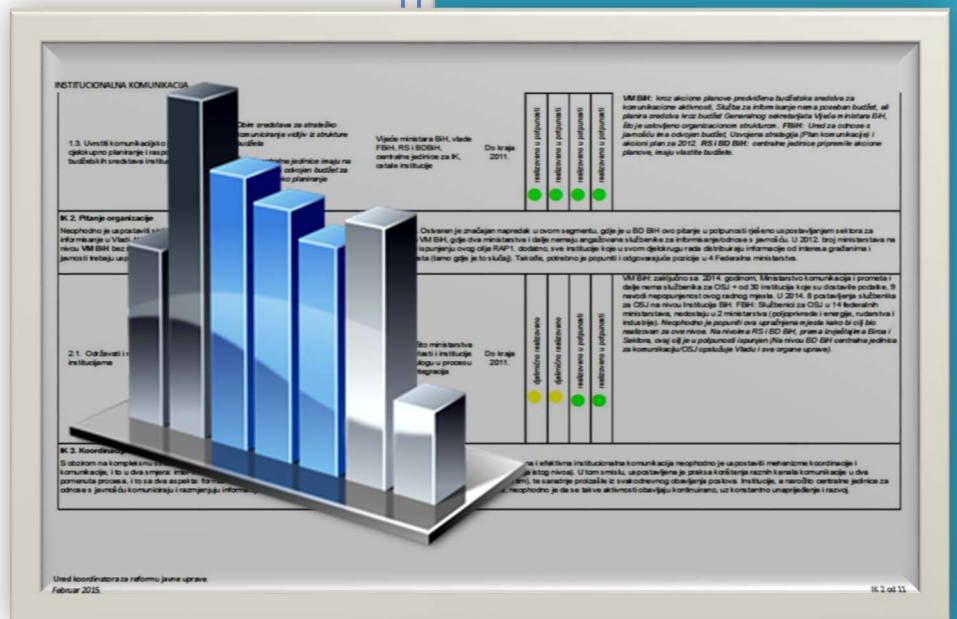


January -
December
2018.

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**

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Summary

- In 2018, the Strategic Framework for Public Administration Reform 2018 - 2022 was adopted at the level of the Federation of BiH¹, the BD BiH² and the CoM BiH³. In the next period it is expected that the new Strategy framework would be adopted by the Republic of Srpska as well, and until then, reporting will be provided in accordance with the conclusions of the Council of Ministers of BiH, the Government of the Federation of BiH, the Government of the Republic of Srpska and the Government of the Brčko District of BiH on adoption of the **Information on the activities in the process of public administration reform**⁴.
- In 2018, a total of **75%** of the objectives from the Revised Action Plan 1 have been implemented, which was an increase of 3% in relation to the previous year 2017, when the Public Administration Reform Coordinator's Office noted the progress of 72%. A relatively small percentage of the total progress achieved was also contributed by the fact of limited functioning of the Public Administration Reform Fund. Namely, failure to sign the Annex VI to the Memorandum of Understanding for Establishment of the Public Administration Reform Fund, limited the functioning of the Public Administration Reform Fund to the implementation of previously approved projects, that is, those projects for which the public procurement procedure was already initiated and projects that are in the phase of implementation of already signed contracts. During 2018, it was not possible to adopt project documentation nor was it possible to initiate public procurement procedures for priority projects approved by the Joint Management Board of the Public Administration Reform Fund by the end of 2017.
- During 2018, five projects were successfully implemented. These are the projects "Establishment and / or strengthening the capacities of institution/s for control of regulations and establishment of administrative barriers reduction system", "Improvement of the process of needs analysis and evaluation of the effects of training", "Upgrade and establishment of government e-sessions systems", "Simplification and Improvement of Employment in the Civil Service" and "Strengthening Capacities for Strategic Planning and Policy Development - Phase II (SPPD II), whose implementation contributed to implementation of objectives from the reform areas Administrative procedures and administrative services, Human Resources Management, e-Government

¹ The Government of the FBiH, at the 147th session of 14 June 2018, adopted the Strategy Framework for Public Administration Reform 2018 - 2022.

² The Government of the BD BiH, at the 38th session of 8 June 2018, adopted the Proposal of the Decision on approval of the Proposal of the Strategy Framework for Public Administration Reform 2018 - 2022.

³ The CoM BiH, at the 155th session of 25 September 2018, adopted the Strategy Framework for Public Administration Reform 2018 - 2022.

⁴ Information was adopted by the Council of Ministers of BiH at the session of 8 July 2015, the Government of the FBiH at the session of 9 July 2015, the Government of the RS at the session of 5 November 2015 and the Government of the BD BiH at the session of 3 June 2015. The Information gave a support to the reform process through continuation of the started and unfinished projects and a series of other activities foreseen by the Strategy of Public Administration Reform and the Revised Action Plan.

and Strategic Planning , co-ordination and policy making (more on projects in chapter 3. Review of progress in reform areas).

- The biggest increase in meeting the reform objectives from the Revised Action Plan 1 (RAP 1) in 2018 was noted at the level of the Republic of Srpska (4%), while the smallest progress was noted at the state level (2%). Observing the overall achievement of the objectives from the RAP 1, the biggest percentage of implementation of 82% was achieved at the level of the Republic of Srpska. The next is the state level with the total achieved progress of 75%, then the Federation of BiH with the progress of 71%, while the Brčko District of BiH met 70% of the objectives from the RAP 1.
- The biggest number of objectives, observing by the reform areas from the Revised Action Plan 1, was achieved in the area of Public Finance (83%), in which, in 2018, the progress of 2% was achieved. The area of e-Administration still remains the area that noted the smallest implementation of objectives of only 60%, although this area, in 2018, noted the progress of 3%. The biggest increase in implementation of the objectives in 2018 of 5%, was noted in the areas of Human Resources Management and Administrative Procedures and Administrative Services.
- 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 Brčko District of BiH. The Federation of BiH did not start working on seven objectives, and the Republic of Srpska and the state level on implementation of three objectives⁵.

⁵ Overview of objectives is on the page 6

1. Introduction and Methodology

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 IPA fund, and the funds of other donors or local authorities, or through individual efforts of the institutions, which were stated in the action plans as bearers of the reform process.

In spite of these efforts, in the past period, the process of implementation of significant number of the planned reform measures was not brought fully to the end. This was also contributed by the failure to sign the Annex VI to the Memorandum of Understanding for Establishment of the Public Administration Reform Fund. Due to failure to signing the said Annex VI, the functioning of the Public Administration Reform Fund is limited to implementation of only those projects for which the public procurement procedure was initiated and the projects that are in the phase of implementation of already signed contracts. During 2018, it was not possible to adopt project documentation nor was it possible to initiate public procurement procedures for priority projects approved by the Joint Management Board of the Public Administration Reform Fund by the end of 2017.

During 2017, in cooperation with the structures of the entities and the Brčko District of BiH, as well as with the institutions of BiH, the PARCO prepared six drafts of strategy framework for public administration reform in BiH. The Strategy Framework for Public Administration Reform 2018 – 2022, agreed on by the work structures in charge of its drafting in March 2018, is still not adopted by the governments at all administration levels. The said document was adopted by the Government of the Federation of BiH⁶, the Government of the BD BiH⁷ and the Council of Ministers of BiH⁸, while its adoption by the Government of the Republic of Srpska is expected in the next period. Until the new strategy framework is adopted, reporting continued in accordance with the conclusions of the Council of Ministers of BiH, the Government of the Federation of BiH, the Government of the Republic of Srpska and the Government of the Brčko District of BiH on adopting the **Information on the activities in the process of public administration reform**⁹, which gave support to the process of reform

⁶ The Government of the FBiH, at the 147th session of 14 June 2018, adopted the Strategy Framework for Public Administration Reform 2018 - 2022.

⁷ The Government of the BD BiH, at the 38th session of 8 June 2018, adopted the Proposal of the Decision on approval of the Proposal of the Strategy Framework for Public Administration Reform 2018 - 2022.

⁸ The CoM BiH, at the 155th session of 25 September 2018, adopted the Strategy Framework for Public Administration Reform 2018 - 2022.

⁹ The Information was adopted by the Council of Ministers at the session of 8 July 2015, by the Government of the FBiH at the session of 9 July 2015, by the Government of the RS at the session of 5 November 2015 and by the Government of the BD BiH at the session of 3 June 2015.

through continuation of the initiated and uncompleted projects and other activities stipulated by the Public Administration Reform Strategy and the Revised Action Plan 1.

The Public Administration Reform Coordinator's Office, as a body in charge for coordination of the public administration reform process, and monitoring and reporting, regularly prepares annual and biannual progress reports regarding implementation of the action plans. Methodologically, the manner of gathering, processing and evaluation of the progress at the level of individual reform activities and objectives is the same from the start of implementation of the RAP 1 and is based on the so called traffic light system. The previous report was prepared in July 2018 (Biannual progress report), when the implementation of the reform objectives was 75%.

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 of the RAP 1. 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 on the Principles and Manner of Implementation of the Action Plan 1.

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 2018

This part of the report gave an overview of the most important reform activities by the reform areas that were recorded from 1st January to 31 December 2018. Detailed information on the implemented activities for each reform area are provided in the chapter *3. Progress Overview by the Reform Areas*.

Strategic Planning, Coordination and Policy Making (SPCPM)

In this reform area, during 2018, 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, 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. At the level of the Brčko District of BiH, activities continued on establishment of the formal and legal framework for strategic planning.

At the state level, the level of the Federation of BiH and the level of the Republic of Srpska, implementation of previously 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 2019 - 2021, with the objective of full and sustainable development of the system of strategic planning.

In 2018, implementation of the project "Capacity Building for Strategic Planning and Policy Development - phase II" was completed, 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.

In addition to strategic planning, in 2018, 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, the most important thing is to mention 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", which was implemented in this reporting period in cooperation with the reform area of Administrative Procedures and Administrative Services, whose objective is a systematic approach to regulation / removal of unnecessary bureaucratic burdens when enacting new regulations and adopting amendments to the Common rules for legal drafting in BiH.

A support to implementation of the activities in this reform area was provided also by the project "Upgrade and Establishment of the System for Government e-Sessions" from the reform area of e-Administration, which had the objective of enabling the public administration institutions in the Republic of Srpska and the Brčko District of BiH to do business in a more transparent and quicker manner by implementing a stable, efficient and secure system for management and monitoring of the Government sessions.

Public Finance (PF)

The competent institutions, in accordance with the deadlines, submitted all the necessary information, based on which the Advisory Group of the Fiscal Council drafted the document Global Framework of Fiscal Balance and Policies in BiH for the period 2019 - 2021.

The mobile application "e-Procurements of BiH" was made operational in April, representing an extension of the Portal of public procurements, adjusted to smart phones and tablets, developed for the platforms iOS, Android and Windows Phone.

In October 2018, implementation of the project "Improvement of Public Internal Financial Control in BiH" started, financed by the funds of the IPA 2015, worth 2 million Euros.

Within their programme of strengthening practices of public procurements in the west Balkans, during 2018, the European Bank for Restoration and Development implemented the project "Improvement of Practices of Public Procurements in BiH", which was financed by the Government of the United Kingdom.

The Republic of Srpska prepared and published the Citizen guide through the budget of the Republic of Srpska for 2018.

Human Resources Management (HRM)

The common progress achieved in this reporting period was contributed by implementation of two projects financed by the Public Administration Reform Fund. Objective of the project "*Improvement of the Process of Needs Analysis and Evaluation of Effects of Training*" was more efficient and more effective work of the civil service / administration bodies through continuous analyses and identification of the necessary knowledge and skills as the basis for initiating a program of training and development, and evaluation of application of the acquired knowledge in the workplace and the immediate work environment. This project developed the Model of Needs Analysis and Evaluation of Effects of Training, which was directed to linking the process of training needs analysis and evaluation of the effects of the training with the results of other activities of human resources management, primarily performance evaluation, focussing on the manner of execution of the work tasks of the civil servants and the level of fulfilling the set objectives. Activities of the project covered also capacity building of the managers (managing civil servants) and human resources specialists in the public administration of BiH for implementation of this Model. The project "Simplification and Improvement of Employment Process for the Job in the Civil Service" had the objective of support to the processes of building a professional civil service through

simplification and improvement of the manner of execution of all the activities of employment. The Project drafted, harmonised and tested the Methodology for selection and selection of the candidates with proposals for harmonisation and change of the existing practices of establishment of the commissions for selection and proposals for harmonisation and with amendment to the existing regulations in this area. There was also an education for approximately 300 potential members of the employment commissions. In the next period, the competent institutions, which were the key beneficiaries of these projects, are expected to ensure sustainability of the project results and application of the agreed models /methodologies in practice, and to incorporate the established solutions in the present regulations.

Implementation of 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*" started, which intends in the next period to ensure more efficient, more modern and timely human resources management in the bodies of the civil service of the Federation of BiH, the Republic of Srpska and the Brčko District of BiH through information technologies.

The remaining documents and recommendations, resulted from implementation of the IPA 2011 project "*Modernisation of Performance Management System in the Structures of Civil Service in BiH*", completed in early 2016, are still yet to be adopted. Additionally, at the level of the Federation of BiH, after the judgement of the Constitutional Court of the FBiH regarding unconstitutionality of the Law on Amendments to the Law on Civil Service in the Federation of BiH from 2015, the bylaws enacted based on this law, containing recommendations of the said project, were also put out of force, so it would be necessary to make sure that the new bylaws, prepared in this field, incorporate the earlier recommendations.

Activities are currently being implemented in the domain of introduction of quality management at various administration levels.

Administrative Procedures and Administrative Services (APAS)

The progress in the area of Administrative Procedures and Administrative Services in this reporting period is reflected in completion of 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*", which was implemented in cooperation with the reform area of *Strategic Planning, Coordination and Policy Making* and within which the contract "*Specification for Procurement of Equipment and Services of Development of New Software Solutions for the Levels of the FBiH and the RS*" was implemented. The project is financed by the Public Administration Reform Fund. Within 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*" strategic frameworks have been established for regulatory impact assessment, and

institutional and legal frameworks have been established for regulatory impact assessment at the levels of the institutions of BiH and the BD BiH. Implemented trainings for around 500 civil servants from all four levels strengthened the human capacities to acquire knowledge and skills to execute the jobs of regulatory impact assessment and reduction of administrative barriers. By implementation of the pilot RIA on the regulations selected at all four levels, the project created assumptions for removal of administrative barriers in certain areas. Through the contract on "Specification for procurement of equipment and services for development of new software solutions for the levels of the FBiH and the RS", which was implemented within the aforementioned project, dynamic web pages have been developed at the entity levels, for the purpose of support to the processes of reduction of administrative barriers, which primarily serve as an efficient service primarily intended for citizens and business entities with the aim of providing a faster and simpler access to relevant information related to administrative procedures / the conditions and steps to be taken to perform a particular activity, and other essential information necessary for the performance of certain economic activities.

At the level of the Brčko District of BiH, the Decision on the procedure and methodology of impact assessment when drafting regulations in the BD BiH¹⁰ was adopted, as well as the Law on Amendments to the Law on Administrative Procedure of the Brčko District of BiH¹¹, specifying certain terms, allowing the adoption and signing of administrative acts by persons authorized by the head of the public administration body, provides for the possibility of waiving and waiving the party's right to appeal.

The Government of the Federation of BiH submitted in the parliamentary procedure amendments to the Law on Registration of Business Entities; the Law on Businesses and the Law on Trades and Related Activities, and the Electronic Signature Act, which will offer a solution for significantly simplifying and accelerating the registration process of business entities.

Institutional Communication (IC)

The most significant progress in this reporting period is related to the developed and at the level of the Supervisory Team harmonized project "Approximating the Administration to the Citizens - Public Campaigns". The project represents a continuation of the activities directed to strengthening the capacities of the information / public relations officers in BiH. Project activities put the focus on public campaigns as one of the most efficient and most effective promotion tools, especially in cases of campaigning on topics of general interest. Although the implementation of certain public campaigns is recorded at the level of individual institutions of different administrative levels, their periodicity and small scope limit the positive effects and their visibility. Due to failure to sign the annex VI to the Memorandum of Understanding for Establishment of the Public Administration Reform Fund, the functioning of the PARF was restricted to implementation of already approved projects, the projects for

¹⁰ Official Gazette of the Brčko District of Bosnia and Herzegovina, No. 13/18

¹¹ Official Gazette of the Brčko District of Bosnia and Herzegovina, No. 21/18

which the public procurement procedure was initiated and the projects which are in the phase of implementation of already signed contracts. This postponed financing and implementation of the project "Approximation of Administration to Citizens - public campaigns" until further notice, and/or until full operability of the PARF.

The Information service - Secretariat General of the Council of Ministers of BiH, the Public Relations Office of the Government of the FBiH, the Public Relations Bureau of the Government of the RS and the Information Sector of the Government of the Brčko District of BiH participate in the pilot project of the Government of the United Kingdom and the Good Governance Fund entitled "Support to the governments in BiH in the strategic communication regarding the key reform measures within the Reform Agenda". During 2018, the project covered three workshops in the area of strategic communication and campaign planning, internal communication and strategy for digital media and communication media management. The workshop programme was certified by the CIPR (Chartered Institute of Public Relations), the most significant association of the PR professionals in Europe. Participants of the project were given an access to a specially created internet platform <https://mimk.enigma.ba/>, which has an objective of providing in one place an insight in specific educational materials and communication sources, and establishing the highest standards in communications, based on international good practice. This platform will be available also as a mobile application. Participants of the project also had a study visit, whose purpose was exchange of experience and providing a possibility to the communicators to familiarise directly with the manner of work and functioning of a centralised communication service of the Government of the UK, and to inform them, educate them and incite them to adopt the best practices from the domain of public communication, with the objective of improving strategic communication in the government bodies at the level of BiH.

E-Administration

In accordance with the Contract, in the first half of 2018, the implementation of the project "Upgrade and Establishment of the System for Government e-Sessions" continued and was completed in mid-April. All the accompanying reports have been submitted, i.e. the 1st and the 2nd interim report and the draft Final Report. During 2018, all relevant indicators have been confirmed based on which it can be noted that all the activities related to both project components and the upgrading of the system of e-Sessions for the needs of the RS Government and the BD BiH have been completed. After a longer delay in declaration of the Implementation Team on behalf of the RS on the II interim report of the project, the declaration of the Implementation team ended on 12 November 2018, and the process of confirming the II interim report, and at the same time the Final report continued. The official use of the system implemented by this project started on 27 December 2018, at the 1st session of the Government of the RS in the new convocation.

The completed ICIS project is operational and the institutions use this platform for electronic data exchange, but there is also a great problem of sustainability of the very system considering that the budget has no approved funds for licences and system maintenance.

The progress in this area has been achieved in the domain of enactment or update of the existing legal regulations. So, the level of the CoM BiH drafted the proposal of the Law on Electronic Identification and Services of Trust for Electronic Transactions, which would replace the Law on Electronic Signature, which is in the adoption procedure. The level of the FBiH currently deals with the activities on the Law on Electronic Signature, adopted by the House of Representatives of the Parliament of the FBiH. At this administrative level, activities are also ongoing on adopting the necessary regulations regarding the One-Stop-Shop and Electronic Registration of Business Entities in FBiH.

The Council of Ministers of BiH, at the 146th session of 18 June 2018 adopted the Interoperability Framework of BiH, which created the conditions for implementation of the Operational Plan for Implementation of the Interoperability Framework, which was previously adopted by the Council of Ministers.

During 2018, the key progress in this area was achieved in the domain of electronic services and institutional capacities. So, in the FBiH, it was made possible for registered tax payers to file a tax application electronically. Regarding institutional strengthening within the Secretariat General of the Government of the FBiH, two departments were established in the sector for IT, the Department for IC Systems and Interoperability, within the Federal Ministry of Transport and Communication a special organisation unit - Sector of Communications and Postal Services. The Government of the FBiH also appointed the CERT working group in charge of answering to computer incidents.

On 1 January 2019, the Government of the RS released a new web portal, www.vladars.net (with more modern design, better intuitiveness and search, it kept and improved all the criteria it had in relation to the previous platform, which was implemented during 2013 - 2014. It was done as an independent production of the IT sector in the Secretariat General of the Government of the Republic of Srpska.

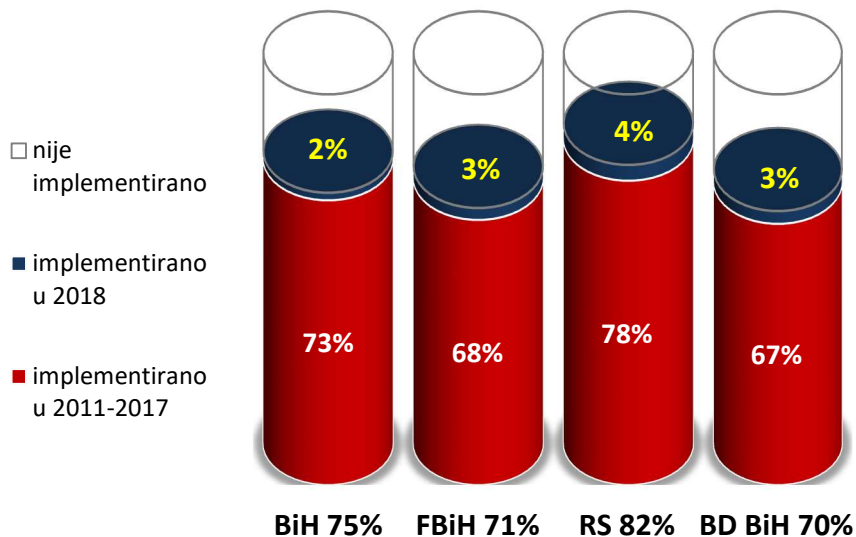
The Government of the BD BiH also implemented extension of the competences of the Public Administration Reform Coordinator's Office within which there will be an organisation unit established in charge of coordinating and assisting the development of e-Government, and it undertook the activities on drafting the regulations regarding an electronic signature and an electronic document. At this administration level, there is an ongoing implementation of the project One Stop Shop and Electronic Businesses Registration of the Brčko District of BiH.

Overall Progress in 2018

The noted progress in implementation of the unimplemented objectives in the reporting period is relatively small. At the end of 2018, the overall implementation of the objectives from the RAP 1 was 75%, which in relation to the previous annual progress report was a

progress of 3% in total, considering that implementation of the objectives from the RAP 1 was at the level of 72% at the end of 2017.

The biggest increase was noted at the level of the Republic of Srpska (4%), the next are the levels of the FBiH and the BD BiH with the achieved progress of 3%, while the smallest progress of 2% was achieved at the BiH level. Overall, the biggest percentage of implementation is still in the Republic of Srpska (82%), while the smallest is in the Brčko District (70%).



The graph shows the condition of implementation of the RAP 1 by the levels of authority in the period 2011 - 2017, as well as the progress in 2018.

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 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.

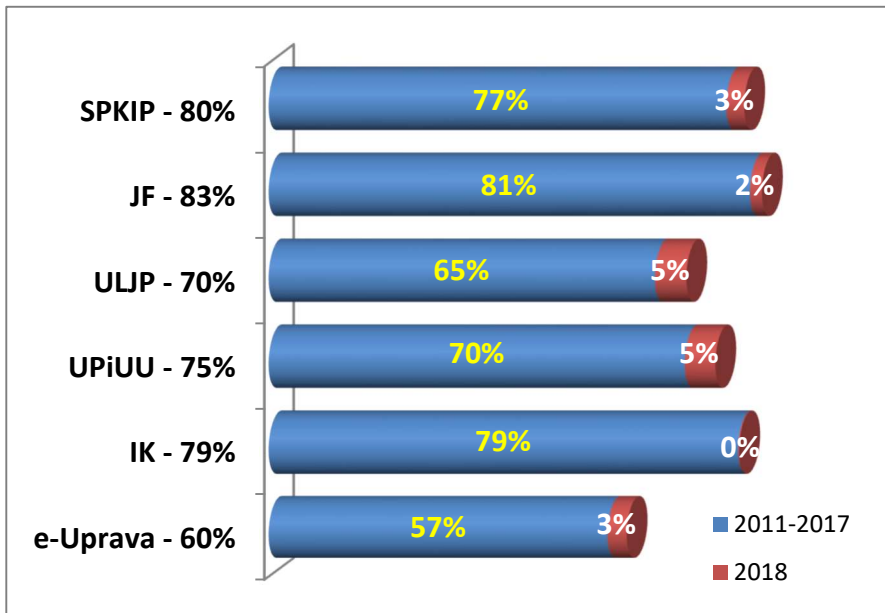
	BiH	FBiH	RS	BD BiH	AVERAGE
SPCPM	75%	79%	91%	75%	80%
PF	87%	84%	86%	79%	83%
HRM	75%	63%	74%	67%	70%
AP and AS	72%	70%	90%	72%	75%
IC	86%	76%	78%	80%	79%
e-Administration	56%	60%	75%	48%	60%
TOTAL	75%	71%	82%	70%	75%

The table shows percentage values of implementation of the objectives from the RAP 1 by reform areas and administrative levels at the end of 2018.

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

	BiH	FBiH	RS	BD
the number of objectives whose implementation did not start	3	7	3	9
the number of objectives whose implementation just started	21	22	17	23
the number of objectives that were partially implemented	44	45	24	48
the number of objectives that were fully implemented	57	54	82	47
<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 (82 objectives), while the smallest is in the Brčko District (47 objectives). At the levels of BiH and the Republic of Srpska there was a small number of objectives whose implementation did not start (3 objectives, while in the Federation of BiH and in the Brčko District of BiH that number was somewhat bigger (7 - 9 objectives). Observing the number of fully implemented objectives in relation to the total number, it is visible that only in the Republic of Srpska somewhat more than 50% of the objectives planned by the RAP 1 were fully implemented, while at other levels the percentage was significantly smaller.



Observed by the areas, the biggest overall level of implementation was achieved in the area of *PF* (83%), while the smallest was in the area of *e-Administration* (60%).

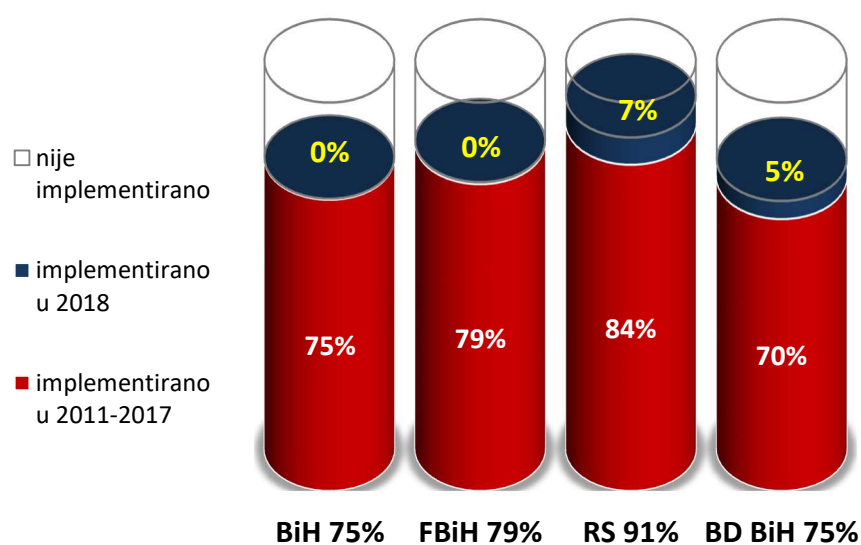
During 2018, the biggest progress was achieved in the areas of *HRM* and *APAS* (5%).

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, 80% of the objectives in this reform area were implemented. The highest recorded percentage of implementation is in the Republic of Srpska (91%), while the lowest is in the Brčko District and at the level state level (75%).



During 2018, the biggest increase was noted at the level of the Republic of Srpska (7%), while at the state level and at the level of the Brčko District, there was no change in percentages of implementation

*of the objectives.*¹²

The biggest number of objectives was fully implemented, while there are no objectives whose implementation did not start.

	BiH	FBiH	RS	BD
the number of objectives whose implementation did not start	0	0	0	0
the number of objectives whose implementation just started	2	2	1	2
the number of objectives that were partially implemented	7	6	2	8
the number of objectives that were fully implemented	6	8	12	6
<i>Total number of objectives:</i>	15	16	15	16

¹² 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

Common activities

During 2018, the common activities were being implemented through implementation and preparation of five 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, activities on implementation of the project "*Strengthening of Capacities for Strategic Planning and Policy Development - phase II (SPPD II)*" completed 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. Within this project, the planned trainings from the field of strategic planning, public policy development and programme budgeting were implemented. Activities implying analysis of normative and methodological framework of policy planning and development process were implemented with the objective of identifying recommendations for improvement of the policy planning and development system. Also, activities related with providing support to the process of improving normative methodological framework for the processes of planning, policy development and programme budgeting were implemented.

In this reporting period, in cooperation with the reform area of Administrative Procedures and Administrative Services, 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" were implemented. The project had the objective of systematic approach to regulation/removal of unnecessary bureaucratic burdens when enacting new regulations.

In this reporting period, in cooperation with the reform area of e-Administration, activities of the project "Upgrade and Establishment of the System for Government e-Sessions" were implemented, which had the objective of enabling the public administration institutions in the Republic of Srpska and the Brčko District of BiH to do business in a more transparent and quicker manner by implementing a stable, efficient and secure system for management and monitoring of the Government sessions. In the Brčko District, the system for e-sessions of the Government was established within this project, while in the Republic of Srpska a new system of e-sessions was put into function, which is fully operational and allows for a

document exchange fully electronically in all the phases of the procedure, which was stipulated by the new Rules of Procedure of the Government of the RS as well¹³.

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 for the project "*Development of Software for Support to Legal and other Regulation Drafting*" were improved. At the Supervisory team meeting for the reform area of Improvement of Quality and Procedures of Draft and Enactment of Regulations, held on 12 November 2018, the terms of reference was discussed and a conclusion was enacted that it would be necessary to revise the project documentation for the said project in accordance with the requirements and the competences of all the users. Implementation of this project will contribute to implementation of the objective 2.8. in the area of Strategic Planning, Coordination and Policy Making.

In the reporting period, the project documentation (project proposal and the terms of reference) 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, was revised. The project documentation is being agreed on with the beneficiaries. Implementation of this project will contribute to implementation of the objective 2.10. in the area of Strategic Planning, Coordination and Policy Making.

The projects "*Legislation Database*" and "*Design of Software for Support in Legal and Other Regulations Drafting*" are on the list of priorities for financing from the PARF. Due to failure to sign the Annex VI to the Memorandum of Understanding, the functioning of the PARF was restricted to implementation of already approved projects, the projects for which the public procurement procedure was initiated and the projects which are in the phase of implementation of already signed contracts. This postponed financing and implementation of the said projects until further notice, and/or until full operability of the PARF.

Policy development and coordination: In the previous period, a legal and methodological framework of policy development were developed and the process of institutional building was started to execute this function. The process of drafting laws and other legal acts, application of nomotechnical standards and tools for impact assessment or verification of harmonisation continued in this reporting period as well.

Individual activities

Council of Ministers of BiH

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.

¹³ Official Gazette of the RS, No. 123/18

In the reporting period, in accordance with the previously adopted regulations, the Medium Term Work Programme of the Council of Ministers of BiH for the period 2019 - 2020 was adopted, which was the basis for draft of medium term work plans of the institutions of BiH and annual work plans of the CoM BiH and the institutions of BiH. The work programme of the Council of Ministers of BiH for 2019 is being prepared.

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.**

Adopted amendments to the Common Rules for Legal Regulations Drafting in the Institutions of BiH¹⁴ improved procedures for regulatory impact assessment. In this reporting period, the Council of Ministers of BiH enacted the specific decision on appointment of the coordinator for regulatory impact assessment in the institutions of Bosnia and Herzegovina.

Federation of BiH

The Law on Development Planning and Development Management in the FBiH¹⁵ was adopted in the previous period, which significantly improves the existing system of strategic planning in the Federation of BiH, especially in the segment of defining competencies (objectives SPCPM 1.1.; 1.3.; 1.4. 2.3. and 2.4.). Bylaws significant for implementation of the said law: the Regulation on draft of strategic documents in the Federation of BiH; the Regulation on three-year and annual planning, monitoring and reporting in the Federation of BiH; the Regulation on evaluation of strategic documents in the Federation of BiH have been completed and sent to the Government of the Federation of Bosnia and Herzegovina for adoption. The said regulations apply to the Federation as a whole (three levels of authority), which created institutional frameworks for a coherent system of planning. Until final enactment of these acts, the Regulation on planning of work and reporting on work of the Government of the Federation of Bosnia and Herzegovina, the federal ministries and the institutions is being applied.

In this reporting period, the Work Programme of the Government of the Federation of BiH for 2018 was adopted, and the preparation of the Annual Work Programme of the Government of the Federation of BiH for 2019, as well as the annual (2019) and medium-term work programmes of the FBiH institutions for the period 2019 - 2021 is ongoing.

Republic of Srpska

After adoption of 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 administration bodies¹⁶, which standardised the procedure of

¹⁴ Official Gazette of BiH, No. 50/17

¹⁵ Official Journal of the Federation of BiH, No. 32/17

¹⁶ Official Gazette of the RS, No. 50/16

preparation and adoption of annual and medium term work programmes, activities on implementation of this Decision continued. The ministries drafted Annual work plans in accordance with the Decision. The Government of the Republic of Srpska adopted the Medium Term Work Plans for the period 2018-2020 in this reporting period, and the 2018 Annual Work Plans of the Ministries and other republic administrations and administrative organisations and adopted the 2018 Government Work Program. The new Rules of Procedure on work of the Government of the Republic of Srpska was adopted at the 1st session of the Government of the Republic of Srpska of 27 December 2018.

Brčko District of BiH

At this administration level, a methodology for institutionalisation of planning was proposed, and activities continued for its adoption. In this reporting period, a new organizational unit was formed - Department for Strategic Planning and it is expected that the Government would adopt a Decision on the process of planning, monitoring and reporting on the implementation of adopted strategies and plans of the Government and institutions of the Brčko District of BiH. The legal framework for regulatory impact assessment was established by the Decision of the Government of the Brčko District of BiH on the procedure and methodology of impact assessment during the regulations drafting¹⁷ and the Instruction by the Mayor of the Brčko District of BiH on implementation of the procedure of regulatory impact assessment when drafting regulations in public administration bodies and institutions the Brčko District of BiH¹⁸. These regulations define the obligation for the processors (bearers of normative activities) in the Brčko District of BiH to conduct a procedure of regulatory impact assessment when drafting / proposing regulations, which includes an impact analysis of the chosen option (or more alternative options) in fiscal, economic, social and environmental terms. A document Strategy of better regulation of the institutions of the Brčko District of BiH (Strategy of improvement of regulatory impact assessment implementation) was drafted.

2. Key Obstacles and Problems


Obstacles that occurred during implementation of measures in the area of Strategic Planning, Coordination and Public Policies Development were related with practical implementation of the adopted regulations in the segment of planning, especially at the state level where there is still no clear limit between the roles of all the participants in the process, as well as clear link between planning and budgeting. 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

¹⁷ Official Gazette of the Brčko District of BiH, No. 13/18


¹⁸ Official Gazette of the Brčko District of BiH, No. 13/18

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 BD BiH, it is necessary to complete the processes regarding establishment of the formal and legal framework for strategic planning.

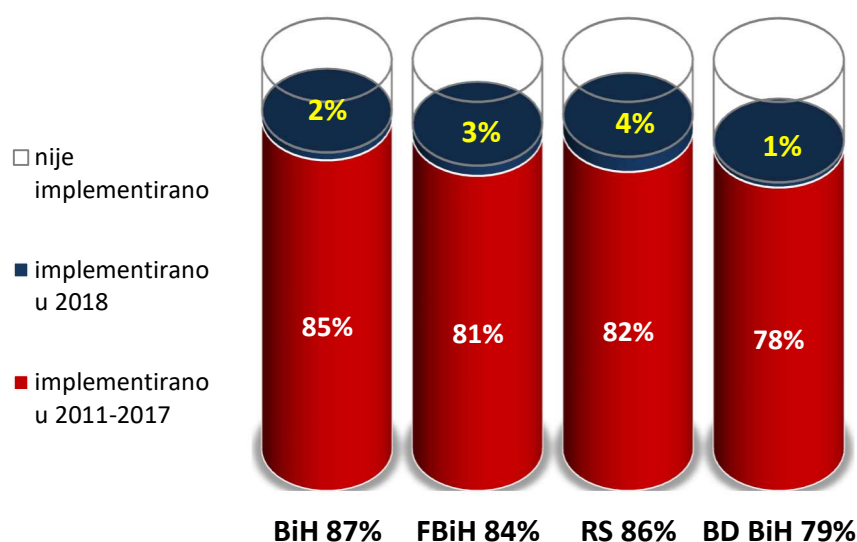
4. Next Steps

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;

REFORM AREA PUBLIC FINANCE

By the end of the reporting period, on average, 83% of the objectives in this reform area were implemented. The highest recorded percentage of implementation was at the state level (87%), while the lowest was at the level of the Brčko District of BiH (79%).



During 2018, the biggest progress was achieved at the level of the Republic of Srpska (4%), and the smallest was at the level of the BD BiH (1%).

The biggest number of objectives is in the phase of full implementation, while certain number of objectives (4-8) was in the phase of partial implementation.

	BiH	FBiH	RS	BD
the number of objectives whose implementation did not start	1	1	1	1
the number of objectives whose implementation just started	0	0	0	1
the number of objectives that were partially implemented	4	7	5	8
the number of objectives that were fully implemented	13	12	13	9
<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 implementation of the reform objective PF 3.1¹⁹. Therefore, implementation of this objective has not started on either level.

¹⁹ 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.

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

Common activities

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 document Global Framework of Fiscal Balance and Policies in BiH for the Period 2019 - 2021, which the Fiscal Council of BiH adopted in early July 2018²⁰.

With the support of the USAID FAR project, the Public Administration Reform Coordinator's Office developed the project "Introduction of Treasury Function in Municipalities in the Federation of BiH and Improvement of the Treasury System in the Municipalities / Towns of the Republic of Srpska", which was harmonized at the Supervisory Team level. Due to failure to sign the Annex VI to the Memorandum of Understanding, as already said for other projects proposed for financing from the PARF, implementation of the project "Introduction of the treasury function in the municipalities in the FBiH and improvement of the treasury function in the municipalities / cities of the RS" was postponed until further notice, and/or until the PARF becomes again fully operational.

Budget users were submitting their requests in accordance with the instructions for the budget users in the budget planning process, same as previous years, through the BPMIS, except in Brčko, where the BPMIS software is not in use for functional reasons. 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 BPMIS).

During 2018, within the project "Strengthening Capacities for Strategic Planning and Policy Development - phase II", there were several workshops on the topic of programme budgeting. Also, in early September 2018, there was a study visit to Zagreb on the topic of programme budgeting.

In May 2018, organised by the Coordination board of the central harmonisation units (CB CHU), there was a conference on the topic "Cooperation of internal audit and the supreme audit institutions and performance audit in the public sector", which was attended by around 180 participants from the level of the Federation of BiH, the Republic of Srpska and the institutions of BiH. In December 2018, also organised by the CB CHU, there was a conference on the topic "Financial management and control in the public sector in Bosnia and Herzegovina - condition and perspectives", where over 200 participants participated from the level of the Federation of BiH, the Republic of Srpska and the institutions of BiH. Continuous work of the CB CHU in 2018 continued through regular sessions²¹.

²⁰ The Global framework of fiscal balance and policies for the period 2019 - 2021 was adopted at the 14 session of the Fiscal Council of BiH, held on 3 July 2018.

²¹ In 2018, the CB CHU held a total of 8 sessions.

In October 2018, implementation of the project "Improvement of Public Internal Financial Control in BiH" started, financed by the funds of the IPA 2015, worth 2 million Euros. This project would additionally improve the legal framework, standards, instructions and written procedures for internal control in accordance with the standards and practices of the EU at all the levels of BiH, as well as awareness on financial management and control (FMC), develop internal and external quality controls for internal audit, improve capacities for implementation of public internal financial control (PIFC), and improve the process of reporting and preparation of annual consolidated reports in the field of internal audit and financial management and control, with delivery of software application for reporting.

In the framework of the four-year Civil Society Sustainability Program (CSSP), the CPI Foundation organized a two-day expert meeting in June 2018 in which a discussion was held on the activities undertaken so far in the field of improving the transparency of public finances, civic participation and parliamentary oversight of the budgets in BiH, and recommendations for further priority steps in the sector were defined.

In order to enable the interested public to analyse the consumption of public funds at all levels of government, within the CSSP programme, the Public Finance Database has been produced, which provides data on public spending on state, entity and cantonal levels of government for the period 2005 - 2016, and for municipalities / cities for the period 2011-2016²².

Within their programme of strengthening practices of public procurements in the west Balkans, during 2018, the European Bank for Reconstruction and Development (EBRD) implemented the project "Improvement of Practices of Public Procurements in BiH", which was financed by the Government of the United Kingdom through the Good Governance Fund (GGF). The project tried to contribute to development of a transparent, modern and efficient system of public procurement, which would decrease administrative expenses, strengthen predictable investment climate and, as a result, increase the trust of investors. The focus of the project was improvement of efficiency of the public procurement system and strengthening capacities of the Procurement Review Board of Bosnia and Herzegovina, especially in appeals management.

In addition to the said project, capacity strengthening for public procurements continued during the year through trainings and officer training. There were 5 five-day trainings for around 170 public procurement officers from the institutions of BiH and the entities. In June 2018, a conference "Reform of the Public Procurement System in Bosnia and Herzegovina" was held in Sarajevo, organized by the Transparency International in Bosnia and Herzegovina (TI BiH), the ACCOUNT Anti-Corruption Network and the Public Procurement Agency of BiH. The Conference presented the activities so far and the planned activities of the institutions and civil society organisations regarding improvement of the Law on Public Procurements and monitoring of public procurements in BiH, and there was also a presentation of the

²² <http://javnefinansije.cpi.ba>

proposals of amendments to the Law on Public Procurements drafted by the Work Group for amendments to the Law, as well as the proposals of the civil society organisations, directed to increase of transparency and prevention of corruption in public procurements. Additionally, regarding procurements, it should be pointed out that a mobile application "e-Procurements of BiH" was made operational in April. This application represents an extension of the Portal of public procurements, adjusted to smart phones and tablets, developed for the platforms iOS, Android and Windows Phone.

Individual activities

Council of Ministers of BiH

In the reporting period, implementation of the Strategy of public finance management reform in the institutions of Bosnia and Herzegovina 2017 - 2020 and the accompanying action plan continued.

The project SPPD II prepared the document "Recommendations for organisation of jobs of medium term planning in the institutions of BiH", and the "Manual for evaluation of planning documents", which is available at the website of the Directorate for Economic Planning (DEP). The Manual for Evaluation of Planning Documents will serve as a starting point for further elaboration of the Guidelines for the Monitoring and Evaluation of Planning Documents of each institution, which contributes to the implementation of the objective PF 2.4²³.

Operations annual action plan for implementation of Strategy of development of the system of internal financial controls in the institutions of BiH for 2018 was enacted. The central harmonisation unit (CHU MFT BiH) prepared, and the Council of Ministers discussed and adopted the Annual consolidated report of internal audit for 2017²⁴, and the Annual consolidated report on the system of the FMC for 2017. The plan and programme of training from the field of FMC for 2018 was fully implemented. At the initiative of the CHU MFT BiH, the Decision on division of jobs and criteria for job descriptions in the institutions of BiH was changed so the job descriptions of managers at all levels would contain an obligation to establish and develop the system of financial management and control and risk management from their competency. The proposal of changes of the form of the Statement on responsibility for achievement of objectives of the institution was drafted, in the part related with establishment of internal controls in the institutions of BiH. The CHU MFT BiH also initiated the activities of introduction of obligation of risk management in the regulations related with medium term planning.

In the first half of 2018, the CHU of the MFT BiH, in accordance with the regulations in the field of continuous professional education, provided a total of 49 opinions on the acceptability of trainings, organized by other trainers, as the COP of internal auditors in the

²³ Objective PF 2.4. Full introduction of the programme-based budgeting in public administration in BiH

²⁴ The Council of Ministers of BiH, at its 142nd session held on 15 May 2018, discussed the Annual Consolidated Report of the IA for 2017, and made certain conclusions which were presented by the CHU of the MFT BiH to the competent institutions of BiH and internal audit units for the purpose of their implementation.

institutions of BiH. Based on the received requests, CHU MFT BiH, in the first half of 2018 carried out the verification of 13 internal auditor certificates issued by professional associations or the entity CHUs, and so far, a total of 273 certificates have been verified. Based on the decision of the Coordination board of the central harmonisation units, the CHU MFT BiH, in December 2017, prepared and submitted for publication the Decision on adoption of the standards of internal audit in the institutions of BiH, based on the International standards for professional practice of internal audit. In the first half of 2018, the CHU of the MFT BiH, harmonised the bylaws with the Decision on adoption of the Standards of internal audit in the institutions of BiH²⁵, which the CHU of the MFT BiH prepared in December 2017 based on the decision of the Coordination board of the central harmonisation units, in accordance with the amendment to the International standards for professional practice of internal audit, which entered into force on 1st January 2017. In May 2018, CHU MFT BiH published the Decision on the adoption of the Charter of Internal Audit in the Institutions of BiH²⁶ and the Decision on the Establishment of the Framework Text of the Agreement on Performance of Internal Audit Function in the Institutions of BiH²⁷.

Federation of BiH

In the reporting period, implementation of the Strategy of public finance management reform in the Federation of Bosnia and Herzegovina 2017 - 2020 and the accompanying action plan continued.

On 19 July 2018, the Government of the Federation of BiH adopted the Budget Framework Document (BFD) for the period 2019 - 2021.

The amendments to the Ordinance on financial reporting and annual calculation of the budget in the FBiH²⁸, in addition to the GFS and the COFOG classification, the ESA classification was introduced as well with the objective of better reporting to the European Commission.

In April 2018, the CHU FBiH prepared the Consolidated report of internal audit in the public sector for 2017. According to the Report, out of 73 budget public sector users in the FBiH who are obligated to form an internal audit unit, strategic and annual plans were made by only about 40% of users. In 2017, at the federal level, 66 audits were carried out, at the cantonal level 29, at the level of the local self-government units 48, while the extra-budgetary funds had 112 internal audits. Most frequently, internal auditors were performing system audits in the fields of organisation operations, public procurements, budget planning and execution, transfers, projects, subsidies, etc. Of 18 institutions that meet the criteria for establishment of the unit of internal audit, 14 of them has an established unit of internal audit in accordance with the regulations for this field. Two bodies have not yet initiated activities to amend the internal organization ordinance in order to begin the establishment of an Internal Audit Unit instead of an independent executor, while the Federation

²⁵ Official Gazette of BiH 93/17

²⁶ Official Gazette of BiH, No. 30/18

²⁷ Official Gazette BiH, No. 93/18

²⁸ Official Journal of the Federation of BiH, No. 69/14, 14/15, 4/16 and 19/18

Parliament and the Joint Services Office have not taken any action to establish an internal audit to date. Although there is a progress in the number of systematized units, they generally have one or no internal auditors employed in them, which prevents operability of the internal audit function in its full capacity and performance in accordance with the standards. The federal ministries and administrations have a total of 16 internal auditors employed. In the ten ministries of finance - in charge at the cantonal level, the internal audit unit was established in eight cantonal finance ministries, with a total of eight internal auditors. The best situation regarding filling the vacancies of internal audit units is in the extra-budgetary funds, in which 31 internal auditors are currently employed. In the municipalities and cities in the Federation, 18 internal auditors are employed, which is too little, as 27 local self-governance units are obliged to establish an internal audit unit. In spite of the fact that the method of establishing an internal audit in the Federation of BiH is clearly regulated by the applicable legal and bylaw acts regulating this field, out of 73 institutions charged with establishing the internal audit, 46 of them have systematized the Internal Audit Unit, however, in 29 of them, one or no auditors work, which is also not in accordance with international standards for professional practice of internal audit. A total of 72 internal auditors are employed in the competent institutions, and according to the data from the submitted annual reports of internal audit in public companies / enterprises and other organisations that were not stated as mandated to establish an internal audit, 35 more internal auditors have been employed. In addition to the Law on FMC and Internal Control Standards, the Rulebook on Conducting Financial Management and Control in the Public Sector in the Federation of BiH was enacted, together with the attached Self-Assessment Questionnaire for Financial Management and Control.

The drafting Working Group, appointed by the Federal Ministry of Energy, Mining and Industry (FMEMI), responsible for drafting legislation, continued the activities of drafting the text of the Law on Public-Private Partnership of the Federation of Bosnia and Herzegovina.

Republic of Srpska

In November 2018, the Government of the Republic of Srpska adopted the Revised Budget Framework Document for the period 2019 - 2021.

In February 2018, the Citizen guide through the budget of the Republic of Srpska for 2018 was prepared and published. It is a document that, in a simple, citizen-friendly manner, informs about the process of budget preparation, the macroeconomic framework for its adoption, revenues, expenditures, and the planned budget outcome.

In the first half of 2018, the Central Harmonization Unit of the Ministry of Finance of the RS prepared and published on its website the Internal Control Standards based on the Law on Internal Financial Control System in the Public Sector of the Republic of Srpska, the Guidelines for Internal Control in the Public Sector of the International organization of supreme audit institutions (INTOSAI) and the Internal Control Standards of the European Commission. CHU MF RS developed and published a Manual for the establishment and development of financial management and control with forms and examples of completed

forms. The Register of persons in charge of financial management and control was drafted in written and electronic form and published on the website of the CHU MF RS and it has 234 persons appointed for establishment and development of the FMC. In addition, during 2018, the CHU MF RS enacted the following acts from the field of internal audit: the Ordinance on the conditions to receive the title of certified internal auditor in the public sector with attachments²⁹; the Programme of continuous professional education; the Manual on the jobs and task of a mentor; the Register of Charters of internal audit; the Register of employed internal auditors / managers of units for internal audit in the public sector; the Card of the Unit for internal audit and the Card of the manager of the Unit for internal audit or internal auditor.

According to the Consolidated Annual Report on Establishment and Development of Internal Financial Control in the Public Sector of the Republic of Srpska³⁰ at the end of 2017, a total of 41 public sector entities established an internal audit, out of which, an internal audit unit was formed in 28 (employed 60 of the planned 77 internal auditors) while the internal audit was established by employment of one internal auditor in 13 of them.

In July, organised by the CHU MF RS, in cooperation with the Centre for Improvement of Corporate Management, there were seminars in Banja Luka and Trebinje from the field of internal audit, which were participated by 103 participants.

Brčko District of BiH

In the reporting period, implementation of the Strategy of public finance management reform in the Brčko District of Bosnia and Herzegovina 2017 - 2020 and the accompanying action plan continued.

In August 2018³¹, the Government of the Brčko District of BiH adopted the Budget Framework Document of the Brčko District of BiH for the period 2019 - 2021.

“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 fifth public procurement procedure was unsuccessfully ended in March this year. Since 2010, when this project was discussed for the first time by the PARF JMB, until this day, significant changes happened to the existing software system for treasury operations in the Brčko District through upgrades to the system the Directorate for Finance of the BD financed themselves. Because of all the aforementioned, the decision of the Directorate for Finance of the BD is

²⁹ Official Gazette of the Republic of Srpska, No. 85/18

³⁰ *The Consolidated Annual Report on Establishment and Development of Internal Financial Control in the Public sector of the RS* was adopted by the Government of the Republic of Srpska at the 173rd session of 19 April 2018.

³¹ The Budget Framework Document of the Brčko District of BiH for the period 2019 - 2021 was adopted by the Government of the BD BiH at the 44th regular session of 1 August 2018.


that the present version of the project documentation for the project "Treasury Information System of the Brčko District" should be amended so to upgrade the existing system, in which significant funds were already invested. The project documentation is being revised.


2. Key Obstacles and Problems


There is still a problem with implementation of the objective *PF 3.1*.³², because a coordination body consisting of representatives of all the ministries of finance at various levels of authority was not established, so it could not systematically analyse feasibility of each respective standard in a longer period, which would be 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.

3. Recommendations


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


 Continue activities on complete introduction of program budgeting in the public administration in BiH, which will ensure that budget users receive funds based on the programmes and results that these programmes will achieve, rather than on the basis of an estimation of funds by economic categories. Programme budget documents will allow budget users to better present how funds will be used, and governments and parliaments to make better decisions about the priorities of allocating limited resources to activities and impacts.

 Continue activities to establish clear links between public policies, strategic planning, operational planning, i.e. public investment programmes with the budget.

 The Government of the Federation of BiH and the Government of the Brčko District of BiH should finalise the initiated activities on preparation of the proposal of the texts of the Law on Public Private Partnership, harmonised with the normative bases and other documents of the EU within the PPP.


³² 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

 All the institutions should strive to increase the budget transparency by proactive, comprehensive and timely publication of all the relevant budget information.

 Establish a link between the PIMIS and the BPMIS, and ensure that these two processes work in a coordinated manner.

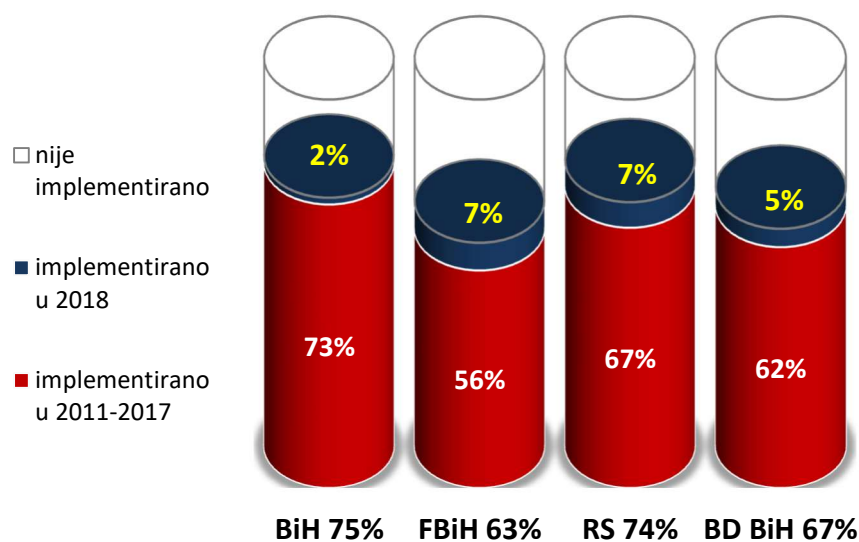
4. Next Steps

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, 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.

REFORM AREA – HUMAN RESOURCES MANAGEMENT

By the end of the reporting period, on average, 70% of the objectives in this reform area were implemented. The highest recorded percentage of implementation is at the state level (75%), while the lowest is at the level of the Federation of BiH (63%).



During 2018, the biggest progress was achieved at the level of the FBiH and the Republic of Srpska (7%), and the smallest was at the level of BiH (2%).

The biggest number of objectives has been fully implemented, while somewhat smaller number is in the phase of initiated implementation. In the Republic of Srpska, 11 objectives have been fully implemented, while the number of fully implemented objectives at other levels is somewhat smaller.

	BiH	FBiH	RS	BD
the number of objectives whose implementation did not start	0	1	0	0
the number of objectives whose implementation just started	4	6	7	8
the number of objectives that were partially implemented	7	7	2	6
the number of objectives that were fully implemented	9	6	11	6
<i>Total number of objectives:</i>	20	20	20	20

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

Common activities

In early 2018 implementation of the project "Improvement of the Process of Needs Analysis and Evaluation of Effects of Training" was completed (implementation of the project is directed to implementation of the objective HRM 7.1.³³). Within the project, a Model of needs analysis and evaluation of the training effects was prepared, and training and promotion of this Model was organised for senior civil servants and specialist staff responsible for human resources management in institutions and administrative bodies. The trainings were attended by over 250 civil servants from all the levels of authority, and 22 internal trainers were educated as well. The manual for training needs analysis and evaluation of the effects of the trainings was drafted as well, clarifying a practical application of the Model. The competent user institutions are expected in the next period to ensure sustainability of the project results and application of the agreed Model in practice. Also, implementation of the project "*Simplification and Improvement of Employment Process for the job in the Civil Service*" was completed in May this year, which contributed to further implementation of the objectives HRM 5.1. and 5.2³⁴. The Methodology for selection and selection of the candidates (with proposals for harmonisation and change of the existing practices of establishment of the commissions for selection and proposals for harmonisation and amendment to the existing regulations) was drafted within the project, and it was tested in the form of the pilot project in four institutions from different levels of administration. Activities of capacity building of managers and human resources specialists in public administration in BiH were carried out to implement an improved methodology of employment in the civil service, within which about 300 civil servants from all levels of government were educated. A Handbook for Applicants has been prepared with detailed instructions for applying and access to the selection process, as well as the Handbook for Managing the Employment Process in the Civil Service / Administration. In order to sustain the results of the project, 16 internal trainers from this area also went through a special training, while the competent user institutions are expected to take solutions through the changes in the legal system at all administrative levels as established by a harmonized Methodology. Both projects were financed by the Public Administration Reform Fund.

In June 2018, implementation of 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*" started, which should contribute to implementation of the objectives HRM 3, HRM 4 and e-Administration 4³⁵. The project envisaged development of five modules of information systems for users from the level of the Federation of BiH and the Brčko District of BiH (including the human resources register), and two modules for users from the level of the Republic of Srpska. In this period, an analysis of the current state of the information systems for human resources in the CSA FBiH, the CAA RS and the Human Resources Division of the

³³ Objective HRM 7.1. Link Training Needs Analysis (TNA) with the process of evaluation of work and annual interviews

³⁴ Objective HRM 5.1. Introduce harmonised criteria for evaluation of candidates in the process of selection; HRM 5.2. Introduce in use (and affirm) usage of competencies (knowledge, skills, competencies, personal characteristics etc.) in the process of selection of candidates

³⁵ HRM 3. Information Management, HRM 4. Planning, e-Administration 4. Information Systems, e-Portals and e-Services

Brčko District of BiH was carried out, and the work started on drafting a functional specification and software design. The equipment necessary for functioning of the system was procured and delivered to the users. The project is financed by the Public Administration Reform Fund.

Implementation of the project "Support to the public sector management reform in Bosnia and Herzegovina" started, financed by the IPA 2016 funds, implemented by the World Bank. It was foreseen in the next three years, within the project, among other things, to work on improvement of information on employees in the public sector and on simplification of the salary system. In this reporting period, there was an analytic work regarding the expenses of salaries and information systems for calculation of salaries, and recommendations were given to the entity authorities for establishment of a regulatory framework for registers. Data are currently being collected for horizontal functional analyses at the level of entity governments and in three cantons. Also, there are functional analyses of the health and the education sectors in the FBiH and the RS within the project, as well as draft of the Study on employment in the public sector and the labour markets for the purpose of provision of evidence and defining recommendations for the policies for decrease of the most damaging disturbances at the labour markets caused by employment practices in the public sector.

Projects in preparation:

After based on the specific decision of the Procurement Review Board the public procurement procedure was annulled for the project "*Development of Electronic Trainings for the Needs of the Civil Service / Administration in BiH*", which is also financed by the PARF, the Public Administration Reform Coordinator's Office initiated the administrative dispute, and the judgement of the Court of BiH of 16 August 2018 annulled the specific decision of the Procurement Review Board and returned the case to a repeated procedure. Implementation of this project is directed to the objective HRM 7.2., and within this objective, implementation of the project should contribute to fulfilment of activity 7.2.2. related to establishment of sustainable mechanisms of cooperation between the central units for HRM and HRM units in individual institutions regarding the matters of training of common interest.

The European Commission approved the action document for the project "*Support to Efficient and Accountable Public Administration*", which will be financed by the funds of the IPA 2017. Among other things, the project should support further harmonization of the human resources management system with the Public Administration Principles published by the SIGMA as well as with the objectives of the Strategic Framework for Public Administration Reform 2018 - 2022 in the field of Civil Service and Human Resources Management. On 7 June 2018, the Public Administration Reform Coordinator's Office, with the help of the German GIZ, organised a workshop with the representatives of the user institutions for the purpose of preparation of the project documentation for this project, and then the terms of reference was harmonised with the Supervisory Team for Human Resources Management at the session of 25 October 2018, and it was submitted to the European Union Delegation for comments.

Individual activities

Council of Ministers of BiH

The Council of Ministers of BiH, at the 143rd session of 23rd May 2018, adopted the Analysis of Human Resources in the Institutions of BiH with a proposal of measures and recommendations for amendments to the laws and by-laws issued by the Public Administration Reform Coordinator's Office in co-operation with the Civil Service Agency of BiH, and instructed the Civil Service Agency of BiH and the Ministry of Justice of BiH to undertake activities within their competence to implement the recommendations contained in this document. One of the recommendations is that the Ministry of Justice of BiH, in cooperation with the Agency, will start drafting a policy paper on development of human resources management in the institutions of Bosnia and Herzegovina in accordance with the "Policy Framework for Development of Human Resources Management in the Civil Service Structures in BiH".

Since 1st January 2018, in the process of recruitment in all institutions of BiH, it is mandatory to verify competencies in interviewing candidates in accordance with the Ordinance on the nature and content of the public competition, the manner of conducting interviews and forms for conducting interviews (Official Gazette of BiH, No. 63/16 and 21/17). Competency verification is being successfully implemented, and by the end of 2018, approximately 200 public and internal competitions were completed by application of this principle.

Regarding the field of evaluation of civil servants, the Council of Ministers of BiH, at its 158th session of 13 November 2018, enacted the conclusion putting the Civil Service Agency in charge of sending individually to all institutions that do not evaluate civil servants and who fail to submit reports to the Civil Service Agency on the conducted evaluation an urgency on behalf of the Council of Ministers of BiH that starting on 1 January 2019, they are to start the process of evaluation of civil servants and to timely submit reports to the Civil Service Agency on the conducted evaluation, which the Agency did.

Trainings organized by the Civil Service Agency of BiH, stipulated by the Revised Action Plan 1 (trainings in the field of fight against corruption, training of managing civil servants, training of the staff of the Agency, etc.) are regularly implemented.

Most of the activities were implemented from the Operational Plan for introduction of quality management in the institutions of Bosnia and Herzegovina for the period from 2016 to 2018, which was adopted at the 91st session of the Council of Ministers of BiH of 8 February 2017. Inter-institutional Working Group on Quality Management works on preparation of the following documents: ISO 9001:2015 Implementation Guidelines, User Satisfaction Testing Guidelines - Advancement, Employee Satisfaction Testing Guidelines, and FMC - QMS Connection and use of implementation. In accordance with the principles of public administration developed by the SIGMA / the OECD for the needs of the public administrations of the countries of the Western Balkans and Turkey and published in November 2014, the need for systematic examination of the satisfaction of users of the

public administration on regular basis was noted as one of the tools for quality management, and the Public Administration Reform Coordinator's Office sent an invitation to all institutions for expert support in the introduction of customer satisfaction test in 2018. In cooperation with the GIZ, the Public Administration Reform Coordinator's Office provided a technical assistance to the interested institutions of BiH in user satisfaction research as one of the tools for quality management.

Federation of BiH

The consolidated text of the Regulation on the conditions and method of passing the examination of general knowledge and professional examination for civil service candidates was published³⁶, whose changes in the previous period introduced a new practice in employment in the Federation with application without documentation, which contributed to the principles of efficiency in the work of the Agency for Civil Service of the Federation of BiH and the economy, that is, reducing the costs of candidates in public vacancies.

At the proposal of the Civil Service Agency of the Federation of BiH a "Network of practitioners in the field of human resources management in the Federation" was established, consisting of the representatives of the Agency, the Ministry of Justice of the Federation of BiH and all 10 cantons in the Federation.

The programme of training of the Civil Service Agency of the Federation of BiH for 2018 stipulated various theme fields from the domain of combat against corruption, and numerous trainings in this field were implemented. The Agency regularly implements the Programme of trainings for managing civil servants.

As a part of the activities on introduction and application of the CAF model for quality management, the Civil Service Agency of the Federation of BiH adopted a communication plan and introduced the Intranet as an internal communication tool. During 2018, the CAF promotion in the civil service bodies in the Federation was planned and implementation of training for institutions that show interest in this. In cooperation with the KdZ Centre for public policy research from the Republic of Austria, activities started on provision of expert assistance in application of the CAF tools in the municipalities of Gračanica and Živinice and in the City of Bihać.

Republic of Srpska

In this period, the competent institutions in the Republic of Srpska continued with continuous and previously initiated activities on implementation of the objectives from the revised Action Plan 1 of the Strategy of Public Administration Reform, and they ensured the necessary support in preparation and implementation of the common projects in the field of human resources management.

After all the administration bodies adopted the integrity plans, managers in charge of their implementation were appointed.

³⁶ Official Journal of the Federation of BiH, No. 10/18

The employees of the Civil Administration Agency of the Republic of Srpska regularly participate in the trainings, and in this period there were trainings for the members of the competition commissions and for the employees in the administration bodies who work on the jobs of employment regarding application of competences in the employment process.

By the specific decision of the Government of the Republic of Srpska, the Human Resources Development Network in the Republic Administration of the Republic of Srpska was formed and three meetings of this network were held in this reporting period (in January, June and December).

Within the regular reporting to the Government of the Republic of Srpska by the Civil Administration Agency of the Republic of Srpska, a Comprehensive report on evaluation of the civil servants and employees for the second half of 2017 was adopted.

The new Law on Salaries of the Employees in the Bodies of Administration of the Republic of Srpska was adopted³⁷.

The Civil Administration Agency of the Republic of Srpska completed in this period the activities on introduction of the CAF quality management standard in the Civil Administration Agency with the support of the KDZ Centre from Austria, and in the next period the acquired knowledge will be transferred to all the interested republic authorities and there will be a work on the improvement quality management and implementation of CAF quality standard in the republic administration. In October 2018, the Agency, in cooperation with the KDZ started the activities on implementation of the CAF standard in the Republic Institute for statistics.

Brčko District of BiH

The Training Strategy for the period 2018 - 2020 was prepared and sent to the Brčko District Government for adoption. The competent institutions of the Brčko District of BiH participate in preparation and implementation of common projects in this field.

The Law on Amendments to the Law on Civil Service in the Public Administration Bodies of the Brčko District of BiH (Official Gazette of the BD BiH, No. 50/18) was adopted with the aim of more clearly defining certain provisions (including provisions on defining jobs related to the mandate of the mayor, as well as jobs for a mandate period stipulated by special regulations; provisions of division of jobs in public administration bodies; the provisions on the adoption of a decision on the classification of jobs and the criteria for job description in public administration bodies as a basis for implementation of job analysis and the adoption of new organisational plans, after which an analytical assessment of jobs will be carried out, which would be the basis for a fair classification of jobs into pay grades in accordance with the Law on Salaries). Also, these amendments extended the duration of the competition procedure to 90 work days and an obligation was prescribed to publish a ranking list of the most successful candidates only at the web site of the Government of the BD BiH.

³⁷ Official Gazette of the RS, No. 66/18

The government of the Brčko District of BiH was discussing the Report on evaluation of the civil servants and employees for 2017. Trainings were implemented for evaluators, who for the first time participate in evaluation of the civil servants.


In 2018, 160 contracts on scholarships were signed with the objective of creating a wider circle of potential applicants for the jobs in administration.


2. Key Obstacles and Problems


The problem is still failure to set the bearers of planning at the levels of BiH and the Federation of BiH (HRM 4.1.). Also, all the recommendations and documents that were a result of implementation of the project "Modernisation of the Human Resources Management System in the Structures of the Civil Service in BiH" are still not made operational, especially regarding the job analysis and classification of jobs, which is, among other things, also a precondition for implementation of the foreseen reform activities in the domain of salary system. The document "Policy Framework for Development of Human Resources Management in the Civil Service Structures in BiH" is still not adopted at all the administration levels, in order to ensure that HRM development policies in the structures of public administration in BiH are based on harmonised principles. Bottlenecks in application of information systems for HRM at certain administration levels aggravate data management in this field, necessary both for managerial decision making and for draft of analyses and reporting in this area.

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 as soon as possible 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, as soon as possible, 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 Government of the Republic of Srpska 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 and recommendations 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".



It is recommended to all the institutions and administration bodies in BiH to discuss in the next period introduction of one of the models for quality management (common assessment framework - CAF or systems based on ISO 9001 standard).

4. Next Steps

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



The Public Administration Reform Coordinator's Office and the competent user institutions should ensure efficient management, inclusion and consistent implementation of the activities of the project "*Improvement of the information system in the Civil Service Agency of the Federation of BiH, the Civil Administration Agency Republic of Srpska and the Sub-Department for Human Resources of the Brčko District of BiH*".



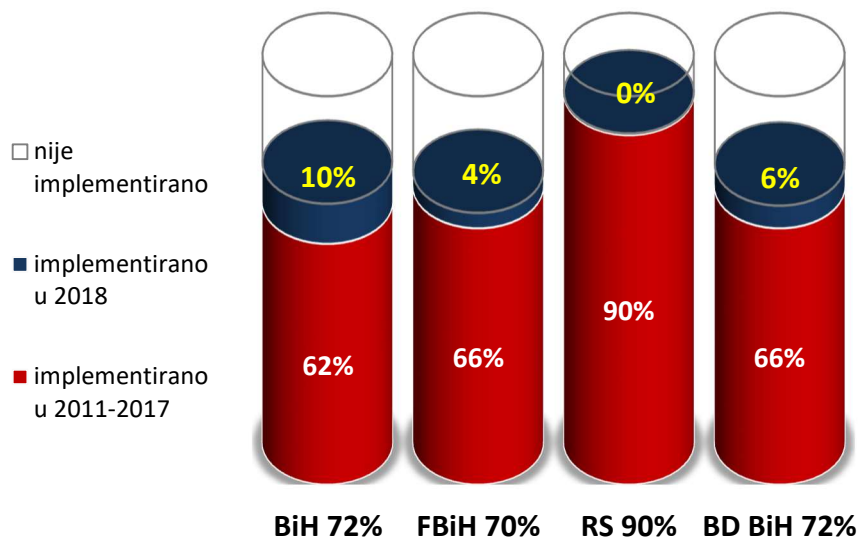
The competent institutions should intensify the work on implementation of recommendations from this Report in order to implement the reform measures whose implementation is late.



The Public Administration Reform Coordinator's Office should continue the activities on introduction of quality management in institutions of BiH.

REFORM AREA ADMINISTRATIVE PROCEDURES AND ADMINISTRATIVE SERVICES

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 (90%), while the lowest is at the federal level (70%).



In 2018, the state level achieved the progress of 10%, while at the level of the Republic of Srpska there were no changes in percentages of objective implementation

38.

With the exception of the Republic of Srpska, where the biggest number of the objectives was fully implemented (23 of 28), at other levels, the majority of the objectives is in the phase of partial implementation.

	BiH	FBiH	RS	BD
the number of objectives whose implementation did not start	2	2	1	2
the number of objectives whose implementation just started	2	4	1	3
the number of objectives that were partially implemented	13	11	3	12
the number of objectives that were fully implemented	11	11	23	11
<i>Total number of objectives:</i>	28	28	28	28

However, for certain number of objectives, the implementation did not start yet. So, for the objective related with management of relations with services beneficiaries³⁹,

³⁸ 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 did not start at any level. For the reform objective related with enabling payment of administration services in place where the service is provided⁴⁰ implementation did not start at the levels of BiH and the FBiH.

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

Common activities

In this reporting period, 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" completed⁴¹. The project was implemented through four components in the period of 24 months and the set results have been achieved. Within the first component, related to defining a framework for establishment of a system of reduction of administrative barriers and regulatory impact assessment for the level of the institutions of BiH and the BD BiH, strategic documents of the Strategy for improving the implementation of the regulatory impact assessment have been developed, which established strategic frameworks for the establishment of a system of reduction of administrative barriers and regulatory impact assessment with established measures, activities and deadlines. Also, a document of proposal of identification of institution and establishment of the competences for management of the affairs of PUP at the level of the BD BiH was prepared, and that document gave a proposal of job description and bearers of the activities for the jobs of reduction of administrative barriers and PUP in the Brčko District of BiH. Impact assessment methodology was drafted when drafting regulations in the Brčko District of BiH. Within the second project component, related with building and/or strengthening of human resources in the institutions (including also line ministries and other relevant administration bodies) for execution of the affairs of administrative barriers reduction and regulatory impact assessment (including public consultations) at all administrative levels in BiH, a "Methodology manual for measurement and targeted decrease of administrative burden for economy at the level of BiH" was drafted, as well as the proposal for amendments to the Regulation on the procedure of regulatory impact assessment in the Federation of BiH and guidelines for implementation of the said methodology, which are a constituent part of the Regulation. A document and program of education and training of civil servants on the (regulatory) impact assessment and reduction of administrative obstacles were prepared and adopted, as well as the Guide - Methodology for impact assessment based on which basic, intermediate and advanced level trainings were conducted. The trainings were attended by 500 civil servants from all four administration levels from various institutions. Within this component, 14 junior professionals were engaged, who gave their contribution

³⁹ Objective AP 5.5. Develop a training programme for consumers relations management (CRM)

⁴⁰ 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.).

⁴¹ In May 2016, the contract on consultancy services for implementation of this project was signed.

in implementation of the project through assistance to the civil servants in the units of RIA at all the levels. The third component was directed to defining and implementation of the pilot RIA on certain legislation at all four levels. A total of 6 pilot RIA were implemented (one at the levels of BiH and BD BiH and two at each entity level): at the level of the RS pilot RIA on the PPP Law and the Law on Free Zones of the RS; at the level of the Federation of BiH, a pilot RIA to the Law on Business Infrastructure Improvement and Analysis of the Current State and Recommendations for Improving the Implementation of Regulatory Impact Assessment and Reduction of Administrative Obstacles of FBiH; at the level of the Brčko District of BiH, the RIA pilot for the PPP and concession law and at the BiH level pilot RIA "Relationship of the Law on Administrative Procedure of Bosnia and Herzegovina and Special Administrative Procedures". Through the project, a good civil society participation was achieved during the implementation of the pilot RIA, and a workshop was held with civil society organizations in order to bring them closer to the substance of the impact assessment, as well as an incentive to participate in the regulatory process. The fourth component of the project analysed the state of IT capacity for the needs of regulatory impact assessment and the reduction of administrative barriers at the entity levels, and a specification for the procurement of equipment and services for development of new software solutions was drafted, thus creating preconditions for the implementation of the new project. Implementation of this project contributed to full or partial implementation of three objectives in this reform area: 1.2., 1.3. and 5.1., as well as fulfilment of the objective 2.1. from the reform area of Strategic Planning, Coordination and Policy Making.

Within the project "Establishment and/or strengthening of capacities of institution/s for control of regulations and establishment of a system of reduction of administrative barriers", a contract was implemented related with procurement of equipment and services of development of new software solutions" at the levels of the FBiH and the RS, which developed dynamic websites, containing information, as well as a database with the register of administrative procedures / approvals in economy implemented before the federal / republic administration bodies, which would serve as an efficient service primarily intended for the citizens and the commercial operators, with the objective of quicker and simpler access to the relevant information regarding approvals, legal and bylaw regulations, and other significant information necessary in order to perform certain activities. In addition to the database with the register of approvals, the websites contain also additional contents, such as a part for interaction with the citizens (sections questions and answers), information on the regulations in the procedure of public consultations (on-line consultations), and the part related with publication of implemented comprehensive impact assessments for certain laws. This contributes to partial implementation of the objective AP 1.3.⁴² and AP 1.4.⁴³

⁴² 1.3. Establish a system of reduction of administrative obstacles in the existing regulations

⁴³ Optimisation of the priority administration services – processes for business subjects: · electronic public procurement · starting a business in the system of "one-stop shop"

· Services for the existing business subjects (VAT, vacancy announcement, registration and deletion of employees, statistics and/or other reporting to the state bodies)

In November 2018, at the meeting of the Supervisory Team, a conclusion was adopted to suspend a development and adoption of the project documentation for the project "Measuring satisfaction of administrative services users" and to wait for a new structure as well as adoption of the new documents of the Strategy framework. Implementation of this project would 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).

Individual activities

Council of Ministers of BiH

In this reporting period, within 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" a document Strategy of better regulation of the institutions of Bosnia and Herzegovina (Strategy of improvement of implementation of regulatory impact assessment) establishing measures, activities and deadlines for their execution. A proposal was given for possible changes to the relevant regulations for the purpose of legal regulation of the RIA. There were trainings of regulatory impact assessment of basic, intermediate and advanced level for the civil servants from various institutions, which all contributes to implementation of the objective 1.2. Establish a system of administrative barriers reduction (ABR) in the proposals of regulations through a mechanism of regulatory impact assessment (RIA) and well as to implementation of the objective 5.1.⁴⁴ Through the said project, a pilot RIA was done for "Relationship of the Law on administrative procedure of Bosnia and Herzegovina and special administrative procedures" which partially contributes to fulfilment of the objective 1.3.⁴⁵

In the reporting period, according to the information provided by individual state institutions, continued progress in the RAP 1 segment related to improvement of the satisfaction of service users is noted, and in addition to the institutions that supplied data for the previous reporting period, the Agency for Statistics of Bosnia and Herzegovina submitted data which go in favour of meeting the objectives of this segment of the PAR. Therefore, the Agency for Statistics of Bosnia and Herzegovina has its own methodology, that is, the guidelines for measuring customer satisfaction, and the user satisfaction survey is carried out through their website and by sending a questionnaire to the users' mail and they regularly publish the results of the performed surveys (objective AP 2.2.). The Agency for Drugs and Medicaments regularly, biannually, publishes results of these measurements.

⁴⁴ 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

⁴⁵ 1.3. Establish a system of reduction of administrative obstacles in the existing regulations

Regarding the objective AP 2.3.⁴⁶, in the Indirect Taxation Administration, there is in force the Ordinance on the procedure of solving objections⁴⁷ 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. The Ministry of Defence of BiH adopted the Ordinance on monitoring the objections and proposals on the work of the MD BiH and research of opinions on the services of the MD BiH.

Federation of BiH

At the level of the institutions of the Federation of BiH, the document "Methodology manual for measurement and targeted decrease of administrative burden for the economy" and the guidelines for its application were drafted through 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" Also, a proposal for amendments to the Regulation on the procedure of regulatory impact assessment in the Federation of BiH was drafted, which directly contributed to additional progress in implementation of the 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). Through the project, two pilot RIAs were developed to the Law on Business Infrastructure Improvement and Analysis of the Current State and Recommendations for Improving the Implementation of Regulatory Impact Assessment and Reduction of Administrative Obstacles of the FBiH, which partially contributes to the fulfilment of the objective AP 1.3. Establish a system of reduction of administrative obstacles in existing regulations. The progress regarding meeting the objective 1.4.⁴⁸ is reflected in the activities of the Government of the Federation of BiH. The Government of the FBiH submitted in the parliamentary procedure amendments to the Law on Registration of Business Entities; the Law on Businesses and the Law on Trades and Related Activities, and the Electronic Signature Act, which will offer a solution for significantly simplifying and accelerating the registration process of business entities. The ongoing activities of the inter-institutional working group for establishment of a one-stop-shop will soon lead to the preparation and proposing the measures and activities aimed at establishing the mechanism of a one-stop-shop system and electronic registration of business entities. E-services / services of the Tax Administration of the Federation of BiH represent a set of services intended for taxpayers of contributions that enable fulfilment of obligations over the Internet, in accordance with the current legislation. Taxpayers who become users of e-services / services are provided with possibility of electronic submission of forms, review of the correctness of submitted forms and status of the forms in order to simplify and

⁴⁶ Objective AP 2.3. Improve the system for collecting comments, proposals and suggestions from users of administrative services

⁴⁷ Official Gazette of BiH, No. 103/14

⁴⁸ . Optimisation of the priority administration services – processes for business subjects: · electronic public procurement · starting a business in the system of "one-stop shop" · Services for the existing business subjects (VAT, vacancy announcement, registration and deletion of employees, statistics and/or other reporting to the state bodies)

expeditiously fulfil obligations towards the Tax Administration. Draft Law on Amendments to the Law on administrative procedure was sent to the Government of the Federation of BiH.

Republic of Srpska

At the level of the Republic of Srpska, through the joint 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", two pilot RIAs were developed, namely on the Law on PPP and the Law on Free Zones, which partly contributes to the meeting the objective 1.3.⁴⁹ Also, through the project Specification for equipment procurement and development of new software solutions, activities were undertaken to create physical and logical preconditions for the installation of a dynamic web site:

- Hardware and software licences were delivered and the application server and the system software were installed in accordance with the technical specification
- Design was drafted as well as the dynamic website and the databases in accordance with the functional requirements defined by the specification, which directly contributes to fulfilment of the objective AP 1.4. Advanced level trainings were held regarding knowledge and skills to execute the jobs of regulatory impact assessment.

The Law on Amendments to the Law on Registry Books was adopted⁵⁰, which introduced in the Republic of Srpska the obligation for the registry services to communicate between each other and to acquire ex-officio the evidence at their disposal, which represents a relief for the citizens, because they will no longer have an obligation to submit with their requests for registration in the registry books or a correction of data various excerpts or certificates at the disposal of the registry services in the Republic of Srpska. This additionally contributes to fulfilment of the objective 1.8. Ensure that all the bodies of public administration acquire data necessary for the procedures from public records ex officio.

The Law on Amendments to the Law on General Administrative Procedure⁵¹ was adopted in the Republic of Srpska in the reporting period. This Law, in the context of the public administration reform, regulates in more detail an electronic communication of the bodies and the clients, enactment and submission of specific decisions electronically, and sets certain deadlines. A single administrative place is being introduced as a type of "post box" in which the clients could put their requests, with a note that the administrative procedures are still managed before actually and locally competent bodies. This Law will make the administrative procedure more efficient, more functional, more effective, more transparent and oriented to citizens as final users of services of the bodies that implement this law when deciding on their rights, obligations and legal interests.

The possibility of sign language and Braille use in the procedure was introduced, thus facilitating participation in the procedure for the persons with this type of disability, who are

⁴⁹ AP 1.3. Establish a system of reduction of administrative obstacles in the existing regulations

⁵⁰ Official Gazette of the Republic of Srpska, No. 66/18

⁵¹ Official Gazette of the Republic of Srpska, No 66/18

legal participants in administrative procedures and who should be enabled to equally participate in all procedures in which decisions are being made on their rights or obligations.

Brčko District of BiH

In the reporting period, at the level of the Brčko District of BiH a progress was noted regarding fulfilment of the objective AP 1.2.⁵² by implementation of the project 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". A document "Recommendations for RIA in the Brčko District of BiH; identification of institution, establishment of competencies and establishment of job description and bearers of the activities for the jobs of administrative barriers reduction and RIA in the Brčko District of BiH" was drafted. Based on this document, the Organisation plan of the Office of the Mayor of the Brčko District of BiH was amended, which assigned to the Legislative Office of the BD BiH the competency for the jobs of impact assessment and administrative barriers reduction, and jobs were systematised and filled for the jobs of impact assessment. A methodology for impact assessment when drafting regulations in the BD BiH was developed, adopted by the Government of the BD BiH through the Decision on the procedure and methodology of the impact assessment in the drafting of regulations in the BD BiH (adopted at the 32nd regular session of the Government of the BD BiH on 19 March 2018)⁵³. A document Strategy of better regulation of the institutions of the Brčko District of BiH (Strategy of improvement of regulatory impact assessment implementation) was drafted. Trainings were implemented on regulatory impact assessment for the civil servants from various institutions. The Law on Amendments to the Law on Administrative Procedure of the Brčko District of Bosnia and Herzegovina⁵⁴, which specified certain terms, allowed adoption and signing of administrative acts also by persons authorised by the manager of the public administration body, prescribed the possibility of waiving and giving up the right to appeal. Fulfilment of the objective AP 3.1.⁵⁵ was recorded at the level of the Brčko District of BiH, based on the submitted data that a work quality control in the field of administrative procedure management and provision of administrative services, through inspection supervision, is being done by the Administrative Inspection in continuity, on which they draft a Work report every year. The Administrative Inspection implements the monitoring in accordance with the methodology, which is a constituent part of the Work plan for each year. The same control, but in accordance with the authorisations set by the Organisation Plan, is mandated to be implemented also by the heads of the Departments and heads of the lower organisation units, who within the competences of the Department decide on the rights and obligations of the parties in the administrative procedure, who also draft a Work report each year. Certain reports are a constituent part of the Work Report of the Government of the Brčko District of BiH, which is monitored by the Assembly of the Brčko

⁵² Establish the system of reduction of administrative obstacles (RAO) in the proposals of regulations through mechanisms of regulatory impact assessment (RIA).

⁵³ Published in the Official Gazette of the BD BiH no. 13/18

⁵⁴ Official Gazette of the Brčko District of Bosnia and Herzegovina, No. 21/18

⁵⁵ Establish an internal system of performance quality monitoring in the field of management of administrative procedure and provision of administrative services


District of BiH, which discusses it, adopts it and gives recommendations to improve the quality of work.


2. Key Obstacles and Problems


The only objective whose implementation did not start on any administration level is AP 5.5. Develop a training programme for management of relations with the beneficiaries of the services (CRM - Customers Relations Management), whose deadline for implementations is mid-2013. Implementation of this objective was supposed to be ensured through the project "Measuring Administrative Services User Satisfaction", however, the Supervisory Team, at the November session, took a standpoint to wait with this project adoption of the new Strategy Framework for PAR and establishment of the new coordination structures. Same as in the previous reporting periods, a difficulty in evaluation of the progress in implementation of the objectives from this area was stressed due to 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". Also, in general, there is a problem in progress evaluation due to lack of relevant data from certain administrative levels.

3. Recommendations


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 the Government of the Federation of BiH to continue the activities on adoption of amendments to the Law on Administrative Procedure, with the objective of implementation of measures and recommendations from the Administrative Decision Making in BiH Quality Improvement Programme.

 It is recommended to all the competent institutions for RIA from all four administration levels to continue further development and strengthening of application of the regulatory impact assessment (RIA) instrument in a coordinated manner.

 It is necessary to provide a continuous education of civil servants in the field of practical application of the regulatory impact assessment instrument through


regular programmes of improvement in the Civil Service / Administration Agencies and the Sub-Department for Human Resources of the BD BiH.


 It is recommended to the Government of the Federation of BiH to provide technical preconditions for publication of a dynamic web service "Administrative Procedures Register" intended for citizens and economic operators with relevant information regarding approvals, legal and bylaw acts and other relevant information necessary to execute certain economic operations.

 It is recommended to all the competent institutions to 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.

4. Next Steps

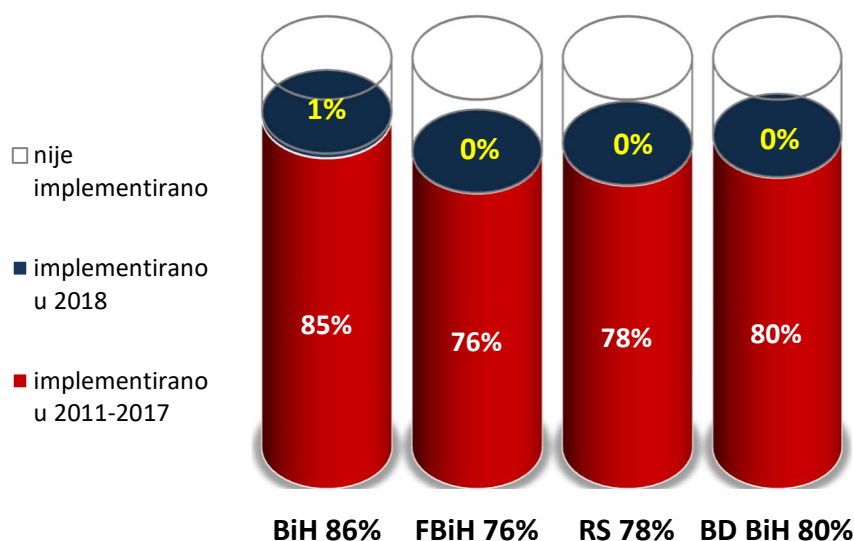
The following activities should be implemented in the following reporting period in order to implement the unimplemented objectives:

 With the objective of successful verification of the outputs 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 competent user institutions should undertake certain procedural activities so the output documents would be adopted by the CoM / the governments with the objective of ensuring their application in practice.

 The Public Administration Reform Coordinator's Office and the competent institutions in the field of APAS should discuss continuation of activities regarding development and adoption of the project documentation for the project with the 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 level (86%), while the lowest is at the level of the Federation of BiH (76%).



During this reporting period, the state level achieved the progress of 1%, while other levels had no change in percentages of objective implementation⁵⁶.

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 practices⁵⁷, 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".

	BiH	FBiH	RS	BD
the number of objectives whose implementation did not start	0	1	1	0
the number of objectives whose implementation just started	2	4	4	4
the number of objectives that were partially implemented	5	5	4	5
the number of objectives that were fully implemented	15	12	13	13
<i>Total number of objectives:</i>	22	22	22	22

⁵⁶ 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).

⁵⁷ IC 4.4. Provide the PR officers / managers with the access to the experiences of the best European practice

The biggest number of the objectives in this reform area is continuous in character. 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". An awarded mark does not necessarily mean also a high quality of fulfilment of the objective, but it predominantly focuses on the set objectives, as the will to establish a certain practice in work. Therefore, the 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.

Having in mind the aforementioned, the biggest progress in the field was achieved by establishment of the 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-off objective IC 3.3. was also recorded, by preparation of the project "Functional review of institutional communication capacities in the civil service of BiH".

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

Common activities

During 2018, there was one meeting of the Supervisory Team, on 26 October 2018. In addition to regular topics, related with the projects in this reform area, the agenda of the meeting covered also information on the condition in the reform area and on the new Strategy framework for PAR 2018 - 2022, exchange of information on the activities within the project of the British Embassy "Support to the Governments in BiH in Strategic Communication of Key Measures of the Reform Agenda", information on the activities within the initiative "Open Government Partnership", and a discussion on the recommendations of the Special group for public administration reform, related with the Law on Free Access to Information. During the reporting period, the activities of the Supervisory team were related with the projects "Strategic Communication - phase II", "Functional Overview of the Capacities of Institutional Communication in the Structures of

the Civil Service in BiH" and "Approximation of the administration to the citizens - public campaigns".

Representatives of the Supervisory Team actively worked in the commissions for public procurements of the first two said projects, and by 15 May 2018 they declared on acceptability of the project "Approximation of the administration to the citizens - public campaigns". The project represents a continuation of the activities directed to strengthening the capacities of the information / public relations officers in BiH. Project activities put the focus on public campaigns as one of the most efficient and most effective promotion tools, especially in cases of campaigning on topics of general interest. Although the implementation of certain public campaigns is recorded at the level of individual institutions of different administrative levels, their periodicity and small scope limit the positive effects and their visibility. Therefore, it is necessary to timely plan and ensure the funds for implementation of these activities. That way, they will be properly prepared, directed, and in a satisfactory volume. Due to failure to sign the Annex VI to the Memorandum of Understanding for Establishment of the Public Administration Reform Fund, financing and implementation of the project "Approximation of Administration to Citizens - public campaigns" were postponed until further notice, and/or until full operability of the PARF.

During the reporting period, the public procurement procedure for procurement of consultancy services for implementation of the project "Strategic Communication - phase II" was annulled. The general objective of the project is 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 one of the main results that need to be achieved by this project is related with development of the system of general monitoring and evaluation of strategic communication, applicable at the level of all the institutions and at all four administration levels.

During the reporting period, there was a procedure of public procurement for the project "Functional overview of capacities of Institutional Communication in the structures of civil service in BiH", which was annulled. The project intends to provide a support to implementation of the reform measures in this segment of the institutional communication, related with the following: methodology development, application and implementation of a specific theme research of public opinion, and draft and promotion of the analysis of the condition of implementation of the communication strategy framework of all four administration levels, and draft and promotion of the document of functional overview of capacities of institutional communication in the civil service of BiH.

During 2018, the Supervisory Team, after annulled public procurement procedures, agreed in writing to join the projects "Strategic Communication - phase II" and "Functional Overview of the Capacities of Institutional Communication in the Structures of the Civil Service in BiH" into one, which would mean implementation of one instead of two public procurement procedures. Considering the failure to sign the Annex VI to the Memorandum of Understanding for Establishment of the Public Administration Reform Fund and a

limitation regarding functioning of the PARF, preparation and implementation of this project was postponed until further notice, and/or until full operability of the PARF.

The Advisory Council of the Open Government Partnership, in accordance with the Decision on establishment of the Advisory Council of the "Open Government Partnership" Initiative⁵⁸, was established at the inaugural session of 15 June 2018, and they had three sessions where steps and dynamics were agreed when drafting action plans of the competent levels of authority, as well as the process of consultations with the interested public. Action Plans of the Council of Ministers of BiH, the Government of the Federation of BiH, the Government of the Republic of Srpska and the Government of the Brčko District of BiH were drafted. There were also public consultations for the action plans of the CoM BiH, the FBiH and the BD BiH.

Three workshops were held within the project "Support to Governments in BiH in Strategic Communication of Key Reform Agenda Measures" (17 and 18 April "Strategic Communication and Campaign Planning", 19 and 20 June "Internal Communication and Digital Media" and 11 and 12 September "Media Relations and Communication Management"), with the participation of representatives of the Information Service of the Council of Ministers of BiH, the Public Relations Office of the Government of the FBiH, the Public Relations Bureau of the Government of the Republic of Srpska and the Information Sector of the Government of BDBiH. Within the same project, the said representatives participated in the study visit to the UK Government Communication Service, where the participants of the visit were able to exchange experiences and have an insight into the best European communications practices. A web platform for state, entity and Brčko District of BiH communications authorities was also established at www.mimk.ba.

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 was 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.

⁵⁸ Official Gazette of BiH, No. 94/16

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

The Council of Ministers of BiH, at the session of 27 December 2018, adopted the Programme of Work of the Secretariat General for 2019, within which there are the Programme of Work of the Information Service and the Action Plan of Implementation of the Revised Communication Strategy for 2019. 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.). With the objective of improvement of internal communication and exchange of professional experiences, on 14/05/2018, there was a meeting with the information officers in the ministries and other administration bodies. The topic of the meeting was related with the activities on operational networking of the communicators. On 17 December 2018 as well, the Service organised the meeting with communicators in the institutions of the Council of Ministers of BiH. The meeting was an opportunity to present to the communicators, in addition to the current activities on draft and publication of the Bulletin INFO of the Council of Ministers of BiH, also the implementation of the project "Support to the Governments in BiH in Strategic Communication Regarding the Key Reform Measures within the Reform Agenda", especially the publication "Communication Standards" prepared by the Information Service.

In the segment of activities (IC 5), the Information Service prepared and distributed during 2018 a total of 1630 various pieces of information. Out of that, there were 202 releases, 99 announcements, 852 press reviews and web portal monitoring, 40 requests, 138 internal acts, 628 images posted on the website, as well as 22 press events and 22 audio recordings. There were also 282 pieces of information posted on Twitter and 12 on You Tube. The Information service prepares a daily review of 8 issues of a daily press and monitoring of web portals, and submits it to 29 addresses within the CoM. Overall volume during the year is 852 press clippings, published more than 10,000 texts dedicated to the CoM, the chairman and the ministries, and the agencies and the bodies of the CoM BiH (IC 6). In 2018, 38 requests in accordance with the Law on Free Access to Information were received and processed and 121 informal requests of the citizens (IC 7).

Within the segment of web pages (IC 8.) Information Service - in 2018, 97,914 users were registered, 199,111 visits to the web site, and 659,464 views on the site. At the proposal of the Public Administration Reform Coordinator's Office, the Council of Ministers of BiH adopted the Policy and Standards of Proactive Transparency and instructed all institutions of the CoM BiH to regularly update documents and information published on their official web sites. The purpose of the Policy of Proactive Transparency in Public Administration is to define standards of proactive publication of information of the institutions of the CoM BiH in

order to increase their transparency. Proactive transparency standards include a set of 38 types of information to be published. Within the project "Support to BiH Governments in Strategic Communication regarding key reform measures within the Reform Agenda", a web platform for state, entity and the Brčko District of BiH authorities communicators was established at www.mimk.ba.

The information service prepared and in cooperation with the media advisor of the Chairman and ministers and deputy ministers and institutions of the CoM BiH spokespersons, published 4 bulletins INFO of the Council of Ministers of BiH. These activities contribute to the segment of direct communication with the citizens (IC 9).

Within the objective IC 11, it is important to mention that a great number of individual institutions delivered many items of information related with the activities of the institutions in the field of measurement of effects of communication activities, but the information are rather various and variously measurable. That confirms the need and urgency of implementation of the project "Strategic Communication - Phase II", which should contribute to fulfilment of measures, objectives and recommendations in the segment IC 11, and give guidelines and instructions to the institutions at all administration levels on a general and harmonised system of measurement of communication activities, measurable by the same success indicators.

In the segment IC 12 - Cooperation with the civil society, a sporadic implementation of these activities was noted at the level of individual institutions of the CoM BiH. Cooperation of the Information Service with the civil society is continuous. On 28 September, the Information Service took part in a conference organised by the Transparency International BiH "Transparency of the distribution of public funds - availability of data and perspectives of open government", at the PR conferences in Mostar, in November and in Zagreb in December. A meeting was also organized with the "ZAŠTO NE" Association of Citizens about the poll conducted among regional media in connection with European integration. The CoM BiH adopted the Action Plan for Implementation of the Communication Strategy for Public Information on the BiH Accession Process to the European Union for 2018, prepared by DEI in cooperation with other CoM BiH institutions. The ministries and other bodies of the CoM BiH will carry out dozens of activities in publishing, on-line communication, research, and event promotion, in order to jointly enable more efficient communication with different public actors and to improve citizens' information on BiH's accession to the European Union.

Federation of BiH

As the Government of the Federation of BiH, at the proposal of the Public Relations Office, adopted the Communication Plan of the Government of the FBiH 2015 - 2018 in 2015, with the aim of making it operational, same as every year, a Communication Action Plan for 2018 was adopted (135th session, held on 18 January 2018). These documents define relations with the media and the public in general, education of persons in the Federal Government in charge of these tasks, coordination between public relations services in federal institutions

and other issues. The document is important also as a condition for quickening the process of EU integration. These activities contribute to implementation of the objective (IC1).

The Office has regular contacts with the editorial boards and notifies them on all the meetings and other events at the request of the Office of the Prime Minister of the FBiH, the deputy Prime Minister of the FBiH and the federal ministries. In 12 months of 2018, the media received 55 notices, or announcements for the sessions of the Government of the FBiH, the meetings and the press-conferences of the officials of the Government of the FBiH. The Office organised, moderated or announced 46 press conferences, of which 13 after the sessions of the Government of the FBiH. The Public Relations Office provides assistance to the journalists in implementing certain topics, in accordance with their interest, but they also direct them to the current topics from the work of the Government and their bodies. Also, it coordinates with the line ministries regarding presentation of representatives of certain ministries in the media, or placement of other information on the work of their departments (IC 5).

Regarding the action in accordance with the Law on Free Access to Information (IC 7), the Public Relations Office of the Government of the FBiH, during 2018, solved eight requests, and 18 questions of the citizens were answered electronically. Regarding implementation of this Law, the Office delivers regularly, quarterly, a report to the Parliament of the Federation of BiH and to the Institution of Ombudsman of BiH.

The progress was also achieved through the activities of improvement of the contents of the internet sites of the ministries (IC 8). In 2018, chronologies and texts of regulations published in the Official Journal of the FBiH were prepared in the Bosnian and the Croatian languages, in total 864 regulations (18 laws, 17 decrees, 720 decisions and 109 specific decisions). According to the statistics, in 2018, there were around 900,000 visitors - on average almost 2,000 visitors per day.

In the segment of providing information to citizens without intermediaries (IC 9), significant activities were noted in the Federal Ministry of Interior, the Federal Ministry for the Issues of Veterans and Disabled Persons of the Defence and Liberation War, the Federal Ministry of Justice, the Federal Ministry of Energy, Mining and Industry, the Federal Ministry of Transport and Communications, the Federal Ministry of Health, the Federal Ministry of Education and Science, the Federal Ministry of Trade, the Federal Ministry of Agriculture, Water Management and Forestry, and the Federal Ministry of Environment and Tourism.

Regarding the segment of the implementation of public campaigns (IC 10), at the 164th session of the Government of the Federation of BiH, the Information on the communication activities of the campaign for the suppression of the grey economy "Prijavi me, ohrabri me" was adopted, which implies the participation of all bodies and institutions of the Government of the Federation of BiH with the aim its implementation. Within the framework of the implementation of the "Prijavi me, ohrabri me" campaign, weekly meetings with representatives of Rent-a-PR Consulting were held within the project "Support to BiH Governments in Strategic Communication in relation to key reform

measures under the Reform Agenda", at which, on behalf of the Office, two civil servants participated. It is planned that communication activities will be carried out in the period of six months from the date of adoption of this information at the session of the Government of the Federation of BiH, and a detailed plan of communication activities will be continuously aligned between the institutions, the project bearers.

In the segment of measurement of communication activities (IC 11), during 2018, from the regular and urgent telephone sessions, 140 releases from the sessions of the Government of the FBiH were prepared and submitted to the media on 340 pages, where 1,447 items of the agenda were processed or 520 topics. In addition to editorial boards, press releases, at the same time when they were distributed to the media, were distributed, at their request, to addresses of non-governmental organisations, international and other institutions in BiH. All announcements were posted immediately also on the website of the Government of the Federation of BiH. That means that the Office, together with the releases from the sessions of the Government of the Federation of BiH, submitted a total of 595 releases to the media in 2018.

In the segment of cooperation with the civil sector (IC 12) activities of this type have been recorded within the Federal Ministry of Finance, the Federal Ministry for the Issues of Veterans and Disabled People of the Defence and Liberation War, the Federal Ministry of Health, the Federal Ministry of Education and Science, the Federal Ministry of Culture and Sports, the Federal Ministry of Trade, the Federal Ministry of Agriculture, Water Management and Forestry, the Federal Ministry of Development, Entrepreneurship and Crafts and the Federal Ministry of Environment and Tourism.

Republic of Srpska

After the Government of the Republic of Srpska adopted the Plan of Communications of the Government of the RS for the period 2015 - 2019, all the ministries at this administration level regularly prepare annual action plans of communication, 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).

The progress in the segment (IC 9) of direct communication with citizens was recorded in the Ministry of Interior, the Ministry of Family, Youth and Sports, the Ministry of Science and Technology Development, Higher Education and Information Society and the Ministry of European Integration and International Cooperation.

During the year, a significant number of campaigns (IC 10) was noted within the ministries of the RS: Ministry of Education and Culture: campaign "Let us read together", the Ministry of Interior: some of the campaigns - "Protect children in traffic", "Prevent school bullying", "Firecrackers are not toys", "Alcohol + steering wheel - Killer combination" "Second semester begins, drivers be careful!", "Driver pedestrian relationship", "Avoid long queues, replace personal documents in time", "Protect your property during the holiday season

","Not even one fast driving" - traffic campaign in cooperation with the Agency for Traffic Safety and other institutions and organisations.

In the segment of cooperation with civil society (IK 12) activities were recorded within the Ministry of Interior, the Ministry of Trade and Tourism, the Ministry of Transport and Communications, the Ministry of Spatial Planning, Construction and Ecology, the Ministry of Education and Culture, the Ministry of Health and Social Welfare, the Ministry of Justice, the Ministry of Family, Youth and Sports, the Ministry of Finance, the Ministry of Administration and Local Self Governance, the Ministry of Industry, Energy and Mining, the Ministry of European Integration and International Cooperation, the Ministry of Agriculture, Forestry and Water Management and the Ministry of Scientific and Technological Development, Higher Education and Information Society.

Brčko District of BiH

Communication strategy of the government of the Brčko District of BiH 2017 - 2020 was adopted at the 13th regular session of the Government of the BD BiH, on 10 May 2017, which contributes to implementation of the objective (IC 1). 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 tasks are executed by three employees (IC 2).

During the first half of 2018, the Sector for information organised 119 press-conferences and media statements of the mayor and the representatives of the Government. The media received 10 announcements and releases. During the second half of 2018, the Sector for information organised 149 press-conferences and media statements of the mayor and the representatives of the Government. The media received 12 announcements and releases (IC 5). The Ethics Officer, in the Information Sector, received 34 requests for access to information, as well as 8 requests through other bodies (IC 7).

During the reporting period, activities were completed regarding the release of the new web site of the Government of the Brčko District, and it will be published soon. Each department received their sub-site, through which they would publish information from their department. The web site of the Government of the BD BiH (www.bdcentral.net), in the first half of 2018, had 224,737 visits, 53,854 users (46,998 new users), and 958,798 pages was seen. In the second half of 2018, the web site had 210,767 visits, 50,018 users (43,609 new users), and 797,303 pages have been seen. On 14 November 2018, a new website of the Government was published, which is now more transparent, because in addition to the central site, it contains separate sites of all the departments and institutions of the Government (IC 8). In the field of direct communication with the citizens (IC 9), it is significant to mention the following activities: Mayor at coffee with journalists on the occasion of the World Press Freedom Day, a meeting with humanitarian associations with the aim of increasing funds for work, admission for students from the region, admission for successful sports clubs, trainings for greater citizen participation in decision-making in organisation of the Government of the BD BiH and the OSCE, marking Earth Day, admission

for national champions in inclusive basket - children with special needs, and so on. The Sector for information prepared and issued the Bulletin IHFO for 2018.

In the framework of IC 12, the 17th International Fair of Brčko Economy was held, public opening of civil society projects was organised, a manifestation "Fruit Days" was organised, public opening of civil society projects was conducted, public discussion on the need for continuation of socio-economic reforms was held, meeting with representatives of the Institute for Scientific Research and Development in Brčko, thanksgiving diplomas were presented to the volunteers of the year, marking the International Day of Persons with Disabilities and other activities.

2. Key Obstacles and Problems

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 4⁵⁹) are budget limitations and a small number of offered possibilities of this type. The partial implementation of this objective was initiated by implementation of the British Embassy project "Support to BiH Governments in Strategic Communication on Key Reform measures within the Reform Agenda". Through the projects in the reform area of Institutional Communication, 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.

Regarding concrete problems that have an influence on the progress in implementation of the objectives is also the fact that within the objective IC 2.1.⁶⁰ at the level of the Government of the FBiH, the problem of lacking information / public relations officers was 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.


The second problem is related with failure to sign the Annex VI to the Memorandum of Understanding for Establishment of the Public Administration Reform Fund, because of which financing and implementation of a great number of projects were postponed until further notice, and / or until the PARF becomes fully operational.

3. Recommendations


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


⁶⁰ Objective IC 2.1. Maintain and Develop Capacities in the Institutions


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:


 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 2019, 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-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.

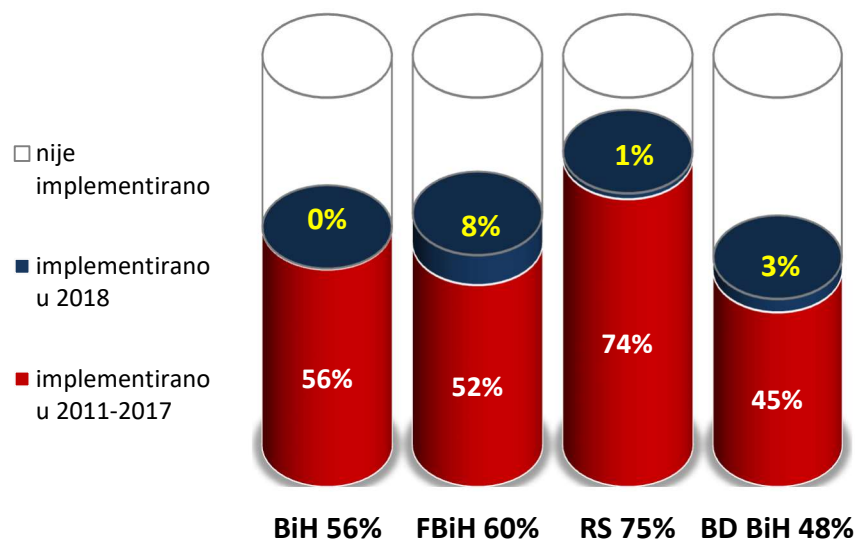
4. Next Steps

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, the competent institutions 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 "*Approximation of Administration to Citizens - public campaigns*".

REFORM AREA e-ADMINISTRATION

By the end of the reporting period, on average, 60% of the objectives in this reform area were implemented. The highest recorded percentage of implementation is in the Republic of Srpska (75%), while the lowest is at the level of the Brčko District of BiH (48%).



During this reporting period, the progress of 8% was achieved at the level of the FBiH, while at the state level the progress was not recorded⁶¹.

With the exception of the Republic of Srpska, where 10 objectives have been fully implemented, most of the reform objectives are in the phase of partial implementation, while the rest is in the initiation phase.

	BiH	FBiH	RS	BD
the number of objectives whose implementation did not start	0	2	0	6
the number of objectives whose implementation just started	11	6	4	5
the number of objectives that were partially implemented	8	9	8	9
the number of objectives that were fully implemented	3	5	10	2
<i>Total number of objectives:</i>	22	22	22	22

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

Common activities

⁶¹ 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).

During this reporting period, the Council of Ministers of BiH adopted the Interoperability Framework of BiH. This was the first and necessary step stipulated by the Operations Plan for implementation of the Interoperability Framework adopted by the Council of Ministers previously. Enactment of this Decision achieves the institutional assumptions for implementation of other activities planned by the Operations Plan. Bearing in mind that the other administrative levels involved in this project have already implemented activities related to the adoption of the Interoperability Framework, this opens up the possibility for further steps related to the full implementation of the Interoperability Framework throughout the territory of BiH through a greater degree of coordination and synchronization of activities by the work of the interdepartmental work group that would include members from all administration levels.

In the previous reporting period, implementation of the project "Implementation of common services for e-Services" was completed. During this reporting period, all formal steps were finalised to complete this project and to transfer all ownership rights for the developed system and delivered equipment to end users. No information was provided that the institutions started using this system and that the developed services were published and made publicly available. Also, there are no information provided that governments made decisions about the continued use and expansion of the use of these systems, or any information that such a process is in progress.

Implementation of 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" started on 14/06/2018. The project is funded by the Public Administration Reform Fund, and it envisaged development of 5 modules of information systems for users from the levels of the FBiH and the BD BiH (including the HR register), and two modules for users from the RS level.⁶²

In this reporting period, the implementation of the project Upgrade and the establishment of a system of government e-sessions was completed. With the upgrade, a system of e-sessions of the RS government was created that supports the complete process of proposing points and materials for sessions as well as the process itself during the session. Integration with the existing systems enabled the maximum collaboration of all participants in the process of work of the Government related to the sessions, thus enabling the achievement of maximum effects from the aspect of efficiency and speed of action. Training of all users involved in the process of work related to the Sessions enabled all the preconditions for the operation of this system. All activities on system upgrade were implemented in July 2017, and in late 2017 the last formal activities related to the signing of the free Maintenance contract as well. On 27 December 2018 the Government of the RS started using the system at the sessions. According to the Maintenance Agreement that was concluded within the

⁶² 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

project until April 2019, adaptive and corrective actions will be carried out in order to make the system fully operational.

The Government of the BD BiH has not yet started using this system although the system has been implemented and ready for use in accordance with the minutes signed by the nominated members of the Implementation Team, i.e. the representatives of this administrative level in the project, and the still sessions continue to be conducted in a classical way instead of electronic one, and therefore the effects of the implemented project are missing.

Projects in preparation:

In relation to all the proposed priorities from this area, the focus was on two projects: Information system in tourism (Online tourist tax) and Document Management Systems – project related with the CoM BiH and the FBiH. Regarding the project Information system in tourism, which was put on the priority list under the title Online tourist tax, the Supervisory Team from this area adopted the project proposal. The necessary and previously agreed dynamics of conclusion of work on the project documentation could not be respected due to open issues on the project. The key issue concerns the lacking legal basis for implementation of this project at the level of the FBiH, i.e. the existing legal basis enacted at the level of several cantons is not in accordance with the present project concept. Currently, there is no proposal to overcome this problem. Also, for the administrative level of the BD BiH it took time to conduct consultations with the institutions that would be included in the project from this administrative level. According to the information of the ST member, a general consent was obtained from the representatives of the key institutions of the BD BiH who would be involved in the project. In communication with the member of the ST from the administrative level of the RS, the online system for registering the residence of foreigners, which was published in June 2018 appeared as an open issue. In further communication and work, it is necessary to resolve all open questions about this project and find a solution that is possible and acceptable.

At the initiative of the PARCO, meetings were held on the completion of the development of project documentation for the Government Document Management Systems project. This project is related to the document management system at two administration levels, the FBiH and the CoM BiH. The key agreement on the project could not be reached in this period. There is still no clear standpoint at the level of the FBiH whether this project could be implemented in centralised or decentralised manner, additionally, lack of agreement between formal and real competency for implementation of this project is a risk that needs to be solved in the phase of draft of the project documentation.

The PARCO initiated the process of working on individual project ideas for projects that were already adopted as a priority by the PARF JMB. Members of ST on behalf of the FBiH and the BD BiH submitted their proposals for the projects "Consolidation of IT Infrastructure of the Government of the Federation of BiH in order to support the Project for the establishment of a one-stop-shops system and electronic registration of business entities" and

“Implementation of the Backup / Recovery / Replication System of the Government of the Brčko District of BiH”. However, due to failure to sign the Annex VI to the Memorandum of Understanding, the issue of further status of projects and funds of the PARF remained unresolved.

Individual activities

Council of Ministers of BiH

The Council of Ministers of BiH enacted the Decision on adopting the Interoperability Framework of BiH. This is an initial and a key activity from the Operations Plan for establishment of the Interoperability Framework, which the Council of Ministers of BiH adopted in January 2016. The decision addresses several important issues related to the implementation of the Interoperability Framework and Electronic Services in BiH. The decision primarily refers to the institutions of the CoM and defines the institutional capacities for the implementation of the Interoperability Framework. At the level of BiH institutions, the key responsibilities are shared by two institutions, the Ministry of Transport and Communications and the Secretariat General of the CoM BiH. The Decision defined the coordination for Interoperability as an expert and advisory body of the CoM BiH comprised of the following institutions: the Statistics Agency of BiH, the Indirect Taxation Authority of BiH, the Agency for Identification Documents, Records and Data Exchange of BiH, the Secretariat General of BiH, the Ministry of Communications and Transport of BiH, the Ministry of Security of BiH. The decision also foresees the coordination of activities with other administrative levels in BiH through the work of an interdepartmental working group.⁶³

The CSA BiH initiated the implementation of several independent systems that were previously to be implemented through the HRMIS. The implementation of the TMS system enabled the generation of a large number of training reports, from different reports on trainees, certified trainers, standard work reports, evaluation of training by trainees to the list of absences, financial reports (cost of training), etc.⁶⁴

At this administrative level, the Draft Law on Electronic Identification and Trust Services for Electronic Transactions was drafted. The said draft was harmonised with the EU Regulation No. 910/2014. The purpose of this law is to regulate a legal security in administrative procedures that would be implemented fully electronically. This law will regulate the use of electronic identification in administrative, judicial and other proceedings, business and other actions, recognize the means of electronic identification of natural and legal persons, establish rules for trust services, in particular for electronic transactions, and rights, obligations and responsibilities of physical and legal persons providing services for the creation, verification and validation of electronic signatures, timestamps, electronic stamps

⁶³ IT 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

⁶⁴ 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

and website authentication certificates. The Law is in the procedure of adoption by the CoM BiH.⁶⁵

The Council of Ministers of BiH adopted the document Analysis of the use of e-government services and the possibility of using services by other institutions at the 162nd session of the Council of Ministers of BiH, held on 21 December 2018.⁶⁶

The IICIS project whose implementation was completed in 2018 is operational and the institutions use this platform for electronic data exchange, but there remains a major problem of the system's sustainability, as there are no appropriations in the budget for licences and maintenance of this system.

Federation of BiH

At this administrative level, work on the Law on Electronic Signature in the FBiH continued. The House of Representatives adopted the Law. The Law is in the procedure of adoption by the House of Peoples of the Parliament of the FBiH. These activities contribute to implementation of the objective IT 1.4.⁶⁷

From the aspect of establishing and strengthening capacities for the issues of introducing e-Government at this administrative level, two departments have been established within the IT sector: Department for IT systems and interoperability and the Department for Technical Support. This contributed to implementation of the activity IT 2.1.1⁶⁸

The Civil Service Agency of the FBiH, in the Training Programme for 2018 – Expert specialist and general trainings for civil servants and employees, stipulated also the training from the field of Information Technologies. This gave a direct contribution to the activity IT 2.3.1⁶⁹

The Secretariat General 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 enabled 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 minimized problems that may arise in communication.⁷⁰ Implementation of the project "One-stop-shop and electronic registration of economic operators of the Federation of

⁶⁵ IT 1.1. Establish systems for supervision and accreditation of certifiers; IT 1.4. Enable use of all accredited security electronic signatures for operations with public administration

⁶⁶ 2.1. Establish a strong central unit, at those levels where it still does not exist, responsible for coordination and assistance to development of e-administration

⁶⁷ IT 1.4. Enable use of all accredited security electronic signatures for operations with public administration

⁶⁸ IT 2.1.1. Formally designate roles, responsibilities and functions of central units responsible for coordination and support to e-Administration development, and staff them adequately at the levels of government that has not established them and/or made them operational and/or staffed them adequately

⁶⁹ IT 2.3.1. Provide funds in the budget for constant expert education of IT staff

⁷⁰ Contributes to the objective 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

Bosnia and Herzegovina" continues. Set of laws was adopted by the House of Representatives of the Parliament of the FBiH, adoption by the House of Peoples is pending.⁷¹

In the FBiH, the project is aimed at upgrading the existing human resources management system is currently being implemented. This activity has an impact on the objective IT 4.4., i.e. the component HRMIS.⁷²

In the course of 2017, the system of eSessions, which fully supports the work of the Government of the FBiH, has been technologically improved and upgraded.⁷³

The Government of the FBiH passed the Decision on the Establishment of the Web Portal of e-Government of the Federation of BiH⁷⁴.

According to the proposed solution, the Portal of e-Administration of the FBiH will have four modules:

- Home page
- e-Services for citizens
- Register of administrative procedures
- e-Consultations

Through the module "e-Services for Citizens", visitors can access the services of electronic administration, as well as get all the necessary information about electronic administration services, such as the use of electronic services in the field of survey and real estate cadastre (issuing a copy of the plan, transcript of the ownership deed and request for division of plots) of the Federal Administration for Geodetic and Property-Legal Affairs.⁷⁵

Implementation of the E-Tax Project - submission of tax applications electronically for registered tax payers as external users of the TA Information System, through a secure access with the issuance of a digital certificate for access to IS TA.

The number of authorized persons (ID numbers) registered in the system is 15,574, the number of ID numbers registered for the use of e-services is 10,368, the number of ID numbers for which tax applications can be submitted is 52,292, the number of applications entered in the EJS application by the external of users in 2018 is 78,701, the number of applications entered in the nPIS application by external users in 2018 is 1,249,929 in total.

Use of the service e-contributions in 2018:

1) Total number of successful log-ins to the portal: 30,139 users

⁷¹ Objective IT 4.9. Implement the following priority transaction e-Services for businesses: PHASE 1

- Initiation of business activity by the system one-stop-shop (court registration, registration in tax administration, registration in the agency / institute for statistics). Activities IT 4.9.1 and IT 4.9.2

⁷² IT 4.4 Establish and implement the information systems that support key horizontal functions: HRMIS, electronic public procurements, document management system, e-Sessions of the CoM / the Governments

⁷³ IT 4.4. Establish and implement information systems that support the key horizontal functions: HRMIS, electronic public procurements, document management system, e-Sessions of the CoM / the Governments

⁷⁴ Official Journal of the Federation BiH, No. 29/18

⁷⁵ IT 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

2) Total number of viewed / opened information on paid contributions (form JS 3650E): 61,675 forms

Republic of Srpska

A new Rulebook on Systematization was adopted in the Secretariat General of the Government of the Republic of Srpska, where a Strategic Planning Department was formed, which partly undertook activities related to strategic planning and policy development, which is in line with the objective IT 2.2.⁷⁶ All other information provided was related to the confirmation of the previously implemented activities and objectives. It was thus confirmed that at this administrative level, the activities and objectives related to IT 1.2⁷⁷, IT 1.5.1⁷⁸, IT 2.2.2⁷⁹ were implemented.

By upgrading the system of government e-sessions, project implemented by the funds of the Public Administration Reform Fund, a system was established that fully meets all the needs of the business process organised around government sessions. By implemented training of 100 beneficiaries and after the signed free maintenance contract, all the conditions for this system to realize its maximum effects were fulfilled. The project was put to work on 27 December 2018, at the 1st session of the Government of the RS in the new convocation. It linked all the representatives of the Secretariat General of the Government, all the ministries in the Government, and the Republic Legislation Secretariat. By the end of April 2019, there will be adaptive and corrective activities so the system, would be fully functional in accordance with the Contract.

On 1 January 2019, a new web portal www.vladars.net became operational at this administration level (with more modern design, better intuitiveness and search, it kept and improved all the criteria it had in relation to the previous platform, which was being implemented in the period 2013-2014).

Brčko District of BiH

Key progress at this administrative level was achieved by extending the responsibilities of the Public Administration Reform Coordinator's Office within which a new organizational unit was formed to coordinate and assist the development of e-Government. The task of this unit is to take care of the interoperable information system and interoperability issues.

The necessary staff is being employed (two IT engineers and one lawyer), and it is expected to be complete in the first quarter of 2019⁸⁰.

⁷⁶ IT. 2.2. Continuously strengthen all established central units in charge of coordination and assistance to development of e-administration, especially regarding strategic capacities for coordination of the affairs of e-administration, policy / strategy development, drafting regulations and providing instructions and advice to the individuals and institutions, whether through employment of new people, or through additional education of the existing staff

⁷⁷ Ensure interoperability and acknowledgement of all accredited certifiers in the territory of BiH

⁷⁸ Prepare the mode of planning, development and implementation of IT projects and publish them on the Internet

⁷⁹ Organize training of staff of central units in the area of strategic planning and policy making

⁸⁰ IT 2.1.1. Formally designate roles, responsibilities and functions of central units responsible for coordination and support to e-Administration development, and staff them adequately at the levels of government that has not established them and/or made them operational and/or staffed them adequately

A working group was formed to draft the Law on Electronic Signature and the Electronic Document Act. Consultations were conducted and opinions were obtained from the control bodies. A regulatory impact assessment of both laws has been made and submitted to the Legislative Office. In the next phase, guidelines will be developed through which attention will be paid to the content of the laws.⁸¹

This administration level completed the ICIS project. Results of the project related with exchange of concrete data are still being tested. Establishment of interoperable information system through the ICIS project created also a software infrastructure for data exchange between all the organisation units of administration. A full production in data exchange is expected to take place soon.⁸² Within the same project, the optimization of the interoperability of public registers of the Tax Administration and the Basic Court in the BD BiH was implemented. The project Implementation of Common Services for e-Services implemented a pilot service related to the implementation of the competition procedure for employment. The initiated project for human resources management HRMIS would round up the system for human resources.⁸³

A new web portal of the Government of the Brčko District of BiH was established www.vlada.bdcentral.net.

At the moment, besides the central website, 17 websites of the departments and the institutions of the Government of the Brčko District of BiH have been created. The representatives of the institutions were put in charge of editing of web sites, with coordination of the Information Sector in the Office of the Mayor, specifically the web editor and the spokesperson of the Mayor.⁸⁴

It is expected to launch a portal for e-services organized around every-day-life events.⁸⁵

Through the implementation of the II component of the project Upgrade and implementation of the system of government e-sessions related to the construction of the system for the Government of the BD BiH e-sessions, the maximum possible efficiency of work of the Government of the BD BiH regarding the sessions was enabled.⁸⁶ There was a training for 70 users of the system and for the technical personnel who would maintain the delivered system. By digitizing the process of work related to sessions, a great level of automation and acceleration of the process was achieved, information flow was improved, as well as better information management.

⁸¹ IT 1.1.1. Analyse, adopt and/or amend the relevant regulations if necessary

⁸² IT 4.2.4. Implement the project for verification and operability of the concept of interoperability

⁸³ IT 4.4. Establish and implement the information systems that support the key horizontal functions: HRMIS, electronic public procurements, document management system, e-Sessions of the CoM / the Governments

⁸⁴ IT 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

⁸⁵ IT 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

⁸⁶ IT 4.4. Establish and implement the information systems that support the key horizontal functions: HRMIS, electronic public procurements, document management system, e-Sessions of the CoM / the Governments

At this administration level, there is currently implementation of the project one-stop-shop and electronic registration of business entities of the Brčko District of BiH.⁸⁷

2. Key Obstacles and Problems

A key obstacle for this area is the failure to adopt the new PAR Strategy and the Action Plan, which would redefine the activities and priorities. The urgency of adoption of the new Strategic Framework is mostly reflected in this area of e-Government, where there is evident pressure from new technologies and offering new ways to address the issues from the PAR. The biggest problem is that the implementation of activities on the ground takes without a plan, the administrative levels and the institutions perform with individual activities without a clear strategic base and a clear idea of the impact on other subsequent processes that should result in related systems. Without a global strategic direction at the level of the whole BiH in this area, new risks are emerging that some administrative levels are focused on particular solutions that may be significantly different from solutions at other administrative levels. The lack of jointly agreed prioritisation of activities leads to a lack of co-ordination in their implementation, which greatly loses the overall effects of reform processes.

The consequences of the failure to adopt the Memorandum on Extension of the Public Administration Reform Fund duration had a direct impact on the dynamics of the project design process.

3. Recommendations

In the next period it is necessary to continue implementation of the remaining unimplemented objectives from the period 2011-2014. In this sense, the following is recommended:



It is recommended to the Council of Ministers of BiH to quicken the activities on harmonisation of regulations from the domain of electronic signature and electronic identification with the EU regulations.

The Council of Ministers of BiH needs to quicken the activities so the issuers of qualified certificates could be certified and so introduction of e-Services with full legal force would be enabled.

⁸⁷ IT "4.9. Implement the following priority transaction e-Services for business subjects:

PHASE 1








- Initiation of business activity by the system "one-stop-shop" (court registration, registration in tax administration, registration with statistics)

PHASE 2


- Initiation of business activity by the system "one-stop-shop" - continuation (application to the employment institutions, pension and health insurance)


PHASE 3

- services for the existing businesses (VAT, announcement of vacancies, registration and deregistration of employees, statistical and other reporting to state authorities)"

	<p>It is recommended that the Secretariat General of the CoM BiH sends a proposal for the appointment of members of the Coordination for Interoperability on the basis of the Decision on the adoption of the Interoperability Framework.</p>
	<p>It is recommended that the Ministry of Transport and Communications of BiH prepares a Decision on the appointment of members of the Inter-Ministerial Working Group; prepare a proposal for the Three Year Programme at the level of the CoM BiH in accordance with the Decision on the adoption of the Interoperability Framework in BiH.</p>
	<p>The Government of the Brčko District of BiH to start with the operationalisation of the adopted Interoperability Framework.</p>
	<p>When drafting the Strategy and the Action Plan for the development of the Information Society in the part relating to the Public Administration, and in particular to e-Administration and provision of services, it is recommended to the Ministry of Transport and Communications to take into account the documents of the Strategy and the PAR Action Plan, bearing in mind that the new Strategic Framework for PAR is being developed.</p>
	<p>It is recommended for the institutions involved in the project Implementation of common services for e-Services (Secretariat General of the Council of Ministers of BiH, Department for maintenance and development of the e-business and e-Government system, Secretariat General of the Government of the Federation of BiH, Secretariat General of the Government of the Republic of Srpska, Sub-Department for IT of the Government of the Brčko District of BiH, Institute for Metrology, Republic Administration for Geodetic and Property Affairs of the Republic of Srpska, Federal Administration for Geodetic and Property-Legal Affairs, Human Resources Division of the Government of the Brčko District of BiH) to publish developed services, inform their governments about the implementation of the project, and at the same time, propose a conclusion that would confirm the obligation to use developed services by all other institutions that will in the future have the need for some of the services.</p>
	<p>It is recommended to the Government of the BD BiH to start with publication and using the system of government e-sessions, which was developed through the project financed by the PARF.</p>
	<p>It is recommended to all the governments that were involved in the ICIS project to adopt a conclusion stipulating widening of the project and approve budget funds for system maintenance.</p>

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 ensure efficient maintenance, involvement and consistent implementation of the activities on draft of the project documentations for the projects on the list of priorities for the area of e-Administration.

4. Conclusions and Recommendations





The implementation of the objectives of the Revised Action Plan 1 continued in 2018, in which the overall progress was 75%, or 3% on an annual basis.

The Public Administration Reform Coordinator's Office deems necessary for the Republic of Srpska to adopt the new Strategic Framework for Public Administration Reform as soon as possible, and to start immediately with the preparation and adoption of the accompanying Action Plan in order to start its implementation at all levels of government in BiH. It is necessary to ensure continuation of functioning of the Public Administration Reform Fund with the objective of ensuring funds necessary for implementation of the measures from the Strategy Framework for public administration reform 2018 – 2022. Until then, the Public Administration Reform Coordinator's Office points to the need for the competent institutions to implement all previous recommendations as soon as possible, as well as the recommendations in this progress report, listed in the individual reform areas, and in particular the following:

- **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".
- **Council of Ministers of BiH** to speed up activities on harmonization of regulations in the field of electronic signature and electronic identification with the EU regulations, and that the Secretariat General of the CoM BiH, on the basis of the Decision on the adoption of the Interoperability Framework, submits a proposal for the appointment of members of the interoperability co-ordination.
- **the Council of Ministers of BiH** to appoint the Civil Service Agency of BiH to be the bearer of the affairs of personnel planning for the needs of the institutions of BiH.
- **the Government of the Federation of BiH and the Government of the Brčko District of BiH** to finalise the initiated activities on preparation of the proposal of the texts of the Laws on Public Private Partnership.
- **the Government of the Federation of BiH** to appoint the institution that would be a bearer of a personnel planning for the needs of administration bodies of the FBiH, and to continue the activities on adoption of amendments to the Law on Administrative Procedure with the objective of implementation of measures and recommendations from the Administrative Decision Making in BiH Quality Improvement Programme.
- **the Government of the Republic of Srpska** to adopt the document "Policy Framework for Development of Human Resources Management in the Civil Service Structures in BiH".

- **the Government of the Brčko District of BiH** to begin with the operationalization of the adopted Interoperability Framework, and to complete the process of establishing a formal and legal framework for strategic planning.
- **Competent institutions of all levels of government** to continue activities on the full introduction of program budgeting in public administration in BiH, in the forthcoming period to consider the introduction of one of the quality management models, fully implement the activities and measures from the annual communication plans, fill in the systematized vacant workplaces for public relations officers, and to continue strengthening cooperation with civil society. It is recommended that the relevant RIA institutions at all levels of government continue in a coordinated manner to further develop and strengthen the application of the impact assessment instrument.

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

Objective	Indicator of Successfulness	Responsible Institution	Time Frame	Administration Level				Description of Achievement / Comment
				BiH	FBiH	RS	BD	
SPCPM 1. Strategic Planning								
<p>During 2018, 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 adoption of the decision for planning, monitoring and reporting at the level of the RS, methodologically rounded the process of strategic planning at the state level and the level of the FBiH and the RS. At the level of the BD BiH, activities continued on establishment of the formal and legal framework for 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 of the CoM to the DEP, as well as to draft medium term plans of work of their institutions. Also, the process of drafting annual programme of work of the CoM BiH continued, as well as the annual programmes of work of individual institutions. the Regulation on draft of strategic documents in the Federation of BiH; the Regulation on three-year and annual planning, monitoring and reporting in the Federation of BiH; the Regulation on evaluation of strategic documents in the FBiH have been completed and sent to the Government of the Federation of Bosnia and Herzegovina for adoption in December 2018. The said regulations apply to the Federation as a whole (three levels of authority), which created institutional frameworks for a coherent system of planning. Until final enactment of these acts, the Regulation on planning of work and reporting on work of the Government of the Federation of Bosnia and Herzegovina, the federal ministries and the institutions is being applied. 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"> 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 	<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>	<p>December 2011</p>	Fully implemented 	Fully implemented 	Fully 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 medium term work programme of the CoM BiH 2019 - 2021 was drafted and adopted. Also, the process of drafting annual programme of work of the CoM BiH, as well as the annual programmes of work of individual institutions of the CoM BiH for 2019 is ongoing. At the level of the FBiH, the manuals for planning were finalised for medium term and annual cycle. Also, the Parliament of the FBiH adopted the Law on Development Planning and Development Management in 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 implementation of the project "Strengthening Capacities for Strategic Planning and Policy Development - phase II SPPD II" was significant for the strategic planning process in terms of wider education of officials and sustainability of the planning system itself. Within the said project, activities were carried out, which included the analysis of the normative-methodological framework of the planning process in order to identify the recommendations for improving the planning system. At the level of the BD, activities continued on establishment of the formal and legal framework for strategic planning.</p>









<p>1.2. Improve internal procedures of strategic planning in ministries.</p>	<p><i>The manager of the institution has enacted the act.</i></p>	<p>Secretariat General of the Council of Ministers of BiH and the MJ BiH</p> <p>Secretariat General of the Government of the FBiH and the Federal 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>	<p>December 2011</p>	<p>Fully implemented</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</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 adopted Regulation on planning of work and reporting on work of the Government of the Federation of Bosnia and Herzegovina, federal ministries and institutions (Official Journal of the Federation of BiH, No. 89714 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. 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 and 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. 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. Regarding that, a new organisation unit was formed - Department for strategic planning. The following documents were drafted within the project "Strengthening Capacities for Strategic Planning and Policy Development - phase II SPPD II": Analysis of organisational solutions and internal procedures of the function of the medium term planning with recommendations for improvement, Guidelines and recommendations for internal organisation of the jobs of medium term planning in the institutions of BiH.</p>
<p>1.3. Strengthen organisational arrangements and staffing for strategic planning in individual institutions.</p>	<p><i>Strategic planning included in rulebooks on internal organisation and systematisation</i></p>	<p>All the ministries and other bodies of administration at the level of BiH the entities and the BD BiH</p>	<p>December 2011</p>	<p>Fully implemented</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>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. The Law on Development Planning and Development Management in the FBiH stipulated mandatory regulation of the affairs of strategic planning within the institutions. The process of harmonisation of systematisation is set by the end of the year. 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. A significant progress was achieved in the area of strategic planning in the Brčko District of BiH by establishment of the new organisation unit - Department for Strategic Planning. A support to this process was provided through the project "Strengthening Capacities for Strategic Planning and Policy Development - phase II SPPD II" which was completed. Regarding that, there were trainings for the civil servants in the field of Policy Development and Strategic Planning, who in a perspective should implement these jobs in their public administration body.</p>

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<p>1.4. Ensure Strengthening of the Central Capacities of the Cantonal Governments in the FBiH</p> <p><i>An analysis has been done, recommendations have been proposed</i></p> <p>Government of the FBiH June 2012</p>		Partially implemented	●	<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. Legal assumptions are provided by adoption of the Law on Development Planning and Development Management in the Federation of Bosnia and Herzegovina.</p> <p>Regarding the institutional framework for strategic planning at the cantonal level, there are currently operational bodies for the coordination of strategic planning as the central body of cantonal governments in 7 cantons, while in one canton there is a formally established strategic planning body, but it is not yet operational, and in the remaining two cantons there are no bodies for coordination of strategic planning.</p>
<p>1.5. Strengthen Central Capacities of the BD BiH</p> <p><i>Secretary Appointed</i></p> <p>Government of the BD BiH June 2011</p>		Fully implemented	●	<p>Activity fully implemented.</p>
<p>SPCPM 2. Policy Making, Coordination and Better Regulation</p>				
<p>In addition to strategic planning, during 2018, 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. The Republic of Srpska, the Federation of BiH and the Brčko District of BiH adopted the regulations on the procedure of regulatory impact assessment. In the field of better regulation, in the FBiH and the RS the activities continued with the objective of "purifying / guillotine" regulations regarding administrative barriers. In cooperation with the reform area Administrative Procedures and Administrative Services, the project "Establishment and/or Strengthening of Capacities of the Institution/s for Regulations Control and Establishment of the Administrative Barriers Reduction System", which had an objective of systematic approach of regulation / removal of unnecessary bureaucratic burdens when enacting new regulations has been prepared and implemented. The project "Strengthening Capacities for Strategic Planning and Policy Development - phase II SPPD II" was implemented and had the objective of full sustainability of the system for policy development in BiH.</p>				
<p><i>Appropriate amendments to the Rules of Procedure of the CoM / Governments have been adopted.</i></p>				<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 by 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</p>

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<p>2.1. Set up, in the rulebooks of the CoM / Governments, necessary mechanisms to achieve the standard of quality of legislation / policies that includes:</p> <ul style="list-style-type: none"> • horizontal and vertical coherence (harmonization with all institutions) • consultations with the public concerned • impact assessment • removal of administrative obstacles • legal compliance and nomotechnical correctness 	<p><i>Substantial control is in place – the number of objections, the number of objections accepted.</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 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>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 continued 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. At the level of the Brčko District of BiH, two regulations were adopted, regulating the procedure of regulatory impact assessment, namely: Decision of the Government of the Brčko District of BiH on the procedure and methodology of impact assessment during the regulations drafting ("Official Gazette of Brčko District BiH", No. 13/18) and the Instructions by the Mayor of the Brčko District of BiH on implementation of the procedure of regulatory impact assessment when drafting regulations in public administration bodies and institutions the Brčko District of BiH. With the help of the USAID project, at the level of the FBiH and BiH, new regulations in the segment of regulatory impact assessment were enacted, especially in the segment of fiscal regulatory impact assessment. Within the project "Strengthening Capacities for Strategic Planning and Policy Development - Phase II SPPD II" activities were carried out which included the analysis of the normative-methodological framework of the policy development process in order to identify recommendations for improving the policy development system.</p>
<p>2.2. Standardise processes of drafting of legal regulations</p>	<p><i>Uniform Rules for Legislative Drafting have been adopted</i></p> <p><i>Rules of Procedure have included an obligation to apply the Uniform Rules for Legislative Drafting</i></p>	<p>Secretariat General of the Council of Ministers of BiH and MJ BiH</p> <p>Secretariat General of the Government of the FBiH</p> <p>Secretariat General of the Government of the RS</p> <p>Secretariat of the Government of the BD BiH</p> <p>Legislation Office of the Council of Ministers of BiH</p> <p>Legislation Office of the Government of the FBiH</p> <p>Republic Legislation Secretariat of the Government of the RS</p> <p>Legislation Office of the Government of the BD BiH</p>	<p>December 2011</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>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></p> <p><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</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>June 2012</p>	<p>Partially implemented</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>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>
<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</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>June 2012</p>	<p>Partially implemented</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>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 Law on development planning and development management of the FBIH stipulated establishment of the council for development planning at the level of the Federation of BiH, which would implement this objective. 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><i>The Guidelines have been adopted</i></p>							<p>This objective was fully implemented by adopted guidelines for consultations with the interested public at the state level, the level of the FBIH and the RS. Entered into force in March 2017 Decision on consultations in draft of regulations and other acts of the Brčko District of BiH (Official</p>

<p>2.5. Improve Consultations with the Interested Public</p> <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</p>	<p>Fully implemented</p>	<p>Fully implemented</p>	<p>Fully implemented</p>	<p>Gazette of the BD, No. 11/07).</p>
<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></p> <p><i>Degree of harmonisation among the methodologies adopted</i></p> <p><i>The number of implemented IAs 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 the Secretariat General of the Government of the FBiH and the Federal Institute for Development Programming the Secretariat General of the Government of the RS the Secretariat of the Government of the BD BiH</p>	<p>June 2011</p>	<p>Fully implemented</p>	<p>Fully implemented</p>	<p>Fully implemented</p>	<p>Fully 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. Solutions from the decision were transferred to the Amendments to the Common rules for legal regulation drafting. 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. Through the 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", at the level of the Brčko District of BiH, two regulations were adopted that regulate the procedure of regulatory impact assessment, namely: the Decision of the Government of the Brčko District of BiH on the procedure and methodology of impact assessment during the regulations drafting (Official Gazette of Brčko District BiH, No. 13/18) and the Instruction by the Mayor of the Brčko District of BiH on implementation of the procedure of regulatory impact assessment when drafting regulations in public administration bodies and institutions the Brčko District of BiH (Official Gazette of the Brčko District of BiH, No. 31/18).</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>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Fully implemented</p> <p>●</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. Amendments to the Common Rules for Legal Regulations Drafting in the Institutions of BiH were adopted containing as annex the Methodology of regulatory impact assessment. 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. The new Rules of Procedure on work of the Government of the Republic of Srpska was adopted at the 1st session of the Government of the Republic of Srpska of 27 December 2018. The Rules of Procedure of the Government of the RS (Official Gazette of the RS, No. 123/18), Article 36, paragraph (1), item 3), stipulated that along with the draft or the law proposal, a reasoning was to be provided, which, inter alia, contains the Opinion on the degree of compliance of the draft or proposal of the law with the <i>acquis communautaire</i> and the practice and standards of the Council of Europe. The Decision on the procedure of harmonization of the legislation of the RS with the <i>acquis communautaire</i> of the European Union and the practice and standards of the Council of Europe (Official Gazette of RS, No. 119/18) also stipulates the aforementioned.</p>
<p>2.8. Establish an IT system for support to the process of preparation and adoption of regulations (laws and bylaws), which includes also the elements of e-democracy (publication of drafts on the internet, openness for comments) and is integrated with the document management system, system of e-sessions of the CoM / the governments and electronic database of regulations.</p> <p><i>IT System operational</i></p>	<p>Secretariat General of the Council of Ministers of BiH and MJ BiH</p> <p>Secretariat General of the Government of the FBiH</p> <p>Secretariat General of the Government of the RS</p> <p>Secretariat of the Government of the BD BiH</p> <p>Legislation Office of the Council of Ministers of BiH</p> <p>Legislation Office of the Government of the FBiH</p> <p>Republic Legislation Secretariat of the Government of the RS</p> <p>Legislation Office of the Government of the BD BiH</p> <p>Secretariats and legislative-legal committees of the legislation bodies</p> <p>December 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>This objective will be implemented with the assistance of the project "Design of software for support to legal and other regulation drafting". At the meeting of the Supervisory Team, it was concluded that it was necessary to revise the project documentation for the said project in accordance with the requirements and responsibilities of all users. Also, at the state level, the level of the FBiH and the level of the BD BiH this objective would be implemented also with the help of the project "Legislation Database", which is in the phase of preparation and agreement with the users.</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><i>Integrated with the DMS</i></p>	<p>Secretariat General of the Council of Ministers of BiH Secretariat General of the Government of the FBiH Secretariat General of the Government of the RS Secretariat of the Government of the BD BiH Centre for e-Government of the Council of Ministers of BiH 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>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>At the state level and the level of the FBiH, this objective would be implemented through the project "Document Management Systems" from the reform area of e-Administration, which is in the phase of revision of the project documentation. At the level of the FBiH, in cooperation with the company Microsoft BiH, the system was improved and functions. 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. A support to implementation of this activity in the Republic of Srpska and the Brčko District of BiH is provided by the project "Upgrade and Establishment of the System for Government e-Sessions". The system for e-sessions was established in the Brčko District of BiH. Execution of staff preconditions and use of the system in practice is expected from the beginning of 2019. In the Republic of Srpska, on 27 December 2018, the first session of the Government of the Republic of Srpska in the new convocation was held, and a new system of e-sessions was put into function for the first time, which is fully operational and allows for a document exchange fully electronically in all the phases of the procedure, which was stipulated by the new Rules of Procedure of the Government of the RS as well (Official Gazette of the the RS, No. 123/18).</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 Legislation Office of the Government of the BD BiH</p> <p>June 2012 December 2012 + Continuously by the end of 2014</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>At the state level, the level of the FBiH and the level of the BD BiH this objective would be implemented with the help of the project "Legislation Database", which is in the phase of preparation and agreement with the users. In the Republic of Srpska, the public institution "Official Gazette of the Republic of Srpska" established and regularly updates a common electronic legislation database.</p>
<p>2.11. Publish all regulations (legal and bylaw acts) and their integrated texts from the competency of the ministry, or other administration body or administrative organisation, at their web sites</p> <p><i>The number of visits to the web site The number of downloaded pieces of legislation from the web site</i></p> <p><i>Frequency of updating of the common electronic database</i></p>	<p>All the ministries and other bodies of administration in BiH</p> <p>December 2011 December 2012 + Continuously 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>Of 21 institutions at the state level that submitted the information on publications at the web sites, have their web sites containing published laws and other regulations from their competency, of which one institution does not publish consolidated texts due to lack of funds. At the state level, the 20 institutions that provided information for implementation of this activity, regularly updates the electronic versions of laws and other regulations within their jurisdiction. Regulations under their jurisdiction have been published on the websites of federal ministries, federal administrations and federal administrative organizations. Database is being continuously updated. At the level of the Brčko District of BiH, the objective is being implemented by the Expert Service for Legal Regulations of the Assembly.</p>

<p>2.12. Prepare and publish consolidated texts of the laws and other regulations</p> <p><i>Rules of Procedure amended appropriately</i></p> <p>Legislation Office of the CoM BiH</p> <p>Legislation Office of the Government of the FBiH</p> <p>Republic Secretariat for Legislation of the Government of the RS</p> <p>December 2012 +</p> <p>Legislation Office of the Government of the BD BiH</p> <p>Continuously by the end of 2014</p> <p>Secretariats of the Legislation Bodies</p> <p>other competent institutions at all the levels of authority</p> <p>all institutions</p> <p><i>The number of prepared and published consolidated texts of the regulations in the official gazettes</i></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>A total of 10 state institutions provided information for implementation of this objective, more details in the table of activities. The Government of the FBiH enacted the Conclusion putting all the federal administration bodies (federal ministries, federal administrations and federal administration organisations) in charge of, after reviewing the laws and other regulations from their field, to start, within 30 days from enactment of this conclusion, drafting consolidated texts of those regulations, when amendments cover more than 40% of the basic text of the regulation or when the basic text was changed or amended at least three times, when following the text and contents of the regulation becomes difficult. Consolidated texts of the regulations should be prepared in a way and by a procedure stipulated by the Rules and procedures for legal and other regulations drafting of the Federation of Bosnia and Herzegovina. In the BD BiH, the Law on Official Gazette of the BD BiH provides that the Assembly of the BD BiH may authorize the Legislative Committee of the Assembly of the BD BiH to draft the consolidated text of the law, after several changes and amendments. Also, the Common Rules and Procedures for Legal and Other Regulation Drafting in the BD BiH, enacted by the Assembly of the BD (Official Gazette of the BD No.: 1/12), established that the regulation on amendments explicitly puts a body or institution in charge of drafting a consolidated text of that regulation. In the Republic of Srpska, as pointed out earlier, draft of the consolidated text of the laws and other acts of the National Assembly is in the competency of the Legal Committee of the National Assembly, which is stipulated by the article 63 of the Rules of Procedure of the National Assembly of the Republic of Srpska (Official Gazette of the Republic of Srpska, No. 31/11 and 37/11). Consolidated texts of the laws are published in the Official Gazette of the Republic of Srpska. Also, the Rules for draft of laws and other regulations of the Republic of Srpska (Official Gazette of the Republic of Srpska, No. 24/14), articles 72 - 75, stipulated the matters of draft of consolidated texts of regulations. Therefore, these activities in the Republic of Srpska were fully implemented.</p>
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Objective	Indicator of Successfulness	Responsible Institution	Time Frame	Administration Level				Description of Achievement / Comment
				BiH	FBiH	RS	BD	
PF 1. Dimension of the Policy of the System of Public Finance								
A Global Framework of fiscal balance and policies in BiH was adopted for the period 2019 - 2020. 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 Continuously	Fully implemented ●	Fully implemented ●	Fully implemented ●	Fully implemented ●	<p>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 2019 - 2021. The data for draft of the GFFBP 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).</p> <p>The Fiscal Council of BiH adopted the GFF for the period 2019 - 2021 at the 14th session of 3 July 2018.</p> <p>The BiH Council of Ministers timely adopted the BFD for the period 2019 - 2021, while the governments of the FBiH and the Brčko district adopted the BFD with postponement. The Government of the Republic of Srpska, after having timely adopted the BFD for the period 2019 - 2021, adopted in November the Revised BFD for the same period.</p>
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 ●	<p>Consolidated accounts of the public sector are regularly drafted and published at the website of the DMA. However, it should be emphasised that the OMA website has the report from 2016 as the latest available.</p> <p>Additionally, the Central Bank of BiH drafts comprehensive consolidated reports of public finance and publishes them regularly in their bulletins quarterly and annually.</p>
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 ●	<p>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.</p>

PF 2. Increase in Efficiency and Effectiveness of Budget Management					
<p>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 (except the Brčko District, i.e. the Directorate for Finance of the BD BiH) 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. The matter of budget transparency is a special challenge and it needs to have a due attention in the next period. That is, in accordance with the present data, a significant fall of Bosnia and Herzegovina was recorded on the ranking list of a budget transparency. In accordance with the data from the research of the International Budget Partnership entitled "Open Budget Survey 2017", published at the internet site www.internationalbudget.org, which was implemented for BiH the Foundation "Centre for Advocacy of Citizen Interests" (CPI Foundation), Bosnia and Herzegovina is among the countries that noted the greatest fall in transparency on the matter of the state budget. Openness Budget Index (OBI) of Bosnia and Herzegovina fell from 43 in 2015 to 35 in 2017. According to the research data, the legislative bodies have a limited oversight during the budget cycle (52 index points for the phase of preparation, and 47 index points for the phase of execution).</p>					
<p>2.1. Further harmonization of the BFD drafting process at all levels of government and timely drafting of BFD for entire BiH</p>	<p><i>Harmonised and integrated legislation with ten-steps budget planning process so that the deadlines are functional between different levels of government in BiH and leave enough time for budget users to effectively plan the allocation of resources</i></p> <p>Ministries of Finance</p> <p>By mid 2014</p>	<p>Fully implemented</p> <p>Fully implemented</p> <p>Fully implemented</p> <p>Partially implemented</p>	<p>Fully implemented</p> <p>Fully implemented</p> <p>Fully implemented</p> <p>Partially implemented</p>	<p>Fully implemented</p> <p>Fully implemented</p> <p>Fully implemented</p> <p>Partially implemented</p>	<p>Budget legislation is harmonised and integrated with the process of budget planning in ten steps.</p> <p>As in the previous years, the budget and the BFD are being prepared in the BMIS at the level of the Institutions of BiH, the RS and the FBiH. The exception is the Brčko District, where the BMIS is not being used.</p>
<p>2.2. Transparent Spending of Public Funds</p>	<p><i>Quick and efficient software support to the capital investments planning process</i></p> <p><i>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.</i></p> <p>Ministries of Finance</p> <p>By mid 2012</p>	<p>Fully implemented</p> <p>Fully implemented</p> <p>Fully implemented</p> <p>Partially implemented</p>	<p>Fully implemented</p> <p>Fully implemented</p> <p>Fully implemented</p> <p>Partially implemented</p>	<p>Fully implemented</p> <p>Fully implemented</p> <p>Fully implemented</p> <p>Partially implemented</p>	<p>Budget users were submitting their requests in accordance with the instructions for the budget users in the budget planning process, in the last few years, through the BMIS, except in Brčko, where the BMIS software is not in use. 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

The process of decision-making, identification and ranking of policy priorities, objectives and financial needs has been improved

Monitoring of set goals, impact assessments and internal and external reporting have been improved

Ministries of Finance and Budget Users

Continuously

Fully implemented	Fully implemented	Fully implemented	Fully implemented	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.
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<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 2018, the fourth cycle of medium term planning in the institutions of BiH was implemented.</p> <p>During 2018, within the project "Strengthening Capacities for Strategic Planning and Policy Development - phase II", there were several workshops on the topic of programme budgeting. Also, in early September 2018, there was a study visit to Zagreb on the topic of programme budgeting.</p> <p>The project documentation is being prepared according to the adopted Annual Action Programme for BiH for 2017, foreseen for financing by the IPA 2017, entitled "EU support to public financial management", which foresees technical support (TA) by the EU to the process of improving the Program budgeting at all administrative levels in BiH.</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). Capacity building for estimate of the fiscal impacts of regulations continued through the series of trainings organised by the USAID SGIP project.</p> <p>Besides the GFS and COFOG classification, the Federation of BiH introduced ESA classification in order to better report to the European Commission.</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>All extra budgetary assets and extra budgetary funds are shown in the medium term plans of the institutions of BiH and in the Programme of public investments / Development Investment Programme of the Institutions of BiH. 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. Adoption of a set of laws in the Republic of Srpska made the Pension-Disability Fund a budget user. Donations are not planned through the Budget of the Federation of Bosnia and Herzegovina, but are presented in the reports on the implementation of the budget.</p> <p>In the next period, it would be necessary to link the BMIS and the PIMIS.</p>
<p>PF 3. Improvement of Accountancy Framework and Treasury System Function</p> <p>Improvement of the treasury system function is reflected in computerisation of the treasury in public administration. Treasury information system has been introduced at the level of BiH, the RS the FBiH and the cantons. As of 1 January 2013, the treasury operations in the RS covered all the Republic budget users and all the users of the municipal and city budgets. The Treasury Information System was not introduced in the BD, and its procurement, as well as establishment and improvement of the treasury systems at the local level in the FBiH and the RS was planned through the projects financed by the Funds of the PARF.</p>								

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<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>Implementation did not start</p> <p>●</p>	<p>Implementation did not start</p> <p>●</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>NOTE: 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>Partially implemented</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 Law on Treasury of the FBiH (Official Gazette No. 26/16) covered the cantons and the municipalities. Introduction of the treasury function in the public administration in the FBiH, for certain number of municipalities, which have partially implemented system, was financed through the USAID FAR project, and implemented during 2017 and 2018.</p> <p>In January 2018, a project of the Public Administration Reform Coordinator's Office was prepared under the title "Introduction of Treasury Function in Municipalities in the FBiH and Improvement of the Treasury System in the Municipalities / Towns of the RS", which is on the list of priorities for financing from the PARF funds. Due to failure to sign the annex VI to the Memorandum of Understanding, the functioning of the PARF was restricted to implementation of already approved projects, the projects for which the public procurement procedure was initiated and the projects which are in the phase of implementation of already signed contracts. This postponed financing and implementation of the project "Introduction of the treasury function in the municipalities in the FBiH and improvement of the treasury function in the municipalities / cities of the RS" until further notice, and/or until the PARF becomes again fully operational.</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>Fully implemented</p> <p>●</p>	<p>Fully 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 project "Treasury Information System of the Brčko District of BiH" will be financed by the funds of the PARF, and revision of the project documentation is in progress.</p>

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3.4. Modernisation of the treasury information system	<i>Donor funds provided</i>	PARCO	Beginning of 2012.	Fully implemented 	Fully implemented 	Fully implemented 	Fully implemented 	Donor funds for introduction of the treasury information system in the BD BiH are provided through the PARF.
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PF 4. Introduction of the PIFC in accordance with the relevant EU Standards

Central harmonization units have been established at the level of BiH, the RS and the FBiH, but adequate resources have to be provided for the recruitment of competent staff, as well as training of staff in the field of internal audit and financial management and control. The strategic framework for the PIFC field needs to be updated, since the Strategy for Developing Public Internal Financial Controls of the PIFC in the RS dates from 2010, while at the level of BiH institutions there is a PIFC Strategy for the period 2016-2018, in the FBiH the PIFC Strategy for the Period 2015-2018, and the Brčko District of BiH for 2014 - 2017. Legislation and by-laws in the field of internal audit and financial management and control exist at all levels. Annual Consolidated reports are regularly prepared, and in the coming period it is necessary to continue the establishment of internal audit units, as well as the employment and additional training of internal auditors.

<i>The PIFC introduced at all the levels of authority in BiH</i>	<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 (CB CHU) drafted and adopted the Rules of Procedure and the Work Programme. In 2018, the CB CHU held a total of 8 sessions. Organised by the CB CHU, there was a conference on the topic "Financial management and control in the public sector in Bosnia and Herzegovina - condition and perspectives", where over 200 participants participated from the level of the Federation of BiH, the Republic of Srpska and the institutions of BiH. The CHUs continued working on the draft regulations, legislation and the ordinance for specific aspects of the framework for internal audit. Also, CHUs regularly prepare annual consolidated reports on internal audit, i.e. financial management and control.</p> <p>In October 2018, implementation of the project "Improvement of Public Internal Financial Control in BiH" started, financed by the funds of the IPA 2015, worth 2 million Euros. Among other things, the project includes the development of strategic frameworks for the development of PIFC for BiH, the FBiH, the RS and the BD BiH institutions for the period 2019-2025.</p> <p>CoM BiH: The Operational Annual Action Plan for 2018 for Implementation of the Strategy for the Development of Internal Financial Control System in the Institutions of BiH 2016-2018 was adopted, as well as the Decision on publishing the form and content of the annual report on the system of financial management and control in the institutions of BiH for 2017. The CHU prepared, and the Council of Ministers discussed and adopted the Annual consolidated report of internal audit for 2017, and the Annual consolidated report on the system of the FMC for 2017. The plan and programme of training from the field of FMC for 2018 was fully implemented. At the initiative of the CHU MFT BiH, the Decision on division of jobs and criteria for job descriptions in</p>
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<p>4.1. Implementation of the PIFC strategy</p>	<p><i>Strategy in the BDBiH drafted</i></p>	<p>Ministries of Finance Directorate of Finance of the BD</p>	<p>By the end of 2014</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 institutions of BiH was changed so the job descriptions of managers at all levels would contain an obligation to establish and develop the system of financial management and control and risk management from their competency. The proposal of changes of the form of the Statement on responsibility for achievement of objectives of the institution was drafted, in the part related with establishment of internal controls in the institutions of BiH. The CHU MFT BiH also initiated the activities of introduction of obligation of risk management in the regulations related with medium term planning.</p> <p>RS: The law on the internal financial control system in the public sector of the RS was adopted in October 2016, and it is a Law that unifies the field of financial management and control and internal audit in a single Act. CHU MF RS, in 2018, produced and published the following documents: Internal control standards (based on the Law on Internal Financial Control in the Public Sector of the RS, the Guidelines for Internal Control in the Public Sector of the International Organization of Supreme Audit Institutions (INTOSAI) and the Internal Control Standards of the European Commission); Manual for the establishment and development of financial management and control with forms and examples of completed forms; Consolidated Annual Report on the Establishment and Development of Internal Financial Control in the Public Sector of the RS on 31 December 2017 (adopted by the Government of the RS in April 2018); the Registry of persons in charge of financial management and control in written and electronic form was created. It is electronically published on the website of the CHU MF RS and has 234 nominees for the establishment and development of FMC. Through the organisation of workshops, activities on capacity building in the field of internal audit and prevention of corruption continued through the improvement of the FMC system in the public sector of the RS.</p> <p>FBiH: In the Federation of BiH, the PIFC Strategy for the period 2015-2018 is in force, adopted by the Government of the Federation of BiH in August 2015. 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. The FMC and internal audit are regulated by the Law on Financial Management and Control in the Public Sector in the Federation of Bosnia and Herzegovina and the Law on Amendments to the Law on Internal Audit in the Public Sector in the Federation of BiH (both from 2016). In 2017, the Rulebook on the Implementation of Financial Management and Control in the Public Sector in the FBiH was also adopted. In the II quarter of</p>
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				<p>2018, the CHU FBiH prepared, and the Government of the Federation of BiH adopted the Consolidated report of internal audit in the public sector for 2017. Out of 73 budget public sector users in the FBiH who are obligated to form an internal audit unit, strategic and annual plans were made by only about 40% of users.</p> <p>BD BiH: The Government of the BD BiH unanimously adopted the development strategy of the PIFC for the period 2014-2017 in December 2014. The Directorate for finance of the Brčko District drafted the Strategy of Development of Public Finance, respecting the recommendations of the SIGMA, containing the vision and basic objectives of development of the PIFC for public finance of the Brčko District. The drafting of the new Law on Budget of the BD BiH, which will define the bases of the PIFC, is in the final stage. In the course of 2019, there will be drafting of laws that will regulate the field of the PIFC and the internal audit in the BD BiH.</p>
<p><i>Necessary capacities built (number of officers and trainings)</i></p>				<p>In May 2018, the Coordination Board of the Central Harmonization Units organised the Conference on Internal Audit, which was attended by internal auditors in the public sector of BiH. In May 2018, organised by the CB CHU, there was a conference on the topic "Cooperation of internal audit and the supreme audit institutions and performance audit in the public sector", which was attended by around 180 participants from the level of the Federation of BiH, the Republic of Srpska and the institutions of BiH.</p> <p>CoM BiH: In 2018, the CHU of the MFT BiH, in accordance with the regulations in the field of continuous professional education, provided a total of 49 opinions on the acceptability of trainings, organized by other trainers, as the COP of internal auditors in the institutions of BiH. Based on the received requests, CHU MFT BiH, in the first half of 2018 carried out the verification of 13 internal auditor certificates issued by professional associations or the entity CHUs, and so far, a total of 273 certificates have been verified. Based on the decision of the Coordination board of the central harmonisation units, the CHU MFT BiH, in December 2017,</p>

<p>4.2. Introduction of internal audit</p> <p style="text-align: center;"><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 style="text-align: center;">●</p>	<p>Partially implemented</p> <p style="text-align: center;">●</p>	<p>Partially implemented</p> <p style="text-align: center;">●</p>	<p>Partially implemented</p> <p style="text-align: center;">●</p>	<p>prepared and submitted for publication the Decision on adoption of the standards of internal audit in the institutions of BiH, based on the International standards for professional practice of internal audit. In the first half of 2018, the CHU of the MFT BiH, harmonised the bylaws with the Decision on adoption of the Standards of internal audit in the institutions of BiH (Official Gazette of BiH, No. 93/17), which the CHU of the MFT BiH prepared in December 2017 based on the decision of the Coordination board of the central harmonisation units, in accordance with the amendment to the International standards for professional practice of internal audit, which entered into force on 1st January 2017. In May 2018, CHU MFT BiH published the Decision on the adoption of the Charter of Internal Audit in the Institutions of BiH (Official Gazette of BiH, No. 30/18) and the Decision on the Establishment of the Framework Text of the Agreement on Performance of Internal Audit Function in the Institutions of BiH (Official Gazette BiH, No. 93/18).</p> <p>FBiH: According to the latest available information from the Consolidated report of the internal audit in the public sector for 2017, in the Federation of BiH, at the federal level, 66 audits were carried out, at the cantonal level 29, at the level of the local self-government units 48, while the extrabudgetary funds had 112 internal audits. Most frequently, internal auditors were performing system audits in the fields of organisation operations, public procurements, budget planning and execution, transfers, projects, subsidies, etc. Of 18 institutions that meet the criteria for establishment of the unit of internal audit, 14 of them has an established unit of internal audit in accordance with the regulations for this field. Two bodies have not yet initiated activities to amend the internal organization ordinance in order to begin the establishment of an Internal Audit Unit instead of an independent executor, while the Federation Parliament and the Joint Services Office have not taken any action to establish an internal audit to date. Although there is a progress in the number of systematized units, they generally have one or no internal auditors employed in them, which prevents operability of the internal audit function in its full capacity and performance in accordance with the standards. The federal ministries and administrations have a total of 16 internal auditors employed. In the ten ministries of finance - in charge at the cantonal level, the internal audit unit was established in eight cantonal finance ministries, with a total of eight internal auditors. The best situation regarding filling the vacancies of internal audit units is in the extrabudgetary funds, in which 31 internal auditors are currently employed. In the municipalities and cities in the Federation, 18 internal auditors are employed, which is too little, as 27 local self-governance units are obliged to establish an internal audit unit. In spite the fact that the method of establishing an internal audit in the Federation of BiH is clearly regulated by the applicable legal and bylaw acts regulating this field, out of 73 institutions charged with establishing the internal audit, 46 of them have systematized the Internal Audit Unit, however, in 29 of them, one or no auditors work, which is also not in accordance with international standards for professional practice of internal audit. A total of 72 internal auditors are employed in the competent institutions, and according to the data from the submitted annual reports of internal audit in public companies / enterprises and other organisations that were not stated as mandated to establish an internal audit, 35 more internal auditors have been employed. In addition to the Law on FMC and Internal Control Standards, the Rulebook on Conducting Financial Management and Control in the Public Sector in the Federation of BiH was enacted, together with the attached Self-Assessment Questionnaire for Financial Management and Control.</p> <p>RS: According to the last available Consolidated Annual Report on Establishment and Development of Internal Financial Control in the Public Sector of the Republic of Srpska at the end of 2017, a total of 41 public sector entities established an internal audit, out of which, an internal audit unit was formed in 28 (employed 60 of the planned 77 internal auditors) while the internal audit was established by employment of one internal auditor in 13 of them. In cooperation with the Institute of Internal Auditors (IIA) from BiH, International Standards for Professional Practice of Internal Auditing in circulation of 500 pieces have been printed, bilingual in English and Serbian. Standards are available at the web site of the CHU MF RS. In addition, during 2018, the CHU MF RS enacted the following acts from the field of internal audit: the</p>
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					<p>Ordinance on the conditions to receive the title of certified internal auditor in the public sector with attachments (Official Gazette of the Republic of Srpska, No. 85/18); the Programme of continuous professional education; the Manual on the jobs and task of a mentor; the Register of Charters of internal audit; the Register of employed internal auditors / managers of units for internal audit in the public sector; the Card of the Unit for internal audit and the Card of the manager of the Unit for internal audit or internal auditor. In July, organised by the CHU, in cooperation with the Centre for Improvement of Corporate Management, there were seminars in Banja Luka and Trebinje from the field of internal audit, which were participated by 103 participants. The Ministry of Finance of the RS certified 109 internal auditors in the public sector. BD BiH: In Bečko, education took place for 2 employees to enable 2 internal auditors (school for internal audit in Sarajevo IIA).</p>			
<p>PF 5. Improvement of Organisation Structure and of Investment in Capacity Building</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>Fully implemented </p>	<p>Fully implemented </p>	<p>Fully implemented </p>	<p>Fully implemented </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>		Fully implemented	Fully implemented	Fully implemented	Fully implemented	<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>PF 6. Development of Public Private Partnership</p> <p>In November 2017, the project "Public Private Partnership", financed by the PARF, was completed (taking 18 months). This project created preconditions for the improved legislative framework for PPP in BiH, capacities have been improved for application of the model of Public Private Partnership in the public and the business sector, and the concept of the PPP was successfully promoted. In the next period, it will be necessary to continue the improvements in legislative, educational and promotional sense.</p>							
<p>6.1. Approach the system of development of public-private partnership as one of the possible financial instruments that could enhance or relieve public spending and strengthen investments</p>	<p><i>Staff in relevant institutions and business community trained for implementation of PPP</i></p> <p>Ministries of Finance</p> <p>Public Procurement Agency</p> <p>PARCO</p> <p>Concession Commissions at all the levels</p> <p>by the end of 2011.</p>		Fully implemented	Partially implemented	Fully implemented	Partially implemented	<p>Through the project "Public Private Partnership" implemented at the level of the Republic of Srpska, the Federation of BiH and the Brčko District, and financed by the PAR Fund, around 350 participants from the public and private sector were trained, adequate manuals were developed and distributed and methodology was tested on two pilot projects. Based on the analysed legislation, recommendations were given and a model of the PPP Law was prepared, which served as the basis for the drafting of a new text of the laws in the Federation of BiH and the BD BiH. The Government of the Federation of BiH and the Government of the BD BiH have appointed working groups to draft the PPP Law. By the end of the project (November 2017), the first versions of the text of the aforementioned Acts were made. Work on the preparation of new Laws continued after the completion of the project, with the active participation of project experts in the post-implementation period. The existing Law and Regulation in the Republic of Srpska have been developed in accordance with the European Commission documents "Green Paper on PPP and Community Law on Public Contracts and Concessions, the Commission of the European Communities, Brussels COM / 2004/327 final", "Guidelines for successful public-private partnerships", and Recommendations for improving the legal basis for effective PPP of the United Nations Economic Commission for Europe, and there was no need for their changes through project intervention.</p>
<p>PF 7. System of Public Procurements</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. The present legal framework for public procurements is greatly harmonised with the acquis, but it is necessary to further harmonise it with the directives from 2014. The electronic procurement (e-procurement) is one of the areas of the system of public procurements with the most dynamic development. A constant widening of the centralised portal for on-line procurements, managed by the PPA, contributes to a greater transparency, better availability of information, and easier action in the procedures of public procurements for all the parties participating in them.</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 present 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 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.</p> <p>All tenders are published in electronic form on www.ejn.gov.ba, developed by the German Society for International Cooperation (GiZ) within the program "Strengthening public institutions".</p> <p>Strengthening capacities through training and training of officers continued throughout 2018. There were 5 five-day trainings for around 170 public procurement officers from the institutions of BiH and the entities. In 2019, another 7 such trainings was planned, and the implementation of the IPA 2-funded Project is expected to begin, with the aim of training about 2,500 people in public procurement jobs.</p>
<p>PF 8. Increase in Efficiency of Public Debt Management</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.</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>The legal framework regulating the debt of Bosnia and Herzegovina is determined by the Law on Borrowing, Debt and Guarantees of BiH (Official Gazette of BiH, No. 52/05, 103/09 and 90/16), and the Law on Settlement of Account Obligations of Old Foreign Currency Savings (Official Gazette of BiH, No. 28/06, 76/06, 72/07, 97/11 and 100/13).</p> <p>The debt of entities and the BD was regulated through the following legal framework:</p> <ul style="list-style-type: none"> • Law on Debt, Loan and Guarantees of the Republic of Srpska (Official Gazette of the Republic of Srpska, No. 7/12 and 52/14); • Law on conditions and manner of settlement of liabilities on account of old foreign currency savings by issuing bonds in the Republic of Srpska (Official Gazette of the Republic of Srpska, ...)

8.1. More efficient public debt management	Ministries of Finance	By the end of 2012	Fully implemented	Partially implemented	Partially implemented	Partially implemented	<p>No.: 1/08);</p> <ul style="list-style-type: none"> • Law on Debt, Loan and Guarantees in the Federation of Bosnia and Herzegovina (Official Gazette of the Federation of Bosnia and Herzegovina, No. 86/07, 24/09, 44/10 and 30/16); • Law on the Conditions and Procedure for Verification of General Obligations of the Republic of Srpska (Official Gazette of the Republic of Srpska, No.: 109/12); • Law on the exercise of the right to compensation for material and non-pecuniary damage arising from the period of war operations from 20 May 1992 to 19 June 1996 (Official Gazette of the Republic of Srpska, No. 103/05, 1/09, 49/09 and 118/09); • Law on settlement of liabilities on the basis of the old foreign currency savings account in the Federation of Bosnia and Herzegovina (Official Gazette of the Federation of Bosnia and Herzegovina, No. 64/09, 44/11 and 92/13) • Law on settlement of liabilities on the basis of the old foreign currency savings account by emission of bonds in the Brčko District of Bosnia and Herzegovina (Official Gazette of the Brčko District of BiH, No. 16/09, 31/11 and 20/13); • Law on Treasury of the Brčko District of BiH (Official Gazette of the Brčko District of BiH, No. 3/07, 19/07 and 2/08); • Law on Internal Debt of the Brčko District of BiH (Official Gazette of the Brčko District of BiH, No. 27/04 and 19/07); • Law on Determination and Method of Settlement of Internal Obligations of the FBiH (Official Gazette of the Federation of Bosnia and Herzegovina", No. 66/04, 49/05, 35/06, 31/08, 32/09, 65/09 and 42/11) ; • Law on Internal Debt of the Republic of Srpska (Official Gazette of the Republic of Srpska, No. 1/12, 28/13, 41/13, 59/13 and 44/14). <p>The Law on Borrowing, Debt and Guarantees of Bosnia and Herzegovina established the competence of the Ministry of Finance and Treasury of BiH in terms of borrowing, i.e. implementation of external borrowing procedures and government debt management. In March 2018, the Republic of Srpska Government passed the Regulation on the Procedure for Issuing Guarantees of Republic of Srpska (Official Gazette of the RS, No. 21/18).</p> <p>The software is needed at the state level. 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. Respecting the beneficiary requests for the ready made software solution, whose maintenance price would be acceptable, the PARF JMB put the PARCO in charge of researching the possibility of procurement, in accordance with the legal framework, of the DMFAS software, which was chosen by the ministries of finance of BiH, the RS, the FBiH and the Directorate for Finance of the BD as the desired software solution. After the PARCO examined all the legal possibilities, they notified the USAID that they would not be able to procure the DMFAS software for public debt management by the funds of the Public Administration Reform Fund. In December 2017, the PARF JMB, at the proposal of the Supervisory Team, removed the said project from the list of priorities.</p>
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Officers in charge of borrowing and debt management have been trained at all levels





Objective	Indicator of Successfulness	Responsible Institution	Time Frame	Administration Level				Description of Achievement / Comment
				BiH	FBiH	RS	BD	
Chapter 1. General Approach to HRM								
Implementation of the first objective 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 started in 2012, and the same document was adopted at the levels of BiH and the FBiH. In the previous period, implementation of the project "Building of Capacities for Combat Against Corruption in the Structures of the Civil Service in BiH" completed, whose implementation contributed to strengthening ethics in the public administration. Training in the field of fight against corruption is carried out regularly.								
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	Partially implemented 	Partially implemented 	Implementation ongoing 	Partially implemented 	The document "Policy Framework for Development of Human Resources Management in the Civil Service Structures in BiH" was adopted by the Council of Ministers of BiH and the Government of the FBiH, and through the Supervisory Team for Human Resources Management, it was requested from the competent institutions from other levels to undertake the necessary activities for adoption of this document at other levels as well. At the level of the Brčko District of BiH, the General Principles of Human Resources Policy has been previously adopted, which provides for the harmonisation of procedures in the field of HRM with procedures at all levels in BiH with the aim of establishing a unified legal system.
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	Partially implemented 	Partially implemented 	Implementation ongoing 	Implementation ongoing 	Objective is in the procedure of implementation. Contribution to implementation of the objective was achieved through the activities of the project "Building of Capacities for Combat Against Corruption in the Structures of the Civil Service in BiH", which was implemented in the previous period, financed by the funds of the Public Administration Reform Fund. During 2018, the competent Agencies organised numerous trainings in this field. 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 was planned 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							
<p>In this chapter the focus was put on strengthening the central HRM institutions, as well as strengthening of the HRM in individual institutions. In the previous period activities of creating legal and procedural assumptions and establishing organisational units and/or jobs for the affairs of HRM were initiated at all the levels. Also, it should be noted that the existing legal solutions give to all the central HRM units similar roles, which mostly reflect in ensuring implementation of the process of employment, providing expert assistance to the bodies of civil service in implementation of their personnel policy, preparing and implementing the training programmes in the function of professional direction and advancement for all the civil servants, and establishing and maintaining records and registers of employees.</p>							
<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>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 implementation 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). At Entity level, the "Network of Practitioners in Human Resources Management in the Federation of BiH" and the "Human Resources Development Network in the Republic Administration of the Republic of Srpska" were established.</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> <p><i>Annual reports of the central HRM institutions, containing information about assessment of cooperation with individual institutions</i></p> <p><i>Number of implemented trainings annually, the number of participants and evaluation</i></p>	<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							
<p>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. In June 2018, the implementation of a project funded by the Public Administration Reform Fund started, which is to introduce / improve information systems at the levels of the FBiH, the RS and the Brčko District.</p>							

<p>3.1. Operationalise the human resources management information system (HRMIS) and use it as a tool for managerial planning and decision making (link with IT 4.4.)</p>	<ul style="list-style-type: none"> - Number of institutions that operationally use the IT system for HRM - Establishing the IT system for HRM as a mandatory system / tool for maintaining the central personnel records - Types and number of reports generated by the HRMIS - Number and type of individual jobs / processes of HRM in which the staff uses the IT system for HRM, number of functionalities of the system in practice - Possibility to use the IT system for HRM to find potential candidates for vacant job by various criteria - Contracts on long term maintenance and planned financial funds for the IT system 	<p>Key institutions for HRM + individual institutions at all the levels</p>	<p>by the end of 2012.</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">partially implemented</p> 	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">partially implemented</p> 	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">fully implemented</p> 	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">implementation ongoing</p> 	<p>Individual administrative levels have their own specific information systems that fully or partially serve as a tool for HRM. The HRMIS system is not used due to legal inconsistencies regarding the processing of personal data about civil servants, as well as the lack of funds for concluding technical support contracts with the implementer. The CSA BiH has initiated the implementation of several independent systems that were supposed to be previously implemented through the HRMIS. The project "Improving the information system in the Civil Service Agency of the Federation of BiH, the Agency for Public Administration of the Republic of Srpska and the Human Resources Division of the Brčko District of BiH" funded by the Public Administration Reform Fund, whose implementation is supposed to improve this area begun on 14 June 2018 and will be implemented by 14 December 2019.</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. Within 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. Contribution to the implementation of this chapter was also given through the implementation of the project "Simplification and Improvement of Employment in the Civil Service", which was completed in May 2018.

<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 style="writing-mode: vertical-rl; transform: rotate(180deg);">Implementation ongoing</p> 	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Implementation ongoing</p> 	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Fully implemented</p> 	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">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, and submitted it to the Ministry of Justice of BiH, but it was still not submitted to the Government of the Federation. Other two levels have certain institutions for HRM planning. Within the project "Simplification and Improvement of Employment in the Civil Service" several documents have been drafted with concrete proposals for improvement of planning of human resources in the civil service / administration in Bosnia and Herzegovina.</p>
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Chapter 5. Recruitment and Selection of Staff

<p>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 contribution to the progress in this part was given by implementation of the project "Simplification and Improvement of Employment Process in the Civil Service", whose implementation ended in May 2018. 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. The competency framework is applied at the level of BiH, and its implementation is enabled at the BD BiH level, while implementation of competencies is expected to be applied at other levels in the following period.</p>					
<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</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>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. Through the project "Simplification and Improvement of Employment Process in the Civil Service" funded by the Public Administration Reform Fund, a methodological framework for improvement and simplification of employment in the civil service has been developed and harmonized, which includes recommendations regarding the establishment of criteria and reduction of the subjectivity of the commissions for employment, and training was conducted for its use. 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> <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</p> <p>For the first part, the deadline is the end of 2013, after that continuously</p>	<p>Fully implemented</p> <p>Implementation ongoing</p> <p>Partially implemented</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 enabled at the level of the Brčko District of BiH, while the Manual for use of competency framework was drafted for all the levels. Through implementation of the project "Simplification and Improvement of Employment Process in the Civil Service" the document "Guidelines for inclusion of the priority competences in the text of the competition" was drafted with recommendations and proposals for use of the social networks and more effective initiation of the competition procedure.</p>
<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>Chapter 6. Performance Management</p>					

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<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>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>The objective is implemented at all the levels. Trainings from this field are incorporated in the mid-term plans, enacted by the central HRM institutions. However, certain problems have been noted in functioning of the system of evaluation in practice, and the problem is also a lack of information on the number and the records of annual conversations and interviews on work evaluation.</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></p> <p><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>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</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>Chapter 7. Training and Development</p>						
<p>The key institutions at all the levels implement the training in accordance with their possibilities (provided funds from the budget, which are most often very modest). Activities started on implementation of the system of e-Learning, which would greatly improve this area. A contribution to implementation of the objectives from this chapter is given by the project "Improvement of the Process of Needs Analysis and Evaluation of Effects of Training", within which, among other things, a Model of needs analysis and evaluation of the trainings was drafted, as well as the Manual for its implementation. It was recommended to take over this model through the documents as a methodology, which would be used in the next period by all the administration levels.</p>						





<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>Fully implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>A the level of BiH the Decision on the manner of implementation of the training of the civil servants in the institutions of the Bosnia and Herzegovina was adopted (Official Gazette of BiH, No. 15/17), according to which the data from the form for evaluation of the civil servants were foreseen as one of the sources in the process of training needs analysis. Within the project "Improvement of the Process of Needs Analysis and Evaluation of Effects of Training", a Model for needs analysis and evaluation of the trainings was drafted, which gives a great significance to the use of the process of evaluation in needs analysis and evaluation of the trainings. However, the problem are the noted shortcomings in functioning of the system of evaluation, as well as the lack of a comprehensive methodology in the present regulations at all the administration levels.</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>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>The cooperation of all levels with the Regional School of Public Administration - ReSPA is continuous. 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. Provide continuity in preparations and implementation of medium term training plans and development of the civil service at all the levels</p>	<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 levels had staff training strategies in the period up to 2015, after which the CSA BiH informed that they planned training in the upcoming period through the Medium Term Work Plan 2016-2018. In the FBiH, the Strategy for Training Employees in Administration Bodies in the Federation of BiH 2016-2020 was adopted, while the Framework Plan of Training of Employees in the Republic Administration of the Republic of Srpska Administration for the period 2015-2018 was adopted in RS. In the Brčko District a draft of the Professional Development Strategy 2018-2020 has been prepared and it is expected to be adopted by the Brčko District Government. Also, all levels plan in budget items also trainings for employees, and internal trainers are also used to conduct trainings.</p>
<p>Chapter 8. Analysis of Jobs and Classification of Work Places in Civil Service</p>								
<p>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 individual administrative levels in certain institutions the job analyses are being implemented. Application of the Competency framework started at the state level.</p>								
<p>8.1. Classify work places in each individual structure of the civil service in BiH</p>	<p><i>Regulation of the CoM / the Governments stipulated classification of jobs with standard descriptions</i></p> <p><i>Systematisations harmonised with the regulation</i></p>	<p>Key HRM institutions + individual institutions at all the levels</p>	<p>By the end of 2013</p> <p>By the end of 2014</p>	<p>Partially implemented </p>	<p>Implementation ongoing </p>	<p>Implementation ongoing </p>	<p>Implementation ongoing </p>	<p>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. Further application of the project results is expected 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.</p>
<p>8.2. Identify and establish key competencies for individual categories and work places of civil servants</p>	<p><i>Established general competency frameworks</i></p>	<p>Key HRM institutions</p>	<p>By the end of 2014</p>	<p>Fully implemented </p>	<p>Implementation ongoing </p>	<p>Partially implemented </p>	<p>Implementation ongoing </p>	<p>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. At the state level, the Competency framework was adopted and is being applied. The results of the project are expected to be taken over and applied by the competent institutions at other levels as well.</p>
<p>Chapter 9. Salaries</p>								

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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	<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>	Key HRM institutions	By the end of 2013	<p>Implementation ongoing</p> <p>Implementation did not start</p> <p>Implementation ongoing</p> <p>Implementation ongoing</p>	<p>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.).</p>
9.2. Create assumptions to enable advancement of individuals through the system of salaries	<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>	Key HRM institutions	By the end of 2013	<p>Implementation ongoing</p> <p>Implementation ongoing</p> <p>Implementation ongoing</p> <p>Implementation ongoing</p>	<p>The objective was not met, but the activities on implementation of the objective started. At the BiH level, progress through evaluations is formally enabled, but by the amendment to the Law on Salaries and Allowances in the Institutions of BiH frozen until 2016, and then the Wages and Benefits Policy of BiH 2015-2018 stipulated that consideration should be given to the possibility of tying application of the system of promotion within the salary class to conclusion of BiH membership talks in the EU. There is also a formal basis in the RS and the Brčko District of BiH, but there is no information on the application of it.</p>
HRM 10. Total Quality Management - TQM					
<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 experts, the document "Roadmap to ensure sustainable dynamics of introduction of quality management model in public administration in BiH" was drafted. At the BiH level, piloting was completed in four institutions (the Public Administration Reform Coordinator's Office, the Civil Service Agency of BiH, the Statistics Agency of BiH and the Agency for Development of Higher Education and Quality Assurance in BiH) with the 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 adopted by the Council of Ministers of BiH. Implementation of the second wave of introduction of the CAF model in the institutions of BiH started. All the obligations from this chapter at the state level are met, and now they are continuous in character. The challenge in the next period would be awareness rising on the importance of quality management in public administration at all the levels, and continuation of implementation of the CAF at the state and the other administration levels.</p>					

<p>10.1. Enable use of one of the TQM models (CAF, EFQM, etc.) to those institutions that choose it</p>	<p>- Training has been developed - Number of trainings, number of participants, evaluation - The number of institutions using the selected TQM model</p>	<p>Public Administration Reform Coordinator's Office</p>	<p>By the end of 2014</p>	<p>Fully implemented</p>	<p>Fully implemented</p>	<p>Fully implemented</p>	<p>Fully implemented</p>	<p>With the help of the German Society for International Cooperation (GIZ), the Guidelines for the CAF 2013 have been translated and adapted. The PARCO carried out self-assessment, as well as prioritization of the areas for improvement during 2015, within the introduction of the CAF standard. From 15 - 18 December 2015, the training of trainers on the introduction of CAF by experts from EIPA was held for employees of the PARCO and CSA BiH. Also, on 27 October 2015, organised by the PARCO, a conference "Models of Quality Management - Instrument for Better Public Administration" was held in Sarajevo. From 18 to 20 November 2015 there was a conference in Sarajevo "Quality management in the public administration of the countries of the Western Balkans", organised by the ReSPA. With the support of the PARCO, piloting started in three BiH-level institutions (Civil Service Agency, Agency for Statistics of BiH, Agency for Higher Education Development and Quality Assurance of BiH). At its session held on 8 February 2017, the Council of Ministers of BiH adopted the Information on the activities for the preparation of the Operational Plan for the introduction of quality management in the institutions of Bosnia and Herzegovina for the period from 2016 to 2018, and as an integral part of this Information is also the Operative plan for introducing quality management in the institutions of Bosnia and Herzegovina for the period from 2016 to 2018, as well as the conclusion that the Public Administration Reform Coordinator's Office of BiH is the CAF correspondent on behalf of BiH institutions. After the public call, all institutions at the state level started implementing the CAF model in four other state institutions (IDDEEA, Legislative Office, Agency for Labor and Employment of BiH and the Agency for Anti-Doping and Control of BiH). From 22 to 24 November 2017, they held training for 14 new trainers for the implementation of the CAF model from all administrative levels. Training on the application of CAF for more than 70 people was carried out on 12 specialized trainings. With the help of the Austrian KDZ, CAF was introduced by the CSA FBiH and the CAA RS. The PARCO has been fully trained as a resource center for quality management for public administration, and interested institutions from the levels of the FBiH and the RS are directed to the partner institutions of the CSA FBiH and the CAA RS. With the support of KDZ, the CSA FBiH started activities to provide expert assistance in the application of the CAF in the municipalities of Gračanica and Živinice, as well as in the City of Bihac and the CAA RS in the Republic Institute for Statistics.</p>
	<p>The centre established, offers basic information</p>		<p>By the end of 2014</p>					

<p>10.2. Promotion of the model</p>	<p><i>The number of institutions which were sent a translated version of the selected TQM model and basic information about the model</i></p>	<p>Public Administration Reform Coordinator's Office</p>	<p>By mid 2014</p>	<p>Fully implemented </p>	<p>Fully implemented </p>	<p>Fully implemented </p>	<p>Fully implemented </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. On 27 March 2017, the Public Administration Reform Coordinator's Office sent to all the institutions of BiH a public call for demonstration of interest for support in implementation of the CAF tool. On this occasion, all the institutions received all the information on the CAF tool. A promotional material was produced within the project "Implementation of Quality Management", financed by the Good Governance Fund (British Embassy). A newsletter on the topic of Quality management was drafted and distributed. The PARCO promotes quality management through social networks as well, and all the materials are produced in this field are provided to other levels. In the next period, the PARCO, with its partner organisations, will continue to continuously promote all quality management tools.</p>
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Objective	Indicator of Successfulness	Responsible Institution	Time Frame	Administration Level				Description of Achievement / Comment
				BiH	FBiH	RS	BD	
AP 1. Simplification of Administrative Procedure								
Objectives from this chapter are related to simplification (optimisation) of administrative procedures, and removal or "reducing" administrative obstacles. It is about reducing administrative burdens, i.e. "cleaning" and removal of all those steps or elements in the procedures, which create unnecessary complications and expenses. For that, most often amendments to the laws or implementing regulations are needed. Simplification of administrative procedure will be contributed by the measures and recommendation from the Administrative Decision Making in BiH Quality Improvement Programme.								
1.1. Adopt Administrative Decision Making Quality Improvement Programme	<i>Adopted programme and the degree of implementation</i>	MJ BiH FMJ MALSG RS Government of the BD BiH	End of 2011	Fully implemented	Partially implemented	Fully implemented	Fully implemented	<p>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.</p> <p>The Government of the BD BiH enacted the Decision on Adoption of the Administrative Decision Making in BiH Quality Improvement Programme.</p> <p>The FBiH Government neither considered information on the activities on this project nor did it adopt the Administrative Decision Making in BiH Quality Improvement Programme. The Work Programme of the Government of the Federation of Bosnia and Herzegovina for 2018 stipulated preparation of the Preliminary Draft Law on Amendments to the Law on Administrative Procedure in the III quarter of the current year. Objective of amendments is improvement of the administrative procedure.</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> <hr/>	<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 service of the Government of the BD BiH</p>	<p>End of 2012</p>	<p>Fully implemented</p>	<p>Fully implemented</p>	<p>Fully implemented</p>	<p>Fully implemented</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 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. Within the USAID project SGIP, 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>On 5 June 2017, the Parliamentary Assembly of BiH adopted in both Houses the Amendments to the Common rules for legal drafting in the institutions of BiH, within which a regulatory impact assessment methodology was adopted (Official Gazette of BiH, No. 50/17). Also, at the level of the institutions of BiH, within the USAID project SGIP, institutions were identified as primary competent for the affairs of regulatory impact assessment.</p> <p>In December 2018, the final report 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" was adopted, the implementation of which lasted 24 months from May 2016 to May 2018. The project was financed from the PAR Fund and was implemented at all four administration levels. The project contributed to establishment and development of the system of regulatory impact assessment and reduction of administrative barriers at all four levels, depending on the degree of development of the system of regulatory impact assessment. At the level of the BD BiH, the project established an institutional and legal framework for the jobs of regulatory impact assessment. For the levels of BiH and the BD BiH, the Better Regulation Strategy (strategies for improving the implementation of the regulatory impact assessment) have been developed. At the entity level, IT capacities have been improved, i.e. dynamic web pages have been developed (Single Point for Business of the RS and the Register of Administrative Procedures in the FBiH) for the need of support to the processes of reduction of administrative obstacles. At all four levels, the pilot RIAs were implemented, at the Entity levels, two at each (RIA for the Law on Free Zones of the RS and the Law on PPP of the RS, RIA for the Law on Improvement of Business Infrastructure of the FBiH and the RIA for "Analysis of the condition, needs and measures for improvement of regulatory impact assessment and reduction) and at the level of BiH and the BD BiH, one at each (the Law on PPP and</p>
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				<p>the concessions of the BD BiH and the RIA Relationship between the Law on administrative procedure of Bosnia and Herzegovina and the special administrative procedures). The project prepared the training programme for the RIA as well as the handbook (methodology for regulatory impact assessment). Training of initial, intermediate and advanced level was implemented at the levels of BiH, the FBiH and the BD BiH, while advanced level trainings were conducted at the RS level. The total number of participants from all four levels was about 500 civil servants from different institutions.</p>
				<p>In the course of 2013, the project "Guillotine of regulations" was implemented in the RS in cooperation with the IFC aimed at eliminating excessive bureaucratic obstacles to the business environment. The Government of the RS adopted the Decision on the Implementation of the Business Registration Reform in the RS, and the Conclusion No. 04/1 -1-012-2 /424/13, dated 21 February 2013 adopted the Action Plan for implementation of the reform in the field of business registration in RS. The reform involves the introduction of a one-stop shop, receipt of requests by the Agency for Intermediary, Information and Financial Services (APIF) (central unit in Banja Luka + 10 business units in the Republic of Srpska) and information linking of the APIF with commercial courts, the Tax the RS Administration, the Republic Statistical Office of the RS, the RS Inspectorate and, possibly, the Indirect Taxation Authority - ITA. Draft amendments and supplements to all proposed laws were considered and adopted, in May 2013, at the 27th session of the NA RS. Through the Business Approval Register maintained in MERRC RS, site visitors receive information on all available approvals and are provided with direct access to individual approval. A project resulting from the Agreement on Cooperation between the Government of the FBiH and the IFC on the implementation of the regulatory reform signed in 2009 is implemented in two phases, - Phase I refers to improving the efficiency of inspections in the field through certain adjustments to relevant legal norms in existing laws, which are an obstacle to the performance of inspections and allow for unfair competition, and Phase II encompasses a broader aspect to harmonize Regulations regarding</p>

<p>1.3. Establish the system of reduction of administrative barriers in the existing regulations</p>	<p><i>Number of gathered and processed proposals</i></p> <p><i>Adopted RAB action plan, number of measures in the RAB action plan</i></p> <p><i>Number of implemented simplifications, if possible, presented savings in time and money by the Standard Cost Model (SCM) methodology (1.3.3 and 1.3.4)</i></p>	<p>Units responsible for the RAO, see AP 5.1.</p>	<p>End of 2011 (establishment of mechanisms) Mid 2012 (RAO action plan RAP for 2013)</p>	<p>partially implemented</p> 	<p>fully implemented</p> 	<p>fully implemented</p> 	<p>partially implemented</p> 	<p>the simplification of administrative procedures (permits, approvals, licenses, certificates, etc.) in the business sector segment. - Phase II conducted a detailed analysis of priority areas, which resulted in the proposal for amendments to 68 laws and by-laws, including a total of 451 recommendations. The IFC and the Government of the FBiH in 2012 concluded a new cooperation agreement for the Business Environment Improvement and Competitiveness Improvement Programme in BiH in the fields of agriculture and investment promotion policy in FBiH. The Government of FBiH at the 30th emergency session held on 20 June 2013 and 1 July 2013 adopted the Strategy for Regulatory Reform 2013-2016 with the Action Plan. The Action Plan in 2014 envisages: Preparation and adoption of implementing acts (regulations) with the aim of establishing the application of the RIA methodology in the legal system of the FBiH; Preparation of the Manual on the application of the RIA methodology; Creation of a programme / Roadmap for reduction of administrative burden and simplification of administrative procedures; Preparation of guidelines for the application of cost-benefit analysis in quantitative analysis of administrative burdens and preparation of annual plans, including a list of legal acts to be adopted using a comprehensive RIA methodology. At the level of the FBiH in accordance with the Government of the FBiH Conclusion, No. 1282/2012 of 27 September 2012. , in cooperation with the IFC, an analysis of the Law on Business Companies was conducted and, with the application of the system of regulatory impact assessment according to the RIA methodology, the text of the Draft Law on Business Companies was prepared, together with the Law on Amendments to the Law on Registration of Business Entities in the FBiH Law. The aforementioned laws were adopted and published in the official Gazette of the Federation of BiH No. 81/15. The Government of the FBiH adopted the Conclusion V no: 636/2014, which decided to use the comprehensive RIA methodology, with the support of the Project "Improving the business environment and strengthening competitiveness at the level of the FBiH", in 2014, the following laws were analysed: the Law on Quality Control of Certain Products on import and export, the Law on spatial planning and land use at the level of the Federation of BiH, the Law on Tourist Communities and Promotion of Tourism in FBiH, the Law on Veterinary Medicinal Products. The Government of the FBiH has adopted the Decision on Approval of the Work Plan of the SG of the Government of the FBiH for 2014. (Official Gazette of the Federation of BiH, No. 27/14), which incorporated obligations in the implementation of the Regulatory Reform Action Plan. In the framework of the project "Establishing and / or strengthening the capacity of the institution for controlling regulations and establishing a system of reduction of administrative barriers", the pilot RIAs were implemented at all four levels, at the entity levels two at each (RIA to the Law on Free Zones of RS and Law on PPP of the RS, RIA to the Law on Business Infrastructure Improvement of the FBiH and RIA "Analysis of the situation, needs and measures for improving the assessment of the impact of regulations and reduction"), and at the level of BiH and the BD BiH one pilot RIA at each (Law on PPP and Concessions of the BD BiH and RIA "Relationship of the Law on</p>
	<p><i>e-Public procurement</i></p> <p><i>Number of institutions that use the IS operationally</i></p> <p><i>Availability of electronic notices on public procurement procedure initiation</i></p>	<p>Tax administrations, Ministries of Justice, registration courts, statistics 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 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</p>

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<p>1.4. Optimisation of the priority administration services – processes for business subjects:</p> <ul style="list-style-type: none"> e-procurement starting a business in the system of one stop shop 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) 	<p><i>Availability of electronic tender documentation for the bidders</i></p> <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>employment bureaus, health / pension insurance agencies</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>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, Dobo, 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 (www.ejn.gov.ba) 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 (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.</p> <p>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>The Law on Amendments to the Law on General Administrative Procedure (Official Gazette of the Republic of Srpska, No 66/18) was adopted in the Republic of Srpska. This Law, in the context of the public administration reform, regulates in more detail an electronic communication of the bodies and the clients, enactment and submission of specific decisions electronically, sets certain deadlines. A single administrative place is being introduced as a type of "post box" in which the clients could put their requests, with a note that the administrative procedures are still managed before actually and locally competent bodies. This Law will make the administrative procedure more efficient, more functional, more effective, more transparent and oriented to citizens as final users of services of the bodies that implement this law when deciding on their rights, obligations and legal interests.</p>
		<p>Motor vehicle registration:</p> <p>IDDEEA MCA BiH Federal Ministry of Interior Ministry of Interior of the RS Cantonal Ministries of Interior</p> <p>Centre for e-Government of the Council of Ministers of BiH AIS RS Sector for IT in the Secretariat General of the</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.</p> <p>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.</p> <p>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> <p>More information on the said SMS services is available at the web portal of the Ministry of Interior</p>

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<p>1.5. Optimisation of the priority administration services – processes for citizens:</p> <ul style="list-style-type: none"> • vehicle registration • residence registration 	<p><i>Existence of information system that enables transaction services</i></p> <p><i>Number of users and number of transactions</i></p> <p><i>Savings for citizens and the state in time and money</i></p>	<p>Government of the RS Government of the FBiH Government of the BDBiH Units in charge of RAB</p> <p>Residence registration:</p> <p>IDDEEA Federal Ministry of Interior Ministry of Interior of the RS MCA BiH Cantonal Ministries of Interior</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</p> <p>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>more information on the said SMS services is available at the web-portal of the Ministry of Interior of the RS.</p>
<p>1.6. Optimisation of the priority administration processes in public administration (G2G):</p>	<p>Document management:</p> <p><i>Number of institutions that operationally use the DMS</i></p> <p><i>Number of various DMSs in use (negative indicator)</i></p> <p><i>Number of interoperable DMSs</i></p> <p><i>Existence of information system that enables transaction services</i></p> <p><i>Number of users and number of transactions</i></p> <p><i>Savings for the citizens, companies and the state in time and money</i></p>	<p>Document management system:</p> <p>Ministries of Justice MALSG RS</p> <p>Centre for e-government of the Council of Ministers of BiH 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>Upgrade of the system of e-Sessions of the</p>		<p>plemented</p>	<p>plemented</p>	<p>plemented</p>	<p>plemented</p>	<p>The Law on Electronic Document of the FBiH has been adopted. In cooperation with Microsoft, the sessions of the Government of the Federation of BiH have been fully computerized. The system of e-Sessions functions since 2008. The DMS project is being prepared, which will be financed by the PAR Fund. 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. The result of the project "Upgrade and Establishment of the System for Government e-Sessions", which was financed by the PARF, was upgraded system for electronic sessions of the Government of the Republic of Srpska by a new version of the system and the system for unified communication and collaboration. The upgrade increased availability of the system, its usability and the process of management of the materials for the sessions was additionally simplified. Therefore, thanks to the upgrade, a greater transparency and a more efficient work of the sessions of the Government and its work bodies were achieved. At the level of the BD BiH, through the project "Establishment and upgrading the system of e-Sessions", which was financed from the Public Administration Reform Fund, there was no need for amendments to the regulations that led to the activities for the design of the system of e-sessions. The regulations are in line with the current situation; users are trained to work with the system. Other levels did not submit information on the changes in implementation of this activity in relation to the previous period.</p>

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<ul style="list-style-type: none"> document management sessions of the CoM BiH / the Governments 	<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>Sessions of the CoM BiH / the Governments:</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>	<p>CoM / the Governments and integration with the DMS:</p> <p>Secretariats General of the Council of Ministers of BiH, the Government of the RS and the Government of the FBiH</p> <p>Centre for e-Government of the Council of Ministers of BiH 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>2014.</p>	<p>Partially in</p> 	<p>Partially in</p> 	<p>Fully impt</p> 	<p>Fully impt</p> 	
<p>1.7. LAPs of all the levels will explicitly stipulate delegation of authority to make decisions in administrative procedure by the manager of the administration body to their subordinates</p>	<p><i>Amended LAPs</i></p> <p><i>Number of delegated authorities</i></p>	<p>MJ BiH</p> <p>FMJ</p> <p>MALSG RS</p> <p>Government of the BDBiH</p> <p>Council of Ministers of BiH and the Governments</p> <p>Parliaments</p> <p>All institutions with authorities for administrative decision making</p>	<p>Mid 2012</p>	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>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.</p> <p>The present Law on Administrative Procedure of BiH already stipulates the possibility for the manager of the administration body to transfer the authority for signing of the acts to the competent personnel of the administration body. The present Law on Administrative Procedure of the Federation of BiH gave the possibility to the administrative body manager to authorise other person from the same body to adjudicate in certain administrative matters. There is ongoing procedure to enact the new Law on General Administrative Procedure of the Brčko District of BiH, which would cover this objective. 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>Mid 2012</p> <hr/> <p>End of 2012</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,</p>

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<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</p> <p>All institutions with authorities for administrative decision making</p>	<p>End of 2013</p> <hr/> <p>End of 2013</p>	<p>Fully implemented</p>	<p>Fully implemented</p>	<p>Fully implemented</p>	<p>Fully implemented</p>	<p>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>
<p>1.9. Enable the payment for administrative services on the spot where the service is requested / provided. Enable payment by modern means of payment (card, electronic payment, etc.)</p>	<p><i>Amended regulations</i></p> <p><i>The number of authorities where fees can be paid by modern means of payment</i></p>	<p>MJ BiH, FMJ, MALSG RS, Government of the BD BiH Centre for e-Government of the Council of Ministers of BiH AIS RS, Government of the FBiH, Government of the BD BiH</p>	<p>End of 2014</p>	<p>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 expert / certificate from the registry records could be</p>

<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>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"> - 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) - 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). - 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 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>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 the Forms of Registry Books and Other Acts from the Registry Books (Official Journal of the FBiH, No. 86/12).</p> <p>At the ST meeting, held on 31st October 2014, it was concluded that the common standpoint of the the ST was to deem this activity in the coming period implemented through changes of the material regulations, at all the administration levels, with the note that it was a standpoint of the Supervisory Team and that this objective was not possible to implement through amendments to the existing LAPs/LGAPs, as stipulated by the RAP 1.</p> <p>The Law on Amendments to the Law on General Administrative Procedure (Official Gazette of the Republic of Srpska, No. 66/18) introduced a single administrative post where parties can submit several requests for exercising a certain right regardless of the real and local authority of the body</p>
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<p>1.11. Ensure processing of cases within statutory deadlines</p> <p><i>Methodology has been adopted</i></p> <p><i>Information System provided for</i></p> <p><i>Report adopted</i></p> <p><i>Programme adopted</i></p> <p><i>Implemented programme</i></p> <p><i>The number and percentage of cases solved within the deadline</i></p>	<p>Methodology adopted End of 2011</p> <p>Report adopted, End of 2012</p> <p>Programme adopted, mid 2013</p> <p>After that, continuously</p>	<p>MJ BiH, FMJ, MALSG RS, the Government of the BDBiH</p> <p>All institutions with authorities for administrative decision making</p>	<p>Partially implemented</p> <p>Partially implemented</p> <p>Fully implemented</p> <p>Partially implemented</p>	<p>Partially implemented</p> <p>Partially implemented</p> <p>Fully implemented</p> <p>Partially implemented</p>	<p>At the level of the Republic of Srpska, the system of the central reception office for all the bodies of administration has been established, through which the records are being kept on movement of the cases and the deadlines in which they are being decided on. The Administrative Inspection of the RS implemented extraordinary controls of all the republic administration bodies regarding establishment of the number of cases not adjudicated within legal deadlines, after which the Government of the Republic of Srpska, at the 9th session of 30 April 2013 enacted the Conclusion putting the republic administration bodies in charge of drafting the plan of adjudication of unsolved cases and submitting it to the Government within 15 days. In accordance with that, a methodology of adjudication of cases in administration bodies has been drafted. The administration bodies of the RS that have a greater number of cases that were not adjudicated within a statutory deadline drafted the programmes of their adjudication. The programmes were delivered and adopted by the Government of the RS and there is ongoing implementation of the programmes for adjudication of cases within the deadline set by the administration bodies of the RS. At the 17th session of 26 June 2013, the Government of the RS enacted the Conclusion putting the Ministry of Administration and Local Self Governance of the RS in charge of reviewing the effects of implementation of plans of unsolved cases within six months. 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 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</p>
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<p>1.12. Establish registers of procedures at all levels of authority in BiH</p> <p><i>Register of procedures established</i></p> <hr/> <p>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>End of 2011</p> <p><i>System of update established</i></p>	<p>Partially implemented</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. In cooperation with 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", which is financed by the Public Administration Reform Fund, the Secretariat General of the Government of the Federation of Bosnia and Herzegovina defined the needs for development of a dynamic web site, which would contain a series of information, as well as a database with the register of administrative procedures that are implemented in front of the federal administration bodies, which would serve as an efficient service, primarily intended for the citizens and the economic operators, with the objective of quicker and simpler access to relevant information related with approvals, legal and bylaw regulations, and other significant information needed to perform certain activities. In addition to the database with the register of approvals, the website should contain also additional contents, such as a part for interaction with the citizens (sections questions and answers), information on the regulations in the procedure of public consultations (on-line consultations), and the part related with publication of implemented comprehensive impact</p>
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<p>1.13. Enable electronic communication of the parties and the bodies</p>	<p><i>Amended LAPs</i></p>	<p>MJ BiH, FMJ, MALSG RS, Government of the BD BiH (sectors in charge of administrative procedure)</p>	<p>End of 2013</p>	<p>Fully implemented</p> <p>●</p>	<p>Partially implemented</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. The Government of the Federation of Bosnia and Herzegovina enacted the Decision on establishment of the web portal e-administration of the Federation of Bosnia and Herzegovina (Official Journal of the Federation of BiH, No. 29/18). According to the proposed solution, the Portal of e-Administration of the FBiH will have four modules: - Initial page - e-services for citizens - register of administrative procedures - e-consultations The home page contains the latest news that can be created and updated through the administration part of the application, with the possibility to publish this information immediately or later. Through the module "e-Services for Citizens", visitors can access the services of electronic administration, as well as get all the necessary information about electronic administration services, such as the use of electronic services in the field of survey and real estate cadastre (issuing a copy of the plan, transcript of the ownership deed and request for division of plots) of the Federal Administration for Geodetic and Property-Legal Affairs.</p>
<p>AP 2. Improvement of Satisfaction of Beneficiaries of Services</p>								
<p>Objectives from this chapter are directed to improvement of quality of services, and satisfaction of the citizens and business subjects by those services. The deadline for implementation of the objectives from this chapter is the end of 2012 and 2013.</p>								
<p>2.1. Adapt office hours for work with service</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>Implemented</p> <p>●</p>	<p>Implemented</p> <p>●</p>	<p>Implemented</p> <p>●</p>	<p>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</p>

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<p>users (clients) to their needs</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>Partially</p>	<p>Partially</p>	<p>Fully implemented</p>	<p>Partially</p>	<p>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>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>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.: 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><i>Methodology has been adopted</i></p>		<p>Mid 2013</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 premises 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 "Measuring satisfaction of administrative services users", which stipulated a pilot project to cover several institutions from each level to draft Methodology of measuring satisfaction of users. The project idea was proposed for the List of Priorities adopted by the PARF JMB in October 2016. The Supervisory Team is currently reaching an agreement on the said project idea.</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>Partially implemented</p>	<p>Implementation ongoing</p>	<p>Partially implemented</p>	<p>Partially implemented</p>	
	<p><i>Information System provided for</i></p>	<p>All administration bodies with competences for decision making in administrative procedure</p>	<p>End of 2013</p>					





<p><i>Number of published results</i></p> <p><i>Average evaluation for all the institutions</i></p>					
<p><i>Amended regulations</i></p> <hr/> <p>2.3. Improve the system for collecting comments, proposals and suggestions from users of administrative services</p>	<p>MJ BiH, FMJ, MALSG RS, the Government of the BDBiH (sectors competent for administrative procedure)</p> <p>End of 2013</p>	<p>All administration bodies with competences for decision making in administrative procedure</p>	<p>Partially implemented</p>	<p>Fully 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). 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. 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. 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</p>

	<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>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 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>	<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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<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>

<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: - actions of the first instance body by the specific decision of the second instance body, and enacting new specific decision within the set deadline, - actions of the competent authority by the request for postponement of execution in cases of initiation of administrative dispute and - actions of the competent body by judgements enacted in administrative dispute in the sense of enacting new administrative act within the set deadline. Republic bodies that maintain office operations through the Central Reception Office of the MALSG RS can monitor deadlines for decision making through the report created based on application programme of the Central Reception Office. Decision making within the set deadlines is set by the Law on Administrative Procedure of the 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>
<p>Adequate legal provisions adopted</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</p>

<p>3.4. Introduce obligation of the second instance body to decide based on merit</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 All second instance bodies</p>	<p>End of 2011</p>	<p>Fully implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>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: (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>AP 4. Execution</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>								
					<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</p>			









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<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>(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 fine established in the final decision / specific decision the Competition Council may, through a competent (Court of BiH), request a forced payment, and if the economic operator fails to meet the other obligations (in addition to the financial ones) stipulated by the final decision / specific decision, thee Competition council will enact 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 1st - 16 June, the percentage of collection of the imposed fines if 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>
<p>AP 5. Strengthening of the Capacities</p>								
<p>Objectives from this chapter are related to establishment, or strengthening of the capacities necessary for implementation of the objectives from the RAP 1.</p>								
	<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. 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, among other things, also: - provides expert and organisational bases for introduction of methodology of regulatory impact assessment;</p>

<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>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>Fully implemented</p>	<p>Fully implemented</p>	<p>Fully implemented</p>	<p>Fully implemented</p>	<p>- 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;</p> <p>- 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.</p> <p>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.</p> <p>At the level of the BD BiH, through 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 Legislation Office of the BD BiH was identified as the institution responsible for RIA and RAB, and changes to the Organisation plan of the Mayor Office were adopted.</p> <p>Within 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", a plan and programme of training for the RIA and RAB was prepared. Training of initial, intermediate and advanced level was implemented at the levels of BiH, the FBiH and the BD BiH, while advanced level trainings were conducted at the RS level. The trainings were attended by around 500 civil servants from all four administration levels from various institutions. A handbook was drafted - methodology on regulatory impact assessment.</p>
	<p><i>Training programme has been adopted, number of trainings, number of attendees</i></p>		<p>Mid 2012</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>Fully implemented</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</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.</p> <p>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. The Council of Ministers of BiH enacted the Decision on division of jobs and criteria for job descriptions in the institutions of BiH, which was published in the Official Gazette of BiH, No. 30/13, defining the criteria for job descriptions and division of jobs of employees in the institutions of Bosnia and Herzegovina, and jobs of basic activity, additional jobs of basic activity and jobs of assisting activity, executed by the employees in the ministries, independent administration organisations and administration organisations within the ministries, as well as other institutions of Bosnia and Herzegovina established by a separate law or which were entrusted by a special law with executing the jobs of administration. The Ministry of Justice of BiH enacted the Standard job description defining the jobs of expert associate for legal affairs, senior expert associate for legal affairs, and expert advisor for legal affairs.</p>
<p>5.3. Define competencies necessary for the jobs where administrative procedure is managed and decisions are made on administrative cases, including inspectors</p> <p><i>Competencies necessary for the job have been defined</i></p> <p>Key HRM institutions in cooperation with the MJ BiH, the FMJ, the MALSG RS, the Government of the BD BiH (sectors in charge of administrative procedure)</p> <p>End of 2012</p>	<p>Partially implemented</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</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.</p> <p>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. The application of the Competency Framework at the BiH level is mandatory for all competition procedures initiated after 1st October 2017 in accordance with the Ordinance on the nature and content of the public competition, the manner of conducting interviews and forms for conducting interviews (Official Gazette of BiH, No. 63/16 and 21/17). The degree of knowledge is determined by asking the questions from the job description and tasks of the workplace, the activities of the institution, the area of public administration, the civil service and other areas of knowledge and skills that may be of importance for work at the workplace to which the candidate has applied (Article 31, paragraph 1)). In the case of selection of candidates for a public competition in which the candidate has taken a written part of the professional exam, the questions will, as a rule, be from areas that have not been tested on the written part (Article 31, paragraph 2)). Also, the questions may be directed to clarification of the answers given in the written part of the professional exam (Article 28). Competencies represent the manners of behaviour necessary to perform the jobs of a particular workplace in an effective manner, as referred to in Article 28, paragraph 3) of the Ordinance. It can also be said that competencies constitute a set of knowledge, skills and experience, and that competencies relate to all the characteristics that initiate and shape the behaviour that is crucial to success at work.</p>

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<p>5.4. Further develop training programmes for the area of administrative procedure, within a horizontal system of training of civil servants</p> <p><i>Trainings 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>	Fully implemented 	Fully implemented 	Fully implemented 	Fully implemented 	<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>	Implementation did not start 	Implementation did not start 	Implementation did not start 	Implementation did not start 	<p>New project idea was adopted, within which this objective would be implemented.</p>

<p>5.6. Strengthen the role of central capacities in the field of administrative procedure</p> <p><i>The number of drafted legal opinions, replies, advice, instructions and other information 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>Fully implemented</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. The Ministry of Justice of BiH, within its regular powers, provides: legal opinions and other expert advice to other bodies; instructions on issues that in practice pose problems to authorities in the area of administrative decision-making.</p>
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<p>5.7. Establish a community of practitioners in the field of administrative procedure</p>	<p><i>Community established</i></p>	<p>MJ BiH, FMJ, MALSG RS, Government of the BD BiH (sectors in charge of administrative procedure)</p>	<p>End of 2012</p>	<p>Partially implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</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 laws on general administrative procedures, is a common activity of the regional countries.</p>
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Objective	Indicator of Successfulness	Responsible Institution	Time Frame	Administration Level				Description of Achievement / Comment
				BiH	FBiH	RS	BD	
IC 1. Communication Planning								
<p>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 strategies / plans of communication of the CoM BiH, the Government of the FBiH, the Government of the RS and the Government of the BD BiH were revised and the new ones were adopted. The revised strategy of communication of the Council of Ministers of BiH for the period 2016 - 2018 was adopted by the Council of Ministers of BiH, the Plan of Communication of the Government of the FBiH 2015 - 2018 was adopted by the Government of the FBiH, the Plan of Communication of the Government of the RS 2015 - 2019 was adopted by the Government of the RS and the Strategy of Communication of the Government of the BD BiH 2017 - 2020 was adopted by the Government of the BD BiH. Revising strategies / communication plans represents a direct continuation of introduction of the concept of strategic communication of the governments and administration bodies.</p>								
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	By mid 2011	Fully implemented	Fully implemented	Fully implemented	Fully implemented	<p>The CoM BiH - on 29 November 2010 adopted the Strategy of Communication of the CoM BiH, the Government of the BD BiH - on 25 February 2011 adopted the Strategy of Communication, the Government of the RS - on 8 December 2011 adopted the Plan of Communication of the Government of the RS 2011 - 2014, the Government of the FBiH - on 28 March 2012 adopted the Plan of Communication of the Government of the FBiH 2012 - 2014. CoM BiH: 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. FBiH: 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. RS: The Government of the RS, at the session of 29 June 2015 adopted the Communication Plan of the Government of the RS, 2015 - 2019. BD BiH: Communication strategy of the government of the Brčko District of BiH 2017 - 2020 was adopted at the 13th regular session of the Government of the BD BiH, on 10 May 2017.</p>

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<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>	<p>Fully implemented ●</p>	<p>Fully implemented ●</p>	<p>Fully implemented ●</p>	<p>Fully implemented ●</p>	<p>CoMBiH 2012: Information Service + 7 institutions;2013: Information Service + 10 institutions; 2014: Information Service + 17 institutions;2015: Information Service + 10 institutions; 2016: Information Service. FBiH 2012: PR Office + 4 ministries; 2013: PR Office + 3 ministries; 2014: PR Office + 9 ministries;2015: PR Office + 2016 ministries; PR Office; RS 2012., 2013., 2014. 2015 and 2016.: Government and all the ministries (report of the Bureau). BDBiH 2012., 2013., 2014. 2015 and 2016.: 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. 2017. and 2018.: Continuous implementation of the activities at the level of the central public relations / information units (according to the previous reports of the Service, Office, Bureau and the Sector), while at the level of individual institutions, implementation of these activities was noted only as sporadic. 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>	<p>Fully implemented ●</p>	<p>Fully implemented ●</p>	<p>Fully implemented ●</p>	<p>Fully implemented ●</p>	<p>CoM BiH: budget funds for communication activities are provided through the action plans, the Information Service does not have a separate budget, but it plans the funds through the budget of the Secretariat General of the Council of Ministers of BiH, which is conditioned by the organisation structure. FBiH: Public Relations Office has a separate budget. RS and BDBiH: central units have their own budgets.</p>
<p>IC 2. Organisation Matter</p> <p>It is necessary to establish a system of human resources for quality implementation of strategic communication. A significant progress has been achieved in this segment, where in the BD BiH this matter was fully solved by establishment of the sector for information in the Government. At other levels, these 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>								

<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>CoM BiH: 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. During 2017, around 20 institutions submitted information on vacancies of this post. During the reporting period there were appointments of the expert advisor for public relations in the Commission for preservation of national monuments of BiH, a secretary in the Office for public relations of the Ministry of foreign affairs of BiH, and a secretary in the Department for analysis and planning of the Section for planning and information of the Ministry of foreign affairs of BiH. FBIH: 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 the RS and the BD BiH, 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). During 2018, 16 institutions submitted information on vacancies of this post.</p>
<p>IC 3. Coordination and Standard Setting</p>								
<p>Considering a complex structure of public administration in BiH and existence of 4 separate systems of administration and communication, in order to have an efficient and effective institutional communication, it would be necessary to establish mechanisms of coordination and communication in two directions: inter-institutionally (between the governments and 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. According to the submitted information, continuous implementation of these activities was noted as continuous and regular at the level of central units for public relations / information.</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</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>(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. The project "Training of Information / Public Relations Officers - phase II", financed by the funds of the Public Administration Reform Fund, gathered the services and information / public relations officers from all four administration levels on two occasions during the first half of 2017, where they exchanged experiences, knowledge and skills. In the same reporting period, within the same project, there was a workshop for the Supervisory Team for the reform area of Institutional Communication and for the implementation team of the project. A significant contribution and participation of the information / public relations officers from various administration levels and various institutions from each administration level is in the possibility to present, as panellists, the challenges with which they face every day in work, and to improve cooperation through a debate on current topics during the conference and through other exercises through trainings to improve cooperation and to better link through activities of networking that were organised during these events. In addition to the aforementioned, within implementation of the project "Building of Capacities for Combat Against Corruption in the Structures of the Civil Service in BiH", the public relations / information officers also had the opportunity to meet and cooperate through their inclusion in preparation of the promotional public campaign on combat against corruption, which was a constituent part of this project. 2018.: At the level of the CoM BiH, the practice of regular meeting of public relations officers and strengthening of cooperation continued. On 14 May 2018 and 17 December 2018, the information service organised meetings with the information officers of ministries and other administrative bodies with the aim of improving internal communication and exchange of professional experiences. Three workshops on strategic communication, with accent on planning and implementation of public campaigns, internal communication and digital media, were held in the framework of the project "Support to BiH Governments in Strategic Communication in relation to key reform measures under the Reform Agenda". The project is funded by the British Embassy, and all four administrative levels are included. There was one meeting of the Supervisory Team, on 26 October 2018. In addition to regular topics, related with the projects in this reform area, the agenda of the meeting covered also information on the condition in the reform area and on the new Strategy framework for PAR 2018 - 2022, exchange of information on the activities within the project of the British Embassy "Support to the Governments in BiH in Strategic Communication", information on the activities within the initiative "Open Government Partnership", and a discussion on the recommendations of the Special group for public administration reform, related with the Law on Free Access to Information.</p>
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<p>3.2 Improve coordination in the field of strategic communication between various levels of authority</p>	<p><i>Number and intensity of such meetings and functional mechanisms for transfer of information</i></p>	<p>Central units for IC and the Supervisory Team</p>	<p>Continuously</p>	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Established practice of inter-institutional communication and coordination between the institutions of different levels, primarily through the instruments of the Supervisory Team, participation in joint projects, as well as through everyday work obligations. 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. The project "Training of Information / Public Relations Officers - phase II", financed by the funds of the Public Administration Reform Fund, gathered the services and information / public relations officers from all four administration levels on two occasions during the first half of 2017, where they exchanged experiences, knowledge and skills. In the same reporting period, within the same project, there was a workshop for the Supervisory Team for the reform area of Institutional Communication and for the implementation team of the project. A significant contribution and participation of the information / public relations officers from various administration levels and various institutions from each administration level is in the possibility to present, as panellists, the challenges with which they face every day in work, and to improve cooperation through a debate on current topics during the conference and through other exercises through trainings to improve cooperation and to better link through activities of networking that were organised during these events. During the year, there was also a meeting of the Supervisory Team for IC. The main topics of the meeting were related with the information on the status of the projects: "Strategic Communication - phase II" and "Functional Overview of the Capacities of Institutional Communication in the Structures of the Civil Service in BiH", as well as with the discussion on the possible components of the project "Approximation of Public Administration to the Citizens - a set of activities". It has been agreed that the four main components of the activities of the project should be: implementation of a series of workshops on planning, initiation and implementation of public campaigns for the officers who deal with communication affairs at all four administration levels, draft of the manual on planning and implementation of public campaigns, examples of good practice in implementation of public campaigns (study visit) and organisation of one two-day workshop / training on public appearance for the officers dealing with communication affairs at all four administration levels. 2018: During the reporting period, the activities of the Supervisory team for the reform area of Institutional Communication were related with the projects "Strategic Communication - phase II", "Functional Overview of the Capacities of Institutional Communication in the Structures of the Civil Service in BiH" and "Approximation of the administration to the citizens - public campaigns". Representatives of the Supervisory Team actively worked in the commissions for public procurements of the first two projects, and they declared in writing on acceptability of the project "Approximation of the administration to the citizens - public campaigns".</p>
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<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>	<table border="1"> <tr> <td style="writing-mode: vertical-rl; transform: rotate(180deg);">Implementation ongoing</td> <td style="text-align: center;">●</td> </tr> <tr> <td style="writing-mode: vertical-rl; transform: rotate(180deg);">Implementation ongoing</td> <td style="text-align: center;">●</td> </tr> <tr> <td style="writing-mode: vertical-rl; transform: rotate(180deg);">Implementation ongoing</td> <td style="text-align: center;">●</td> </tr> <tr> <td style="writing-mode: vertical-rl; transform: rotate(180deg);">Implementation ongoing</td> <td style="text-align: center;">●</td> </tr> </table>	Implementation ongoing	●	Implementation ongoing	●	Implementation ongoing	●	Implementation ongoing	●	<p>The procedure of public procurement for the project "Functional overview of capacities of Institutional Communication in the structures of civil service in BiH" was annulled. The project is directed to a more efficient and a more effective operability and functionality of the strategy framework for communication of the Council of Ministers of BiH, the entity governments and the Government of the Brčko District of BiH (Strategy of Communication of the CoM BiH, Plan of Communication of the Government of the FBiH, Plan of communication of the Government of the RS and Strategy of communication of the Government of the BD BiH), with the objective of better communication of the institutions of the Council of Ministers of BiH, the Government of the FBiH, the Government of the RS and the Government of the Brčko District of BiH with the public and the citizens. The terms of reference intends to provide a support to implementation of the reform measures in this segment of the institutional communication, through provision of consultancy services which, among other things, include, but are not limited to the following: methodology development, application and implementation of a specific theme research of public opinion, and draft and promotion of the analysis of the condition of implementation of the communication strategy framework of all four administration levels, and draft and promotion of the document of functional overview of capacities of institutional communication in the civil service of BiH.</p>
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IC 4. Human Resources

Apart from practices and mechanisms, the system of strategic communication is primarily based on human resources. In this segment, these are the information / public relations officers and other officers whose job description includes information, communication, promotion, etc. Successfulness of functioning of the system greatly depends on constant improvement and development of potentials. In case of human resources, development is achieved through constant strengthening of capacities, expertise and work practices. Trainings and educations make the strongest component of that personnel development. Because of the nature of the job, the officers who deal with communication must educate themselves constantly, not only in the field of communication and public relations, but also other specific disciplines. It is also desirable to use instruments of practical familiarisation with work in other countries – study trips. Although the Civil Service / Administration Agencies offer trainings from various segments, the impression is that there are still no planned trainings from the field of communication, such as were the trainings organised through the projects financed by the PARF. Institutions should enable participation of the officers at such trainings, and their familiarisation with the European practice (within their possibilities). Also, it is necessary to approximate the importance of strategic communication to the managing civil servants / decision makers as well. Currently, there is a practice of organisation of trainings, it is necessary to maintain this practice in the future as well with planned introduction of education on communication, and consultations with the central units 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 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. 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. Implementation of the project "Building of Capacities for Combat Against Corruption in the Structures of the Civil Service in BiH" completed, within which there was 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, as well as implementation of the project "Training of Information / Public Relations Officers - phase II". This project had the objective of strengthening capacities of institutions of all four administration levels for public relations. There were three two-day workshops within the project for the public relations / information officers of all four administration levels. The workshops were held under the title "Communication Management", and they included the topics related with marketing in the institutions, strategic approach to communications, social networks, crisis communication, etc. The project also covered a theme conference on public relations, which was an opportunity for the target group of officers to participate as panellists, and to work on strengthening mutual cooperation through a debate on various topics. Both projects were financed by the Public Administration Reform Fund. During 2018, three workshops on strategic communication, with accent on planning and implementation of public campaigns, internal communication and digital media, and public relations and communication management were held in the framework of the project "Support to BiH Governments in Strategic Communication in relation to key reform measures under the Reform Agenda".









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<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. FBiH: 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>
<p>4.2 Provide training on public relations and strategic communication for the public relations officers</p>	<p>Number and percentage (of the total number of public relations officers) of attendees and number of implemented trainings organised by the CSA / the CAA</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>CoM BiH: 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. Within the group, there were trainings on knowledge management and trainings for communication experts. FBiH: 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. RS: There is a certain practice of planning of trainings in this area, although sporadically, significant participation in external trainings. BD BiH: 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. Implementation of the project "Building of Capacities for Combat Against Corruption in the Structures of the Civil Service in BiH" completed, within which there was 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 (25 January 2017), which put a special accent on public opinion research and preparation of public campaigns. Implementation of the project "Training of Information / Public Relations Officers – Phase II" is complete. The project had the objective of strengthening capacities of institutions of all four administration levels for public relations. There were three two-day workshops within the project for the public relations / information officers of all four administration levels. The workshops were held under the title "Communication Management", and they included the topics related with marketing in the institutions, strategic approach to communications, social networks, crisis communication, etc. The project also covered a theme conference on public relations, which was an opportunity for the target group of officers to participate as panellists, and to work on strengthening mutual cooperation through a debate on various topics. Both projects were financed by the Public Administration Reform Fund. During 2018.</p>

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					<p>projects were managed by the... three workshops on strategic communication, with accent on planning and implementation of public campaigns, internal communication and digital media, and public relations and communication management were held in the framework of the project "Support to BiH Governments in Strategic Communication in relation to key reform measures under the Reform Agenda".</p>
<p>4.3 Ensure training of the PR officers on other fields significant for their work.</p> <p><i>Number of different trainings, number and percentage (of the total number of public relations officers) of attendees and number of implemented trainings organised by the CSA / the CAA</i></p> <p>Individual institutions with coordination of the central units for IC in cooperation with the institutions and the CSA / the CAA</p> <p>Continuously</p>	<p>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>At the levels of the CoM BiH and the FBiH, a significant number of trainings was enabled, in which participants could be the PR officers (the CSA BiH, the CSA FBiH, the DEI e-learning modules and trainings...). Available were also the ReSPA trainings from various segments, and other external trainings. There was a unified training through project "Training of Information / Public Relations Officers – Phase II". The objective for the medium term was fulfilled at the levels of the CoM BiH and the FBiH, 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" completed, within which there was 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. During 2018, three workshops on strategic communication, with accent on planning and implementation of public campaigns, internal communication and digital media, and public relations and communication management were held in the framework of the project "Support to BiH Governments in Strategic Communication in relation to key reform measures under the Reform Agenda".</p>

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<p>4.4 Provide the PR officers / managers with the access to the experiences of the best European practice</p>	<p><i>Number of study trips and other forms of education, number of participants</i></p>	<p>Central units for IC, other institutions</p>	<p>Continuously</p>	<p>Partially implemented </p>	<p>Implementation did not start </p>	<p>Implementation did not start </p>	<p>Partially implemented </p>	<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. 2018: CoM BiH, FBiH, RS and BD BiH: Annulled public procurement procedure for the project "Strategic Communication - phase II", developed in cooperation with the Supervisory Team for IC. The project should 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. Within the framework of the United Kingdom Government Project "Support to Governments in Bosnia and Herzegovina in Strategic Communication on Key Reform Measures within the Reform Agenda", a study tour to London from 29 October to 2 November 2018 was organised for the representatives of the institutions of the CoM BiH, the FBiH the RS and the BD BiH.</p>
<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 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. Also, within the group for communication and knowledge management of the Programme of strengthening of public institutions in BiH, the contents of the new training for managing civil servants was prepared, which was organised by the CSA BiH and held on 25 May 2017. 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. 2018: CoM BiH, FBiH, RS and BD BiH: Within the framework of the project "Support to BiH Governments in Strategic Communication of the Key Reform Agenda Measures", two workshops were held (17 and 18 April "Strategic Communication and Campaign Planning, 19 and 20. June "Internal Communication and Digital Media" and 11 and 12 September "Meridia Relations and Communication Management") in the field of strategic communication, which in certain segments covered also the area of gaining management support in conducting communication activities.</p>

<p>IC 5. Activities Related with Media</p> <p>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><i>Guides for public relations and relations with the media have been prepared / updated</i></p> <p>Central units for IC</p> <hr/> <p><i>Results of media monitoring, the number of accredited journalists</i></p> <p>All the institutions</p> <p><i>The number of press releases, press conferences and other media-oriented activities</i></p>	By mid 2011, after that continuously	Fully implemented	Fully implemented	Fully implemented	<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>
<p>IC 6. Media Monitoring</p> <p>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><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>Central units for IC</p>	Continuously	Fully implemented	Fully implemented	Fully implemented	<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 the CoM BiH, BH portal, project "Fe-Administration", Intranet in the Government of the RS, while the Government of the BD BiH initiated their own Facebook page. 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 during 2016 was noted within the Information Service of the SG CoM BiH, by opening TWITTER profile and YouTube channel. 2018: CoMBiH, FBiH, RS and BD BiH: In the course of 2018, a the activities continued (previous reports of the Service, the Office, the Bureau and the Sector).</p>





				<p><i>The number of innovative solutions – implemented improvements in comparison with the current situation</i></p>				
<p>IC 7. Direct Communication with the Public – Freedom of Information Act (FOIA)</p> <p>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. The Council of Ministers of BiH, at its session held on 3 December 2018, adopted the Policies and Standards of Proactive Transparency in the Institutions of the Council of Ministers of BiH, which is one of the conclusions of the Information on activities in the area of improvement of proactive transparency of the Public Administration Reform Coordinator's Office. The Council of Ministers of BiH tasked all state-level institutions to regularly update documents and information published on the official websites of their institutions, and in the next six months to submit to the Public Administration Reform Coordinator's Office data on the application of the Policy and Standards proactive transparency. In order to further harmonise the Freedom of Access to Information Act, the SIGMA provided support, which prepared an analysis of Improving the legislative framework for access to public information in Bosnia and Herzegovina with a set of recommendations for improving the law on access to information at all levels, including proposals that refer to the incorporation of provisions on proactive transparency into laws. The analysis should serve as a basis for preparing amendments to the Freedom of Access to Information Act.</p>								
7.1 Monitor implementation of the FoIA and ensure regular reporting in accordance with the law	<i>Regularity of reporting in accordance with the law</i>	Central units for IC, all institutions	Continuously	Fully implemented	Fully implemented	Fully implemented	Fully implemented	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. During 2017 and 2018, there was a note of continuous implementation of these activities at the level of individual institutions.
				<p><i>The percentage of institutions that have a person in charge of procedures under the FOIA</i></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

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<p>7.2 Ensure that all the institutions fulfil their responsibilities in accordance with the FOIA</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>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. CoM BiH: The Ministry of Justice of BiH organised a public debate on the preliminary draft of the Freedom of Information Act (23rd February 2017). The public debate had a total of 50 participants, of which 26 representatives of the government institutions, 16 representatives of the civil society organisations and 8 representatives of the international community. The conclusions from the public debate are related with the following: the proposed preliminary draft Law is not good and fails to meet the basic international standards of free access to information, it is necessary to improve the existing Law, it is necessary to include information on the manner of spending of public funds, the journalists and media should not be separated from this Law, publication of information should be a rule, and not an exception, it is necessary to define the "test of public interest", clearly define the role of "independent oversight" over application of the Law, define the role of the Appeal Council, leave the old Penal provisions – define that the penalty applies to the managers of the bodies, and not the the bodies. Certain level of implementation of these or similar activities was noted at the level of individual institutions of the Government of the FBiH, the Government of the RS and the Government of the BD BiH. The Council of Ministers of BiH, at its session held on 3 December 2018, adopted the Policies and Standards of Proactive Transparency in the Institutions of the Council of Ministers of BiH, which is one of the conclusions of the Information on activities in the area of improvement of proactive transparency of the Public Administration Reform Coordinator's Office. The Council of Ministers of BiH tasked all state-level institutions to regularly update documents and information published on the official websites of their institutions, and in the next six months to submit to the Public Administration Reform Coordinator's Office data on the application of the Policy and Standards proactive transparency. In order to further harmonise the Freedom of Access to Information Act, the SIGMA provided support, which prepared an analysis of Improving the legislative framework for access to public information in Bosnia and Herzegovina with a set of recommendations for improving the law on access to information at all levels, including proposals that refer to the incorporation of provisions on proactive transparency into laws. The analysis should serve as a basis for preparing amendments to the Freedom of Access to Information Act.</p>
<p>IC 8. Web Sites</p>							

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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 Proactive Transparency Policies, a set of proactive transparency standards has been set up, which defined which information needs to be published by the institutions: budget, public procurement data, work plans, reports, institutional foundations and list of responsibilities, systematisation ordinances, regulations for consultations, 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 2018 - 2022. 2018: At the proposal of the Public Administration Reform Coordinator's Office, the Council of Ministers of BiH adopted the Policy and Standards of Proactive Transparency and instructed all institutions of the CoM BiH to regularly update documents and information published on their official web sites. The purpose of the Policy of Proactive Transparency in Public Administration is to define standards of proactive publication of information of the institutions of the CoM BiH in order to increase their transparency. Proactive transparency standards include a set of 38 types of information to be published.

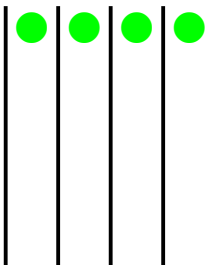
<p>8.1 Ensure quality and consistency of the web sites</p> <p><i>The number and percentage of institutions which regularly conduct surveys and gather useful proposals and information on user satisfaction</i></p> <p>Central units for IC</p> <p>By the end of 2011, after that continuously</p>	<p>Fully implemented</p> 	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<p>Partially implemented</p> 	<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. During 2017 and 2018, there was a note of continuous implementation of the activities of this type at the level of individual institutions. 2018: At the proposal of the Public Administration Reform Coordinator's Office, the Council of Ministers of BiH adopted the Policy and Standards of Proactive Transparency and instructed all institutions of the CoM BiH to regularly update documents and information published on their official web sites. The purpose of the Policy of Proactive Transparency in Public Administration is to define standards of proactive publication of information of the institutions of the CoM BiH in order to increase their transparency. Proactive transparency standards include a set of 38 types of information to be published.</p>
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	<i>Number of visits / hits per page</i>	All institutions (except those that use the web site of the other institution)						
	<i>Established and functional intranet systems in the institutions</i>	Central units for IC, all institutions						

IC 9. Direct Communication with Citizens
 Direct communication with the citizens is a very significant segment of interaction of administration with the environment. Various activities provide an insight in the real needs of the users, on effectiveness and results of certain measures, awareness on the work of administration is increased, and support is received for certain activities of general interest. Here, the key term is promotion, which has to be dealt with constantly by the administration bodies. Therefore, the existing practices of approximating the administration to the citizens and of promotion are necessary to be kept and implemented each year, with constant improvement, planning and increase in intensity and quality of these activities.

	<i>The number and percentage of institutions that organise open door days and the number of open door days and similar events</i>	All the institutions						
9.1. Provide information to the citizens without intermediary Approximate administration to the citizens	<i>The number of published brochures, promotion materials, publications</i>	Central units for IC, other institutions (individually)	At least twice a year, continuously	Fully implemented	Fully implemented	Fully implemented	Fully implemented	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 basis of information from ... to information day, ... 2016, ... data

<p><i>Establishment of these mechanisms (number, frequency of use, etc.)</i></p> <p>Central units for IC, other institutions (individually)</p>		<p>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. During 2017 and 2018, there was a note of continuous implementation of the activities of this type at the level of 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. 2018: Within the reform area of IC, a project under the working title "Approximation of Administration to Citizens - a set of activities" was prepared. It has been agreed that the four main components of the activities of the project should be: implementation of a series of workshops on planning, initiation and implementation of public campaigns for the officers who deal with communication affairs at all four administration levels, draft of the manual on planning and implementation of public campaigns, examples of good practice in implementation of public campaigns (study visit) and organisation of one two-day workshop / training on public appearance for the officers dealing with communication affairs at all four administration levels. Implementation of this project would contribute to a partial implementation of this objective. Within the project of the Government of the United Kingdom under the title "Support to BiH Governments in Strategic Communication regarding key reform measures under the Reform Agenda" campaigns have been launched at all four levels of government. The campaigns are led by communicators who are representatives of institutions selected for participation in the project, and each management level has selected a campaign on one of the current topics in the area of competence of the institutions involved in the project.

<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 May 2017, the project "Building of Capacities for Combat against Corruption in the Structures of Civil Service in BiH" was completed, through which a joint theme public campaign was implemented with participation of all the levels. A significant contribution in preparation and implementation of this campaign was given by the information / public relations officers of the institutions from all four administration levels. 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</p>
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F	F	F	F	<p>PARCO proposed to incorporate this measure in the new Strategic Framework for PAR 2017 - 2020. Within the project "Building of Capacities for Combat Against Corruption in the Structures of the Civil Service in BiH" a public campaign was implemented regarding combat against corruption, and it covered the institutions of all four administration levels. The main bearers of the campaign were the central public relations units, and in addition to the promotion materials, texts on the portals and appearances in the shows on the topic of combat against corruption, there were also two meetings with the journalists in Sarajevo and Banja Luka, all with the objective of animating civil servants and citizens to report a corruption, thus contributing to improvement of the condition in the field of combat against corruption. It would be significant to mention that in preparation of this campaign participants were also information / public relations officers of the institutions from all four administration levels. 2018: Within the reform area of IC, a project under the working title "Approximation of Administration to Citizens - a set of activities" was prepared. Implementation of this project would contribute to a partial implementation of this objective. Within the project of the Government of the United Kingdom under the title "Support to BiH Governments in Strategic Communication regarding key reform measures under the Reform Agenda" campaigns have been launched at all four levels of government. The campaigns are led by communicators who are representatives of institutions selected for participation in the project, and each management level has selected a campaign on one of the current topics in the area of competence of the institutions involved in the project.</p>
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<p>IC 11. Measuring the Results</p> <p>Measurement of results of communication is a basis for future planning of communication, as well as for recognition of problems and their solving in a satisfactory manner. This has to be approached strategically and systematically, through development of mechanisms and methodology of monitoring and evaluation of communication of the governments and institutions. In one part, this practice exists in the field of media monitoring, but it is reactive. Proactive approach to monitoring implies monitoring of all the segments of communication, including also the key recommendations, the channels, the tools, efficiency, effectiveness, etc. It is necessary to establish this system (based on communication strategies) and regularly (annually) implement the monitoring.</p>					
<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>Implementation ongoing</p> <p>Implementation ongoing</p> <p>Implementation ongoing</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&E strategies, which on a common level would have to be solved through preparation and implementation of a specific project. In this reporting period, the public procurement procedure was annulled for the project "Strategic Communication - phase II". The project should cover development of general monitoring framework of communication activities.</p>

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<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>	<table border="1"> <tr> <td data-bbox="1234 188 1279 545">Partially implemented </td> <td data-bbox="1279 188 1323 545">Partially implemented </td> <td data-bbox="1323 188 1368 545">Partially implemented </td> <td data-bbox="1368 188 1429 545">Partially implemented </td> </tr> </table>	Partially implemented 	Partially implemented 	Partially implemented 	Partially implemented 	<p>The objective is sporadically implemented at all the levels. A significant part of implementation of the activities is fulfilled through the project "Building of capacities for combat against corruption in the structures of civil service of BiH", whose implementation was completed in May 2017. 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). The projects are common for all four administration levels.</p>
Partially implemented 	Partially implemented 	Partially implemented 	Partially implemented 						





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. The PARCO and the Ministry of Justice of BiH prepared the Information on the activities on implementation of the initiative "Open Government Partnership", which the CoM BiH adopted in mid December 2017. At the invitation of the civil society organisations, appointed members of the Advisory Council, with the objective of coordinating activities and the plan of draft of the Action Plan, the representatives of the Public Administration Reform Coordinator's Office and the Ministry of Justice of Bosnia and Herzegovina, in the past 6 months had a series of meetings where participants were also the representatives of the Government of the Federation of Bosnia and Herzegovina, who were appointed members of the Advisory Council. At the meetings, there was a talk on the next steps that need to be taken with the objective of implementing obligations standing before Bosnia and Herzegovina, as a member of the international initiative "Open Government Partnership". 2018: During 2018, the appointment of representatives to the Advisory Council of the Open Government Partnership was completed, and activities on the drafting of the Action Plan of this initiative for BiH were intensified. The Advisory Council of the Open Government Partnership, in accordance with the Decision on establishment of the Advisory Council of the "Open Government Partnership" Initiative (Official Gazette of BiH, No. 94/16), was established at the inaugural session of 15 June 2018, and it had three sessions where steps and dynamics were agreed when drafting action plans of the competent levels of authority, as well as the process of consultations with the interested public. Action Plans of the Council of Ministers of BiH, the Government of the Federation of BiH, the Government of the Republic of Srpska and the Government of the Brčko District of BiH were drafted.





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<p>12.1. Improve communication with the civil society</p>	<p><i>Number of meetings with the representatives of the civil sector</i></p>	<p>All the institutions</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, the fulfilment of all segments of this objective was recorded, through information provided by individual institutions and central information units. Namely, information and consultation with representatives of the civil sector is recorded in various segments and scope, but it is registered as continuous and as a certain established practice. Also, the partnership performance of administration institutions with NGOs has been recorded at all levels, mainly through external or internal projects, as well as funding and grant schemes for civil society organisations. From this aspect and from a mid-term point of view, the objective was assessed as being fully met for all levels. However, the quality of communication, consultations and implementation was not taken into account in this assessment, due to insufficient data and focus of this goal on establishing the practice of this type of work (in operational sense). Certain international initiatives and projects (such as the Open Government Partnership, the project "Capacity Building of Government Institutions for Engagement in Civil Society Dialogue in Policy Making in Bosnia and Herzegovina" ...) and domestic circumstances (local and general elections, natural disasters, etc.)) contributed to an increase in the number of such activities, and on the basis of limited inputs there was a noticeable trend of growth of such types of cooperation. The complete implementation of the objective in this period means only the record of the existence of certain activities and practices on an annual basis. The objective needs to be focused on the quality and outcome of such activities in the future. During 2015, 2016, 2017 and 2018, there was a significant increase in the level of implementation of such activities at the level of individual institutions. The appointment of representatives to the Advisory Council of the Open Government Partnership was completed, and activities on the drafting of the Action Plan of this initiative for BiH were intensified. The CoM BiH adopted the Action Plan for the Implementation of the Communication Strategy for Public Information on the Accession Process of BiH to the European Union for 2018, prepared by the DEI in cooperation with other CoM BiH institutions. Ministries and other bodies of the Com BiH will carry out dozens of activities in publishing, online communication, research, and promotion of events, in order to jointly enable more efficient communication with the public, and to improve citizen information on BiH's accession to the European Union. In accordance with the Decision on the Establishment of the Advisory Council of the Open Government Partnership Initiative (Official Gazette of BiH, No. 94/16), the Advisory Council of the Initiative was constituted at the constitutive session held on 15 June 2018 and held three sessions where steps and dynamics in the preparation of action plans were agreed at the relevant levels of government, as well as the process of consultation with the interested public. Action plans of the Council of Ministers of BiH, the Government of the Federation of BiH, the Government of the Republic of Srpska and the Brčko District of BiH have been drafted.</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	
IT 1. General Policies, Regulations and Standards								
<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>								
								<p>BiH: enacted Law on Electronic Legal and Business Operations and the Law on Electronic Signature, but bylaws were not enacted. In 2012 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: http://www.iddeea.gov.ba/index.php?option=com_content&view=article&id=51&Itemid=60&lang=srMCT 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>

<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>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>Mid 2011</p>	<p>Fully implemented</p> 	<p>Partially implemented</p> 	<p>Fully implemented</p> 	<p>Implementation did not start</p>  <p>identification and services of trust for electronic transactions on an internal market. 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. 2017 MCT BiH: At the 34th session of the Council of Ministers of BiH, held on 9 December 2015, amendments to the Ordinance on internal systematisation of jobs in the Ministry of Communication and Transport of BiH were adopted, which established a certification body within the Ministry. The competition for selection of civil servants in the Department for supervision and accreditation of certifiers of electronic signature should end by interview on 22nd June 2017. MCT BiH: All the bylaws for implementation of the Law on Electronic Signature were adopted, which enabled its implementation. Office for Supervision and Accreditation of electronic signature was established and filled.2018 MCT BiH: Draft Law on Electronic Identification and Confidentiality Services for Electronic Transactions has been drafted, which is being harmonized with the Regulation (EU) no. 910/2014, which will supersede the 2006 Electronic Signature Law. It will regulate the use of electronic identification in administrative, judicial and other proceedings, business and other actions, recognize the means of electronic identification of natural and legal persons, establish rules for trust services, in particular for electronic transactions, and rights, obligations and responsibilities of physical and legal persons providing services for the creation, verification and validation of electronic signatures, timestamps, electronic stamps and website authentication certificates. Currently the Draft Law is in the stage of obtaining opinions, after which it will be referred to the procedure of adoption by the Council of Ministers of BiH and the Parliamentary Assembly. 2018. FBiH: On 20 June 2018, the House of Representatives of the FBiH Parliament adopted the Draft Law on Electronic Signature of the FBiH, awaiting adoption by the House of Peoples of the Parliament of the FBiH.RS: 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</p>
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					<p>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.</p> <p>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. http://www.skupstinabd.ba/ba/zakoni/ba/zoepb.html Work group established to draft the Law on Electronic Signature and the draft Law on Electronic Document. Consultations were implemented and standpoints of the control bodies gathered. Regulatory impact assessment was drafted for both Laws and submitted to the Legislation Office. In the next phase, guidelines will be drafted, through which an attention would be dedicated to the contents of the laws.</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>Fully implemented</p> 	<p>Implementation did not start</p> 	<p>BiH: the Law on Electronic Legal and Business Traffic and the Law on Electronic Signature have been enacted, but bylaws have not been enacted, so the Law on Electronic Signature is not being fully implemented. The MCT 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 2014, the Law on Electronic Document was adopted (Official Gazette of BiH, No. 58/14).</p> <p>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.</p> <p>2017: BiH: MCT BiH: The following ordinances were adopted: Ordinance on closer conditions for issuing qualified electronic certificates, Ordinance on records of certifiers, Ordinance on measures and procedures of use and protection of electronic signature, assets for design of electronic signature and the system of certification, as well as bylaws of the Law on electronic signature, and they were published in the Official Gazette of BiH, No. 14/17. Adoption of these ordinances created conditions for work of the certifiers.</p> <p>BD BiH: There were no changes in relation to the previous period. The Department for expert and administrative affairs, the Sub-department for IT (previously Sector for IT) is not competent institution for this activity, nor was competency for this matter awarded to any other institution of the Brčko District of BiH. The proposer of the previously withdrawn Law regulating this field was the Department for public register.</p> <p>FBIH: The Law on Electronic Document adopted (Official Journal of the FBIH, No. 55/13). The Law on electronic signature in the FBIH is in the parliamentary procedure.</p> <p>RS: In the RS, the existing Rulebook on the Measures of Protection of Electronic Signature and Qualified Electronic Signature, the Lowest Amount of Mandatory Insurance and Application of Organisational and Technical Measures of Protection of Certificates has been updated – based on the set of present technical standards (e.g. ETSI TS, through RFC), which provide for interoperability at a global level, and therefore at the level of BiH as well. 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.</p> <p>2017 On 31st December 2017, the project ICIS (Interoperable information system), which the Government of the Republic of Srpska, by the Decision on accepting the donor funds of the Swedish International Development Cooperation Agency (SIDA), related with the Project of improvement of investment environment and institutional strengthening, No. (04/1-012-2-2180/12 of 5 September 2012) was fully put into production. The system functions, and the data are exchanged within the institutions of the Republic of Srpska, and soon a full production is expected in data exchange with other administration levels.</p> <p>BD BiH: 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. http://www.skupstinabd.ba/ba/zakoni/ba/zoeib.html</p> <p>2018 MCT BiH: Preparatory activities of the Office of Supervision are in progress: in order for this activity to be implemented, it is necessary to have registered verifiers in the territory of BiH, which is still not the case.</p> <p>RS: The project has been fully implemented and completed in accordance with the competencies of the Republic of Srpska.</p>
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<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>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Implementation did not start</p> 	<p>BiH: the Law on Electronic Legal and Business Traffic and the Law on Electronic Signature have been enacted, but bylaws have not been enacted, so the Law on Electronic Signature is not being fully implemented. The Law on Administrative Procedure of BiH stipulates the possibility of introduction of electronic communication between the administration body and the clients, but these provisions cannot be fully implemented because failure to implement the Law on Electronic Signature of BiH. In 2014 Adopted Law on Electronic Document (Official Gazette of BiH, No. 58/14). FBiH: The Law on Electronic Document adopted (Official Journal of the FBiH, No. 55/13). The Law on electronic signature in the FBiH is in the parliamentary procedure. RS: the Law on Electronic Signature of the RS, the Law on Electronic Document of the RS, the Law on Electronic Operations of the RS and the Law on Information Security (this law defines information security, which is provided by application of measures and standards of information security). BD BiH: 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. http://www.skupstinabd.ba/ba/zakoni/ba/zoeip.html; http://www.skupstinabd.ba/ba/zakoni/ba/zoeib.html</p>
<p>MCT BiH</p>					<p>BiH: the Law on Electronic Signature was adopted, which obligates all the institutions of the state administration to implement the mechanisms, which implement all the security measures when it comes to the field of use of digital signature in the information systems of the state administration. In order to achieve the level of protection for all the levels of access to the database, it would be necessary to create a system which would be able to issue certificates and crypto keys. 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. In 2015, 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</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>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>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. FBiH: the Law on Electronic Document of the FBiH (Official Journal of the Federation of BiH, No. 55/13). The Law on electronic signature in the parliamentary procedure. RS: The project of the PKI for public administration of the Republic of Srpska was implemented in December 2011. Reception of requests for issuing qualified certificates starts on January 1st, 2011. 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. BD BiH: 2013: Activity conditioned by implementation of previous activities. 2018 MCT BiH: Preparatory activities of the Office of Supervision are in progress: in order for this activity to be implemented, it is necessary to have registered verifiers in the territory of BiH, which is still not the case.</p>
							<p>BiH: 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. FBiH: 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 "E-Administration". With the same conclusion</p>

<p>1.5. Define commitments and/or principles, as well as standards for IT procurements (goods, services and works), including also modality of management of IT projects, standards, justification and criteria of procurement</p>	<p><i>A comprehensive set of standards in IT 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 AIS RS Sector for IT in the Secretariat General of the Government of the RS Sector for IT of the BD BiH 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>Partially implemented</p>	<p>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 on 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>FBiH: 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) and the DECISION ON ADOPTION OF DOCUMENTS ON TECHNICAL AND TECHNOLOGICAL AND SOFTWARE STANDARDS FOR THE WORKING STATION IN THE GOVERNMENT OF THE FEDERATION OF BIH, THE FEDERAL MINISTRIES AND OTHER BODIES OF THE FEDERAL ADMINISTRATION (Official Journal of the Federation of BiH, No. 93/17)RS: Administration bodies, for the procurements in the area of information technologies, for which the agreement of the Government of the RS is necessary, have to obtain opinion of the AIS RS. Adopted document "Recommendations for Design and Maintenance of the Web Presentations of the Institutions of the Republic of Srpska". 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>BD BiH: internal specifications of equipment and software are being used, in accordance with the needs of the users. Drafting of the Rules for Capital Investments Management, including IT projects is ongoing. Standard specifications of IT equipment exist, and they are adjusted to technological changes once a year minimum.</p> <p>2017 BD BiH: Standard specifications of IT equipment and components are harmonised with the changes in the market. Database for configuration management i all user institutions does not exist in the form of a database, but there is an archive of IT equipment and components specification. Present standard specifications are published on the internet only within tender documentations as accompanying technical specification.</p> <p>2018 MCT BiH: "Document on the Use of Electronic Communications Networks in the Institutions of BiH" (Official Gazette of BiH, No. 27/14), "Document on Technical and Technological and Software Standard for Workstation in Institutions of BiH (Official Gazette of BiH, No. 27/14), "Instructions on the development and maintenance of official websites to the institutions of BiH" (Official Gazette of BiH, No. 52/09) and the Document on the modalities for the planning, development and implementation of program solutions in the institutions of Bosnia and Herzegovina (Official Gazette of BiH, No. 85/14).</p> <p>BD BiH: The standard specifications of the software, IT equipment and components and other related with IT projects are aligned with changes in the market. Database for configuration management i all user institutions does not exist in the form of a database, but there is an archive of IT equipment and components specification. Present specifications are published on the internet only within tender documentations as accompanying technical specification.</p> <p>RS: Defined by the Electronic Government Development Strategy of the Republic of Srpska adopted at the 105th session, held on 24 December 2008, No. 04/1-012-3018/08 (Process completed)</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>Partially implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Fully implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>developed, which would precisely define the manner and terms 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>2016 MCT BiH: 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>2017 MCT BiH: Adopted Policy of IT security management in the institutions of BiH (Official gazette of BiH, No. 38/17)</p> <p>2017 IDDEEA: In 2017, the Agency was a subject of external review by the authorised organisation and auditors, regarding application of the standard ISO 9001:2008 and ISO 27001:2013. It was concluded that there were no discordances, that the quality management systems and information security management function actively in the Agency, and that there were also improvements, in accordance with the requirements of the said standards.</p> <p>FBiH: For the Secretariat General of the Government of the FBiH in force - Ordinance on use of the Information system of the Secretariat General of the Government of the Federation of Bosnia and Herzegovina (dealing with the field of security and data protection): 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>BD BiH: the package of procedures and instructions for protection of the IT system of the BD BiH has been drafted and adopted. Adopted documents and procedures dealing with security are not updated annually, although the obligation of update was stipulated by the very documents. 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> <p>2018 MCT BiH: Information Security Management Policy in BiH Institutions for the period 2017-2022 (Official Gazette of BiH, No. 38/17).</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>BiH: on July 4, 2012 the IDDEA BiH received certificates ISO 9001:2008 and 27001:2005, related to the systems of quality management and management of security of information. In 2013, the SG CoM BiH 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". 2015 Adoption of the Policy of IT security in the Institutions of BiH would solve this segment as well. RS: 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 thze 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). BD BiH: the risk analysis is being performed by a person in charge only for the security of the IT system of the BD BiH. Established Board for implementation of Policy of Security of the Information System of the BD BiH, but it has only a formal role. 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. 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>
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<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>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Implementation did not start</p> 	<p>BIH: 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"> 1. that BiH CERT should be competent for the institutions of BiH in the sense of competencies defined in the Strategy. 2. it is proposed to the CoM BiH to establish a coordination body for cyber security, which would include all the relevant institutions from all the levels in BiH, with the objective of coordination of the activities regarding building of capacities for cyber security. 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. <p>RS: 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> <p>FBIH: The Government of the Federation of Bosnia and Herzegovina issued a Specific Decision on the appointment of the CERT - Computer Emergency Response Team for the institutions of the Federation of Bosnia and Herzegovina (Official Journal of the Federation of BiH" No. 3/18)</p>
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IT 2. Strengthening of the Capacities

This chapter deals with strengthening of human resources in this area. It is necessary to establish a strong central unit for e-administration at all the levels of government (in practice, it still does not exist at the level of the Council of Ministers of BiH). Where the units already exist, their capacities need to be constantly strengthened through trainings, study visits, exchange of good experiences, and if necessary, by increase in number of employees, of course, within the framework of personnel plans of the CoM BiH / the Governments and the budget reality.

<p><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>BIH: 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</p>
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<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>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>Fully implemented</p>	<p>Fully implemented</p>	<p>Partially implemented</p>	<p>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>FBIH: In the Secretariat General of the Government of the FBIH, a special organizational unit: the Sector for Informatics with two departments: Department of Information and Communication System and Interoperability and the Technical Support Department. In the framework of the Federal Ministry of Transport and Communications, a special organisational unit: Electronic Communications and Post Office. Within the Federal Ministry of Justice. Institute for public administration of the FBIH</p> <p>RS: 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).</p> <p>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>BD BiH: 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>
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<p><i>A common methodological approach for coordination between the central and peripheral units has been defined</i></p>				<p>2016 Competences, responsibilities and obligations for the matters of e-Administration were not legally regulated 2017 BD BiH: There were no changes in relation to the previous period. The central unit for coordination and assistance to development of e-Administration was not established: The role of coordination between the organisation units on the affairs of development of e-Administration is executed by the Sub-department for IT, although it was not made formal in the form of some act or regulation. 2018 CoM BiH: Adopted documents: 1. Analysis of the use of e-government services and the possibilities of using services by other institutions adopted at the 162nd session of the Council of Ministers of BiH, held on 21 December 2018. 2. Decision on adoption of the Interoperability Framework of Bosnia and Herzegovina - Official gazette of BiH, No. 53/18 which divided competences. BD BiH: For the last 4 months of 2018, the Brcko District of BiH budget planned to extend the competencies of the Public Administration Reform Coordinator's Office and initial staffing. These organizational changes will create an organizational unit responsible for coordinating and assisting the development of eGovernment. The role of this unit will be also the care on the Interoperable information system and interoperability issues. Initial staffing is planned with two IT engineers and one lawyer. At present, the role of coordination between organisational units on development of eGovernment is carried out by the IT Division, but it is planned that this job be taken over by the Public Administration Reform Coordinator and eGovernment Coordinator's Office. Employment was partially implemented. Completion is expected in the first quarter of 2019.</p>
<p><i>Valid provisions that explicitly provide for the mandate of the central units to work on coordination of development of e-administration and strategy documents drafting</i></p> <p><i>Number of organised trainings, as well as number of participants of trainings</i></p>				<p>BiH: 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. FBiH: Establishment of the ICT Institute is still not implemented. RS: 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</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 style="text-align: right;"><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>defined the level and the quality of training for IT staff. 2017 Completed implementation of the project Specialist Training Programme for IT Managers, financed by the PARF. The project took 10 months, a total of 86 trainings was implemented, where 53 candidates passed. The trainings were implemented for ITIL, PMO and PRINCE 2. RS: Republic of Srpska, Strengthening of Capacities for Strategic Planning and Public Policy Development phase II SPPD II, the project that is currently being implemented, and there were 4 modules. Each ministry in the Government of the Republic of Srpska had two representatives and five additional participants passed the training BD BiH: 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. 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. 2018 CoM BiH: The Council of Ministers of BiH adopted the document: Analysis of the use of e-government services and the possibility of using services by other institutions adopted at the 162nd session of the Council of Ministers of BiH, held on 21 December 2018, which gave recommendations for strengthening central locations.RS: In the meantime, the Republic of Srpska successfully completed all the activities in this field. In the meantime, the new Ordinance and systematisation in the Secretariat General of the Government of the Republic of Srpska formed the Department for Strategic Planning (Official Gazette of the Republic of Srpska 13/18), which partly took over the activities related to strategic planning and policy development. BD BiH: There were no changes in relation to the previous period. These activities are expected after the establishment of a central unit in charge of eGovernment in the last 4 months of 2018.</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</p>	

<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 measures 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>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: The Civil Service Agency of the FBiH in the Training Programme for 2018 - Professional, specialized and general training for civil servants and employees, also foresaw training in the field of Information Technologies.</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 the project "Specialist Training Programme for IT Managers" for all four administration levels, during which the civil servants would be</p>
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				<p>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>2016 BD BiH: 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>In 2017, due to postponement in adoption of the budget, the activity of provision of the budget was not implemented, and for 2017 no IT training activity was planned for the managing positions. Specialist trainings were implemented for the employees of the Subdepartment for IT; In the reporting period, there were two trainings for four attendees each.</p> <p>2018 BD BiH: Specialist trainings were implemented for the employees of the Subdepartment for IT. Two trainings were organised for a total of 4 attendees.</p>
				<p>BiH: The Department for Maintenance and Development of Electronic Operations System and e-Government System continuously works on presentation of the projects, which would quicken and facilitate the work of public administration, and through cost and benefits analysis it tries to direct the management to determination for implementation of the projects of e-Administration; 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. (https://www.microsoft.com/casestudies/Case_Study_Detail.aspx?casestudyid=710000003488 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>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 measured 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>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>FBiH:</p> <p>RS: There were several presentations during 2011 with analyses of costs and benefits. The implemented projects are: "It is not OK to wait in a queue" and "Somebody is watching over the Web", as well as promotions of "e-Service of the Government of the Republic of Srpska". 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 www.obnovasrpske.org. 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>BD BiH: 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.bdcentral.net 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 supposed to participate in them in any way. These activities will be continued in the next period as well.</p> <p>2016 cloud.bdcentral.net - completed project</p> <p>2017 BD BiH: The project of establishment of the new web portal of the Government of the Brčko District of BiH was initiated. The project is ongoing. Presentations are implemented as needed</p> <p>RS: Completed training of the users for the project e-Sessions 2018 RS: Completed training of the users for the project e-Sessions</p> <p>BD BiH: Results of projects "Common Services for eServices", "Establishment of IIS", "eSjednice", "Connection of inspections at border crossings" presented in all stages of project implementation. The projects in preparation are presented to managers when making decisions on participation in projects. Initiated independent project towards the PARCO - BiH - Backup systems of BD Government, as well as joint projects at ST level</p>
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IT 3. ICT Infrastructure

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

	<p><i>Analysis with recommendations has been drafted</i></p>	<p>End of 2011</p>		<p>BiH: 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. Based on the article 17 of the Law on the Council of Ministers of Bosnia and Herzegovina ("Official gazette of BiH", No. 30/03, 42/03, 81/06, 76/07, 81/07, 94/07 and 24/08), regarding the Conclusion of the Council of Ministers of Bosnia and Herzegovina from the 50 session of 30 March 2016, at the proposal of the Ministry of Communication and Transport of Bosnia and Herzegovina, the Council of Ministers of Bosnia and Herzegovina, at the 85th session of 8 December 2016 enacted the DECISION ON APPOINTMENT OF THE EXPERT TEAM FOR TELECOMMUNICATION SOLUTIONS IN THE INSTITUTIONS OF BOSNIA AND HERZEGOVINA (Official Gazette of BiH, No. 3/17), and at the 120th session of 9 November 2017, they enacted the DECISION ON AMENDMENT TO THE DECISION ON APPOINTMENT OF THE EXPERT TEAM FOR TELECOMMUNICATION SOLUTIONS IN THE INSTITUTIONS OF BIH (Official Gazette of BiH, no. 85/17, hereinafter referred to as: the Decision)) With the objective of increasing cost effectiveness, efficiency and effectiveness in using telecommunication resources in the institutions of Bosnia and Herzegovina, the subject Decision defined the tasks of the Expert team:</p> <ul style="list-style-type: none"> • comprehensive analysis of the existing needs, and feasibility and rationality of the currently available telecommunication solutions in the institutions of Bosnia and Herzegovina; • Analysis of the technical, legal and other possibility and cost effectiveness of transfer of the institutions of Bosnia and Herzegovina that rent the telecommunication lines, to the networks owned by the institutions of Bosnia and Herzegovina; • analysis of the possibility of use of their own networks for common internet access, and discussion of the possibility of access to the system e-Government through the resources of the networks owned by the institutions of Bosnia and Herzegovina; • comprehensive plan of telecommunication solutions in the institutions of Bosnia and Herzegovina, which would clearly define cost effective and efficient solutions for data transfer in the institutions of Bosnia and Herzegovina; • The manner of ensuring an expert assistance in managing public procurement procedures and investments regarding telecommunication solutions, based on the results of the analysis and the development planning approach, and ensure a full coordination of the institutions of Bosnia and Herzegovina in development of compatible and interoperable systems, taking into account the volume of jobs, competences and real needs of the institution for which a procurement is implemented. <p>FBIH: The SG of the Government of the FBIH initiated the activities with the objective of establishing a</p>
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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

ICT infrastructure, as a basis for efficient data exchange between all the organisation units of administration, including

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

Implementation ongoing



Partially implemented



Partially implemented



Fully implemented



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 enabled 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.

RS: 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 **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.**

BD BiH: 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 for IT stipulated completion of the following 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

	<p><i>municipalities, has been provided</i></p> <p><i>Number of implemented information systems that use the established ICT infrastructure</i></p>	<p>End of 2014</p>		<p>for efficient integration with other institutions of BiH. All the planned projects were not completed.</p> <p>2016 BD BiH: 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. Through implementation of the project e-Services and ICIS, an ICT infrastructure was provided, representing a basis for efficient data exchange between various levels of authority, and between the public sector and the users of public services.</p> <p>The project e-Competition was implemented, enabling electronic communication of public administration and public users through the whole process of employment. The ICIS project is being implemented, ensuring the GSB software infrastructure for the said data exchange, and as a pilot-project, it will be enabled to exchange data between the public institutions of the Brčko District: the Directorate for Finance - the Tax Administration, the Basic Court and the Inspectorate.</p> <p>2018 MCT BiH: The "Report on the work of the Expert Team for Telecommunication Solutions in the Institutions of Bosnia and Herzegovina and Analysis of Telecommunication Solutions in the Institutions of Bosnia and Herzegovina with Recommendations and Dynamic Activity Plan" was adopted at the 140th session of the Council of Ministers of BiH. Analysis of the use of e-government services and the possibilities of using services by other institutions adopted at the 162nd session of the Council of Ministers of BiH, held on 21 December 2018. : The completed ICIS project is operational and the institutions use this platform for electronic data exchange, but there is also a great problem of sustainability of the very system considering that the budget has no approved funds for licences and system maintenance. BD BiH: Establishment of the Data Centre of the Government of the Brčko District provided hardware resources sufficient for the needs of the Government of the Brčko District of BiH in the next period. Establishment of interoperable information system through the ICIS project created a software infrastructure for data exchange between all the organisation units of administration.</p> <p>RS: ICIS project upgraded the infrastructure. There is a 90% of the infrastructure in existence, procurement was implemented through previous projects as well. (This is a permanent process and its implementation is continuous. Through the ICIS system, and the System for Electronic Records and System for Registration of Business Entities, all municipalities and cities are linked with the Government of the Republic of Srpska. In future phases, it is necessary only to upgrade certain eServices of the BD BiH: As a continuous activity, there is an analysis and optimisation of the existing networks, but not as an activities organised through a single project.</p> <p>RS: ICIS project upgraded the infrastructure. There is a 90% of the infrastructure in existence, procurement was implemented through previous projects as well. (This is a permanent process and its implementation is continuous. Through the ICIS system, and the System for Electronic Records and System for Registration of Business Entities, all municipalities and cities are linked with the Government of the Republic of Srpska. In future phases, it is necessary only to upgrade certain eServices</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.

<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>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>Partially implemented</p> <p>●</p>	<p>BiH: Output document of the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange" - Guidelines and standards for system architecture and application development 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-Government of the House of Representatives of the Parliamentary Assembly of BiH prepared an Operational Plan for the establishment of the Interoperability Framework at the level of the CoM BiH institutions. The material, after several withdrawals from the agenda of the CoM BiH, has been amended and it is planned to be sent to the MCT BiH and MFT BiH to agreement before re-referral to the session.</p> <p>FBIH: Co-ordination for interoperability, the Federation of BiH Government Advisory Body has prepared a Long-Term Implementation Plan for the Interoperability Framework for the Federation of BiH, which was submitted to the Government for adoption. In this way, there will be a paved path and created predispositions for the development of registers and thus provision of electronic services for citizens</p> <p>RS: The development strategy of eGovernment of the RS 2009-2012 prescribes the application of the PMI methodology for the development of ICT projects.</p> <p>BD BiH: Official Criteria for Software Solutions (2006) and the Standard for the Content of Project Documentation and Components of Software Solutions in the Government of the BD BiH (2008) apply whenever the IT Division is involved in the procurement and construction of parts of the information system. These documents can be considered as internal documents the IT sub-division because they have never been formalized by the BD BiH Government. Documents are not updated in line with technological changes.</p> <p>2016 BD BiH: For the needs of the projects that have entered the implementation or are expected to start the implementation ("Implementation of common services for eServices", "Upgrading and establishing a system for e-sessions, the government", "ICIS" ...) architecture and compliance with management needs analyses were drafted. The reconfiguration of the existing network and server equipment in the Data Center has been done, a virtualization platform and the optimization of network communications to the Data Center have been established. The list of projects for which the public procurement procedure was conducted and for which the implementation of the project is expected to start includes creation of the web portal of the Government of the Brčko District of BiH.</p> <p>2017 BD BiH: Positioning of the results of projects currently in implementation in the existing infrastructure of the Government of the Brčko District of BiH is in progress and, accordingly, preparation of the future architecture. The Government of the Brčko District of BiH, at the 24th regular session, adopted the Decision on adoption of the BiH interoperability framework, no. 05-000696/17 of 5 September 2017.</p> <p>2018 MCTBiH: "Document on the Use of Electronic Communications Networks in the Institutions of BiH" (Official Gazette of BiH No. 27/14), "Document on Technical and Technological and Software Standard for Workstation in Institutions of BiH (Official Gazette of BiH No. 27 / 14), "Instructions on creation and maintenance of official websites to the institutions of BiH" (Official Gazette of BiH No. 52/09) and Document on the modalities for planning, development and implementation of program solutions in the institutions of Bosnia and Herzegovina (Official Gazette of BiH No. 85 / 14).</p> <p>BD BiH: The phase in which the existing iT architecture is expanded and enriched and is gradually being put into use is in progress. Through the following projects, it is planned to complete the planned future architecture that will fully meet the needs of public administration. Application support for architecture design and business process management has not been introduced.</p>
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				<p>BiH, FBiH, RS, BD BiH: On 7 March 2013, at the 32nd session of the PARF JMB, the Final Report of the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange" has been adopted with the defined set of documents, of which the most important is the Interoperability Framework of BiH. The next step is adoption of the Decisions on Accepting the Interoperability Framework and adoption of other harmonised materials by the governments at all 4 administration levels.</p> <p>Adoption of the document List of meta-dictionary of data, Standards, guidelines and policies for development and maintenance of data dictionaries (adopted by the Decision of 10 December 2012) and the Initial Data Dictionary (adopted by the Decision of 8 January 2013) defined common standards for data exchange and definition of meta-data in order to enable all to have access to common data and data exchange in the 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.</p> <p>2017 The project ICIS building of the Government service bus at all four levels of authority was implemented and completed, representing a basic infrastructure for establishment of interoperability of the institutions of BiH and it is a precondition for ensuring a secure data exchange between the institutions.</p> <p>FBiH: 2016 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)</p> <p>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 of 18 November 2016, Decision on giving agreement to the Agreement on cooperation in implementation of the Decision on adoption of Interoperability Framework and implementation of the Interoperability Framework V. No. 2047/2016 Decision (OJ FBiH, No. 93/16)RS: the Government of the RS. by the conclusion No. 04/1-0012-2-1387/13 of</p>
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Interoperability framework has been

<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>Fully implemented</p> 	<p>Fully implemented</p> 	<p>Partially implemented</p> 	<p>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.</p> <p>2017 On 31st December 2017, the project ICIS (Interoperable information system), which the Government of the Republic of Srpska, by the Decision on accepting the donor funds of the Swedish International Development Cooperation Agency (SIDA), related with the Project of improvement of investment environment and institutional strengthening, No. (04/1-012-2-2180/12 of 5 September 2012) was fully put into production. The system functions, and the data are exchanged within the institutions of the Republic of Srpska, and soon a full production is expected in data exchange with other administration levels. BD BiH: 2013 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.</p> <p>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>2017 Decision defining bearers of the activities of interoperability has been prepared and further activity of the government is pending. BD BiH: The Government of the Brčko District of BiH, at the 9 regular session of 22nd March 2017, appointed the members of the team for monitoring of implementation of activity 1.3. of the ICIS project - establishment of interoperable information system in the Brčko District of BiH (Decision of the Government of the Brčko District of BiH, No. 33-00150/17, act no. 01.11-1161DS-005/17 of 22nd March 2017), appointing the member of the team for implementation of the activity 1.3. within the unit for implementation of the project (Decision of the Federal administration for inspection affairs of the FBiH, No. 01-02-3-00286/16-internal of 28 March 2016 and Correction of the Decision No. 01-02-3-00286/17-internal of 5 April 2017).</p> <p>2018 BD BiH: The decision on the adoption of the interoperability framework has been adopted, but the staffing of the organisational unit that is supposed to deal with it is not complete. The plan is to fill the jobs in the first quarter of 2019. Interoperability framework was drafted through the project. The ICIS project was implemented and completed. Results of the project related with exchange of concrete data are still being tested. A full production in data exchange is expected to take place soon.</p>
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<p><i>Analysis with recommendations has been drafted</i></p> <p>End of 2011</p> <p>4.3. Establish electronic base public registers (population, registrar records, personal documents, business subjects, electronic cadastre and land registry, tax register, social rights, etc.)</p> <p>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><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>Partially implemented</p>	<p>Partially implemented</p>	<p>Partially implemented</p>	<p>Partially implemented</p>	<p>By implementation of the project "Design and Establishment of Interoperability Framework and Standards for Data Exchange" the document "Strategic Proposals for Optimal Mobilisation and Mutual Linking of Electronic Registers" has been drafted, and it was adopted by the PARF JMB with the Final Report of the Project.</p> <p>FBIH: 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.</p> <p>RS: The project "Design and Establishment of Interoperability Framework and Standards for Data Exchange" implemented this activity.</p> <p>2017 Completed implementation of the project Upgrade of the Common information system for registration of businesses in the RS through procurement of the necessary HW infrastructure (backup servers), financed by the PARF. Necessary equipment delivered, trainings implemented and all the necessary documentation submitted.</p> <p>BD BiH: 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 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: A report on the analysis of existing partial electronic registers; Strategic recommendations for optimal mobilization and interconnection of electronic registers; Framework development strategy of public registers; The 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".</p> <p>Currently the terms of reference is being amended and the tender documentation is being drafted.</p> <p>2017 Analyses through the ongoing projects drafted a baseline measurement of the existing registers and information systems the projects are based on, and recommendations were given for improvement and adjustment. Analyses did not cover all the base registers. Within the ICIS project and establishment of the IIS, there is a work on the programme of interoperability of base public registers of the Inspectorate, Tax Administration and Basic (Registration) Court in the Brčko District of BiH.</p> <p>The ICIS project was implemented and completed. Results of the project related with exchange of concrete data are still being tested. A full production in data exchange is expected to take place soon.</p> <p>2018 BD BiH: Implementation of the project for establishment of the new HRMIS system started. Implementer is a consortium Lanaco Banja Luka and Infodom Sarajevo. Through the project "Implementation of common services for e-Services" a part of the HRMIS system was created, related with implementation of competition procedures for employment. FBIH. The system session has been improved and functions (in cooperation with the Microsoft)</p>
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				<p>BD BiH: Completed session system through "Establishment and upgrade of the e-Session system".</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 LPP (Official gazette No. 104/14) Instruction on the manner of 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</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>HRMIS 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>e-Public Procurement 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>HRMIS</p> <p>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</p> <p>Government of the FBiH Government of the BD BiH</p> <p>e-Public Procurements</p> <p>Public Procurement Agency of BiH</p> <p>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</p> <p>Government of the FBiH Government of the BD BiH</p> <p>Document Management System (DMS)</p> <p>MJ BiH FMJ MALSG RS Centre for e-Government of the</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>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>FBiH: The project e-sessions in the SG of the Government of the FBiH was fully implemented. 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 other locations as well. In 2017, the software was upgraded from SharePoint 2003 to the SharePoint 2013 platform. The internal web portal (Intranet) in the Secretariat General serves to inform and exchange data between employees in the Secretariat General. CSA FBiH is in the process of implementing a project for upgrading the existing human resources management system.</p> <p>RS: This objective has been partially implemented: HRMIS, e-Public Procurements, Document management System, upgrade of the system of e-Sessions of the Government of the RS. 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>BD BiH: All the said systems have been already implemented (electronic office operations are being implemented through the existing Lotus Domino / Lotus Notes system; business processes of planning and control of the budget, material bookkeeping, statistics have also been automated, and reception and monitoring of cases is being implemented through the system Lotus Domino / Lotus Notes. 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</p>
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<p><i>procurements</i></p> <p>Document Management System (DMS) <i>The number of institutions that use the DMS operationally</i></p> <p><i>The number of different DMSs in use (negative indicator)</i></p> <p><i>The number of interoperable DMSs</i></p> <p>Upgrade of the system of e-sessions of the CoM BiH / the governments and integration with the DMS <i>The system of e-sessions of the CoM BiH / the governments has been upgraded</i></p> <p><i>Integrated with the DMS</i></p>	<p>Council of Ministers of BiHAIS RSSector 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>Upgrade of the system of e-sessions of the CoM BiH / the Governments and integration with the DMS Secretariats General of the Council of Ministers of BiH, the Government of the RS and the Government of the FBiH 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>Upgrade of the system of e-Sessions of the CoM / the Governments and integration with the DMS, end of 2012</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p>	<p>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. 2017 Republic of Srpska: Delivered equipment and application solution, training implemented and a test phase for e-Sessions based on the Contract for the project "Upgrade and establishment of the system of e-Sessions" of 12 April 2018. Completed training of the users for the project e-Sessions A full production is expected in early February 2018. 2016 BD BiH 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. 2017 Within the ICIS project and establishment of the IIS, there is a work on the programme of interoperability of base public registers of the Inspectorate, Tax Administration and Basic (Registration) Court in the Brčko District of BiH; Harmonised terms of reference is expected to be accepted, which is a result of analysis and optimisation of business processes, for the new HRMIS and implementation of the public procurement procedure through the activities coordinated by the Public Administration Reform Coordinator's Office. Through the project "Implementation of common services for e-Services" a part of the HRMIS system was created, related with implementation of competition procedures for employment; Based on the analysis, processes have been optimised, which led to the situation that with the IS built at the level of the PPA BiH, a site www.nabavka.bdcentral.net is also used for publication of information on procedures of public procurements implemented by the Government of the Brčko District of BiH through the Sub-department for public procurements. Activities of the project "Establishment and upgrade of the system of e-Sessions", financed by the Public Administration Reform Fund, are currently ongoing. Completion of project activities is planned for April 2018; There was no need for changes of regulations, which were brought about by the activities on building of the HRMIS system. Regulations are harmonised with the current condition; There was no need for changes of regulations, which were brought about by the activities on building the system used by the competent institutions</p>
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					<p>implementing public procurements. Regulations are harmonised with the current condition; There was no need for changes of regulations, which were brought about by the activities related with the document management system. Regulations are harmonised with the current condition. Implementation of the new system of e-Sessions is still not in the phase when it would be necessary to adjust and possibly change regulations. Regulations are harmonised with the current manner of work. Harmonised terms of reference is expected to be accepted for the new HRMIS and implementation of the public procurement procedure through the activities coordinated by the Public Administration Reform Coordinator's Office.</p> <p>Through the project "Implementation of common services for e-Services" a part of the HRMIS system was created, related with implementation of competition procedures for employment. With the IS built at the level of the PPA BiH, a site www.nabavka.bdcentral.net is also used for publication of information on procedures of public procurements implemented by the Government of the Brčko District of BiH through the Sub-department for public procurements. Activities of the project "Establishment and upgrade of the system of e-Sessions", financed by the Public Administration Reform Fund, are currently ongoing. Completion of project activities is planned for April 2018. Training of the users of the system e-Competitions is implemented. Users of the document management system have been trained. Users have been trained for use of the existing system for e-sessions. The project of introduction of the new system is still not in the phase of user trainings. Implementation of the project "Implementation of Common Services for e-Services" completed, containing a part of the HRMIS records, which will be after completion of the project for the new HRMIS be linked with it. There are ongoing final activities for the project "Establishment and Upgrade of the System of e-Sessions" - postproduction support until april 2018. There are some personnel problems for putting the system in production, which are expected to be solved this year.</p> <p>2017 Implementation of the project "Implementation of Common Services for e-Services" completed, containing a part of the HRMIS records, which will be after completion of the project for the new HRMIS be linked with it. Users of the new system e-Sessions are trained. 2018 CSA BiH: . The CSA BiH initiated the implementation of several independent systems that were previously supposed to be implemented through the HRMIS. Implementation of the TMS system enabled generating a great number of reports from the field of training, from various reports on the attendees of the trainings, certified lecturers, standard reports on work, evaluation of trainings by the attendees, to a list of absentees, financial reports (training expenses) etc.</p> <p>FBiH, RS, BD BiH: Implementation of 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" started on 14 June 2018. The project is funded by the Public Administration Reform Fund, which envisaged the development of 5 modules of information systems for users from the levels of the FBiH and the BD BiH (including the HR register), and two modules for users from the RS level. In this period, an analysis of the current state of the information systems for human resources in the CSA FBiH, the CAA RS and the Human Resources Division of the Brčko District of BiH was carried out, and the work started on drafting a functional specification and software design. The equipment necessary for functioning of the system was procured and delivered to the users. Republic of Srpska: The project "Upgrade and Establishment of the system of e-Sessions of Governments" was implemented. The project was put in the production on 27 December 2018, at the 1st session of the Government of the Republic of Srpska in the new convocation. It linked all the representatives of the Secretariat General of the Government, all the ministries in the Government of the Republic of Srpska, and the Republic Secretariat for Legislation. By the end of April 2019, there will be adaptive and corrective actions so the System would be fully functional in accordance with the Contract.</p>
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<p>4.5. Establish a bh. portal which would be organised around every day life events covering the services from the competency of the state bodies Make a link on this portal to the portals of the entities and the BDBiH.</p>	<p><i>Existance of the portal</i></p> <p><i>Structure and methodology prepared</i></p> <p><i>Number of services for which information is available at the portal in accordance with the methodology</i></p> <p><i>Number of visits to the portal and user satisfaction</i></p>	<p>PARCO Centre for e-Government of the Council of Ministers of BiH</p> <p>End of 2011 for establishment of the portal and the methodology, and for implementation of life events see e-services</p>	<p>implementation ongoing</p> 	<p>BiH: The Public Administration Reform Coordinator's Office and the Department for the Maintenance and Development of Electronic Operations and e-Government have agreed on a project proposal for the analysis of minimum common functionalities with the existing portal of the RS and the planned in the FBIH and the BDBiH, legislative bases and portal structure. Technical implementation provided through the earlier project of the SG CoM BiH. In 2013, legal and IT experts were selected for the implementation of the BH portal. Funding is provided by GIZ. In December 2013, the results of the first phase of the project were presented to all institutions at the CoM BiH level. Implementation and other phases of the BH portal supported by the GIZ. The second phase of the project refers to the implementation of activities: translation of the content into 4 languages, input and proofreading of contents, creation of user instructions, training of users, promotion and launch of the portal. In 2014, testing of the portal and the CMS by an external expert was carried out. 2015 The eBiH portal is implemented with the financing of the GIZ, and the content entry is in progress. It is expected to complete the entry and publication of the portal at the beginning of March. SG CoM BiH: The redesign of portal and solving the maintenance of the data up to date is being worked on. The technical maintenance of the portal has been solved through the CMS platform of the e-Government system at the Secretariat General of the CoM BiH. It is necessary to solve the mechanism of maintaining the contents of the portal.</p>
				<p>RS: 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>BD BiH: 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. In 2014, a version of the website for mobile devices, which is based on the existing website, was designed and put into operation.</p> <p>2016 BD BiH: 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>2017 Framework structure of the portal and methodology has been drafted both for the existing and for the new</p>

<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 RS 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 style="writing-mode: vertical-rl; transform: rotate(180deg);">Partially implemented</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Fully implemented</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Partially implemented</p>	<p>2017: Framework structure of the portal and methodology has been drafted both for the existing and for the new portal, whose implementation is ongoing. The existing portal is full, the new one is being filled. The Government of the Federation of Bosnia and Herzegovina enacted the Decision on establishment of the web portal e-administration of the Federation of Bosnia and Herzegovina (Official Journal of the Federation of BiH, No. 29/18).</p> <p>According to the proposed solution, the Portal of e-Administration of the FBiH will have four modules:</p> <ul style="list-style-type: none"> - Initial page - e-services for citizens - register of administrative procedures - e-consultations <p>The home page contains the latest news that can be created and updated through the administration part of the application, with the possibility to publish this information immediately or later.</p> <p>Through the module "e-Services for Citizens", visitors can access the services of electronic administration, as well as get all the necessary information about electronic administration services, such as the use of electronic services in the field of survey and real estate cadastre (issuing a copy of the plan, transcript of the ownership deed and request for division of plots) of the Federal Administration for Geodetic and Property-Legal Affairs.</p> <p>BD BiH: New portal established. It is expected to be put in the production soon. 2018 RS: On 1 January 2019, the Government of the Republic of Srpska released a new web portal, www.vladars.net (with more modern design, better intuitiveness and search, it kept and improved all the criteria it had in relation to the previous platform, which was implemented during 2013 - 2014. It was done as an independent production of the IT sector in the Secretariat General of the Government of the Republic of Srpska.</p> <p>BD BiH: A contract was signed for maintenance of the web portal of the Government of the Brčko District and maintenance is a continuous activity. BD BiH: Established new web portal of the Government of the Brčko District of BiH www.vlada.bdcentral.net.</p> <p>Currently apart from the central web location, 17 web sites were created for the departments and the institutions of the Government of the Brčko District of BiH. The representatives of the institutions are in charge for web site maintenance in coordination with the Sector for Information in the Office of the Mayor, namely the web editor and the spokesperson of the Mayor. Initial upload completed. Contents upload is a continuous activity.</p>
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<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</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>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>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>2016 SG CoM BiH: Implementation of the project "Implementation of Common Services for eServices" was initiated.</p> <p>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> <p>> payment of services. Service not established. Common standpoint of the members of the Supervisory Team is that conditions for implementation of this service were not created.</p> <p>> Electronic forms. Service not established.</p> <p>> Integration with registers. For creation of preconditions for integration, it is necessary to first precisely define and establish compatible registers, create legal assumptions for its linking, and then start to technically implement the registration.</p> <p>> Electronic processing and electronic delivery to the parties. Service not established. Precondition is implementation of the Law on Electronic Signature and existence of e-services that have as a result electronically signed documents.</p> <p>2017: On 20 October 2017, implementation of this project was concluded. The necessary common services were created, as well as the pilot services from the field of measurements, spatial planning administrations and competition procedures of employment in the civil service in the BD BiH. There was a final conference of the project, and the project was evaluated as successful.</p>
	<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 available to citizens</i></p>	<p>e-Tax</p> <p>Centre for e-Government of the Council of Ministers of</p>	<p>e-Tax</p>					<p>BiH: 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 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>2016 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</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>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>Registration of motor vehicles/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>Certificate of movement (change of domicile and address)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 FBiH Sector for IT of the BD BiH Tax Administration of the FBiH Tax 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>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>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>Implementation ongoing</p> <p>●</p>	<p>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). 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>RS: design of the e-Map of the RS.</p> <p>2017 The Tax Administration of the Republic of Srpska, opened the portal of electronic services at the address http://eusluge.poreskaupravars.org, through which the tax payers could submit the request for issue of electronic certificate, and register tax obligations. Completed implementation of the project Upgrade of the Common information system for registration of businesses in the RS through procurement of the necessary HW infrastructure (backup servers), financed by the PARF. Necessary equipment delivered, trainings implemented and all the necessary documentation submitted.</p> <p>BD BiH: Activities are being implemented within the competent institutions, without centralised coordination.</p> <p>2017 There are ongoing activities on introduction of electronic tax report, implemented by the Tax Administration of the Brčko District of BiH, implemented based on analysis and optimisation of processes. For the other priority e-services, there were no changes in relation to the previous period. FBiH: The project "Implementation of common services for e-services" as a pilot service implemented the service Copy of the ownership deed of the Federal Administration for Geodetic and Property Affairs.</p> <p>2018 FBiH: E-Taxes - submitting tax returns electronically for reported tax liabilities as external users of the TA Information System, through a secure access with the issuance of a digital certificate for access to the IS TA. Number of authorized persons (ID numbers) 15,574, number of ID numbers registered for use of e-services 10,368, number of ID numbers for which tax returns can be submitted 52,292, number of applications submitted to the EJS application by external users in 2018 78,701, the number of applications entered in the nPIS application by external users in 2018, 1,249,929.</p> <p>Number of use of the service e-contributions in 2018:</p> <p>1) Number of successful logins to the portal: 30,139 users</p> <p>2) Total number of viewed / opened information on the paid contributions (form JS 3650E): 61,675 forms.</p> <p>BD BiH: Portal built through the project "Implementation of Common Services for eServices". Preparations for upload to the portal and incorporation of the e-Services - http://euprava.bdcentral.net</p> <p>The training administrator of the portal was completed through the project. Implementation of the portal completed. Implemented e-Services are not yet used and new ones were not implemented. There is ongoing project establishment of one-stop-shop of operations and electronic registration of economic operators. http://euprava.bdcentral.net. Use of established systems initiated. Answer and activities of the competent institutions are pending. Implementation of the project "One-stop-shop of operations and electronic registration of economic operators of the Brčko District of BiH" is ongoing.</p>
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<p>4.9. Implement the following priority transaction e-Services for businesses:</p> <p>PHASE 1</p> <ul style="list-style-type: none"> - Initiation of business activity by the system "one-stop-shop" (court registration, registration in tax administration, registration with statistics) PHASE 2. - Initiation of business activity by the system "one-stop-shop" - continuation (application to the employment institutions, pension and health insurance) PHASE 3. - Services for the existing business subjects (VAT, vacancy announcement, registration and deletion of employees, statistics and other reporting to the state bodies) 	<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</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>Tax Administrations</p> <p>Ministries of Justice</p> <p>Registration Courts</p> <p>Statistics Agencies</p> <p>Employment Agencies</p> <p>Agencies for Health / Pension Insurance</p> <p>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>Partially implemented</p> <p>Partially implemented</p> <p>Implementation ongoing</p>	<p>BiH: 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>FBiH: Implementation of the project "One-stop-shop of operations and electronic registration of economic operators of the Federation of Bosnia and Herzegovina" is ongoing. The set of laws was adopted by the House of Representatives of the Parliament of the FBiH, adoption by the House of Peoples is pending.</p> <p>RS: 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>2017 The One-Stop-Shop information system was fully implemented as early as late 2014. It was financed by the budget of the Government of the Republic of Srpska. The One-Stop-Shop contact point is 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>2017 There is an ongoing project of the World Bank One Stop Shop, where the Government of the Brčko District of BiH participated based on the Decision 44-000007/17 of 12 May 2017.</p> <p>Mayor of the Brčko District of BiH appointed the Working Group for coordination of activities within the project (Decision No. 44-000007/17, act No. 01.1-1141CM-021/17 of 24 May 2017).</p>

<p>4.10. Establish a system for collection of comments and proposals of users of e-services</p>	<p><i>The number of received proposals and objections</i> <i>Number of answers</i></p>	<p>PARCO Centre for e-Government of the Council of Ministers of BiH 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>BIH: 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. 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 (http://goo.gl/zWIExH) 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. RS 2013 the portal e-Srpska has the possibility of submission of objections and e-proposals regarding the existing e-Services.</p>
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Attachment – Overview of implementation of the activities by the reform areas of the RAP1

(table is on the CD attached to this Report)