civil servants have been educated from various bodies of administration. Implementation of these activities contributes to implementation of the objective AP 5.4. The Work Programme of the Government of the FBiH for 2016 stipulated enactment of the new Law on Administrative Procedure.

### ***Republic of Srpska***

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At the level of the Republic of Srpska, there was no significant progress in relation to the previous reporting period. Within the project "Education of Managers of Administrative Procedures and Inspectors", which was financed by the IPA 2011, 608 civil servants have been educated from various bodies of administration. Implementation of these activities contributes to implementation of the objective AP 5.4.

Partial implementation of the objective AP 1.9.<sup>56</sup> was recorded through the provisions of the Law on administrative fees (Official Gazette of the Republic of Srpska, No. 100/11 and 67/11), where the provisions of the article 20 prescribed that the fees (republic and of units of local self governance) may be paid in fee stamps or in cash, which enabled payment of fees in the place where the service is provided - by buying a fee stamp or by card, if paid in cash. At the level of the Republic of Srpska, monitoring of satisfaction of citizens in the administration bodies is monitored in the manner stipulated by the internal acts, e.g. in the Tax Administration of the Republic of Srpska, where it has been stipulated that complaints (submissions) by the citizens are discussed by the Internal Control. Also, based on the poll published by the Ministry of Administration and Local Self Governance of the RS, it has been established that satisfaction of the citizens is monitored also at the level of the units of local self governance, which contributed to implementation of the objective AP 2.3.

### ***Brčko District of BiH***

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Within the project "Education of Managers of Administrative Procedures and Inspectors", which is financed by the EU Delegation funds of the IPA 2011, the trainings have been implemented for 110 civil servants. The education, through six modules, covered the topics such as: "General Matters of the Administrative Procedure", "Structure and Characteristics of the Law on Administrative Procedure of the Brčko District of BiH", "Open Matters of Application of the Law on (General) Administrative Procedure" and "Examples from Practice of Implementation of the Law on (General) Administrative Procedure". Implementation of these activities contributes to implementation of the objective AP 5.4. Objective AP 1.7. was met in full, considering that the present provision of the Law on Administrative Procedure stipulated that a department manager could authorise other officer of that body to manage a procedure and/or to undertake activities in the procedure prior to enactment of a specific

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<sup>56</sup> 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.)

decision on which a special specific decision on authorisation of the officer would be enacted. Also, a partial fulfilment of the objective AP 3.2. is reflected in the fact that the administrative inspection, within their competency, regularly controls in the field of administrative decision making, as well as a partial fulfilment of the objective AP 4.1. where the Law on Administrative Procedure of the Brčko District of BiH regulated the field of execution of specific decisions and conclusions. Execution for the purpose of fulfilment of non-financial obligations of the parties is done administratively. Execution for the purpose of fulfilment of monetary claims is done through the courts. Exceptionally, enforcement of monetary claims from the incomes based on employment can be done administratively upon approval by the party. In the Brčko District of BiH, certain services in charge of issuing personal documents adjust their working hours to the needs of the clients, which is especially demonstrated in the summer period, which partially contributes to meeting the objective AP 2.1,<sup>57</sup>. Also, at the level of the Brčko District of BiH, post office counters are located in the reception offices, which enabled the clients to pay administrative fees for all the submissions through which the clients address the public administration bodies. The fees are paid in cash or in fee stamps, depending on the amount of fee stipulated by the Law on Administrative Fees of the Brčko District of BiH.

## **2. Key Obstacles and Problems**

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The only objective whose implementation did not start at any of the administration levels was the AP 5.5. Develop a training programme for customers relations management (CRM), whose deadline for implementation was the first half of 2013. However, a common project idea was identified, whose implementation would contribute to fulfilment of this objective.

Great difficulties in evaluation of the progress in implementation of the objectives are represented by also the so called shared competency of the institutions competent for implementation of the objectives, because all the information from the individual institutions regarding their implementation are not available. 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".

## **3. Recommendations**

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In order to implement the reform measures whose implementation is lagging behind but also to create certain assumptions for the implementation of the reform measures that were planned in the coming period, the following is recommended:



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

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<sup>57</sup> Adapt office hours for work with service users (clients) to their needs

find the mechanism and take a standpoint regarding verification of the Administrative Decision Making in BiH Quality Improvement Programme, considering that the Government of the Federation of BiH neither discussed nor adopted the Programme.

 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.

 At the levels of BiH and the BD BiH ensure, and at all the levels strengthen the application of the instrument of regulatory impact assessment (RIA).

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#### 4. Next Steps

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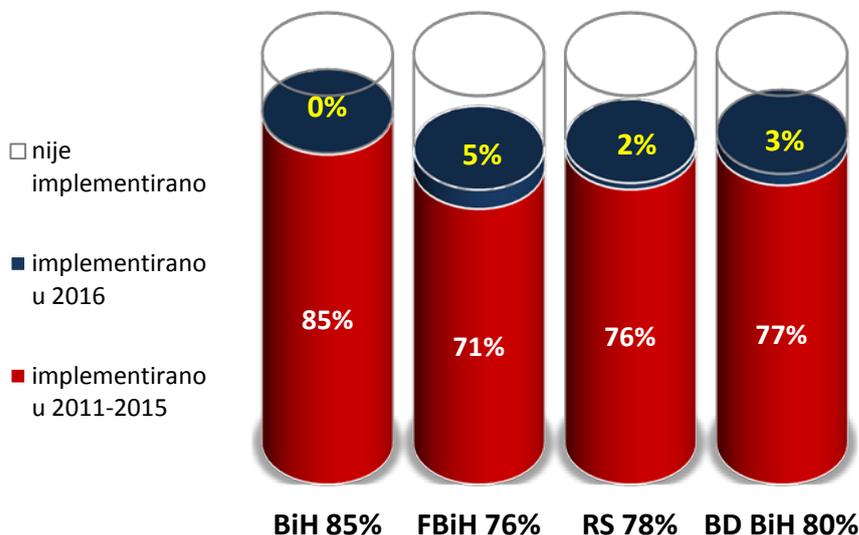
The following activities should be implemented in the following reporting period in order to implement the unimplemented objectives:

 The Public Administration Reform Coordinator's Office and the competent beneficiary institutions should ensure efficient maintenance, inclusion and consistent implementation of the activities of 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".

 The Public Administration Reform Coordinator's Office, the competent institutions from the field of APAS and the decision makers should intensify the activities regarding development and adoption of the project documentation for the project with working title "Measuring Administrative Services Users' Satisfaction".

## REFORM AREA INSTITUTIONAL COMMUNICATION

By the end of the reporting period, on average, 79% of the objectives in this reform area were implemented. The highest recorded percentage of implementation is at the state administration level (85%), while the lowest is at the level of the Federation of BiH (76%).



In 2016, in the FBiH, the progress of 5% was achieved, while at the state level, no change was recorded<sup>58</sup>.

The biggest number of objectives was fully

implemented, while others were mostly in the phases of initiated or partial implementation. Although it was planned as a continuous practice, implementation of the objective implying access of PR officers / managers to the experiences of the best European practices<sup>59</sup>, it did not start in the Federation of BiH and the Republic of Srpska due to budget restrictions and a lack of donor programmes and funds for these purposes. Partial implementation of this objective was foreseen through implementation of the project "Strategic Communication - phase II". The project is in the public procurement procedure, it is a common project for all four administration levels, and it will be financed by the funds of the Public Administration Reform Fund.

	BiH	FBiH	RS	BD
the number of objectives whose implementation <b>did not start</b>	0	1	1	0
the number of objectives whose implementation <b>just started</b>	2	4	4	4
the number of objectives that were <b>partially implemented</b>	6	5	4	5
the number of objectives that were <b>fully implemented</b>	14	12	13	13
<i>Total number of objectives:</i>	22	22	22	22

<sup>58</sup> In accordance with the used methodology of progress evaluation, a lack of change of the degree of implementation does not necessarily mean that in the reporting period there were no significant reform activities, but only that those activities did not contribute to transfer from one phase into the other (e.g. from the phase *partially implemented* in the phase *fully implemented*).

<sup>59</sup> IC 4.4. Provide the PR officers / managers with the access to the experiences of the best European practice

It is important to stress here that the biggest number of the objectives in this reform area are continuous, and that from the aspect of monitoring and evaluation, they bear certain specifics.

The specificity of the set of continuous objectives in this area is reflected in the fact that they focus on the regular implementation of certain activities, i.e. monitoring whether these activities are implemented and to what extent in each year. As a consequence, a significant number of objectives is marked with a "green light " or a mark "fully implemented". In the context of this reform area, the said mark does not necessarily mean also a high quality of the objective fulfilment, but it primarily focuses on the set objectives as an aspiration for establishing certain practice in the work, which manifests itself through a certain level of implementation during each respective year. Therefore, the aforementioned mark does not include the quality and effectiveness of fulfilment (due to inability to obtain sufficient information and level of detail, and a large number of institutions to which the target applies), but is primarily based on the existence of a practice or regular fulfilment of the activities at the level of institutions or administrative level. All these activities need to continue to be regularly implemented, and in this sense the mark "fully implemented" is not final, but the activity needs to be continuously implemented.

Bearing the aforementioned in mind, the greatest progress in the area was achieved through establishment of certain practices through continuous implementation and operation, to a different extent by administration levels. Some of the most significant achievements are: established practice of communication planning, through adoption of communication strategies and plans at the level of the CoM / the Governments, and recorded trend of growth in the number of institutions that enact individual communication plans; continued work in the field of media relations and their monitoring; functioning of the system of complying with the Freedom of Information Acts; direct communication with the citizens and the trend of increasing the number and the scope of public campaigns; and cooperation and coordination with civil society organisations.

The beginning of implementation of a one-time objective IC 3.3. was also recorded, by continuation of work on development of the project "Functional review of institutional communication capacities in the civil service of BiH". The start of project implementation is expected in the first half of 2017. The project will be common to all four administrative levels and funded by the PAR Fund, and the tender documentation is currently being prepared.

## ***1. Overview of the most important achievements in the reporting period***

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### ***Common activities***

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During 2016, there were three meetings of the Supervisory Team for Institutional Communication. The first was in Sarajevo on 4 March 2016, the second in Brčko on 3rd June

2016, and the third in Banja Luka on 14 October 2016. Topics of the meeting covered information on the projects in development in this area, on the projects in the public procurement procedure and those in implementation. Implementation of the project "Building of Capacities for Combat Against Corruption in the Structures of the Civil Service in BiH" started on 10 May 2016, while the project "Training of Public Relations Officers - phase II" started on 10 November 2016. Implementation of these projects, financed by the Public Administration Reform Fund, will directly contribute to implementation of the objectives IC 4.2.<sup>60</sup>, IC 4.3.<sup>61</sup> and IC 10.1<sup>62</sup>. One of the results that should be achieved by implementation of the project "Building of Capacities for Combat Against Corruption in the Structures of the Civil Service in BiH", related directly with improvements in the area of Institutional Communication, directs to development of capacities of the officers and public relations units for development and implementation of the special theme public campaigns. Within this project, a great number of trainings are being organised regarding combat against corruption, as well as a set of trainings for the public relations officers from all four administration levels. Overall objective of the project "Training of Public Relations Officers - phase II" is development of human resources through development and widening of expertise and competences of public relations / information officers in the institutions and administration bodies of all the levels in Bosnia and Herzegovina, through training in additional fields significant for their work.

The project proposal, the terms of reference and the tender documentation "Strategic Communication - phase II" were adopted at the level of the Supervisory Team / the PARF JMB, and the public procurement procedure is currently ongoing. Implementation of this project would contribute to fulfilment of the objectives IC 1.1.<sup>63</sup>, IC 1.2.<sup>64</sup>, IC 4.2.<sup>65</sup>, IC 4.3.<sup>66</sup>, IC 4.4.<sup>67</sup> and IC 11.1.<sup>68</sup> The Project will be financed by the funds of the Public Administration Reform Fund, and it will be common for all four administration levels. The general objective of the project is strengthening capacities of the Council of Ministers of BiH, the entity governments and the Government of the Brčko District of BiH, regarding public relations, institutional and strategic communication, and the results that need to be achieved by implementation of this project are related with: analysed condition regarding the current activities in the field of strategic communication and implementation of the present strategic framework of communication, and identification of the key area and segments for the necessary improvements; officers that execute the jobs of public relations / information and directly implement the strategic framework of communication are additionally trained in the areas significant for their work, such as: communication planning, strategic planning,

<sup>60</sup> Objective IC 4.2. Provide training on public relations and strategic communication for the public relations officers

<sup>61</sup> Objective IC 4.3. Ensure training of the PR officers on other fields significant for their work.

<sup>62</sup> Objective IC 10.1. Continuously inform the public and raise awareness on certain topics through mechanisms of public campaigns

<sup>63</sup> Objective IC 1.1. Establishment of strategic framework for communications

<sup>64</sup> Objective IC 1.2. Improve communication planning within the institutions

<sup>65</sup> Objective IC 4.2. Provide training on public relations / information and strategic communication for the PR officers

<sup>66</sup> Objective IC 4.3. Provide training to the public relations / information officers in other fields significant for their work

<sup>67</sup> Objective IC 4.4. Enable the public relations / information officers to have access to the experiences best european practices

<sup>68</sup> Objective IC 11.1. Measure effectiveness of strategic communications

communication management, coordination and internal communication and European practices in public relations; the system of general monitoring and evaluation of strategic communication, applicable for all the institutions at all four administration levels, is in use and direct project beneficiaries are familiar with the best EU practices in the field of monitoring and evaluation system of strategic communication of the institutions.

The project proposal and the terms of reference "Functional overview of capacities of institutional communication in the structures of civil service in BiH" were adopted at the level of the ST and the PARF JMB, and the tender documentation is currently being prepared. Implementation of this project would contribute to fulfilment of the objectives IC 2.<sup>69</sup>, IC 3.<sup>70</sup>, IC 4.<sup>71</sup>, IC 7.<sup>72</sup>, IC 9.<sup>73</sup>, IC 11.<sup>74</sup> and IC 12.<sup>75</sup>

During the year, there was also a work on development of the project "Approximation of Administration to the Citizens - a set of activities". At the level of the Supervisory Team for the area of Institutional Communication basic components of the project have been agreed, and it was agreed to start developing the project proposal and the terms of reference after starting the public procurement procedure of the previously mentioned project "Functional review of the capacities of institutional communication in the structures of the civil service in BiH". The project will be common to all four administrative levels and funded by the PAR Fund.

On 26 April 2016, within the project *"Building the capacities of the government institutions when engaging in a political dialogue with the representatives of the civil society in BiH"* (CBGI), there were focus groups with the representatives of the non-governmental organisations and the representatives of the civil society, on the topic of amendments to the "Ordinance on Consultations in BiH" and after that, a web application "e-Consultations" was launched as well. The purpose of this application is to enable the citizens, through the internet, to have an access to full and timely information on the processes of enactment of certain legal acts, as well as to ensure a reliable communication channel, through which they could participate in the public policy. Objective of this project is strengthening capacities and knowledge of the civil servants for efficient involvement in the politic dialogue with the civil society organisations. Results of the project contribute to implementation of the objectives from the chapter IC 12<sup>76</sup> - Cooperation with the civil society.

Within this project, seven training modules were implemented on the following topics: "Policy" dialogue and communication", "Modern trends and challenges in the field of communication and informationmanagement in public administration institutions", "Strategic approach to development of institutional communications in public administration", "Creative use of communications: Public institutions and campaigns, "Public

<sup>69</sup> Objective IC 2. Organisation Matters

<sup>70</sup> Objective IC 3. Coordination and Standard Setting

<sup>71</sup> Objective IC 4. Human Resources

<sup>72</sup> Objective IC 7. Direct Communication with the Public – Freedom of Information Act (FOIA)

<sup>73</sup> Objective IC 9. Direct Communication with Citizens

<sup>74</sup> Objective IC 11. Measuring the Results

<sup>75</sup> Objective IC 12. Cooperation with Civil Sector

<sup>76</sup> Objective IC 12.1. Improve communication with civil society

administration 2.0 - Advanced Web Communication", "Networked Public Administration: Managing communications on social networks" and Panel Discussion: "Efficient and effective communication in the public sector".

Within international initiative "Open Government Partnership" (OGP), a significant part of the activities was in a direct link with the objectives in the reform area of IC. The representatives of the PARCO regularly participate at the conferences of support, organised by the TI BiH and the coalition of the NGOs, in action planning of BiH and in a great number of meetings with the representatives of the TI BiH, the Ministry of Justice and others. During 2016, there were conferences and round tables on the topic of challenges of the Open Government Partnership.

At the 77th session, held on 13 October 2016, the Council of Ministers enacted the Decision on establishment of the Advisory Council of the initiative "Open Government Partnership" (Official Gazette of BiH, No. 94/16). The Basic task of the Advisory Council is preparation of the proposal of the Framework Action Plan for implementation of the initiative "Open Government Partnership". The Ministry of Justice published a public call to the civil society organisations for proposal of four candidates and their deputies as members and deputy members of this Council. Two representatives of the PARCO were appointed in the Commission for selection of non-governmental organisations and their representatives in the Advisory Council, and appointment of the representatives of the institutions is ongoing. Also, the PARCO appointed their representatives in the Advisory Council.

### **Individual activities**

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, the progress in this reporting period as well as at all the levels recorded primarily through initiation, planning or implementation of certain practices in everyday work. The full progress can be achieved only through practical continuity, which includes not only the establishment of these practices, but also their recurrence and improvement in the next period. It is possible to conclude that all the administration levels, by their individual measures, in most cases, either meet or introduce certain activities, which imply continuous implementation, and in great number of cases for individual activities and continuous objectives, a score "fully implemented", was recorded, which refers to the recorded activities in the past period.

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:

### ***Council of Ministers of BiH***

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In addition to the revised Communication Strategy of the Council of Ministers of BiH for the period 2016 - 2018, the Communication Action Plan of the Information Service for 2016 was adopted as well in December 2015. Implementation of the Action Plan is partly implemented in cooperation with the PR officers and media advisers of the chairman and the ministers of the Council of Ministers of BiH. In accordance with the revised Communication Strategy of the Council of Ministers of BiH, the Information Service prepared the Communication Action Plan for 2017, which would be a constituent part of the work programme of the Secretariat General of the Council of Ministers of BiH for 2017. These activities directly contribute to the progress in the field of communication planning (IC1.), and the established practice of coordination and communication between various institutions and administration levels contribute to the progress in the segment of establishment of the standards and coordination (IC 3.). In that sense, the Information Service was engaged in the reporting period with the Ministry of Foreign Affairs of BiH in the media organisation of the CEI Summit, which was held in Sarajevo on 12 and 13 December 2016. Additionally, the capacities of the Information Service were used by the Ministry of Communication and Transport, the Ministry of Foreign Trade and Economic Relations and the Ministry of Security.

The Information Service, when preparing and publishing the bulletin INFO of the Council of Ministers of BiH, regularly meets and exchanges information with the PR officers within the Council of Ministers. They regularly exchange information, prepare and submit an on-line calendar to the PR officers on the coming activities of the chairperson of the Council of Ministers, the ministers and the deputies in the Council of Ministers of BiH. In the reporting period, the Information Service held two meetings with the spokespersons and the public relations officers of the institutions of BiH, on 7 March 2016 and 25 May 2016. The discussion was on the topic of standards of proactive transparency, communication of the institutions of BiH through social networks and Communication "inventory".

The proposal of the ordinance on internal organisation of the Secretariat General, within which is also the ordinance of the Information Service with standardised jobs, is in the procedure of adoption by the Council of Ministers of BiH. This activity is directly linked with IC 4.1. Standardise requirements and job descriptions for the public relations officers.

In the segment (IC 4) it can be said that the improvements were visible, considering that the Catalogue of Trainings of the CSA BiH contains a series of topics related with communication: Copyrights in public relations; use of the internet and social networks in public relations of the institutions of BiH; Creation, verification, implementation and control of Strategies of public relations; Crisis Communication; Public Relations - introduction; Free Access to Information; Strategic Communication and planning in work of the institutions; TV interview / TV Statement; Significance of Public Relations in the work of the institutions of BiH. There was one training on the topic TV interview / TV statement, 16 attendees, and one training on the topic Bases of Digital Photography, 12 attendees. The number of institutions submitting information on participation in the trainings was increased, and especially

obvious was participation in the trainings organised through the project "Building of Capacities for Combat Against Corruption in the Structures of the Civil Service in BiH". Within the Group for communication and knowledge management of the Programme of Strengthening of public institutions in BiH, there were two trainings / workshops on knowledge management for the officers dealing with communication in the six institutions at the level of the CoM BiH. Within the same group, a proposal of the training on strategic communication for managing civil servants was prepared and presented to the CSA BiH. The Information Service is actively involved in preparation of this proposal.

In the segment of activity (IC 5) the Information Service was active in the first half of the year by sending to 100 accredited media, web portals, agencies in BiH, 130 releases from the sessions and on the activities of the chairman of the CoM, 26 press conferences and media releases that were as audio records placed on the web site. In addition to the said releases, there are also 28 information on the activities of other ministries in the CoM, and there are 82 galleries with 453 photographs. In the second half of the year, 189 releases from the sessions of the Council of Ministers and on the activities of the chairman of the CoM BiH were prepared and distributed, there were 24 press conferences, and numerous media statements were noted. There was more than 400 reviews of writing of 9 daily news papers and magazines and daily monitoring of more than 15 web portals (IC 6). Writing reviews and web portals monitoring are regularly sent on 29 addresses within the CoM BiH, and scanned texts are posted in the directory of scanned texts with a limited access to it. Regarding the CoM BiH, more than 12,300 texts were published related with the Council of Ministers of BiH, of which 6,400 texts in the first half of the year, and 5,900 in the second half of 2016. Of that, more than 4,900 texts are on the Council of Ministers as a whole and on the activities of the chairman. The texts included also eight interviews of the chairman Zvizdić on the present topics.

In the first half of 2016, the Information Service received 29 formally directed requests of the citizens in accordance with the Law, 4 requests of the non governmental organisations and 1 request of the state institution. Several appeals to the issued specific decisions were also received, but the Appeal Council rejected them. Media representatives sent 34 requests. In the second half of the year, 28 requests were processed and answered (journalists and citizens invoking the FoIA in BiH). All the requests were answered within the legal deadline, and the declarations on the undertaken activities on the requests of the Appeal Council were being prepared in a timely manner. In the second half of 2016, the persons who submitted the requests for access to information declared appeals on several specific decisions the Appeal Council mostly rejected. Action in accordance with the Freedom of Information Act was noted also at the level of respective institutions, which contributed to implementation of the measures (IC 7).

Within the segment of web sites (IC 8.) the practice of regular update of the web sites of the institutions continued. Information Service of the SG CoM BiH - In the reporting period, the web site of the CoM BiH had 63,988 users, 118,770 visits to the web site, 405,145 views of the pages within the web site of the CoM BiH. In the second half of the year, the website of

the CoM BiH had 47,074 users, and 100,526 visits to the web site were registered. Also, it is important to mention that the Information Service, in accordance with the Conclusion of the CoM BiH, regarding the recommendations from the audit Report on Performance Transparency, continued with user satisfaction research and sent on 22nd June 2016 the information on implementation of research to around 100 media. Based on the feedback information, the Service will harmonise its activities.

The information service, in this reporting period, in cooperation with the spokespersons of the chairman and the ministers, prepared and published two INFO bulletins of the Council of Ministers of BiH. The March issue of the INFO was dedicated to anniversary of appointment of the present composition of the CoM BiH. These activities contribute to the segment of direct communication with the citizens (IC 9), where the publications of the DEI and the Ministry of Defence were recorded as well. In the same segment (IC 9), it should be stressed the the Information Service, in April 2016, opened a TWITTER account of the CoM BiH, with 103 subscribers, which is updated regularly with conclusions and activities of the CoM BiH. In the second half of the year, two INFO bulletins were published. The December issue was dedicated to the EU questionnaire with 3242 questions BiH would have to answer. During the reporting period, the Public Administration Reform Coordinator's Office worked on drafting the brochure Budget for Citizens of the Public Administration Reform Coordinator's Office / PARCO. On the twitter account of the CoM BiH, 177 tweets were published and 62 photographs and YouTube (publication of 45 video contents).

Within the objective IC 11, an analysis of the questionnaire was drafted, which examined the satisfaction of journalists with the services the Information Service provides. The general evaluation stemming from the quantitative and qualitative analysis of the answers was that the media were very satisfied with cooperation with the Information Service of the Council of Ministers of BiH. The services were evaluated on average as 3.63, while the general experience in the work with the Information Service was evaluated as 4.19. The questionnaire was done on-line and fully anonymously. The questionnaire noted a satisfactory turnout of the users of 25.71 per cent, and the notice on the on-line poll was sent to e-mail addresses of 105 media following the work of the CoM BiH.

In the segment IC 12 - Cooperation with the civil society, it is significant to mention that the Information Service was implementing several activities of this team. In cooperation with the non governmental organisation ELSA, the students of the Law Faculty in Sarajevo, on two occasions, in March and in April this year, organised in two groups, thirty persons each, visited the Secretariat General - Information Service and got familiarised with the organisation and the work of the CoM BiH. The cooperation with the non-governmental organisation ELSA, students of the Law Faculty in Sarajevo continued - a group of 25 students visited the Council of Ministers on 4 November 2016 as well. Significant implementation of these activities was confirmed by a certain number of individual institutions of the CoM BiH as well.

The work of the Group for Communication and Knowledge Management covered during 2016 numerous activities, of which the most significant were: organisation and participation

in three workshops on knowledge management, draft of the communicator profile in the public administration, and draft of the position document on strategic communication in public administration of the institutions of the CoM BiH. In October 2016, the group organised the Conference on Communication in Public Administration. The objective of the conference was to present the documents that were previously drafted by the group representatives, related with positioning of communication in public administration, research on the communicator profile in public administration, and the activities these institutions implement in the field of proactive approach in communication of the institutions with the public through social media, with organisation of the panel discussions for each individual topic. Additional objective of the conference was to network the experts from the field of communication in public administration regarding the present expert topics, and exchange of experience and ideas on the manners of improvement of the practice, profession and position of communication in public administration. The initiative for organisation of this conference was based on commitment of the BiH authorities to implement the reforms, such as public administration reform and combat against corruption, as well as on the international initiatives, such as Open Government Partnership.

In December 2016, the group, in cooperation with the Ministry of Justice of BiH and the Transparency International of BiH, organised the training "Transparent, Accountable and Open", which was intended for the civil servants in the government bodies at the level of BiH, whose tasks are related with cooperation with the civil society, communication with the public, acting on the Freedom of Information Act, public consultation, IT and other fields related with the concept of open government. In this reporting period, the Group had twelve meetings and workshops / trainings.

At the initiative of the PARCO, the Statistics Agency of BiH, the Directorate for European Integration, the Agency for Development of Higher Education and Quality Assurance of BiH (who have their representatives in this work group), and the NGOs Transparency International of BiH, the Centre for Research Journalism (CIN) and the Centre for Social Research (Analitika), the document "Policy of Proactive Transparency in Public Administration in BiH" was drafted, inviting institutions on proactive transparency in publication of contents on the web-sites of the institutions. A set of standards of proactive transparency was drafted within which it was defined which information should be published by the institutions. The standards include a set of information related with the budget, data on public procurements, reports on contract implementation, plans of work, regulations on institution establishment and competences, regulation on systematisation, regulation intended for consultation, total allocations for employees, etc.

The policy of proactive transparency and standards for publication of information on the web sites invited the civil society organisations to regularly monitor proactive publication of information on the web sites of the institutions, and all the institutions of administration and bodies in the public property in BiH to take over the list of standard information / documents for proactive publication. During 2016, the NGO Analitika drafted the analysis of

application of these standards<sup>77</sup>, which demonstrated that of a total of 68 identified institutions at the state level, 6 of them did not have a web site, and two of them could not be accessed during the research<sup>78</sup>. The best results in application of the standards of proactive transparency were demonstrated by four institutions that started the initiative, and they were committed to apply the standards<sup>79</sup>, and considering that standards were not mandatory, the objective was to spread the initiative also on other institutions. The PARCO proposed to incorporate this measure in the new Strategic Framework for PAR 2017 - 2020, within the field of "Accountability".

In any case, this initiative was based on the reform measures presented through the Revised Action Plan 1 of the Strategy of Public Administration Reform<sup>80</sup> and the principles of Open Government Partnership<sup>81</sup>, as well as on the Strategy of combat against corruption and the Action Plan for combat against corruption 2015 - 2019. (measure from the AP 2.1.6. Support and improve a proactive transparency in the work of the public institutions in BiH in accordance with the standards of Open Government Partnership).

### ***Federation of BiH***

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The communication plan of the Government of the FBiH for 2016 was adopted by the Government of the FBiH on 4 March 2016, which in addition to the previous adoption of the Communication Plan of the Government of the FBiH for the period 2015 - 2018, significantly contributed to implementation of the measures in the segment (IC 1). There are continuous activities in the segments of activities directed to media (IC 5), where the PR Office of the Government of the FBiH, during 12 months of 2016, from the regular and urgent telephone sessions, prepared and sent to the media a total of 183 releases from the sessions of the Government of the Federation of BiH, on 453 pages, which processed 2,069 items of the agenda on 761 topics. In other activities of the prime minister, deputy prime ministers and federal ministers, in 12 months of 2016, a total of 691 public releases have been prepared and submitted to the media. That means that the Office, together with the releases from the sessions of the Government of the Federation of BiH, submitted a total of 874 releases to the media. The novelty is that this year there were for the first time the annual press conferences on the work of the Government of the FBiH and the federal ministries, which was communicated to the public, and some of them were moderated by the Office. There was a total of eight such press conferences (IC 6).

Within the objective 4.1., Standardise requirements and job descriptions of public relations officers, the Government of the FBiH, at the 57th session of 8 June 2016, gave agreement to

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<sup>77</sup> Proactive transparency in BiH - from standards to application - Analitika, 2016.

<sup>78</sup> Attachment 3: Degree of proactive transparency of institutions at the level of BiH - Proactive transparency in BiH - from standards to application - Analitika

<sup>79</sup> Attachment 4: Top 10 institutions at the level of BiH by the degree of proactive transparency - Proactive transparency in BiH - from standards to application - Analitika

<sup>80</sup> Reform Area of Institutional Communication 8. Web Pages 8.1. Ensure a quality and consistency of the web pages / 8.1.2. Regularly update the contents on the web - pages for the purpose of increasing timeliness and quality of information

<sup>81</sup> Transparency, productivity, innovation

the Ordinance on internal organisation of the Public Relations Office of the Government of the FBiH, in accordance with the Law on Amendments to the Law on Civil Service in the Federation of Bosnia and Herzegovina (Official Journal of the Federation of BiH, No. 99/15).

In accordance with the deadlines stipulated by the Freedom of information act in the Federation of BiH, all the requests that were submitted to the PR Office were forwarded to the competent bodies for further decision making. According to the statistics, the web site of the Government of the Federation of BiH ([www.fbihvlada.gov.ba](http://www.fbihvlada.gov.ba)) had 1,119,987 visitors in 2016 - on average 93,332 visitors per month.

There was also a progress through the activities of improvement of the contents of the websites of the ministries (IC 8), provision of information to the citizens without intermediary (IC 9) and cooperation with the civil sector (IC 12): Some of the significant activities of the federal ministries within the IC 9, during 2016, were: Ministry of Interior: Pupils of the elementary schools from Sarajevo visited the Police Academy of the Federal ministry of Interior, Ministry of Labour and Social Affairs: reception on the day of persons with disability, reception for the representatives of the Centre of Civil Initiatives, Ministry for the Matters of Veterans and Disabled from the Defence-Liberation War: reception of the national team of BiH in sitting volleyball, reception of demobilised veterans, representatives of the Alliance of blind veterans, Ministry of Development, Entrepreneurship and Crafts: reception of the students of the Faculty of Economy in Sarajevo.

Within the IC 12: Ministry of Development, Entrepreneurship and Crafts: Round table - amendments to the Law on Crafts and Related Activities, Ministry of Trade: round table on grey economy, Ministry for the Matters of Veterans and Disabled from the Defence-Liberation War: round table: "War Journalism - role of media and media workers in defence of Bosnia and Herzegovina", and "Employment of war military disabled by application of the provisions of the Law on Professional Rehabilitation, Training and Employment of Persons with Disability - present experiences and noted problems", Ministry of Transport and Communication: round table with cargo transporters from the FBiH. Conferences: Ministry of Health "Dignity in Mental Health: Psychology First Aid for All", Ministry of Finance "Strengthening Financial management and Control", Ministry of Labour and Social Policy "Social Dialogue and Reforms", "Law on Foster Care", "II Annual Expert Conference of Social Workers in BiH", Ministry of Agriculture, Water Management and Forestry Conference on Organic Agriculture, Ministry of Development, Entrepreneurship and Crafts "Strengthening Local Economic Development".

PR Office of the Government of the FBiH: Contacts with the non-governmental organisations were ensured in the procedure of preparation of the following laws: Draft Law on Amendments to the Law on Early Favourable Retirement of Defenders of Defence-Liberation War, Draft Law on Amendments to the Law on Special Rights of the Winners of War Acknowledgements and Decorations and Members of their Families, Preliminary Draft Law on Voluntary Pension Funds, Preliminary Draft Law on Pension and Disability Insurance, Draft Law on Amendments to the Law on Transplantation of Organs and Tissues for the

Purpose of Medical Treatment and Draft Law on Amendments to the Law on Basics of Social Protection, Protection of Civilian Casualties of War and protection of Families with Children.

Ministry of Education and Science: Seventh scholarship fair Faculty of Machine Engineering of the University in Sarajevo, Awards to the best pupils in the FBiH in the school year of 2015/2016, the Ministry awards the best students, citizens of BiH who study in public higher education institutions in the FBiH, celebration of the third Day of natural sciences in the FBiH, "RRI Tools" training: Set of tools for responsible research and innovation, Ministry of Labour and Social Affairs: Child week opened, Ministry of Displaced Persons and Refugees: International youth camp in Srebrenica for 120 youth from the whole world, Ministry of Health: "Days of Quality in Health in the FBiH" were completed by award of the acknowledgements.

### ***Republic of Srpska***

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After the Government of the Republic of Srpska adopted the Communication Plan of the Government of the RS for the period 2015 - 2019, the annual communication (action) plan for 2016 was adopted as well. It is significant to state that all the ministries at this administration level regularly prepare communication action plans, which contributes to implementation of the objectives (IC 1). A continuous progress was noted also in the segment of the activity of cooperation with other institutions (IC 2), activities directed to media (IC 5), and direct communication with the public (IC 7).

There are constant improvements of the websites (IC 8) of respective institutions of this administration level, and the progress in the segment (IC 9) direct communication with the citizens was noted within the Ministry of Interior, the Ministry for Economic Relations and Regional Cooperation, the Ministry for Refugees and Displaced Persons, the Ministry for Spatial Planning, Construction and Ecology, the Ministry of Agriculture , Forestry and Water Management, the Ministry of Science and Technology, the Ministry of Transport and Communication, the Ministry of Work and Veteran and Disability Protection, the Ministry of Trade and Tourism, the Ministry of Industry, Energy and Mining, the Ministry of Family, Youth and Sports, the Ministry of Health and Social Protection, the Ministry of Education and Culture, the Ministry of Justice and the Ministry of Administration and Local Self Governance. Some of the noted activities of this type were: Ministry of Education and Culture: New-year reception for journalists, Ministry of Health and Social Protection: meeting of the inter-departmental work body of the Government of the RS for support to the persons with disability, Ministry for Family, Youth and Sports: reception for perspective athletes, for representatives and volunteers of the foundation "Mozaik", reception for the Olympians, Ministry of Traffic and Communication: children from the kindergarten "Bambi" travelled by train, Ministry of Science and Technology: reception for the participants of the Science Festival. There was a promotion of the magazine "Safety, police, citizens" within the Ministry of Interior, and the new issue of the bulletin "Best from Srpska" within the Ministry of Trade and Tourism.

Implementation of public campaigns (IC 10) was noted in this reporting period in the Ministry of Family, Youth and Sports, and the campaign of the Ministry of Education and Culture "Stop Violence against Children", the Ministry of Interior "Alcohol Plus Steering Wheel Equals Killer Combination / Happy Victimless New Year", action "Driver - Pedestrian", of the Ministry of Agriculture, Forestry and Water Management: event "Healthy Food for Our Children" and many other.

In the segment of cooperation with the civil society (IC 12) activities were noted within the Ministry of Interior, the Ministry of Economic Relations and Regional Cooperation, the Ministry of Labour and Veteran and Disabled Protection, the Ministry of Transport and Communication, the Ministry of Family, Youth and Sports and the Ministry for Refugees and Displaced Persons. Some of such activities were: Ministry of Justice: Round table "Rule of Law and Justice Department Reform", Ministry of Education and Culture: Conference "Schools / pre-school institutions as friends of healthy eating", Ministry of Interior: regional conference "Public Private Partnership in the Sector of Security - Challenges and Possibilities", Ministry for Family, Youth and Sports: round table "Child's Right on Protection from Violence", Ministry of Trade and Tourism: conference "Branding of Local Products - Ours is Better", conference on spa and health tourism, Ministry of Traffic and Communication: presentation "Modernisation of Railways in the RS - options and recommendations", Ministry of Science and Technology: round table "Banja Luka software city 2021", Ministry for Spatial Planning, Building and Ecology: scientific and expert conference "Modern Theory and Practice in Building", Ministry for Economic Relations and Regional Cooperation: conference on cross-border cooperation. Ministry of Education and Culture: support to student exchange, Ministry of Agriculture, Forestry and Water Management: meeting with the representatives of the Centre for protection of living environment, work meeting with the representatives of the Farmers' Association. Ministry of Administration and Local Self Governance: continued cooperation with the Alliance of National Minorities of the RS, regional business forum - Local communities create preconditions for strengthening economy, Ministry of Justice: Invitation to the citizens to evaluate the quality of services, and report possible irregularities in the work of the employees.

### ***Brčko District of BiH***

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The Communication Strategy of the Government of the BD BiH was adopted on 25 February 2011 and is valid until the end of 2016. There is an ongoing draft of the new Communication Strategy of the Government of the BD BiH, which contributed to implementation of the objective (IC 1), including the draft and adoption of the annual Communication Plan of the Government of the BD BiH for 2016, adopted by the Government on 12 March 2016. This plan covered all the administration bodies of this administration level. The sector for information is in charge of the PR of the Government and its departments, and regularly cooperates with all the institutions of this administration level. The PR is done by two employees, and the position of the senior expert associate for information will be filled in

the next period, which would significantly contribute to fulfilment of the objectives (IC 2) and (IC 3).

During the first half of the year, the Sector organised 73 press-conferences and media statements of the mayor and the representatives of the Government. The media received 25 announcements of events. There is a regular publication of the "press clipping" on the portal of the Government [www.bdcentral.net](http://www.bdcentral.net) (154 in the first half of 2016), which all together points to a regular practice of implementation of the activities stipulated by the (IC 5). During the second half of 2016, the Sector organised 104 press-conferences and media statements of the mayor and the representatives of the Government. The media received 22 announcements of events.

In the segment (IC 7), a total of 81 request was processed in accordance with the Freedom of Information Act during the first half of the year, and 40 requests (30 requests processed by the officer, and 10 requests processed by other bodies) were processed during the second half of the year. Regular update of the website of the Government was recorded as well. In the first half of 2016, the web site was visited by 241,468 visitors (monthly visit was approximately 26,423 users). The web site of the Government of the BD BiH ([www.bdcentral.net](http://www.bdcentral.net)), in the second half of 2016, had 215,911 visits, 56,032 users (23.6 % of new users), and 883,705 pages was seen. (IC 8). Regular reporting on all the activities of the Government was noted as well (sessions, releases and news regarding the work of the Government). In the field of direct communication with the citizens (IC 9), there are numerous receptions of civil society organisations (sportsmen, pupils, students, festival participants, etc.), and there is a fact that the FB page of the BD BiH is in constant communication with the citizens through questions and posts which are regularly answered. Regular communication is taking place also through meetings and media events. The sector for information prepared and published the bulletin "BD in the period 2012 - 2016" as well. Regarding cooperation with the civil sector (IC 12), it is significant to mention that in this reporting period there were several contacts of various types (verbal communication, e-mail, meetings, etc.) with certain number of non governmental organisations. There was also a workshop within the project "Strengthening the Role of the Local Community in BiH".

## ***2. Key Obstacles and Problems***

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One of the continuous objectives is still not fully implemented at the levels of the CoM BiH and the BD BiH, while at the level of the FBiH and the RS there is mostly no implementation, and it implies familiarising officers with the best EU practices, which covers organisation of study trips, twinning and technical assistance projects, etc. Real obstacle in implementation of this objective (IC 4<sup>82</sup>) are budget limitations and a small number of offered possibilities of this type. Through the projects in this reform area, financed by the Public Administration Reform Fund, the intention was to plan certain number of these activities, which would contribute to partial implementation of the said objective.

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<sup>82</sup> Objective IC 4.4. Provide the PR officers / managers with the access to the experiences of the best European practice

Regarding the concrete problems influencing the progress in implementation of the objectives is the fact that, within the objective IC 2.1.<sup>83</sup>, at the level of the Council of Ministers, there is a vacant post of the public relations officer in the Ministry of Human Rights and Refugees, and at the level of the Government of the FBiH the problem of vacant posts of officers for information / public relations is still not solved in two ministries, which directly endangers the capacity for strategic communication and public relations of these institutions.

One of the problems that directly slows down the dynamics of fulfilment of a part of the objectives of the RAP 1 is related with duration of the procedures of public procurements for the projects foreseen for financing by the PAR Fund. Duration of the procedures of public procurement directly caused delays in implementation of several objectives in this area.

### 3. Recommendations

In the next period, it would be necessary to ensure continuation and development of practices for which a 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 reform objectives. 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 the measures from the annual communication plans of the governments / the CoM, and report to the governments / the CoM on the degree of implementation (Information Service of the CoM BiH, the Public Relations Office of the Government of the FBiH, the Bureau for Public Relations of the Government of the RS and the Sector for Information of the Government of the BD BiH);

Implement the activities and measures from the individual communication plans for 2016 and 2017, within preparation of the work programmes and the budgets of institutions (all institutions);

 Fill systematised vacant posts of the information / public relations officers, especially at the level of the FBiH (the Ministry of Justice 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 (the CoM BiH, the FBiH, the RS, the BD BiH); Organise specific trainings for managing civil servants from the field regarding significance of strategic communication, or include them in the existing trainings (CSA BiH, CSA FBiH; CAA RS and the Sub-

<sup>83</sup> Objective IC 2.1. Maintain and Develop Capacities in the Institutions

Department for Human Resources of the BD);

 Try to provide access to European practices, especially in the institutions that have in their mandate international cooperation (the CoM BiH, the FBiH, the RS, the BD BiH);

 Implement obligation of regular update of web pages and research standpoints and satisfaction of users / visitors at the level of individual institutions (the CoM BiH, the FBiH, the RS, the BD BiH); Recommendation in this segment is related also with taking over the list of standards of proactive transparency for the purpose of proactive publication of information;

 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 the corresponding ministries (the CoM BiH, the FBiH, the RS, the BD BiH);

 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 the ministries (the CoM BiH, the FBiH, the RS, the BD BiH).

 The institutions, beneficiaries of the projects financed by the PARF, should enable participation of their officers and representatives in implementation of the projects, primarily through participation in trainings and other project activities.

#### 4. Next Steps

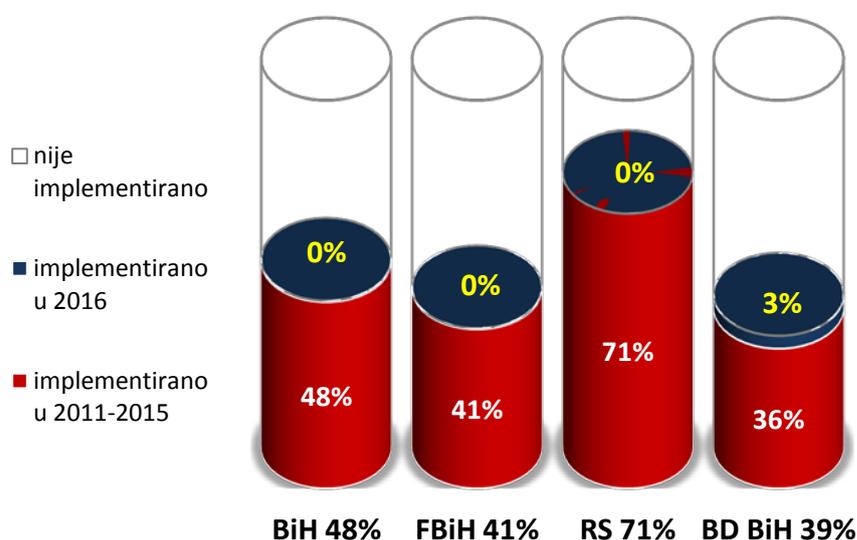
The following activities should be implemented in the following reporting period in order to implement the unimplemented objectives:

 The Public Administration Reform Coordinator's Office and the competent user institutions should continue ensuring efficient maintenance, inclusion and consistent implementation of the activities of the projects *"Training of Public Relations Officers - phase II"* and *"Building of Capacities for Combat Against Corruption in the Structures of Civil Service in BiH"*.

-  The Public Administration Reform Coordinator's Office and the competent institutions in the area of Institutional Communication and decision makers should intensify the activities on implementation of the public procurement procedure, and then ensure an efficient implementation for the following priority projects: *"Strategic Communication - phase II"* and *"Functional Overview of Capacities of Institutional Communication in the Civil Service of BiH"*.
-  The Public Administration Reform Coordinator's Office and the competent institutions in the area of Institutional Communication and decision makers should intensify the activities on development of the project documentation "Approximation of Administration to the Citizens – set of activities", and after that, ensure also efficient implementation of the project.

## REFORM AREA e-ADMINISTRATION

By the end of the reporting period, on average, 50% of the objectives in this reform area were implemented. The highest recorded percentage of implementation is in the Republic of Srpska (71%), while the lowest is at the level of the Brčko District of BiH (39%).



During 2016, at the level of the Brčko District of BiH, an increase of 3% was recorded, while at other levels, no change was noted.<sup>84</sup>

With the exception of the Republic of Srpska, where 8 objectives have been fully implemented, most of the reform objectives are in the phase of initiated implementation, while the rest is in the phase of partial implementation.

	BiH	FBiH	RS	BD
the number of objectives whose implementation <b>did not start</b>	0	3	0	6
the number of objectives whose implementation <b>just started</b>	14	11	5	9
the number of objectives that were <b>partially implemented</b>	7	8	9	7
the number of objectives that were <b>fully implemented</b>	1	0	8	0
<i>Total number of objectives:</i>	22	22	22	22

<sup>84</sup> In accordance with the used methodology of progress evaluation, a lack of change of the degree of implementation does not necessarily mean that in the reporting period there were no significant reform activities, but only that those activities did not contribute to transfer from one phase into the other (e.g. from the phase partially implemented in the phase fully implemented).

## 1. Overview of the most important achievements in the reporting period

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### Common activities

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The Council of Ministers of BiH<sup>85</sup> discussed and adopted the Information on Implementation of the conclusions of the Council of Ministers of BiH from the 105th and the 119th<sup>86</sup> session and enacted conclusions adopting the Operational Plan for Establishment of Interoperability Framework at the level of the institutions of the Council of Ministers of BiH, putting the Ministry of Communication and Transport of BiH and the Department for Maintenance and Development of the System of Electronic Operations and e-Government within the Secretariat General of the Council of Ministers of BiH in charge of implementing objectives and activities and harmonising them with the deadlines set in the Operations Plan, putting the institutions competent for implementation of appropriate activities of interoperability in charge of implementing, in accordance with the Operational Plan, a financial estimate of the necessary funds and planning the projects for implementation of interoperability infrastructure in their operational programmes and budgets, and that the Public Administration Reform Coordinator's Office should biannually, within their regular reports from the domain of public administration reform, report to the Council of Ministers of BiH on implementation of the activities from the Operational Plan.

On 4 January 2016, the Contract for implementation of the project "Specialist Training Programme for IT Managers" was signed with the company Akademika d.o.o. Sarajevo. The PARF JMB adopted the inception report of the project<sup>87</sup>. All the project activities were implemented as stipulated by the Contract, by 20 September 2016, after which the PARF JMB enacted the Decision on adoption of the final report of the project PARF JMB<sup>88</sup>. The project implemented 86 specialist training programmes through verification of the acquired knowledge by testing in the accredited international test centres for certificates that represent an industry standard and confirm the acquired specialist knowledge and skills for project management in public administration, especially IT projects. The project was intended for all civil servants at all four administration levels. The specialist trainings were implemented for the PMP, ITIL BASICS and PRINCE 2 BASICS training module. Implementation of the project contributes to fulfilment of the objectives from the RAP 1, related with improvement of the capacities of the IT staff in public administration, and provision of a professional IT staff. (contributes to implementation of the objectives e-Administration 2.2. and 2.3.).

After discussing and supporting the initiative of the Supervisory Team of the reform area of e-Administration to have the common project "Systems for management of documents and e-sessions of governments" divided in two individual ones, the members of the Supervisory

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<sup>85</sup> 41st session, held on 28 January 2016

<sup>86</sup> Sessions held on 23rd July 2014 and 21st January 2015

<sup>87</sup> Report adopted on 13 April 2016

<sup>88</sup> Report adopted on 25 January 2017

Team from the level of the Republic of Srpska and the Brčko District agreed and the Supervisory Team adopted<sup>89</sup> the documentation for the project "Upgrade and establishment of the system for government e-sessions". The management board of the PARF also discussed and adopted the documentation for the said project<sup>90</sup>, as well as the tender documentation of the project<sup>91</sup>. In November, the public procurement procedure was initiated, and after opening the received bids, the commission for implementation of the public procurement procedure of the PARF JMB submitted the report on the implemented procedure for approval. The project will have as a result the upgrade of the system for electronic maintenance of the sessions with unified communication and collaboration for the Government of the Republic of Srpska and establishment of the system for electronic maintenance of the sessions with unified communication and collaboration for the Government of the Brčko District of BiH. The project includes also delivery of the specified hardware and system software, and the necessary application software and all the necessary licences, and the service of tuning, adjustment and testing of the system, training of users as well services of support and fine-tuning of the system after it was put into production. There are ongoing activities regarding draft of the tender documentation for the said project.

After annulling the public procurement procedure for the project "Business Registration Reform Road Map", it would be necessary to redefine the project activities, and harmonise the project documentation. This project is primarily related with the administration levels of the Federation of BiH and the Brčko District of BiH. Having in mind that there were a lot of information that the activities that were foreseen by this project were greatly implemented, the PARCO requested the standpoint of the members of the Supervisory Team from the FBiH and the BD BiH. The FBiH submitted the notice that having in mind all the activities that were implemented in this domain, the FBiH would have no further interest in this project, but that the position of the Government of the FBiH regarding giving up this project would be necessary as well, while the members of the Supervisory Team from the BD BiH had the position that they were not familiar with all the activities and information in order to take a position on further status of the project.

The PARF JMB<sup>92</sup>, after completion of the appellate procedure, adopted the Report on evaluation of procurement and gave agreement to the Proposal of the decision on award of the contract for the project "Implementation of common services for e-services". The contract on implementation of the services was signed in early July. This project stipulated building and establishment of infrastructure (legal, process and technical) necessary for efficient and rational implementation of administration services, through a single point of contact and electronically, by construction of multi-use common services of e-services, within central units for e-administration for each level of authority, which will be made available to the institutions wishing to implement electronic services. For each administration level, the Council of Ministers of BiH, the Federation of BiH, the Republic of

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<sup>89</sup> The meeting was held on 11 May 2016.

<sup>90</sup> 54th session was held on 27 May 2016.

<sup>91</sup> 56th session of the PARF JMB, held on 19 October 2016.

<sup>92</sup> 53rd session, held on 28 April 2016

Srpska and the Brčko District of BiH, one pilot project of design of transaction on-line service should be implemented by the level of on-line maturity that is consistent with the existing infrastructure (PKI, payment, etc.) in order to show usability of the established infrastructure. The PARF JMB adopted the inception report of the project in December 2016. Parallel with adoption of the inception report, there were activities on implementation of the project, and by 31st December 2016, the Implementation Team confirmed that the following project deliverables were acceptable: Detailed concept and design of the system of central point of communication and interaction with all the beneficiaries of the public administration services; Technical specification for procurement of equipment for the central units for e-administration at each administration level, and the equipment for the pilot locations necessary for implementation of the pilot services; Analysis of the legal aspects of provision of electronic services to citizens and businesses for all four administration levels. The minutes signed by the Implementation Team on 13 January 2017 noted that these project deliveries were accepted.

Parallel with the activities on drafting documentation for common projects, the PARCO, in cooperation with the Department for Maintenance and Development of the System of Electronic Operations and e-Government of the Secretariat General of the Council of Ministers of BiH, and with the assistance of the GIZ, initiated implementation of the second phase of the project "Establishment of BH Portal". Activities of translation and proofreading of the identified services provided by the Council of Ministers of BiH have been completed. There are ongoing activities regarding redesign of the portal and solving the mechanism of maintenance of the data up to date. Technical maintenance of the portal was solved through the CMS platform of the system of e-government within the Secretariat General of the Council of Ministers of BiH, but it is necessary to solve the mechanism of maintenance of the contents of the portal, i.e. its up-to-date.

After adoption of the tender documentation by the PARF JMB<sup>93</sup> and completion of the public procurement procedure for an individual project<sup>94</sup> "Upgrade of the common information system for business registration in the Republic of Srpska through procurement of the necessary HW infrastructure (backup servers)" the PARF JMB<sup>95</sup> adopted the Report on evaluation of procurement and the Proposal of the decision on award of the contract for the said project. The contract on implementation of this project was signed on 26 July 2016. All the activities were finalised on 7 September 2017, and the PARF JMB accepted the Final Report for this project.<sup>96</sup>

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<sup>93</sup> 51st session, held on 1st April 2016

<sup>94</sup> The bids were opened on 23rd May 2016

<sup>95</sup> 54th session, held on 27 May 2016

<sup>96</sup> Declaration by written agreement in late December 2016.

***Information regarding Conclusion of the Council of Ministers of BiH - recommendations from the report of performance audit***

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The Council of Ministers of BiH<sup>97</sup>, within a discussion on the Report on performance audit "Procurement of personal documents" - case study, prepared by the Office for Audit of the Institutions of BiH, put the Public Administration Reform Coordinator's Office in charge of informing comprehensively on the level and the phases of implementation of all the projects related with use of the electronic personal documents, all with the objective of public administration reform and increase in its efficiency.

The PARCO, within its regular, biannual and annual progress reports informs on the levels and phases of implementation of all the projects, whether they are financed by the Public Administration Reform Fund, or by other sources. Information used as basis for the reports of the PARCO are submitted by the competent institutions from four administration levels in BiH.

At the level of the Council of Ministers of BiH, the competence of the IDDEEA, in accordance with the Law on the Agency, are three types of e-services, for whose provision, as a technical body, only the Agency is competent: personal documents (ID card, driver licence and travel documents), vehicle registration (new, used and imported vehicles) and report of the change of residence (change of address). Component of the project "ICT solutions for PA and IDDEEA", which was financed by the EU pre-accession funds - IPA 2010, was implemented in the IDDEEA, which created all the technical preconditions for the competent bodies to start providing e-services to the citizens and the business community in BiH. The project started in 2013, and ended in 2015. Implementation of the project stipulated use of e-services for issuing personal documents, registration of vehicles and registration of changed residence. Considering the fact that the Office for Supervision and Accreditation of Certifiers within the Ministry of Communication and Transport of BiH is currently employing the necessary staff to be operational, the use of e-Services for the three said services did not start yet. In the meantime, the IDDEEA made one e-service operational, which enables, free of charge, to monitor the current status of the request for issue of personal identification card and the driver's licence. Use of this e-service is free of charge, and in order to initiate verification, the requested fields need to be filled by the information in possession of only the person who submitted the request. The service "Verification of the status of the request for personal documents" is on the left side of the web-portal of IDDEEA ([www.iddeea.gov.ba](http://www.iddeea.gov.ba)), and all the bodies competent for issue of personal documents in BiH also have the possibility to integrate this e-service on their portals. This enabled the citizens to have an insight, in a simple manner, in the current status of the request and to plan, in advance, the reception of the issued personal document on the location of the competent body. The request, or the personal document, can be in one of the following phases of the procedure: the request is pending identity verification (electronic data verification in the competent registry office is in progress); request submitted in the subsystem for production (request put in the charge

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<sup>97</sup> 40th session, held on 20 January 2016

of the IDDEEA in order to make a document); document created (document was created and is in the charge of the IDDEEA); document is in transport (document is in the phase of transport to the body competent for issuing documents);

Implementation of the project "Implementation of common services of for e-services" also started, financed by the funds of the Public Administration Reform Fund, whose implementation stipulated development and establishment of infrastructure necessary for efficient and rational implementation of administration services, through single points of contact and electronically, by construction of multi-use common services of e-services, within central units for e-administration for each level of authority, which will be made available to the institutions wishing to implement electronic services. For each administration level, the Council of Ministers of BiH, the Federation of BiH, the Republic of Srpska and the Brčko District of BiH, one pilot project of design of on-line service will be implemented. Common services for e-Services imply design of modules for:

- repository of electronic forms for access or submission of requests for a service;
- authentication and identification of subjects;
- electronic payment of services;
- integration with the base registers;
- electronic processing;
- electronic submission to the parties.

Having in mind that on 1st March 2013 the ID cards with an electronic memory element started to be issued, the implementation of the said project planned the testing of its use as one of the three proposed means of authentication, all in accordance with the present regulations regulating this field.

***Projects in preparation:***

Documentation for the project "Document Management Systems", which includes the administration levels of the Council of Ministers of BiH and the Federation of BiH is in the phase of harmonisation. The project stipulated delivery of the document management system for 22 institutions (10 institutions of the CoM BiH and 12 institutions of the Federation of BiH). The project includes delivery of the specified hardware and system software, and the necessary application software and all the necessary licences, and the service of tuning, adjustment and testing of the system, training of users as well services of support and fine-tuning of the system after it was put into production. (contributes to implementation of the objective e-Administration 4.4.). Although there was a framework agreement for this project, and the project documentation was finished to a great extent, there was a problem with changing the scope of the project due to institutions giving up, which were initially foreseen to be covered by this project and new institutions being included later on. having in mind that the funds for this project were reserved in the PARF, the final beneficiaries and the representatives in the Supervisory Team for this area would

have to decide in the next period on further interest for the project and offer acceptable modalities, based on which it would be possible to design and adopt the project documentation.

Although the PARF JMB approved the terms of reference for the project "Design of Catalogues of Public Registers in BiH", whose implementation is linked with the start of implementation of the project "Implementation of common services for e-Services", there are ongoing activities for the change of the said terms of reference at the level of the Supervisory Team and for draft of the tender documentation. There are several reasons why the documentation should be changed. Primarily the foreseen pilot register of non-governmental organisations in the Ministry of Justice of BiH is an activity implemented through one other project. Also, the project "Design of Catalogues of Public Registers in BiH" stipulated design of single points of contact, which were implemented through the project "Implementation of common services for e-Services". Having in mind that the project "Design of Catalogues of Public Registers in BiH" is conceptually linked with the project Implementation of Common Services for e-Services, the final scope and the format of that project would depend on implementation of the latter project.

### ***Individual activities***

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#### ***Council of Ministers of BiH***

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In the Ministry of Transport and Communication of BiH, there are activities regarding the draft of the new Law on e-Signature in accordance with the new Regulation No. 910/2014 of the European Parliament and the Council of 23rd July 2014 on electronic identification and services of trust for electronic transactions on an internal market (contributes to implementation of the objectives e-Administration 1.1).

The Ministry of Communication and Transport of BiH drafted the following Draft ordinances: the Ordinance on the measures and procedures of use and protection of electronic signature, assets for design of electronic signature and system of certification, the Ordinance on the records of certification bodies and the Ordinance on closer conditions for issuing qualified electronic certificates. The said ordinances were put on the agenda of the 88th session of the CoM, which will be held on 18 January 2017 (contributes to implementation of the objective e-Administration 1.2.).

Amendments to the Ordinance on internal organisation and systematisation of the Ministry of Communication and Transport of BiH have been adopted, which established a certification body within the Ministry. The persons who would execute the jobs in the certification body are being employed. The following documents are being drafted: the Ordinance on issuing electronic stamp, the Ordinance on issuing time stamp and the Ordinance on the register of certification bodies for issuing qualified electronic certificates (contributes to implementation of the objectives e-Administration 1.1. and 1.4.).

Draft policy of information security in the institutions of BiH passed the phase of public consultations, and the Ministry of Communication and Transport of BiH, and after the

opinion of the Ministry of Finance and Treasury, it is expected to be discussed and adopted by the Council of Ministers of BiH (contributes to implementation of the objective e-Administration 1.6.).

The project "External Analysis of the System of e-Government with the Proposal for Improvement of Services" analysed the Department for Maintenance and Development of the System of Electronic Operations and e-Government and the IT segment in all the institutions of the Council of Ministers of BiH. The project of external analysis was completed and will be submitted for opinion to the Ministry of Communication and Transport of Bosnia and Herzegovina. From the said analysis, it is clear to see a lack of IT staff in most of the institutions of the Council of Ministers of BiH. The proposal for improvement of the current situation was creation of a central body in the Council of Ministers of BiH that would deal with computerisation of institutions and development of e-Administration. The proposal from the external analysis is creation of the IT Office within the Council of Ministers of BiH or minimum creation of a separate IT sector / service within the Secretariat General of the Council of Ministers of BiH. The same project proposed improvements of services, and a methodological approach was proposed for coordination between the central and peripheral units of management of IT projects by the Cobit and ITIL practices. (contributes to implementation of the objectives e-Administration 2.1. and 3.1.).

Also, the said Department works on establishment of a network of IT managers for the institutions that are a part of the system of e-Government, with the purpose of coordinating the activities, improvement of communication, improvement of quality of IT services and establishment of a mechanism for clear and concrete definition of directions of ICT system of e-government (contributes to implementation of the objective e-Administration 2.2.).

In the reporting period, the second phase of the project "Establishment of BH portal" continued with implementation, which is being implemented by the Department for maintenance and development of the system of electronic operations and e-Government of the Secretariat General of the CoM BiH, with coordination of the PARCO and assistance of the GIZ. So far, the activities of translation, proofreading of the contents of the services were completed, and currently, there is a work on redesigning the portal and solving the mechanism of keeping the data up to date. Technical maintenance of the portal was solved through the CMS platform of the system of e-government in the Secretariat General of the CoM BiH. It is necessary to solve a mechanism of keeping the contents of the portal up-to-date (contributes to implementation of the objective e-Administration 4.5.).

Within the training catalogue of the CSA BiH, there are trainings Strategic Planning and Public Policies Development and well as Introduction to electronic administration. The self-paced course Strategic Planning and Introduction to e-administration are also in the LMS (Learning Management System) and it was attended by 21 attendee. There were 3 trainings by the Medium term work programme of the Council of Ministers of BiH for the period 2017 - 2019 (111 attendees). (contributes to implementation of the objectives e-Administration 2.2. and 2.4.). Also, there was a training needs analysis through evaluation by the attendees of the CSA trainings (in the first half of 2016, there were 82 trainings - 1188 attendees),

while in the second half of 2016, there was 91 training for 1665 attendees (contributes to implementation of the objective e-Administration 2.3.).

The CSA BiH prepared in the reporting period a terms of reference, the specification of system requirements and most of the activities for the project of development of the Register of civil servants was completed. The project is financed by the programme "Strengthening of Public Institutions", financed by the GIZ. The GIZ implemented the procurement procedure, selected a software company that would implement the project and signed the appropriate contract. The project of development was officially initiated on 15 June 2016, and in this reporting period, the activities were mostly completed. There are activities on development of the legal framework for unhindered work of the system, and there is a parallel work on testing and adjustment of the developed solution. The GIZ continues the activities on introduction of the HRMIS system that would be a separate system with a possible link with the Register of Civil Servants, and it will be implemented in 4 selected institutions, SPI programme partners, including the Civil Service Agency (contributes to implementation of the objective e-Administration 4.4).

The first phase of the system eProcurements<sup>98</sup> implied integration of three information systems in one common centralised IS that implies publication of notices in public procurement procedures, submission of the reports on implemented public procurement procedures, and the register of contracting authorities and bidders in BiH. In addition to the aforementioned, there were developed also the modules for publication of tender documentations<sup>99</sup> and there were questions and clarifications regarding the TD and the module for e-Auction. The module for e-Auction is still not in function because adoption of the Ordinance on the conditions and the manner of use of e-Auction by the Council of Ministers of BiH is pending. The system of e-procurement is currently used by 2000 contracting authorities and 4580 bidders. All the contracting authorities are obligated to publish a notice on procurement for all the types of procurements except for a direct agreement and negotiating procedure without publication of procurement notice, from which it stems that the Portal e-Procurements has all the notices on initiation of public procurement procedures available, except in case of the said procedures. The Agency, through a bylaw, mandated the contracting authorities to publish TD for 30% of the procedures that have a procurement notice. The second phase of development of the e-Procurement system, which was initiated with the assistance of the GIZ, implied submission of bids by the bidders, opening and evaluation of bids, and the said modules are expected to be put into function in 2018. Establishment of e-Catalogue was not planned in the second phase of development of the system e-Procurements, which would probably be a subject of upgrade of the system of e-procurements for 2019. (contributes to implementation of the objective e-Administration 4.4.).

<sup>98</sup> The system was put into operation on 27 November 2014.

<sup>99</sup> The module was put into production on 1st July 2015 when the Instruction on amendments to the Instruction on the conditions and the manners of publication of notice and submission of reports in the procedures of PP in the IS "e-procurements" entered into force Official Gazette 53/15

## ***Federation of BiH***

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The Federal Ministry of Transport and Communication, as originator, prepared the text of the preliminary draft of the Law on Electronic Signature of the Federation of BiH, which is currently in the phase of public discussion. This Law would regulate the right of the natural persons and legal entities to use the electronic signature in administrative, judicial and other procedures, business and other activities, and the rights, obligations and competences of the physical persons and legal entities who provide the services of design, verification and validation of electronic signature, time stamp, electronic stamp and the certificate for authentication of the network stations in the territory of the Federation of Bosnia and Herzegovina. The Government of the Federation of Bosnia and Herzegovina enacted the Regulation on management of software property in use in federal administration bodies, federal administration organisations, expert and other services of the Government of the Federation of Bosnia and Herzegovina (Official Journal of the Federation of BiH, No: 3/15, 16 January 2015).

At the 59th session of 24 June 2016, the Government of the FBiH adopted a series of the decisions from the domain of licensing of the necessary software: Decision on award of the framework agreement for procurement of the Microsoft software through volume licensing and software assurance, through Enterprise contract (Official Journal of the FBiH, No.: 50/16); Decision on giving agreement to conclude the enterprise contract with the Microsoft of Bosnia and Herzegovina, V.No. 1340/2016 (Official Journal of the FBiH, No. 50/16); Decision on giving agreement to the Contract on procurement of the Microsoft software through volume licensing and software assurance, through Enterprise contract, for the budget year 2016, V. No. 1341/2016 (Official Journal of the FBiH, No. 50/16).

From the same domain, at the 73rd session of the Government of the FBiH, on 20 October 2016, the following decisions were enacted: Decision on giving agreement to the Contract on procurement of the services of maintenance of the Microsoft software - Microsoft Premier Support for the needs of the budget users of the Federation of Bosnia and Herzegovina V. No. 1918/2016 Decision (OJ FBiH, No. 84/16); Decision on selection of the most favourable bidder for procurement of goods - Microsoft software through volume licensing and software assurance for the needs of the budget users of the Federation of BiH V. No. 1156/2016 (OJ FBiH, No. 84/16).

In this reporting period, at this administration level, the following documents were enacted: Decision on adoption of the Interoperability Framework<sup>100</sup>, Decision on adoption of the "Standards for development and maintenance of data dictionary" and "Initial data dictionary" in the institutions of the Federation of Bosnia and Herzegovina<sup>101</sup>, Decision on adoption of the "Guidelines and Standards for System Architecture and Application Development" and the instruction on application in the institutions of the Federation of Bosnia and Herzegovina.

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<sup>100</sup> V. No.: 1456/2016 (OJ FBiH, No. 56/16 and 82/16)

<sup>101</sup> V. No.: 1455/2016 (OJ FBiH, No. 56/16)

### ***Republic of Srpska***

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In late 2015, in the Republic of Srpska, the new Law on Electronic Signature entered into force, stipulating that all the qualified digital certificates, issued in the territory of the EU member states, have the same legal force as the certificates issued in the territory of the Republic of Srpska (contributes to implementation of the objective e-Administration 1.2.).

The AIS RS, in cooperation with the Ministry of Interior of the RS, started currently with the activities on defining critical cybernetic infrastructure. Activity related with establishment of a permanent process of a risk analysis was fully implemented in the Republic of Srpska through work of the CERT RS, i.e. the Department for Information Security (DIS), (contributes to implementation of the objective e-Administration 1.7.).

In the Republic of Srpska, the AIS RS just started draft of a study for building a common communication infrastructure within public administration at the republic and local level (contributes to implementation of the objective e-Administration 3.1.).

### ***Brčko District of BiH***

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Due to technical problems, the portal [www.nabavka.bdcentral.net](http://www.nabavka.bdcentral.net) is not in use. The problems are being solved. There are also activities on establishment of the new HRMIS system (contributes to implementation of the objective e-Administration 4.4.). A terms of reference for the new portal at the administration level of the BD BiH is being prepared (contributes to implementation of the objective e-Administration 4.6.).

## ***2. Key Obstacles and Problems***

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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 acknowledgement of all accredited certifiers on the territory of BiH, 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, and development and implementation of the system for implementation of e-Services.

## ***3. Recommendations***

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In the next period, it is necessary to urgently implement the unimplemented objectives from the period 2011 - 2014, and continue the ongoing training of IT personnel. In this sense, it is necessary:

-  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) or analyse and define organisation of jobs from the field of e-Administration in the existing organisation structures.

At the administration levels where these units have been established (CoM BiH and RS) continue their personnel strengthening.

 It is recommended to the Council of Ministers of BiH 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.

#### 4. Next Steps

The following activities should be implemented in the following reporting period in order to implement the unimplemented objectives:

-  The Public Administration Reform Coordinator's Office and the competent institutions are to ensure efficient maintenance, inclusion and consistent implementation of the activities of the projects *"Specialist Training Programme for IT managers"*, *"Implementation of Common Services for e-Services"* and *"Upgrade of the Common Information System for Business Registration in the Republic of Srpska through Procurement of the Necessary HW Infrastructure (backup servers)"*
-  The Public Administration Reform Coordinator's Office, the competent institutions in the field of e-Administration and decision makers should intensify the activities on development and implementation of the public procurement procedure and then ensure an efficient implementation for the following priority projects *"Upgrade and Establishment of the System for Government e-Sessions"*, *"Document management Systems"*, *Business Registration Reform Roadmap* and *"Design of Catalogue of Public Registers in BiH"*.

## 4. Conclusions and Recommendations

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Implementation of the objectives from the Revised Action Plan continued in 2016 as well. Total achieved progress in implementation of the RAP 1, at the end of 2016, was 68%. At the level of the Federation of Bosnia and Herzegovina, and the Brčko District of BiH, there was a rather equal progress, while the biggest progress was again noted in the Republic of Srpska (75%). The progress was also unequal by the reform areas: in the area of e-Administration, only 50% of the objectives was implemented, and the progress in this area was by 29% smaller than in the area of Institutional Communication, where the total implementation of the measures was 79%.

In the reporting period, the PARCO initiated implementation of nine projects financed by the funds of the Public Administration Reform Fund, of which two were successfully implemented. Implementation, as well as the results of the remaining projects that are being implemented, which would contribute to implementation of the unimplemented objectives, is expected in the following reporting periods, because completion of most of the projects was planned for 2017 and 2018.

All of the above, as well as mere existence of the fact that there are still some objectives whose implementation did not start, point to the need of undertaking additional measures to ensure their implementation.

The PARCO, together with all the levels of authority, prepares the new strategy of Public Administration reform and the accompanying Action Plan for the next medium term period. That is one more possibility to have the unimplemented objectives from the previous reform cycle incorporated in the new strategic documents. These are the objectives that would contribute to transparency, better management of public finances, strengthening professionalism in public administration, and especially the objectives necessary for improvement of provision of services the public administration provides to the citizens and to the businesses. Many objectives from the RAP 1, contributing to better provision of services, especially e-services, remained unfulfilled in the previous period, or only partially fulfilled. In that sense, the PARCO points to the need to have the unfulfilled objectives from the RAP 1 incorporated also in the future strategic documents for the field of public administration reform.

In accordance with the aforementioned, the Public Administration Reform Coordinator's Office requires to have the representatives of the institutions of all the levels of authority more actively involved in implementation of all those activities that would contribute to an increased implementation of the reform measures from the RAP 1.

Additionally, the Public Administration Reform Coordinator's Office deems necessary that the competent institutions implement all the previous recommendations, as well as the recommendations from this report, and especially the following:

- **to the Council of Ministers of BiH** to adopt the proposed specific decisions on regulatory impact assessment in the institutions of BiH, appoint the Civil Service

Agency of BiH to be the bearer of the jobs of personnel planning for the needs of the institutions of BiH.

- **To the Council of Ministers of BiH and the entity governments** to adopt the document "Policy Framework for Development of Human Resources Management in the Civil Service Structures in BiH".
- **to the Council of Ministers of BiH, the entity governments and the Government of the Brčko District of BiH** to adopt proposals of amendments to the regulations and other documents drafted as a result of implementation of the project "Modernisation of the Human Resources Management System in the Structures of the Civil Service in BiH".
- **to the CoM BiH and the Government of the BD BiH** to appoint the competent bodies and adopt a set of documents stemming from the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange".
- **to the Government of the Federation of BiH** to appoint the institution that would be the bearer of the personnel planning for the needs of the administration bodies of the FBiH.
- **to the Government of the Federation of BiH and the Government of the Brčko District of BiH** to establish, and strengthen in personnel, the unit responsible for coordination and development of e-Administration.
- **to the Government of the Brčko District of BiH** to define the competencies, functions and bearers for strategic and annual planning, and to enact regulations stipulating it precisely.
- **to the competent institutions of all the levels of authority** to include the budget users' managers more intensively in the process of budget drafting, to fully implement the activities and measures from the annual communication plans, to fill the systematised vacant positions of public relations officers, and to continue strengthening the cooperation with the civil society. It is recommended to the competent institutions at all the levels of authority to continue the activities on preparation of the new or amendment to the existing laws on administrative procedure, with the objective of implementation of measures and recommendations from the Administrative Decision Making in BiH Quality Improvement Programme. The competent institutions in the Federation of BiH are recommended to take a position on verification of the Administrative Decision Making in BiH Quality Improvement Programme.

## **5. Detailed Overview of Implementation of the Objectives by the Reform Areas**

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Objective	Indicator of Successfulness	Responsible Institution	Time Frame	Administration Level				Description of Achievement / Comment
				BiH	FBiH	RS	BD	
<b>SPCPM 1. Strategic Planning</b>								
<p>During 2016, 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. Previously adopted Decisions for medium-term and annual planning, monitoring and reporting on work in the institutions of BiH, adoption of the Decision of the Government of the FBiH on planning at the level of the Federation of BiH, and this year's adoption of the decision for planning, monitoring and reporting at the level of the RS, methodologically rounded the process of strategic planning. Implementation of strategic planning continued at the state level, where all the institutions from the state level were obligated to submit their inputs for the programme of work as well as for draft of their medium term plans of work, and submit them to the CoM BiH and the DEP. Also, the process of drafting annual programmes of work of the CoM BiH was initiated, as well as the annual programme of work of individual institutions. Also, at the level of the FBiH, implementation of the enacted Regulation on the Process of three-year and annual planning and annual reporting in the federal ministries and institutions was ongoing. The Government of the Republic of Srpska, at the 77th session of 9 June 2016, enacted the Decision on the procedure of planning, monitoring and reporting on implementation of the adopted strategies and plans of the Government of the Republic of Srpska and republic administration bodies (Official Gazette of the RS, No. 50/16), which standardised the process of preparation and adoption of annual and medium term work programmes.</p>								
<p>1.1. Improve the Processes of Annual Programming of the Work of the CoM / Governments so as to ensure the annual program to:</p> <ul style="list-style-type: none"> <li>• reflect and contribute to implementation of the priorities of the CoM / the governments• reflect coherence i.e. interinstitutional harmonization (horizontal and vertical)• reflect compliance with other strategic documents of the CoM / the governments• be realistic and monitor the implementation</li> </ul>	<p><i>Annual work programmes of the CoM / the governments are in place</i> <i>Degree of horizontal harmonisation / compliance of the work programme</i></p> <p><i>Harmonisation of content with strategic documents (list the documents) and budgetary documents (list the documents) has been checked</i> <i>Intensity of reporting on implementation at the CoM / the governments sessions</i> <i>Annual report on implementation is in place</i> <i>Degree of implementation of the annual work programme</i></p>	<p>the Council of Ministers of BiH, the Governments of the Entities and the BD BiH</p> <p>the Secretariat General of the Council of Ministers of BiH and the MJ BiH</p> <p>the Secretariat General of the Government of the FBiH</p> <p>the Secretariat General of the Government of the RS</p> <p>the Secretariat of the Government of the BD BiH</p>	December 2011	Fully implemented 	Fully implemented 	Partially implemented 	Partially implemented 	<p>At the state level, the following has been adopted: methodology / instruction on the manner of preparation of the annual programme of work and reporting on work in the institutions of BiH, methodology / instruction on the procedure of medium term planning, monitoring and reporting in the institutions of BiH. The process of strategic planning started with implementation, with the assistance of the MFT BiH project and with the support of the DEP, where all the institutions from the state level were obligated to submit their inputs for the programme of work as well as for draft of their mid term plans of work, and submit them to the CoM BiH and the DEP. Also, the process of drafting annual programmes of work of the CoM BiH was initiated, as well as the annual programme of work of individual institutions of the CoM BiH. At the level of the FBiH, the manuals for planning were finalised for medium term and annual cycle. Also, the Government of the FBiH adopted the Law on Development Planning and Development management in the FBiH, and it is currently sent for adoption to the Parliament of the FBiH. Regulation on the planning of work and reporting on work of the Government of the Federation of Bosnia and Herzegovina, the federal ministries and institutions was enacted Official Journal of the Federation of BiH, No. 89/14 and 107/14 The previously enacted Regulation on planning of work and reporting on work of the Government of the FBiH fully ensured assumptions for coordination and standardisation of processes. At the level of the RS, a methodology has been prepared and completed, and the new Decision for planning, monitoring and reporting has been adopted. Also, additional trainings from the field of planning were implemented, and handbooks for medium term and annual cycle of planning were finalised. As stated in the previous period as well, at the level of the Brčko District of BiH, a new Decision on the procedures in the process of harmonisation of regulations of the BD with the EU law was adopted, which established a system of medium-term planning of implementation of commitments of the Government departments related to European integration. Also, the start of implementation of the SPPD II project is significant in many ways for the process of strategic planning in the sense of wider education of officers and sustainability of the planning system itself.</p>

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>	<p>Secretariat General of the Council of Ministers of BiH and the MJ BiH</p> <p>Secretariat General of the Government of the FBiH and the Federal Institute for Development Programming</p> <p>Secretariat General of the Government of the RS</p> <p>Secretariat of the Government of the BD BiH</p>	December 2011	<p>Fully implemented</p> <p>Fully implemented</p> <p>Fully implemented</p> <p>Partially implemented</p>	<p>Internal procedures of strategic planning in the ministries were regulated by the adopted methodologies and the Decision on annual planning of work and the manner of monitoring and reporting on work of the institutions of BiH (Official Gazette of BiH, No. 94/14). And at the level of the FBiH, by the previously adopted Regulation on the planning of work and reporting on work of the Government of the Federation of Bosnia and Herzegovina, the federal ministries and institutions (Official Journal of the Federation of BiH, No. 89/14 and 107/14).The Secretariat General of the Government of the Federation of BiH, acting in accordance with the Regulation, regularly prepares quarterly reports on the degree of implementation of the Programme of work of the federal ministries, federal administrations and federal administrative organisations, as well as other federal institutions. Also, at the level of the RS, the improved methodology for medium term and annual planning, monitoring and reporting was prepared and completed, the Ordinance on internal organisation and systematisation of jobs in the Secretariat General of the Government of the RS (Official Gazette of the RS, No. 75/12, 25/13, 17/14,58/15 i 99/15) established the Unit for strategic planning and monitoring. The Unit is the main bearer of the jobs related with strategic planning stipulated by the Decision on the procedure of planning, monitoring and reporting on implementation of the adopted strategies and plans of the Government of the Republic of Srpska and the republic administrative bodies. At the 77th session of 9 June 2016, the Government of the RS enacted the conclusion putting the managers of republic administration bodies in charge of appointing the person that would be in charge of cooperating with the Unit for strategic planning. That is, in the previous period, the Assembly of the BD adopted the new Law on Civil Service, which requires adoption of a new Decision on Categorisation of Jobs in the bodies of public administration. Based on new categorisation, the new organisation plans will be drafted in which it would be possible to</p>
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	<p>Fully implemented</p> <p>Fully implemented</p> <p>Fully implemented</p> <p>Implementation ongoing</p>	<p>Implementation of this objective was planned through implementation of the project "Strengthening of Capacities for Strategic Planning and Public Policy Development" SPPD II, which started with implementation. At the level of the FBiH, the Ordinance on internal organisation of the Secretariat General of the Government of the FBiH was enacted, which established the Sector for Policy Coordination. One part of this objective was implemented through implementation of the project "Development of central bodies of governments / CoM in BiH", through implementation of trainings at all administration levels, on the topic of planning, monitoring and reporting. The training resulted in draft of the Manual for planning for the CoM BiH (annual cycle) for the FBiH and the RS (medium term and annual cycle). At the level of the RS, the Ordinance on internal organisation and systematisation of jobs in the Secretariat General of the Government of the RS (Official Gazette of the RS, No. 75/12, 25/13, 17/14,58/15 i 99/15) established the Unit for strategic planning and monitoring. The Unit is the main bearer of the jobs related with strategic planning stipulated by the Decision on the procedure of planning, monitoring and reporting on implementation of the adopted strategies and plans of the Government of the Republic of Srpska and the republic administrative bodies. At the 77th session of 9 June 2016, the Government of the RS enacted the conclusion putting the managers of republic administration bodies in charge of appointing the person that would be in charge of cooperating with the Unit for strategic planning.</p>
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	<p>Partially implemented</p>	<p>At the level of the FBiH, this objective continued to be implemented through the Integrated Local Development Project (ILDP) and with the help of the UNDP, so the UNDP continued working with all the cantonal governments on draft of the framework setting strategic planning at the level of the cantons. Also, the UNDP provides support in drafting development strategies of the cantons.</p>

STRATEGIC PLANNING, COORDINATION AND POLICY MAKING

1.5. Strengthen Central Capacities of the BD BiH	<i>Secretary Appointed</i>	Government of the BD BiH June 2011	Fully implemented 	Activity fully implemented.
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**SPCPM 2. Policy Making, Coordination and Better Regulation**

In addition to strategic planning, during 2016 as well, 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. In the RS and the Federation of BiH, in the previous period, the regulations on the procedure of regulatory impact assessment were enacted, whose implementation continued in this reporting period as well. In the field of better regulation, in the FBiH and the RS the activities continued with the objective of "purifying / guilting" regulations regarding administrative barriers. In cooperation with the reform area of Administrative Procedures and Administrative Services a project "Better Regulation" was prepared and started with implementation, which has, as an objective, systematic approach of regulation / removal of unnecessary bureaucratic burdens when enacting new regulations. Implementation of the project SPPD II started, which had the objective of full sustainability of the system for policy development in BiH.

<p>2.1. Set up, in the rulebooks of the CoM / Governments, necessary mechanisms to achieve the standard of quality of legislation / policies that includes:</p> <ul style="list-style-type: none"> <li>horizontal and vertical coherence (harmonization with all institutions)</li> <li>consultations with the public concerned</li> <li>impact assessment</li> <li>removal of administrative obstacles</li> <li>legal compliance and nomotechnical correctness</li> </ul>	<p><i>Appropriate amendments to the Rules of Procedure of the CoM / Governments have been adopted.</i></p>	<p>the Secretariat General of the Council of Ministers of BiH and the MJ BiH</p> <p>the Secretariat General of the Government of the FBiH</p> <p>the Secretariat General of the Government of the RS</p> <p>the Secretariat of the Government of the BD BiH</p>	December 2011	Partially implemented 	Partially implemented 	Partially implemented 	Partially implemented 	<p>The Ministry of Justice of BiH, in cooperation with the EU Project - Development of Central Bodies of Governments / CoM in BiH, prepared a pre-draft of the Decision on the Procedure of Regulatory Impact Assessment, which would be related with all the institutions at the state level. It is expected that the Ministry of Justice of BiH will initiate the procedure of adoption of this Decision of the CoM BiH. The Ministry of Justice of BiH prepared a proposal of amendments to the Rules of Procedure of the CoM BiH and sent it for discussion and adoption to the CoM BiH session. Through implementation of the aforementioned project, trainings were implemented on the topic of regulatory impact assessment for all the civil servants working on the jobs of regulatory impact assessment. The trainings resulted in draft of the Manual for regulatory impact assessment for the level of the CoM BiH. At the level of the FBiH, in cooperation with the aforementioned project, additional four blocks of trainings were implemented in the field of regulatory impact assessment. Implementation of the Regulation on the procedure of regulatory impact assessment started in this reporting period. There is no need to change the Rules of Procedure of the Government of the Federation of Bosnia and Herzegovina, given that the matter is fully regulated by the Rules for drafting laws, adopted by the Parliament of the Federation of Bosnia and Herzegovina, the Regulation on the consultation of the interested public in the procedure of enactment of laws and other acts and the Regulation on Regulatory Impact Assessment. The Law on the Budgets of the Federation of BiH stipulated the obligation of drafting a financial analysis of the impact of laws and other regulations on the budget. At the level of the RS, with the help of the project "Development of Central Bodies of Governments / CoM", the methodology for impact assessment was prepared and adopted and the proposal for the Decision for impact assessment was prepared and completed. This objective will be fully implemented through implementation of the planned projects "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 SPPD II, which started with implementation.</p>
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STRATEGIC PLANNING, COORDINATION AND POLICY MAKING

<p>2.2. Standardise processes of drafting of legal regulations</p>	<p><i>Uniform Rules for Legislative Drafting have been adopted</i></p>	<p>Secretariat General of the Council of Ministers of BiH and 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 Legislation Secretariat of the Government of the RS                  Legislation Office of the Government of the BD BiH</p>	<p>December 2011</p>	<p>Fully implemented                  Fully implemented                  Fully implemented                  Fully implemented</p>	<p>This objective was implemented by adoption of the Common rules for legal regulation drafting at the state, entity and the BD BiH level.</p>
<p>2.3. Improve mechanisms of horizontal coordination between the ministries</p>	<p><i>Amendments to the Rules of Procedure of the CoM BiH / the Governments have been adopted</i>   <i>Number of proposals that have remained substantially not agreed on by the CoM BiH / the government session (negative indicator)</i></p>	<p>the Secretariat General of the Council of Ministers of BiH and the MJ BiH                   the Secretariat General of the Government of the FBiH                   the Secretariat General of the Government of the RS                   the Secretariat of the Government of the BD BiH</p>	<p>June 2012</p>	<p>Partially implemented                  Fully implemented                  Fully implemented                  Partially implemented</p>	<p>At the state level, this objective will be implemented through the previously mentioned amendments to the Rules of Procedure of the CoM BiH. At the level of the FBiH, this activity was implemented by adoption of the Rules for legal drafting, the Regulation on consultation of the interested public and the Regulation on regulatory impact assessment, and in accordance with that, there is no need to amend the Rules of Procedure of the Government of the FBiH. The previous amendments to the Rules of Procedure at the level of the RS, this activity was fully implemented.</p>

STRATEGIC PLANNING, COORDINATION AND POLICY MAKING

<p>2.4. Define Mechanisms of Vertical Inter-Institutional (Inter-Ministerial) and Intergovernmental Cooperation and Consultations</p>	<p><i>Appropriate solutions have been included in the Rules of Procedure</i></p>	<p>the Council of Ministers of BiH, the Governments of the Entities and the BD BiH                  the Secretariat General of the Council of Ministers of BiH and the MJ BiH                  the Secretariat General of the Government of the FBIH                  the Secretariat General of the Government of the RS                  the Secretariat of the Government of the BD BiH</p>	<p>June 2012</p>	<p>Partially implemented                    Fully implemented                    Fully implemented                    Fully implemented                    Partially implemented  </p>	<p>At the state level, the said objective will be implemented through the previously mentioned amendments to the Rules of Procedure of the Council of Ministers of BiH. At the level of the FBIH, there is no need to amend the Rules of Procedure of the Government of the FBIH due to the adopted Rules for legal drafting, the Regulation on consultation of the interested public and the Regulation on regulatory impact assessment. The previous amendments to the Rules of Procedure at the level of the RS, this activity was fully implemented. The level of the BD BiH has an office within the CoM BiH, which was established in order to have a better vertical interinstitutional and intergovernmental cooperation and consultation.</p>
<p>2.5. Improve Consultations with the Interested Public</p>	<p><i>The Guidelines have been adopted</i></p> <hr/> <p><i>The Rules of Procedure has been amended</i></p>	<p>the Secretariat General of the Council of Ministers of BiH and the MJ BiH                  the Secretariat General of the Government of the FBIH                  the Secretariat General of the Government of the RS                  the Secretariat of the Government of the BD BiH</p>	<p>December 2011</p>	<p>Fully implemented                    Fully implemented                    Fully implemented                    Partially implemented  </p>	<p>This objective is fully implemented by the adopted guidelines for consultations with the interested public at the state level, the level of the FBIH and the RS, while at the level of the BD BiH this objective was partially implemented, because there is a procedure in progress for adoption of regulations for consultations with the interested public.</p>

STRATEGIC PLANNING, COORDINATION AND POLICY MAKING

<p>2.6. Ensure Effective System for Public Policy / Regulatory Impact Assessment</p>	<p><i>Analysis drafted</i></p> <p><i>The methodology has been adopted by the CoM BiH / the governments</i>  <i>Degree of harmonisation among the methodologies adopted</i>  <i>The number of implemented IAs that have been published on the web sites of the ministry - bearer of the activity</i></p> <p><i>Annual report on the effects of application of the methodology with a proposal of improvement measures (as needed) adopted by the CoM / governments in BiH and published on their web sites.</i></p>	<p>the Secretariat General of the Council of Ministers of BiH and the MJ BiH</p> <p>the Secretariat General of the Government of the FBiH and the Federal Institute for Development Programming</p> <p>the Secretariat General of the Government of the RS</p> <p>the Secretariat of the Government of the BD BiH</p>	<p>June 2011</p>	<p>Partially implemented </p>	<p>Fully implemented </p>	<p>Fully implemented </p>	<p>Partially implemented </p>	<p>At the state level, the Ministry of Justice of BiH, in cooperation with the EU project - Development of Central Bodies of Governments / CoM in BiH, drafted an analysis, as well as the draft of the Decision on the Procedure of Regulatory Impact Assessment, and the methodology of regulatory impact assessment. It is expected that the Ministry of Justice of BiH will initiate the procedure of adoption of this Decision of the CoM BiH. Also, at the entity levels and at the BD BiH level, the said project drafted an analysis of the condition in the field of impact assessment, drafts Decisions for impact assessment, as well as methodology for impact assessment. Considering that regulatory impact assessment methodologies were not adopted at all the levels, there can be no regular annual reporting on the effects of application of methodologies with proposal of measures for improvement.</p>
<p>2.7. Define comparative overview of solutions as mandatory constituent part of proposal of regulations / public policies</p>	<p><i>Established obligation of comparative overview</i></p>	<p>the Secretariat General of the Council of Ministers of BiH and the MJ BiH</p> <p>the Secretariat General of the Government of the FBiH</p> <p>the Secretariat General of the Government of the RS</p> <p>the Secretariat of the Government of the BD BiH</p>	<p>December 2014</p>	<p>Partially implemented </p>	<p>Partially implemented </p>	<p>Partially implemented </p>	<p>Fully implemented </p>	<p>At the state level, through the proposed regulatory impact assessment methodology, an obligation to do a comparative review of the solutions in at least two countries, EU member states, was established. This objective is ongoing, because the methodology is in the phase of adoption. At the level of the FBiH, this objective was partially implemented through the adopted Rules for legal drafting, the Regulation on consultation of the interested public in the procedure of adoption of laws and other acts and the Regulation on regulatory impact assessment. The level of the BD BiH fully implemented this objective by adoption of the Rules of Procedure of the Government, which has an obligation of comparative overview.</p>

STRATEGIC PLANNING, COORDINATION AND POLICY MAKING

<p>2.8. Establish an IT system for support to the process of preparation and adoption of regulations (laws and bylaws), which includes also the elements of e-democracy (publication of drafts on the internet, openness for comments) and is integrated with the document management system, system of e-sessions of the CoM / the governments and electronic database of regulations.</p>	<p><i>IT System operational</i></p>	<p>Secretariat General of the Council of Ministers of BiH and 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 Legislation Secretariat of the Government of the RS                  Legislation Office of the Government of the BD BiH                  Secretariats and legislative-legal committees of the</p>	<p>December 2013</p>	<p>Implementation ongoing ●</p>	<p>Implementation ongoing ●</p>	<p>Implementation ongoing ●</p>	<p>Implementation ongoing ●</p>	<p>This objective will be implemented with the assistance of the project "Design of software for support to legal and other regulation drafting". The project proposal was adopted by the members of the Supervisory Team, the terms of reference is being drafted and harmonised. Also, this objective will be implemented with the help of the project "Legislation Database", which is in the phase of harmonisation with the members of the ST.</p>
<p>2.9. Improve the systems of e-Sessions of the CoM / the Governments</p>	<p><i>Upgraded system of e-Sessions of the CoM / the Governments</i></p>	<p>Secretariat General of the Council of Ministers of BiH                  Secretariat General of the Government of the FBiH                  Secretariat General of the Government of the RS                  Secretariat of the Government of the BD BiH                  Centre for e-Government of the Council of Ministers of BiH                  AIS RS, Sector for IT within the Secretariat General of the Government of the RS                  Government of the FBiH                  Sector for IT of the BD BiH</p>	<p>End of 2012</p>	<p>Partially implemented ●</p>	<p>Partially implemented ●</p>	<p>Partially implemented ●</p>	<p>Partially implemented ●</p>	<p>This objective is implemented through the project "Document management system" - DMS, implemented by the reform area of e-Administration. The project proposal of the said project was approved by the PARF JMB, while the terms of reference is in the phase of harmonisation with the members of the ST from the area of e-Administration. At the level of the FBiH, activities continued on implementation of the Agreement with the Microsoft BiH. By the Agreement with the company Microsoft BiH, the Government of the FBiH sent a signal to the public on the importance of intellectual property protection, and they confirmed their commitment to introduce the latest technologies in the work of the Government and its institutions, with the aim of introducing modern and more efficient operations.</p>
<p>2.10. Establish and maintain a comprehensive electronic database of legal and bylaw regulations, which could be accessed from one place and through an integrated web portal</p>	<p><i>A single regulation database has been developed;                  The number of downloaded pieces of legislation from the single database;</i></p> <p><i>Frequency of updating of the common electronic database</i></p>	<p>Legislation Office of the CoM BiH                  Office for Public Relations of the Government of the FBiH in cooperation with the Legislation Office of the Government of the FBiH                  Republic Secretariat for Legislation of the Government of the RS</p>	<p>June 2012</p> <p>December 2012 +                  Continuously by the end of 2014</p>	<p>Implementation ongoing ●</p>	<p>Implementation ongoing ●</p>	<p>Partially implemented ●</p>	<p>Implementation ongoing ●</p>	<p>This objective will be implemented with the help of the common project "Legislation Database", which is in the phase of harmonisation with the members of the Supervisory Team for the area of Improvement of Quality and Procedures of Draft and Enactment of Regulations. The terms of reference is being drafted.</p>



Objective	Indicator of Successfulness	Responsible Institution	Time Frame	Administration Level				Description of Achievement / Comment
				BiH	FBiH	RS	BD	
<b>PF 1. Dimension of the Policy of the System of Public Finance</b>								
The global framework of fiscal balance and policies in BiH for the period 2017 - 2019 was prepared and adopted by the Fiscal Council of BiH. The Department for Macroeconomic Analysis – DMA regularly drafts consolidated accounts of the public sector and publishes them at their webpage, thus contributing to fulfilment of the obligations of BiH by the stand-by arrangement with the IMF. Functioning of division of funds and allocation of revenues from indirect taxes is at a satisfactory level.								
1.1. Regular drafting of macro-fiscal framework for whole BiH	<p><i>The competent institutions submit all the necessary data, in accordance with the deadlines, for the purpose of draft global framework of fiscal balance and policies in BiH</i></p> <hr/> <p><i>The Global Framework Fiscal Balance and Policies has been adopted</i></p> <p><i>The document of framework budget has been adopted in a timely fashion based on the data from the Global Framework</i></p>	Fiscal Council and Advisory Group of the Fiscal Council of BiH	Continuously	Fully implemented	Fully implemented	Fully implemented	Fully 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 2017 - 2019, which was adopted in a timely manner. 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). The Framework Budget Document for the period 2017 - 2019 was submitted to the Council of Ministers of BiH, while the Framework Budget Document of the RS for the period 2017 - 2019 was adopted at the 80th session of the Government of the RS of 30 June 2016.
			Continuously	●	●	●	●	
1.2. Regular making of consolidated account of the public sector	<p><i>The Group for Consolidation of Fiscal Data consolidates fiscal data for the whole BiH in accordance with the IMF methodology and publishes them on the DMA's web site in a timely manner.</i></p>	Department for Macroeconomic Analysis, Group for Consolidation of Fiscal Data (ministries of finance, DMA and CBBiH)	Continuously	Fully implemented	Fully implemented	Fully implemented	Fully 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	<p><i>Obstacles to the process of drafting the framework budget and fiscal framework have been removed; harmonized development policies have been linked to financial possibilities.</i></p>	Ministries of Finance, Fiscal Council of BiH	By the end of 2012	Fully implemented	Fully implemented	Fully implemented	Fully implemented	The existing model of division of funds and allocation of revenues from indirect taxes functions at a satisfactory level, so no new legal solutions were drafted. The amount for annual financing of the BiH institutions is set by the Global Framework of Fiscal Balance and Policies in BiH for a three year period.
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PUBLIC FINANCE

PF 2. Increase in Efficiency and Effectiveness of Budget Management						
Introduction of the BMIS (Budget Management Information System) contributed to increase in efficiency and effectiveness of planning and management of budget and it created technical preconditions for introduction of programme budgeting in public administration in BiH. In the whole budget cycle, the Ministries of Finance fully rely on the BMIS as applicative support for preparation of the budget documents, and the PMIS (Public Investment Management Information System) in the part of preparation of a capital budget. In the next period, it would be necessary to link these two systems.						
2.1. Further harmonization of the BFD drafting process at all levels of government and timely drafting of BFD for entire BiH	<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>Ministries of Finance</p> <p>By mid 2014</p> <p><i>Implemented terms of reference for Budget Management Information System (BMIS)</i></p> <p>PARCO</p> <p><i>Harmonised and integrated budget legislation in the FBiH</i></p> <p>Federal Ministry of Finance</p>					<p>As in the previous year, the Budget for 2016, as well as the BFD for the period 2017 - 2019 was prepared in the BMIS at the level of the Council of Ministers, the RS and the FBiH. The exception is the Brčko District, where the BMIS is still not being practically used.</p>
2.2. Transparent Spending of Public Funds	<p><i>Quick and efficient software support to the capital investments planning process</i></p> <p>NOTE: In accordance with the conclusion from the meeting of the Supervisory Team, held on 6 December 2012, the success indicator of this objective should be Fast and efficient software support to the process of budget planning.</p> <p>Ministries of Finance</p> <p>By mid 2012</p>					<p>Submission of budget users requests by the Specific Instruction for Budget Users No. 1, for draft of the BFD for the period 2017 - 2019, was being done through the BMIS system. In Brčko, the BMIS software is not being used. Planning and monitoring of implementation of capital investments at all the levels of authority in BiH is done through the PIMIS. In the next period, it would be necessary to link these two systems PIMIS and BMIS).</p>
2.3. Further strengthening of communication between the management of the institutions and the units for finance	<p><i>The process of decision-making, identification and ranking of policy priorities, objectives and financial needs has been improved</i></p> <p>Ministries of Finance and Budget Users</p> <p>Continuously</p> <p><i>Monitoring of set goals, impact assessments and internal and external reporting have been improved</i></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>Partially implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Implementation of the BMIS, created technical preconditions for programme budgeting. The budget is being prepared in a programme format, but is not adopted in a programme format. The system of medium term and annual planning was established. In late January 2016, the second cycle of medium term planning started in the institutions of BiH. The Sector for budget of the MFT currently implements the activities on introduction of programme budgeting with their own capacities and human resources, without technical assistance. In the next period, it would be necessary to continue the activities on introduction of programme budgeting.</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. There was an upgrade of the Financial Management Information System (ISFU), providing assumptions for monitoring the execution by programmes, and it will be applied after providing normative-legal assumptions, and/or changes to the legislation regulating this field (Law on Financing of the Institutions of BiH). The 2017 budget consultations, in addition to the representatives of the MFT - Sector for Budget, were attended also by the representatives of the Sector for Coordination of International Economic Assistance and the Directorate for Economic Planning, as key actors in the process of medium term planning. From the other side, the meetings, on behalf of the budget users, were always attended by the medium term planning coordinators as well.</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>Partially implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>In the previous period, adoption of a set of laws in the Republic of Srpska created preconditions for the Pension and Disability Fund to receive a status of a budget user. All the donations that are known to the budget users and certain at the moment of budget planning are included in the budget. All the donations that appear after adoption of the budget, are a subject of financial reporting in the phase of execution.</p>
<p><b>PF 3. Improvement of Accountancy Framework and Treasury System Function</b></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", whose start of implementation would not be possible to expect before the end of 2016.</p>							

PUBLIC FINANCE

<p>3.1. Establish exact capacities for introduction of modern international accounting standards and budget model of accounting in public administration in BiH, and request donor assistance</p>	<p><i>Coordination body consisting of the representatives of all the ministries of finance at various levels of authority established, in order to systematically analyse feasibility of each respective standard in a longer period</i></p> <p><i>An action plan for the assessment of existing capacities has been adopted</i></p>	<p>Ministries of Finance</p>	<p>By the end of 2011</p>	<p>Implementation did not start</p> <p>●</p>	<p>No coordination body consisting of the representatives of all the ministries of finance at various levels of authority has been established, in order to systematically analyse feasibility of each respective standard in a longer period. The standpoint of the Republic of Srpska, on the matter of establishment of the Coordination body as an indicator of successfulness, is that it was erroneously identified for the RS, because there is in the Republic of Srpska, for a significant period of time, a commitment for a full implementation of the IAS and they are applied since 2006. This standpoint is explained in detail in the accompanying comment for the activity 3.1.1. in the table of activities.</p> <p><b>NOTE:</b> The Supervisory Team for the reform area of Public Finance took a standpoint, with the exception of the ST member from the RS, that this objective, measured by the successfulness indicator, was not fulfilled, and that it would be necessary to establish the coordination body as soon as possible.</p>			
<p>3.2. Introduction of the treasury function in the whole public administration</p>	<p><i>Treasury introduced in local administrations and extra-budgetary funds in the FBiH in accordance with the defined deadline (mid-2011)</i></p>	<p>Ministries of Finance, directors of funds, mayors of municipalities</p>	<p>End of 2012</p>		<p>Implementation ongoing</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>		<p>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. The Draft Law on Treasury of the FBiH is prepared and sent in the parliamentary procedure. The draft law covered the cantons and the municipalities. The Draft law on treasury passed the House of Representatives and is expected to be adopted in the House of Peoples. Introduction of the treasury function in the public administration in the FBiH, for certain number of municipalities, will be financed through the USAID FAR project, while the rest would be financed from the PAR fund.</p>
<p>3.3. Improvement of the treasury function</p>	<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>		<p>Partially implemented</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>		<p>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 public procurement procedure for this project is ongoing.</p>
<p>3.4. Modernisation of Treasury Information System</p>	<p><i>Study completed</i></p> <p><i>Donor funds provided</i></p>	<p>Ministries of Finance</p> <p>PARCO</p>	<p>Start of 2012</p>	<p>Partially implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>In the reporting period, the procurement procedure of equipment for computerisation of the treasury system was implemented through a project "Improvement of treasury and public revenue system in BiH" from the IPA 2011. Donor funds for introduction of the treasury information system in the BD were provided through the PAR Fund.</p>

**PF 4. Introduction of the PIFC in accordance with the relevant EU Standards**

The Central Harmonisation Units have been established at the level of BiH, the RS and the FBiH. Strategies of PIFC development were adopted in the Brčko District and the Federation of BiH, and the Strategy of development of internal financial controls system in the institutions of BiH for the period 2016 - 2018 was drafted. Internal auditors have undergone extensive trainings in the organisation of the project "Strengthening of Public Finance Management". Legal and bylaw acts in the field of internal audit exist at all the levels, and they are being improved in the Republic of Srpska and the Federation of BiH.

<p>4.1. Implementation of the PIFC strategy</p> <p><i>The PIFC introduced at all the levels of authority in BiH</i></p> <p>Ministries of Finance Directorate of Finance of the BD</p> <p>By the end of 2014</p> <p><i>Strategy in the BDBiH drafted</i></p>	<p>Partially implemented</p> 	<p>Fully implemented</p> 	<p>Partially implemented</p> 	<p>Fully implemented</p> 	<p>The Laws on internal audit in the public sector of BiH and the FBiH and the Decision of the National Assembly of the RS established the Coordination Board of the Central Harmonisation Units. The Coordination Board of the Central Harmonisation Units drafted and adopted the Rules of Procedure and the Work Programme. The CHUs continued working on the draft regulations, legislation and the ordinance for specific aspects of the framework for internal audit.</p> <p>In this reporting period, the Strategy of development of the system of internal financial controls in the institutions of BiH for the period 2016 - 2018 was drafted. On 29 December 2016, at the 87th session, the Council of Ministers of BiH adopted the Strategy. Currently, there are activities being implemented regarding preparation of the form of the Questionnaire on self-assessment of the system of financial management and control in the institutions of BiH for 2016, which would be the basis to draft the Annual consolidated report on the system of financial management and control in the institutions of BiH for 2016.</p> <p>In accordance with the Law on Financing of the Institutions of BiH and the Ordinance on annual reporting on the system of financial management and control in the institutions of BiH, the CHU MFT BiH drafted the first Annual consolidated report on the system of financial management and control (FMC) in the institutions of BiH for 2015. All the institutions in BiH are obligated to submit the Annual report on the system of financial management and control to the CHU MFT BiH, based on which the CHU MFT BiH makes the Consolidated Report. Of the total of 74 institutions of BiH, 63 submitted the Annual reports on the system of financial management and control.</p> <p>In November and December 2015, there were activities on Draft law on the system of internal financial controls in the public sector of the Republic of Srpska. Draft was adopted by the Government of the Republic of Srpska (54th session of the Government of the Republic of Srpska, held on 22nd December 2015) and further procedure for adoption would be continued in 2016. This Law unifies the field of financial management and control and internal audit in one common law.</p> <p>The new PIFC strategy was adopted by the Government of the Federation at the 19th session of 27 August 2015 and published at the web portal of the Federal Ministry of Finance. Action plan, which is a constituent part of this Strategy, sets further actions which would approximate public internal financial controls to the standards and practice of the EU, and put them in the function of strengthening of fiscal responsibility and development of the budget system from the input oriented budget to the budget oriented to objectives and results.</p> <p>In July 2015, the Parliament of the Federation adopted the draft Law on financial management and control in the public sector in the Federation of Bosnia and Herzegovina, and bylaws have been drafted, which would be ready for enactment immediately after this law enters into force. Adoption of this law should finalise a legal framework for establishment of the PIFC in the Federation of BiH.</p> <p>The Government of the BD BiH unanimously adopted the Strategy of Development of the PIFC in December 2014.</p>
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<p>4.2. Introduction of internal audit</p>	<p><i>Necessary capacities built (number of officers and trainings)</i></p> <hr/> <p><i>Laws adopted and legislation harmonised</i></p>	<p>Ministries of Finance</p> <p>By the end of 2014</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>On 31st December 2016, the internal audit was functionally and in personnel established or was in the procedure of establishment, in accordance with the present regulations, in 14 of the foreseen 17 institutions of BiH. It was foreseen that these 17 units of internal audit execute the function of internal audit in 75 institutions of BiH. On 31st December 2016, in the institutions of BiH, including the CHU, in the field of internal audit, there are 30 persons employed - internal auditors. All these persons have certificates of internal auditors. During the second half of 2016 the CHU verified 45 certificates of internal auditors, and since the start of verification, a total of 217 certificates were verified.</p> <p>In the first half of 2016, the CHU selected the lecturers for trainings for award of the Certificate of authorised internal auditor in the institutions of BiH, and defined the plan of trainings. For the second half of 2016, it was foreseen to organise trainings and exams, and certify internal auditors in the institutions of BiH.</p> <p>Regarding FIC, 130 senior financial officers from all the levels of authority were trained based on the Manual for FIC, while 4 civil servants were trained for future lecturers in the field of FIC. However, a half of internal auditors in relation to the planned number was not employed, who also need to be trained. The internal audit laws exist and are generally adopted in 2008, and for that reason, it would be necessary to make certain changes to the law at all levels.</p> <p>From 2011 until today, there were eight pilot audits in the institutions in the Federation of BiH (level of ministries, in the canton and municipality) and numerous trainings for internal auditors and staff employed in the finances, and more than a hundred certificates were awarded to attendees of these trainings. Total of 29 of 73 who were obligated to establish, which is around 40% (including all the levels of authority in the Federation of BiH) systematised, and 14 organisations (19%) instead of establishment of units, appointed independent internal auditor, so currently more than 60 internal auditors are employed in the public sector in the Federation. The Law on Budget is currently being drafted in Brčko, which would cover also regulation of the PIFC system.</p>
<p><b>PF 5. Improvement of Organisation Structure and of Investment in Capacity Building</b></p>							
<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>							
<p>5.1. Continuous training of staff in the ministries of finance and hiring of competent officers.</p>	<p><i>Systemically planned capacity building, the number of courses of training, the number of participants of training and increased number of employees</i></p>	<p>Ministries of Finance</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>There is a continuous training of employees in the ministries of finance at all the levels through workshops, trainings, presentations, seminars.</p>

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<p>5.2.</p> <p>5.2.1. Strengthening of the units responsible for the budget and fiscal policy within the ministries of finance in the BiH entities</p> <p>5.2.2. Employment of sufficient number of IT experts to maintain electronic systems</p> <p>5.2.3. Provide sufficient number of officers for reforms within the sectors for budget in the ministries of finance</p>	<p><i>Number of trainings, number of participants of trainings</i></p> <p>Ministries of Finance</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>The Ordinances on Internal Organisation and Systematisation of Jobs in the ministries of finance have been adopted at all the levels, and vacancies are being filled in accordance with the priorities and the available finances.</p>
<p><b>PF 6. Development of Public Private Partnership</b></p> <p>There is ongoing implementation of the project "Public Private Partnership", whose implementation started in May 2016, and it would take 18 months. The project is financed by the PARF, and it contains legislative, education and promotion component</p>						
<p>6.1. Approach the public private partnership system development as one of the possible financial instruments, which could improve or decrease public spending and strengthen investments</p>	<p><i>Laws have been adopted at all the levels of government and harmonized with the EU law</i></p> <p>Ministries of finance</p> <p>Public Procurement Agency</p> <p>PARCO</p> <p>Concessions Commissions at all levels</p> <p>By the end of 2011</p>	<p>Fully implemented</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>The Laws on PPP exist at the level of the RS and the BD, but they are from 2009 and 2010. The Law on PPP at the level of the FBiH is in the parliamentary procedure. The PARCO prepared the project "Public Private Partnership" with legislative, educational and promotional component. Implementation of the project started on 26 May 2016. The project will be implemented at the level of the Republic of Srpska, the Federation of BiH and the Brčko District, and it will be financed by the PARF.</p>
<p><b>PF 7. System of Public Procurements</b></p> <p>Adoption of the new Law on Public Procurements significantly improved the system of public procurements in BiH. The Public Procurements Agency publishes on the web site all types of notices on public procurements, and the bidders are not required to submit documents available in public registers. Only the most favourable selected bidder submits within the set deadline the documents from the public register confirming their statement.</p>						

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<p>7.1. Improve the public procurement system in BiH</p>	<p><i>The process of public procurements has been simplified, so that bidders are not asked for documents that are available in public registers</i></p> <hr/> <p><i>Tenders are published electronically on the website of the Public Procurement Agency</i></p>	<p>Public Procurement Agency</p>	<p>By the end of 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>The new Law on Public Procurements was adopted by the Parliament of BiH on 29 April 2014 and it entered into force on 1st December 2014. The Public Procurement Agency publishes all types of notices on public procurements at the portal <a href="http://www.goprocore.javnenabavke.gov.ba">www.goprocore.javnenabavke.gov.ba</a>. The public procurement procedure was simplified in a way that the interested bidders by published tenders submit with their bids only the statement and they are not required to submit the documents available in public registers, and only the best bidder submits within the set deadline the evidence (documents) from the public register confirming their given statement. The contracting authorities are obligated to publish a tender documentation in the system "e-Procurements" for at least:</p> <ul style="list-style-type: none"> <li>- 30% of procedures of public procurements for which the procurement notice is published in 2016,</li> <li>- 60% of procedures of public procurements for which the procurement notice is published in 2017.</li> </ul>
<p><b>PF 8. Increase in Efficiency of Public Debt Management</b></p> <p>The officers of BiH, the FBiH, the RS and the BD regularly attend the seminars organised by the IMF and the WB on the topic of public debt management strategy and the annual plan of debt. In late 2016, the final mission of the WB was planned with the objective of strategy drafting.</p>								
<p>8.1. More efficient public debt management</p>	<p><i>Laws and bylaws on debt, borrowing and guaranties have been adopted</i></p> <p><i>Software for debt management and financial reports analysis has been developed / procured, as well as hardware</i></p> <p><i>Officers in charge of borrowing and debt management have been trained at all levels</i></p>	<p>Ministries of Finance</p>	<p>By the end of 2012</p>	<p>Fully implemented</p> <p></p>	<p>Partially implemented</p> <p></p>	<p>Partially implemented</p> <p></p>	<p>Partially implemented</p> <p></p>	<p>In the first half of 2016, the officers of BiH, the FBiH, the RS and the BD attended the seminars organised by the IMF and the WB on the topic of debt management strategy and the annual plan of debt. In late 2016, the final training was planned, and/or mission of the WB with the objective of strategy drafting. The revised reform plan for debt management was drafted in the Federation of BiH. The EBRD approved a grant for technical assistance for the FBiH for adjustment of legislation on debt and guarantees in accordance with the practices in the EU. The software was procured at the state level. During the first half of 2016, there were improvements, widening of the list of functionalities of the system and additional testing on the existing software. The project "Development / Procurement of Software for Public Debt Management", whose beneficiaries are all the levels of authority, was put on the list of priority projects for 2016, which will be financed by the PARF funds.</p>

Objective	Indicator of Successfulness	Responsible Institution	Time Frame	Administration Level				Description of Achievement / Comment
				BiH	FBiH	RS	BD	
<b>Chapter 1. General Approach to HRM</b>								
Implementation of the first objective would give the public administration in BiH a key strategic document and policy framework for human resources management development and policies of human resources management at all the levels. Activities on implementation were initiated in 2012, but the objective is still not implemented. In the previous reporting period, implementation of the project "Building of Capacities for Combat Against Corruption in the Structures of the Civil Service in BiH" started, whose implementation is supposed to implement the second objective in this chapter, related with strengthening the ethics in the public administration.								
1.1. Define policy of development of HRM in the structures of public administration in BiH, based on harmonised principles	<i>Acceptance of the HRM development policy document at the level of the CoM BiH / the entity and the BD BiH governments</i>	Key HRM institutions	By the end of 2011	Implementation ongoing 	Implementation ongoing 	Implementation ongoing 	Partially implemented 	The document "Draft Policy Framework for Development of Human Resources Management in the Civil Service Structures in BiH" was drafted and presented to the public, and sent to the competent ministries to send it to the Governments / the Council of Ministers of BiH, of which only the Government of the Brčko District of BiH adopted it. Other levels wait for the final declaration of the competent institutions from the level of BiH. The procedure of adoption of the document at the level of the institutions of BiH is in the phase of obtaining the opinion from the Ministry of Finance and Treasury of BiH, so it could be sent for adoption to the Council of Ministers of BiH.
1.2. Reduce risks of conflict of interests and enhance the ethics in public administration	<i>Competences of responsible authorities have been statutorily defined</i>  <i>The number and outcome of cases of conflict of interests are found in reports of responsible institutions</i>  <i>Number of implemented trainings annually, the number of participants, evaluation</i>	Key HRM institutions  Agency for Prevention of Corruption and Coordination of Combat Against Corruption	By the end of 2013	Implementation ongoing 	Implementation ongoing 	Implementation ongoing 	Implementation ongoing 	Objective is in the procedure of implementation. 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", whose implementation started in the previous period, financed by the funds of the Public Administration Reform Fund. Somewhat more than 30 officers from all the levels passed in the previous period the training on prevention of corruption in the civil service through this project (training of trainers). Contribution to the implementation of trainings on the conflict of interests and improvement of ethics in public administration will be achieved by establishment of an e-learning system dedicated to this subject. A special module for this topic will be implemented through the project "Development of Electronic Trainings for the Needs of the Civil Service / Administration in BiH" (PARF). The Agency for Prevention and Coordination of Combat Against Corruption established e-learning module on the topic "Ethics in the Public Sector".

**Chapter 2. Organisational Setting**

In this chapter the focus was put on strengthening the central HRM institutions, as well as strengthening of the HRM in individual institutions. Individual institutions initiated the activities of creating legal and procedural assumptions 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.

<p>2.1. Central institution level Build capacities of the central HRM institutions in parallel with the following segments: strategy and/or policy making, legislation drafting, instruction provision and advisory support to individuals and institutions</p>	<p><i>Number of organised trainings, number of participants of trainings</i></p> <p><i>Valid provisions that explicitly provide for the mandate of the central HRM institutions to draft strategy documents</i></p> <p><i>Existence of the HRM managers network, frequency of meetings, the number of outcomes (recommendations, opinions, suggestions for possible solutions)</i></p>	<p>Key HRM institutions</p>	<p>By mid 2012</p>	<p>Partially implemented </p>	<p>Partially implemented </p>	<p>Fully implemented </p>	<p>Fully implemented </p>	<p>The objective is not met at all levels. Within the project "Modernisation of the Human Resources Management System in the Structures of the Civil Service in BiH" specialist trainings have been implemented, as a support to central institutions for HRM, and a document "Analysis of HRM practices in BiH" was drafted. One of the deadlocks in contribution of this objective is that at the levels of BiH and the FBiH the mandates are not given to the central institutions for HRM to work on the development of strategic documents. In the previous period in the FBiH, the Constitutional Court put the Law on Amendments to the Law on Civil Service in the FBiH out of force (Official Journal of the FBiH 99/15).</p>
<p>2.2. Individual institution level Make the HRM function independent as a separate organisational unit (where the size of institution calls for it) detached from administrative and legal affairs and having a status and place in the hierarchy similar to a finance unit</p>	<p><i>The number of institutions with an independent HRM function</i></p> <hr/> <p><i>Annual reports of the central HRM institutions, containing information about assessment of cooperation with individual institutions</i></p> <hr/> <p><i>Number of implemented trainings annually, the number of participants and evaluation</i></p>	<p>Key HRM institutions + individual institutions at all the levels</p>	<p>By mid 2012</p>	<p>Partially implemented </p>	<p>Partially implemented </p>	<p>Fully implemented </p>	<p>Partially implemented </p>	<p>The objective is still partially implemented. The project "Modernisation of the Human Resources Management System in the Structures of the Civil Service in BiH" prepared a "Situation analysis in the field of human resources management" (based on implemented survey), and the document "Organising HRM units in the civil service / public administration: basic standards and criteria" was drafted. Although the legal provisions at most levels prescribed that individual institutions should establish a department or workplace for HRM, this was not fully implemented.</p>

**Chapter 3. Information Management**

The project "Human Resources Management Information System (HRMIS)" has been previously 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. Due to its restrictions and the need for improvement of the system, the HRMIS is implemented neither in the FBiH, nor in the RS, and in late 2015, a bottleneck in its implementation happened also at the level of the BD BiH. The CSA BiH, with the help of the GIZ, initiated development of the personnel module of the HRMIS within the "Programme of Strengthening of Public Institutions", as well as the project of development of the Civil Servants Register. 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.

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>	<p>- The number of institutions that have a fully operational HRMIS- Labelling the HRMIS as an obligatory system / tool for the central personal records- The type and number of reports generated by HRMIS- The number and type of individual HRM procedures / processes using the HRMIS, the number of functions in the system in practice- An option to use HRMIS to identify potential candidates for vacancies by various criteria- Contracts for long-term maintenance and funds appropriated for ITS</p>	<p>Key HRM institutions + individual institutions at all the levels</p>	<p>By the end of 2012</p>	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>Fully implemented</p> 	<p>Implementation ongoing</p> 	<p>Individual administration levels have their separate information systems, which fully or partly serve as a tool for HRM. At the levels of BiH, the FBiH and the RS the HRMIS system is not being used 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, and at the level of the BD BiH, there was a technical bottleneck in its implementation. The CSA BiH initiated the implementation of several independent systems that were previously supposed to be implemented through the HRMIS. Currently, the project proposal and the terms of reference "Upgrade of the information system in the Civil Service Agency of the Federation of BiH, the Civil Administration Agency of the Republic of Srpska and the Sub-Department for Human Resources of the Brčko District of BiH" are being developed, whose implementation would improve this area.</p>
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**Chapter 4. Planning**

The function of planning, as one of the most significant functions of human resources management, is insufficiently developed. 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. With the project "Modernisation of the Human Resources Management System in the Structures of the Civil Service in BiH", a document "Modernisation of practice of human resources planning in the structures of public administration in Bosnia and Herzegovina" was developed as a new basis for development of modern planning.

<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 ongoing</p> 	<p>Implementation ongoing</p> 	<p>Fully implemented</p> 	<p>Implementation ongoing</p> 	<p>The objective is fulfilled only at the level of the RS. At the level of BiH institutions, a concrete institution for HRM planning is still not appointed (a proposal is for it to be the CSA BiH). the CSA FBiH prepared the Regulation on the General Guidelines for Maintenance of Personnel Policy in the Civil Service Bodies of the Federation of BiH, where it has been proposed as a concrete institution for HRM planning. Other two 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. In the previous period, 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". Most levels did not introduce the institution of "recommendation". Within the project "Modernisation of the Human Resources Management System in the Structures of the Civil Service in BiH" a document Competency framework for civil service in BiH was drafted as a basic document in this field.

HUMAN RESOURCES MANAGEMENT

<p>5.1. Introduce harmonised criteria for evaluation of candidates in the process of selection</p>	<p><i>Harmonised criteria for evaluation have been established and methods of selection of the candidates at an interview have been improved</i></p> <p><i>Criteria in vacancy procedures have been introduced (public and internal notices)</i></p>	<p>Key HRM institutions + individual institutions at all the levels</p>	<p>for 5.1.1. By mid 2012</p>	<p>Partially implemented </p>	<p>Partially implemented </p>	<p>Implementation ongoing </p>	<p>Partially implemented </p>	<p>Objective is still not fully implemented. The project team of the project "Modernisation of the Human Resources Management System in the Structures of the Civil Service in BiH" gave contribution in draft of the documents "Concept for further work on the Instruction on the manner of evaluation of interview of BiH" and "Concept for managing interview in the procedure of public competition of the RS". The Ordinance on the character and the contents of the public competition, the manner of interviewing and the forms for interviewing was adopted at the level of BiH (Official Gazette of BiH; No. 63/16), which improved the methods of selection of candidates at the interview. At the level of BiH and the FBiH, the concepts in the field of employment and selection were drafted. In the Brčko District of BiH a draft instruction on employment and selection was made. Also, a contribution is expected from the project "Simplification and Improvement of Employment Process in the Civil Service", whose implementation is expected to begin in the next reporting period. At the level of the Brčko District of BiH, the institution of recommendation was introduced.</p>
<p>5.2. Introduce in use (and affirm) usage of competencies (knowledge, skills, competencies, personal characteristics etc.) in the process of selection of candidates</p>	<p><i>Use of competencies enabled</i></p> <hr/> <p><i>Number of trainings, number of participants of trainings</i></p>	<p>Key HRM institutions + individual institutions at all the levels</p>	<p>By mid 2013  For the first part, the deadline is the end of 2013, after that continuously</p>	<p>Fully implemented </p>	<p>Implementation ongoing </p>	<p>Implementation ongoing </p>	<p>Partially implemented </p>	<p>The objective was implemented at the level of BiH, while at other levels it is in the procedure of implementation. Adoption of the Ordinance on the character and the contents of the public competition, the manner of interviewing and the forms for interviewing (Official Gazette of BiH, No. 63/16), enabled verification and competency evaluation at the level of BiH. Also, use of competences during an interview was introduced at the level of the Brčko District of BiH, while the Manual for use of competency framework was drafted for all the levels.</p>

HUMAN RESOURCES MANAGEMENT

<p>5.3. Promote values of the civil service and attraction of special categories of employees</p>	<p><i>The number of promotional activities, the number of scholarship contracts</i></p>	<p>Key HRM institutions + individual institutions at all the levels</p>	<p>Continuously</p>	<p>Fully implemented </p>	<p>Fully implemented </p>	<p>Fully implemented </p>	<p>Fully implemented </p>	<p>Activity fully implemented. Promotion of civil servants values is continuous at all the levels.</p>
<p><b>Chapter 6. Performance Management</b></p>								
<p>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.</p>								
<p>6.1. Tie evaluation of work performance to the degree of fulfilment of the agreed work objectives (regarding quantity and quality)</p>	<p><i>- Obligatory annual PA interviews and setting of working objectives have been introduced;- The number and percentage of annual PA interviews conducted;- The number and percentage of PA interviews related to the performance assessment;- Reports on cycles of assessment at the level of individual institutions and collectively at the level of central HRM institutions;- The number of courses of training and participants</i></p>	<p>Key HRM institutions + individual institutions at all the levels</p>	<p>By mid 2013</p>	<p>Fully implemented </p>	<p>Fully implemented </p>	<p>Fully implemented </p>	<p>Partially implemented </p>	<p>The objective was implemented at all the levels, except in the Brčko District of BiH, where after adoption of the new Law on Civil Servants, it is expected that the new bylaw related with evaluation would be adopted in the next period. Trainings from this field are incorporated in the mid-term plans, enacted by the central HRM institutions.</p>
<p>6.2. Improve work motivation, improve communication on relation management – employees and build positive work environment</p>	<p><i>The number of institutions that carry out regular polls, the number and percentage of respondents, survey results</i>  <i>The number of institutions that have introduced staff handbooks</i></p>	<p>Key HRM institutions + individual institutions at all the levels</p>	<p>By mid 2013</p>	<p>Implementation ongoing </p>	<p>Implementation ongoing </p>	<p>Implementation ongoing </p>	<p>Implementation ongoing </p>	<p>Objective was not met, except at the level of several individual institutions implementing these activities. Activities on implementation of this objective have either just started or have been planned for the next period.</p>
<p><b>Chapter 7. Training and Development</b></p>								

HUMAN RESOURCES MANAGEMENT

In the area of Human Resources Management the biggest progress was achieved in the training and development of the civil servants, the key institutions at all the levels implement the training in accordance with their possibilities (by the 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. Implementation of the objectives from this chapter is contributed also by the project "Training of Employees Who Execute the Jobs of Civil Administration for Application of Information Technologies and Work on Computer", which is being implemented at all administration levels in BiH, starting from 22nd February 2016. It should be accentuated that all the administration levels initiated implementation of the e-Learning system, which would greatly improve this field.

<p>7.1. Link Training Needs Analysis (TNA) with the process of evaluation of work and annual interviews</p>	<p><i>Number of trainings, number of participants, evaluation</i></p> <hr/> <p><i>Existence of common methodology</i></p>	<p>Key HRM institutions + individual institutions at all the levels</p>	<p>By the end of 2014</p>	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Partially implemented</p> 	<p>Implementation ongoing</p> 	<p>Objective not implemented. The key problem is the lack of a methodology for the training needs analysis. In the RS, there is one part in the Strategy for trainings, which can serve as a Methodology. Another problem is the lack of information on the number of trainings, number of attendees of trainings for managing civil servants on the manner of training needs analysis through a review of the results of performance assessment and records of annual interviews.[sic] For the project "Improvement of the Process of Needs Analysis and Evaluation of Effects of Training", the contract was signed on 26 January 2017, and implementation of this project would contribute to implementation of this objective.</p>
<p>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.)</p>	<p><i>Assessment by central HRM institutions and units in the respective institutions on the level of cooperation</i></p>	<p>Key HRM institutions + individual institutions at all the levels</p>	<p>Continuously</p>	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>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. Signed memorandum on corruption between the Civil Service / Administration Agencies in BiH and the Department for Expert and Administrative Affairs of the Government of the Brčko District of BiH, related, among other things, also with the exchange of e-learning modules.</p>
<p>7.3. Ensure continuity in preparations and implementation of midterm plans of training and development of civil service at all the levels</p>	<p><i>Three-year strategies and operational plans of their implementation have been updated</i></p> <hr/> <p><i>Training budgets have been approved in accordance with the strategies</i></p> <hr/> <p><i>Number of internal trainers and trainings they have implemented</i></p>	<p>Key HRM institutions at all the levels</p>	<p>Continuously</p>	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Partially implemented</p> 	<p>All the levels had strategies for training of personnel in the period until 2015, after which the CSA BiH informed that they planned the trainings in the next period through the Medium term work plan 2016 - 2018. In the FBiH, the Strategy for training of employees in the administration bodies in the Federation of BiH 2016 - 2020 was adopted, while in the RS, the Framework plan of the trainings of employees in the republic administration bodies of the Republic of Srpska was enacted for the period 2015 - 2018. Also, all the administration levels are planning in budget items also the trainings for employees, and internal trainers are implementing the trainings continuously.</p>

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

HUMAN RESOURCES MANAGEMENT

Through implementation of the project "Modernisation of the Human Resources Management System in the Structures of the Civil Service in BiH", the "Methodology for job analysis" was prepared, as well as the methodologies for analytic job assessment at the levels of the FBiH, the RS and the BD BiH, and the proposals of categorisation and structure of jobs. 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. At all administrative levels in certain institutions the job analyses are already being implemented.

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	Partially implemented 	Implementation ongoing 	Implementation ongoing 	Implementation ongoing 	Objective not implemented. Within the project "Modernisation of the Human Resources Management System in the Structures of the Civil Service in BiH", the Methodology for job analysis was drafted, and jobs were analysed in pilot institutions at all the levels. It should be noted that at the level of BiH a set of documents has been adopted creating 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 ongoing 	Implementation ongoing 	Partially implemented 	Implementation ongoing 	Objective not implemented. Within the project "Modernisation of the Human Resources Management System in the Structures of the Civil Service in BiH", the "Competency framework for civil service in BiH" was drafted. The results of the project are expected to be taken over and applied by the competent institutions.

**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	<ul style="list-style-type: none"> <li>- Officers with high performance evaluations have a right to advancement (horizontal and vertical)</li> <li>- Number of advancements based on evaluation</li> <li>- Reports on work of the institutions contain information on the staff and promotions</li> </ul>	Key HRM institutions	By the end of 2013	Implementation ongoing 	Implementation did not start 	Implementation ongoing 	Implementation ongoing 	Objective not implemented. Activities on implementation of the objective initiated. However, most of the activities for this objective, because of objective reasons, has not been implemented in the specified time interval (waiting first to implement the objective HRM 8.1.).
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HUMAN RESOURCES MANAGEMENT

<p>9.2. Create assumptions to enable advancement of individuals through the system of salaries</p>	<p>- Officers with high performance evaluations have a right to advancement (horizontal and vertical)</p> <p>- Number of advancements based on evaluation</p> <p>- Reports on work of the institutions contain information on the staff and promotions</p>	<p>Key HRM institutions</p>	<p>By the end of 2013</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>The objective was not met, but the activities on implementation of the objective started. At the BiH level, all advancements through evaluations are formally enabled, but amendment to the Law on Salaries and Allowances in the Institutions of BiH suspended them until 2016, while in the RS and the Brčko District of BiH they are also formally prescribed, but we have no information on their application.</p>
<p><b>HRM 10. Total Quality Management - TQM</b></p>								
<p>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", which recommended two models of quality management: the CAF and the system based on the standard ISO 9001/2008. In cooperation with the experts, a document "Roadmap for provision of sustainable dynamics of introduction of quality management model in public administration of BiH" was drafted, and activities were initiated regarding introduction of the CAF system in the Public Administration Reform Coordinator's Office, and a self-assessment by the Guidelines CAF 2013 was implemented as well. At the BiH level, piloting started in three institutions (Civil Service Agency of BiH, Statistics Agency of BiH and the Agency for Development of Higher Education and Quality Assurance in BiH) with support by the Public Administration Reform Coordinator's Office. Also, the PARCO, in cooperation with the Civil Service Agency of BiH and the Institute for Standardisation of BiH, prepared the draft Operations plan for introduction of quality management in the institutions of Bosnia and Herzegovina for the period 2016 - 2018, and it was sent for adoption to the Council of Ministers of BiH.</p>								
<p>10.1. Enable institutions to use a model of total quality management –TQM (CAF, EFQM etc.) if they wish so</p>	<p>Selected TQM model has been translated and adjusted</p> <p>- Training has been developed</p> <p>- Number of trainings, number of participants, evaluation</p> <p>- The number of institutions using the selected TQM model</p>	<p>Public Administration Reform Coordinator's Office</p>	<p>By the end of 2013</p> <p>By the end of 2014</p> <p>By the end of 2014</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>With the assistance of the German society for international cooperation (GIZ) the Guidelines for CAF 2013 were translated and adjusted. During 2015, the PARCO implemented a self assessment, as well as prioritisation of the areas of improvement within introduction of the CAF standard. From 15 to 18 December 2015, there was a training of trainers for CAF for the employees of the PARCO and the CSA BiH, held by the EIPA experts. Also, on 27 October 2015 in Sarajevo, organised by the PARCO, there was a conference "Quality management models - instrument for better public administration". In Sarajevo, from 18 to 20 November 2015, there was a conference "Quality Management in Public Administration of the West Balkans Countries", organised by the ReSPA. With support of the PARCO, piloting started in three institutions at the level of BiH (Civil Service Agency, Statistics Agency of BiH, Agency for Development of Higher Education and Quality Assurance in BiH).</p>
<p>10.2. Promotion of the model</p>	<p>The number of institutions which were sent a translated version of the selected TQM model and basic information about the model</p>	<p>Public Administration Reform Coordinator's Office</p>	<p>By mid 2014</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>On 27 October 2015 in Sarajevo, organised by the PARCO, there was a conference "Quality Management Models - instrument for better public administration", where translated Guidelines for CAF 2013 were presented and distributed. In Sarajevo, from 18 to 20 November 2015, there was a conference "Quality Management in Public Administration of the West Balkans Countries", organised by the ReSPA. On 17 and 18 November 2016, the PARCO, together with the German GIZ, in cooperation with the ReSPA, organised a two day conference on the topic "Benefits of quality management in public administration". At this event, experiences and practices of the institutions that introduced some of the QM models were presented, as well as the Guidelines for public administration user satisfaction measurement in BiH and the Guidelines for implementation of the ISO 9001:2008 in public administration in BiH.</p>

ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

Objective	Indicator of Successfulness	Responsible Institution	Time Frame	Administration Level				Description of Achievement / Comment
				BiH	FBiH	RS	BD	
<b>AP 1. Simplification of Administrative Procedure</b>								
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 information on the activities on this project.

ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

<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>Rules of procedure amended</i></p> <p><i>Methodology 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>	<p>the Secretariat General of the Council of Ministers of BiH, the MJ BiH</p> <p>the Secretariat General of the Government of the FBiH, the FMJ</p> <p>the Secretariat General of the Government of the RS, the MALSG RS</p> <p>the Secretariat of the Government of the BD BiH, the competent</p>	<p>End of 2012</p>	<p>Partially implemented</p>	<p>Fully implemented</p>	<p>Fully implemented</p>	<p>Implementation ongoing</p>	<p>Implementation of 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" started. On 10 May 2016, the PARCO, as the contracting authority, signed the contract on implementation of this project with the selected implementer. 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 MERRC 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 RS adopted the Decision on implementation of the process of regulatory impact assessment in the procedure of draft of laws. The CAA 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. At the level of the FBiH, there is no need for changes to the Rules of Procedure of the Government of the Federation of Bosnia and Herzegovina Government of the Federation, as the matter is regulated by other bylaws of the Government of the Federation of Bosnia and Herzegovina.[sic] The Decision of the Government of the Federation of Bosnia and Herzegovina on establishment of the Electronic Register of administrative procedures at the level of the Federation of Bosnia and Herzegovina (Official Journal of the Federation of BiH, No. 78/11) established the Electronic register of administrative procedures at the level of the Federation of Bosnia and Herzegovina (hereinafter referred to as: the Register), maintained by the federal authorities. The Secretariat General of the Government of the Federation of Bosnia and Herzegovina, was put in charge by the said decision of performing all technical tasks, enables compliance with all rules and operating procedures, including inspection and control of all registered procedures as well as regulations by which they are defined, and of inspecting and controlling every six months all the registered procedures, as well as regulations by which they have been defined, and to report on it to the Government. Additionally, the Government of the Federation of Bosnia and Herzegovina, enacted the Regulation on the Procedure of Regulatory Impact Assessment, V. No. 12562014 (Official Journal of the Federation of BiH, No. 55/14 of 9 July 2014). Which defines the objectives of evaluation, the principles, the measures of effects, the consultations, the planning of budget funds and supervision. Constituent part of the Regulation is also a control statement on implemented regulatory impact assessment and the form for implementation of a shortened regulatory impact assessment procedure. At the level of the CoM BiH, activities have been finalised regarding drafting amendments to the Rules of Procedure of the CoM BiH, and their adoption at the CoM BiH session is pending. These amendments 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. Through the project "Blueprint of Development of Central Bodies of Governments in BiH / implementation of the phase II", a methodology was drafted, as well as the proposal of the Decision on regulatory impact assessment at the state level, and they are expected to be adopted by the CoM BiH. For the level of the FBiH, through the same project, the improved methodology for regulatory impact assessment in the FBiH was completed and approved by all the partners. Through the same</p>
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ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

<p style="text-align: center;"><i>Training programme has been prepared, number of trainings and number of attendees</i></p>	<p>service of the Government of the BD BiH</p>				<p>assessment in the field was completed and approved by all the partners. Through the same project, the training curriculum for planning and impact assessment for the state level and the entities was prepared. Implemented trainings in the field of regulatory impact assessment for the relevant institutions of the Government of the RS, the Ministry of Finance of the RS and the CoM BiH. The Manual for regulatory impact assessment for the level of BiH was drafted. The Ministry of Justice of BiH was actively involved in draft of amendments to the Common Rules for Legal Regulations Drafting in the Institutions of BiH, in order to introduce methodology for regulatory impact assessment, as well as the methodology and the forms for regulatory impact assessment. This was preceded by a comprehensive Analysis on establishment of the system of impact assessment when drafting policies/regulations in the institutions of BiH, which was drafted based on the wide inter-institutional and intergovernmental consultations and consultations with the civil society organisations.</p>
				<p>Implementation of 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" started. On 10 May 2016, the PARCO, as the contracting authority, signed the contract on implementation of this project with the selected implementer. At the level of the FBiH, the Secretariat General of the Government of the Federation of Bosnia and Herzegovina took steps in order to update the Electronic registry of administrative procedures. After ensuring an update, a comprehensive information would be prepared for the Government of the Federation of BiH with proposal of measures, which would, inter alia, stipulate also the appropriate consultations of the interested public regarding simplification of administrative</p>	

ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

<p>1.3. Establish a system of reduction of administrative obstacles in the existing regulations</p>	<p><i>Number of received and processed proposals</i></p>	<p><i>RAB action plan adopted, number of measures in the RAB action plan</i></p>	<p><i>Number of implemented simplifications, and 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 the mechanisms) Mid 2012 (Action Plan of RAO for 2013)</p>	<p>Implementation ongoing</p> 	<p>Partially implemented</p> 	<p>Fully implemented</p> 	<p>Implementation ongoing</p> 	<p>procedures in the processes maintained in the federal bodies. In the RS, the project "Guillotine of Regulations" has been completed in cooperation with the IFC, which had an objective of removal of unnecessary bureaucratic obstacles to business ambience. The Government of the RS enacted the Decision on Implementation of the Business Registration Reform in the RS, 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 RS. 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. Draft amendments of all the proposed laws were discussed and adopted in May 2013 at the 27th session of the National Assembly of the RS. Through the Registry of approvals in the economy which is kept by the MERRC RS, the site visitors can obtain information on all available permits and they have a direct access to individual approvals. The project that is the result of the Agreement on Cooperation of the Government of the FBiH and the IFC 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. The Government of the FBiH, 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. The Action Plan during 2014, stipulated: Preparation and adoption of implementing acts (ordinances) with the objective of establishing of a RIA methodology in the legal system of the FBiH; Drafting a Handbook on the application of the RIA; Creating a programme / roadmap for reducing the administrative burden and simplification of administrative procedures; Preparation of guidelines for application of cost analysis of administrative burdens and preparation of annual plans, including a list of legal acts to be adopted by applying comprehensive RIA methodology. At the level of the FBiH, in accordance</p>
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ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

				<p>with the Conclusion of the Government of the FBiH, V. No.: 1282/2012 of 27 September 2012, in cooperation with the IFC, an analysis was implemented for the Law on Business Entities, and with application of the regulatory impact assessment by the RIA methodology, a text of the preliminary draft of the Law on Business Entities was prepared, together with the Law on Amendments to the Law on Registration of Business Entities in the FBiH by law. [sic] The said laws were adopted and published in the Official Journal of the FBiH No. 81/15. The Government of the FBiH enacted the Conclusion V. No.: 636/2014, by which they decided, by applying a comprehensive PUR methodology, with the support of the project "Improving Business environment and Strengthening Competitiveness at the level of the FBiH", to analyse in 2014 the following laws: the Law on Quality Control of Certain Products During Import and Export, the Law on Spatial Planning and Use of Land in the Territory of the Federation of BiH, the Law on Tourist Communities and Promotion of Tourism in the FBiH, the Law on Veterinary-Medicinal Products. The Government of the FBiH enacted the DECISION on Giving Agreement to the Plan of Work of the Secretariat General of the Government of the FBiH for 2014 (Official Journal of the Federation of BiH No.: 27/14), which incorporated obligations regarding implementation of the Action Plan of the Regulatory Reform.</p>
<p>1.4. Optimisation of the priority administration services – processes for business subjects:</p>	<p><i>e-Public procurement</i>  <i>Number of institutions that use the IS operationally</i>  <i>Availability of electronic notices on public procurement procedure initiation</i>  <i>Availability of electronic tender documentation for the bidders</i></p>	<p>Tax administrations,          Ministries of Justice,          registration courts,          statistics agencies,          employment bureaus,          health / pension insurance agencies</p>		<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. Enacted Decision on Temporary solution of architecture of the PKI infrastructure at the level of the FBiH - 9 January 2014. The Government of the RS enacted the Decision on Implementation of the Business Registration Reform in the RS, 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 RS. 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</p>

ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

<p><i>Business subjects:</i></p> <ul style="list-style-type: none"> <li>e-procurement</li> <li>starting a business in the system of one stop shop</li> <li>services for existing businesses (VAT, advertising vacancies, registration and de-registration of employees, submission of statistical and/or other relevant reports to the competent state bodies)</li> </ul>	<p><i>Existence of electronic application</i>  <i>The number of electronic applications</i></p> <p><i>An option of electronic processing of applications, tenders and the like</i></p> <p><i>Establishment of electronic catalogue of procurements</i></p> <p><i>One stop shop</i><i>Existence of IS that enables transaction services</i></p> <p><i>Number of users and transactions</i></p> <p><i>Savings for citizens, enterprises and the state in time and money</i></p>	<p><i>agencies</i></p> <p>Centre for e-government of the Council of Ministers of BiH</p> <p>AIS RS</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 BiH</p> <p>Units responsible for RAB</p>	<p>End of 2014</p>	<p>Partially implemented</p>	<p>Partially implemented</p>	<p>Fully implemented</p>	<p>Partially implemented</p>	<p>Electronic Signature. Draft amendments of all the aforementioned laws were discussed and adopted in May 2013 at the 27th session of the National Assembly of the RS. Amendments of all the aforementioned laws were adopted in July 2013 at the 29th regular session of the National Assembly of the RS. From 2nd December 2013 in the Republic of Srpska started functioning of the one stop shop. The APIF is an institution where the requests are submitted and registration document are received. One stop shop is functioning at 11 locations of the APIF: Banja Luka, Prijedor, Gradiška, Doboj, Modriča, Bijeljina, Zvornik, East Sarajevo, Sokolac, Trebinje and Foča. This model of registration implies a significant reduction in time, instead of 23 days that were necessary to register a commercial entity, the registration will be possible in a maximum of three days. Significantly reduced the number of procedural steps that someone had to do to register a company, now they will register the company in one place and will not have to visit 10 or 11 different institutions. The Public Procurements Agency - the Law on Public Procurements (Official Gazette of BiH, No. 39/14). A total number of contracting authorities registered on the Portal of public procurements (<a href="http://www.ejn.gov.ba">www.ejn.gov.ba</a>) is 2217, while the number of registered bidders is 4576. In the period from 1st January to 20 June, the web site of the Public Procurement Agency of BiH (<a href="http://www.javnenabavke.gov.ba">www.javnenabavke.gov.ba</a>) had 34,790 visits, while the portal e-Procurements had 54,307 visits. The Portal of public procurements published a total of 45,133 notices. Of this number, the number of completed procurements is 20,638. The Portal publishes also the Decisions of the Procurement Review Board and of the Court of BiH, and there are 458 of those decisions.</p>
		<p><b>Motor vehicle registration:</b></p> <p>IDDEEA  MCA BiH  Federal Ministry of Interior  Ministry of Interior of the RS  Cantonal Ministries of Interior</p>						<p>The project Fe-Administration is ongoing. Electronic registration of residence functions in the whole area of BiH, implying that registration in one place means de-registration in the other place. The said has been regulated by the regulations enacted by the Ministry of Civil Affairs of BiH. Implementation of the project entitled "ICT solutions for PA and IDDEEA" started on 11 February 2013, with the deadline for implementation by 10 April 2015. Implementation of the project will enable use of e-services for issuing personal documents, registration of vehicles and registration of changed residence. The current status on the project, by 31st December 2014, is that 90% of the activities have been completed and that the remaining activities are related with the implementation of the modules: Authentication, Payment Gateway Integration of email service with three portals of the Ministries of Interior in BiH. The Ministry of Interior of the RS implemented the SMS services through which citizens who exercise certain rights through the Ministry of Interior are enabled to directly check certain statuses of identification documents, the vehicle registration status and gain an insight into fines and payments. The citizens, by sending an SMS with a unique personal identification number to the number 091 110 122, may obtain information on the aforementioned statuses. This way, it is possible to gain an insight into the status of the submitted request for issuance of identity card, driving licenses and travel documents, information on expiration of the said identification documents, access to motor vehicle registration and information on the expiry of validity of the registration, and insight into the fines, payments and information on termination of the imposed penalty points.</p>

ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

<p>1.5. Optimisation of the priority administration services – processes for citizens:</p>	<p><i>Existence of information system that enables transaction services</i></p>	<p>Centre for e-Government of the Council of Ministers of BiH AIS RS Sector for IT in the Secretariat General of the Government of the RS Government of the FBiH Government of the BDBiH Units in charge of RAB</p>	<p>End of 2014</p>	<p>Partially implemented</p>	<p>Partially implemented</p>	<p>Fully implemented</p>	<p>Partially implemented</p>	<p>the imposed penalty points. More information on the said SMS services is available at the web-portal of the Ministry of Interior of the RS.</p>
<ul style="list-style-type: none"> <li>• vehicle registration</li> <li>• residence registration</li> </ul>	<p><i>Number of users and number of transactions</i></p>	<p><b>Residence registration:</b> IDDEEA Federal Ministry of Interior Ministry of Interior of the RS MCA BiH Cantonal Ministries of Interior</p>	<p>End of 2014</p>					<p>the imposed penalty points. More information on the said SMS services is available at the web-portal of the Ministry of Interior of the RS.</p>
	<p><i>Savings for citizens and the state in time and money</i></p>	<p>Centre for e-Government of the Council of Ministers of BiH AIS RS Sector for IT in the Secretariat General of the Government of the RS Government of the FBiH Government of the BDBiH  Units in charge of RAB</p>	<p>End of 2014</p>	<p>Partially implemented</p>	<p>Partially implemented</p>	<p>Fully implemented</p>	<p>Partially implemented</p>	<p>the imposed penalty points. More information on the said SMS services is available at the web-portal of the Ministry of Interior of the RS.</p>
	<p><b>Document management:</b></p>	<p><b>Document management system:</b></p>						<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. At the level of the Republic of Srpska, all the ministries use the system of e-government, thus proposing the items for the agenda of the Government session. Support to this manner of work is provided by the Sector for Sessions of e-Government, as an organisation unit of the Secretariat General of the Government of the RS. Other levels did not submit information on the changes in implementation of this activity in relation to the previous period.</p>
	<p><i>Number of institutions that operationally use the DMS</i></p>	<p>Ministries of Justice MALSG RS</p>						<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. At the level of the Republic of Srpska, all the ministries use the system of e-government, thus proposing the items for the agenda of the Government session. Support to this manner of work is provided by the Sector for Sessions of e-Government, as an organisation unit of the Secretariat General of the Government of the RS. Other levels did not submit information on the changes in implementation of this activity in relation to the previous period.</p>
	<p><i>Number of various DMSs in use (negative indicator)</i></p>	<p>Centre for e-government of the Council of Ministers of BiH</p>						<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. At the level of the Republic of Srpska, all the ministries use the system of e-government, thus proposing the items for the agenda of the Government session. Support to this manner of work is provided by the Sector for Sessions of e-Government, as an organisation unit of the Secretariat General of the Government of the RS. Other levels did not submit information on the changes in implementation of this activity in relation to the previous period.</p>
	<p><i>Number of interoperable</i></p>							<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. At the level of the Republic of Srpska, all the ministries use the system of e-government, thus proposing the items for the agenda of the Government session. Support to this manner of work is provided by the Sector for Sessions of e-Government, as an organisation unit of the Secretariat General of the Government of the RS. Other levels did not submit information on the changes in implementation of this activity in relation to the previous period.</p>

ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

<p>1.6. Optimisation of the priority administration processes in public administration (G2G):</p>	<p><i>Number of interoperable DMSs</i></p>	<p>AIS RS Sector for IT in the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BD BiH Units responsible for RAB</p>	<p>2014.</p>	<p>Implementation ongoing</p>	<p>Implementation ongoing</p>	<p>Partially implemented</p>	<p>Implementation ongoing</p>
<ul style="list-style-type: none"> <li>• document management</li> </ul>	<p><i>Existence of information system that enables transaction services</i></p>	<p><b>Upgrade of the system of e-Sessions of the CoM / the Governments and integration with the DMS:</b></p>					
<ul style="list-style-type: none"> <li>• sessions of the CoM BiH / the Governments</li> </ul>	<p><i>Number of users and number of transactions</i></p>	<p>Secretariats General of the Council of Ministers of BiH, the Government of the RS and the Government of the FBiH</p>					
	<p><i>Savings 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 AIS RS Sector for IT within the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BD BiH Units responsible for RAB</p>					
	<p><i>Existence of the information system that enables transaction services</i></p>						
	<p><i>Number of users and number of transactions</i></p>						
	<p><i>Saving for the citizens and the state in time and money</i></p>						
	<p><b>Sessions of the CoM BiH / the Governments:</b></p>						
	<p><i>Existence of the operation system of e-sessions of the CoM BiH / the governments</i></p>						
	<p><i>Percentage of proposals being sent electronically in the procedure</i></p>						

ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

<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>  <i>Number of delegated authorities</i></p>	<p>MJ BiH FMJ MALSG RS Government of the BDBiH Council of Ministers of BiH and the Governments Parliaments 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>Fully implemented</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. 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. At the level of the BD BiH, the Law on Administrative Procedure, in the article 26, stipulated the following "(1) In the administrative matter, for whose decision making the department is competent, the department manager shall enact a specific decision in the administrative procedure. (2) The Department manager may authorise other person from the same body to manage the procedure and/or to take action in the procedure prior to enacting the specific decision. (3) The Department manager shall enact a special specific decision on authorisation of the officer from the paragraph 2 of this article, containing personal information of officers and the scope of their authorisations to manage administrative procedure."</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 have been adopted</i> <i>By-law has been adopted</i> <i>Number of transactions (data exchange)</i> <i>Number of inspections and findings</i> <i>The number of non-compliance reports to the inspection (negative indicator)</i></p>	<p>MJ BiH FMJ MALSG RS Government of the BDBiH  All institutions with authorities for administrative decision making</p>	<p>Mid 2012  End of 2012  End of 2013  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, ex officio, 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. At the ST meeting of 6 February 2014, the members discussed the objective 1.8. and the accompanying activities. The noted full implementation of the activity 1.8.3, through adoption of adequate legal provisions, so this objective is deemed implemented fully.</p>

ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

<p style="text-align: center;"><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 style="text-align: right;"><i>The number of authorities where fees can be paid by modern means of payment</i></p> <p style="text-align: right;">MJ BiH, FMJ, MALSG RS, Government of the BD BiH Centre for e-Government of the Council of Ministers of BiH End of 2014 AIS RS, Government of the FBiH, Government of the BD BiH</p>	<p>Implementation did not start</p> 	<p>Implementation did not start</p> 	<p>Partially implemented</p> 	<p>Implementation ongoing</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. In the Federation of BiH, after the implementation of the Decision on Temporary Solution of the PKI infrastructure, there will be assumptions created for implementation of this objective. At the level of the Republic of Srpska, in the reception offices of the Ministry of Interior, through the bank / post office counters installed at the same location, it is possible to pay the services to acquire personal documents. The Law on administrative fees (Official Gazette of the Republic of Srpska, No. 100/11 and 67/11), by the provision of the article 20, stipulated that the fees (republic and of units of local self governance) may be paid in fee stamps or in cash, which enabled payment of fees in the place where the service is provided - by buying a fee stamp or by card, if paid in cash. There is a post office counter in the administrative centre of the Government of the Republic of Srpska, and close by, there are counters banks where fees could be paid by cards, while payment of services at the level of municipalities / towns, the fees for issue of documents could be bought in places where services are provided - and/or in the reception offices, and in great number of cases, there are available post or bank offices for payment in cash. At the level of the Brčko District of BiH, post office counters are located in the reception offices, which enabled the clients to pay administrative fees for all the submissions through which the clients address the public administration bodies. The fees are paid in cash or in fee stamps, depending on the amount of fee stipulated by the Law on Administrative Fees of the Brčko District of BiH.</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. In addition to the solution of the established Law on Registry Books that the excerpt / certificate from the registry records could be obtained in any registry service regardless of the place of registration in the Registry Records, the following legal acts have been adopted for implementation of this Law: the Instruction on Maintenance of Registry Books (Official Gazette of the RS, No. 55/10, 119/12 and 64/13),</p> <ul style="list-style-type: none"> <li>- the Ordinance on the Forms of Registry Books, the Registry of Registry Books and the Forms and the Certificates Issued Based on the Registry Books and the Manner of Issuing Excerpts and Certificates (Official Gazette of the RS, No. 54/10 and 86/12)</li> <li>- the Ordinance on the Manner and the Programme of Taking a Special Expert Exam for Registry Officer (Official Gazette of the RS, No. 100/10 and 101/10).</li> <li>- Regulation on the Central Data Base of the Second Copy of Registry Books (Official Gazette of the RS, No. 41/11 and 125/11). Also, the local competency has been changed by the Law on Amendments to the Law on the Agency for Intermediary, IT and Financial Services ("Official Gazette of the RS, No. 55/10, 119/12 and 64/13).</li> </ul>

ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

<p>1.10. Remove locality competence in the procedures where possible (within constitutional competencies)</p>	<p><i>Amended LAPs</i></p> <p><i>Adopted bylaws</i> <i>Types of procedures without territorial jurisdiction, if possible, saving (in accordance with the SCM methodology)</i></p>	<p>MJ BiH, FMJ, MALSG RS, Government of the BD BiH</p>	<p>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>(Gazette of the Republic of Srpska, 68/13), which stipulates that the Agency provides one-stop-shop services for registration of businesses in a way that it receives the requests for registration of businesses and forwards them to the bodies competent for registration (competent registry court, Tax Administration, etc), and submits to the subjects of registration the documents on registration. These regulations created assumptions for information linking of both registry services mutually, and for linking the Agency 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 , the Indirect Taxation Administration - ITA.</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, the tender procedure for electronic linking of all registry offices in the area of the District has been completed, so excerpts from the registry books for other area could be issued, full implementation of the activities from this objective is expected in the next period.</p> <p>In the FBiH, the Law on Registry Books of the Federation of BiH (Official Journal of the FBiH, No. 37/12 and 80/14), and the bylaws stated below, enabled the citizens to have a right to acquire data from the registry books in places that are not their municipalities of birth and/or residence as well (article 65 of the Law). The legal framework for maintenance of the registry books in the FBiH: 1) Instruction on the Manner of Maintenance of Registry Books (Official Journal of the FBiH, No. 63/12) 2) Ordinance on the Contents, Manner and Procedure of Inspection Supervision in the Field of Registry Books (Official Journal of the FBiH, No. 63/12); 3) Ordinance on the Forms of Registration of Birth of a Child and Death Certificate (Official Journal of the FBiH, No. 68/12); 4) Ordinance on the Procedure and Contents of a Special Expert Exam for Registry Officer (Official Journal of the FBiH, No. 68/12); 5) Ordinance on the Contents of Vocational Training and Education of Registry Officers for Maintenance of Registry Books (Official Journal of the FBiH, No. 68/12); 6) Ordinance on Technical Protection of Facilities and Spaces for Accommodation and Filing of Registry Books, Files and Registry Register (Official Journal of the FBiH, No. 68/12); 7) Ordinance on the Contents of Forms for Submission of Data from the Registry Books to the Statistics Service (Official Journal of the FBiH, No. 79/12) 8) Ordinance on</p>
	<p><i>Methodology has been adopted</i></p> <p><i>Information System provided for</i></p>		<p>Methodology adopted End of 2011</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. At the Government of the RS session held on 18 December 2013, the information prepared by the aforementioned conclusion was discussed, from which a significant progress in reducing the backlog of cases is visible. The Law on Amendments to the Law on the Agency for Intermediary, IT and Financial Services (Official Gazette of the Republic</p>

ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

<p>1.11. Ensure processing of cases within statutory deadlines</p>	<p><i>Report adopted</i></p> <p>MJ BiH, FMJ, MALSG RS, the Government of the BDBiH</p> <p>All institutions with authorities for administrative decision making</p> <p><i>Programme adopted</i></p> <p>Programme adopted, mid 2013</p> <p>After that, continuously</p> <p><i>Implemented programme</i></p> <p><i>The number and percentage of cases solved within the deadline</i></p>	<p>Report adopted, End of 2012</p>	<p>Partially implemented</p>	<p>Partially implemented</p>	<p>Fully implemented</p>	<p>Partially implemented</p>	<p>Law on the Agency for Intermediary, IT and Financial Services (Official Gazette of the Republic of Srpska No./ /13) created assumptions for introduction of one-stop-shop and information linking of the Agency 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, the Indirect Taxation Administration - ITA. This way, the businesses, after notary certification of the signature (of the founder and authorised persons) or processing of founding acts, address only the Agency, which by using a unique information system distributes information to the other institutions in the system. Also, all the businesses take all the specific decisions on registration in the Agency, within 3 days from the submission of the request at the latest. At the level of the BD BiH, an electronic central reception office has been established. The Law on Amendments to the LAP BiH was adopted (Official Gazette, No. 41/13), which provided in detail maintenance of official records on solving administrative matters in administrative procedure. The Instruction on the Manner of Presentation of Data in Annual Reports in the Bodies of Administration of BiH on Solving Administrative Matters in Administrative Procedure, published in the Official Gazette of BiH, No. 96/13, an obligation has been established and the manner of reporting to the Council of Ministers of BiH have been defined, regarding solving administrative matters in administrative procedure of the institutions managing the administrative procedure. At the state level, the Decision on office operations was adopted at the 106 session of the Council of Ministers of BiH, and it was published in the "Official Gazette of BiH", No. 74/1.</p> <p>The current Law on Organisation of Administration Bodies in the Federation of Bosnia and Herzegovina stipulates that the Federal Administrative inspector by inspection supervision established the facts related to the issues of: resolving administrative matters in the first instance and second instance administrative procedure within the prescribed deadlines. This law prescribes penalties for legal entities and responsible persons, if they do not adjudicate the requests within the prescribed deadlines. The Federal Inspector shall at least once a year submit to the Government of the Federation of BiH and to the Parliament of the Federation of BiH a written report on completed inspections reviews, on the found condition, phenomena and problems and on the measures taken, with the proposed measures, which should undertaken for removal of specified unlawful conduct. The report must handle forms and methods of violations of laws and regulations, gaps in legislation and suggest in which direction should certain legal solutions be changed. At the level of the Federation of Bosnia and Herzegovina, a mandatory part of the report on the work of the federal ministries is a state in the field of administrative decision making. The Government of the FBiH, in December 2013, adopted the Report on Work of the Government of the FBiH for 2013. At the 95th session, held on 14 January 2014, the Government of the Federation of Bosnia and Herzegovina adopted the new Regulation on the process of three-year and annual planning and annual reporting to federal ministries and institutions. Reports on the work of federal administrative bodies prepared in accordance with the procedure prescribed by the Regulation imply the percentage of solved received cases.</p>
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ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

<p>1.12. Establish registers of procedures at all levels of authority in BiH</p> <p style="text-align: center;"><i>Register of procedures established</i></p> <p style="text-align: center;">MJ BiH, FMJ, MALSG RS, the Government of the BDBiH (sectors competent for administrative procedure) All administration bodies with competences for decision making in administrative procedure</p> <p style="text-align: right;">End of 2011</p> <hr style="width: 20%; margin-left: auto; margin-right: auto;"/> <p style="text-align: center;"><i>System of update established</i></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. At the level of BiH, the Ministry of Foreign Trade and Economic Relations has an established register of administrative procedures from their competency. The Electronic Register of Administrative Procedures (e-Register) was established in the Ministry of Foreign Trade and Economic Relations of BiH. This e-Register is a centralised database of all the administrative procedures that are managed in the Ministry (including the Veterinary Office and the Administration for Protection of Plan Health), including all the permits, specific decisions, approvals, opinions, licences, etc., enacted by the Ministry, and/or issued at the request of the third parties. The legal basis for establishment of this e-Register is the Decision on establishment of the electronic register of administrative procedures in the Ministry of Foreign Trade and Economic Relations, No. 01-1-02-1868/13 of 5 July 2013 and the Instruction on the manner of work and action in certain administrative procedures, No. 01-1-02-1868-1/13 of 5 July 2013. E-Register is continuously updated.</p> <p>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. The Secretariat General of the Government of the Federation of Bosnia and Herzegovina is in charge of conducting the affairs of establishment and maintenance of the Register, expert, administrative and technical affairs, management of work of the register and enables respect of all the rules and procedures of work, including review and control of all the registered procedures as well as regulations defining them. Electronic register has been published at the web site of the Government of the FBIH. At the level of the BD BiH, there is currently the register of procedures by executors. At the meeting of the Supervisory Team of December 21st, 2012, a conclusion was enacted that this objective should be deemed fulfilled, with recommendation of the Supervisory Team that this objective needs to be continuously updated. The Government of the FBIH, at the 30th urgent 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 FBIH within the project of improvement of business environment and strengthening competitiveness at the level of the FBIH 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 FBIH was put in charge of starting, in cooperation with the 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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ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

<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>Fully implemented</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Amendments to the Law on General Administrative Procedure of the RS (Official Gazette of the Republic of Srpska, No. 50/10), stipulates that the bodies and the parties, as well as other persons who participate in the procedure, can communicate electronically as well, while regarding reception and sending of the acts electronically, the provisions regulating e-operations would be applied. The provisions of the LAP BiH gave the possibility of equalising validity of electronic and written documents, electronic and real signature, as well as electronic submission, and electronic submission of documents, having in mind that it is necessary to previously enable technical conditions for application of these provisions through other system laws which are in the competence of the institutions dealing with these matters. The Law on Amendments to the Law on Administrative Procedure of the BD BiH (Official Gazette of the BD BiH No. 36/09) provides for the possibility of electronic communication between the bodies and the parties. At the level of the FBiH, the Decision on temporary solution of the architecture of the PKI infrastructure at the level of the Federation of Bosnia and Herzegovina was enacted - 9 January 2014, which is a precondition for development of process of electronic communication of parties with administrative authorities. The programme of the Government of the Federation of BiH for 2014 stipulated development of amendments to the LAP of the FBiH.</p>
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**AP 2. Improvement of Satisfaction of Beneficiaries of Services**

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

<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>	<p>MJ BiH, FMJ, MALSG RS, Government of the BD BiH (sectors in charge of administrative procedure)</p>	<p>End of 2012</p>	<p>Partially implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Partially implemented</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. 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. 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. 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. At the level of the institutions of BiH, there is ongoing definition of instruments, which would provide for implementation of the survey. In the FBiH, this was set by the provisions from the item 81 of the Instruction on the manner of execution of office operations in the administration bodies and the services for administration in the FBiH (Official Journal of the FBiH, No. 30/98, 49/98 and 5/00), regarding which the working hours were adjusted to the parties in the procedure. The government does not have competencies to set the working hours of the cantonal and municipal authorities where, as a rule, the largest number of contacts of citizens with the government institutions in the Federation of BiH takes place. At the level of the institutions of BiH, the working hours are set by the decision of the CoM BiH, based on the Law on Labour. Any change of the Decision implies an ordinary procedure of amendment to the acts, and sending a proposal to the CoM BiH to amend the decision on working hours, depending on specifics of work of every institution. In the Brčko District of BiH, certain services in charge of issuing personal documents adjust their working hours to the needs of the clients, which is especially demonstrated in the summer period.</p>
<p></p>	<p><i>Regulations amended and practices improved</i></p>	<p>All administration bodies with authorities for decision making in administrative procedure</p>	<p>End of 2013</p>	<p></p>	<p></p>	<p></p>	<p></p>	<p></p>

ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

	<p><i>An obligation to measure and disclose data has been provided for</i></p>	<p>End of 2012</p>				<p>Monitoring of satisfaction of citizens in the administration bodies is monitored in the manner stipulated by the internal acts, e.g. in the Tax Administration of the Republic of Srpska, where it has been stipulated that complaints (submissions) by the citizens are discussed by the Internal Control. Also, based on the poll published by the MALSG RS, it has been established that satisfaction of the citizens is monitored also at the level of the units of local self governance, e.g.:</p> <p>the City of Bijeljina enacted the Ordinance on Procedure by Complaints and Other Addresses by the Citizens ("Official Gazette of the Municipality of Bijeljina", No. 24/09), which set the procedure of solving complaints and objections by the unsatisfied citizens in a full and comprehensive manner. In accordance with that, periodic reports are being drafted on the submitted complaints, thus measuring satisfaction of the beneficiaries. The city of Banja Luka measures satisfaction of users in accordance with the procedures on monitoring of quality ISO, in a manner that it has a book of impressions, which is available to the citizens in all service centres. Also, there are polls in the service centres and in the field offices, and independent polls, by the external institution, are being done depending of the available funds. Based on the said manners of data gathering, periodic reports are being drafted. In the same manner the satisfaction of users is measured also in other municipalities (e.g. Modriča).</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. At the level of the individual institutions from the level of BiH, according to the submitted information, three institutions are measuring services users satisfaction (the Agency for Drugs and Medicaments, the BHDCA and the IDDEEA), and one institution regularly publishes the results biannually (Agency for Drugs and Medicaments). The MD BiH introduced a system "Ethical Line", which enables an insight in the user satisfaction. In the premisses of the centre for information and acknowledgement of the documents and higher education a mailbox was placed with the possibility to give objections and suggestions zto the work of the Centre. At the study trip in Germany, in March 2014, the members of the Supervisory Team proposed as a project idea, to have a Methodology for measuring satisfaction of users drafted through a pilot project, which would cover several institutions from each level.</p>
<p>2.2. Introduce regular measuring of customer satisfaction (a poll of administrative services users) in the location where the services are provided</p>	<p><i>Methodology has been adopted</i></p>	<p>Mid 2013</p>	<p>Partially implemented</p>	<p>Implementation did not start</p>	<p>Partially implemented</p>	
	<p><i>The number of institutions that regularly conduct measuring</i></p>	<p>MJ BiH, FMJ, MALSG RS, the Government of the BDBiH (sectors competent for administrative procedure)</p> <p>All administration bodies with competences for decision making in administrative procedure</p>	<p>Partially implemented</p>	<p>Implementation did not start</p>	<p>Partially implemented</p>	
	<p><i>Information System provided for</i></p>	<p>End of 2013</p>				
	<p><i>Number of published results</i></p> <p><i>Average evaluation for all the institutions</i></p>					

ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

<p>2.3. Improve the system for collecting comments, proposals and suggestions from users of administrative services</p>	<p><i>Amended regulations</i></p> <hr/> <p><i>Practice in line with regulations</i></p> <p><i>Number of received proposals, objections and suggestions and number of replies</i></p>	<p>MJ BiH, FMJ, MALSG RS, the Government of the BDBiH (sectors competent for administrative procedure)</p> <p>All administration bodies with competences for decision making in administrative procedure</p> <p>End of 2013</p>	<p>Partially implemented</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Partially implemented</p> 	<p>Monitoring of satisfaction of citizens in the administration bodies is monitored in the manner stipulated by the internal acts, e.g. in the Tax Administration of the Republic of Srpska, where it has been stipulated that complaints (submissions) by the citizens are discussed by the Internal Control. Also, based on the poll published by the MALSG RS, it has been established that satisfaction of the citizens is monitored also at the level of the units of local self governance, e.g.: the City of Bijeljina enacted the Ordinance on Procedure by Complaints and Other Addresses by the Citizens ("Official Gazette of the Municipality of Bijeljina", No. 24/09), which set the procedure of solving complaints and objections by the unsatisfied citizens in a full and comprehensive manner. In accordance with that, periodic reports are being drafted on the submitted complaints, thus measuring satisfaction of the beneficiaries. The city of Banja Luka measures satisfaction of users in accordance with the procedures on monitoring of quality ISO, in a manner that it has a book of impressions, which is available to the citizens in all service centres. Also, there are polls in the service centres and in the field offices, and independent polls, by the external institution, are being done depending of the available funds. Based on the said manners of data gathering, periodic reports are being drafted. In the same manner the satisfaction of users is measured also in other municipalities (e.g. Modriča).</p> <p>Regulation on the manner of consultation of the public concerned in the procedure of preparation of laws and other regulations and acts stipulates in detail the procedures of consultations. The new ordinance of the Secretariat General of the Government of the FBiH stipulates a job for monitoring and coordinating the consultations. Prepared amendments to the Rules of Procedure of the Government of the FBiH. (FBiH) At the level of the RS, it has been noted that the objective was fulfilled, where monitoring of citizens' satisfaction is implemented in accordance with the internal acts. According to the information submitted by individual institutions from the level of BiH, four institutions enabled pointing out objections through polls, web-page, e-mail, mailbox (the Administration for Protection of Plant Health, the Indirect Taxation Administration, the Ministry of Foreign Trade and the BHDCA). In the Indirect Taxation Administration of BiH, there is in force the Ordinance on the procedure of solving objections (Official Gazette of BiH, No.103/14) which enables expressing dissatisfaction of the users with the work of the Administration and taking measures with the objective of removing the established irregularities and informing the appellant.</p> <p>The BHDCA measures user satisfaction by polls, web sites, e-mail, mailbox. (Procedure for communication and measurement of user satisfaction; No. 1-5-02-3-510-1/15 of 12 June 2015, issue 3.0). Implementation of this objective, through placement of e.g. boxes for objections and proposals of clients, already exists for a long period of time in all the institutions in the FBiH.</p> <p>Apart from that, the practice of cooperation with the citizens in that regard was improved in the sense that the citizens, using e-mail addresses of the persons responsible in the institutions and government bodies, published at respective websites, can directly communicate with the government bodies and give their proposals, objections and recommendations. Obligation of the government bodies of the FBiH for that kind of communication with the citizens was foreseen also in the provisions of the articles 74 - 80 of the Law on Organisation of Administration of the FBiH. The Law on Public Administration of the Brčko District of BiH established in the Office of the Mayor the Service for Appeals and Complaints of Citizens. The Service acts on appeals and complaints of citizens by the procedure of receiving an appeal, processing an appeal, forwarding query on the appeal, analysis of an answer to the appeal, coordinating administration bodies with the objective of defining allegations from the appeal, implementation of investigation, taking standpoint on the appeal, forwarding answer, taking appropriate measures against violators, informing the mayor, assembly, competent assembly commissions and the public. Basis for actions of the Service are appeals and complaints of the citizens related with unlawful work of the</p>
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ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

					<p>administration bodies, and as such they represent a constant link between the citizens and the administration bodies (Government) of the Brčko District of BiH. Basic tasks of the work of the Service are: 1. Control of legality of the work of the Administration 2. Analysis of the condition in the field of legality of the work of administration bodies 3. Informing the Government and the Assembly on the condition in this field</p>
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**AP 3. Supervision / Control**  
 Objectives from this chapter are directed to supervision / control over implementation of administrative procedure.

<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, the Government of the BDBiH (sectors competent for administrative procedure)</p> <p>All administration bodies with competences for decision making in administrative procedure</p>	<p>End of 2013</p>	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Fully implemented</p> 	<p>Implementation did not start</p> 	<p>At the 17th session of 26 June 2013, the Government of the RS enacted the Conclusion putting the MALSG RS in charge of reviewing the effects of implementation of plans of unsolved cases within six months. At the Government session held in December 2013, the information prepared by the aforementioned conclusion was discussed, from which a significant progress in reducing the backlog of cases is visible. (RS). At the level of individual institutions from the level of BiH, according to the submitted information, two institutions at the level of BiH apply ISO standards in their work: 27001:2005; 9001:2008 and ISO 17025 (the Agency for Drugs and Medicaments and the IDDEEA), while one institution, through the Department for Quality Assurance, executes internal audit of all administrative actions that are being implemented (BHDCA). Within application of standards, there are services users' opinion researches, and based on the gathered answers, analyses are being implemented with the objective of improvement of quality of work and functionality. In the administrative procedure within the foreseen deadline, considering that within the provisions of the Law on Administrative Procedure of the FBiH (Official Journal of the RFBiH, No. 2/98 and 48/99) there is a clear legal framework of mandatory action of the officers managing and making decisions in the administrative procedure, as well as the one implying a clear competence regarding administrative supervision and work of the administrative inspection. Apart from that, these matters are set also by the appropriate provisions of the Law on Organisation of the administration bodies in the FBiH (Official Journal of the FBiH, No. 35/05). In the end, the key mechanism for wider monitoring of respect for the deadlines in the administrative decision making was enabled to the executive bodies of government through the reports on the administrative decision making (article 294 of the Law).</p>
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ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

<p>3.2. Strengthen the role of administrative inspection</p>	<p><i>Number of inspections</i></p> <p><i>Number of shortcomings removed</i></p> <p><i>Results (satisfaction measurement) of user surveys</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>Implementation ongoing</p> 	<p>Partially implemented</p> 	<p>Fully implemented</p> 	<p>Partially implemented</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 activities are being implemented. In the first 11 months of 2013, the Administrative Inspection in the Republic of Srpska made 378 regular inspections and 835 extraordinary inspections, after which 1178 inspection measures have been ordered, of which 1171 measures have been executed, while in 7 cases due to failure to fulfil the inspection measure 7 misdemeanour orders have been issued.</p> <p>The Report and the Work Plan of the Government of the FBiH, in the part related to the work programme of the Federal Ministry of Justice, contains also the guidelines on the work of the administrative inspection. (FBiH). The work of federal administrative inspection, as well as the work of administrative inspections at the level of cantons, which work in accordance with the provisions of the Law on Organisation of Administration Bodies in the FBiH (Official Journal of the FBiH, No. 35/05) is clearly set by the law, and dynamics of their work and its control (reporting) is regularly stipulated by the plan of their annual work, which as a part of the plan of work of the Ministry of Justice, is adopted by the governments at all the levels of authority.</p> <p>Administrative inspection of the Brčko District of BiH, within their competences, regularly controls in the field of administrative decision making. In addition to regular controls, the administrative inspection acts as prevention and influences by their inputs to more quality in work of the persons authorised to manage administrative procedure. Also, work hours were adjusted to clients, especially in the summer period when the number of clients is increased.</p>
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ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

<p>3.3. Ensure processing of appeals and other legal institutes within statutory time lines</p>	<p>See AP 1.11.</p>	<p>See AP 1.11.</p>	<p>See AP 1.11.</p>	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>Fully implemented</p> 	<p>Partially implemented</p> 	<p>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:</p> <ul style="list-style-type: none"> <li>- actions of the first instance body by the specific decision of the second instance body, and enacting new specific decision within the set deadline,</li> <li>- actions of the competent authority by the request for postponement of execution in cases of initiation of administrative dispute and</li> <li>- actions of the competent body by judgements enacted in administrative dispute in the sense of enacting new administrative act within the set deadline.</li> </ul> <p>Republic bodies that maintain office operations through the Central Reception Office of the MALSG RS can monitor deadlines for decision making through the report created based on application programme of the Central Reception Office.</p> <p>Decision making within the set deadlines is set by the Law on Administrative Procedure of the BD 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. The Instruction on the manner of presenting data in annual reports in administration bodies of Bosnia and Herzegovina on adjudication of administrative matters in administrative procedure enacted and published in the Official Gazette of BiH, No. 96/13, which developed in detail the manner of presenting, submitting and drafting of the reports to the CoM BiH. The current Law on Organisation of Administration Bodies in the FBiH (Official Journal of the FBiH, No. 35/05) stipulates that the Federal Administrative inspector by inspection supervision established the facts related to the issues of: resolving administrative matters in the first instance and second instance administrative procedure within the prescribed deadlines. This law prescribes penalties for legal entities and responsible persons, if they do not adjudicate the requests within the prescribed deadlines. Within the provisions of the Law on Administrative Procedure of the FBiH (Official Journal of the FBiH, No. 2/98 and 48/99) there is a clear legal framework of mandatory action of the officers managing and making decisions in the administrative procedure, as well as the one implying a clear competence regarding administrative supervision and work of the administrative inspection. The key mechanism for wider monitoring of respect for the deadlines in the administrative decision making was enabled to the executive bodies of government through the reports on the administrative decision making (article 294 of the Law).</p>
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ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

<p>3.4. Introduce obligation of the second instance body to decide based on merit</p>	<p><i>Adequate legal provisions adopted</i></p> <p><i>Number of cases returned to the first instance body (negative indicator)</i></p>	<p>MJ BiH, FMJ, MALSG RS, the Government of the BD BiH</p> <p>All second instance bodies</p>	<p>End of 2011</p>	<p>Fully implemented</p>	<p>Partially implemented</p>	<p>Fully implemented</p>	<p>Partially implemented</p>	<p>Amendments to the LGAP RS stipulates that, when the specific decision is annulled by the second instance body and the first instance body enacts a specific decision 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. The Work Programme of the Government of the Federation of Bosnia and Herzegovina for the 2014 stipulated the Law on Amendments to the Law on Administrative Procedure. The deadline for submission for consideration by the Government of the FBiH is June 2014. The law is in preparation At the level of the FBiH, the Law on Administrative Procedure stipulates in the article 239 the following:</p> <p>(1) If the second instance body establishes that in the first instance procedure the facts were incompletely or wrongly established, that in the procedure the rules of procedure, which could influence the decision on the matter, were not obeyed, or that the wording of the disputed specific decision is unclear or contrary to the explanation, it shall correct the procedure and remove the noted shortcomings, whether alone or through the first instance body or other asked body, and those bodies are obligated to act on the request of the second instance body. If the second instance body establishes that based on the facts established in the corrected procedure the matter must be decided differently than by the first instance specific decision, it shall annul by its own specific decision the first instance specific decision and decide on the matter alone. The Law on Administrative Procedure of the BD BiH, in the article 224, stipulates that "If the Appeals Commission establishes that in the first instance a specific decision the evidence was erroneously evaluated, that from the established facts an erroneous conclusion was made regarding the facts, that a legal regulation was erroneously applied to the case being solved, that in the same administrative matter a first instance specific decision was already annulled, and especially if the first instance body did not act fully upon the specific decision of the Appeals Commission or if they establish that based on a free estimate a different solution should have been enacted, they shall annul the first instance specific decision and solve the matter by them selves."</p>
<p><b>AP 4. Execution</b></p> <p>Objective from this chapter is related to improvement of the system of administrative enforcement, and the deadline for implementation of the objective from this chapter is 2013.</p>								

ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

<p>4.1. Improve the system of enforcement in administrative procedure</p>	<p><i>The number and percentage of successful enforcements</i></p>	<p>MJ BiH, FMJ, MALSG RS, the Government of the BDBiH (sectors competent for administrative procedure)</p> <p>All administration bodies with competences for decision making in administrative procedure</p>	<p>End of 2013</p>	<p>Partially implemented</p> 	<p>Implementation ongoing</p> 	<p>Fully implemented</p> 	<p>Partially implemented</p> 	<p>Of 1178 ordered inspection measures, 1171 has been executed, which indicates that the system of execution is quite efficient in cases where the inspection supervision was carried out (RS). Of the individual institutions at the state level who have submitted information for this activity, the Competition Council, under the provisions of the Law on Competition, initiates and maintains the administrative procedure and makes the final decision. In the final decision / specific decision, the Competition Council imposes fines to the economic operator, in accordance with the articles 48 and 49 of the Law on Competition, if it finds a violation of the provisions of the Law on Competition (the range of fines - from 1.0% to 10.0% of total revenue achieved in the year preceding the violation of the law on Competition). In case when the economic operator fails to pay the fines set out in the final decision / specific decision, the Competition Council may, through the competent court (Court of BiH) seek to enforce the payment, and if the economic operator fails to fulfil other obligations (other than monetary), set out in the final decision / specific decision, the Competition Council will issue a new specific decision imposing an additional fine. In the sense of the Article 48, paragraph (2) or in the sense of the Article 51 of the Law on Competition (defined in the Decision on closer definition of the manner of periodic payment of a fine (Official Gazette of BiH, No. 36/06), in the period from 1st - 16 June, the percentage of payment of imposed fines is 95%. Comment of the ST member from the level of the FBiH: Considering that the provisions from the article 272 and 273 of the Law of Administrative Procedure of the FBiH clearly stipulated which types of execution exist and how are they implemented. In that sense we deem that execution of the specific decision in the administrative procedure, in general, is not the area that shows aggravating circumstances in functioning of the overall system or an obstacle to exercising rights of the parties in the procedure. Considering that, we deem that this objective has already been met. The Law on Administrative Procedure of the Brčko District of BiH regulated the field of execution of the specific decisions and conclusions. Execution for the purpose of fulfilment of non-financial obligations of the parties is done administratively. Execution for the purpose of fulfilment of monetary claims is done through the courts. Exceptionally, enforcement of monetary claims from the incomes based on employment can be done administratively upon approval by the party.</p>
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**AP 5. Strengthening of the Capacities**

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

<p><i>Decision has been adopted</i></p>			<p>Mid 2011</p>					<p>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 RS, also the opinion of the Ministry for Economic Relations and Regional Cooperation regarding the impact of the laws and other regulations to introduction of new formalities that directly burden the operations of the economic entities. Systematisation of the Ministry for Economic Relations and Regional Cooperation of the RS stipulated the said jobs, which were filled. The Civil Administration Agency of the RS regularly implements the trainings in the field of regulatory impact assessment.</p> <p>The Government of the FBiH enacted the new Regulation on the Secretariat General of the Government of the FBiH (Official Journal of the FBiH, No. 40/13), according to which the Secretariat general manages other things, also:</p>
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ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

<p>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</p>	<p><i>Systematisation has been adopted</i></p> <p><i>Training programme has been adopted, number of trainings, number of attendees</i></p>	<p>CoM BiH / Governments at the proposal of the Ministry of Justice (and/or the MALSG RS)</p> <p>After that, responsible institutions set by the decision of the CoM BiH / the Governments</p>	<p>End of 2011</p>	<p>Implementation ongoing</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Implementation ongoing</p> 	<p>Secretariat general, among other things, also:</p> <ul style="list-style-type: none"> <li>- provides expert and organisational bases for introduction of methodology of regulatory impact assessment;</li> <li>- coordinates cooperation of the federal ministries and other federal administration bodies and federal administration organisations, as well as organisations with public authorities with the business community and civil society for the purpose of regulatory impact assessment;</li> <li>- establishes and maintains electronic register of administrative procedures in the Federation of Bosnia and Herzegovina (hereinafter: electronic register); The Government of the FBiH, at the 30th urgent session, held on 20 June 2013 and 1st July 2013, adopted the Strategy of Regulatory Reform 2013 - 2016 with the Action Plan. The Government of the FBiH enacted the DECISION on Giving Agreement to the Ordinance on Internal Organisation of the Secretariat General of the Government of the Federation of Bosnia and Herzegovina, V. No.: 1583/2013 (Official Journal of the Federation of BiH, No.:1/14). Allocation has been made in accordance with the Ordinance on Internal Organisation of the Secretariat General of the Government of the FBiH, which established the Sector for Coordination of Policies and Institutional cooperation, with the following positions: assistant government secretary, expert advisor for policy coordination, expert advisor for regulatory reform and regulatory impact assessment, senior expert associate for public administration reform, senior expert associate for policy coordination and cooperation with civil society, expert associate for monitoring of implementation of conclusions and decisions of the Government, expert advisor for information. Within the project Improvement of Business Environment in BiH, implemented by the IFC, trainings have been provided for the trainers in the field of regulatory reform, and also the Strategy of Regulatory Reform of the FBiH 2013 - 2016 stipulates introduction of mandatory training programme for the civil servants in this field. Implementation of 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" is ongoing.</li> </ul> <p>On 10 May 2016, the Public Administration Reform Coordinator's Office, as the contracting authority, signed the contract on implementation of this project with the selected implementer.</p>
<p>5.2. Define requirements (professional qualifications and work experience) for the civil servants who lead the administrative procedure and decide on administrative cases</p>	<p><i>Requirements / professional qualifications and work experience have been defined</i></p>	<p>Key HRM institutions in cooperation with the MJ BiH, the FMJ, the MALSG RS, the Government of the BD BiH (sectors in charge of administrative procedure)</p>	<p>Mid 2012</p>	<p>Implementation did not start</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Implementation ongoing</p> 	<p>Amendments to the Law on General Administrative Procedure of the RS stipulated that the officer leading the administrative procedure can be a person with university degree in the appropriate field, at least three years of work 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 Regulation on the affairs of basic activity (Official Journal of the Federation of BiH, No. 35/04, 3/06, 19/12 and 8/14) from the competency of the civil service body, which are performed by the civil servants, the conditions for execution of those affairs and achievement of certain rights from the work relationship. There is ongoing procedure to enact the new Law on General Administrative Procedure of the Brčko District of BiH, which would cover this objective.</p>

ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

<p>5.3. Define competencies necessary for the jobs where administrative procedure is managed and decisions are made on administrative cases, including inspectors</p>	<p><i>Competencies necessary for the job have been defined</i></p>	<p>Key HRM institutions in cooperation with the MJ BiH, the FMJ, the MALSG RS, the Government of the BD BiH (sectors in charge of administrative procedure)</p>	<p>End of 2012</p>	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>The Ministry of Justice of the FBiH, in cooperation with the representatives of the EU Delegation in Sarajevo and the Civil Service Agency of the FBiH, already prepared a whole set of regulations, which would set a new concept of employment in the civil service, based on expert competences that were not taken particularly into account until now. Through the project "Modernisation of the HRM System in the Structures of Civil Service of BiH", financed by the IPA, the competency framework was drafted, but certain competences for individual positions were not set.</p>
<p>5.4. Further develop training programmes for the area of administrative procedure, within a horizontal system of training of civil servants</p>	<p><i>Trainings organised</i> <i>Number of trainings</i></p>	<p>Key HRM institutions in cooperation with the MJ BiH, the FMJ, the MALSG RS, the Government of the BD BiH (sectors in charge of administrative procedure)</p>	<p>End of 2012</p>	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Within the project "Education of Managers of Administrative Procedures and Inspectors", which was financed by the funds from the IPA 2012 and implemented in the period 2014 - 2016, the training, within 90 groups, was passed by over 2000 civil servants from all four levels in BiH, who are involved in decision making in administrative matters, as well as inspectors in the field of administrative decision making. These are the officers, who in execution of their regular activities, act on the law on (general) administrative procedure, as well as the laws applied within special administrative procedures (primarily inspection). Upon successful training and evaluation, the participants received appropriate certificates. The Catalogue of trainings of the CSA BiH contains the topics Administrative Procedure and Administrative Dispute, Disciplinary Procedure in Administration Bodies, Criminal Law and Court Practice Regarding Criminal Acts of Gross Professional Negligence.</p>
<p>5.5. Develop a training programme for consumers relations management (CRM)</p>	<p><i>Programme developed</i></p>	<p>Key HRM institutions in cooperation with the MJ BiH, the FMJ, the MALSG RS, the Government of the BD BiH (sectors in charge of administrative procedure)</p>	<p>Mid 2013</p>	<p>Implementation did not start</p> 	<p>Implementation did not start</p> 	<p>Implementation did not start</p> 	<p>Implementation did not start</p> 	<p>New project idea was adopted, within which this objective would be implemented.</p>

ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

<p>5.6. Strengthen the role of central capacities in the field of administrative procedure</p>	<p><i>The number of drafted legal opinions, replies, advice, instructions and other information and published on web-sites</i></p> <p><i>The number of coordinating meetings, conclusions, shared good experiences, etc.</i></p>	<p>MJ BiH, FMJ, MALSG RS, Government of the BD BiH (sectors in charge of administrative procedure)</p>	<p>End of 2013</p>	<p>Implementation ongoing</p>		<p>Fully implemented</p>		<p>Fully implemented</p>		<p>Fully implemented</p>		<p>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. The Ministry of Administration and Local Self Governance of the RS, as the proponent of the Law on General Administrative Procedure, in accordance with the requests of the institutions provides opinions and clarifications on application of the provisions of LGAP, and at the same time, through the administrative inspection, carries out the inspection supervision over implementation of this law. According to the provisions of the LAP FBIH, the Federal Ministry of Justice, at the request of the citizens, administration bodies, institutions with public authorities, as well as other bodies and institutions, is obligated to provide explanations on application of the provisions of the LAP of the FBIH. The Federal Ministry of Justice implements the supervision over implementation of the LAP through the Administrative Inspection.</p> <p>The article 279 of the Law on Administrative Procedure of the Brčko District of BiH stipulated that at the request of the citizens, public administration bodies, institutions with public authorities, as well as other bodies and institutions, the Department for expert and administrative affairs is obligated to provide explanations on application of this law's provisions. The Department for expert and administrative affairs provide explanations also ex officio, with the objective of provision of common application of this law. A supervision over application of the Law on Administrative Procedure of the BD BiH is conducted by the administrative inspection. Instructions on the matters that cause problems in practice to the bodies are enacted by the mayor within their competences.</p>
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ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

<p>5.7. Establish a community of practitioners in the field of administrative procedure</p>	<p><i>Community established</i></p>	<p>MJ BiH, FMJ, MALSG RS, Government of the BD BiH (sectors in charge of administrative procedure)</p>	<p>End of 2012</p>	<p>Partially implemented ●</p>	<p>Partially implemented ●</p>	<p>Partially implemented ●</p>	<p>Partially implemented ●</p>	<p>Organized by the Regional School for Public Administration (ReSPA), in June 2013, in Belgrade, there was a two-day seminar on implementation of the Law on General Administrative Procedure and modernisation of public administration through the process of improving the administrative decision making. After that, in January 2014, there was a seminar in Zagreb, on the topic of efficiency and simplification of administrative procedure and administrative dispute. The community of practitioners in the field of administrative decision making (GAPA Network) formally started working on 23rd and 24 June 2014, by having a two day workshop in Danilovgrad. The representatives from the levels of BiH, the RS and the FBiH are involved in the work of this community of practitioners (network). The general objective of establishment of this community (network) is development of a coherent and transparent system in the field of LAP (basic trends of development in the field of administrative procedural law in the EU and the Council of Europe within good administration and good doctrine of administration), which would be shared as best practices and experiences on innovations in the field of legislation, in order to effectively protect the public interest and the rights of the clients in administrative relations, and additionally harmonised in the local legislation and practice with the <i>acquis communautaire</i> and the relevant standards of the EU. Having in mind that the recommendation stands to involve in this network also the representative from the level of the Brčko District of BiH, so all the administrative levels would participate in it. Organised by the ReSPA and the Ministry for State Administration and Local Self Governance of the Republic of Serbia, on 26 and 27 May 2015 in Belgrade, there was a regional conference on the topic Draft Law on general administrative procedure of the Republic of Serbia, which was attended by the representatives from the levels of BiH, the RS and the FBiH. Considering that in the work of the regional community of practitioners, Bosnia and Herzegovina participated with three representatives from the levels of BiH, the FBiH and the RS, and that there was no formal possibility of appointment of the representative from the level of the BD BiH as well, they could be enabled to participate indirectly through submission of materials and conclusions from the meetings of the community. In Belgrade, on 9 and 10 June 2016, within the ReSPA, there was a regional conference on administrative legal framework of the West Balkans countries. At the conference, conclusions were enacted, which were adopted by the ReSPA work group for laws on general administrative procedure, which accentuated a modernisation and administrative procedure reform, which guarantee a prosperity of a country. Modernisation of the general administrative procedures by preparation and adoption of the new</p>
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INSTITUTIONAL COMMUNICATION

Objective	Indicator of Successfulness	Responsible Institution	Time Frame	Administration Level				Description of Achievement / Comment
				BiH	FBiH	RS	BD	
<b>IC 1. Communication Planning</b>								
Communication planning represents a precondition for introduction of the concept of strategic communication of the governments and administration bodies. There was a significant effect in this direction, through fulfilment of three components of the process: enactment of medium term strategies of communication, enactment of annual operational plans of communication (action plans) and budgeting, and/or provision of funds for implementation of strategic objectives. 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. It is important to mention that the communication strategies / plans of the CoM BiH, the Government of the FBiH and the Government of the RS were revised and new ones were adopted, while the communication strategy of the Government of the BD BiH is valid by the end of 2016 and the new one is being drafted. Revising strategies / communication plans represents a direct continuation of introduction of the concept of strategic communication of the governments and administration bodies.								
1.1. Establishment of strategic framework for communications	<p><i>Strategies of the Council of Ministers of BiH and the governments of the FBiH, the RS and the BD BiH have been adopted and harmonised with the AP 1</i></p> <hr/> <p><i>Adopted annual action plans, number and percentage of such action plans</i></p> <p><i>Action plans cover all relevant institutions</i></p>	Council of Ministers of BiH, Governments of the FBiH, the RS and the BD BiH	<p>By mid 2011</p> <hr/> <p>Continuously annually</p>	Fully implemented	Fully implemented	Fully implemented	Fully implemented	<p>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. - 28 March 2012., 43rd session. The annual action plans of the CoM / the Governments for 2013 adopted at all levels, and prepared plans for 2014. Adopted plans of the CoM BiH, the Government of the FBiH, the Government of the RS and the Government of the BD BiH for 2014. <b>CoM BiH:</b> The Information Service prepared, and the Council of Ministers of BiH, at the 36th session, held on 23rd December 2015, enacted the Decision on adoption of the Revised Communication Strategy of the Council of Ministers of BiH for the period 2016 - 2018. The Strategy follows the mandate period of the present convocation of the Council of Ministers of BiH, and it would be implemented by the Information service. <b>FBiH:</b> The Government of the FBiH, at the session of 27 August 2015, at the proposal of the Public Relations Office, adopted the Communication Plan of the Government of the FBiH 2015 - 2018 and the Communication Action Plan for 2015. <b>RS:</b> The Government of the RS, at the session of 29 June 2015 adopted the Communication Plan of the Government of the RS, 2015 - 2019. <b>BD BiH:</b> The Communication Strategy of the Government of the BD BiH was adopted on 25 February 2011 and is valid until the end of 2016. Drafting of the new one is ongoing.</p>

INSTITUTIONAL COMMUNICATION

<p>1.2. Improve communication planning within the institutions</p> <p><i>Adopted annual communication plan by respective institution (number and percentage of institutions)</i></p> <p>Institutions at all the levels</p> <p>By the end of 2012</p>	Fully implemented	Fully implemented	Fully implemented	Fully implemented	<p><b>CoMBiH</b> 2012: Information Service + 7 institutions;2013: Information Service + 10 institutions; 2014: Information Service + 17 institutions;<b>2015</b>: Information Service + 10 institutions; 2016: Information service. <b>FBiH</b> 2012: PR Office + 4 ministries; 2013: PR Office + 3 ministries; 2014: PR Office + 9 ministries; <b>2015</b>: PR Office; 2016: PR Office; <b>RS</b> 2012., 2013., 2014. <b>2015 and 2016.</b>: Government and all the ministries (report of the Bureau). <b>BDBiH</b> 2012., 2013., 2014. <b>2015 and 2016.</b>: adopted Communication Plans of the Sector for Information of the Government of the BD BiH, related with all the bodies of administration of this level. This object is treated as fulfilled in the medium term (duration of the RAP1) with progressive dynamics, and is observed as establishment of practice of enactment of communications plans, which must be continued and include all the institutions.</p>
<p>1.3. Introduce communication planning in the overall planning and allocation of budget funds of the institutions</p> <p><i>Amount of funds for strategic communication visible from the budget structure.</i></p> <p><i>Four central units have a separate budget available 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>	Fully implemented	Fully implemented	Fully implemented	Fully implemented	<p><b>CoM BiH</b>: 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.<b>FBiH</b>: Public Relations Office has a separate budget. <b>RS and BDBiH</b>: central units have their own budgets.</p>
<p><b>IC 2. Organisation Matter</b></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 posts are filled over 90%. 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 2 federal ministries.</p>					

INSTITUTIONAL COMMUNICATION

<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><b>CoM BiH:</b> In 2014, 8 appointments of PR officers at the level of BiH institutions. During 2015, the Ministry of Communication and Transport filled the vacancy of PR officer. During first half of 2015, thirteen institutions pointed out that this position was filled, 6 of them pointed out that this position was systematised but vacant, while one institution pointed out that there was no systematised post. During second half of 2015, seventeen institutions confirmed that this position was filled, while seven institutions stated that this post was either vacant, or was not foreseen by the systematisation. During 2016, around 20 institutions submitted information on vacancies of this post. <b>FBiH:</b> PR Officers in 14 federal ministries, there is none of them in two ministries (agriculture and energy, mining and industry). It is necessary to fill the vacancies so the objective for these levels would be implemented. At the levels of <b>the RS and the BD BiH</b>, according to the reports of the Bureau and the Department, this objective is fully met (at the level of the BD BiH, the central unit for communication / PR serves the government and all the bodies of administration).</p>
<p><b>IC 3. Coordination and Standard Setting</b></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 the institutions of different levels) and intra-institutionally (between institutions of the same level). In this sense, the practice was established of using various communication channels in two aforementioned processes, from two aspects: formal cooperation, defined through the structure for implementation of the PAR Strategy (Supervisory Team), and cooperation resulting from performing everyday tasks. 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>							
<p>3.1. Improve communication between the PR offices / officers at all the levels of authority</p>	<p><i>Number and intensity of such meetings and functional mechanisms for transfer of information</i></p>	<p>Central units for IC and other institutions</p> <p>Continuously</p>	<p>Fully implemented</p> 	<p>Partially implemented</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Established practice of intra-institutional communication at all the levels, and regular cooperation and communication of information / public relations officers in various institutions. In the mid-term, the meetings and exchange mechanisms of information within one administrative level have been reported as a regular practice in coordination of the central units for information / public relations (except at the level of the FBiH, where it was partial, due to financial restrictions and geographic dislocation). Also, there was a note of the practice of coordination and communication between the officers of individual institutions. The objective is met in full, except at the level of the FBiH, it is necessary to maintain and encourage this practice in the future as well.</p>

INSTITUTIONAL COMMUNICATION

<p>3.2. Improve coordination in the field of strategic communication between various levels of authority</p> <p><i>Number and intensity of such meetings and functional mechanisms for transfer of information</i></p> <p>Central units for IC and the Supervisory Team</p> <p>Continuously</p>	Fully implemented 	Fully implemented 	Fully implemented 	Fully implemented 	<p>Established practice of inter-institutional communication and coordination between the institutions of different levels, primarily through the instruments of the Supervisory Team, participation in joint projects, as well as through everyday work obligations. Created also other forums for cooperation (SPI programme - interinstitutional working group, trainings, etc.). This practice was maintained throughout the medium term, with establishment and strengthening of individual inter-institutional communication and coordination mechanisms. The objective is fully met for this period, it is necessary to continue and strengthen this practice.</p>
<p>3.3. Ensure modern and efficient development of IC sector in the future</p> <p><i>Functional overview of the IC capacities has been drafted and recommendations for future revision have been given</i></p> <p>Central units for IC</p> <p>By mid 2014</p>	Implementation ongoing 	Implementation ongoing 	Implementation ongoing 	Implementation ongoing 	<p>There is ongoing preparation of the tender documentation for the project "Functional Review of Institutional Communication Capacities in the Civil Service of BiH". The start of the project implementation is expected in the first half of the 2017, and it will be financed by the PARF funds. The objective is partly implemented, considering that the project proposal and the terms of reference were developed and adopted at the level of the Supervisory Team and the PARF JMB. In order to implement the objective fully, it is necessary to draft a functional overview fully, which at the same time will be the main result of this project, which is common for all four levels of authority.</p>

## INSTITUTIONAL COMMUNICATION

### 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 include 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 for public relations / information regarding planning of the contents and participants of these trainings. The First steps in this direction were made at the level of the CoM BiH, where, organized by the PARCO, was the meeting established cooperation between the CSA BiH, Department of Training and the Information Service of the CoM BiH in planning activities in 3 fields: organization of training in strategic communications / PR (suggestions of topics, organisations of training); organization of training in other fields for PR Officers (suggestions of topics, organisation of trainings); and involvement of senior 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 planned 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. The Catalogue of trainings of the CSA BiH for 2015 contains the following topics: Copyrights in public relations; use of the internet and social networks in public relations of the institutions of BiH; Creation, verification, implementation and control of Strategies of public relations; Crisis Communication; Public Relations - introduction; Free Access to Information; Strategic Communication and planning in work of the institutions; TV interview / TV Statement; Significance of Public Relations in the work of the institutions of BiH. There was one training (webinar) on the topic Copyrights in public relations, with a total of 9 attendees. FBiH, RS and BDBiH: no data for the reporting period. During 2016, implementation of the project "Building of Capacities for Combat against Corruption in the Structures of Civil Service in BiH" and "Training of Public Relations Officers – Phase II" started. There is a significant number of organised trainings and trainings that will be organised in the next period, and the topics definitely cover those relevant and necessary for the public relations officers. In the trainings organised so far through the project of combat against corruption, a significant number of participants, public relations officers from all four administration levels was noted. At the level of the institutions of the CoM BiH a training on proactive transparency was held in cooperation of the PARCO, the GIZ and the Transparency International.

INSTITUTIONAL COMMUNICATION

<p>4.1. Standardise requirements and job descriptions for the public relations officers</p>	<p>See HRM 8.1.</p>	<p>Central units for IC with key institutions for HRM</p>	<p>Continuously</p>	<p>Partially implemented</p> 	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Implementation of this objective is in direct connection with the objective 8.1. from the area of HRM; 2012: At the level of the CoM BiH, conducted a consultation process on a standardised description of the jobs in the organization of the Ministry of Justice. In the part of the jobs that are related with communications, incorporated certain inputs of the Information Service, but the comments of the PARCO are largely not respected (2013). The proposal of the ordinance on internal organisation of the Secretariat General, within which is also the ordinance of the Information Service with standardised jobs, is in the procedure of adoption by the CoM BiH. The IPA 2011 project "Modernisation of Performance Management System in the Structures of Civil Service in BiH" was implemented, as well as the activities on job analysis and classification of jobs, including development of methodology for analysis, standardisation of job description for certain types of jobs, development of general competency frameworks for certain categories of civil servants and preparation of appropriate bylaws. Thus implemented job analysis should serve as a basis for classification and standardisation of jobs at various levels of administration / civil service, which would be a precondition for a better and more just organisation of the salary system for the civil servants, which is now based on classification of the jobs, but its fairness and coherency is still not ensured. The project team, in cooperation with the beneficiaries representatives for the state level, drafted standard job descriptions for HRM, including the jobs of public relations, and submitted them to the Commission for job analysis in the Ministry of Justice of BiH. Also, for the level of the RS institutions, job descriptions have been drafted, where the job of assistant secretary general for information was incorporated. <b>FBiH:</b> The Government of the FBiH, at the 57th session of 8 June 2016, gave agreement to the Ordinance on internal organisation of the Public Relations Office of the Government of the FBiH, in accordance with the Law on Amendments to the Law on Civil Service in the FBiH (Official Journal of the Federation of BiH, No. 99/15).</p>
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INSTITUTIONAL COMMUNICATION

<p>4.2. Provide training on public relations and strategic communication for the public relations officers</p>	<p><i>Number and percentage (of the total number of public relations officers) of attendees and number of implemented trainings organised by the CSA / the CAA</i></p>	<p>Individual institutions with coordination of the central units for IC in cooperation with the institutions and the CSA / the CAA</p>	<p>Continuously</p>	<p>Fully implemented</p> 	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p><b>CoM BiH, FBiH, RS and BD BiH:</b> During 2016, implementation of the project “Building of Capacities for Combat against Corruption in the Structures of Civil Service in BiH” and “Training of Public Relations Officers – Phase II” started. There is a significant number of organised trainings and trainings that will be organised in the next period, and the topics definitely cover those relevant and necessary for the public relations officers. In the trainings organised so far through the project of combat against corruption, a significant number of participants, public relations officers from all four administration levels was noted. <b>CoM BiH:</b> Qualitatively and quantitatively growing number of available trainings organised by the CSA. Established practice of cooperation of the CSA, BiH, the PARCO and the Information Service in proposing, defining and organising the trainings with current topics in the field. Institutional Communication / RAP1, as well as the area of communication and public relations included as a topic in the annual planning of the CSA trainings. During 2015, there was a training on Strategic Communication for the managing civil servants and members of the group representing 4 institutions Programme beneficiaries. The representatives of the Supervisory Team for IC from other three administration levels were invited to this training. The manager of the Sector for Information of the Government of the BD BiH was a participant of the Training. Within the group, there were trainings on knowledge management and trainings for communication experts, attended by the representative of the Information Service. <b>FBiH:</b> The CSA FBiH also included communication as one of the topics in planning and offer of trainings, with certain cooperation with the Public Relations Office. <b>RS:</b> There is a certain practice of planning of trainings in this area, although sporadically, significant participation in external trainings. <b>BD BiH:</b> Limited number of available internal trainings, but through the said projects, as well as the projects whose implementation is expected in the next period, a significant number of various trainings was offered, and there was a significant participation at these trainings noted from the part of the officers from this level. In the medium term, at all levels, the trainings are available from external sources such as the ReSPA and other regional / international bodies and projects.</p>
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INSTITUTIONAL COMMUNICATION

<p>4.3. Ensure training of the PR officers on other fields significant for their work.</p> <p><i>Number of different trainings, number and percentage (of the total number of public relations officers) of attendees and number of implemented trainings organised by the CSA / the CAA</i></p> <p>Individual institutions with coordination of the central units for IC in cooperation with the institutions and the CSA / the CAA</p> <p>Continuously</p>	Fully implemented	Fully implemented	Partially implemented	Partially implemented	<p>At the levels of the CoM BiH and the F BiH, a significant number of trainings was enabled, in which participants could be the PR officers (the CSA BiH, the CSA F BiH, the DEI e-learning modules and trainings...). Available were also the ReSPA trainings from various segments, and other external trainings. Unified training was planned through the project "Training of Public Relations Officers - phase II", prepared in cooperation with the representatives of all 4 levels (Supervisory Team for IC), and implementation of the project started in November 2016. The objective for the medium term was fulfilled at the levels of the CoM BiH and the F BiH, while at the remaining two levels, to a significant part it was not. It is necessary to continue this practice, and establish and significantly improve at the levels of the RS and the BD BiH the practice of organising and offering of such trainings. Implementation of the project "Building of Capacities for Combat Against Corruption in the Structures of the Civil Service in BiH" started, within which there would be a great number of trainings on combat against corruption, as well as the set of trainings for the public relations officers from all four administration levels. In the past period, there was a ToT on combat against corruption, and the training for public relations officers, related with preparation of anticorruption campaign within the project, and implementation of public opinion research. During 2016, there was also a Conference on strategic communication in public administration, also within the Programme of Strengthening of Public Institutions in BiH.</p>
<p>4.4. Provide the PR officers / managers with the access to the experiences of the best European practice</p> <p><i>Number of study trips and other forms of education, number of participants</i></p> <p>Central units for IC, other institutions</p> <p>Continuously</p>	Partially implemented	Implementation did not start	Implementation did not start	Partially implemented	<p>Realistic obstacle for the full implementation of this objective are the budget limitations and a lack of donor programmes and funds for these purposes. Some sporadic results were achieved at the levels of the CoM BiH and the BDBiH, but it could not be deemed established and successful practice of use of this instrument at any level. During the reporting period, a significant increase in implementation of this activity was noted at the level of the institutions of the CoM BiH. <b>CoM BiH, F BiH, RS and BD BiH:</b> The project "Strategic Communication - phase II", developed in cooperation with the Supervisory Team for IC, is in the public procurement procedure. The project will cover also a study visit for the representatives of the central units for public relations, and the topic of the visit will be related with drafting a common monitoring and evaluation system for communication activities.</p>

INSTITUTIONAL COMMUNICATION

<p>4.5. Ensure that senior management understands and supports the work of the public relations offices / officers</p>	<p><i>Strategic communication and public relations have been included in the programme; the number of trainings held with that programme</i> <i>The number of managing civil servants who have undergone such training</i></p>	<p>The CSA / the CAA in cooperation with the central units for IC</p>	<p>By the end of 2012</p>	<p>Partially implemented</p> 	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Implementation is generally sporadic at all levels, and it is at a relatively low level. At the level of the CoM BiH, through the introduced instrument of managerial trainings, the communication was partially covered, although not in a full volume and significance. According to the collected data, there are no planned trainings at other levels on this topic dedicated to the managing civil servants. It is necessary for these training modules for managing civil servants to be introduced as a practice in planning and organising educations. At the level of the CoM BiH, within the interinstitutional work group for communication and knowledge management of the Programme of Strengthening of Public Institutions, there was a training on Strategic Communication for the managing civil servants. The representatives of the Supervisory Team for IC from other three administration levels were invited to this training. The manager of the Sector for Information of the Government of the BD BiH was a participant of the Training. Also, within the group for communication and knowledge management, a content of the new training for managing civil servants was prepared, which would be presented to the CSA BiH. There was also a training on strategic communication for the Supervisory Team, and the representatives of all four administration levels took part in this training.</p>
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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.

<p>5.1. Clarify and simplify communication with media</p>	<p><i>Guides for public relations and relations with the media have been prepared / updated</i></p>	<p>Central units for IC</p>	<p>By mid 2011, after that continuously</p>	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>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. The system of communication with the media was established, regular activities in that segment were being implemented during a medium term, from which it could be noted that there was a certain practice. The objective in this regard was fully implemented for the given period, but it is necessary to further continue to pursue and constantly improve this practice, especially through the use of modern technologies.</p>
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**IC 6. Media Monitoring**

INSTITUTIONAL COMMUNICATION

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

<p>6.1. Increase efficiency of media monitoring</p>	<p><i>The number of prepared press clippings, the number of service users and the number and type of media monitored</i></p> <p><i>The number of electronically distributed press clippings, the number of service users</i></p> <p><i>The number of innovative solutions – implemented improvements in comparison with the current situation</i></p>	<p>Central units for IC</p> <p>Continuously</p>	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p>  <p>The practice of regular preparation and distribution of the press clipping, including also reports and analyses of media writing with recommendations has been established at all the levels. In terms of improving this practice, it is desirable to carry out modernisation of these processes through introduction of innovative solutions and communication channels (software solutions, Intranet systems, various applications, newsletters and the like), where in a given period achievements were noted at all the levels, especially in the segment of use of social networks. There were activities on introduction of new solutions, such as through redesign of the web pages of the institutions of <b>the CoM BiH</b>, BH portal, project "Fe-Administration", Intranet in the Government of <b>the RS</b>, while the Government of <b>the BD BiH</b> initiated their own Facebook page. Considering the dynamics of events in the medium term the objective was evaluated as fully implemented at all four levels. At all levels, it is necessary to continue to work on introduction of new and more efficient solutions. A significant progress in this reporting period was noted within the Information Service of the SG CoM BiH, by opening TWITTER profile and YouTube channel.</p>
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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. A significant step forward on the matter of transparency of the work of the institutions was noted through the initiative on proactive transparency, which, during 2015, was initiated within the Programme of Strengthening of Public Institutions in BiH. The initiative continued during 2016 as well, and the standards of proactive transparency will be incorporated in the new PAR Strategy for the period until 2020.

INSTITUTIONAL COMMUNICATION

<p>7.1. Monitor implementation of the FoIA and ensure regular reporting in accordance with the law</p>	<p><i>Regularity of reporting in accordance with the law</i></p>	<p>Central units for IC, all institutions</p> <p>Continuously</p>	<p>Fully implemented</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Requests for reporting were established by the freedom of information acts, system and regular practice was established in accordance with the law. This practice was established during the medium term through the reports of the institutions on continuous carrying out of the obligations in terms of reporting. The Parliamentary Assembly of BiH, in December 2013 adopted the Act on Amendments to the FOIA BiH, establishing a higher level of cash fines and introducing an inspection supervision over implementation of the Act. The data obtained from the Institution of the Human Rights Ombudsman of BiH, where it was confirmed that 59 institutions at the level of the CoM BiH, regularly reports and submits statistical data. At the end of this reporting period, it can be said that there is a great number of institutions that continuously implement this objective.</p>
<p>7.2. Ensure that all the institutions fulfil their responsibilities in accordance with the FOIA</p>	<p><i>The percentage of institutions that have a person in charge of procedures under the FOIA</i></p> <p><i>The number of processed requests for access to information</i></p> <p><i>Ratio of received and processed requests under the FOIA</i></p>	<p>Central units for IC, all institutions</p> <p>Continuously</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>Through the data submitted by the institutions (primarily the central units for communication / PR), and the focus on the technical performance of obligations (without entering the merits of the cases and the decisions), a full implementation of this objective at all levels was noted. Through continuous execution of obligations (in terms of personnel, the number of processed requests and percentage of solved requests) an established practice was recorded as well as the existence of a system of complying with FoIA in the greater part of the administration institutions at all levels. Without the possibility of a more detailed focus on the quality of the results, an operational / technical operation of the system / mechanism of access to information was noted. The data obtained from the Institution of Ombudsman for Human Rights of BiH that all 65 institutions at the level of CoM BiH fulfilled obligation to appoint an Information Officer and submitted the guides and index registers, while the institutions of other levels confirmed that through their reports to the PARCO. It is necessary to create the preconditions for smooth functioning of the system in the future, with its continuous improvement and focus on the quality of the outputs and procedures.</p>
<p>IC 8. Web Sites</p>							

INSTITUTIONAL COMMUNICATION

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. In September 2014, BiH was accepted as 65th member of the initiative "Open Government Partnership", accepting the values and principles from the OGP Declaration and demonstrating dedication in four key areas: fiscal transparency, access to information, presentation of incomes and property of the elected and high public officials and involvement of citizens. Following this Initiative, within the Programme of Strengthening of Public Institutions in BiH (SPI), at the initiative of the Public Administration Reform Coordinator's Office, the Statistics Agency of BiH, the Directorate for European Integration, the Agency for Development of Higher Education and Quality Assurance of BiH, and the non-governmental organisations the Transparency International BiH, the Centre for Research Journalism (CIN) and Analitika - Centre for Social Research, in 2015, a document Policy of Proactive Transparency in Public Administration of BiH was drafted, inviting the state institutions, users of the SPI programme to proactive transparency in publication of the contents on web presentations of institutions. Based on the policy of proactive transparency, a set of standards of proactive transparency was drafted, within which it was defined which information the institutions need to publish. Budget, data on public procurements, plans of work, reports, regulations on institution establishment and competences regulations, ordinances on systematisation, regulation intended for consultation, total allocations for employees, etc. During 2016, the Analitika drafted the analysis of application of the standards, which demonstrated that of a total of 68 identified institutions at the state level, 6 of them did not have a web site, and two of them could not be accessed during the research. The best results in application of the standards of proactive transparency were demonstrated by four institutions that started the initiative, and they were committed to apply the standards, and considering that standards were not mandatory, the objective was to spread the initiative also on other institutions. The PARCO proposed to incorporate this measure in the new Strategic Framework for PAR 2017 - 2020.

	<p><i>The number and percentage of institutions which regularly conduct surveys and gather useful proposals and information on user satisfaction</i></p>	<p>Central units for IC</p>		Partially implemented	Partially implemented	Partially implemented	Partially implemented	<p>The most important part of the objective was fulfilled in the segment of regular update of websites, where this practice was established and set at all the levels, with a constant tendency to grow. Regarding the operational Intranet / DMS, it can be noted at all the levels that there was a partial implementation through these or equivalent systems. On the other hand, in the segments of regular surveys of user satisfaction, a limited progress (according to the available data), was achieved only at the level of the CoM BiH through sporadic activities of this type, and to a smaller extent at the level of the RS. There are no available information on implementation of the polls regarding satisfaction of web sites users at other levels. The objective in this medium term was not fully filled, and it is necessary to introduce and maintain the practice of measuring client satisfaction, which should be one of the bases for planning of work and policy making. During 2015 at the level of the institutions of the CoM BiH, and during 2016 at other three administration levels, a significant increase of the activities of this type was noted. Recommendation is to continue and improve implementation of the activities in the next period.</p>
<p>8.1. Ensure quality and consistency of the web sites</p>	<p><i>Number of visits / hits per page</i></p>	<p>All institutions (except those that use the web site of the other institution)</p>	<p>By the end of 2011, after that continuously</p>	Partially implemented	Partially implemented	Partially implemented	Partially implemented	
	<p><i>Established and functional intranet systems in the institutions</i></p>	<p>Central units for IC, all institutions</p>						

INSTITUTIONAL COMMUNICATION

**IC 9. Direct Communication with Citizens**

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

<p>9.1. Provide information to the citizens without intermediary</p> <p>Approximate administration to the citizens</p>	<p><i>The number and percentage of institutions that organise open door days and the number of open door days and similar events</i></p> <p><i>The number of published brochures, promotion materials, publications</i></p> <p><i>Establishment of these mechanisms (number, frequency of use, etc.)</i></p>	<p>All the institutions</p> <p>Central units for IC, other institutions (individually)</p> <p>Central units for IC, other institutions (individually)</p>	<p>At least twice a year, continuously</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>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". Also drafting and publication of promotion materials in the previous period; bulletins (CoM BiH), promotional videos, films and radio broadcasts (RS) or participation in events (FBiH, RS and BD BiH) significantly contributes to implementation of this objective and creation of a functional system of proactive informing of citizens on the work of administration and its organisations. Segments of this objective, related to publication of various materials, and the use of electronic communication and especially social networks, at all levels were largely recorded as a regular practice. Mechanisms of direct contact with the citizens through their visits and various programmes were applied in improved measure, but the data is still insufficiently submitted on it in certain periods, so this objective is treated as partially fulfilled at all administration levels. Within the campaign of proactive transparency in public administration in BiH, four institutions - campaign participants - held open door days in the week of 28 September 2015, on the occasion of International free access to information day. During 2016, certain data have been submitted regarding the implemented activities of this type by individual institutions.</p>
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**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 implement these activities in each year.

INSTITUTIONAL COMMUNICATION

<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>Fully implemented </p>	<p>Fully implemented </p>	<p>Fully implemented </p>	<p>Fully implemented </p>	<p>Certain activities were undertaken in organisation of mini thematic campaigns and campaigns within the joint projects. In the previous period, there were certain activities in this field at all levels. A one of the means to achieve this objective, the project "Building of Capacities for Combat against Corruption in the Structures of Civil Service in BiH" was prepared and approved, through which a joint theme public campaign would be prepared with participation of all the levels. Implementation of the project started in May 2016. Based on the data received, the objective was recorded as fully fulfilled at all levels, i.e. a certain practice of conducting public awareness campaigns and learning about specific policies / initiatives in the mid term period was established. Following the established practice, in the coming period, it is necessary to work on a strategic approach to planning and increasing the quality of public campaigns, as well as their scale and scope. A significant activity during 2015, started at the level of the institutions of BiH by initiation of the campaign on proactive transparency in public administration, whose purpose was change of consciousness on importance and the role of strategic communication in the process of improvement of transparency of public administration. The campaign started with the conference on transparency in public administration in BiH, held on 28 September 2015 in Sarajevo. The conference presented the documents "Policy of proactive transparency in public administration" and "Standards of proactive transparency in public administration" were presented, which defined the standards for proactive publication of information of public significance on the websites of the institutions. Four institutions of the CoM BiH (PARCO, DEI, BHAS and HEA) actively participated in the campaign, and organisation of the whole event was in cooperation with the Transparency International of BiH, the Centre for Research Journalism and the Analitika. After that, the Analitika drafted the analysis of application of the standards, which demonstrated that of a total of 68 identified institutions at the state level, 6 of them did not have a web site, and two of them could not be accessed during the research. The best results in application of the standards of proactive transparency were demonstrated by four institutions that started the initiative, and they were committed to apply the standards, and considering that standards were not mandatory, the objective was to spread the initiative also on other institutions. The PARCO proposed to incorporate this measure in the new Strategic Framework for PAR 2017 - 2020.</p>
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**IC 11. Measuring the Results**

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

INSTITUTIONAL COMMUNICATION

<p>11.1. Measure efficiency of strategic communications</p>	<p><i>Established system of monitoring and evaluation</i></p> <p><i>Measurement of feedback through analysis and research</i></p>	<p>Central units for IC, all institutions</p>	<p>Continuously</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>The objective is partially implemented at the level of individual institutions at all the levels. Certain levels of the indicators established at the level of individual strategies of communication and monitoring and evaluation through reporting on work in the part of communication. However, there is no common methodology of M&amp;E strategies, which on a common level would have to be solved through preparation and implementation of a specific project. In the past reporting period, the project "Strategic Communication - phase II" was developed, and the procedure of public procurement is ongoing. The project will cover development of general monitoring framework of communication activities. Start of project implementation is expected in the first half of 2017.</p>
<p>11.2. Measure public opinions and degree of knowledge of the key areas of policies</p>	<p><i>Public perception researched at all levels of government regarding certain public policies</i></p> <p><i>Each institution suggests at least one topic to the central information office of the CoM BiH / the Governments</i></p>	<p>CoM BiH / Governments</p> <p>Central units for IC All institutions</p>	<p>At least once during the mandate of the CoM BiH / the Governments – if possible once a year</p>	<p>Partially implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>The objective is sporadically implemented at all the levels. A significant part of implementation of the activities is planned through the project "Building of capacities for combat against corruption in the structures of civil service of BiH", whose implementation started in May 2016. Activities of this type will be implemented also through the projects whose start of implementation is yet to happen (Strategic Communication - phase II and Functional overview of the capacities of institutional communication in the structures of civil service in BiH). All the aforementioned projects are common for all four administration levels.</p>

**IC 12. Cooperation with Civil Sector**

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.

INSTITUTIONAL COMMUNICATION

<p>12.1. Improve communication with civil society</p>	<p><i>Number of organised information activities</i></p>	<p>Central units for IC</p>	<p>By the end of 2011, after that continuously</p>	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>In the medium term, fulfilment of all the segments of this objective was noted, through information provided by individual institutions and central units for information / PR. That is, information and consultation with the representatives of the civil sector was recorded in various segments and scope, but it was registered as continuous and as a certain established practice. Also, a partnership presentation of administration institutions with the NGOs was noted at all levels, mainly through external or internal projects and funding and grant schemes for the civil society organisations. From that aspect, and from a medium-term perspective, the objective was assessed as fully completed for all levels. However, this assessment did not incorporate the very quality of communication, consultations and implementation, due to insufficient data and the focus of this objective to establishment of a practice of this manner of work (in operational terms). Certain international initiatives and projects (such as the Open Government Partnership, the project "Capacity building of government institutions to engage in dialogue with civil society when determining policies in Bosnia and Herzegovina"... ) and local circumstances (local and general elections, natural disasters, etc.) contributed to the increase in the number of these activities, and based on limited inputs a tendency of growth of these types of cooperation was noted. Full implementation of the objective in this period means only a record of existence of certain activities and practices annually. The objective is necessary to focus on the quality and outputs of such activities in the future.</p>
	<p><i>Number of meetings with the representatives of the civil sector</i></p>	<p>All the institutions</p>						
	<p><i>Number and volume of consultations of this kind</i></p>	<p>Relevant Institutions</p>						

Objective	Indicator of Successfulness	Responsible Institution	Time Frame	Administration Level	Description of Achievement / Comment
				BiH FBIH RS BD	
<b>IT 1. General Policies, Regulations and Standards</b>					
<p>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.</p>					
		MTC BiH Centre for e-government of the Council of Ministers of BiH MIS RS			<p><b>BiH:</b> enacted Law on Electronic Legal and Business Operations and the Law on Electronic Signature, but bylaws were not enacted. In <b>2012</b> The MCT BiH prepared amendments to the Ordinance on Internal Systematisation, which stipulated establishment of the Office for Monitoring and Accreditation of certifiers within the Ministry, but it was never discussed at the CoM BiH session. Based on the programme of work of the CoM BiH for 2015, there are ongoing activities on amendments to the Law on Electronic Signature, which would address the articles of the Law regarding the Office for Monitoring and Accreditation. The objective of these activities is simplification of establishment of the body for monitoring and accreditation of certifiers. After adoption of amendments to the Law on e-Signature, it would be necessary to adjust the Ordinance on Internal Systematisation of the MCT BiH, when the conditions would be met to establish a certification body, which was planned to be done immediately after the adoption.</p> <p>2015 In accordance with the new Regulation No. 910/2014 of the European Parliament and the Council of 23rd July 2014 on electronic identification and services of trust for electronic transactions on internal market putting out of force the Directive 1999/93/EC, the MCT BiH decided to work on draft of the new Law in accordance with the Regulation. Draft law was completed, the procedure of public consultations will follow. Amendments to the Ordinance on internal systematisation of the MCT BiH - the CoM BiH, with the accepted correction, gave agreement at the 34th session of 9 December 2015 to the Proposal of the Ordinance on amendments to the Ordinance on internal organisation of the MCT BiH, with added proposal of job descriptions for positions related with the Office for Supervision and Accreditation in the Ministry of Communication and Transport, necessary for implementation of the Law on Electronic Signature of BiH. Starting from 28 September 2014, the third generation biometric passports started with personalisation (printing), and personalised passports already started being distributed in the competent Ministries of Interior. The deadline for issuing a passport is 30 days from the date of application, and the price is BAM 40. IDDEEA implemented all the activities from the previous reporting period for 2014. Detailed information is available at: <a href="http://www.iddeea.gov.ba/index.php?option=com_content&amp;view=article&amp;id=51&amp;Itemid=60&amp;lang=sr">http://www.iddeea.gov.ba/index.php?option=com_content&amp;view=article&amp;id=51&amp;Itemid=60&amp;lang=sr</a></p> <p>MCT BiH: There are currently activities regarding the draft of the new Law on e-Signature in accordance with the new Regulation No. 910/2014 of the European Parliament and the Council of 23rd July 2014 on electronic identification and services of trust for electronic transactions on an internal market.</p>

e-Administration

<p>1.1. Establish systems for supervision and accreditation of certifiers</p>	<p><i>Systems for supervision and accreditation of certifiers have been established</i></p>	<p>RS RS Sector for IT in the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BD BiH</p>	<p>Mid 2011</p>	<p>Implementation ongoing</p>	<p>Partially implemented</p>	<p>Fully implemented</p>	<p>Implementation did not start</p>	<p>2016 MCT BiH: there are ongoing activities related with publication of the competition to fill the vacancies in the Office for Supervision and Accreditation of Certifiers within the Ministry of Communication and Transport of BiH.  <b>FBiH:</b> the project Fe-Administration subsystem of electronic certificates stipulates organisation of certifiers of those who issue certificates at the level of public postal operators in the FBiH. Implementation of the Law on Electronic Signature and establishment of the Registration Authority foreseen for 2013. In <b>2013, adopted</b> Law on Electronic Document (Official Gazette of the FBiH, No. 55/13). Enacted Decision on Temporary solution of architecture of the temporary PKI infrastructure at the level of the Federation of BiH (V. No.: 29/2014). 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. At the 85th session of the Government of the FBiH an Initiative was established which suggests that the role of an umbrella Supervisory authority should be entrusted with the IDDEEA. In <b>2014, certain</b> Sector of electronic communications and post office of the Federal Ministry of Transport and Communications, in cooperation with the implementers, implements this decision, i.e., the project establishes the Supervisory authority of the Federation of BiH, which would certify the public postal operators as certifiers, and they would, in coordination with the Tax Administration of the Federation of BiH, issue digital certificates to legal entities. The final result is the establishment of electronic signature and electronic tax filing for legal entities.                  2016 FBiH: The Federal Ministry of Transport and Communication, as originator, prepared the text of the preliminary draft of the Law on Electronic Signature of the Federation of BiH, which is currently in the phase of public discussion. This Law would regulate the right of the natural persons and legal entities to use the electronic signature in administrative, judicial and other procedures, business and other activities, and the rights, obligations and competences of the physical persons and legal entities who provide the services of design, verification and validation of electronic signature, time stamp, electronic stamp and the certificate for authentication of the network stations in the territory of the Federation of Bosnia and Herzegovina.<b>RS:</b> Activity fully completed. Establishment of certification body for the needs of certification of the bodies of the republic administration of the RS, operational from 1 January 2012. [http://ca.aidrs.org]. The AIS RS, for the purpose of issuing electronic certificates to the bodies of the republic administration, procured, in mid-2010, the application software for issuing electronic certificates, and in early 2011, the hardware infrastructure as well. The last quarter of 2011 was marked by the activities on finalisation of the project PKI-PA-RS, which included final settings on the software and hardware infrastructure, creation of profiles of user certificates, finalisation of documentation of the certification body, procedures necessary for unhindered work of the certification body, as well as cases of use of electronic certificates by the final user. The official promotion of electronic signature of the RS was held in the administrative centre of the Government of the RS on 8 December 2011. 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 BD BiH and the Law on Electronic Document were adopted in 2010, but in 2015 the Law on Annulment of the Law on Electronic Signature and the Law on Electronic Document of the Brčko District of BiH was adopted. <a href="http://www.skupstinabd.ba/ba/zakoni/ba/zoepb.html">http://www.skupstinabd.ba/ba/zakoni/ba/zoepb.html</a></p>
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<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>MTC BiH Centre for e-government of the Council of Ministers of BiH AIS RS Sector for IT in the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BD BiH</p> <p>End of 2011</p>	<p>Implementation ongoing</p> 	<p>Implementation ongoing</p> 	<p>Partially implemented</p> 	<p>Implementation did not start</p> 	<p><b>BiH:</b> 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 BiH initiated the activities regarding establishment of the Office for Supervision and Accreditation of Certifiers through changes and amendments to the Ordinance on Internal Organisation and Systematisation, but this activity was not yet implemented. The Programme of Work of the CoM BiH for 2015 stipulated draft of the following ordinances: the Ordinance on the measures and procedures of use and protection of electronic signature, assets for design of electronic signature and system of certification, the Ordinance on the records of certification bodies and the Ordinance on closer conditions for issuing qualified electronic certificates, which would implement this objective. In <b>2014</b>, the Law on Electronic Document was adopted (Official Gazette of BiH, No. 58/14). 2015: The following ordinances have been drafted: Ordinance on closer conditions for issuing qualified certificates, Ordinance on records of certifiers and Ordinance on measures and procedures of use and protection of electronic signature, assets for design of electronic signature and the system of certification. In January 2016, the Ordinances will be sent in the procedure of adoption by the CoM BiH (Note: these Ordinances are bylaws related with the present Law on Electronic Signature).2016: MCT BiH: The following Ordinances have been drafted: the Ordinance on the measures and procedures of use and protection of electronic signature, assets for design of electronic signature and system of certification, the Ordinance on the records of certification bodies and the Ordinance on closer conditions for issuing qualified electronic certificates. The said ordinances were put on the agenda of the 88th session of the CoM, which will be held on 18 January 2017.<b>FBiH:</b> The Law on Electronic Document adopted (Official Journal of the FBiH, No. 55/13).Adoption of by-laws with the Law on Electronic Document and amendments to the Law on Administrative Procedure, stipulated by the work program of the Government of the FBiH for 2014. The Law on Electronic Signature of BiH will be applied at the level of the FBiH;<b>RS:</b> 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. RS: In late 2015, in the RS, the new Law on Electronic Signature entered into force, stipulating that all the qualified digital certificates, issued in the territory of the EU member states, have the same legal force as the certificates issued in the territory of the RS. <b>BD BiH:</b> Although the Law on Electronic Signature of the BD BiH and the Law on Electronic Document were adopted, in 2015 the Law on Annulment of the Law on Electronic Signature and the Law on Electronic Document of the Brčko District of BiH was adopted. <a href="http://www.skupstinabd.ba/ba/zakoni/ba/zoepb.html">http://www.skupstinabd.ba/ba/zakoni/ba/zoepb.html</a>; <a href="http://www.skupstinabd.ba/ba/zakoni/ba/zoeib.html">http://www.skupstinabd.ba/ba/zakoni/ba/zoeib.html</a></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 AIS RS Sector for IT in the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BD BiH Ministries of Justice MALSG RS</p> <p>End of 2011</p>	<p>Fully implemented</p> 	<p>Implementation ongoing</p> 	<p>Fully implemented</p> 	<p>Implementation did not start</p> 	<p><b>BiH:</b> 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. In <b>2014</b> Adopted Law on Electronic Document (Official Gazette of BiH, No. 58/14). <b>FBiH:</b> The Law on Electronic Document adopted (Official Journal of the FBiH, No. 55/13).Adoption of by-laws with the Law on Electronic Document and amendments to the Law on Administrative Procedure, stipulated by the work program of the Government of the FBiH for 2014. The Law on Electronic Signature of BiH will be applied at the level of the FBiH;<b>RS:</b> 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). <b>BD BiH:</b> The Law on Electronic Signature of the BD BiH and the Law on Electronic Document were adopted, but in 2015 the Law on Annulment of the Law on Electronic Signature and the Law on Electronic Document of the Brčko District of BiH was adopted. <a href="http://www.skupstinabd.ba/ba/zakoni/ba/zoepb.html">http://www.skupstinabd.ba/ba/zakoni/ba/zoepb.html</a>; <a href="http://www.skupstinabd.ba/ba/zakoni/ba/zoeib.html">http://www.skupstinabd.ba/ba/zakoni/ba/zoeib.html</a></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>MCT BiH Centre for e-government of the Council of Ministers of BiH AIS RS Sector for IT in the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BD BiH MJ BiH, FMJ, MALSG RS</p> <p>End of 2011</p>	<p>Implementation ongoing</p> 	<p>Partially implemented</p> 	<p>Fully implemented</p> 	<p>Implementation did not start</p> 	<p><b>BiH:</b> 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. The PKI infrastructure was put into operation in production environment and implemented on all IDDEEA users. Biometric ID cards started to be issued on 1st March 2013. New possibilities of the eID: information on 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. 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. <b>In 2015</b>, after adoption of amendments to the Law on e-Signature, there was an adjustment of the Ordinance on Internal Systematisation of the MCT BiH, which brought about the conditions to establish a certification body, which was planned to be done immediately after the adoption. The Programme of Work of the CoM BiH for 2015 stipulated draft of the following ordinances: the Ordinance on the measures and procedures of use and protection of electronic signature, assets for design of electronic signature and system of certification, the Ordinance on the records of certification bodies and the Ordinance on closer conditions for issuing qualified electronic certificates, which would implement this objective. After adoption of the said three Ordinances, the programme of work for 2016 stipulated development of three more Ordinances regulating this field: the Ordinance on issuing electronic stamp, the Ordinance on issuing time stamp and the Ordinance on the register of certification bodies for issuing qualified electronic certificates. MCT BiH: Amendments to the Ordinance on internal systematisation of the MCT BiH have been adopted, which presented the conditions for establishment of a certification body within the Ministry. The persons who would execute the jobs in the certification body have not yet been appointed. The following documents are being drafted: the Ordinance on issuing electronic stamp, the Ordinance on issuing time stamp and the Ordinance on the register of certification bodies for issuing qualified electronic certificates.</p> <p><b>FBiH:</b> The Law on Electronic Signature of BiH will be applied at the level of the FBiH. Decision on temporary solution of architecture of temporary PKI infrastructure at the level of the FBiH (V. No. 29/2014), where it has been regulated to establish a temporary architecture of the PKI infrastructure at the level of the FBiH as follows:</p> <ol style="list-style-type: none"> <li>1. Federal Ministry of Transport and Communications as a supervisory authority (Root Certification Authority / Root CA);</li> <li>2. Public Enterprise BH Pošta" d.o.o. Sarajevo and Public Enterprise Hrvatske Pošte Mostar as certification authorities (CA);</li> <li>3. The Federal Ministry of Finance - the Federal Ministry of Finance / Tax Administration FBiH as a registration authority (RA). Also, at the 85th session of the Government of the FBiH an Initiative was established which suggests that the role of an umbrella Supervisory authority should be entrusted with the IDDEEA.</li> </ol> <p><b>RS:</b> 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. The AID RS, by its activities related 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, implemented this objective. In the RS, there is currently one accredited certification body in the AIS RS, which issues qualified digital certificates for the needs of the republic administrative bodies (in accordance with the Law on Electronic Signature of the RS). There are all the legal requirements for carrying out these activities by the concerned legal entities.</p> <p><b>BD BiH:</b> 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 procurement defined and published</i></p> <p><i>A system of control and/or an advisory mechanism established</i></p> <p><i>The percentage of IT procurements that is brought in line with the defined set of standards in relation to the overall number of IT procurements</i></p>	<p>Centre for e-government of the Council of Ministers of BiH</p> <p>AIS RS</p> <p>Sector for IT in the Secretariat General of the Government of the RS</p> <p>Government of the FBIH</p> <p>Sector for IT of the BD BiH</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 ongoing</p>	<p><b>BiH:</b> In 2013 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, and in 2014, the documents "Modality of Planning, Development and Implementation of Programme Solutions in the institutions of BiH" (Official gazette of BiH, No. 85/14) and "Instruction on Technical and Technological and Software Standard for Work Station in the Institutions of BiH (Official gazette of BiH No. 27/14) have been adopted and published.</p> <p><b>FBIH:</b> The Regulation on the SG of the Government of the FBIH stipulated that the SG 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. The Government of the FBIH, at the 68th session of 14 November 2012, enacted the Conclusion V. Br. 1569/2012, putting the SG 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 was concluded with the company Microsoft BiH 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 new Regulation of the Secretariat General of the Government of the FBIH (Official Journal of the FBIH, No. 40/13) stipulated, inter alia, execution of the following jobs: proposing and coordination of draft and introduction of IT projects that include several bodies; it support in use of the common IT projects; analysis, standardisation and improvement of information and services provided by the federal bodies through the web; preparation and implementation of contracts from the field of IT; representation of federal bodies in the IT field at the state level; draft of standards and recommendations in the field of IT.</p> <p>The Government of the Federation of Bosnia and Herzegovina enacted the Regulation on management of software property in use in federal administration bodies, federal administration organisations, expert and other services of the Government of the Federation of Bosnia and Herzegovina (Official Journal of the Federation of BiH, No: 3/15) <b>2016 FBIH:</b> the Regulation on management of software property in use in federal administration bodies, federal administration organisations, expert and other services of the Government of the Federation of Bosnia and Herzegovina (Official Journal of the Federation of BiH, No: 3/15, 16 January 2015). At the 59th session of 24 June 2016, the Government of the FBIH adopted the following decisions:</p> <ul style="list-style-type: none"> <li>• Decision on award of the framework agreement for procurement of the Microsoft software through volume licensing and software assurance, through Enterprise contract (Official Journal of the FBIH, No.: 50/16)</li> <li>• Decision on giving agreement to conclude the enterprise contract with the Microsoft of Bosnia and Herzegovina, V.No. 1340/2016 (Official Journal of the FBIH, No. 50/16)</li> <li>• Decision on giving agreement to the Contract on procurement of the Microsoft software through volume licensing and software assurance, through Enterprise contract, for the budget year 2016, V. No. 1341/2016 (Official Journal of the FBIH, No. 50/16) 73rd session 20 October 2016</li> <li>• Decision on giving agreement to the Contract on procurement of the services of maintenance of the Microsoft software - Microsoft Premier Support for the needs of the budget users of the Federation of Bosnia and Herzegovina V. No. 1918/2016 Decision (OJ FBIH, No. 84/16)</li> <li>• Decision on selection of the most favourable bidder for procurement of goods - Microsoft software through volume licensing and software assurance for the needs of the budget users of the Federation of Bosnia and Herzegovina V. No. 1156/2016 (OJ FBIH, No. 84/16)</li> </ul> <p><b>RS:</b> 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". In 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.</p> <p><b>BD BiH:</b> 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.</p>
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<p>1.6. Draft regulations for IT security</p>	<p><i>Policy for IT security has been drafted and adopted</i></p>	<p>Centre for e-government of the Council of Ministers of BiH                  AIS RS                  Sector for IT in the Secretariat General of the Government of the RS                  Government of the FBiH                  Sector for IT of the BD BiH</p> <p>End of 2011 for initial activities with the need for annual update</p>	<p>Implementation ongoing</p> 	<p>Partially implemented</p> 	<p>Fully implemented</p> 	<p>Partially implemented</p> 	<p><b>BiH:</b> In 2013 "Ordinance for the use of the common information and communication system in the CoM BiH" has been adopted and is being applied since 1st November 2013 in all institutions that use the common information and communication system of the CoM BiH. It defined acceptable, unacceptable and illegal access to internet and other networks. 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". In 2014, work draft document "Instruction on Technical and Technological and Administrative Measures for Security of Information Systems in the Institutions of BiH" and "Instruction on Design and Maintenance of Official Internet Sites of the Institutions of BiH" were sent in the procedure of adoption by the Council of Ministers of BiH. Adopted and published "Document on Use of Electronic Communication Networks in the Institutions of BiH" (Official Gazette of BiH No. 27/14). The Programme of work of the Council of Ministers of BiH for 2015 stipulated drafting of the Policy of IT security in the institutions of BiH. The bearer of the activities is MCT BiH.</p> <p>2015 Draft Policy of IT security in the institutions of BiH was made and it passed the phase of public consultations. MCT BiH: Opinion of the relevant institutions is pending, after which it will be sent for adoption by the CoM BiH.</p> <p><b>2016 MCT BiH:</b> The opinion of the Ministry of Finance and Treasury of BiH to the draft Policy of information security in the institutions of BiH is still pending, after which it will be sent to a discussion and adoption at the session of the Council of Ministers of BiH.</p> <p><b>FBiH:</b> the Rulebook on the Standards of IT Security is being prepared.</p> <p>2015 Secretariat General - Adopted Ordinance on use of the Information system of the Secretariat General of the Government of the Federation of Bosnia and Herzegovina with procedures and rules of use, security and data protection <b>RS:</b> This objective will be partly completed through the project "Interoperability", which started with Inspectorate of the RS under guidance of the World Bank. 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><b>BD BiH:</b> 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. In 2013, implementation of the project ISMS completed, revising the regulations and introducing standards in management related to IT security in the Government of the BD BiH. Results of the project and division of competencies on this matter should be made official by the Government of the BD BiH, but it was not done.</p> <p>2015 A work group appointed with the task of drafting a series of bylaws related with IT security, based on the results of the ISMS project, other relevant activities and experiences from practice.</p> <p>Act No. 02.0578TS-0001/15 of 28 October 2015, published in the Official Gazette of the Brčko District of BiH</p>
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<p>1.7. Establish a permanent process of risk analyses at all the levels of authority</p>	<p><i>The process of risk analysis has been established</i></p>	<p>Centre for e-government of the Council of Ministers of BiH                  AIS RS                  Sector for IT in the Secretariat General of the Government of the RS                  Government of the FBiH                  Sector for IT of the BD BiH</p> <p>End of 2012 for initial activities with the need for annual update</p>	<p>Implementation ongoing</p> 	<p>Implementation did not start</p> 	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p><b>BiH:</b> 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. In 2013, the <b>SG CoM BiH</b> in collaboration with the Microsoft BiH, implemented tests of safety of the services of the CoM BiH for the e-mail system and the virtualisation platform. Penetration tests for web sites that are on the system of the CoM were done in September 2013. Reports are delivered in December 2013. In the first quarter of 2014, there was an analysis of the SQL clusters from the aspect of security, performances and configuration, for all the instances used by the institutions of the Council of Ministers of BiH for their services on the system of "e-government".</p> <p>2015 Adoption of the Policy of IT security in the Institutions of BiH would solve this segment as well.</p> <p><b>RS:</b> The Government of the RS executed Internet / Intranet penetration test in December 2012. Results delivered in January 2013. RS: The AIS RS, in cooperation with the Ministry of Interior of the RS, started currently with the activities on defining critical cybernetic infrastructure. If the risks imply these risks from the field of IT security, this activity was fully implemented in the RS through the work of the CERT RS, i.e. the Department for IT Security (DITS).</p> <p><b>BD BiH:</b> 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. A list of sensitive points and dangers is defined in the outputs of the ISMS project. In addition to the analysis, recommendations have been made as well to reduce the existing threats and to better protect the sensitive points. Documents resulting from the project proposed a manner of continuous risk analysis, responsibilities for risk analysis and inspection of safety measures, as well as the manner and form of reporting on the assessment of information security. Upon adoption of the ISMS project results, assessment of IT security, reporting, activities of inspection of security measures will be formally regulated. The results of the project should be made official by the Government of the BDBiH. Completion of these activities is expected in the first half of 2015.</p> <p>2015 Security assessment is a constant activity of the IT security engineers. Security measures inspection is being done from time to time. Update of the security policies is not being done.</p>
<p>1.8. Establish CERT institutions</p>	<p><i>CERT has been established</i></p>	<p>Centre for e-government of the Council of Ministers of BiH                  AIS RS                  Sector for IT in the Secretariat General of the Government of the RS                  Government of the FBiH                  Sector for IT of the BD BiH</p> <p>End of 2012</p>	<p>Implementation ongoing</p> 	<p>Implementation did not start</p> 	<p>Fully implemented</p> 	<p>Implementation did not start</p> 	<p><b>BiH:</b> The CoM BiH adopted the Strategy of Establishment of the CERT body in BiH (July 2011), based on which 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 7 December 2011. The work group completed its work on time and drafted a proposal of the action plan and a final report with concrete conclusions:</p> <ol style="list-style-type: none"> <li>1. that BiH CERT should be competent for the institutions of BiH in the sense of competencies defined in the Strategy.</li> <li>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. The MFT BiH gave a positive opinion on the proposal of the final report of the Working Group, but it did not support the formation of the coordinating body of the CoM for cyber-security. Completed material with the final report of the Working Group with the proposed conclusion, was sent to the CoM BiH for consideration and adoption. Based on the opinions of the MCT BiH and the Ministry of Security of BiH, there was no political will to establish who would comprise the CERT body, due to shared competencies in the field of ICT and ICT systems security, so this objective was not implemented.</li> </ol> <p><b>RS:</b> In the RS, the Law on Information Security established the CERT RS, and the Department for Information Security. This Department, as a special organisation unit of the AIS RS started working on 1 June 2015. The Department executes the function of a CERT Body of the RS. OIB - CERT RS is the first and the only body of this kind in the RS and BiH. This body, in its work, closely cooperates with the competent services of the Ministry of Interior of the RS, primarily with the Department for Prevention of HI-Technology Crime.</p>

**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> <p>Centre for e-government of the Council of Ministers of BiH AIS RS Sector for IT in the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BD BiH</p> <p>End of 2011</p> <p><i>A common methodological approach for coordination between the central and peripheral units has been defined</i></p>	<p>Implementation ongoing</p>	<p>Implementation ongoing</p>	<p>Fully implemented</p>	<p>Implementation ongoing</p>	<p><b>BiH:</b> The MCT BiH, on several occasions since 2006, sent to the PA BiH various draft Laws on the Agency for Development of Information Society of BiH. In 2012, 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 SG CoM BiH is not fully filled. The Central Unit coordinates and assists development of e-Administration through implementation of common services. In 2013, in the SG CoM BiH, there is a small number of employees in the Department dealing with administration of all the services within the "e-government". It is necessary to amend the systematisation and stipulate minimum three positions within this Department so it could successfully function further. Currently, on the system of e-Government, there are over 35 institutions, over 45 servers and bases, and requests of the new institutions are constantly being received. The recommendation of the audit is that all the institutions should discuss the possibility of using the service of e-government, but there are personnel limitations. In 2014 the SG CoM BiH sent Amendments to the Ordinance on Systematisation of Jobs in the Department for Maintenance and Development of Electronic Operations and "e-Government" were sent for opinion to the competent institutions.</p> <p>2015 Through the project "External analysis of the e-government system with proposal for improvement of services", analysis of the departments of e-government was implemented, and in accordance with the outputs, a solution will be proposed for a correct positioning of the departments and their capacity building. Sec. Gen. CoM BiH: The project "External analyses of the e-government system with proposals for improvement of the services", analysed the department for e-government and IT segment in all the institutions of the CoM BiH. The project of external analysis was completed, and will be submitted for opinion to the MCT BiH. From the said analysis, it is clear to see a lack of IT staff in most of the institutions of BiH. The proposal for improvement of the current situation was creation of a central body in the CoM BiH that would deal with computerisation of institutions and development of e-Administration. The proposal from the external analysis is creation of the IT Office within the CoM BiH or minimum creation of a separate IT sector / service within the Secretariat General of the CoM BiH. The said project, and/or the document stemming from the said project proposed a methodological approach for coordination between the central and peripheral units of management of IT projects by the Cobit and ITIL practices.</p> <p><b>FBiH:</b> 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, and until the ICT Institute is established, the affairs of the central unit for e-Administration in the FBiH would be done by the FMTC and the Secretariat General of the Government of the FBiH. <b>RS:</b> The Sector for IT, as a basic organisation unit within the SG of the Government of the RS has been defined by the Law on the Government of the RS (2007). AIS RS established 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><b>BD BiH:</b> established Sub-Department for IT in the Government of the BD BiH that 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 BD BiH is performed by the Sub-Division for IT and the Commission for IT of the Brčko District of BiH. This Subdepartment for IT coordinates and assists the development of e-Administration in the BD BiH, but this role was not defined by clearly prescribed competencies in development of e-Administration. The Government of the BD BiH did not put any institution officially in charge for coordination and development of e-Administration. In the Brčko District of BiH, the roles have been informally 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> <p>2015 Management of IT services is mostly done in consultation with the Sub-Division for IT, which, at the same time, participates in defining the roles and activities related with IT processes</p> <p>2016 Competences, responsibilities and obligations for the matters of e-Administration were not legally regulated</p>
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<p><i>Valid provisions that explicitly provide for the mandate of the central units to work on coordination of development of e-administration and strategy documents drafting</i></p> <p><i>Number of organised trainings, as well as number of participants of trainings</i></p> <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>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 AIS RS Sector for IT in the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BD BiH</p> <p>Mid 2012 for initial activities with the need for continuous strengthening</p>	<p>Implementation ongoing</p>	<p>Implementation ongoing</p>	<p>Partially implemented</p>	<p>Implementation ongoing</p>	<p><b>BiH:</b> initiative of the MCT BiH regarding appointing the institution responsible for implementation of this objective of the RAP 1 is still not finished. The CSA BiH implemented the project Training of Trainers for specialist IT trainings. Within the project, a certain number of trainers from partner institutions of the GIZ "Programme of Strengthening of Public Institutions" went through the accredited training programs in several areas, among others, "Strategic IT planning" and trainers will upon certification be engaged on the transfer of knowledge from these and other areas to other IT professionals in the institutions of BiH. Trainings Strategic Planning and Public Policies Development are in the Catalogue of trainings of the CSA. The self-paced course Strategic Planning is also in the LMS (Learning Management System). CSA BiH: Trainings Strategic Planning and Public Policies Development are in the Catalogue of trainings of the CSA. The self-paced course Strategic Planning is also in the LMS (Learning Management System). There were 3 trainings for Preparation of the Medium term work programme of the Council of Ministers of BiH for the period 2017 - 2019, 111 attendees. The Secretariat General of the CoM BiH works on establishment of a network of IT managers for the institutions that are a part of the system of e-Government, with the purpose of coordinating the activities, improvement of communication, improvement of quality of IT services and establishment of a mechanism for clear and concrete definition of directions of development of ICT system of e-government.</p> <p><b>FBiH:</b> Establishment of the ICT Institute is still not implemented.</p> <p><b>RS:</b> There is a central unit. The AIS RS established the network of IT managers through the activities of meetings. Agreement on provision of Premier support the Government of the RS signed with the Microsoft BiH ensured a continuous training of IT staff. Also, in each of the implemented IT projects, the terms of reference defined the level and the quality of training for IT staff.</p> <p><b>BD BiH:</b> Roles and competencies of the Sub-Department for IT and the IT units in other institutions of the BD BiH have been defined by the Decisions on Establishment of Information System of the BD BiH, Organisation Plan and the Instruction on the Scope of Work of the Sub-Department for Information Technologies, but the mandate for coordination of development of e-Administration has not been explicitly given to any institution. During 2013, there was a reorganisation, so the Sector for IT was removed from the Mayor's Office, reorganised in the Sub-Department for IT and placed in the Department for Expert and Administrative Affairs. Competencies of the Sector for IT were transferred to the Sub-Department for IT. In early 2014, three employees from the department for IT were transferred to the Department for Public Register, which transferred also a part of the competencies related with the IS that serves for support to office operations (e-Reception Office), IS for registry records and IS for cadastre and Digital Archives - a project whose implementation is to start in July 2014. Network IT managers does not exist. During the 2013, the ST for e-Administration designed the project "Establishment of IT Practitioners Association of BiH", which should partially contribute to development of this objective, and in which the Government of the Brčko District of BiH would have its representatives. Implementation of this project is planned with the support of the GIZ.</p> <p>2015 Completed implementation of Digital archive. Workgroup for preparation of the proposal of the decision on adoption of interoperability framework was established. The result of this work group should be the decision that would define to a significant extent who performs coordination affairs of e-Administration development, policy making and strategies related with e-Administration development.</p>
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<p>2.3. Ensure professional IT staff in public administration</p>	<p><i>The number of organised trainings</i></p> <p><i>The number of participants in the trainings</i></p> <p><i>Participants' satisfaction with the methods and substance of professional development programmes</i></p>	<p>Centre for e-government of the Council of Ministers of BiH</p> <p>AIS RS</p> <p>Sector for IT in the Secretariat General of the Government of the RS</p> <p>Government of the FBiH</p> <p>Sector for IT of the BD BiH</p>	<p>Constantly, with proviso that the degree of implementation is measured annually, i.e. at the end of each year</p>	<p>Partially implemented</p>	<p>Partially implemented</p>	<p>Implementation ongoing</p>	<p>Partially implemented</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, as well as through evaluation of attendees of all the CSA trainings by the attendees, and based on the demonstrated needs, the training plans are being formed. Certain amount of funds for trainings has been provided also through the Framework Agreement between the Microsoft and the CoM BiH. As part of the contract to provide services of Premier Support for Microsoft products, which was concluded in October 2013, many more IT training were foreseen than it was the case in the previous contractual period, which includes specialized trainings for Microsoft products for IT professionals, as well as for all employees in the institutions of BiH, who will have the right to access 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. The SG CoM BiH continuously implements the trainings for use of the service of e-Government. The CSA BiH implemented the project Training of Trainers for specialist IT trainings. This program was attended by 25 participants who completed one to two of the offered 12 trainings in three categories: Strategic IT management, IT project management and IT security. All the trainings lead to an internationally recognised certification. Certified professionals will become coaches of the CSA BiH in their field, and will implement 2 trainings through the project for other civil servants of BiH institutions. In 2014, within the contract for provision of services of Premier support for Microsoft products, there were two IT specialist trainings for 13 institutions of the CoM BiH (20 attending IT professionals). The Microsoft BiH organised the ITIL training, which was not related with the Premier Support Contract. Also, there were 7 IT specialist trainings for 25 institutions of the CoM BiH (85 attending IT professionals). In 2015. After previously annulled public procurement procedure for the project "Specialist Training Programme for IT Managers", the PARCO amended the terms of reference and drafted the new tender documentation. In June 2015, the PARF JMB adopted the said documents. In September, a procedure of public procurement was initiated, which was successfully completed by selection of the most favourable bidder. Start of implementation of the project "Specialist programme of trainings for IT managers is expected in early 2016. Based on the increased needs to remove the malfunctions in the system of users for services of Microsoft Premier Support, the planned trainings for the first 6 months in 2015 were not held. Based on the analysis that was done on the basis of received requests from the institutions, the training needs were established, they were harmonised with the budget, and they were planned. CSA BiH: The training needs analysis, inter alia, is implemented also by sending a questionnaire to the institutions, in which they express the training needs, and through evaluation of all the CSA trainings by the attendees. The Civil Service Agency of BiH implemented the project of education of IT experts employed in 8 institutions participating in the programme "Strengthening of public institutions in BiH", the state institutions implement with the German GIZ. Twenty-five IT experts participated in the training, who passed a total of 45 trainings (and/or 1-2- trainings per person) from 12 offered topics of the training where all led to the industry recognised certification in the area of strategic IT management, management of IT projects and IT security. In the reporting period, the Agency initiated the activities regarding draft of the plan of additional trainings which would be implemented by the said programme. CSA BiH: A training needs analysis was done through evaluation by the attendees of the CSA trainings (in the first half of 2016, there were 82 trainings - 1188 attendees).</p> <p>FBiH: 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 &amp; VMM Overview", "Power Shell for IT administrators", "Windows Server 2012 Hyper V", "Failover Clustering 2012". The SG 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. In 2013, there were quarterly workshops for IT staff of the federal administration bodies.</p> <p>RS: Employees in the Sector for IT regularly or at least twice a year attend some of the expert courses or specialist educations. Also, through the Microsoft Premier support, IT staff managers were enabled through courses, such as the ITIL, to have a continuous training for project management.</p> <p>BD BiH: Educations for IT staff were not organised. The budget for trainings has been decreased to the maximum and if it exists, it remains unused. The funds in the budget for permanent expert education of IT personnel were not ensured.</p> <p>2015 The budget proposal for 2016 planned certain funds for education of IT staff. The procedure of budget adoption is ongoing. Training needs analysis was drafted and the planned funds are related with the trainings necessary for IT staff of the Government of the Brčko District of BiH. Implementation of the project "Specialist Training Programme for IT Managers" is expected, which would provide knowledge for management of IT projects for 7 employees of the Government of the Brčko District. BD BiH: A specialist training for 7 officers was implemented through the project "Specialist Training Programme for IT Managers" - ITIL. An exam was scheduled for July so certificates could be awarded. There is ongoing implementation of</p>
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e-Administration

					<p>the project "Specialist Training Programme for IT Managers" for all four administration levels, during which the civil servants would be trained through 86 project management and IT services management trainings (PMP, ITIL BASICS AND PRINCE 2 BASICS module of trainings). After the trainings, there will be certification of the gained knowledge.</p> <p><b>2016 BD BiH:</b> The assets were ensured and implemented through the trainings for equipment handling in the Data Centre of the Government of the Brčko District of BiH and the new generation of the MS server operational systems. After implemented ITIL training for 7 attendees from the Brčko District of BiH, 4 attendees passed that exam and received the ITIL certificate.</p>
<p>2.4. Increase support of the top management for support to development of e-Administration</p>	<p><i>The number of organised trainings</i></p> <p><i>The number of participants in trainings</i></p> <p><i>The number of permanently involved non-IT managerial staff in e-Administration projects</i></p>	<p>Centre for e-government of the Council of Ministers of BiH</p> <p>AIS RS</p> <p>Sector for IT in the Secretariat General of the Government of the RS</p> <p>Government of the FBiH</p> <p>Sector for IT of the BD BiH</p>	<p>Constantly, with proviso that the degree of implementation is on measures annually, i.e. at the end of each year</p>	<p>Partially implemented</p> <p>Implementation ongoing</p> <p>Implementation ongoing</p> <p>Implementation ongoing</p>	<p><b>BiH:</b> 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; This Department continuously initiates pilot projects. The project Lync 2013 was implemented with the Microsoft. It is expected to be put into function for all users in January 2014, pending completion of the procedures of obtaining the required SSL certificate. In collaboration with the Microsoft, a case study was drafted for the implemented solution in the CoM BiH and there was a presentation of results at the regional conference of Microsoft in Skopje in December 2013. (<a href="https://www.microsoft.com/casestudies/Case_Study_Detail.aspx?casestudyid=71000003488">https://www.microsoft.com/casestudies/Case_Study_Detail.aspx?casestudyid=71000003488</a> and). There is a continuous work on presentation of advantages of the implemented projects from the domain of e-Administration. Positive results are reflected in including more and more institutions in the system of e-Government. In 2013, 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. Data centre is completed and the private cloud of the CoM 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. Additionally, there was a presentation of the results of the first phase of the project "Development of the eBiH portal", which is done in cooperation of the GIZ and the PARCO. Introduction in electronic administration is in the catalogue of the CSA BiH trainings.</p> <p>2015 Self-paced course on the topic Introduction in e-Administration was placed on the LMS (Learning Management System) CSA BiH: Introduction in electronic administration is in the catalogue of the CSA BiH trainings. Self-paced course on the topic Introduction in e-Administration was placed on the LMS (Learning Management System)</p> <p><b>FBiH:</b> 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 SG of the Government of the Federation of BiH has been initiated. In 2013, there was a presentation of the project Fe-Administration. <b>RS:</b> 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). The Secretariat General, during 2014, implemented a pilot project by using the latest cloud technologies with implementation of the project <a href="http://www.obnovasrpske.org">www.obnovasrpske.org</a>. It was implemented with the support of the Office 365 on sharepoint. The Government of the RS organises a conference every year, where it presents the projects that have been implemented in the field of e-government during that year.</p> <p><b>BD BiH:</b> 2013 During 2013, there was a significant improvement in coordination between the Government and the ST for e-Administration, primarily because the main coordinator of the BD Government is also the Coordinator for Public Administration Reform. From the budget of the Government of the Brčko District of BiH, during 2013 2 projects were completed, which would contribute to development of e-Administration, and for 2014, 4 new projects from this area have been planned and budgeted. It can be said that there has been a little more interest of certain managing officers for the projects in the field of e-Government and participation in them.</p> <p>2015 BD BiH: Presented pilot projects of the Sub-department for IT cloud. <a href="http://bdcentral.net">bdcentral.net</a> and HelpDesk. Both projects are in the test phase. Also, the project of design of the IS for car pool management was initiated, which is in the phase of tender documentation preparation. The project of public WiFi network in the centre of the city was completed, and was in the test phase.</p> <p>Projects from the PARF, which were about to be implemented, were presented to the managers of the institutions that were</p>

				<p>supposed to participate in them in any way. These activities will be continued in the next period as well. 2016 cloud.bdcentral.net - completed project</p>
<p><b>IT 3. ICT Infrastructure</b></p>				
<p>This chapter deals with information-communication infrastructure, which is of essential importance for development of e-administration. Without the infrastructure (networks, servers, data centres, etc.) it is not possible to develop electronic operations.</p>				
<p><i>Analysis with recommendations has been drafted</i></p>			<p>End of 2011</p>	<p><b>BiH:</b> In 2013, completed building of the private cloud for all the institutions at the state level. "E-government" has secured CT infrastructure for efficient information exchange between all organisation units within institutions of the CoM BiH, which use the system. The CoM BiH, at the 75th session of 11 December 2014, tasked the SG of the (Department for Maintenance and Development of the System of Electronic Operations and e-Government) to analyse, in cooperation with the Ministry of Communications and Transport of BiH, the use of e-government service and the possibility of expanding the number of institutions that use the e-Government services. In the budget for 2015, the Secretariat General provided the funds for this project, and in 2015, there was a work on draft of the tender documentation and the tender should be published by late July 2015.</p> <p>2015 The project "External analyses of the system of e-governments with proposals for improvement is ongoing, and outputs are expected during February, after which they would be sent to the session of the Council of Ministers of BiH. Sec. Gen. CoM BiH: The subject analysis was completed with an overview of the current condition and the proposal for improvements</p>

<p>3.1. Make arrangements for use and improvement of the existing potentials that will guarantee a cheap, reliable and safe access to information and enable exchange of information, both within the public sector, including also exchange of information between various levels of authority, municipalities included, and externally between the public sector and the users of public services</p>	<p><i>ICT infrastructure, as a basis for efficient data exchange between all the organisation units of administration, including municipalities, has been provided</i></p> <p><i>Number of implemented information systems that use the established ICT infrastructure</i></p>	<p>Centre for e-government of the Council of Ministers of BiH AIS RS Sector for IT in the Secretariat General of the Government of the RS Government of the FBIH Sector for IT of the BD BiH</p> <p>End of 2014</p>	<p>Implementation ongoing</p>	<p>Partially implemented</p>	<p>Partially implemented</p>	<p>Implementation ongoing</p>	<p><b>FBIH:</b> the FMTC 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. At the request of the FMTC, the BH Telecom Sarajevo and the HT Mostar implement the project of connecting all institutions at the level of the FBIH budget in order to have a better exchange of data between the administration units with the final aim to unify them in one place - the central portal. Having fully implemented the e-mail system in the SG, during 2014, the SG of the Government of the FBIH initiated the activities with the objective of establishing a private cloud of the Government of the FBIH, aimed at streamlining and optimisation of available hardware resources (using virtualisation), as well as standardisation of the system. Also, one of the objectives is to increase safety and reduce operating costs and increase productivity. Centralisation of mailing system will enable efficient communication through e-mail, availability of e-mail address of employees in the federal administration bodies and administration organisations to all the users of the system, and minimize problems that may arise in communication. In 2014, the activities have been implemented regarding implementation of the Conclusion of the Government of the FBIH, V. No. 95/2014, which gave agreement to establishment of a single business mail system of the Government of the FBIH. By the end of 2014, the business mail system of the Government of the FBIH included approximately 26 federal institutions and approximately 1,350 mail accounts. During 2014, a messaging system based on Microsoft Lync was implemented for the Secretariat General of the Government of the FBIH.</p> <p><b>RS:</b> Established and implemented project of electronic collaboration between the civil servants through implementation of the MS LYNC service (voice, video, text). The project, started as early as in 2008, when the "Optimization of infrastructure" was implemented, completed implementation of the project of building of a Single information system for business registration, resulted in construction of the Data centre of the Government of the RS as well. An infrastructural <b>basis for future services hosting was created there, a shared Internet access, physical and technical safeguards, etc..In the Republic of Srpska, the AIS RS just started draft of a study for building a common communication infrastructure within public administration at the republic and local level.</b></p> <p><b>BD BiH:</b> 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. During the 2013, the project "Consolidation of the IS of the Government of the Brčko District of BiH" was completed, which is renewed the ICT infrastructure in the part of the servers and network equipment in the DATA centre and the building of the Government of the BD BiH. Annual Work Plan for 2014 of the Sub-Department for IT stipulated preparation and implementation of the following projects: project "free wireless internet zone" (free wireless internet in the city), reconstruction of the server room - backup power supply, consolidation of central firewall, consolidation of e-mail system, Intranet portal of the Government of the Brčko District of BiH, renovation of school wireless Internet network, and as priority it is set to complete the initiated IT projects from 2011 and 2012: consolidation of IT infrastructure - IP Telephony, ITIL - a project to establish a process for managing IT for GBD BiH, ESB integration of information system, IT network infrastructure reconstruction. Annual Work Plan of the Sub-Department of IT planned to complete the projects "Reconstruction of the IT infrastructure", "Consolidation of central firewall" that will contribute to better connecting organisation units of public administration of the Brčko District of BiH and prepare an integrated IS of the Government of the BDBiH for efficient integration with other institutions of BiH. All the planned projects were not completed.</p> <p><b>2016 BD BiH:</b> As a continuous activity, there is an analysis and optimisation of the existing networks, but not as an activities organised through the project. The project Reconstruction of the IT infrastructure was completed, which partially renewed the active network equipment.</p> <p>The new platform for virtualisation was established on the existing equipment.</p>
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**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.

e-Administration

<p>4.1. Define common framework and standards for information systems architecture and development of applications</p>	<p><i>A comprehensive information architecture methodology has been designed</i></p> <p><i>Methodology for information systems architecture and development of information systems and applications has been prepared</i></p>	<p>Centre for e-government of the Council of Ministers of BiH AIS RS Sector for IT in the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BD BiH</p>	<p>End of 2011</p>	<p>Partially implemented</p>	<p>Partially implemented</p>	<p>Partially implemented</p>	<p>Partially implemented</p>	<p><b>BiH:</b> Output document of the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange" - Guidelines and Standards for System Architecture and Development of Applications adopted with the First Interim Report (Decision of 10 December 2012). The PARCO, based on the Conclusion of the CoM BiH and the Resolution on e-Administration of the House of Representatives of the PA BiH, drafted the Operations Plan for Establishment of Interoperability Framework at the level of the Institutions of the CoM BiH. The materials, after several withdrawals from the agenda of the CoM BiH, were amended and it is planned to be sent to the MCT BiH and the MFT BiH for harmonisation, before it is sent again to the session. <b>FBiH:</b> The objective will be implemented through the activities of the project Fe-Administration. <b>RS:</b> The Strategy of Development of e-Government of the RS 2009-2012 stipulated application of the PKI methodology for development of ICT projects. <b>BD BiH:</b> 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. <b>2016 BD BiH:</b> For the needs of the projects that started with implementation or are expected to start with implementation ("Implementation of common services for e-Services", "Upgrade and establishment of the systems for e-Sessions of the governments", "ICIS"... ) there were analyses of the existing architecture and harmonisation with the needs of the administration. There was a reconfiguration of the existing network and server equipment in the Data Centre, the virtualisation platform was established and network communications towards the Data Centre were optimised. The list of projects for which the public procurement procedure was implemented, and for which the implementation is pending, includes also Design of the web portal of the Government of the Brčko District of BiH</p>
<p>4.2. Establish interoperability framework for e-Administration, with the objective of ensuring compatibility of information systems and processes, and providing unified and user-directed services of public administration</p>	<p><i>Interoperability framework has been established</i></p> <p><i>Common standards for data exchange and metadata definitions are available</i></p> <p><i>Mechanisms for implementation of frameworks and standards have been set up.</i></p>	<p>Centre for e-government of the Council of Ministers of BiH AIS RS Sector for IT in the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BD BiH</p>	<p>End of 2011</p>	<p>Partially implemented</p>	<p>Partially implemented</p>	<p>Fully implemented</p>	<p>Partially implemented</p>	<p><b>BiH, FBiH, RS, BD BiH:</b> 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. 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). The SG CoM BiH and the MCT BiH defined the bearers of the activities, through the Draft Decision on Adoption of the Interoperability Framework in BiH, which, after several attempts of adoption by the CoM BiH in 2014, was withdrawn from the CoM BiH for improvement. The PARCO, based on the Conclusion of the CoM BiH and the Resolution on e-Administration of the House of Representatives of the PA BiH, drafted the Operations Plan for Establishment of Interoperability Framework at the level of the Institutions of the CoM BiH. The materials were sent on several occasions to the session of the CoM BiH, but the Operational Plan was not adopted, although the information on the Operational Plan for Establishment of Interoperability Framework was accepted. The PARCO, after improvement, plans to send the materials to the MCT BiH and the MFT BiH for harmonisation, before sending it again to the session of the CoM BiH. <b>FBiH:</b> 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. The material is still not confirmed by the Government of the FBiH. 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 <b>2016</b> Specific decision on appointment of the Coordination for Interoperability of the Government of the Federation of Bosnia and Herzegovina V. No. 1775/2016 (OJ FBiH, No. 76/16 and 82/16) Regulation on amendments to the Regulation on the Secretariat General of the Government of the FBiH (Official Journal of the FBiH, No. 68/16). Decision on adoption of Interoperability Framework, V. No.: 1456/2016 (OJ FBiH, No. 56/16 and 82/16). 78th session 18 November 2016 Decision on giving agreement to the Agreement on cooperation in implementation of the Decision on adoption of</p>

e-Administration

			<p>Interoperability Framework and implementation of the Interoperability Framework v. No. 204 // 2016 Decision (OJ FBiH, No. 93/16)  <b>RS:</b> the Government of the RS, by the conclusion No. 04/1-0012-2-1387/13 of 3rd March 2013 adopted the Interoperability Framework of BiH harmonised with the EIF v2.0. The RS is the only government level in BiH, which adopted the Interoperability Framework.  <b>BD BiH: 2013</b> the Decision on adoption of Interoperability framework will define the bearers of the activities, but the decision was not adopted by the Government of the BD BiH. The project "Design of Software for Linking Registry Records in a Single System" is in the phase of finalisation and testing.          2015 Workgroup for preparation of the proposal of the decision on adoption of interoperability framework was established. Adoption of the decision is expected in the first quarter of 2016. The results of the project Design and Establishment of Interoperability Framework are expected to be adopted.</p>
<p><i>Analysis with recommendations has been drafted</i></p>	<p>End of 2011</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.  <b>FBiH:</b> 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. 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 FBiH". 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.  <b>RS:</b> The project "Design and Establishment of Interoperability Framework and Standards for Data Exchange" implemented this activity.  <b>BD BiH:</b> A part of the analysis implemented within the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange in BiH". In the Department of Public Records / Sub-division of the Register - the project "Design of Software for Linking the Records in a Unified System of the Government of the BD BiH" was implemented, within which an analysis of the current state of the IS of records was drafted, and the manner of its consolidation was proposed in terms of building a new system. Based on the analysis that was done previously, a new system for registry records of the Brčko District of BiH was established, which is in operation. Within the project "ESB Integration of Information Systems of the Government of the BD BiH", an analysis of integration possibilities of Business Register (Basic Court) - IS of the Statistics Agency - IS of the Tax Administration of the BD BiH was drafted, with the aim of using updated data from the Business Register in the other two systems. This analysis is included also the tax register and its upgrade was proposed. Implementation of this project was planned by the Annual Plan of the Department of Administrative Support, Subdivision of</p>

e-Administration

<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>A detailed programme of optimization and interoperability of basic public registers has been developed</i></p> <p><i>The number of completed electronic basic public registers</i></p> <p><i>The number of transactions annually</i></p>	<p>Centre for e-government of the Council of Ministers of BiH AIS RS Sector for IT in the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BD BiH</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>Implementation of this project was planned by the Annual Plan of the Department of Administrative Support - Subdivision of Informatics. Basic public registers (population, registry records, personal documents, businesses, cadastre, tax register, etc.) exist in some form in the competent institutions of the BD BiH, but are "reserved" only for the purposes of these institutions and are not used in the IS that support business processes in which data from these registries are essential. Also, there is no connection between basic registers of different administrative levels in BiH, except partially those which are integrated through the IDDEEA registers. As a part of the results of the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange", which was implemented in the reform area of e-Administration from 2011 to 2013, a series of documents was drafted which were supposed to contribute to implementation of this objective: Report on Analysis of the existing partial electronic registers; Strategic proposals for optimal mobilisation and mutual linking of electronic registers; Framework development strategy of public registers; List of priorities for implementation of public registers. These documents, together with the others that are the result of this project, should be adopted by all the Governments in BiH. In 2014 The PARF JMB adopted the project proposal and the terms of reference for the project "Design of Catalogues of Public Registers in BiH". Currently the terms of reference is being amended and the tender documentation is being drafted.</p>
						<p>The DMS project is in the phase of harmonisation for the levels of the CoM BiH and the FBiH. The documentation for the project "Upgrade and establishment of the system for e-Sessions of Governments" was adopted for the levels of the RS and the BD BiH. 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. The CSA BiH, on 1 June 2014, launched the training management system www.iLearn.gov.ba, as the a central portal for training of civil servants, thus implementing the functionality of the module of organisation and administration of training of the human resources management IS. In 2015, in the CSA BiH the activities continued on development of the system for electronic recruitment in the civil service of the institutions of BiH (e-Recruitment). Activities started regarding specification of the requirements of the system for development of the web based register of civil servants (HRMIS modules Organisation structures and Employees), which would be implemented through the "Programme of strengthening of public institutions", and which would be complementary with other projects in the area of human resources management. The new Law on Public Procurements of BiH was enacted as well as the corresponding implementing regulations: Instruction for preparation of tender documentation model (Official Gazette of BiH No. 90/14) Instruction on maintenance of minutes from the opening of bids (Official gazette of BiH No. 90/14) Instruction on establishment and maintenance of the qualification system (Official Gazette of BiH No. 96/14) Instruction on the conditions and the manner in which a sector contracting authority awards the contracts to the related company, business partnership or sector contracting authority, which is an integral part of a business partnership (Official Gazette No. 97/14) Ordinance on establishment and work of the commission for public procurement, Instruction on the conditions and the manner of publication of notice and submission of the report in the procedures of public procurements in the IS e-Procurements (Official Gazette No. 90/14), Ordinance on the procedure of direct agreement (Official Gazette No. 90/14) Ordinance on the form of guarantee for seriousness of the bid and execution of the contract (Official Gazette of BiH, No. 90/14); Ordinance on the procedure of award of contract on services from the Annex 11 Part B of the I PP (Official gazette No. 104/14) Instruction on the manner of</p>

<p>4.4. Establish and implement the information systems that support the key horizontal functions: HRMIS, electronic public procurements, document management system, e-Sessions of the CoM / the Governments</p>	<p><b>HRMIS</b> The number of institutions that operationally use the IS</p> <p>The number of types of reports generated by the HRMIS</p> <p>Existence of the possibility to find potential candidates through the HRMIS for various vacancies by various criteria</p> <p><b>e-Public Procurement</b> The number of institutions that use the IS operationally</p> <p>Availability of electronic notices on initiation of public procurement procedures</p> <p>Availability of electronic tender documentation for the bidders</p> <p>Existence of electronic application</p> <p>The number of electronic applications</p> <p>An option to electronically process applications, bids etc.</p> <p>Establishment of electronic catalogue of procurements</p> <p><b>Document Management System (DMS)</b> The number of institutions that use the DMS operationally</p>	<p><b>HRMIS</b> Civil Service / Administration Agencies Centre for e-Government of the Council of Ministers of BiH AIS RS Sector for IT in the Secretariat General of the Government of the RS Government of the FBIH Government of the BD BiH</p> <p><b>e-Public Procurements</b> Public Procurement Agency of BiH Ministries of Finance Centre for e-Government of the Council of Ministers of BiH AIS RS Sector for IT in the Secretariat General of the Government of the RS Government of the FBIH Government of the BD BiH</p> <p><b>Document Management System (DMS)</b> MJ BiH FMJ MALSG RS Centre for e-Government of the Council of Ministers of BiH AIS RS Sector for IT in the Secretariat General of the RS Government of the FBIH Sector for IT of the BD BiH</p>	<p>HRMIS, end of 2011</p> <p>e-Public Procurement s, end of 2014</p> <p>DMS, end of 2013</p>	<p>Partially implemented</p>	<p>Implementation ongoing</p>	<p>Partially implemented</p>	<p>Implementation ongoing</p>	<p>payment, control an return of payments stipulated by the article 108 of the LPP (No.: 08- 02-2-8303-1/14 of 9 October 2014). On 27 November 2014, the new information system "E-procurement" was put into work, through which the contracting authorities publish the notices and submit reports in public procurement affairs. (Legal basis: Ordinance on conditions and manner of publication of notices and submission of reports in public procurement procedures in the information system "E-procurement", Official Gazette of BiH, No. 90/14: All those who have to implement the Law, inter alia the government institutions when applying the LPP BiH (Official Gazette of BiH, No. 39/14), are obligated to publish notices and submit reports on public procurement procedures through the Information System "E- procurements". In 2015, in the SG CoM BiH, implementation of the new application of electronic sessions was completely finished. Application integrated with the electronic administrative office of the CoM BiH.All the users have been trained to use the application e-Sessions, and there is a continuous work on adding new functionalities in accordance with the requirements of the users of the application e-Sessions.PPA BiH: The first phase implied integration of three information systems in one common centralised IS that implies publication of notices in public procurement procedures, submission of the reports on implemented public procurement procedures, and the register of contracting authorities and bidders in BiH. In addition to the aforementioned, there were developed also the modules for publication of tender documentations and there were questions and clarifications regarding the TD and the module for e-Auction. The module for publication of TD was put into production on 1st July 2015 when the Instruction on amendments to the Instruction on the conditions and the manners of publication of notice and submission of reports in the procedures of PP in the IS "e-procurements" entered into force (Official Gazette 53/15). The module for e-Auction is still not in function because adoption of the Ordinance on the conditions and the manner of use of e-Auction by the CoM BiH is pending. The system of e-procurement is currently used by 2000 contracting authorities and 4580 bidders. All the contracting authorities are obligated to publish a notice on procurement for all the types of procurements except for a direct agreement and negotiating procedure without publication of procurement notice, from which it stems that the Portal e-Procurements has all the notices on initiation of public procurement procedures available, except in case of the said procedures. The Agency, through a bylaw, mandated the contracting authorities to publish TD for 30% of the procedures that have a procurement notice. The second phase of development of the e-Procurement system, which was initiated with the assistance of the GIZ, implied submission of bids by the bidders, opening and evaluation of bids, and the said modules are expected to be put into function in 2018. Establishment of e-Catalogue was not planned in the second phase of development of the system e-Procurements, which would probably be a subject of upgrade of the system of e-procurements for 2019. The CSA BiH prepared in the reporting period a terms of reference and a specification of system requirements for the project of development of the Register of Civil Servants. The project is financed by the programme "Strengthening of Public Institutions", financed by the GIZ. The GIZ implemented the procurement procedure, selected a software company that would implement the project and signed the appropriate contract. The development project was officially initiated on 15 June. The GIZ continues the activities on introduction of the HRMIS system that would be a separate system with a possible link with the Register of Civil Servants, and it will be implemented in 4 selected institutions, SPI programme partners, including the Civil Service Agency.</p> <p><b>FBiH: In 2013, the project e-sessions in the SG of the Government of the FBIH was fully implemented.</b> The Project ePortal - sessions management provides support to the work of the members of the Government of the FBIH. Currently, it is being fully used and ensures the work of the Government in Sarajevo and Mostar, and if necessary at other 9 other locations</p>
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<p>The number of different DMSs in use (negative indicator)</p> <p>The number of interoperable DMSs</p> <p><b>Upgrade of the system of e-sessions of the CoM BiH / the governments and integration with the DMS</b></p> <p>The system of e-sessions of the CoM BiH / the governments has been upgraded</p> <p>Integrated with the DMS</p>	<p><b>Upgrade of the system of e-sessions of the CoM BiH / the Governments and integration with the DMS</b></p> <p>Secretariats General of the Council of Ministers of BiH, the Government of the RS and the Government of the FBiH</p> <p>AIS RS</p> <p>Sector for IT in the Secretariat General of the Government of the RS</p> <p>Government of the FBiH</p> <p>Sector for IT of the BD BiH</p>	<p>Upgrade of the system of e-Sessions of the CoM / the Governments and integration with the DMS, end of 2012</p>		<p>as well. In 2014, activities continued to upgrade the existing version of the ePortal, which was implemented on the SharePoint 2003 platform, to the SharePoint 2013 platform. Activities were implemented through the services of the Microsoft Premier Support. There is a regular maintenance and upgrade to the latest version of the internal web portal (Intranet) that is used for information and data exchange between the employees of the Secretariat General.</p> <p><b>RS:</b> 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. In 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. In 2014, there was a work on implementation of the systems for communication and collaboration (Microsoft Lync), linking the Central administrative office (Ministry of Administration and Local Self Governance) with all the ministries of the Government of the RS. BD BiH: The work is ongoing on re-establishment of the system</p> <p><b>BD BiH:</b> 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. In 2013, a technical solution for the new portal for PP was prepared. The DMS information system has been transferred on new hardware. DMS - Electronic office operations are conducted through the existing Lotus Domino / Lotus Notes system. The system was consolidated during the year by moving a software platform to new servers and data on a separate storage system. Upgrade of the e-Sessions of the Government with the DMS has not yet been implemented. During 2014, the following regulations were enacted and amended: the Law on Civil Service in the Public Administration Bodies of the BD BiH (Official Gazette of the BD BiH 9/14 of 14 March 2014.), Ordinance on Employment (Official Gazette 33/14 of 19 August 2014) Rules of Disciplinary Procedure for Determining Disciplinary Responsibility of Civil Servants and Employees of Public Administration of the BD BiH (Official Gazette of the BD BiH 42/14 of 7 November 2014.) The following acts are in the procedure of adoption: Ordinance on the contents and the manner of keeping personal records of civil servants and employees in the public administration bodies of the BD BiH, Decision on categorisation of jobs in public administration bodies of the BD BiH and Ordinance on determining material responsibility of civil servants and employees in the public administration bodies of the BD BiH. In 2015, a new system of notice on public procurements was established through the portal www.nabavka.bdcentral.net. All types of public procurements are covered. Electronic application for participation is not possible and it is expected to be enabled at the central portal of the Public procurement Agency of BiH. <b>2016 BD BiH</b> Preparation of the terms of reference for the HRMIS project is ongoing. The web site www.procurement.bdcentral.net was migrated and upgraded. The site is in the phase of testing. The information system used by the Sub-Department for Public Procurements was built at the level of the PPA BiH and is being used. The DMS used by the Government of the Brčko District of BiH works in a stable manner.</p>
<p>4.5. Establish a BiH portal, which would be organised around every-day-life events covering the services from the competency of the state bodies</p> <p>Make a link on this portal to the portals of the entities and the BD BiH.</p>	<p>Portal is in place</p> <p>Structure and methodology have been designed</p> <p>Number of services about which information are available on the portal in accordance with methodology</p> <p>Number of visits to the portal and user satisfaction</p>	<p>PARCO</p> <p>Centre for e-Government of the Council of Ministers of BiH</p> <p>End of 2011 for establishment of the portal and methodology, and for implementation of every-day life events, see e-services</p>	<p>Implementation ongoing</p>	<p><b>BiH:</b> The Public Administration Reform Coordinator's Office and the Department for maintenance and development of the system of electronic operations and "e-Government" harmonised the project proposal for draft of analysis of minimum common functionalities with the existing portal of the RS and the planned one in the FBiH and the BD BiH, legislative bases and structures of the portal. Technical implementation provided through the earlier project of the SG CoM BiH. In 2013, the legal and IT experts for implementation of the BH portal were selected. Financing provided by the GIZ. In December 2013, presented results of the first phase of the project to all institutions at the level of the CoM BiH. Implementation of the II phase of drafting of the BH portal as well supported by the GIZ. Second phase of the project is related to implementation of the activities: translation of the contents to 4 languages, input and proofreading of the contents, draft of the user manuals, training of the users, promotion and putting the portal in operation. In 2014, the portal and the CMS were tested by an external expert.</p> <p>2015 The portal eBiH was implemented with financing from the GIZ, and the content is currently being uploaded. It is expected that the content would be uploaded and the portal published in early March. Sec. Gen. CoM BiH: There is a work on redesign of the portal and solving the mechanism of maintenance of the data up to date. Technical maintenance of the portal was solved through the CMS platform of the system of e-government in the Secretariat General of the CoM BiH. It is necessary to solve a mechanism of keeping the contents of the portal up-to-date.</p>

e-Administration

<p>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> <p><i>Portal is in place</i></p> <p><i>Structure and methodology have been designed</i></p> <p><i>Number of services about which information are available on the portal in accordance with methodology</i></p> <p><i>Number of visits to the portal and user satisfaction</i></p>	<p>AIS RS Sector for IT in the Secretariat General of the Government of the FBiH Sector for IT of the BD BiH</p>	<p>End of 2011 for establishment of the portal and methodology, and for implementation of everyday life events, see e-services</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p><b>FBiH:</b> Implementation of the project Fe-Administration would complete 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.</p> <p><b>RS:</b> 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.</p> <p><b>BD BiH:</b> Web site www.bdcentral.net is operational since 2004. Certain parts are not up to date. The portal is not organised around every-day life events. Analysis of visits is being done continuously, while activities regarding measuring of satisfaction of the beneficiaries were not implemented. Within the sector for information, there is a position of Web editor. This officer, together with the spokesperson of the Government, in cooperation with the employee in charge of the contents at the web portal, edits the web portal. Information on administrative services are not systematised and it can be said that the web site does not contain information on administrative services. <b>In 2014</b>, a version of the website for mobile devices, which is based on the existing website, was designed and put into operation.</p> <p><b>2016 BD BiH:</b> The public procurement procedure for the new portal of the Government of the Brčko District of BiH was initiated. A part of the portal where the information on services would be organised around the every day life events will be implemented through the project "Establishment of common services for e-Services".</p>
<p>4.7. Implement common services for e-Services</p> <p><i>Existence of information system that enables generic development of e-forms</i></p> <p><i>e-Payment of services</i></p> <p><i>Authentication of applicants</i></p> <p><i>Total number of transactions annually</i></p>	<p>Centre for e-government of the Council of Ministers of BiH AIS RS Sector for IT in the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BD BiH</p>	<p>End of 2012</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>BiH: After annulment of the public procurement procedure for the project "Implementation of common services for e-services", the PARCO drafted and the PARF JMB adopted the tender documentation for this project, which was drafted in accordance with the new Law on PP. After implemented public procurement procedure, the contract for implementation of the services for the said project was signed on 8 July 2016.</p> <p><b>2016 SG CoM BiH:</b> Implementation of the project "Implementation of Common Services for eServices" was initiated. BD BiH: Implementation of the project is ongoing.</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: 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> <ul style="list-style-type: none"> <li>&gt; 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.</li> <li>&gt; Electronic forms. Service not established.</li> <li>&gt; 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.</li> <li>&gt; 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.</li> </ul>
<p><i>e-TaxIS that enables transactional services through an appropriate web portal is in place</i></p> <p><i>Filing of income tax returns is</i></p>	<p>e-Tax Centre for e-Government of the Council of Ministers of</p>					<p><b>BiH:</b> At the level of the CoM of BiH, the competence of the IDDEEA, in accordance with the Law on the Agency, are three types of e-services, for whose provision, as a technical body, only the Agency is competent: personal documents (ID card, driver licence and travel documents), vehicle registration (new, used and imported vehicles) and report of the change of residence (change of address). A component of the project "ICT solutions for PA and IDDEEA" which was financed from the pre-accession funds of the EU - IPA 2010, was implemented in the IDDEEA. The IDDEEA created all the technical conditions for the competent bodies to start providing e-services to the citizens and the business community in BiH. The IDDEEA, as a representative of the state level in the process of public administration reform in BiH is one of the rare institutions that directly provides services of use of the IDDEEA information system on over 800 locations in BiH (all the</p>

<p>4.8. Implement the following priority transaction e-Services for the citizens: e-tax to the total income of citizens, registration of motor vehicles, certificate on movement (change of residence and change of address)</p>	<p><i>available to citizens</i></p> <p><i>Safe electronic communication between citizens and officers in the authorities is available</i></p> <p><i>Number of users and transactions</i></p> <p><i>Time and money savings both for the State and citizens</i></p> <p><b>Registration of motor vehicles</b> IS that enables transactional services is in place</p> <p><i>Registration of motor vehicles electronically is available</i></p> <p><i>Safe electronic communication between citizens and officers in the competent authorities is available</i></p> <p><i>Number of users and number of transactions</i></p> <p><i>Time and money savings both for the State and citizens</i></p> <p><b>Certificate of movement (change of domicile and address)</b> IS that enables transactional services is in place</p> <p><i>Changes of domicile and address are available electronically</i></p> <p><i>Safe electronic communication between citizens and officers in the authorities is available</i></p> <p><i>Number of users and number of transactions</i></p> <p><i>Time and money savings both for the State and citizens</i></p>	<p>BiHAIS RS Sector for IT in the Secretariat General of the Government of the RS Government of the BiH Sector for IT of the BD BiH Tax Administration of the FBIHTax Administration of the RS</p> <p><i>Registration of motor vehicles</i> Centre for e-Government of the Council of Ministers of BiHAIS RS Sector for IT in the Secretariat General of the Government of the RS Government of the FBiH Government of the BD BiHIDDEEA MST BiH Federal Ministry of Interior Ministry of Interior of the RS Cantonal Ministries of Interior</p> <p><i>Certificate of movement (change of domicile and address)</i> Centre for e-Government of the Council of Ministers of BiHAIS RS Sector for IT in the Secretariat General of the Government of the RS Government of the FBiH Government of the BD BiHIDDEEA Federal Ministries of Interior Ministry of Interior of the RS MCT BiH Cantonal Ministries of Interior</p>	<p>e-Tax end of 2014</p> <p>Registration of motor vehicles end of 2013.</p> <p>Certificate of Movement end of 2013.</p>	<p>Implementation ongoing</p>	<p>Implementation ongoing</p>	<p>Implementation ongoing</p>	<p>Implementation ongoing</p>	<p>municipalities in BiH, ministries of interior in BiH, Border Police, etc.). The project started in 2013, and ended in 2015. Implementation of the project will enable use of e-services for issuing personal documents, registration of vehicles and registration of changed residence.</p> <p><b>2016</b> The Agency for Identification Documents, Records and Data Exchange of BiH (IDDEEA) put at the disposal of the citizens the e-Service enabling them to follow the phases of procedure of issue of the travel documents, ID card and driver's licence from the moment of submitting the request for issue to the competent body until the issue.</p> <p>Use of this e-service is free of charge, and in order to initiate verification, the requested fields need to be filled by the information in possession of only the person who submitted the request.</p> <p>The service "Verification of the status of the request for personal documents" is on the left side of the web-portal of IDDEEA (www.iddeea.gov.ba), and all the bodies competent for issue of personal documents in BiH also have the possibility to integrate this e-service on their portals.</p> <p>This enabled the citizens to have an insight, in a simple manner, in the current status of the request and to plan, in advance, the reception of the issued personal document on the location of the competent body.</p> <p>The request, or the personal document, can be in one of the following phases of the procedure: the request is pending identity verification (electronic data verification in the competent registry office is in progress); request submitted in the subsystem for production (request put in the charge of the IDDEEA in order to make a document); document created (document was created and is in the charge of the IDDEEA); document is in transport (document is in the phase of transport to the body competent for issuing documents); document is ready to be handed over (document is completed and is with the body competent to issue the document).</p> <p>The IDDEEA will continue to work on creating the services that would simplify the procedures and provide the citizens with more efficient and more quality service.</p> <p>Issue of personal documents in the Federation of BiH is done by the cantonal ministries of interior within their competency, in the Republic of Srpska by the Ministry of Interior of the Republic of Srpska and in the Brčko District of BiH by the Department for Public Register of the Brčko District. In 2014, the Ministry of Interior of the RS implemented the SMS services through which citizens who exercise certain rights through the Ministry of Interior are enabled to directly check certain statuses of identification documents, the vehicle registration status and gain an insight into fines and payments. The citizens, by sending an SMS with a unique ID number to 091 110 122, can receive data on the aforementioned statuses (submitted request for issuance of identity card, driving licence and travel documents, information on expiration of the said identification documents, access to motor vehicle registration and information on the expiry of validity of the registration, and insight into the fines, payments and information on termination of the imposed penalty points).</p> <p><b>RS:</b> design of the e-Map of the RS.</p> <p><b>BD BiH:</b> Activities are being implemented within the competent institutions, without centralised coordination.</p>
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e-Administration

<p>4.9. Implement the following priority transaction e-Services for businesses:</p> <p>PHASE 1 - Initiation of business activity by the system "one-stop-shop" (court registration, registration in tax administration, registration with statistics)</p> <p>PHASE 2 - Initiation of business activity by the system "one-stop-shop" - continuation (application to the employment institutions, pension and health insurance)</p> <p>PHASE 3 - Services for the existing business subjects (VAT, vacancy announcement, registration and deletion of employees, statistics and other reporting to the state bodies)</p>	<p><i>Existence of information system that enables transaction services</i></p> <p><i>Number of users and number of transactions</i></p> <p><i>Savings for citizens, businesses and the state in time and money</i></p>	<p>Centre for e-government of the Council of Ministers of BiH AIS RS Sector for IT in the Secretariat General of the Government of the RS Government of the FBiH Sector for IT of the BD BiH Tax Administrations Ministries of Justice Registration Courts Statistics Agencies Employment Agencies Agencies for Health / Pension Insurance Institutions responsible for RAB</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>Implementation ongoing</p>	<p>Implementation ongoing</p>	<p>Partially implemented</p>	<p>Implementation ongoing</p>	<p><b>BiH:</b> The Supervisory Team harmonised and the PARF JMB approved the documentation for the project "Business Registration Reform Road Map". After annulment of the public procurement procedure for implementation of the project activities, the project was given up by the administration level of the RS, and the documentation was amended for the rest of the administration levels. The ST and the PARF JMB adopted the new tender documentation, and after adoption of the Information on the project by the CoM BiH, the tender documentation was drafted. For the administration level of the RS, 2 new individual projects will be proposed "Feasibility study for online registration of businesses" and procurement of equipment for backup of the existing data. After the public procurement procedure for the said project was annulled again, the project activities are being redefined with the administration levels of the FBiH and the BD BiH.</p> <p><b>RS:</b> In 2013 a 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. 1st December 2013 the RS started with one stop shop of business registration system. The activities of the one-stop-shop institution are carried out by the APIF. The Register of Business Entities entered the production phase and is regularly updated by the APIF.</p> <p>BD BiH: Within the project "ESB Integration of Information Systems of the Government of the BD BiH", an analysis of integration possibilities of Business Register (Basic Court) - IS of the Statistics Agency - IS of the Tax Administration of the BD BiH was drafted, with the aim of using updated data from the Business Register in the other two systems. This analysis is included also the tax register and its upgrade was proposed. Implementation of this project was planned by the Annual Plan of the Department of Administrative Support - Subdivision of Informatics.</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 Centre for e-Government of the Council of Ministers of BiH AIS RS Government of the FBiH Government of the BD BiH Institutions that have a central role in implementation of appropriate e-service at all the levels of authority</p> <p>End of 2013</p>	<p>Partially implemented</p>	<p>Implementation did not start</p>	<p>Implementation ongoing</p>	<p>Implementation did not start</p>	<p><b>BiH:</b> The Civil Service Agency of BiH, for internal purposes of maintaining their systems, has an implemented system for collecting comments and suggestions of users of their e-Services that is in use, and the intention is to expand it into a full service-desk with the knowledge-base functionality. Through the existing system for objections and proposals gathering from the users of e-Services (jira.ads.gov.ba), the CSA BiH, in the previous period gathered 89 objections and suggestions.</p> <p>2015 CSA BiH: A professional solution has been implemented for objection and proposal gathering from the users of e-Services of the Agency. The portal for assistance to users (<a href="http://goo.gl/zWIExH">http://goo.gl/zWIExH</a>) is used so far for provision of support to registered users of the TMS, and in 2016 the Agency would continue widening the scope of support to the users of other e-Services of the Agency as well.</p> <p><b>RS 2013</b> the portal e-Srpska has the possibility of submission of objections and e-proposals regarding the existing e-Services.</p>

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

(table is on the CD attached to this Report)