				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis /comment
PART I POLICY MAKING ANI COORDINATION CAPACITY								BiH	FBiH	RS	BD BIH	BiH	FBiH	RS	BD BiH	
PART I POLICY MAKING AND COORDINATION CAPACITY					Part Value	100,00	19,55	100,00	100,00	100,00	100,00	23,80	7,16	12,82	23,56	
					Contribution to PM	30,00	8,45	30,00	30,00	30,00	30,00	10,42	3,52	5,68	10,45	
PM 1 Strengthening of the central capacities for policies					Action Group	100,00	28,16	100,00	100,00	100,00	100,00	34,74	11,74	18,95	34,82	
PM 1.1. Strengthening central capacity (State and Entities)					Contribution to Action subgroup	50,00	11,50	100,00	75,00	100,00	75,00	34,74	11,74	18,95	18,16	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	23,00	100,00	100,00	100,00	100,00	34,74	15,65	18,95	24,21	
1. Strengthen the role and capacity of BiH General Secretariat, and government Secretariats on other levels of authority in BiH (hereinafter: government Secretariats), so they develop into central policy coordination units able to: • Coordinate the preparation of the government program and priorities; and monitor progress in implementing the work program, and revising it, if necessary; • Prepare the agenda of the government session; • Coordinate relations with parliament on legislation originating from the government; • Coordinate relations with other levels of government; and • Monitor the performance of ministries in meeting deadlines set in government decisions. Links to the Twining Project to the BiH General Secretariat; SIGMA reviews of central policy capacity in BiH	Establish a joint Working Group to discuss recommendations for strengthening government Secretariats' mandates, organizational structure and means, in line with improvement of government policy-making, and agreement on a common approach to the reform.	CoM and Entity governments Government Secretariats Offices for Legislation	By end 2006	31.12.06	Working Group established; tasks, timelines and procedure agreed	5,00	5,00	1,25	1,25	1,25	1,25	1,25	1,25	1,25	1,25	Workgroup comprising of secretaries of the CoM BiH, entity governments and the Government of the BD BiH was established by the Conclusion of the secretaries of the CoM BiH, entity governments and the Government of the BD BiH at the meeting held on July 11, 2007 in Sarajevo. The government of the RS appointed their representative in the Workgroup by Solution No.: 04/1-012-1035/07 ("Official Gazette of the RS" No 58/07). Through the harmonised Memorandum on mutual cooperation between the Secretariats of the CoM of BiH, entity governments and the Government of the BD BiH and the adopted project "Outline of development of central bodies of governments in Bosnia and Herzegovina", harmonised were framework tasks, timeline framework and procedures for realisation of this measure. Memorandum on mutual cooperation between the secretariats, harmonised at the meeting held on December 10, 2007 in Brčko; Project "Outline of development of central bodies of governments in Bosnia and Herzegovina" adopted: • BiH – Act of the Secretariat General of the Council of Ministers no. 05-07-2990-19/07 from December 12 2007. • F BiH – Conclusion of the Government of the F BiH no.: 03/04-05-928/2007 from October 22nd, 2007. • RS – Conclusion of the Government of the RS no.: 04/1-012-54 • BD – Decision of the Government of the BD no: 01-014-008535
	With expert support, identify options for the reform. Consider in particular proposals for: - Consolidation of government services into unified Secretariats serving, respectively, both the Prime Minister and the Council of Ministers (Government). - Arrangements for coordination with other central structures (horizontal coordination) and vertical coordination with line-ministries. - Coordination with other layers of government. - Proposals to strengthen the tasks and responsibilities of government Secretariats, including for granting them authority to: • Coordinate the process of setting government strategic priorities, after consultations with other responsible institutions, both within and outside their government structures; • Monitor implementation, to ensure that policy initiatives of ministries are in line with the government strategies (the EU Integration Strategy, the Mid-Term Development Strategy, the PAR Strategy), and the European Partnership; and coordinate with the Ministry of Finance to ensure policy links to the budget;	WG members	By mid 2007	30.6.07	Working group report submitted with proposals for strengthening central capacity, taking all focused topics into consideration and making respective proposals	10,00	8,00	2,50	2,50	2,50	2,50	2,00	2,00	2,00	2,00	Activities from this proposed measure are comprised through the project "Outline of development of central bodies of governments in Bosnia and Herzegovina", harmonised Memorandum on mutual cooperation between the secretariats of the Council of Ministers of BiH, entity governments and the Government of the BD BiH, as well as through several prepared draft documents within Twinning project "Strengthening of the Secretariat General of the Council of Ministers BiH": • Instruction on the procedure of preparation of the Work Programme of the Council of Ministers of BiH; • Instruction on coordination of programme tasks and monitoring of implementation of conclusions of the Council of Ministers of Bosnia and Herzegovina; • Decision on vertical coordination; • Rules of procedure of the Council of Ministers and e - session; • Conclusion on the structure of the cover letter of the materials for the sessions of the Council of Ministers of BiH; By acceptance of the Project "Outline of development of central bodies of governments in Bosnia and Herzegovina", successful ending of the Twinning project "S Partial realisation of this measure is comprised through th

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	• Review drafts and other submissions received from ministries, and return them for further work, if necessary. The reviews may concern both formal aspects (e.g., whether all required signatures and attachments are included, and all required consultations have taken place), and substantial aspects of the proposal. The latter must ensure: that the issue has been analyzed in sufficient depth; alternative policy options have been taken into consideration and appropriately assessed; inter-ministerial issues have been settled; cross-sectoral issues of concern have been addressed appropriately; and the proposal is in line with government priorities and policies, including policy initiatives still under consideration; • Monitor the performance of ministries in meeting deadlines set in government decisions; • Coordination with other levels of government, and parliament. - Proposals for changes to the government Rules of Procedure so that they deal adequately with the various aspects of the policy preparation, inter-ministerial consultations, policy review and coordinat															
	Undertake consultations on identified options.	All governments	Mid 2007	30.06.07	Consultations completed; report on consultations submitted	10,00	5,00	2,50	2,50	2,50	2,50	1,25	1,25	1,25	1,25	Consultations in this context imply the individual support of the Council of Ministers of BiH, entity governments and the government of the Brčko District of BiH to the project fiche "Outline of development of central bodies of governments in Bosnia and Herzegovina“, as well as the support to the harmonised text of the Memorandum on mutual cooperation between the secretariats of the Council of Ministers of BiH, entity governments and the Government of the Brčko District of BiH.
	Formulate specific proposals for granting sufficient authority to the Secretariats, in line with the new tasks and responsibilities.	Each government Secretariats	By end 2007; ongoing	31.12.07	RB and RP changed	20,00	0,00	5,00	5,00	5,00	5,00					
	Make necessary changes to government Rules of Procedure.	Each government	By end 2007; ongoing	31.12.07	Rules of Procedure amended/changed	10,00	1,25	2,50	2,50	2,50	2,50				1,25	New Rules of Procedure on the Work of the Government of the BD BIH adopted on September 24, 2007, at the 57 Regular session of the Government of the BD BiH
	Afterwards monitor implementation and introduce further changes to the Rules of Procedure as required			31.12.08	Monitoring report submitted	5,00	0,00	1,25	1,25	1,25	1,25					
	Make necessary changes to the Rulebooks on internal organization and job systematization and staffing at each level that reflect the new tasks and responsibilities of government Secretariats, including the responsibility for inter-linking with each other.	Each government Secretariats FBIH and RS	By end 2007;after ongoing	31.12.07	RBs changed (Org sheets and staffing)	10,00	1,25	2,50	2,50	2,50	2,50	1,25				Adopted new rulebook on internal organisation of the Secretariat General of the Council of Ministers of BiH and agreed to by the Council of Ministers of BiH at the session from May 24, 2007.
	Periodically review needs afterwards and make necessary adjustments			31.12.08	First review of RB, RP done and review results proposed for implementation	5,00	0,00	1,25	1,25	1,25	1,25					
	The Government Secretariat in FBiH, to improve capacity (e.g., in terms of staff, organizational structure) to coordinate relations with the cantons	FBiH Government	By end 2007; ongoing	31.12.07	Proposal for improvement identified and RB changed accordingly	5,00	0,00		5,00							

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2. Ensure the proper operation of the central legislative offices *NB: Links to the reform of government Secretariats as main coordinators of the overall policy system.*	Strengthen staffing arrangements at the BiH, RS and FBiH level, based on identified needs.	State and Entity Governments Offices for Legislation	End 2007	31.12.07	New staffing arrangements implemented and RBs changed	10,00	1,25	2,50	2,50	2,50	2,50	1,25				Amended Rulebook on internal organisation of the Legislation Office of the CoM BiH in 2006, stipulated 34 jobs, currently filled 13. *(No documentation basis obtained)
3. Improve the process of establishing the annual work program.	Amend the Rules of Procedure of governments at all levels to better elaborate the process of establishing the annual work program, setting clear minimum standards of justification for the submission of regulatory projects. Based on those, the Rules of Procedure will require governments to open consultations amongst the different portfolios at the time of establishing their work plan, resulting in a more coordinated, realistic, and prioritized regulatory program.	Governments at each level Government Secretariats Offices for Legislation at each level	Mid 2008	30.06.08	Amendments to RP approved and implements	10,00	1,25	2,50	2,50	2,50	2,50	1,25				Adopted Instruction of the Council of Ministers of BiH on the procedure and methodology of preparation of the work programme of the CoM Official Gazette of BiH No. 21/07 from March 26, 2007. Harmonised Memorandum on mutual cooperation between the secretariats of the Council of Ministers of BiH, entity governments and the Government of the Brčko District of BiH, with an objective of improvement of communication, coordination, exchange of materials and other information.
PM 1.2. Strengthening central capacity (Brčko District)					Contribution to Action subgroup	25,00	16,66				25,00	0,00	0,00	0,00	16,66	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	66,65	0,00	0,00	0,00	100,00	0,00	0,00	0,00	66,65	
1. Strengthen central policy-making and coordination capacity.	Review needs.	BD Government		30.06.07	Review Report submitted	10,00	6,66				10,00				6,66	Overview implemented through the SIGMA project "Outline of development of central bodies of governments in Bosnia and Herzegovina“
	Formulate proposals for strengthening central capacity		Mid 2007; ongoing afterwards	30.06.07	Brčko Capacity proposals submitted	20,00	13,33				20,00				13,33	SIGMA's project "Outline of development of central bodies of governments in Bosnia and Herzegovina“ adopted by the Decision of the Government of the BD No.: 01-014-008535/07
	Male necessary changes, e.g. in terms of staffing, procedures, organizational arrangements, etc.			31.12.08	Proposals implemented, RB changed	50,00	33,33				50,00				33,33	Adopted new Organisation Plan of the Office of the Mayor of the BD BiH
	Reinforce the link between policy responsibility and drafting. Ensure that the Legal Service of the Brčko District Government recruits and trains a sufficient amount of drafting specialists, with a view to either devolving drafting expertise to the Departments, or at least assign drafters to serve specific Departments on a permanent basis.		End 2007	31.12.07	Quantitative and qualitative need for drafting staff specified, agreed upon and posts filled via training, recruitment or internal arrangements. RB changed	20,00	13,33				20,00				13,33	Adopted new Organisation Plan of the Office of the Mayor of the BD BiH
PM 1.3. Strengthening central capacity (Cantons)					Contribution to Action subgroup	25,00	0,00		25,00				0,00			
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00		100,00				0,00			
Strengthening central capacity (Cantons).	Review needs.	Cantonal governments (cooperation with the FBiH	End 2007, ongoing afterwards	31.12.07	Review Report submitted	10,00	0,00		10,00							
	Formulate proposals for strengthening central capacity.			31.12.07	Proposals based on report submitted	20,00	0,00		20,00							
	Make necessary changes, e.g. in terms of staffing, procedures, organizational arrangements, etc.			31.12.07	Proposed changes adopted	20,00	0,00		20,00							

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	Strengthen legislative offices in the Cantons, where their role in assisting institutions with less drafting capacity is particularly important. All cantonal governments will establish their Offices for Legislation and the number of expert staff employed in those units will be increased.		End of 2007	31.12.07	Legislation office in each cantonal Gvt established with expert staff as defined by the review. RB changed.	50,00	0,00		50,00							
					Contribution to PM	20,00	3,45	20,00	20,00	20,00	20,00	3,90	1,12	4,02	4,29	
PM 2 Improvement of capacities in respective ministries					Action Group	100,00	17,26	100,00	100,00	100,00	100,00	19,52	5,60	20,09	21,46	
PM 2.1. Strengthening policy capacities in individual institutions					Contribution to Action subgroup	20,00	3,10	20,00	20,00	20,00	20,00	0,80	0,80	0,80	10,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	15,50	100,00	100,00	100,00	100,00	4,00	4,00	4,00	50,00	
1. Strengthen the procedures for preparing items for the government. NB: Links to the reform of central policy capacity above Links to UNDP's project on Strengthening the capacity of BiH Governments representatives in Policy-making and Strategy Development	Revise procedures for preparing items for the government; paying special attention to clarifying and strengthening the procedures for: • Responding to strategic documents of the government; • Annual work planning; • Consulting external interest groups; • Inter-ministerial consultations; • Intra-ministerial clearance of legal drafts; • Monitoring, evaluating, and reporting the achievements and shortcomings of policies.	Individual institutions at all levels State and Entity Governments Government Secretariats	From 2007; ongoing afterwards	31.12.07	Updated procedures elaborated and adopted for all Institutions involved in preparation of legislation. RP amended / changed accordingly	30,00	6,75	7,50	7,50	7,50	7,50	1,00	1,00	1,00	3,75	Adopted new Organisation Plan of the Office of the Mayor of the BD BiH; Adopted Decision on the procedure of drafting the laws and other regulations, No: 01-014-019280/07 from October 31, 2007. The CoM BiH by Conclusion No.: 05-07-1153-17/07 from June 11, 2007 conditionally supported the implementation of the Project fiche SPPD. Project fiche SPPD supported by 4 ministries from the RS and 2 ministries from the F BiH Draft report on exploration for the needs of organisation and implementation of the SPPD programme completed on December 7, 2007. Upon its finalisation, the PARCO BiH will the final Report on exploration for the needs of organisation and implementation of the SPPD programme submit to the CoM BiH, for their deliberation.
	The procedures for responding to strategic documents will ensure that ministries are able to identify, and effectively communicate to, the government priorities within their competence, in response to draft strategic documents. They will also ensure that ministries analyze the approved strategic documents of the government, respond with their own policy initiatives that conform to the strategy, and contribute to its realization.															
	The procedures for annual policy work planning will ensure that inputs to the government's annual work program take sufficient account of government priorities, especially priorities related to harmonization with EU legislation (e.g., BiH NPAA). These processes must ensure that: • All sectors/ departments within the ministry are involved in determining the ministry's priorities for policy and legislative initiatives in the upcoming year; • There is an internal coordination process to ensure that the overall submission of the ministry is realistic and balanced; and • The ministry has the capacity to adequately fulfil its work plan.															

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2. Strengthening organizational arrangements and staffing in individual institutions.	The ministries and other administrative bodies will assess their existing organizational and human resource capacity to perform the process of strategic planning, policy analysis and legal drafting; and ensure the most appropriate internal organizational arrangements (depending on the workload and the existing human resource capacities for these functions), allowing these functions to be centrally located within the organizational structure.	Government secretariats Each institution individually	Late 2007, ongoing afterwards	31.12.07	Updated RBs elaborated and adopted for all Institutions involved in preparation of legislation	30,00	3,75	7,50	7,50	7,50	7,50				3,75	Adopted new Organisation Plan of the Office of the Mayor of the BD BiH
	Based on the assessment, individual institutions may amend their Rulebooks on internal organization and job systematization to establish separate unit or units, or single specialist positions for these functions.			31.12.07	Institutions have proposed individual amendments to RB or declined to do so	10,00	1,25	2,50	2,50	2,50	2,50				1,25	Adopted new Organisation Plan of the Office of the Mayor of the BD BiH
	Institutions should develop adequate job descriptions for these functions.			31.12.07	Institutions that opted for individual amendments have submitted individual job descriptions	30,00	3,75	7,50	7,50	7,50	7,50				3,75	Adopted new Organisation Plan of the Office of the Mayor of the BD BiH
PM 2.2. Establishing a coherent policy on the quality of regulations					Contribution to Action subgroup	20,00	5,83	20,00	20,00	20,00	20,00	10,00	0,00	6,66	6,66	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	29,16	25,00	25,00	25,00	25,00	50,00	0,00	33,32	33,32	
1. Ensure that law drafting across BiH is based on common standards.	Review law drafting rules, and make necessary changes to ensure that law drafting across BiH is based on common standards.	Governments at all levels	Mid 2007	30.06.07	Law drafting rules for all governments updated and a drafting procedure in line with the uniform DR set up and adopted	50,00	29,16	12,50	12,50	12,50	12,50	12,50		8,33	8,33	Adopted Unified Rules for drafting legal regulations in institutions of Bosnia and Herzegovina, at the session of the House of Representatives, held on January 12, 2005, and at the session of the House of Peoples, held on January 26, 2005. Rules for drafting laws and other regulations in the RS ("Official Gazette of the Republic of Srpska" No.13/06 and 20/06) adopted by the Republic Secretariat for Legislation with approval of the Government. In agreement with the People's Assembly of the RS, it was proposed that the PA adopts the Rules for drafting regulations in the RS, so they would be obligatory for all the levels of authority in the Republic. At the 58 Regular session of the Government of the Brčko District, held on October 31, 2007, adopted Decision on the procedure of drafting laws and other regulations.
	The FBiH, Brčko District, and Cantonal governments and/or parliaments will consider, in the nearest future, to adopt a drafting code such as the Uniform Drafting Rules in the Institutions of BiH (hereinafter the Uniform Rules) passed by the Parliamentary Assembly of BiH.	Government Secretariats, Offices for Legislation														
	Law drafting rules will be applied both by government and parliament; so to ensure that the draft laws or amendments initiated by members of parliaments do not circumvent and/or, go beyond, the overall legislative drafting system, and vice versa.															
	The government's Office for Legislation and the Secretariats, in cooperation with the parliamentary secretariats, will run several aspects of the implementation (including training, and the periodical revision of the Rules themselves), as common projects between government levels.	Parliaments (Parliamentary Secretariats)	End 2007; ongoing afterwards	31.12.07	At least 1 training course in each entity run	50,00	0,00	12,50	12,50	12,50	12,50					
PM 2.3. Allow the sharing of capacity amongst institutions					Contribution to Action subgroup	10,00	3,00	10,00	10,00	10,00	10,00	2,00	4,00	2,00	4,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	30,00	100,00	100,00	100,00	100,00	20,00	40,00	20,00	40,00	

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Stimulate and regulate the functioning of inter-institutional, and inter-governmental working groups	Formally establish better defined rules on the role of such WGs, methodology of work and internal decision-making, through the amendments to the Rules of Procedure of governments, or in another appropriate way.	Government Secretariats Offices for Legislation (all together) BiH DEI (and institutions responsible for European Integration in entities) DEI BiH (and entity institutions in charge of European integrations)	Late 2007	31.12.07	Framework regulation on inter-institutional and inter-governmental working groups elaborated and adopted as part of RP	100,00	30,00	25,00	25,00	25,00	25,00	5,00	10,00	5,00	10,00	In the F BiH adopted the Decree on principles for establishment of internal organisation of federal bodies of administration and federal administration organisations (Official Gazette of the F BiH, No. 36/06), and it is partially regulated through the rulebooks on internal organisation - chapters related with coordination of the work. Held first coordination meeting of the Legislation Offices of all the levels of authority on September 18 and 19, 2007. The plan is to hold meetings quarterly so the Legislation Office could point out the mistakes in drafting legal regulations to the ministries, and so the information could be exchanged between the state level entities and the BD BiH. Through the harmonised Memorandum on mutual cooperation between the secretariats of the Council of Ministers of BiH, entity governments and the Government of the Brčko District of BiH it is planned to hold joint meetings of the aforementioned secretaries. Partially regulated by the Rules of Procedure of the Government of the BD BiH, which was adopted on September 24, 2007, at the 57 regular session of the
PM 2.4. Facilitating the specialization of staff					Contribution to Action subgroup	20,00	0,80	20,00	20,00	20,00	20,00	0,80	0,80	0,80	0,80	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	4,00	100,00	100,00	100,00	100,00	4,00	4,00	4,00	4,00	
1. Develop training.	Develop a thorough training program for existing and new strategic planning, policy analysis, and drafting personnel –including initial certification, specialization and periodical upgrading. The program may be developed by the government Secretariats, in cooperation with the Offices for Legislation and the Directorate for European Integration, as well as in cooperation with the Civil Service Agencies. It may include contributions from universities (e.g. faculties of law, economics etc.).	Government Secretariats, Offices for Legislation (all together), and BiH DEI	Late 2007	31.12.07	Specialized training program developed and adopted	20,00	4,00	5,00	5,00	5,00	5,00	1,00	1,00	1,00	1,00	Adopted plan of expert training of officers and employees in the administration bodies of the BD BiH for 2008. Realisation planned through the UNDP programme proposal SPPD. Draft report on research for the needs of the organisation and implementation of the SPPD programme was completed on December 7, 2007.
Links to UNDP's project on Strengthening the capacity of BiH Governments representatives in Policy-making and Strategy Development	The program will be updated each year, with ministries identifying the specific areas in which improving skills will be considered a priority.		Ongoing	31.12.08	First Update drafted and adopted	10,00	0,00	2,50	2,50	2,50	2,50					
2. Envision funding for the employment and training of specialized staff.	Envision funds for the employment and training of specialized staff in institutions undertaking strategic planning, policy analysis, and legal drafting, as well as some funds for activities to be undertaken in the course of policy development, and drafting.	Each institution individually	Late 2007	31.12.07	Funds for employment / training of specialized staff defined and allocated	30,00	0,00	7,50	7,50	7,50	7,50					
3. Use handbooks, manuals and other instruments.	Develop handbooks and other tools to assist staff performing these specialized functions.	Each institution individually	Mid 2007; ongoing afterwards	30.06.07	Toolboxes identified, developed and approved as an "official" annex to the RB	30,00	0,00	7,50	7,50	7,50	7,50					Draft of handbooks and other aids planned through the UNDP programme proposal SPPD.
	Promote the use of existing instruments.			31.12.07	At least 1 training course in each entity run	10,00	0,00	2,50	2,50	2,50	2,50					

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PM 2.5 Better outsourcing of expert services					Contribution to Action subgroup	10,00	0,00	10,00	10,00	10,00	10,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
1. Envision necessary funding for outsourcing of expert services. There may sometimes be a need to recruit external experts (lawyers and analysts) to support legislative drafting exercises.	Each institution will transparently foresee the need for additional funding and budget for it on the bases of planned normative activities, after a clear analysis of the expertise available in-house and in other institutions.	Institutions; Ministries of Finance	By end 2008	31.12.08	Funds for use of external experts defined and allocated	30,00	0,00	7,50	7,50	7,50	7,50					
2. Establish transparent criteria and rules for outsourcing of expert services.	The selection of experts will be conducted on the basis of clear criteria according to rules which encourage maximum quality, openness and effectiveness – generally for lists of experts covering possible areas of need	VM BiH and Governments of all levels		31.12.08	Criteria list elaborated and incorporated in the RB or as RB annex	30,00	0,00	7,50	7,50	7,50	7,50					
	All selected experts will be supervised by civil servants, and made familiar with the basic rules governing the drafting of normative texts in the administration.	Government Secretariats and Legislative Offices		31.12.08	Rules for the use of external experts drafted and incorporated in RB	40,00	0,00	10,00	10,00	10,00	10,00					
PM 2.6 IT support to drafting																
This action is related to the EC funded e-Government project (1,5 M) that will computerize (2006-2007) BiH CoM including line Ministries and build one platform for the CoM. In 2007-2008 there will be a document management system introduced with workflow (after a business process redesign) for the entire operation of the CoM.					Contribution to Action subgroup	20,00	4,53	20,00	20,00	20,00	20,00	5,92	0,00	9,82	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	22,66	100,00	100,00	100,00	100,00	29,62	0,00	49,11	0,00	
1. Design a drafting support software – able to produce standardized legislative texts which could be easily fitted into a workflow system and a database (optional).	Now that the Uniform Drafting Rules are adopted at the State level, it is advised that the Parliamentary Assembly Secretariat and the Office for Legislation of the CoM will cooperate (with donor support), to design a simple drafting support software, as an aid for drafters in the implementation of the new Rules.	BiH Parliamentary Assembly Secretariat BiH CoM Office for Legislation	Mid 2008	30.06.08	Software delivered and use of Software described in RP and DR	20,00	0,00	5,00	5,00	5,00	5,00					
	This software will act as a pilot case for other government levels.	Governments on all levels (Offices for legislation)														
2. Starting from the State level, establish a workflow management information system to enable materials to be circulated electronically.	The Rules of Procedure of CoM and the Parliamentary Assembly will be adapted, and an obligation set for materials to be circulated electronically.	CoM General Secretariat Others: Parliamentary Assembly Secretariat	Late 2008	31.12.08	Workflow management system workable on BiH State level for CoM and Parliament and described in RP and DR	40,00	13,33	40,00				13,33				Adopted the Law on Electronic Signature ("Official Gazette of BiH" No.: 91/06). Within the Twinning project "Strengthening of the Secretariat General of the VM BiH", prepared proposals for amendment of the existing Rules of Procedure of the CoM of BiH – related with functioning of the e-government. Technical part is in the phase of realisation in the new building of the CoM of BiH.

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	The pilot experience will be followed up at the other government levels.	Governments on other levels (Secretariats	Mid 2009	30.06.09	Workflow management system workable on Entity level and included in the respective RP / DR	40,00	9,33		14,00	14,00	12,00			9,33		Ongoing is Draft of the Law on Electronic Business and the Law on Electronic Documents in the RS. The RS started with the application of the e – government. Technical assumptions ensured. Decision on establishment of the interdepartmental workgroup for realisation of the e-Government of the Republic of Srpska - Decree 04/1-012-/032/06 from April 13, 2006. BD - no data submitted
					Contribution to PM	30,00	4,85	30,00	30,00	30,00	30,00	6,02	2,52	3,12	4,32	
PM 3 Improvement of verification of harmonisation with the regulations					Action Group	100,00	16,15	100,00	100,00	100,00	100,00	20,07	8,40	10,40	14,40	
PM 3.1 Improvement of compliance verifications (general)					Contribution to Action subgroup	20,00	3,50	20,00	20,00	20,00	20,00	4,00	2,00	4,00	4,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	17,50	100,00	100,00	100,00	100,00	20,00	10,00	20,00	20,00	
Define standard methods and criteria of verification as formal instruments that would provide a uniform approach in the process of considering regulations.	Prepare written guidelines and forms for verification of proposed/draft regulations. This will ensure all drafts/proposals of normative acts are in the future considered in a simple and consistent manner	Governments at each level	Mid 2008	30.06.08	Guidelines elaborated, adopted and included in DR	100,00	17,50	25,00	25,00	25,00	25,00	5,00	2,50	5,00	5,00	Partially done through the Twinning light project - aid to the Legislation Office in part which is related with improvement of explanation of the legal acts - draft version. Partially regulated by Unified rules for drafting legal regulations in institutions of BiH ("Official Gazette of BiH" No.: 11/05). Partially regulated by the Rulebook on the Work of the Government of the F BiH ("Official Gazette of the F BiH" No.: 25/03). The Office of the Government of the Federation of BiH for legislation and harmonisation with the regulations of the European Union establishes harmonisation of the regulations with the regulations of the EU. Partially regulated by the Rules of the normative-legal technique for drafting of the laws and other regulations in the Republic of Srpska ("Official Gazette of the Republic of Srpska" No. 13/06 and 20/06), The Law on Publishing Laws and other regulations ("Official Gazette of the Republic of Srpska" No. 67/05), The Rules of Procedure of the Government of the Republic of Srpska ("Official Gazette of the Republic of Srpska" No. 14/01 and 23/05) At the 58 Regular ses
PM 3.2 Improvement of compliance verifications (nomotechnics and style)					Contribution to Action subgroup	10,00	5,50	10,00	10,00	10,00	10,00	9,17	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	55,00	100,00	100,00	100,00	100,00	91,67	0,00	0,00	0,00	
Improvement of compliance verifications (nomotechnics and style).	The application of the nomotechnical and stylistic aspects of the "Uniform Rules for the Drafting of Regulations in the Institutions of BiH" and similar law drafting rules on other levels will be regarded as a priority, and actively supported.	BiH Parliamentary Assembly Secretariat, BiH Office for Legislation	Starting immediately Continuous activity	31.12.06	Office for legislation conducts checks of harmonisation of draft regulations with unified rules	20,00	15,00	20,00				15,00				Regulated by the Unified rules for drafting legal regulations in institutions of BiH which were adopted at the session of the House of Representatives, held on January 12, 2005, and the session of the House of Peoples, held on January 26, 2005 ("Official Gazette of BiH" No.: 11/05). Legislation Office of the CoM BiH, conducts the checks of harmonisation of all the regulations which are being adopted at the state level with the Unified rules for drafting legal regulations in institutions of BiH.
				31.12.06	Practical Manual elaborated and distributed online	40,00	40,00	40,00				40,00				Within the Project of development of the justice sector, the Advisory Board for legislation reform prepared and published the Handbook for drafting legal regulations in February 2006.

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis /comment
	The use of training materials, such as a practical manual for law drafters, will be encouraged on all levels, to demonstrate in a less prescriptive manner the application of drafting standards in particular circumstances, and how to deal with specific drafting difficulties.	Legislative Offices at other levels and parliaments		31.12.06	Responsible staff identified and Training plan drafted	20,00	0,00		7,00	7,00	6,00					
				30.06.07	Training completed for 90% of target groups	20,00	0,00		7,00	7,00	6,00					
IPM 3.3 Improvement of compliance verifications (other legal verifications)					Contribution to Action subgroup	20,00	0,00	20,00	20,00	20,00	20,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
Improvement of other legal verifications, in order to ensure a full analysis of draft legislation from the perspective of its compliance with the present constitutional and legal system.	Amend the Rules of Procedures of the government at all levels to introduce a complete checklist for drafters to follow (with matching opinions by other specialized institutions if possible). This may entail the introduction of new verifications where missing, as in the case of those concerning the introduction of criminal sanctions, the organization of administrative bodies, and elements of administrative procedure.	Governments at each level	Mid 2008	30.06.08	RPs and DRs amended	100,00	0,00	25,00	25,00	25,00	25,00					
PM 3.4 Improvement of Compliance verifications (EU acquis)					Contribution to Action subgroup	20,00	5,00	20,00	20,00	20,00	20,00	3,50	6,00	6,00	6,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	25,00	100,00	100,00	100,00	100,00	17,50	30,00	30,00	30,00	
1. Establish formal arrangements for close cooperation with the DEI on all levels. Linked to the Twinning to the Legislative Office (and as secondary beneficiary DEI, Legal Harmonization Unit) starting Sept/Oct 2006	The FBiH, RS, BD and Cantonal institutions will not, beyond any doubt, be able to deal individually with the complexity of the process of approximation of their legislation with the acquis. Therefore, it is of utmost importance to set up formal arrangements for close cooperation among DEI, as central coordinating body, and ministries and other institutions at these levels of authority in BiH, with regard to exercise of approximation of reviewing the compliance of the new and existing domestic legislation with the acquis.	Governments at the FBiH, Cantonal, BD and RS levels, DEI	Mid 2007	30.06.07	Formal arrangements defined and made a part of the RP and DR	20,00	4,00	5,00	5,00	5,00	5,00	1,00	1,00	1,00	1,00	The CoM of BiH, at the 80 Session, held on April 6, 2005, adopted the decision on establishment of the workgroups for harmonisation of the legal regulations of Bosnia and Herzegovina with the acquis communautaire - the Decision has not yet been implemented. Regulated by Decision on the procedure of drafting the laws and other regulations, which was adopted by the Government of the Brčko District at the 58 Regular session, held on October 31st, 2007.
2. Provide training	Design and deliver training in approximation methodology	Institutions DEI	Mid 2008	31.12.07	Responsible staff identified and Training plan drafted	10,00	5,00	2,50	2,50	2,50	2,50	1,25	1,25	1,25	1,25	"Training course on EC law" held on September 4, 7, 11 and 14, 2007 (organized by the Twinning light project) wit participation of the legal advisors of the Legislation Office of the CoM BiH, representatives of the legislation offices of the entities and some ministries of the state level. Training was organized in 5 workshops, and it comprised acquainting with the EU system, the EU legislation, harmonisation of domestic legislation with the EU acquis. "Workshop on EC case law" was held on September 28, 2007, with participation of the DEI Sector for harmonisation of the legal system, legal advisors of the legislation offices of both entities.

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis /comment
Links to: Twinning "lights" with key Ministries; the EU Integration training project that starts end 2006 and aims to train 1000 civil servants in the generalities of EU system.	Design and provide training to responsible personnel within the administration at all levels in the generalities of the EU legal system, and the specificities of substantive acquis in their policy area of specialization.	Institutions DEI		30.06.08	Training provided to 90% of the identified staff	30,00	15,00	7,50	7,50	7,50	7,50	3,75	3,75	3,75	3,75	
3. Secure funds for the purpose of translating, editing and proofreading the respective primary and secondary EU legislation	There is an evident need that the State of BiH authorities, and also the Entities and BD, start securing substantial funds in their respective Budgets for the purpose of translating, editing and proofreading the respective primary and secondary EU legislation.	Governments at each level	2007, ongoing	31.12.06	Funds made available in the budget and funds use linked to DR	20,00	1,00	5,00	5,00	5,00	5,00	1,00				Translation Service of the Directorate for European Integrations was established in January 2004 and according to the Rulebook on internal organization has 3 employees. DEI – has own budget.
	Agree with the neighbouring states on exchange of translated texts.				Agreements with at least 4 countries made; inventory of translated texts made available	20,00	0,00	20,00								
PM 3.5 Improvement of compliance verifications (budgetary impact))					Contribution to Action subgroup	10,00	0,00	10,00	10,00	10,00	10,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
Ensure proper evaluation of the budgetary impact of regulations	The Ministries of Finance (incl. BD) on all levels to set a clear methodology and forms for the required calculations.	Ministries of Finance, BD (sector responsible for finance	Mid 2008	30.06.08	Methodology elaborated and approved as Annex to the DR	20,00	0,00	5,00	5,00	5,00	5,00					
	Drafting and financial staff in the institutions at all levels of authority, as well as the budget departments in the Finance portfolios, will be also trained in their use.	Ministries of Finance, BD (sector responsible for finance) Institutions (in cooperation with		30.06.08	Relevant staff identified, training course elaborated, training plan set up	20,00	0,00	5,00	5,00	5,00	5,00					
				31.12.08	At least 90% of identified staff trained	30,00	0,00	7,50	7,50	7,50	7,50					
	Procedure of governments at all levels will include an obligation for evaluation of the budgetary impact of regulations.	Governments at each level		30.06.08	RP and DR amended, making evaluation mandatory	30,00	0,00	7,50	7,50	7,50	7,50					
PM 3.6 Improvement of effect verifications (consultations)					Contribution to Action subgroup	10,00	1,90	10,00	10,00	10,00	10,00	2,40	0,40	0,40	4,40	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	19,00	100,00	100,00	100,00	100,00	24,00	4,00	4,00	44,00	
1. In order to better assess the potential impact of regulations in other policy areas, institutions will develop capacities to coordinate with each other as a matter of routine	The work Rules of the authorities at all levels will detail commitments. Based on which, the proposing party will distribute the draft regulation for comments in all other ministries and institutions, thus opening the possibility for them to comment within a given date.	Governments at each level	Late 2007	31.12.07	Communication and consultation procedure developed; RP and DR amended accordingly	20,00	5,00	5,00	5,00	5,00	5,00				5,00	Regulated by the Law on Government of the BD BiH ("Official Gazette of the BD BiH", No:19/07); The Law on Public Administration of the BD BiH ("Official Gazette of the BD BiH", No:19/07); the Rules of Procedure of the Government of the BD BiH and by a Decision on the procedure of drafting laws and other regulations, which was adopted by the Government of the Brčko District at the 58 Regular session held on October 31st, 2007.
	As a rule, consultation will take place as early as possible in the policy development process so that as many conflicts as possible are resolved before items reach the government.															

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis /comment
2. Consultations across the levels of government. The issue of consultations across the federal system is important and will benefit from some institutionalization	A consultative group comprising the government secretaries, secretaries of key ministries, the heads of offices for legislation and secretaries of parliaments from the State, and the two Entities and Brčko District, will be convened at the stage of preparing the annual legislative work plan of the BiH CoM. Also, in case of preparation of key pieces of legislation having impact on different levels of government. A similar mechanism will be established within the FBiH.	Governments at each level Government Secretariats and Legislative Offices	End 2007; ongoing	31.12.07	Consultative Group established in RP for BiH CoM and FBiH	20,00	4,00	5,00	5,00	5,00	5,00	1,00	1,00	1,00	1,00	Held first coordination meeting of the Legislation Offices of all the levels of authority on September 18 and 19, 2007. Planned quarterly meetings so the legislation office in that way could point to the ministries the mistakes in drafting legal regulations, and so the information could be exchanged related with drafting of legal regulations between the state level, entities and the BD. Through the harmonised Memorandum on mutual cooperation between the secretariats of the Council of Ministers of BiH, entity governments and the Government of the Brčko District of BiH it is planned to hold joint meetings of the aforementioned secretaries. In the Federation of BiH adopted is the Decree on the manners for establishment of the internal organisation of the federal administration bodies and federal administration organisations. ("Official Gazette of the Federation of BiH" No 36/06).
3. Public consultations	Implement public consultations during the phase when the text is being drafted. The purpose of such consultations will be aimed at obtaining the views of specific non- governmental organizations or interest groups; rather than “the general public”. A minimum requirement will be introduced for the most complex legislative projects to include the formal opinion of at least one (or more) competent non-government organization.	Governments at each level	Late 2007; ongoing	31.12.07	Communication and consultation procedure developed; RP and DR amended accordingly	20,00	10,00	5,00	5,00	5,00	5,00	5,00			5,00	The CoM of BiH at the 128 session held on September 7, 2006. adopted the Rulebook for consultations in drafting of the legal regulations. Regulated by the Statutes of the BD BiH, ("Official Gazette of the BD BiH", No: 3/07)
4. Comparative work.	Although the legal system at all levels in BiH is specific, comparative work can be a relatively costless way to identify possible mistakes in a regulation's strategic approach. The practice requires a minimum of reasoned comparative overviews (e.g. 3 EU countries), as part of the explanatory notes that will be introduced in the respective Rules of Procedure of Governments at all levels.	Governments at all levels	Late 2007	31.12.07	Benchmark methodology defined and approved; DR amended accordingly.	40,00	0,00	10,00	10,00	10,00	10,00					
PM 3.7 Improvement of effect verifications (impact assessments					Contribution to Action subgroup	10,00	0,25	10,00	10,00	10,00	10,00	1,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	2,50	100,00	100,00	100,00	100,00	10,00	0,00	0,00	0,00	

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis /comment
Each level of government will introduce a methodology for impact assessment of legislation. The methodology will be based on the “principle of proportionality”: the time, resources and efforts to be invested into impact assessment will be proportionally tailored to the magnitude of the problem being addressed by the policy and/or legal act. Links to UNDP’s project on Strengthening the capacity of BiH Governments representatives in Policy-making and Strategy	Introduce impact assessment methodology that proportionally to the significance of the issue under consideration, takes account of the following issues: • Budgetary, social, economic, environmental costs and benefits; • Distribution of costs and benefits by different levels of authority in BiH, if such exist; • Distribution of costs and benefits within the population and subgroups; • Possible problems with enforcement, acceptance and compliance; • Possible flaws, contradictions, lack of clarity and gaps in the preliminary draft; and • Undesired side effects. The methodology will reflect the following principles: • Policies and acts will relate to government strategic priorities; • Policies and acts will be fiscally achievable; • Policies and acts will be evidence-based; • Policies and acts will be developed through transparent and consultative procedures; • Policies and acts will include implementation plans, to ensure they are efficiently and effectively implemented.	Governments at all levels	Mid 2009, ongoing	30.06.09	Impact assessment methodology elaborated and approved; DR amended accordingly	100,00	2,50	25,00	25,00	25,00	25,00	2,50				With the support of the EU institutions, in Bosnia and Herzegovina (DEI-Directorate for European Integrations - 4 studies for acceptance of the acquis) started the process of accepting directives of the so called "the new approach", and the application of the Regulatory Impact Assessment – RIA.
	The methodology will include a checklist to provide guidelines to institutions on how to carry out impact assessment. The checklist will be flexible enough to mirror the “proportionality principle” for instance: • A standardized/limited impact assessments is carried out for medium and low priority initiatives contained in the Annual Work Program of respective government; • An extended impact assessment is carried out for all high priority initiatives contained in the Annual Work Program of respective government; and • Impact analysis desirable for high priority initiatives that may entail significant and comprehensive changes in the system (e.g. reform of the tax system, reform of the social security and health systems, etc.), and/or those likely to induce significant costs (e.g. construction of a new highway or dam, etc.). In comparison to extended impact assessment, this impact often requires external professional expertise, sophisticated research, longer timelines, and is therefore costly.														
	The methodology will specify responsibilities for verifying the relevant statement of the proponent ministry through a formal opinion														
	At each level of government, entrust the overall coordination of impact assessment for important policies and legislation, to a central policy unit of the relevant government. This unit will also be in charge of training arrangements for the staff (including non-legal staff), in individual institutions.														
					Contribution to PM	20,00	2,80	20,00	20,00	20,00	20,00	3,45	0,00	0,00	4,50	
PM 4 Improvement of the process of enactment of legislation					Action Group	100,00	14,00	100,00	100,00	100,00	100,00	17,25	0,00	0,00	22,50	
PM 4.1. Information to decision-makers on the content of drafts					Contribution to Action subgroup	40,00	5,00	40,00	45,00	45,00	45,00	0,00	0,00	0,00	22,50	

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis /comment
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	12,50	100,00	100,00	100,00	100,00	0,00	0,00	0,00	50,00	
Methodology of evaluation of result developed and approved; amendments to the Rules for legal drafting adopted accordingly	To secure full information to decision-makers on the content of the drafts, the Rules of Procedure of each government, or other appropriate act, will set an obligation to include the names of drafters or members of working group in the explanatory note to each regulation.	Governments at each level	by end 2007.	31.12.07	DR amended	100,00	12,50	25,00	25,00	25,00	25,00				12,50	Partially regulated by the Rules of procedure on the work of the Government of the BD BiH and by a Decision on the procedure of drafting laws and other regulations, which was adopted by the Government of the Brčko District at the 58 Regular session held on October 31st, 2007.
PM 4.2 Parliamentary consideration of legislation					Contribution to Action subgroup	30,00	1,50	30,00	35,00	35,00	35,00	6,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	5,00	100,00	100,00	100,00	100,00	20,00	0,00	0,00	0,00	
Since Parliament may introduce a bill on its own, it will be ensured that legislation initiated directly by MPs is developed according to the same quality requirements as acts originating from the	Develop formal processes to ensure that parliament, in preparing the draft, is made aware of (e.g., financial and operational) constraints on governments which any legislative action will take into account.	Governments and Parliaments of each layer of government	End 2007	30.12.07	DR amended	20,00	0,00	5,00	5,00	5,00	5,00					
	Establish formal arrangements to ensure that drafts introduced in parliament are subjected to impact verifications same/similar to those that were applied by government to the original draft law.	Parliaments on all levels (in cooperation with governments)	Mid 2009, ongoing	30.06.09	DR amended	20,00	0,00	5,00	5,00	5,00	5,00					
	To ensure legislation initiated directly by MPs is developed according to the quality requirements common to the whole legislative drafting system, a unit for legislative affairs in the Secretariat of the BiH Parliamentary Assembly will be established. Other parliaments in BiH will also secure the presence of specialized positions amongst their staff (analysts; drafting personnel).	Parliaments (parliamentary secretariats)	End 2007	31.12.07	Institutional capacity for the additional work is defined and located in the BiH Parliament secretariat; RB updated accordingly	20,00	5,00	5,00	5,00	5,00	5,00	5,00				By the Rulebook on internal organisation of the Parliamentary Assembly of BiH, No: 03-34-7-251/06 from April 06, 2006, established Legislation - legal sector with Common Service of the Secretariat of the Parliamentary Assembly of BiH.
	Establish formal procedures that ensure that amendments proposed by MPs to a government's legislative proposal, which relates to the trans position to the acquis, do not infringe upon the respective provision(s) of the acquis with which the government's legislative proposals is being harmonized	Governments and Parliaments of each layer of government	Beginning of 2008, ongoing	01.01.08	DR amended	20,00	0,00	5,00	5,00	5,00	5,00					
	This may include establishing a joint body comprised of both government and parliament technical staff to provide advice on and/or alert MPs on potential implication(s) of such amendment(s); changes to rule of procedures, etc.			01.01.08	Decision on the implementation of a joint body made and respective changes in RBs, RPs and DR implemented	20,00	0,00	5,00	5,00	5,00	5,00					
PM 4.3. Establishment of the Commission for Linguistic Policy					Contribution to Action subgroup	15,00	3,75	15,00				3,75				
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	25,00	100,00				25,00				

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis /comment
Due to three-lingual system of BiH legislation, the Parliamentary Assembly of BiH will prioritize the establishment of the Commission for Linguistic Policy to be in charge of and deal with the following issues: a) Decide on complaints relating linguistic accuracy and correctness, and whether terms used in regulations that are in force are identical; b) Compile and update tri-lingual official lexicon of terms used in regulations; c) Determine dictionaries and grammatical rules to be used in the forthcoming year.	The Commission will be comprised of six distinguished linguistic experts, nominated by the House of Peoples of the BiH Parliamentary Assembly of BiH. The Commission will have equal number of members representing three constituent peoples. Meetings of Commission will be convened as necessary, and at least once annually. The Service for Publication of the House of Peoples of the BiH Parliamentary Assembly will serve as secretariat.	Parliamentary Assembly of BiH	Mid 2007		Commission established, Tasks, RP, RB implemented	100,00	25,00	100,00				25,00				By Unified rules for drafting legal regulations in institutions of BiH which were adopted at the session of the House of Representatives, held on January 12, 2005, and the session of the House of Peoples, held on January 26, 2005 (“Official Gazette of BiH” No. 11/05), Article 81 regulates establishment of the Commission for language policy in the legislation of BiH.
PM 4.4. Preparation of regulations for publication					Contribution to Action subgroup	15,00	3,75	15,00	20,00	20,00	20,00	7,50	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	25,00	100,00	100,00	100,00	100,00	50,00	0,00	0,00	0,00	
Improve preparation of regulations for publication.	The Rulebook on Internal Organization and Job Systematization of the Secretariat of the House of Peoples of the BiH Parliamentary Assembly needs to be amended, in order to provide for at least two additional posts in the Service of the House of Peoples specifically tasked with preparing regulations for publication.	BiH Parliamentary Assembly Secretariat	Mid 2007	30.06.07	Rulebook amended	50,00	25,00	50,00				25,00				By the Rulebook on internal organisation and systematisation of the work places of the Secretariat of the Parliamentary Assembly of BiH No: 03-34-7-251/06 from April 6, 2006, established is the Department for drafting and publishing of the legal acts of the Expert Service of the House of Peoples of the PA BiH. A vacancy has been issued for the post of Head of the Department for drafting and publishing of the legal acts in the Expert Service of the House of Peoples of the PA BiH, June 11, 2007.
	Parliaments on other levels to consider similar changes based on identified needs.	Parliaments on other levels		30.06.07	Parliamentary decision on respective changes	50,00	0,00		17,00	17,00	16,00					
					Contribution to PM	10,00	1,64	10,00	10,00	10,00	10,00	1,63	0,62	1,88	1,25	
PM 5 Improvement of access to legislation					Action Group	100,00	16,41	100,00	100,00	100,00	100,00	16,25	6,24	18,75	12,50	
PM 5.1. Database of legislation					Contribution to Action subgroup	25,00	7,03	25,00	25,00	25,00	25,00	10,00	6,24	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	28,12	62,50	12,50	12,50	12,50	40,00	24,96	0,00	0,00	
1. Establish and maintain a comprehensive database of legislation accessible from one point and through an integrated Web portal.	All existing laws (including legislation presently not available in electronic format) will be included in the database,. They will be numbered and classified in accordance to various criteria. These codes find correspondence in the organograms mapping the harmonization of the BiH legislation with the EU acquis.	Governments on all levels	From 2007; ongoing afterwards	31.12.07	Legal Database established and available to the public	50,00	3,12	12,50	12,50	12,50	12,50		3,12			The Webpage of the Government of the F BiH provides the access to all the legal and bylaw regulations of the F BiH from 1996 until the present day.
Link with Project database for legislation(UNDP in cooperation COM and DEK)	Include English translations of legislation on PAR Coordinator's website.	Others: Official Gazette of BiH, FBiH, RS Centre for Training of Judges and Prosecutors		31.12.07	English translation of 90% of laws on PAR Coordinators Website	50,00	25,00	50,00				25,00				Legal database was accepted from the UNDP-a, and placed on the server of the PARCO. The Database is now in the phase of preparation for update and input of new contents.
PM 5.2. Better access to secondary regulations					Contribution to Action subgroup	25,00	9,38	25,00	25,00	25,00	25,00	6,25	0,00	18,75	12,50	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	37,50	100,00	100,00	100,00	100,00	25,00	0,00	75,00	50,00	

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis /comment
Ensure full access to secondary legislation.	In order to ensure full access to secondary legislation, a legal requirement will be established specifying which types of by-laws need to be published in the official gazette.	Governments on all levels	Late 2007	31.12.06	Legal regulation adopted	50,00	31,25	12,50	12,50	12,50	12,50	6,25		12,50	12,50	The Law on Official Gazette of BiH (Official Gazette of BiH No: 01/97) regulated which acts are being published in the Official Gazette. The Law on publishing the laws and other regulations in the Republic of Srpska ("Official Gazette of the Republic of Srpska" No. 67/05). The Law on Ministries ("Official Gazette of the Republic of Srpska" No.: 70/02, 33/04, 118/05 and 33/06). The Law on administrative service in the administration of the Republic of Srpska ("Official Gazette of the Republic of Srpska" No.: 16/02, 38/03, 42/04 and 49/06). Regulated by the Law on the Government of the BD BiH ("Official Gazette of the BD BiH", No. 19/07); The Law on Public Administration of the BD BiH ("Official Gazette of the BD BiH", No:19/07);
	For all the others, a register of all secondary legislation in force will be maintained by the respective Office for Legislation at each level of government. When established, these registers will be given public access through the on-line legislative database.	Offices for Legislation at each level		31.12.06	Online and written register of all secondary legislation that is not available in full text in a public Database	50,00	6,25	12,50	12,50	12,50	12,50			6,25		Republic Secretariat for Legislation, in cooperation with the ministries and other administration bodies prepared a database of secondary regulations which could be accessed on-line.
PM 5.3. Consolidated version of laws					Contribution to Action subgroup	25,00	0,00	25,00	25,00	25,00	25,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
To clarify the status of legislation in force, it is necessary to prepare and publish consolidated version of laws.	It is critically important that all levels of authority in BiH engage more proactively in the creation and publishing of consolidated texts of their regulations.	All	Mid 2007, ongoing	30.06.06	Official consolidated version of BiH laws and regulations available to the public	100,00	0,00	25,00	25,00	25,00	25,00					
PM 5.4. Collections of primary and secondary legislation					Contribution to Action subgroup	25,00	0,00	25,00	25,00	25,00	25,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
To provide working access to essential legislation, it is advised that each ministry or institution with important normative functions publishes collections of both primary and secondary legislation, referring to their respective areas of activity.	Each ministry or institution with important normative functions will envisage in its budget sufficient funds for the publication of collections of both primary and secondary legislation.	Individual institutions at each level	2007, ongoing	31.12.07	Collection of all primary and secondary legislation available ministry-wise.	75,00	0,00	18,75	18,75	18,75	18,75					
	The same texts will be made also available online.			31.12.07	Online availability of texts	25,00	0,00	6,25	6,25	6,25	6,25					

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
PART II PUBLIC FINANCE								BiH	FBiH	RS	BD BiH	BiH	FBiH	RS	BD BiH	
PART II PUBLIC FINANCE					Part Value	100,00	20,63	100,00	100,00	100,00	100,00	22,36	12,35	27,81	21,90	
					Contribution to PF	20,00	8,50	20,00	20,00	20,00	20,00	7,90	6,00	11,00	7,90	
PF 1. Dimension of the policy of the system of public finances					Action Group	100,00	42,50	100,00	100,00	100,00	100,00	39,50	30,00	55,00	39,50	
PF.1.1 Strengthening of fiscal coordination mechanism					Contribution to Action subgroup	25,00	5,00	35,00	25,00	25,00	35,00	7,00	5,00	5,00	7,00	
The newly established Fiscal Council currently operates on the basis of the Agreement on Fiscal Council signed by entities, BiH and BD governments. It is considered necessary to strengthen the basis for its existence, and work through a law that will more closely define the work processes of the Fiscal Council, and outline the Fiscal Council bodies and other institutions that will provide it with analytical support. The activities under this action are directly linked to the EC Fiscal Policy Support project for BiH. The World Bank/IMF closely monitor the public expenditures at all government levels, and the overall macroeconomic stability. .																
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	20,00	100,00	100,00	100,00	100,00	20,00	20,00	20,00	20,00	
1. Create a draft of the law which will elaborate a work mode of the Fiscal Council and establish working bodies and its functioning mode	Urgently finalize the draft of the Law on Fiscal Council.	WG for drafting the Law on Fiscal Council	Short-term (immediate)	31.12.06	Draft of the Law on Fiscal Council submitted	40,00	20,00	10,00	10,00	10,00	10,00	5,00	5,00	5,00	5,00	The Law on Fiscal Council is in the procedure in the CoM
2. Establish Fiscal Council Secretariat	Create the Rulebook on Procedures	Fiscal Council/Working body of Fiscal Council	Short-term (asap)	31.12.06	RB and PR for Fiscal Council secretariat elaborated and	40,00	0,00	10,00	10,00	10,00	10,00					
	Make a systematization of workplaces.		Short-term (asap)		Workplace Systematization of FC Secretariat submitted	20,00	0,00	5,00	5,00	5,00	5,00					
PF.1.2 Regular preparation of macro-fiscal framework for the whole state																
This is one of the basic analytical documents that are necessary for policy decision-making of any government. Until recently, BiH was lacking such a comprehensive analysis, which severely limited its policy makers in any decision-making process, and made them dependent on foreign assistance in this area. It is necessary to develop a coherent, comprehensive and single framework for the whole country.					Contribution to Action subgroup	25,00	12,50	35,00	25,00	25,00	35,00	17,50	12,50	12,50	17,50	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	50,00	100,00	100,00	100,00	100,00	50,00	50,00	50,00	50,00	
It is necessary to develop a unique macroeconomic and fiscal framework for the BiH.	The responsibility for preparing the macro-fiscal framework will be clarified by the Fiscal Council (in particular the roles of EPPU and ITA/MAU).	Fiscal Council, ITA/Governing Board	Short-term (start immediately)	31.12.06	Macro-fiscal framework on state level elaborated and workable	100,00	50,00	25,00	25,00	25,00	25,00	12,50	12,50	12,50	12,50	Macro fiscal frame available on web www.trezorbih.gov.ba. Drafted with cooperation of the DEP, in charge for projections of macroeconomic measures for BiH and entities, and DMA in charge for projections of indirect taxes. Also done by the IMF and the Central Bank
PF.1.3 Regular preparation of Consolidated government account																
The lack of information on the public sector size and its revenues / expenditures presented a lack of basic statistical data on BiH, its public sector, and its impact on overall economy. There is a need to establish consolidated governmental accounts as the main source of consolidated data on the public sector. A tentative precondition for this task is the harmonization of accounting standards within BiH.					Contribution to Action subgroup	25,00	12,50	30,00	25,00	25,00	30,00	15,00	12,50	12,50	15,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	50,00	100,00	100,00	100,00	100,00	50,00	50,00	50,00	50,00	
It is necessary to establish the consolidated government account as the main source of consolidated data on the public sector. This includes better cooperation and data exchange between different government levels.	To put the issue of responsibility for producing the Consolidated government account before the FC. Note: By European Partnership, the responsible institution for this activity is MAU.	Fiscal Council/ITA MAU	Short-term (start immediately)	31.12.06	Responsibility for the elaboration of the consolidated account defined and necessary powers and resources assigned	100,00	50,00	25,00	25,00	25,00	25,00	12,50	12,50	12,50	12,50	DMA is Institution responsible for drafting consolidated accounts. Understaffed and 180 budget users are not legally obligated to submit the data. Consolidated reports are available on web site of the Indirect Taxation Authority

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
PF.1.4 Implementation of fiscal equalization system in the Entities					Contribution to Action subgroup	25,00	12,50		25,00	25,00			0,00	25,00		
The laws introducing fiscal equalization at local government and cantonal level have been adopted in both entities in April 2006. Their implementation will improve the current excessive fiscal imbalances, both horizontally and vertically, across the public administration in both Entities. Efforts will focus on implementation of the new framework. This activity is linked to the USAID/ Swedish International Development Agency (SIDA) work on local government capacity building (GAP project).																
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	50,00		100,00	100,00			0,00	100,00		
Implement laws introducing fiscal equalization in entities.	Create the bylaws necessary for law implementation.	FBiH MoF, RS MoF	Short-term (end 2006)	31.12.06	Laws elaborated and passed on all levels	100,00	50,00		50,00	50,00				50,00		Law on Income and Law on Salary tax are adopted in RS, Official Gazette 91/06
					Contribution to PM	30,00	5,62	30,00	30,00	30,00	40,00	5,98	2,90	7,52	8,90	
PF.2. Increase in efficiency and effectiveness of the budget management					Action Group	100,00	18,73	100,00	100,00	100,00	100,00	19,93	9,67	25,07	22,26	
PF.2.1 Medium-term expenditure framework is a process implemented in the whole of BiH																
Medium-Term Expenditure Framework (MTEF) process introduction begun several years ago in both entities, and in 2005 has been expanded to the BIH level. This process has recently included Brčko District in MTEF preparation. Further improvement of the MTEF requires addition of new elements to the Budget framework paper. BFP needs to have a common macroeconomic and fiscal outlook for all governments, set expenditure limits by budget user, and incorporated common strategic goals of different sectors through line ministries. The BFP drafting process needs to be harmonized; this requires harmonization of budget calendars at all government levels. The current budget process needs to be strengthened by improving the communication between the MF and budget users, especially during budget preparation. Although program-based budgeting will deliver a strong policy-budget link, it is necessary to have institutions set policy priorities during the budget drafting process, for the budget to reflect the policy priorities of the administration. Currently, the manual data entry of budget requests takes too much capacity within the MFs budget departments, and minimizes analytical work. Introduction of an IT module for budget preparation (compatible with the treasury system), would streamline this process, and increase efficiency of the Ministries of Finance. The activities under this action are directly linked to the PKF/DFiD's assistance with the MTEF and budget planning processes across all levels of government in BiH. The assistance links to the implementation of the World Bank's Economic Management Structural Adjustment Credit (EMSAC).					Contribution to Action subgroup	20,00	4,98	20,00	20,00	20,00	20,00	2,43	4,67	5,07	7,26	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	24,88	100,00	100,00	100,00	100,00	12,17	23,36	25,33	36,30	
1. To include Brčko District in the process of the Medium-term Expenditure Framework.	Drafting the Mid-Term Expenditure Framework for the period 2007-2009 and beyond.	BD Government	Short-term (end 2006)	31.12.06	BD legally included in MTEF	5,00	2,50				5,00				2,50	Government has reached the Decision on midterm framework of expenditures, but there is no law.
			Continuously	31.12.06	MTEF 2007-2009 drafted including BD	5,00	0,00				5,00					Never done
				31.12.07	Second MTEF 2008 - 2010 drafted	5,00	5,00				5,00				5,00	Available on web site of Brčko District Government, bd.central.net
2. BFP has new elements: common macro-economic and fiscal projections, target surplus/deficit, expenditure limits per individual budget user, and implementation of the common strategic objectives realized through line Ministries	Drafting amendments to the BiH Law on financing.	BiH MoFT, FBiH MoF, RS MoF, BD Government (sector responsible for finance)	Short-term (end 2007)	31.12.07	Changes of BiH Law on financing according to new BFP drafted and submitted	10,00	0,00	10,00								The Law on BiH Institution financing is expected at the beginning of 2008

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
	Implementation of the system laws on budget at state and entity level.		Continuously	31.12.07	State and entity finance laws changed	5,00	3,38	1,25	1,25	1,25	1,25		0,88	1,25	1,25	The Law on budget system and the Law on execution of the budget are corrected in RS, in Federation - the Law on budgets in FBiH, Official Gazette FBiH, number 19/06 and the Law on execution of the budget for each year, in BD Law on Directorate for finance and Law on treasury
	Organization of seminars and workshops for finance officers in BiH and entities institutions', and BD.			31.12.07	Seminars and workshops on new system elaborated, participants identified and workshops held with 90% participation.	5,00	4,00	1,25	1,25	1,25	1,25	1,00	1,00	1,00	1,00	Joint trainings organised by PKF and Ministry of finance, Budget in 10 steps and instructions 1,2,3 (PKF data base of held trainings and participants)
3. Harmonization of the BFP drafting process at state, entity and BD level.	Include BD in the Coordination Committee.	Coordination committee (Assistant Ministers for budget, MAU)	Short-term (end 2006)	31.12.06	Coordination committee decision on harmonization	5,00	5,00	1,25	1,25	1,25	1,25	1,25	1,25	1,25	1,25	Internal Minutes
	Create a harmonized budget calendar.		Immediate	31.12.06	Coordination committee decision on a harmonized budget calendar	5,00	5,00	1,25	1,25	1,25	1,25	1,25	1,25	1,25	1,25	Internal Minutes
	Create amendments to the system laws on budget following Coordination Committee's recommendations.	BiH MoFT, FBiH MoF, RS MoF, BD SBF	Short-term (mid 2007)		System laws amended	10,00	0,00	2,50	2,50	2,50	2,50					
4. Drafting the Consolidated BFP for entire BiH.		BiH MoFT, FBiH MoF, RS MoF, BD Government (sector responsible for finance), MAU EPPU	Short-term		Consolidated (first) BFP for entire BiH submitted	10,00	0,00	2,50	2,50	2,50	2,50					
5. The budget process has new elements: establishment of institution's priorities, communication between MoF and beneficiaries; and including BFP into information package for Parliament.	Implementation of the system laws on budget at state and entity level.	MFT BiH, MF FBiH, MF RS, Government of BD (department in charge of finance)	Short-term	31.12.06	Law on Budget with new elements implemented	10,00	0,00	2,50	2,50	2,50	2,50					
	Drafting procedures and unified forms for budget users.				Budget preparation procedures including all supporting elements according to Law on Budget elaborated and made compulsory for all users	10,00	0,00	2,50	2,50	2,50	2,50					
	Organization of seminars and workshops for finance officers in BiH and entities' institutions.		Continuous		Seminars on new budget procedures held for all responsible budget officers in all budgeting institutions.	5,00	0,00	1,25	1,25	1,25	1,25					
6. Develop software for budget drafting compatible with treasury system.	Draft a project plan for the funds request.	BiH MoFT, FBiH MoF, RS MoF, BD Government (sector responsible for finance)	Short-term beginning Long-term implementation		Project plan incl. Funding elaborated	5,00	0,00	1,25	1,25	1,25	1,25					
					Software roll out completed	5,00	0,00	1,25	1,25	1,25	1,25					

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
PF.2.2 Transparent expenditure of public funds																
Capital investments are currently budgeted on a yearly basis, making their management and planning more difficult and uncertain. It is necessary to create a new methodology for treatment of capital investment that would address the current weaknesses within the system. Consideration of recurrent expenditure implications of capital investments also needs to be strengthened					Contribution to Action subgroup	10,00	5,00	10,00	10,00	10,00	10,00	5,00	5,00	5,00	5,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	50,00	100,00	100,00	100,00	100,00	50,00	50,00	50,00	50,00	
Introducing multi-annual planning of capital investments.	Establish a WG for drafting a joint methodology for treatment of the capital investments.	BiH MoFT, FBiH MoF, RS MoF, BD Government (sector responsible for finance)	Short-term (mid 2007)	30.06.07	Working group established, WG goals and work plan agreed	100,00	50,00	25,00	25,00	25,00	25,00	12,50	12,50	12,50	12,50	Budget users through drafting of the BFD, shall define their needs for capital investments respecting given limits
PF.2.3 Inclusion of institution's management in the preparation of BFP and the budget																
Weaknesses in communication between the institution management and the finance unit within institutions, undermine the ability to link institution's policy priorities and the budget. This communication needs to be strengthened in the preparation of BFP, through adequate delivery of information, and inclusion of management staff in the work processes. During the process of budget drafting the communication with budget users needs to be conducted at different levels of authority, in order to ensure the budget proposal truly reflects the needs and priorities of any given sector/institution.					Contribution to Action subgroup	10,00	2,50	10,00	10,00	10,00	10,00	5,00	0,00	5,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	25,00	100,00	10,00	10,00	10,00	50,00	0,00	50,00	0,00	
It is necessary to strengthen communication between management of institutions and finance units.	Communication can be improved during the drafting of the Mid-Term Expenditure Framework through informing and inclusion of the management in the work. In case of insufficient explanation of the Mid-Term Expenditure Framework, implement a return of requests and raise the discussion to higher level. Establish discussion levels for the budget request – with the finance unit, at the ministerial level and at government level.	All institutions	Short-term (end 2007)	31.12.07	Communication and decision making process elaborated and respective regulations adopted on state and entity	100,00	25,00	25,00	25,00	25,00	25,00	12,50		12,50		BFD, instructions 1,2,3
PF.2.4 Introduction of program-based budgeting in BiH public administration																
Program-based budgeting is a modern budget preparation methodology, which requests institutions to compose their budget on the basis of programs and activities which the institutions plan in the medium-term. This budget methodology will strengthen the linkage between the policy objectives of a sector and its budget (where significant weaknesses have been found). Every budget allocation will ultimately be linked to a policy goal. Program-based budgets are usually linked to national development plans, or similar strategic documents. This objective is long-term, and as a precondition for success, it necessitates capacity building within the Ministries of Finance, and individual institutions.					Contribution to Action subgroup	20,00	0,00	20,00	20,00	20,00	20,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
It is necessary to implement a new methodology of budget planning – program-based budgeting (PBB).	Strengthening the department for budget - employment of civil servants who would be responsible to implement the system.	BiH MoFT, FBiH MoF, RS MoF, BD Government (sector responsible for finance)	Short-term activities (start immediately)	31.12.06	Changes to the RB implemented	30,00	0,00	7,50	7,50	7,50	7,50					
	Training of employees.	All public administration institutions			Training target group identified, Training concept and training plan elaborated	10,00	0,00	2,50	2,50	2,50	2,50					
					Trainings executed with 90% attendance of target group	20,00	0,00	5,00	5,00	5,00	5,00					
	Drafting of a methodology for introduction of PBB - identify law changes if necessary		Long-term objective		Report on PBB introduction in BiH	10,00	0,00	2,50	2,50	2,50	2,50					

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
	Strengthening finance units in institutions.				Changes to the RB in institutions implemented	30,00	0,00	7,50	7,50	7,50	7,50					
PF.2.5 Timely inclusion of the Parliament in the budget process																
The Parliamentary budget adoption process is currently starting quite late in the year for the next fiscal year. There is potential for improvement of budget adoption process through information meetings with relevant Parliamentary Commissions where they would be presented with the information on BFP and with the results of the fiscal coordination process.					Contribution to Action subgroup	10,00	5,00	10,00	10,00	10,00	10,00	0,00	0,00	10,00	10,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	50,00	100,00	100,00	100,00	100,00	0,00	0,00	100,00	100,00	
Parliamentary bodies must have enough time to review a budget draft.	Implementation of the systemic laws on budgets of BiH and entities.	BiH MoFT, FBiH MoF, RS MoF, BD Government (sector responsible for finance), MF of Cantons	Short-term (end 2007)	31.12.07	Law on Budget changed / amended	70,00	35,00	17,50	17,50	17,50	17,50			17,50	17,50	Law on Budget system in RS is changed and amended, OG 117/07 and changes and amendments of the Law on Budget execution is ongoing, in BD exists in present Budget Law, also in a draft of the new Budget Law.
	Regular briefings for the members of PA commissions for budget and finance about the expenditure framework and results of the fiscal coordination process.		Continuously		Briefing procedure defined and agreed with PA commissions	30,00	15,00	7,50	7,50	7,50	7,50			7,50	7,50	Setup in RS by the Law of Budget System, in BD by the Law on Budget and the Rule book on drafting of the Budget
PF.2.6 Introduction of expanded reporting towards the Parliament and public																
The reports currently submitted to Parliament for adoption usually contain expenditure data sheets, and very limited analyses or recommendations for corrective actions. These reports are usually not available to general public, as they are not usually published in the Official gazettes or on MFs' web sites. It is necessary to improve the reporting to the Parliament and the public, by including detailed expenditure analysis, explanations on divergences from the original budget, and follow-up activities engaged in accordance with supreme audit office recommendations.					Contribution to Action subgroup	10,00	0,00	15,00	10,00	15,00	15,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
Expanding reports for the Parliament and the public with expenditure analyses, deviations explanations, and reports on activities following audit recommendations.	Create a format of the reports in consultations with auditors, parliamentary commissions and beneficiaries.	BiH MoFT, FBiH MoF, RS MoF, BD Government (sector responsible for finance), MF of Cantons	Short-term (mid 2007)	30.06.07	Format for reports elaborated and adopted	30,00	0,00	7,50	7,50	7,50	7,50					
	Revise the Rulebook on reporting.		Continuous		Revised reporting rulebook in force	30,00	0,00	7,50	7,50	7,50	7,50					
	Publish reports on institutions' web-sites.				Financial reporting integrated in the websites of 90% of institutions	40,00	0,00	10,00	10,00	10,00	10,00					
PF.2.7 All off-budget funds, and funds flows from donations, need to be incorporated into the MTEF and the budget process																
Although there is a legal obligation, off-budget funds have not yet been included in the MTEF process. Their inclusion will mean that the MTEF process is rounded up to encompass the whole BiH public sector. Donation is not often register in budget therefore analyses their effect impossible . Their including in budget will ensure possibility to developed database assimilate aid and analyses their effect.					Contribution to Action subgroup	10,00	1,25	15,00	10,00	15,00	15,00	7,50	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	12,50	100,00	100,00	100,00	100,00	50,00	0,00	0,00	0,00	
Off-Budget Funds will be involved in the work on the BFP.	Include donations in the budget.	BiH MoF, FBiH MoF, RS MoF, BD Government (sector responsible for finance), MF of Cantons	Short-term (end 2007)	31.12.07	All off-budget funds and donations are in incorporated in the budget .	100,00	12,50	25,00	25,00	25,00	25,00	12,50				Application development in Ministry of Finance for intake of all grants. UNDP Project, Grant resources Management

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
All donations will be expressed in the budget.	Implement entities' Law on budgets and include the funds in the BFP.	Funds' management														
PF.2.8 Improvement of the budget process in FBiH																
FBiH has the most complicated administrative structure, with three different levels of government. It is necessary to implement mechanisms of fiscal coordination between the three government levels, and to increase the level of consultations about policy impacts (especially when higher government levels are introducing new policies with financial impacts on lower level governments).					Contribution to Action subgroup	10,00	0,00		10,00				0,00			
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00		100,00				0,00			
It is required to introduce adequate mechanisms for cooperation among all three Government levels.	Implementation of the FBiH Law on budgets.	FBiH MF, MF of Cantons	Mid-term 2008	30.06.08	Optimized mechanism for budgeting in FBiH elaborated and implemented	100,00	0,00		100,00							
					Contribution to PM	20,00	0,86	20,00	20,00	20,00	30,00	0,86	0,00	1,67	1,20	
PF 3. Improvement of the accounting framework and the treasury system function					Action Group	100,00	4,30	100,00	100,00	100,00	100,00	4,28	0,00	8,33	4,00	
PF.3.1 Introduction of the accrual accounting model in the public sector																
Accrual accounting model is a model which is currently applied in the business community. It is generally considered to be the most advanced accounting model. The introduction of this model in the public sector can increase transparency and accountability of the public administration. This is an ambitious objective; not all EU countries have switched to this accounting model. This goal will require significant investment in capacity (both training and IT), and is therefore considered long-term.					Contribution to Action subgroup	20,00	0,00	25,00	20,00	20,00	20,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
Introduce modern international accounting standards and accounting model in the BiH public administration.	Drafting the project plan for seeking donors' support.	BiH MoFT, FBiH MoF, RS MoF, BD Government (sector responsible for finance)	Long-term objective		Project plan drafted and agreed with donors	25,00	0,00	6,25	6,25	6,25	6,25					
	Translation of the standards.	Other: All public administration			Translation of standards accomplished	25,00	0,00	6,25	6,25	6,25	6,25					
	Implementation of the legal solutions in the BiH's Law on accounting and audit. (Framework Law).				Law on Accounting and Audit updated	50,00	0,00	12,50	12,50	12,50	12,50					
	Expand the Action plan (EBRD) to include public sector.															
	Include the establishment of public control in the action plan.															
PF.3.2 Harmonization of accounting standards in BiH																
In BiH, each government uses its own accounting standards. The harmonization of the accounting standards in BiH is a necessary precondition for the production of the Consolidated government account, and will be prioritized in the near term.					Contribution to Action subgroup	20,00	0,00	25,00	20,00	20,00	20,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
In order to produce the consolidated public sector account, it is necessary to harmonize the accounting standards currently in force in BiH.	Establish a WG for harmonization of the public sector standards.	BiH MoFT, FBiH MoF, RS MoF, BD BD Government (sector responsible for finance)	Short-term (next six months)	31.12.06	Harmonization WG established, Goals and Work plan agreed	30,00	0,00	7,50	7,50	7,50	7,50					
	Create changes of the laws/bylaws following the WGs recommendations at all levels.			31.12.06	Uniform accounting standard elaborated and respective laws passed in all entities	70,00	0,00	17,50	17,50	17,50	17,50					
PF.3.3 Establishment of technical coordination of treasuries within different levels of government																

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
After the introduction of the Single Treasury Account at BiH, Entity and Cantonal levels, the technical coordination between different users of the same system was non-existent. Introduction of technical coordination will bring a range of benefits to the public administration: more efficient use of scarce IT resources, as the solutions to technical problems will be shared between different governments; and cost efficiency, as the administrations can jointly approach the supplier of the system, and look for cost benefits that are unobtainable alone.					Contribution to Action subgroup	20,00	0,00	25,00	20,00	20,00	20,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
Technical coordination will generate a number of benefits: easier solving of different technical problems, and a better negotiating position with the provider of the treasury system.	Establishment of a body for technical coordination –constituted from the IT professionals.	BiH MoFT for the establishment, FBiH MoF, RS MoF, BD BD Government (sector responsible for finance), MF of Cantons	Short-term (mid 2007) Continuous	30.06.07	Technical Coordination unit defined, RB elaborated and passed	100,00	0,00	25,00	25,00	25,00	25,00					
PF.3.4 Introduction of Treasury operations in the whole public administration																
When the Treasury single account system was introduced, it did not encompass the local governments level or the off-budget funds. To promote more transparent use of public funds, all general government institutions will introduce a Single Treasury Account for their operations (including local governments and funds).					Contribution to Action subgroup	20,00	1,00		20,00	20,00	20,00		0,00	2,50	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	5,00		100,00	100,00	100,00		0,00	12,50	0,00	
Due to a more transparent exploitation of public funds, all government institutions will introduce a Single Treasury Account (STA).	Establishment of the Treasury in the municipalities and Off-Budget Funds.	FBiH MoF,RS MoF, BD Government (sector responsible for finance), MF of Cantons, Municipalities' Mayors, Fund Directors	Mid-term (2008)	30.06.08	Treasury system established in Municipalities and Off-Budget funds by respective law(s) of BiH and Entities	100,00	5,00		40,00	40,00	20,00			5,00		Local Treasury system is established in 13 RS Municipalities out of 63 in total. It is not established in Off-Budget funds.
PF.3.5 Improved Treasury operations																
The USAID has recently supported the establishment of the treasury function and the introduction of financial management information systems at entity and sub-entity levels. Although the Treasury system is relatively new, it still requires constant improvement which will lead to increase in its efficiency. The necessary improvements include technical updates of the system, provision of legal basis for some of its operations (e.g. the cash management and liquidity investment function) to service-oriented upgrades – as treasury is essentially a service to the whole administration, and must provide, for example, customer support/help desks.					Contribution to Action subgroup	20,00	3,30	25,00	20,00	20,00	20,00	4,28	0,00	5,83	4,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	16,50	100,00	100,00	100,00	100,00	17,12	0,00	29,17	20,00	
1. It is necessary to implement the cash management function (investment of liquidity).	Create changes of the BiH Law on financing and the FBiH Law on public funds investment, in order to make the law implementable.	BiH MoFT, FBiH MoF, RS MF, BD Government (sector responsible for finance)	Short-term (end 2007)	31.12.07	Laws changed	15,00	0,00	3,75	3,75	3,75	3,75					
	Create amendments to the Law on public procurement in order to harmonize it with Laws which regulate investment.			31.12.07	Law on public procurement amended	15,00	0,00	15,00								
	Appointment of investment managers (BiH and FBiH).			31.12.07	Investment Managers in BiH and FBiH appointed; RB changed	5,00	0,00	2,50	2,50							
2. Operations and maintenance of the treasury system require constant investments in IT capacities, including staff and equipment.		BiH MoFT, FBiH MoF, RS MoF, BD Government (sector responsible for finance), Cantons MFs	Short-term (begin immediately). Continuous Continuous	30.12.06	IT capacities created (sw, equipment, staff); RB amended	10,00	0,00	2,50	2,50	2,50	2,50					

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
3. Develop a Help desk.	Employ staff Establish a help-desk unit.	BiH MoFT, FBiH MoF, RS MoF, BD SBF	Short-term (end 2007)	31.12.07	Help desk implemented, RB amended accordingly	5,00	0,00	1,25	1,25	1,25	1,25					
4. It is necessary to follow the principle of timely payments.	Ensure compliance with the Instruction on public revenues payment.	BiH MoFT, FBiH MoF, RS MoF, BD Government (sector responsible for finance), Cantons MFs	Short-term (end 2007)	31.12.07	Regulation implemented	20,00	15,00	5,00	5,00	5,00	5,00	5,00		5,00	5,00	U BD Rule book on revenue payments - internal document.
	Introduce sanctions for budget users who create commitments without funds approval in the system.				Sanctions system elaborated and implemented	5,00	0,00	1,25	1,25	1,25	1,25					
	Provide feedback information on executed payment.				Feedback system elaborated and implemented	5,00	1,50	1,25	1,25	1,25	1,25	1,25		0,25		The system implemented in 22% cases in RS, schools, cultural organisations and basic courts of law do not have it.
5. Connect all budget users into the treasury system with the direct link.	Integration of small budget beneficiaries into the treasury system.	BiH MoFT, FBiH MoF, RS MoF, MF of Cantons	Mid-term (2008)	30.06.08	IT Solution implemented and workable	10,00	0,00	4,00	3,00	3,00						
6. Electronic link/single treasury account in BD.	Establish an electronic link (on the level of application) between beneficiaries and BD sector responsible for finance. Simplification of the payment system.	BD Government (sector responsible for finance),	Short-term (ongoing)		IT system modified accordingly	10,00	0,00				10,00					
					Contribution to PM	15,00	4,16	15,00	15,00	15,00	15,00	4,65	3,45	4,65	3,90	
PF 4. Introduction of the PIFC in accordance with the relevant EU standards					Action Group	100,00	27,75	100,00	100,00	100,00	100,00	31,00	23,00	31,00	26,00	
PF.4.1 Preparation of PIFC introduction strategy																
Introduction of the Public Internal Financial Control (PIFC), is a clear EC requirement in the field of public finance. The PIFC system contains both internal control and internal audit. Its aim is to ensure accountable, transparent, efficient and effective delivery of public services to citizens. The elements of internal control include: control environment, risk assessment, assessment of information and communication, control activities and monitoring. The internal audit is functionally independent, and needs a separate legal basis. The third element of the system is the establishment of a Central Harmonization Unit (CHU), which promulgates standards in this area. The first step in the process of PIFC introduction is to develop a strategy paper that will outline the main elements of the PIFC system, to ensure the implementation of a harmonized PIFC system across all levels of government.					Contribution to Action subgroup	20,00	14,00	20,00	20,00	20,00	20,00	14,00	14,00	14,00	14,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	70,00	100,00	100,00	100,00	100,00	70,00	70,00	70,00	70,00	
Drafting a Strategy paper that would outline the introduction of the PIFC, its principles and a structure of the system.	Establishing WG for the Strategy development.	BiH MoFT Activity carrier	Short-term (mid 2007)	30.06.07	Working group established, WG goals and work plan agreed	30,00	30,00	7,50	7,50	7,50	7,50	7,50	7,50	7,50	7,50	Working group established in August 2007, Minutes from the meetings of the Working group are in Parco
	WG will consult with the Supreme Audit.	FBiH MoF, RS MoF, BD (sector responsible for finance)														
	WG will review responsibilities of present bodies whose functions overlap with the function of internal audit (especially administrative and budget inspection) and will prepare a general overview of the current control environment, systems, methodologies, staff, etc.				Review report submitted	30,00	30,00	7,50	7,50	7,50	7,50	7,50	7,50	7,50	7,50	Minutes from the meetings of the Working group are in Parco

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
	WG will define the elements of the IA's and IC's systems, a central unit for harmonization, introduction of the international standards and timeframe for the system implementation. WG will looking for help for translation in this area				Strategy paper submitted	40,00	10,00	10,00	10,00	10,00	10,00	2,50	2,50	2,50	2,50	First drafts of Strategy are completed, the submission to the Governments is expected in 2008
PF.4.2 Introduction of PIFC in accordance with relevant European standards in BiH																
This is the next step following the adopted strategy which defines the parameters of CHU institutionalization, and the modalities for introduction of internal control and audit.					Contribution to Action subgroup	20,00	0,00	20,00	20,00	20,00	20,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
Implementation of Strategy – work on the introduction of the PIFC system in entire BiH.	Drafting the project documentation for seeking of donor's support for this area.	BiH MoFT, FBiH MoF, RS MoF, BD (sector responsible for finance)	Mid-term (up to 2010)	31.12.10	Project documentation drafted and presented to donors	100,00	0,00	25,00	25,00	25,00	25,00					
PF.4.3 Introduction of internal audit																
This objective requires the formation of a joint working group that will produce harmonized drafts of Internal Audit (IA) legislation for BiH, entities and BD. The law will specify the model of IA to be introduced - centralized, decentralized, or an appropriate mix of the two approaches. It is necessary to underline that the introduction of internal audit calls for significant investment in education of internal auditors, as this function is not yet fully developed in the BiH private sector. An institution responsible for certification of internal auditors will be designated (in some countries the Central Harmonization Unit play this role). NB: The authorities have formed an internal audit working group, consisting of senior finance ministry officials from the state, RS and FBH governments, other officials and donors. The group is working toward producing synchronized internal audit laws, the adoption of which will be in line with the Economic Management Structural Adjustment Credit (EMSAC) with the World Bank.					Contribution to Action subgroup	20,00	7,75	20,00	20,00	20,00	20,00	9,00	9,00	9,00	4,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	38,75	100,00	100,00	100,00	100,00	45,00	45,00	45,00	20,00	
Drafting of the Law on Internal Audit.	Employ a person who would be responsible for internal audit at BiH level.	BiH MoFT, FBiH MoF, RS MoF, BD SBF	Short-term (end 2006)	30.12.06	Position created, RB and RPs adapted	15,00	0,00	3,75	3,75	3,75	3,75					
	Complete the work of WG for drafting the harmonized drafts of the Law with the representatives from RS, BiH, FBiH and BD.				Harmonized laws agreed upon by all levels / Entities	20,00	20,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	World Bank Project
	The Law on Internal Audit will regulate the issue of IA certification.			30.12.06	Law on internal audit amended	25,00	18,75	6,25	6,25	6,25	6,25	6,25	6,25	6,25		Laws adopted or in Parliamentary procedure, State Law is available on www.interni-revizori.info
	Begin training of the personnel for the Internal Audit.			30.12.06	Training target group identified, Training concept and training plan elaborated	15,00	0,00	3,75	3,75	3,75	3,75					
			Continuous	30.12.06	First training conducted	25,00	0,00	6,25	6,25	6,25	6,25					
PF.4.4 Introduction of internal control																
Previously, internal control was sporadically introduced in the public administration. At different levels there are different legal provisions as the basis for its introduction, and making the management of any given institution responsible for its introduction. Entities and BiH have produced action plans for its introduction. The institutions will continue introducing internal control systems based on risks assessment, and tailoring internal control systems to address the particular risks faced by each institution. The standards of internal control need to be harmonized across different government levels.					Contribution to Action subgroup	20,00	0,00	20,00	20,00	20,00	20,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
It is suggested that institutions continue working on introduction and upgrading of their Internal Control systems. The approach to be taken here is to be based on Risk Assessment and drafting of Risk Registers for each institution. Internal Controls are to be introduced as measures to be taken for risk mitigation.	Establishment of the Internal Control system through the realization of action plans for improving Internal Controls at state and entity level.	BiH MoFT; FBiH MoF, Cantonal MoFs, RS MoF, BD (sector responsible for finance)	Short-term	30.12.06	Procedure developed and agreed; Regulations / Laws set up or amended	40,00	0,00	10,00	10,00	10,00	10,00					
It is necessary to harmonize standards of the Internal Control.		Other: Public administration institutions	Continuous		Standards of control harmonized BiH-wide; respective changes in laws and regulations adopted in all entities	60,00	0,00	15,00	15,00	15,00	15,00					
PF.4.5 Strengthening of the control environment																
The overall control environment which comprises issues such as overall attitude, awareness, and actions of management and staff, needs to be strengthened. This includes in particular the personal, professional and ethical integrity of management and staff; management's philosophy and operating style; the organizational structure and the methods for assigning and delegating authority and responsibility; and the human resources policies and practices and the commitment to competent staff. These goals will be accomplished jointly with the reforms included in the Human Resources component.					Contribution to Action subgroup	20,00	6,00	20,00	20,00	20,00	20,00	8,00	0,00	8,00	8,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	30,00	100,00	100,00	100,00	100,00	40,00	0,00	40,00	40,00	
It is necessary to pass laws that will precisely define the salaries and compensations at the BiH and entity level.	Establish WG with representatives from all levels to agree on harmonized approach to salary reform on all levels.	MFT, MF RS, MF FBiH, BD (sector responsible for finance)	Short-term (next six months)	30.12.06	Working group established, WG goals and work plan agreed	25,00	0,00	6,25	6,25	6,25	6,25					
	Drafting of the Law on salaries.	CSAs on all levels and BD HR unit	Short-term (end 2007)	31.12.07	Draft salaries Law submitted	75,00	30,00	18,75	18,75	18,75	18,75	10,00		10,00	10,00	Draft submitted but the Law is not harmonized
					Contribution to PM	15,00	1,49	15,00	15,00	15,00	15,00	2,97	0,00	2,97	0,00	
PF 5. Improvement of the organisation structure and investments in capacity building					Action Group	100,00	9,90	100,00	100,00	100,00	100,00	19,80	0,00	19,80	0,00	
PF.5.1 Improvement of MoF organizing structure																
There is a need for a clearly defined organizing structure to eliminate the current overlapping of functions, which will reflect the new and increased responsibilities of different MoF sectors, and the strategic goals of the reform of the public finance management system.					Contribution to Action subgroup	34,00	0,00	34,00	34,00	34,00	34,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
Developing new organizational structure.		BiH MoFT,FBiH MoF, RS MoF, BD (sector responsible for finance), MF of Cantons Institutions' management	Short-term (end 2007)	31.12.07	RB and RP redrafted and approved	100,00	0,00	25,00	25,00	25,00	25,00					
PF.5.2 Implementation of organizing structure with the capacity building within MoFs																
Each of the reforms outlined in the public finance field calls for either new employment, or significant investment in developing the skills of existing employees. Capacity-building within the Ministries of Finance is of utmost importance to ensure the sustainability of past, ongoing, and future reforms currently endangered by the high mobility of labour from the Ministries of Finance. In particular, it has been noted that the budget sectors within all Ministries of Finance need to be substantially strengthened, following international best practices (e.g. hiring analysts to follow individual sectors).					Contribution to Action subgroup	33,00	0,00	33,00	33,00	33,00	33,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
It is necessary to hire and train personnel within the Ministries of Finance.	Drafting of a long-term employment programme defining training and salary ranges.	BiH MoFT, FBiH MoF, RS MoF, BD (sector responsible for finance), MF of Cantons	Begin immediately	30.12.06	Long term employment program drafted	10,00	0,00	2,50	2,50	2,50	2,50					
Strengthen the units responsible for the budget and fiscal policy within the Ministries of Finance in BiH, entities and cantons.	Changes of the Rulebook.		Continuously		RB Changed	30,00	0,00	7,50	7,50	7,50	7,50					
Ensure sufficient number of ICT experts to maintain electronic systems.	Civil servants' employment.				RB Changed	30,00	0,00	7,50	7,50	7,50	7,50					
Ensure sufficient number of civil servants for reforms within fiscal, budget, treasury and PIFC areas.					RB Changed	30,00	0,00	7,50	7,50	7,50	7,50					
PF.5.3 Strengthening of capacities in Public Finance Units within institutions																
Initially, a clear position of the PFUs is necessary within the organizational structure of each institution. The reforms call for significant investment in the capacity of PFU within institutions.					Contribution to Action subgroup	33,00	9,90	33,00	33,00	33,00	33,00	19,80	0,00	19,80	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	30,00	100,00	100,00	100,00	100,00	60,00	0,00	60,00	0,00	
Develop an organizational structure that will clearly define the position of the unit for public finance within the institutions.	Drafting the changes of the Rulebook.	Institutions' management	Short-term (end 2007)	31.12.07	RB and RP in all institutions changed	60,00	30,00	15,00	15,00	15,00	15,00	15,00		15,00		
Hiring (if required) and training for the personnel.	Employment and civil servant's training.	BiH MoFT, FBiH MoF, RS MoF, BD (sector responsible for finance), MF of Cantons	Continuous		Training target group identified, Training concept and training plan elaborated	40,00	0,00	10,00	10,00	10,00	10,00					

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
PART III HUMAN RESOURCES MANAGEMENT								BiH	FBiH	RS	BD BiH	BiH	FBiH	RS	BD BiH	
PART III HUMAN RESOURCES MANAGEMENT					Part Value	100,00	22,13	100,00	100,00	100,00	100,00	16,82	17,59	22,78	30,66	
Several donor projects of support will provide support to the administrations in BiH in implementation of the Action Plana. This includes, e.g. support by the European Commission for the programme of training for civil service, as well as support to the CSA on the state level. Project "Public administration reform in BiH on the state and entity level" which is financed by the DfID, which is implemented by the National School of Government of the United Kingdom, provides support to the Republic of Srpska, as well as on the level of whole BiH, for development of modern and harmonised approach to the HER. The UNDP assists in harmonising and modernising practice of institutions in relation with human potentials, with the focus, among other things, on the practice of employment, including the work evaluation, together with the suitable training. The UNDP also provides assistance to the CSA FBiH.																
					Contribution to HR	5,00	1,03	5,00	5,00	5,00	5,00	0,47	0,47	0,78	1,72	
HR 1. General approach to modern human resources management policies					Action Group	100,00	20,63	100,00	100,00	100,00	100,00	9,38	9,38	15,63	34,38	
HR.1.1 Harmonization and direction of HRM polices and required legal provisions					Contribution to Action subgroup	50,00	20,63	50,00	50,00	50,00	50,00	9,38	9,38	15,63	34,38	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	41,25	100,00	100,00	100,00	100,00	18,75	18,75	31,25	68,75	
Confirm policy areas for harmonization and continuing development for both the immediate and longer term.	Agree and adopt a program setting out the areas for immediate harmonization.	CSAs HR Unit in Brcko District Ministries of Justice, and Min of Administration & LSG	By end 2006	31.12.06	Harmonization program agreed and adopted	20,00	1,25	5,00	5,00	5,00	5,00				1,25	Brcko District: GENERAL PRINCIPLES ON HUMAN RESOURCES POLICY MANAGEMENT IN ADMINISTRATION BODIES OF BRCKO DISTRICT IN BiH, (BD Mayor from 06.11.2007) - includes the part " Harmonization of procedures in BiH", with no data on " vertical dimension" of the measure. NO RELEVANT DATA AND DOC. BASE FOR THE OTHER LEVELS
	Draft and adopt new legislation/regulations as required to harmonize procedures agreed above.		Mid 2007		Brcko District adopted new law	20,00	20,00				20,00				20,00	Civil Service Law in Brčko District Administration, "Official Gazette Number 28 /06 and 29/06), this applies only on BD level
	Agree working arrangements for joint development of modern HRM policy/legislative requirements, including on-going consultation arrangements between the levels of administration (working groups etc).		By end 2006		Working arrangements for joint policy development in the area of HRM harmonised and implemented	20,00	10,00	5,00	5,00	5,00	5,00	2,50	2,50	2,50	2,50	Joint platform on principles and method of implementation AP1 (estimate 50%). The next step is to ensure implementation of the principles and functioning of the structures for implementation in the area of HRM
	Agree policy areas requiring ongoing development and finalize timetable for agreement and implementation to 2010 (taking into account the PAR Strategy and action plan).		By mid 2007		Policy areas for development and timetable agreed	20,00	5,00	5,00	5,00	5,00	5,00			2,50	2,50	Brcko:GENERAL PRINCIPLES ON HUMAN RESOURCES POLICY MANAGEMENT IN ADMINISTRATION BODIES OF BRCKO DISTRICT IN BiH, (BD Mayor from 06.11.2007) setup general principles on human resources policy management for the period 2007-2012, RS : Training strategy and civil servants improvement for the period 2007-2010 , (RS Government March 2007), NO DATA ON JOINT POLICY DOCUMENT AMONG ADMINISTRATION LEVELS
	Draft and adopt new legislation/regulations as required to achieve ongoing development as agreed above.		By 2010		HRM legislation according to agreements development and adopted	20,00	5,00	5,00	5,00	5,00	5,00	1,25	1,25	1,25	1,25	EXISTING laws on civil service/administration levels, existing bylaw acts for certain functions(25%), NEW REGULATIONS SHOULD FOLLOW PREVIOUSLY HARMONIZED DOCUMENTS OF THE PROGRAMME AND POLICY (short term and mid term)
HR.1.2 To agree definition and scope of Civil Service					Contribution to Action subgroup	50,00	0,00	50,00	50,00	50,00	50,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
Define the range and scope of 'civil service' to meet the needs of the differing levels of Administration in BiH.	Establish cross BiH WG to review existing definitions of "civil servant".	CSAs,	Early 2007		Working group established, WG goals and work plan agreed	10,00	0,00	2,50	2,50	2,50	2,50					Civil service/administration laws on authority levels ascertain definitions and scope of civil service, NO DATA ON IMPLEMENTATION OF THIS GROUP MEASURES THROUGH JOINT ACTIVITIES

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
	Identify all possible options to include for example: · All Public Servants ·Central, cantonal and municipal level public servants ·Only public servants working in central Government institutions · All employees in Government Institutions · All employees in Government Institutions vs only employees with a specified level of education.	HR Unit in Brcko District COM All Governments and Parliaments	By Mid 2007		Report on options for civil service with pros and cons elaborated by workgroup and submitted	10,00	0,00	2,50	2,50	2,50	2,50					No data on implementation and documentation basis
	Prepare and circulate a discussion paper exploring the advantages and disadvantages of each explored option.		End 2007		Discussion paper prepared and submitted	10,00	0,00	2,50	2,50	2,50	2,50					No data on implementation and documentation basis
	Undertake cross Civil Service Consultation on options identified.		End 2007		Consultations done and final consultation report prepared	10,00	0,00	2,50	2,50	2,50	2,50					No data on implementation and documentation basis
	Agree the most appropriate model for all BiH and prepare draft amendments to appropriate laws/regulations.		By mid 2008		Overall BiH model defined and agreed upon; Changes to respective laws and regulations in all relevant units prepared	30,00	0,00	7,50	7,50	7,50	7,50					No data on implementation, measure outside of timeframe of reporting period
	Adopt appropriate changes to CS legislation.		Mid 2008		Legal changes adopted	30,00	0,00	7,50	7,50	7,50	7,50					No data on implementation, measure outside of timeframe of reporting period
					Contribution to HR	5,00	1,44	5,00	5,00	5,00	5,00	1,68	1,34	1,64	1,12	
HR 2. Organisation system					Action Group	100,00	28,90	100,00	100,00	100,00	100,00	33,50	26,86	32,86	22,36	
HR.2.1 Role of Central Units					Contribution to Action subgroup	40,00	9,02	40,00	40,00	40,00	40,00	14,00	7,36	7,36	7,36	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	22,55	100,00	100,00	100,00	100,00	35,00	18,40	18,40	18,40	
Strengthen the policy role of the CSAs and Brcko HR Unit to create effective bodies that are responsible for HRM policy-making, defining general objectives and priorities in HR development, including: · Development and oversight of HR policies and principles; · Standard setting, and monitoring; · Issuing guidelines and advice; · Orchestrating, sharing and communicating good practice, including across BiH; ·Holding ministries to account for effective implementation; ·Reporting to Government/Parliament.	Agree ongoing development of the status and role of the Civil Service Agencies/HR Unit Brcko as the future lead bodies for the introduction and oversight of good HR practice across the administrations.	ADU/S Subdivision for HRM of Brčko District, CoM Governments FBIH, RS, BD	Mid 2007		Common definition and strategy for central HRM units on Government and entity level agreed between Governments	15,00	0,00	3,75	3,75	3,75	3,75					RS :progress report (RS Government conclusion on drafting of the law), documentation basis does not follow implementation. Measures (definition OVI) NO DATA ON IMPLEMENTATION FOR OTHER LEVELS.

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
	Require CSA and HR unit in Brcko to support and develop HRM capacity in individual institutions through delivery of policies, advice and guidance, and training.		Mid 2007; ongoing		Definition and strategy for HRM units within individual institutions agreed	25,00	12,55	6,25	6,25	6,25	6,25	6,25	2,10	2,10	2,10	BiH level: Decision on units identifying for implementation of the Civil Service Law in BiH Institutions, CoM BiH 52/06, and resumption of activities through scheduled projects of support through IPA program for 2008 FBIH : scheduled activity through UNDP Project- Modernization of human resources management in civil service of BiH Federation(and law changes), RS- scheduled law changes without documentation basis. Through the existing role of CSA, stipulated by law - implementation of this measure alone by 30% except on BiH level where validation of implementation measure exists
	Amend legislation and rulebooks as necessary to reflect this developed role.		End 2007		RBs for HRM Units amended / created according to strategy	30,00	0,00	7,50	7,50	7,50	7,50					No data on implementation and Documentation basis (RS and BD reports on progress indicate improvement)
	Develop capacities of the staff and experts in the CSAs (and HR Unit in Brcko) to ensure they are centres of excellence and modern HRM knowledge who are able to provide managers and peripheral HR staff with appropriate advice and guidance.		End 2007		Professional HRM Training Program for all CSA Staff elaborated and implemented; at least 90% of professional staff trained by 31.12.2008	30,00	10,00	7,50	7,50	7,50	7,50	2,50	2,50	2,50	2,50	PARTIALY IMPLEMENTED (30%) : Sources of reference - review of implemented trainings in within UNDP- CSTP project (Civil Servants Training Program) a component of HRM specialists training, TABULAR REVIEW OF IMPLEMENTED TRAININGS submitted by HRM and HR Sub-Division in Brčko District BiH
HR.2.2 Enhance the coordination and cooperation between the CSAs and Brcko HR Unit																
The Agencies are the most appropriate level for seeking greater harmonization for members of the civil service - in both helping to develop the law and practice across BiH - if they continue to work together, share experiences, and learn from each other.					Contribution to Action subgroup	30,00	7,50	30,00	30,00	30,00	30,00	7,50	7,50	7,50	7,50	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	25,00	100,00	100,00	100,00	100,00	25,00	25,00	25,00	25,00	
Building on the existing good practice, it is necessary to enhance the cooperation between the CSAs and Brcko HR Unit to ensure, for instance: · Harmonization of regulations and procedures; · Enabling mobility of civil servants; · Unification of planning methodology; · Building-up of compatible information systems for HRM; · Improving the performance appraisal and promotion; · Reorganization of the salary and awarding system; · Strengthening the HRM capacities in individual institutions (ministries, directorates, agencies and alike); · Nomination of joint projects, which will be implemented in all government levels.	Civil Service Agencies to adopt a formal set of joint working arrangements for on-going cooperation and coordination of policy development and shared operational delivery. To include: · Joint annual planning; ·Timetable of regular (1/4ly)meetings, with ·Rotating responsibilities for meetings, agendas, etc.; · Arrangements for ad hoc meetings between specialist staff as required; ·Joint communication plans, for sharing of information across and within the different levels of administration. This may be achieved by signing a formal Memorandum of Understanding or Protocol for Cooperation, or in another appropriate way.	CSAs HR Unit in Brcko District Office of the PAR Coordinator	By mid 2007, ongoing		Formalized cooperation and Coordination structure of the 4 central HRM Units established (in legally binding form)	100,00	25,00	25,00	25,00	25,00	25,00	6,25	6,25	6,25	6,25	Partial fulfilment through implementation of provisions of the Joint platform - partially realization through implementation of provisions of the Common Platform - establishing of the structures for implementation /Supervisory team for HRM/ (25%), further formalisation of cooperation is needed. Activity is linked to previous measure HRM 1.1.3
HR.2.3 Role of Peripheral Capacity					Contribution to Action subgroup	30,00	12,38	30,00	30,00	30,00	30,00	12,00	12,00	18,00	7,50	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	41,25	100,00	100,00	100,00	100,00	40,00	40,00	60,00	25,00	

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
Secure specialized HRM capacity in administrative organizations, and develop understanding of managers of modern HRM polices so that they are more actively involved in the development and motivation of staff.	Establish cross BiH Working Group of representatives from the Civil Service Agencies/HR Unit Brcko and other individual Institutions to work on HR capacity development for individual institutions.	CSAs and Brcko HR Unit and Individual Institutions	By mid 2007		HRM working group established, goals and work plan defined.	10,00	0,00	2,50	2,50	2,50	2,50					No data on implementation and documentation basis
	Individual institutions to review existing organizational arrangements, and introduce necessary changes, in order to develop HRM as a strategic function in each institution.	Individual Institutions with support from CSAs and Brcko HR Unit	By end 2007		Review reports, including proposed changes, submitted to HRM work group	10,00	0,00	2,50	2,50	2,50	2,50					No data on implementation and documentation basis
	Establish cooperation arrangements between CSA and peripheral HRM specialists/managers in the area of personnel planning, training, introduction of information systems for HRM, improvement in implementation of current HRM functions, etc.	CSAs and Brcko HR Unit and Individual Institutions	By end 2007; ongoing		Annual HRM experts conference / round table established; first session not later than 31.12.07	10,00	2,50	2,50	2,50	2,50	2,50			2,50		RS progress report - Network for HR development, incomplete documentation basis. Implementation of HRMIS should make preconditions for technical support to joint functions
	Examine skills/knowledge needs for HR Management in institutions and develop training program to develop capacity of both HR specialists and line management.	CSAs and Brcko HR Unit	By end 2007		Target group identified, Training Program (Curricula) developed	10,00	5,00	2,50	2,50	2,50	2,50	1,25		2,50	1,25	Report 2007 BD - estimate 50%, Report of the RS on Progress -"Strategy of training and development of the civil servants" , BiH: Strengthening of capacities for HRM in the segment of training (IPA programme for 2008) NO DATA ON REALISATION FOR THE LEVEL OF FBIH
	Procure/deliver specialist training to HRM specialists (individual institutions and CSA staff) as required.	CSAs and Brcko HR Unit	From end 2007 and ongoing as required		HR related training delivered to 20% of target group p.a. (= 5% implementation)	20,00	10,00	5,00	5,00	5,00	5,00	2,50	2,50	2,50	2,50	TABELARY OVERVIEWS OF THE COMPLETED TRAININGS submitted by the CSAs and the Subdivision for HRM of the Brčko District of BiH (trainings through the projects TEMPUS and CSTP)
	Identify and develop cadre of trainers from across the civil service (HRM specialists) to deliver ongoing training requirements to line management.	CSAs and Brcko HR Unit	By end 2007, and ongoing thereafter		Trainer pool data base set up and available for HRM units	10,00	7,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50		Report of the RS and the FBiH on the progress - COMPLETED TRAINING OF TRAINERS, complementary potential source of data: SEPARB project realised by the NSG /DFID,
					At least 1 "Train the Trainer" Seminar delivered in each entity	10,00	5,00	2,50	2,50	2,50	2,50		2,50	2,50		Report of the RS and the FBiH on the progress - COMPLETED TRAINING OF TRAINERS, through the activities of the NSG/DFID project SEPARB
	Deliver training to line managers to ensure effective management of personnel at all levels of the public service.	Trainers via the CSAs and Brcko HR Unit	2007 – 2009 (and ongoing for new managers thereafter)		HR related training delivered to 20% of target group p.a. (= 5% implementation)	20,00	11,25	5,00	5,00	5,00	5,00	3,75	2,50	2,50	2,50	Report of the BD on the progress, TABELARY OVERVIEWS OF THE COMPLETED TRAININGS submitted by the CSAs and the Subdivision for HR of the Brčko District of BiH (CSTP TEMPUS). CSA BiH special modules for managers (LOK Institute), Programme NSG/DFID - SHAPING THE FUTURE for managers. Additional potential source of data: donor reports on the ongoing activities - especially SEPARB - NSG needed verification of the number and volume of the completed trainings
					Contribution to HR	5,00	2,50	5,00	5,00	5,00	5,00	2,50	2,50	2,50	2,50	
HR 3. Information Management					Action Group	100,00	50,00	100,00	100,00	100,00	100,00	50,00	50,00	50,00	50,00	
HR.3.1 Human resources data					Contribution to Action subgroup	100,00	50,00	100,00	100,00	100,00	100,00	50,00	50,00	50,00	50,00	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	50,00	100,00	100,00	100,00	100,00	50,00	50,00	50,00	50,00	

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
Develop and implement a common software solution which allows each individual institution to update and have access to the data about its own civil servants and other employees. At the same time, each CSA will have access to the data from all institutions, at their respective level. This way, the database will be regularly updated locally, and the Agencies will be able to create more realistic reports on personnel engaged in the civil service. Ideally, the unique software solution will be used at all levels.	Prepare technical specifications, identify resources for the development of a common software solution, and implement it	CSAs and Brcko HR Unit HR Unit in Brcko District	By end of 2006; ongoing afterwards		Common HRM software implemented and working on state and entity level	100,00	50,00	25,00	25,00	25,00	25,00	12,50	12,50	12,50	12,50	Through the special project of the European Commission Delegation – HRMIS completed full technical specifications for the IS for human resource management ALL LEVELS and tender documentation march 2007 (PARCO in the MB of the project) - COMPLETED Procedure for selection of the software company implementation of the HRMIS should start in the coming period.
					Contribution to HR	10,00	0,65	10,00	10,00	10,00	10,00	0,20	0,30	1,50	0,60	
HR 4. Human resources planning					Action Group	100,00	6,50	100,00	100,00	100,00	100,00	2,00	3,00	15,00	6,00	
HR.4.1 Ensure proper HRM planning in central and peripheral personnel units					Contribution to Action subgroup	20,00	3,50	20,00	20,00	20,00	20,00	2,00	3,00	3,00	6,00	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	17,50	100,00	100,00	100,00	100,00	10,00	15,00	15,00	30,00	
Introduce and implement procedures for effective HR planning in and across institutions to enable efficient delivery of institutional and Government priorities.	Agree on a common methodology for job evaluation that the CSAs and the HR unit in Brcko can adopt and promote.	CSAs and HR Unit in Brcko District	By end 2006		Common methodology agreed upon and published	10,00	0,00	2,50	2,50	2,50	2,50					CSTP project of training of civil servants implemented by the UNDP (for all levels) contained special training modules for "analysis of the work places" - Training for "analysis of the work places and evaluation of the jobs" through the UNDP project is ongoing on the level of FBIH / for federal ministries. In the RS through the support of the NSG/DFID ongoing activities "analytical evaluations of the work places" in the form of the pilot project. Prepared continuation through initiative/proposal of the project PARCO, UNDP and DFID HR 5 Recruitment and selection of employees- for consideration of common methodology
	Develop and deliver training in methodology to identified individuals in both CSAs and individual institutions to establish local evaluation teams.	CSAs	End 2006 – mid 2007		Target group identified, Training Program (Curricula) developed	10,00	5,00	2,50	2,50	2,50	2,50	1,25	1,25	1,25	1,25	Partial realisation - basic concept of training which was realised through the CSTP project
		Individual institutions			Evaluation team training delivered to 90% of target group	20,00	6,25	5,00	5,00	5,00	5,00	1,25	2,50	1,25	1,25	Partial realisation - basic training implemented through the CSTP project, the UNDP continued activities in the FBIH through the special project
	Agree timetable of priority Ministries/institutions with Government.	COM BIH and Governments	By mid 2007		Timetable agreed and published	10,00	0,00	2,50	2,50	2,50	2,50					No Data on realisation and no documentation basis
	Complete job evaluation in all institutions at all levels in order to assess the current situation and requirements; this may help institutions to understand whether the current staffing matches the workload required.	CSAs oversight of job evaluation teams Individual institutions	By end 2007		Evaluation report delivered	10,00	1,25	2,50	2,50	2,50	2,50			1,25		RS : progress report - partial realisation
	Introduce annual workforce planning in all institutions in line with strategic and budget planning timetables.	CSAs, HR Unit in Brcko District	2007 – 2008		System elaborated	10,00	2,50	2,50	2,50	2,50	2,50				2,50	BRČKO: the Law on civil service in the administration of the Brčko District (art.25 Plan of needs for human resources), adopted Organisation plan of the administration of the Brčko District of BiH

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
					System introduced	10,00	2,50	2,50	2,50	2,50	2,50				2,50	BD: Decision on realisation of the employment plan in the administration of the Brčko District of BiH for 2007 (mayor), Plan of needs for human resources - defined by Rulebook on employment of the BD from November 6, 2006
	Ensure regular and on-going human resource planning, in order that the institutions can continue to deliver effectively and efficiently in the future.	CSAs HR Unit in Brcko District Institutions	From 2008 onwards		First planning round completed	20,00	0,00	5,00	5,00	5,00	5,00					BD progress report - indicates completion of measure, ACTIVITY foreseen for 2008.
HR.4.2 Common job classification/grading arrangements introduced cross BiH					Contribution to Action subgroup	40,00	0,00	40,00	40,00	40,00	40,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
Common job classification/grading arrangements introduced cross BiH.	Establish cross BiH working group to discuss and review current job classification arrangements, including skills, knowledge, qualifications etc requirements for differing levels of responsibility and activity.	CSAs	By Mid 2007		HRM working group established, goals and work plan defined.	10,00	0,00	2,50	2,50	2,50	2,50					Not realised - verification of feasibility as common measure since classifications of jobs and salary grades are independently set by the levels of authority through the existing laws
	With expert support identify options for common grading structures.	CSAs	By end of 2007		Report on common grading planning submitted	20,00	0,00	5,00	5,00	5,00	5,00					not realised - see above
NB: Links to Job Evaluation actions below.	Undertake cross Civil Service Consultation on options identified.	ADU/S, relevant ministries	By Mid 2008		Consultations finished; Report on consultations	20,00	0,00	5,00	5,00	5,00	5,00					not realised - see above
	Amend and adopt new classification legislation/regulations and structures.	CSAs, relevant ministries	By end 2008		Legislation adopted	50,00	0,00	12,50	12,50	12,50	12,50					not realised -see above (BD progress report indicates complete realisation)
HR.4.3 Introduction of common competency profiles for each grade/sector specific positions					Contribution to Action subgroup	40,00	3,00	40,00	40,00	40,00	40,00	0,00	0,00	12,00	0,00	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	7,50	100,00	100,00	100,00	100,00	0,00	0,00	30,00	0,00	
introduction of common competency profiles for each grade/sector specific positions.	Establish working groups from different grades across the Civil Service to develop competency frameworks.	CSAs	Mid 2007	30.06.07	Workgroups implemented and active	10,00	1,25	2,50	2,50	2,50	2,50			1,25		RS REPORT on progress, reports of the NSG /DFID -activities on development of the competency framework for the managing civil servants RS , Partial realisation, planned to verify the application of methodology of competency framework in the RS by a special act
	Pilot Frameworks in specified institutions and revise as required.	CSAs, identified pilot institutions	Mid-end 2007	31.12.07	Pilot project results from at least 5 institutions with very different structure, state, entities, cantons, policy making, internal administration, institution with intensive customer contact	50,00	6,25	12,50	12,50	12,50	12,50			6,25		RS REPORT on progress, reports of the NSG /DFID -activities on development of the competency framework for the managing civil servants RS , Partial realisation, planned to verify the application of methodology of competency framework in the RS by a special act
	Develop and deliver communications and training strategy for all staff.	CSAs	By end 2007	31.12.07	Strategy elaborated and submitted	20,00	0,00	5,00	5,00	5,00	5,00					No Data on realisation - no documentation basis
	Adopt and introduce competency frameworks into all job descriptions, recruitment processes and performance management arrangements.	All	From 2008	31.12.08	Framework adopted by all Levels	20,00	0,00	5,00	5,00	5,00	5,00					No Data on realisation - activity outside of reporting period
HR 5. Recruitment and Selection					Contribution to HR	15,00	4,56	15,00	15,00	15,00	15,00	4,28	3,98	4,95	5,03	
In recent years progress has been made in BiH in introducing more competitive recruitment procedures. Simply filling positions is one issue, but to optimize recruitment results – to attract and identify “the best and the brightest” – requires a more coordinated and proactive approach.					Action Group	100,00	30,38	100,00	100,00	100,00	100,00	28,50	26,50	33,00	33,50	

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
HR.5.1 Identification of Need In conjunction with Job Evaluation and Job Classification activities above					Contribution to Action subgroup	10,00	3,75	10,00	10,00	10,00	10,00	4,00	3,00	3,00	5,00	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	37,50	100,00	100,00	100,00	100,00	40,00	30,00	30,00	50,00	
1Ensure only appropriate positions are filled to meet the changing demands of public service delivery and government priorities.	Agree and adopt robust procures for identifying need for recruitment in line with workforce panning documents.	CSAs, Ministries of Justice and Admin & LSG, Ministries of Finance	by start 2008	31.12.07	CSA working group established	10,00	0,00	2,50	2,50	2,50	2,50					Planning procedure for Brčko district of BiH - established through regulations / no confirmation on previous establishment of the WG
					Procedure developed and submitted for adoption	10,00	2,50	2,50	2,50	2,50	2,50				2,50	progress report of the BD: the Law on Civil Service in Administration of the BD, Rulebook on employment / with a Plan of needs for human resources/ Linked with function and the process of planning (chapter 4 HRM), RS REPORT on progress: indicates complete implementation - no documentation basis
2. Robust and explicit job and person specifications are available to attract and evaluate appropriate candidates.	In line with developing Competency Frameworks, review and revise specific and general requirements to allow for flexibility in recruitment. Develop agreed format for job and person specifications to include qualification and experience requirements, skills, attributes and competencies in line with competency frameworks developed (above). Develop harmonised format for specification of job and person, which includes requirements for qualification and experience, skills, properties and abilities in accordance with developed framework of competencies (above).	CSAs, individual institutions	by mid 2007	30.06.07	Job specification and requirements model elaborated and agreed	20,00	0,00	5,00	5,00	5,00	5,00					Activity planned through the ongoing project fiche the PARCO, the UNDP and the DFID/NSG "Recruitment and selection of the employees" PHASE 1
	Prepare and disseminate guidance to institutions and managers.	CSAs	By end 2007		Job evaluation manual elaborated and published.	15,00	0,00	3,75	3,75	3,75	3,75					Activity planned through the ongoing project fiche the PARCO, the UNDP and the DFID/NSG "Recruitment and selection of the employees" PHASE 1
Appropriate Announcement of Vacancies across BiH.	Through joint CSA activity agree common format for job announcements All Civil Service Vacancies to be announced through CSA websites (to include links between websites), and in cross BiH newspapers. Review current requirement to publish in Official Gazettes. Introduce service to notify serving civil servants of available opportunities (electronically where possible).	CSAs	by end 2006		Uniform vacancy announcement rules elaborated and agreed upon; compliance with rules made mandatory for lawful filling of vacancy.	15,00	12,50	3,75	3,75	3,75	3,75	3,75	2,50	2,50	3,75	Overview of the realised recommendations of the previous UNDP project "Modernisation and harmonisation of practices and procedures in a civil service" in practical application : - WebPages are used on all levels and adds are published in newspapers - Publishing in the Official Gazette kept only on the level of the FBIH (deadlines from the day of publishing in the Official Gazette) and the RS (deadlines from the day of publishing in daily papers) , - Electronic notification (newsletter) exist only in the case of FBIH and BIH.

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
	Implement 'customer friendly' procedures to inform all candidates of the progress of their applications.		From the end of 2006.		Rules elaborated; this included an opportunity for candidates to track their application online.	15,00	10,00	3,75	3,75	3,75	3,75	2,50	2,50	2,50	2,50	Existing laws and procedures established the obligation of notification of candidates. implementation of the remaining part- "on line " process of application monitoring - technically can be provided through the HRMIS
	Amend legislation/regulations as required.		Mid 2007.		Legislation adopted	15,00	12,50	3,75	3,75	3,75	3,75	3,75	2,50	2,50	3,75	Partial realisation - in the RS and the FBIH publishing of vacancies in the Official Gazettes kept as a legal solution
HR.5.2 More time-efficient and cost-friendly application process																
The objective is to make the application process more inviting. There is a trend to require additional qualifications- higher academic degrees – even if they are not needed for the job. It is necessary to move the focus away from the current emphasis on paper qualifications and length of work experience; to more consideration of skills, motivation, capability, attitude and potential.					Contribution to Action subgroup	10,00	3,38	10,00	10,00	10,00	10,00	2,00	3,00	5,50	3,00	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	33,75	100,00	100,00	100,00	100,00	20,00	30,00	55,00	30,00	
To develop more time-efficient and cost-friendly process for applicants and the administration.	Reduce current burden on applicants by agreeing and adopting common application requirements across BiH administrations.	CSAs	By mid 2007		Optimized application process designed	20,00	10,00	5,00	5,00	5,00	5,00	2,50	2,50	2,50	2,50	Overview of the realised recommendations of the projects and new procedures in practical application- the UNDP project "Modernisation and harmonisation of practices and procedures in the civil service" Partial realisation of recommendations on shortening the procedure of expert exam and expenditures in relation with application
	Jointly design and adopt common application form (to reflect new competency and skills set requirements).		Mid 2007		Application form designed and implemented	30,00	0,00	7,50	7,50	7,50	7,50					Activity planned through the ongoing project fiche the PARCO, the UNDP and the DFID/NSG "Recruitment and selection of the employees" PHASE 2
	Identify unnecessary documentation requirements and amend regulations to reflect new arrangements.		Mid 2007		Analysis of documents needed; regulations amended	20,00	16,25	5,00	5,00	5,00	5,00	2,50	5,00	3,75	5,00	The UNDP project "Modernisation and harmonisation of practices and procedures in the civil service" and respective activities of the CSAs: Overview of realised recommendations of projects and new procedures in practical application / bylaw acts by levels of authority. RS abolished condition of residence, but there was no revision of other documentation. FBIH BD- significantly simplified procedures - only short listed candidates submit documentation.
	Introduce on-line application process.	CSAs and Brcko HR Unit	End 2008		Online application process working	30,00	7,50	7,50	7,50	7,50	7,50			7,50		RS REPORT on progress: webpage of the CSA from 2005 online application form. Possible implementation on other levels through the HRMIS project.
HR.5.3 Efficient screening of applications					Contribution to Action subgroup	10,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	
Central Personnel Units given responsibility to screen applications and forward to the Selection Panel only those that meet the minimum criteria.	Identify burden and risks to CSAs and introduce procedures to mitigate against these, including appropriate training of CSA staff.	CSAs and Brcko HR Unit	By Mid 2007		Procedures elaborated and approved	100,00	100,00	25,00	25,00	25,00	25,00	25,00	25,00	25,00	25,00	SOURCE OF DATA: Laws on civil service/administration and bylaws which define the role of selection commission and work practices/operation procedures. Through the UNDP project "Modernisation and harmonisation of practices and procedures in the Civil Service" implemented recommendations that CSAs review the applications. In the Brčko District of BiH, verification is being conducted by the Employment Board which is appointed for a mandate period.
	Agree common methodology and adopt changes to regulations.	COM BIH and Governments														
HR.5.4 Selection Process					Contribution to Action subgroup	20,00	1,75	20,00	20,00	20,00	20,00	1,00	0,00	2,00	4,00	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	8,75	100,00	100,00	100,00	100,00	5,00	0,00	10,00	20,00	

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
1. Create more efficient screening of applicants based on new person/job specifications, competency framework and job evaluation activity.	Establish Working Group to consider alternatives methods of evaluation of candidates – including for example: improved application forms to allow for paper evaluation; assessment centres; structured interviews; and establishment of a Civil Service Commission to recruit and appoint to senior positions.	CSAs and HR Unit Brcko	From mid 2006		HRM working group established, goals and work plan defined.	10,00	0,00	2,50	2,50	2,50	2,50					Activity planned through the ongoing project fiche the PARCO, the UNDP and the DFID/NSG "Recruitment and selection of employees" PHASE 1. Partially this measure discussed through the previous UNDP project "Modernization and harmonisation of practices and procedures" in a civil service developed procedures and forms for evaluation of candidates at the interview
	Agree most appropriate methods for BiH Civil Service recruitment and pilot at all levels.	COM BIH and Governments	Mid 2007		Pilots with at least 2 alternative approaches	20,00	0,00	5,00	5,00	5,00	5,00					Activity planned through the ongoing project fiche the PARCO, the UNDP and the DFID/NSG "Recruitment and selection of employees" PHASE 1.
	Review and revise methodologies based on experience from pilots.		End 2007		One compulsory method agreed	10,00	0,00	2,50	2,50	2,50	2,50					Activity planned through the ongoing project fiche the PARCO, the UNDP and the DFID/NSG "Recruitment and selection of employees" PHASE
	Using job/person specifications and competency evidence evaluate applicants prior to interview.		During pilot phase		"Short listing" method implemented	5,00	0,00	1,25	1,25	1,25	1,25					Activity planned through the ongoing project fiche the PARCO, the UNDP and the DFID/NSG "Recruitment and selection of employees" PHASE 1.
	Agree and implement maximum interview to vacancy ratio.		Mid 2007		Rule implemented	10,00	2,50	2,50	2,50	2,50	2,50				2,50	Ongoing project fiche the PARCO, the UNDP and the DFID/NSG. U THE BRČKO DISTRICT according to the existing regulations - Rulebook on employment - interviews are used as primary mean and written testing as supplement.
	Amend necessary legislation/regulations to reflect new procedures and implement changes.		End 2007		Legislation amended	10,00	2,50	2,50	2,50	2,50	2,50				2,50	Ongoing project fiche the PARCO, the UNDP and the DFID/NSG. Progress report BD : indicates full implementation of the measure!
2. Ensure all selection committee members are fully competent in the skills required for the objective interviewing and evaluation of candidates.	Design and deliver (or commission) a common training program for those involved in the evaluation of applicants.	CSAs and HR Unit Brcko	From mid 2007 - ongoing		Training program developed	10,00	0,00	2,50	2,50	2,50	2,50					Partial realisation - through the UNDP project "Modernisation and harmonisation of practices and procedures in the Civil Service“ held training for evaluation of the candidates at the interview: detailed final report required. Continuation through the Existing project fiche the PARCO, the UNDP
					Training delivery to at least 90% of selection committee members until end of 2008	15,00	3,75	3,75	3,75	3,75	3,75	1,25		2,50		RS report - Trainings realised through the activities of the NSG, BIH : TABULARY OVERVIEWS of realised trainings (TEMPUS). Activity planned through the existing project fiche the PARCO, the UNDP and the DFID/NSG- upon adoption of new methodology
	Using developed selection methodology prepare guidance and deliver training on establishing criteria for candidate evaluation, interviewing skills and objective scoring techniques, final selection and record keeping.				Methodology made compulsory including documentation of procedure	10,00	0,00	2,50	2,50	2,50	2,50					Activity Planned through the ongoing project fiche the PARCO, the UNDP and the DFID/NSG- "Recruitment and selection of employees" upon adoption of new methodology
HR.5.5 Standardization and mutual recognition of professional exams among different levels of government					Contribution to Action subgroup	10,00	3,50	10,00	10,00	10,00	10,00	4,00	4,00	3,00	3,00	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	35,00	100,00	100,00	100,00	100,00	40,00	40,00	30,00	30,00	
1.All levels to ensure standardization and mutual recognition of professional exams among different levels of government.	Establish a WG to agree on common BiH examination policy, and introduce the proposals on each level.	CSAs and HR Unit Brcko	By mid 2008		HRM working group established, goals and work plan defined.	10,00	0,00	2,50	2,50	2,50	2,50					Activity planned through the ongoing project fiche the PARCO, the UNDP and the DFID/NSG "Recruitment and selection of the employees" PHASE 3
					Ensured mutual recognition of expert exams among different levels of authority	20,00	20,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	Acknowledgement of expert/general/public exams - was established by regulations (BiH, BD, and FBiH) or through the existing practices (level of RS)

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
	Commission experts to develop large pool of common examination questions for each area of public administration to be utilized at all levels of Government.				Question pool developed and approved	20,00	0,00	5,00	5,00	5,00	5,00					Activity planned through the ongoing project fiche the PARCO, the UNDP and the DFID/NSG "Recruitment and selection of the employees" PHASE 3
	Review and revise examination questions annually to reflect changing circumstances.				Annual Revision 09, 10 (5% each)	10,00	0,00	2,50	2,50	2,50	2,50					Activity planned through the ongoing project fiche the PARCO, the UNDP and the DFID/NSG "Recruitment and selection of the employees" PHASE 3
	Include improved and alternative methods for evaluation of candidates to encourage a wide range of applicants, including young people to the service, for instance: -performance based tests; -assessment; -centres for higher level Employees; -unassembled exams (the objective review of a application or CV, followed by an interview).		Mid 2008		Testing toolbox elaborated, instructions to use written and system made available to users	20,00	0,00	5,00	5,00	5,00	5,00					Activity planned through the ongoing project fiche the PARCO, the UNDP and the DFID/NSG "Recruitment and selection of the employees" PHASE 3
2. To introduce cost-friendly examination process	Reduce/remove the cost of 1st examination to all candidates. Re-examination to be at cost of candidate.	CSAs and HR Unit Brcko	By mid 2007		Regulation on examination cost elaborated and adopted	20,00	15,00	5,00	5,00	5,00	5,00	5,00	5,00	2,50	2,50	Regulations on the programme and manner of taking expert/public exam: there is an obligation of paying the expert exam in the BD and the RS for new candidates (defined by a decision on the exam in the administrative bodies of the BD , in the RS director enacts a decision on expenses in a accordance with a Decree on expert exam for the work in the administration of RS), NO expenses for the exam of the general knowledge, as well as for the public exam ORGANISED BY THE CSA BiH
HR.5.6 Appointments					Contribution to Action subgroup	10,00	0,00	10,00	10,00	10,00	10,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
Increase the level of independence of CSAs and Brcko HR Unit in the area of appointments.	Cross BiH working group to consider benefits and risks associated with CSAs and Brcko HR Unit having responsibility for all CS appointments.	CSAs and Brcko HR Unit	By end of 2007		Report on analysis submitted	20,00	0,00	5,00	5,00	5,00	5,00					Activity planned through the ongoing project the PARCO, the UNDP and the DFID/NSG- "Recruitment and selection of employees" PHASE 3. Different solutions in relation with the CSA for managing and other civil servants
	Prepare options paper for consideration by Governments.	COM BIH and Governments			Option paper drafted and submitted to governments for decision	20,00	0,00	5,00	5,00	5,00	5,00					Activity planned through the ongoing project the PARCO, the UNDP and the DFID/NSG- "Recruitment and selection of employees" PHASE 3. Different solutions in relation with the CSA for managing and other civil servants
					Governments decision	30,00	0,00	7,50	7,50	7,50	7,50					Activity planned through the ongoing project the PARCO, the UNDP and the DFID/NSG- "Recruitment and selection of employees" PHASE 3. Different solutions in relation with the CSA for managing and other civil servants
	Adopt necessary changes to legislation.				Changes to legislation drafted and adopted	30,00	0,00	7,50	7,50	7,50	7,50					Activity planned through the ongoing project the PARCO, the UNDP and the DFID/NSG- "Recruitment and selection of employees" PHASE 3. Different solutions in relation with the CSA for managing and other civil servants
HR.5.7 Cross Government/Institution Mobility					Contribution to Action subgroup	10,00	1,50	10,00	10,00	10,00	10,00	1,50	1,50	1,50	1,50	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	15,00	100,00	100,00	100,00	100,00	15,00	15,00	15,00	15,00	
1. Creation of a fair and open system of transfers between Government levels.	Revise current laws and regulations to allow transfers between all levels of Government.	CSAs and Brcko HR Unit/ Mins of Justice and Admin & LSG	Mid 2007		Legal system changed to allow simple transfer of civil servants between levels and entities	30,00	15,00	7,50	7,50	7,50	7,50	3,75	3,75	3,75	3,75	Amendments of the OHR on the laws on civil service /BIH level article 32.a, suitable changes of the laws of the RS and the FBiH/ defined transfers in case of establishment of new institution on a state level or in cases of transfer of competencies from the entity level Planned continuation of activities through the project "Recruitment and selection of employees"

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
2. Ensure fair and efficient redundancy provisions.	Review, revise as appropriate, and implement common redundancy polices across BiH.	CSAs and Brcko HR Unit, CSABs	End 2007		Common redundancy policies implemented for all levels of Gvt	20,00	0,00	5,00	5,00	5,00	5,00					Ongoing project fiche the PARCO, the UNDP and the DFID/NSG. Valid regulations- existing legal solutions on redundancy have similar general elements on the level of BiH, the FBiH, the RS and the BD - but they are not a result of a joint policy! BD report: indicates full implementation of this measure!
	Provide written guidance available to individuals and managers to ensure correct procedures are followed.															
3. To allow for inter-entity/inter-institutional mobility for job seekers.	Consider the development of a common policy to allow for the growth of an internal market across BiH to be introduced.	CSAs and Brcko HR Unit	2007-2008		Common policy agreed	10,00	0,00	2,50	2,50	2,50	2,50					Activity planned through the ongoing project fiche the PARCO, the UNDP and the DFID/NSG. "Recruitment and selection of employees"
	Create and implement database of individuals interested in voluntary moves between institutions/cross levels.				Database of Jobs and Jobseekers created and available	20,00	0,00	5,00	5,00	5,00	5,00					Activity planned through the ongoing project fiche the PARCO, the UNDP and the DFID/NSG. "Recruitment and selection of employees". Operability of the HRMIS as a precondition for the technical part of implementation.
	Consider the implementation of simplified (but open) internal recruitment process for existing Civil Servants to be considered for vacancies at all levels.				Internal recruiting process elaborated; Laws and regulations for application, testing and selection changed	20,00	0,00	5,00	5,00	5,00	5,00					Activity planned through the ongoing project fiche the PARCO, the UNDP and the DFID/NSG. "Recruitment and selection of employees". In the current regulations there are only mechanisms of internal transfer but the measures of INTERNAL EMPLOYMENT present wider categories (covers the inter institutional mobility) BD report: indicates complete implementation of the measure
HR.5.8 Career prospects in the civil service					Contribution to Action subgroup	20,00	6,50	20,00	20,00	20,00	20,00	6,00	5,00	8,00	7,00	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	32,50	100,00	100,00	100,00	100,00	30,00	25,00	40,00	35,00	
1 Development of Strategies to attract under represented groups and young people into the Civil Service.	Develop and implement outreach strategies to provide awareness of CS careers.	CSAs and Brcko HR Unit, institutions	Early 2007		Strategy elaborated and approved by CSAs and Centres of Gvt	10,00	0,00	2,50	2,50	2,50	2,50					Activity planned through the ongoing project fiche the PARCO, the UNDP and the DFID/NSG. "Recruitment and selection of employees"
	Ensure Civil Service is fully represented at job fairs, university and school career days and local community events.		From Spring 2007 – then ongoing		Calendar of events set up and participation agreed between CSAs	10,00	0,00	2,50	2,50	2,50	2,50					Activity planned through the ongoing project fiche the PARCO, the UNDP and the DFID/NSG. "Recruitment and selection of employees"
	Place job announcements in alternative media to attract applications from under – represented groups.		From Spring 2007		Relevant media identified (List); binding advertising guidelines (which jobs in which media) set up	15,00	0,00	3,75	3,75	3,75	3,75					Activity planned through the ongoing project fiche the PARCO, the UNDP and the DFID/NSG. "Recruitment and selection of employees"
	Introduce procedures to disseminate all CS position announcements across the levels of BiH and to be made accessible via each others CSA websites.		From end 2006		Information procedures set up	15,00	15,00	3,75	3,75	3,75	3,75	3,75	3,75	3,75	3,75	Realised through increased porosity of information- WEB all and daily papers. SOURCE OF INFORMATION: existing rules and practices (WebPages of the CSA)
2. Create a working environment that allows for development of high potential employees.	Further develop concept of internship program to traineeship for future managers.	CSAs and Brcko HR Unit, institutions	By end 2007		Junior manager traineeship system elaborated and respective regulations set up	10,00	6,25	2,50	2,50	2,50	2,50	1,25	1,25	2,50	1,25	RS: "Programme of expert training and manner of taking intern exam in the bodies of administration of the RS"(<Official Gazette 48/04), Provisions of the Law on Civil Service in the bodies of administration of the BD, bylaw acts on employment of interns on the level of BiH and the FBiH (RS - has detailed provisions on the intern term and the programme and evaluation of the work, on the level of BiH and the FBiH, the BD only regulations on the manner of employment of the interns - while the programmes
	Prepare handbooks for individuals and managers of trainees to enable ongoing development opportunities.		By end 2007		Handbooks prepared, approved, distributed	10,00	0,00	2,50	2,50	2,50	2,50					No data on realisation in the reporting period!

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
	Implement first year of traineeship scheme.		2008		Implementation done	5,00	3,75	1,25	1,25	1,25	1,25	1,25		1,25	1,25	Reports on the progress in implementation of the AP1 which were submitted by the entity coordinators and the BD. The RS report on the progress - Conclusion of the Government of the RS from November 2, 2006
	Remove requirement of minimum period of prior work experience for entry level or trainee ship positions.		By mid 2007		regulations amended	5,00	5,00	1,25	1,25	1,25	1,25	1,25	1,25	1,25	1,25	Existing provisions of the law on civil service and bylaw acts which regulate the procedure of employment of interns
	Identify positions (using job evaluation exercise) that do NOT require university degree for new applicants and amend regulations as appropriate.		By end 2007		regulations amended	5,00	2,50	1,25	1,25	1,25	1,25			1,25	1,25	Activity covered by the project fiche "Recruitment and selection of employees" PHASE 2. needed to harmonise the measures of indicators of progress in relation with the existing solutions- definitions of civil servant
	Further develop competency and skills frameworks to allow for internal promotion for high performing individuals.		2008		Update of the framework, based on strategies and ex experiences made that far	5,00	0,00	1,25	1,25	1,25	1,25					No data on realisation in the reporting period!
3. To use promotions for career development and staff retention (especially for high achieving young employees).	Alter the existing regulations that govern the practice of promotions.	CSAs and Brcko HR Unit	2007		Internal promotion scheme defined and regulations amended accordingly	10,00	0,00	2,50	2,50	2,50	2,50					No data on realisation in the reporting period!
					Contribution to HR	10,00	1,04	10,00	10,00	10,00	10,00	1,10	0,30	0,46	2,30	
HR 6. Result management					Action Group	100,00	10,39	100,00	100,00	100,00	100,00	11,00	3,00	4,56	23,00	
HR.6.1 Result Management (general)					Contribution to Action subgroup	60,00	6,39	60,00	60,00	60,00	60,00	3,00	3,00	4,56	15,00	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	10,65	100,00	100,00	100,00	100,00	5,00	5,00	7,60	25,00	
1. Ensure current laws and regulations for performance appraisal are consistently implemented across all BiH public institutions.	CSAs and Brcko HR Unit to undertake evaluation of performance appraisal implementation for 2006.	CSAs and Brcko HR Unit, institutions	By End 2006		Evaluation report submitted	5,00	0,65	1,25	1,25	1,25	1,25			0,65		RS progress report - partial realisation, ongoing project activities implemented by the NSG UK
	Deadlines set for all performance appraisal reports to be completed and returned to CSAs and Brcko HR Unit for year ending December 2006.		By end 2006		Deadline set and communicated	5,00	2,50	1,25	1,25	1,25	1,25				2,50	BD: procedure of evaluation of the result of the work together with the deadlines established in detail by the regulations and applied in practice for 2007
	Communications strategies implemented to raise awareness of current regulations and procedures – to managers and individuals.		By end 2006		Communication strategy elaborated and implemented	5,00	0,00	1,25	1,25	1,25	1,25					No data on realisation in the reporting period!
	Develop and deliver training for managers in performance appraisal interviewing and reporting (under existing arrangements).		By end 2006		Training concept (Curricula) elaborated and distributed	10,00	6,25	2,50	2,50	2,50	2,50	1,25	1,25	1,25	2,50	Partially - through the UNDP project "Modernisation and harmonisation" and respective activities of the CSAs Subdivision for HR of the BD adopted and implemented the Plan of annual evaluation of the civil servants and the employees for 2007 in the Government of the BD
	Develop and disseminate guidance handbooks.		By end 2006		Guidance handbook developed and disseminated	10,00	0,00	2,50	2,50	2,50	2,50					No data on realisation in the reporting period!
	CSAs and Brcko HR Unit to undertake second evaluation of performance appraisal implementation for 2007.		Mid 2007		Evaluation report submitted	5,00	1,25	1,25	1,25	1,25	1,25				1,25	BD : procedure of evaluation of results of the work implemented in accordance with the a plan and relevant regulations

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
2.To ensure that the performance management exercise has motivational value for employees and that it is used for employee development.	Develop cross BiH performance cycle and procedures to reflect developing competency frameworks and incorporating individual objective setting, annual appraisal interviews and forward planning.	CSAs and Brcko HR Unit, Mins of Justice and Admin & LSG, institutions	By end of 2007		1st version of performance management system completed and submitted	5,00	0,00	1,25	1,25	1,25	1,25					No data on realisation in the reporting period!
	Pilot new performance management system in selected institutions.		2008		Performance management system piloted in at least 2 institutions on state level, 2 in each entity and in 2 cantons; pilot results collected	10,00	0,00	2,50	2,50	2,50	2,50					No data on realisation in the reporting period! Activity planned for the next/ mid term period
	Review and revise policy and procedures based on pilot experience.		2008		final system concept elaborated taking into consideration pilot experiences	10,00	0,00	2,50	2,50	2,50	2,50					No data on realisation in the reporting period! Activity planned for the next/ mid term period
	Amend legislation and regulations as appropriate to reflect new arrangements.		By end 2008		Legislation amended	5,00	0,00	1,25	1,25	1,25	1,25					No data on realisation in the reporting period! Activity planned for the next/ mid term period
	Develop and disseminate updated handbooks and training workshops for managers and individuals.		By end 2008		Performance Management Handbook developed and disseminated	10,00	0,00	2,50	2,50	2,50	2,50					No data on realisation in the reporting period! Activity planned for the next/ mid term period
					Training (plan and programme) drafted; at least 1 workshop held on state and entity level	10,00	0,00	2,50	2,50	2,50	2,50					No data on realisation in the reporting period! Activity planned for the next/ mid term period
	Launch new performance management system across all institutions.		2009		System introduced in at least 50% of eligible institutions	10,00	0,00	2,50	2,50	2,50	2,50					No data on realisation in the reporting period! Activity planned for the next/ mid term period
HR.6.2 Probationary Work and Induction					Contribution to Action subgroup	40,00	4,00	40,00	40,00	40,00	40,00	8,00	0,00	0,00	8,00	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	10,00	100,00	100,00	100,00	100,00	20,00	0,00	0,00	20,00	
1. Creation of common standards and time periods for probation period.	Agree common maximum duration of the probationary period for all public administration structures in BiH.	CSAs and relevant Ministries	By end 2007		Uniform Probation period duration agreed and legally implemented	5,00	0,00	1,25	1,25	1,25	1,25					Probationary work was established by existing regulations - depending on the specifics of the respective levels of authority. (Current legal solutions: 6 months Brčko and Federation, 1 year BIH level and the RS-OPTIONALY/it can be set to 30 to 60 days)
	Develop and implement performance management system specific for probationers, to include agreed programme of activities and progress expected during probation period.				Probation period management and performance and behaviour assessment system elaborated and set in force countrywide	15,00	3,75	3,75	3,75	3,75	3,75				3,75	BD: developed system for evaluation of the probationary work compatible with evaluation of the work of the existing employees
	Provide guidance/training for managers on identifying and improving poor performance during probation period.				Probationary work supervision guidelines elaborated and disseminated	10,00	0,00	2,50	2,50	2,50	2,50					No data on realisation in the reporting period

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
	Ensure probation expectations are clearly understood by individuals and managers – include in induction pack.				Inclusion of probationary work topics in general training seminars for Managers and HRM experts	5,00	1,25	1,25	1,25	1,25	1,25				1,25	BD report - information that it is realised, no documentation basis!
	Agree and implement cross BiH policies for terminating employment/extending probation period, i.e. if an employee fails to meet the expectations of his/her supervisor during probation, an extension of another 3 months should be given with clear targets for improvement agreed. If performance is not improved, the Head of the Institution can dismiss the employee.				Cross BiH policy for termination of employment and extending probation period elaborated and set in force	5,00	0,00	1,25	1,25	1,25	1,25					Different legal solutions by levels of authority: (level of BiH and the FBiH have provision on possible extension for 6 months if the probationary period was not satisfactory, BD mandatory probationary work for 6 months, no extension, RS - no mandatory probationary work, if it is unsatisfactory no extension)
2. To develop procedure for induction of new employees.	Establish working party of experienced and new Civil Servants to develop 'generic' (minimum) induction procedures and new employees induction packs.	CSAs and Brcko HR Unit	End 2006		Induction period procedures and induction pack elaborated and established	20,00	5,00	5,00	5,00	5,00	5,00	5,00				BIH level: special training cycles are implemented for newly employed civil servants. For others no data on realisation.
	Disseminate (electronically and hard copy as appropriate) induction packs to all institutions.		From mid 2007		Induction pack (general part) electronically available for all institutions	20,00	0,00	5,00	5,00	5,00	5,00					No data on realisation in the reporting period
	Provide all new employees with induction pack on appointment.	Individual institutions	From mid 2007		All new employees get induction pack and are subject to induction procedures	10,00	0,00	2,50	2,50	2,50	2,50					No data on realisation in the reporting period! (Documentation basis - not possible to establish without aggregation of the reports from respective institutions in the future period)
	Individual institutions/teams to add appropriate and specific induction requirements.	Institutions	Ongoing													
	Evaluate implementation and effectiveness of new induction arrangements.	CSAs and Brcko HR Unit Individual institutions	End 2008		Evaluation Report	10,00	0,00	2,50	2,50	2,50	2,50					No data on realisation in the reporting period! Activity planned for the next/ mid term period
					Contribution to HR	15,00	4,88	15,00	15,00	15,00	15,00	2,10	4,20	3,30	9,90	
HR 7. Training and Development					Action Group	100,00	32,50	100,00	100,00	100,00	100,00	14,00	28,00	22,00	66,00	
HR.7.1 Training to be based on personal, organizational and performance needs					Contribution to Action subgroup	60,00	23,25	60,00	60,00	60,00	60,00	9,00	24,00	9,00	51,00	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	38,75	100,00	100,00	100,00	100,00	15,00	40,00	15,00	85,00	
Training to be based on personal, organizational and performance needs. This requires to train managers in the identification of training needs.	Design and deliver (commission) training for managers on identification of training needs so as to enable them to provide CSAs and Brcko HR Unit and potential individual donors with the right information on the type of training needed.	CSAs, Brcko HR Unit	From early 2007		Training on Training needs elaborated and delivered to 90% of target group	30,00	15,00	7,50	7,50	7,50	7,50	3,75	3,75	3,75	3,75	Data and reports of the CSAs on the implemented activities on establishment of the training needs, TABULAR OVERVIEWS of realised trainings for 2006-2007 (CSTP project and individual activities), the FBiH progress report
	All institutions to undertake a training needs analysis of all current staff.	Institutions	End 2008		90% of institutions submit reports of their training needs analyses	30,00	11,25	7,50	7,50	7,50	7,50		3,75		7,50	BD level: progress report on implementation of the AP1, the FBIH progress report: CSA FBIH implements the analysis process for training needs
	New employees training and develop requirements are identified during probation period.	Line Managers	From 2007 and ongoing		Probation period procedure includes training needs assessment	20,00	5,00	5,00	5,00	5,00	5,00				5,00	BD level: through the procedure established by the Law and by the Rulebook on evaluation, established was the "Plan of professional development on the basis of evaluation of the work results"

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
	Individuals training and development needs are discussed and identified as part of the performance management cycle.	Line Managers	From 2007 and ongoing		Performance management cycle includes training needs analysis	20,00	7,50	5,00	5,00	5,00	5,00		2,50		5,00	Existing bylaw acts - Rulebooks on evaluation of the work of the civil servants with the accompanying forms (Partially - FBiH level, BD level completely through the existing procedures. On the level of BiH and the RS established is the mandatory training and it is put as a component of evaluation of work/ as an element for grading, but there is no system for usage of the feedback information obtained through analysis of the questionnaires of evaluation of work)
HR.7.2 Agencies to develop and implement a training strategy and programme of activities, based common personnel and skills development needs identified across all institutions					Contribution to Action subgroup	20,00	4,75	20,00	20,00	20,00	20,00	5,00	4,00	7,00	3,00	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	23,75	100,00	100,00	100,00	100,00	25,00	20,00	35,00	15,00	
1. Agencies to develop and implement a training strategy and programme of activities, based common personnel and skills development needs identified across all institutions.	Individual CSAs and Brcko HR Unit to develop three year training plans, revised annually to reflect new identified needs.	CSAs and Brcko HR Unit	From 2006		3-year training plan forecast	10,00	5,00	2,50	2,50	2,50	2,50	1,25		2,50	1,25	Documents : RS- Strategy of training and development of civil servants for the period 2007-2010 the GOVERNMENT OF THE RS) with the accompanying Action Plan, Principles of the training system for the civil servants on the level of BiH, Draft strategy of expert education and improvement of the Brčko District
	Governments to provide annual raining budgets (3% of salary budgets) in order that training and development plans can e implemented.	COM BIH and Governments	From 2007		3% of salary budget set aside for training purposes (fixed in Budget and Mid term Planning)	20,00	1,25	5,00	5,00	5,00	5,00			1,25		RS progress report: partially (part of the training strategy - for training provision of the amount of 0.5 % of the assets provided for total salaries)
	Cadres of civil servants to be developed as 'in house' trainers to deliver across civil service.	CSAs lead (and Brcko HR Unit)	End 2006 – end 2007, and ongoing as required		In-house training staff identified and Train-the-Trainer seminars conducted	10,00	7,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50		Data on realised trainings of the CSAs and information on donor activities. RS progress report - completed training and certification of 11 trainers for the needs of civil service
	Annual joint planning of activities between CSAs and Brcko HR Unit to maximize resources and sharing of good practice.	CSAs and Brcko HR Unit	From Start 2007 and ongoing		First annual joint activity plan	10,00	0,00	2,50	2,50	2,50	2,50					No data on realisation in the reporting period
2. Establish an Institute for Public Administration. Links to EC TA	Establish an Institute for Public Administration (for the whole BiH) that will work as a training provider/curriculum designer for the Civil Service.	COM BIH Governments CSAs and Brčko HR Unit	End 2007.		Prepared document for analysis of options for establishment of the Institute for Public Administration	20,00	10,00	5,00	5,00	5,00	5,00	2,50	2,50	2,50	2,50	Feasibility study as a precondition for establishment of the Institute for Public Administration for the area of BiH - prepared final work draft for discussion!
	Make the Institute fully operational.		End2008.		Institute for Public administration established (Laws, Budget, RB and RP)	30,00	0,00	7,50	7,50	7,50	7,50					Activity planned for the next/ midterm period
HR.7.3 Specific technical or professional training requirements					Contribution to Action subgroup	20,00	4,50	20,00	20,00	20,00	20,00	0,00	0,00	6,00	12,00	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	22,50	100,00	100,00	100,00	100,00	0,00	0,00	30,00	60,00	
Specific technical or professional training requirements for individual institutions to be managed and coordinated.	Individual Institutions to prepare annual training plans and submit to CSAs and Brcko HR Unit	Individual institutions	From 2007		Annual training plans submitted by 90% of institutions	60,00	22,50	15,00	15,00	15,00	15,00			7,50	15,00	Source of data: BD report on progress in implementation of the AP1, RS report: partial realisation
	CSAs and Brcko HR Unit to coordinate common development needs/activity (within and across the levels of Administration) to ensure efficient use of available resource.	CSAs and Brcko HR Unit	Ongoing		Coordinated specialized training plan prepared	40,00	0,00	10,00	10,00	10,00	10,00					No data on realisation in the reporting period
HR 8. Salaries					Contribution to HR	15,00	0,75	15,00	15,00	15,00	15,00	0,00	0,00	1,50	1,50	
Salaries are a common problem to all levels. This is exacerbated by competition form the private sector for the best and the brightest; and budget limitations. The opportunity to compete for salary increases (i.e., pay for performance) is					Action Group	100,00	5,00	100,00	100,00	100,00	100,00	0,00	0,00	10,00	10,00	

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
and the brightest, and budget limitations. The opportunity to compete for salary increases (i.e., pay for performance) is likely to appeal to today's job seekers far more than the seniority system that still dominates compensation. Similarly, more senior staff will derive greater satisfaction when salary ranges correspond to the complexity of tasks. The need for revision of the pay and grading system was agreed between the BiH government and the World Bank as part of the commitments under EMSAC. These commitments include the need to introduce pay grade structures with salary scales harmonized with the job categories established by the civil service laws and other relevant legislation; the clear definition of criteria to allocate position and staff within a salary grade; the clear definition of rules for the modification of the salary grades; the definition of rules governing salary increase in line with performance assessments established by the civil service laws and other relevant legislation; the replacement of the coefficient and r through the inclusion of such allowances as the hot meal or the holiday allowances in the base wage. There have been several reviews by donors (Word Bank, DFiD) that have made specific recommendations. There are a																
LJP 8.1. Salaries					Contribution to Action subgroup	100,00	5,00	100,00	100,00	100,00	100,00	0,00	0,00	10,00	10,00	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	5,00	100,00	100,00	100,00	100,00	0,00	0,00	10,00	10,00	
To amend the salary structure so as to make it more attractive for existing and prospective employees and single common approach across BiH enabling both transfers and harmonization of salary. These principles could be then elaborated at all levels, as different governments have different possibilities in terms of disposing of their budget	Establish a WG including HR Professionals and MoFs, to undertake in depth analysis of current salary/grading issues and based on the job analysis, and the new job descriptions/ specifications and taking account of the current market rates for individual jobs, explore future requirements and needs	CSAs and Brcko HR Unit, COM BIH Governments, responsible ministries	From 2006		Working group established, TOR and workplan agreed	10,00	0,00	2,50	2,50	2,50	2,50					Consultancy report PwC drafted within the project of the DFID and the World Bank - support to the work of the workgroup for fiscal sustainability (FSWG-BIH, RS and FBiH) "Support for the Determination of the Pay and Grading System at State Level CNTR 05 6419 " from July 2005. Currently there is a document which has been adopted by the CoM BIH - June 2007 "SALARY POLICY IN INSTITUTIONS OF BIH FOR THE PERIOD 2007-2010". No data on concrete activities of the joint WG which worked on establishment of the principles, analysis of the salary grades and on draft law on salaries and remunerations as an intergovernmental work body.
	Working Group to consider relevant reports, and prepare proposals for change				Working group report submitted	10,00	0,00	2,50	2,50	2,50	2,50					No data on implementation in reporting period!
	Working Group to report on findings to all levels of Government. Governments to respond to WG report in order to advise next steps.		Mid 2007		WG report submitted and responses of governments gathered	10,00	0,00	2,50	2,50	2,50	2,50					No data on implementation in reporting period!
	WG to propose a new salary/ grading scheme that is acceptable at all levels of Government, to include: · Consideration of performance based pay awards; · The possibility of consolidating allowances and other increments into the basic salary; · Reconsider the number of salary grades with the aim of abolishing unnecessary levels; · Arrangements for attracting suitable employees for 'hard to fill' vacancies; · Specific proposals to make an appropriate pay differentials.	CoM BIH and Governments	End 2007		Working group proposal for uniform new grading and compensation scheme	20,00	0,00	5,00	5,00	5,00	5,00					No data on implementation in reporting period!
	Ministries of Finance to undertake cost/benefit analysis of proposals and prepare advice for Government.	Ministries of Finance	Early 2008		MoF Report	10,00	0,00	2,50	2,50	2,50	2,50					No data on implementation - activity providing through AP1 for next /midterm period.
	Cross Government Commission to consult, debate and agree future pay systems based on proposals of the Working Group.		By mid 2008		Decision on countrywide system	20,00	0,00	5,00	5,00	5,00	5,00					No data on implementation - activity providing through AP1 for next /midterm period.

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
	New pay and grading structures agreed, legislation adopted, budgets amended and changes rolled out.	CoM BIH and Governments	2009/2010		Legislation and budget adopted	20,00	5,00	5,00	5,00	5,00	5,00			2,50	2,50	At sight review: -BiH level – preparation of draft of Law on salaries and remunerations in institutions of the BiH are in final phase . - RS level – It is adopted a new Law on salaries of the employees on administrative bodies of the Republic of Srpska (Official Gazette RS No. 118/07) which is enforce from the first of January 2008. -Brčko district – It is adopted a new Law on salaries of the employees on administrative bodies of the Brčko district BiH which is enforce from the first of June 2006. -Federation of the BiH- no Law on salaries, at sight enforce are rules which are provided by government of the FBiH, at level of federal bodies - Decision at declaration of levels of salary and coefficients - for civil servants, and special decision for employees (cantonal and local bodies are not included with this
					Contribution to HR	10,00	4,75	10,00	10,00	10,00	10,00	4,00	4,00	5,50	5,50	
HR 9. Discipline					Action Group	100,00	47,50	100,00	100,00	100,00	100,00	40,00	40,00	55,00	55,00	
HR.9.1 To deal with disciplinary problems in a managerial rather than a legalistic manner					Contribution to Action subgroup	40,00	40,00	40,00	40,00	40,00	40,00	40,00	40,00	40,00	40,00	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	100,00	
To deal with disciplinary problems in a managerial rather than a legalistic manner.	Develop HRM capacity in individual managers. Prepare and disseminate disciplinary guidance, rules and procedures, to include levels of authority and guidance on appeals procedures.	CSAs and Brcko HR Unit	2007		Disciplinary Problems Guidelines for Managers elaborated and distributed as binding document	100,00	100,00	25,00	25,00	25,00	25,00	25,00	25,00	25,00	25,00	Sublegal acts through levels of administration BiH: "Rulebook at discipline responsibility of the civil servants in institution of the BiH "(Official Gazette of the BiH 20/03), FBIH : "Bylaw on rules of discipline procedure for discipline responsibility of the civil servants in bodies of civil service of the FBiH" (Official Gazette of the FBiH 72/04), RS : "Rulebook at discipline and material responsibility of the civil servants " and BD: "Rulebook at discipline and material responsibility of the civil servants ,public servants and employers of administration bodies of BD BiH". Besides this, it is exists Ethical codex /codex's of behaviour at levels RS, FBiH and BD
HR.9.2 To ensure that Appeal Panel members are aware of the basic HRM concepts					Contribution to Action subgroup	30,00	7,50	30,00	30,00	30,00	30,00	0,00	0,00	15,00	15,00	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	25,00	100,00	100,00	100,00	100,00	0,00	0,00	50,00	50,00	
To ensure that Appeal Panel members are aware of the basic HRM concepts.	Appeal Panel members trained in the basics of Human Resources Management.	CSAs and Brcko HR Unit	2007.		Set of information material defined that has to be given to all appeal panel members; update procedure defined	100,00	25,00	25,00	25,00	25,00	25,00			12,50	12,50	BD and RS progress report on implementation AP1/ no documentation basis
HR.9.3 Civil Service Appeals Boards to communicate good practice advice based on experience, and to work with CSAs and Brcko HR Unit to continuously develop procedures and training for managers					Contribution to Action subgroup	30,00	0,00	30,00	30,00	30,00	30,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
Civil Service Appeals Boards to communicate good practice advice based on experience, and to work with CSAs and Brcko HR Unit to continuously develop procedures and training for managers.	CSAB board members to deliver awareness and development workshops within and across institutions.	CSABs	From end 2006	31.12.07	At least 1 workshop delivered in each the 4 Government units	40,00	0,00	10,00	10,00	10,00	10,00					RS progress report: partial implementation. Additional data resource: Donor report -SEPARB-NSG/DFID at conducted activities

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
	Clarification in law of role and responsibilities for CSABs and Managers in respect of disciplinary procedures.	CSABs, Ministries of Justice and Admin & LSG	mid 2007	30.06.07	respective primary and secondary legislation identified and changes set in force	40,00	0,00	10,00	10,00	10,00	10,00					
	CSABs to prepare annual review of cases considered, including recommendations for managers to develop managerial capacity.	CSABs	End 2006 and ongoing	30.06.08	First annual review completed and published (by 30.06.08 for first full year = 2007)	20,00	0,00	5,00	5,00	5,00	5,00					No data on implementation in reporting period!
					Contribution to HR	5,00	0,50	5,00	5,00	5,00	5,00	0,50	0,50	0,50	0,50	
HR 10. Support to the staff					Action Group	100,00	10,00	100,00	100,00	100,00	100,00	10,00	10,00	10,00	10,00	
HR 10.1 Support to the staff					Contribution to Action subgroup	100,00	10,00	100,00	100,00	100,00	100,00	10,00	10,00	10,00	10,00	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	10,00	100,00	100,00	100,00	100,00	10,00	10,00	10,00	10,00	
To ensure that employees in every institution are fully aware of their rights and duties.	Develop staff handbooks in each institution incorporating details of HR and other (e.g. health and safety) policies, processes and procedures.	CSAs and Brcko HR Unit	By early 2008		Staff handbook elaborated and distributed to every staff member (new staff members at start of their work)	50,00	0,00	12,50	12,50	12,50	12,50					No data on implementation in reporting period!
	Staff Handbooks and reviewed and updated at least annually to ensure all staff are aware of new developments.	CSAs and Brcko HR Unit	From 2008		Annual revision in 08, 09, 10 (10% each)	30,00	0,00	7,50	7,50	7,50	7,50					No data on implementation in reporting period!
	CSAs and Brcko HR Unit provide regular information notices to staff to advise on changes to HRM policies, and/or to encourage consultation and involvement in the ongoing modernization of practice.	CSAs and Brcko HR Unit	From 2006 and ongoing		Information on internet databases (updated whenever needed); staff information board in all CS buildings	20,00	10,00	5,00	5,00	5,00	5,00	2,50	2,50	2,50	2,50	Establishing WEB page CSA/A and administrative department of Government of the Brčko district of BiH, information available for employees in civil service
					Contribution to HR	5,00	0,04	5,00	5,00	5,00	5,00	0,00	0,00	0,15	0,00	
HR 11. Diversity management					Action Group	100,00	0,75	100,00	100,00	100,00	100,00	0,00	0,00	3,00	0,00	
Different countries have different interpretations of the concept of diversity and different approaches to the priorities for action. The EU acquis includes directives on anti-discrimination and equal opportunities, including in the area of employment.																
HR.11.1 Develop a policy on meeting the requirements in regards to national representation					Contribution to Action subgroup	60,00	0,75	60,00	60,00	60,00	60,00	0,00	0,00	3,00	0,00	
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	1,25	100,00	100,00	100,00	100,00	0,00	0,00	5,00	0,00	
Develop a policy on meeting the requirements in regards to national representation.	Establish a team of HR professionals (cross country) to propose a common policy geared towards enhancing national representation in Civil Services across BiH:	CoM BIH and Governments	Mid- 2008		Working team established and TOR defined	10,00	1,25	2,50	2,50	2,50	2,50			1,25		RS progress report: partial implementation. Additional resource of dates : Donor report - SEPARB-NSG/DFID at conducted activities
	The team should review available analysis and reports.															
	Formulate specific proposals, activities, timelines.	CSAs and Brcko HR Unit			Report of the Working team	20,00	0,00	5,00	5,00	5,00	5,00					No data on implementation - activity providing through AP1 for next /midterm period.
	Continuously monitor the levels of representation to ensure meeting the obligations as agreed above, as well as to be able to adjust the policy to changing circumstances.	CSAs and Brcko HR Unit Institutions	Mid-2008; ongoing afterwards		Monitoring system elaborated and in use with annual reporting	70,00	0,00	17,50	17,50	17,50	17,50					No data on implementation - activity providing through AP1 for next /midterm period.
HR.11.2 Adopt and implement the EU acquis on anti-discrimination and equal opportunities					Contribution to Action subgroup	40,00	0,00	40,00	40,00	40,00	40,00	0,00	0,00	0,00	0,00	

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
Activity	Proposed steps	**Responsible institutions**	**Timelines**		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
Adopt and implement the EU acquis on anti-discrimination and equal opportunities.	Draft legislation in line with the EU acquis communautaire requirements.	CoM BIH Governments Relevant ministries DEI	By end 2008		Legislation changed according to EU rules	100,00	0,00	25,00	25,00	25,00	25,00					RS progress report: partial implementation - no documentation basis

				Date		Plan	Actual	Planned				Implemented				Documentation basis/ comment
PART IV ADMINISTRATIVE PROCEDURE					OVI			BiH	FBiH	RS	BD BiH	BiH	FBiH	RS	BD BiH	
PART IV ADMINISTRATIVE PROCEDURE					Part Value	100,00	13,70	100,00	100,00	100,00	100,00	7,55	4,83	17,47	17,68	
					Contribution to PM	10,00	0,50	10,00	10,00	10,00	10,00	0,50	0,50	0,50	0,50	
AP.1. Administrative simplification strategy					Action Group	100,00	5,00	100,00	100,00	100,00	100,00	5,00	5,00	5,00	5,00	
AP.1.1 Countrywide Administrative simplification strategy																
Administrative procedures are at the core of the relations between the administration and the public that it serves. The Laws on Administrative Procedures (LAPs) originate within a strong legal tradition. However, the quality of administrative decision-making is often undermined by inadequate organization and resources, and an excessively complex administrative decision-making system, which results in undue burdens to the parties. The primary challenge is to develop the administrative decision-making practices to be more client-oriented. For example, in other countries, programs for improving public service delivery foresee: increased application of IT within the administration; introduction of electronic communications between the administration and the parties; registration of special administrative procedures to reduce and rationalize implementation processes; systematic application of simplification measures to key procedures (e.g. one-stop shops for businesses and citizens); certification and professional training of staff involved in administrative-decision making; and application of quality management models.					Contribution to Action Subgroup	100,00	5,00	100,00	100,00	100,00	100,00	5,00	5,00	5,00	5,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	5,00	100,00	100,00	100,00	100,00	5,00	5,00	5,00	5,00	
Adopt a program for improving the quality of administrative decision-making. The main features of such a program will be shared and agreed upon across the different government levels. Additional measures may be taken by each of them individually.	Establish cross-BiH Commission of representatives from the: · MoJ BiH; · MoJ FBiH; · MALG RS; · BD Government;	BiH MoJ, FBiH MoJ, RS MALG, BD Government	By mid 2007	30.06.07	Commission established and rules of procedure agreed	10,00	5,00	2,50	2,50	2,50	2,50	1,25	1,25	1,25	1,25	This measure is implemented at all levels by 50% since all governments nominated their representatives for Supervisory Team. Documentation basis: Decision of the Government of Federation BiH number 550/07 date July 27.2007; Decision of Government Brčko District number 01-014-011290/07 date June 08.2007; Decision of the Council of Ministers BiH number 172/07 date September 20.2007.; Decision of the Government of Republic of Srpska number 04/1-012-1044/07 date June 21.2007. Prepared Rules of Procedure of the Supervisory Team. Implementation team still not established.
	Identify possible measures to include in the program, including legislative, organizational, IT and capacity-building measures. For instance, consider: - application of quality management models (e.g., ISO, CAF), to the internal process and the relations with the third parties; and - "one-stop shops" or legal and organizational arrangements allowing the party to complete all formalities leading to a certain service at a single location, even if different administrative bodies are involved.	CoM BiH and Governments	End 2007	31.12.07	Draft program completed	30,00	0,00	7,50	7,50	7,50	7,50					
	Select measures based on this Strategy and Action Plan, and include additional measures as appropriate.															
	Prepare and circulate a draft program.		From end 2007	30.06.08	Consultations finished with all governments business communities and civil society in 3 entities	20,00	0,00	5,00	5,00	5,00	5,00					
	Carry out consultations with main actors in the administrative decision-making process, and with business communities, civil society, and citizens.															
	Submit the program to governments for approval, and start implementation.		By mid-2008; ongoing thereafter		Program approved by all Governments	40,00	0,00	10,00	10,00	10,00	10,00					
					Contribution to PM	20,00	2,60	20,00	20,00	20,00	20,00	0,20	0,20	0,20	3,80	
AP.2. Administrative simplification strategy – procedural law					Action Group	100,00	13,00	100,00	100,00	100,00	100,00	1,00	1,00	1,00	19,00	
AP.2.1 Harmonization and improving of procedural laws																
Harmonization is required to overcome the current variations in the standard of legal protection afforded to the parties at different government levels.					Contribution to Action Subgroup	20,00	1,00	20,00	20,00	20,00	20,00	1,00	1,00	1,00	1,00	

				Date		Plan	Actual	Planned				Implemented				Documentation basis/ comment
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	5,00	100,00	100,00	100,00	100,00	5,00	5,00	5,00	5,00	
Harmonization of the existing procedural laws regulating administrative decisions-making.	Establish a cross-BiH WG to review existing LAPs. In addition to members from each government level, the WG may include recognized legal experts in the field (practitioners), and members of the academia.	BiH MoJ FBiH MoJ, RS MALSG, BD Government Others:CoM BIH Governments, Parliaments	By mid 2007	30.06.07	Harmonization WG established and rules of procedure agreed	10,00	5,00	2,50	2,50	2,50	2,50	1,25	1,25	1,25	1,25	This measure is implemented at all levels by 50% since all governments nominated their representatives for Supervisory Team. Documentation basis: Decision of the Government of Federation of BiH number 550/07 date July 27.2007; Decision of Government Brcko District number 01-014-011290/07 date June 08.2007; Decision of the Council of Ministers of BiH number 172/07 date September 20.2007.; Decision of the Government of Republic of Srpska number 04/1-012-1044/07 date June 21.2007. Prepared Rules of Procedure of the Supervisory Team. Implementation team still not established.
	The WG to identify all possible solutions for harmonizing the approach to administrative decision-making, to include: · Enacting a single state-level Law based on an improved version of the current texts. Within this option, each system could maintain its implementation mechanisms (including separate inspectorates); · The state-level LAP to determine the conditions of its application by the administrations of the Entities and their subdivisions.		By end 2007	31.12.07	WG Final Report prepared	10,00	0,00	2,50	2,50	2,50	2,50					
	The WG will formulate specific proposals for improving and unifying the current texts regulating administrative procedures (on the basis of this Strategy and Action Plan). The WG will also consider changes to administrative dispute legislation and formulate proposals to align it with standards in EU Member States which call for full judicial review of administrative cases.															
	Prepare and circulate a discussion paper exploring the advantages and disadvantages of each explored option.		End 2007	31.12.07	Discussion paper circulated and comments received	20,00	0,00	5,00	5,00	5,00	5,00					
	Undertake cross country consultation on options identified.		From end 2007	30.06.08	Report on results of Cross Country consultations	20,00	0,00	5,00	5,00	5,00	5,00					
	Agree on the most appropriate solution for harmonizing general administrative procedure in BiH, and prepare draft legislation.		By mid 2008.	30.06.08	Draft Legislation submitted	20,00	0,00	5,00	5,00	5,00	5,00					
	Adopt appropriate changes to legislation.		By end 2008		Legislation adopted	20,00	0,00	5,00	5,00	5,00	5,00					
AP.2.2 General principles of administrative action																
Matters that are not classic administrative cases, such as the rights of clients in relation to service providers, remain potentially uncovered by LAPs. In these cases, a number of institutions selectively apply individual aspects of the respective LAP by analogy. To avoid this selective application based on disputable comparisons, some minimal procedural requirements (applicable to a broader range of subjects, such as service providers etc.), need to be identified, and included in the general administrative law.					Contribution to Action Subgroup	10,00	0,00	10,00	10,00	10,00	10,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
Formulation of general principles of administrative action applicable to the exercise of any public power.	WG for harmonization of LAPs will analyze provisions of the separate LAPs; and prepare proposals for amendments in order to broaden the scope of their application to different groups of service providers (schools, hospitals, etc.). These proposals will include minimum procedural requirements, in the form of general principles of administrative action applicable to the exercise of any public power.	BiH MoJ FBiH MoJ, RS MALSG, BD Government Others:CoM BIH Governments, Parliaments	By end 2007	31.12.07	Proposals submitted by harmonization WG	100,00	0,00	25,00	25,00	25,00	25,00					

				Date		Plan	Actual	Planned				Implemented				Documentation basis/ comment
AP. 2.3 Delegation of decision-making power																
All administrative decisions in BiH tend to be formally determined by the head of an institution, who retains responsibility for the entire decision-making process. A portion of relevant responsibilities can be delegated to subordinates, but the extent this is possible varies under each LAP. Usually, only preparatory activities prior to the final decision are delegated, while in practice the assumption still prevails that all decisions are formally taken by the head of the organization. The practice of delegation will be introduced at all levels, allowing transfer of responsibility for administrative decisions to the level of senior officials, who are the only officials with the time and competence to weigh individual cases. Practice in the EU Member States has also proceeded in this direction.					Contribution to Action Subgroup	10,00	0,00	10,00	10,00	10,00	10,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
LAPs at all levels will explicitly allow for delegation of responsibility for administrative decisions from the head of the institution to subordinate staff.	WG for Harmonization of LAPs will analyze and suggest concrete solutions to regulate delegation of jurisdiction over preparation and signing of legal acts.	BiH MoJ FBiH MoJ, RS MALSG, BD Government Others:CoM BIH Governments, Parliaments	end 2007.	31.12.07	Proposals submitted by harmonization WG	60,00	0,00	15,00	15,00	15,00	15,00					
	In implementing the relevant provisions, the delegations to senior officials (e.g. heads of sectors), will be actively encouraged.	All institutions with administrative decision-making powers	Ongoing		50% of the respective institutions have changed their Procedures delegating additional decision responsibilities to senior officers	40,00	0,00	10,00	10,00	10,00	10,00					
AP.2.4 Obligation of the first instance decision maker to take the decision																
One of the most frequent problems with respect to administrative decision-making is timeliness of decisions, i.e., the procedure is very lengthy, and deadlines for administrative decision-making set in LAPs and material legislation are not honoured. This is exacerbated by lengthy process of appeals and referrals. In cases where administration fails to provide a formal decision, as a general rule, LAPs recognize non-decision as a "negative decision"; triggering the right of the party to file an appeal to the second instance body. Such appeals usually result in a referral to the first instance decision-maker. This process indicates that the party can eventually compel the administration to provide a formal decision, but not in the most time-effective manner. Problems of the sort described above, require re-examination of the classic approach that considers administrative silence as a negative response. In other countries, “silent assent” in administrative procedure is increasingly being introduced. It is being used either as a technique to exercise greater pressure on the deciding administration, or as an administrative simplification measure, decreasing the bureaucratic burden on citizens and businesses, especially in cases concerning authorization requests to the administration, which are unlikely to affect the rights and interests of third parties. In Italy, for example, LAP introduced a presumption that silence signifies consent, unless otherwise specifically stated in material legislation. In other cases, the party may be authorized to respond to administrative silence through direct judicial recourse.					Contribution to Action Subgroup	15,00	0,00	20,00	20,00	20,00	15,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
1. Inaugurate procedural guaranties for reaching a first-instance decision by including a provision that would specifically require the first instance decision-maker to pass the decision.	The WG for Harmonization to: · Consider good practice from other countries in regards to administrative silence; · Identify cases where it is possible to reverse the terms of the presumption, allowing that for certain types of decisions, silence on the part of the public authorities indicates assent; · Assess the advantages and disadvantages of such option; and · Based on the assessment, formulate specific proposals for legislative changes.	BiH MoJ FBiH MoJ, RS MAL and BD Government (No Suggestions) BIH Governments, Parliaments	Do by end of 2007.	31.12.07	Analytical report and proposals submitted by WG	100,00	0,00	25,00	25,00	25,00	25,00					
AP.2.5 Bringing second instance decisions on merits																

				Date		Plan	Actual	Planned				Implemented				Documentation basis/ comment
Appellate bodies very frequently fail to decide the cases based on their merits. These bodies limit their intervention to invalidating the original decision on procedural grounds, returning the case to the first instance body for further determination. LAPs do not set any limit to the possibility for the appellate authority to return the case to the first instance body, which can result in the case being sent back and forth several times. Also, there appears to be a normative gap, since the appellate authority is not mandated to decide a case on merits, if the appeal authority has already noted problems with the first instance decision at an earlier stage. In Austria, a second instance authority decides the matter directly on the basis of the file, and when the gathering of evidence is completed, it can either remit the case to a lower instance for a new hearing, or it can hold the hearing directly.					Contribution to Action Subgroup	15,00	0,00	20,00	20,00	20,00	15,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
1. Obligation of the second instance decision-maker to decide a case on the merits.	The WG for Harmonization of LAPs will make proposals for amendments to LAPs on all levels to ensure inclusion of provisions strictly binding a second-instance authority to decide the case on merits, especially in cases of persistent violations by the first-instance authority.	BiH MoJ FBiH MoJ, RS MAL and BD Government Others: CoM BIH Governments, Parliaments	By end 2007	31.12.07	Proposals submitted by harmonization WG	40,00	0,00	10,00	10,00	10,00	10,00					
2. The occurrence of a remittance of a case to the first-instance decision-maker will be specifically monitored.	Monitor remittance of a case to the first-instance body and note the case in periodic reports on decision-making practices to be prepared as part of internal control mechanisms.	All institutions BiH MoJ FBiH MoJ, RS MAL and BD Government	Mid 2007; ongoing	30.06.07	Monitoring System established	60,00	0,00	15,00	15,00	15,00	15,00					
AP.2.6 Brčko District Appellate Commission																
The BD Appellate Commission is the single central body which makes decisions in the second-instance administrative procedure. It has a fixed composition, and this makes its competence to decide on a wide range of administrative matters doubtful.					Contribution to Action Subgroup	10,00	10,00				10,00				10,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	100,00				100,00				100,00	
The BD Appellate Commission will be mandated a variable composition, to ensure that its members will have substantial knowledge of the subject matters decided upon.	The BD Government to propose necessary changes to ensure that members of the Commission deciding specific case have the relevant expertise and experience.	BD government Others: Appellate commission, Legal Service	End 2006	31.12.06	Regulation for Appellate Commission approved	100,00	100,00				100,00				100,00	This measure is completely implemented as there was change in the constitution of the Appellant Commission of the Government of Brčko district. This was done so to guarantee that members of the Appellant Commission are in dispose of necessary knowledge for decision making during resolution in second level AP. (Law on changes of AP, "Official Gazette of BD" no. 8/07; Decree of the BD Supervisor "Off. Gazette of BD" no. 10/07).
AP.2.7 Extraordinary legal remedies																
Some of these extraordinary legal remedies significantly complicate the text of the LAPs; they have been found unnecessary, since they are rarely used in practice.					Contribution to Action Subgroup	10,00	0,00	10,00	10,00	10,00	10,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
Simplify the appeal system under LAPs, by eliminating or modifying existing extraordinary legal remedies.	The WG for Harmonization of the LAPs will examine the existing extraordinary legal remedies on all levels, such as “cancellation and amendment upon request or consent of the party” and “appeal in protection of legality”, and make specific proposals for abrogation or modification.	BiH MoJ FBiH MoJ, RS MAL and BD Government Others: CoM BIH Governments, Parliaments	End 2007	31.12.07	Proposals submitted by harmonization WG	100,00	0,00	25,00	25,00	25,00	25,00					
AP.2.8 Sanctions																
Different LAPs considerably differ on the issue of sanctions; some (BiH, FBiH), stipulate sanctions for their own execution, and others (RS, BD), do not allow administrative inspection to activate such sanctions; thus considerably undermining the decisiveness of their actions.					Contribution to Action Subgroup	10,00	2,00	10,00	10,00	10,00	10,00	0,00	0,00	0,00	8,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	20,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	80,00	

				Date		Plan	Actual	Planned				Implemented				Documentation basis/ comment
LAPs will expressly stipulate monetary and other sanctions that may be imposed for the violation of its key provisions by responsible officials (i.e., officials conducting the procedure, officials undertaking activities prior to taking the decision, and the head of the administrative authority).	The WG for Harmonization of LAPs will make specific proposals for legislative changes on all levels in regarding the inclusion of provisions stipulating sanctions for responsible officials.	BiH MoJ FBiH MoJ, RS MAL and BD Government Others: CoM BIH Governments, Parliaments	End 2007.	31.12.07	Proposals submitted by harmonization WG	100,00	20,00	25,00	25,00	25,00	25,00				20,00	This measure is implemented in BD by 80% as by the Laws on Administrative Procedure of the BD monetary penalties for violations of the LAP provisions are prescribed. The implementation of this measure was conditioned by issuing new Law on Violations of the BD. Besides above mentioned documentation basis can be found in Annual Report of the BD Coordinators which was submitted to the Public Administration Reform Coordinator's Office.
					Contribution to PM	20,00	1,60	20,00	20,00	20,00	20,00	0,40	0,40	5,20	0,40	
AP.3. Administrative simplification – material law					Action Group	100,00	8,00	100,00	100,00	100,00	100,00	2,00	2,00	26,02	2,00	
AP.3.1 Central registries of procedures																
The specific authority of an administrative body to make different types of decisions (e.g., decisions conferring certain benefits), is always prescribed in material legislation, regulating the subject matter that the institution decides upon. Maintaining registers of the various procedures in the administration can be particularly helpful for obtaining insights into existing arrangements, deciding on the optimal allocation of new responsibilities, and rationalization of existing ones. A central registry of procedures was created in Slovenia, and today it is an important tool for fostering administrative simplification.					Contribution to Action Subgroup	60,00	3,76	60,00	60,00	60,00	60,00	0,00	0,00	15,02	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	6,26	100,00	100,00	100,00	100,00	0,00	0,00	25,04	0,00	
1. At each level of government, the central institution responsible for AP matters (BiH MoJ, FBiH MoJ, RS MALSG, and relevant BD Government sectors responsible for AP), will require all institutions to produce a list of all relevant powers (authorizations to engage in administrative decision-making), that have been granted to them by substantive laws, in order to set up a registry.	BiH MoJ, FBiH MoJ, RS MALSG, BD Government will initiate a process to amend relevant laws/regulations regulating jurisdiction of the ministries, to authorize ministries responsible for AP matters on each level, to be able to request from all institutions involved in administrative decision-making (e.g. administrative authorities, administrative organizations, and organizations entrusted with public powers), to prepare and submit a list of all their decision-making powers in administrative matters granted to them by substantive laws. The central authority responsible for administrative decision-making will provide instructions on the content of such list (e.g., to include the relevant issues decided upon, and specific articles of the law conferring such empowerments to administrative authority).	BiH MoJ, FBiH MoJ, RS MALSG, BD Government (sectors responsible for AP) All institutions with decision-making authorities in administrative matters	By end 2007	31.12.07	Initial complete List ensured	50,00	3,13	12,50	12,50	12,50	12,50			3,13		This measure has been implemented in the Republic of Srpska by 25% since Parliament Assembly of Republic of Srpska got a Conclusion by which a Law for the reorganisation of the Government of Republic of Srpska, ministries, administration and other Government organisations should be made and adopted, in order to make efficient organisations and better results (number 01-1080/07 date July 03.2007), and Government of Republic of Srpska has nominated intersectoral working group for the development of the Law(The Conclusion number 04/1-012-1035/07 date June 21.2007). Documentation basis is Annual Report of the entity Coordinator distributed to the PARCO.
2. An updated copy of this list will be periodically provided to the central institution responsible for AP matters on each level, which will keep a complete and accurate registry of procedures.	The central institution responsible for AP matters on each level to set up and maintain a registry of procedures.		From end 2007; ongoing		updated lists completed and submitted every 6 months (First update per 30.06.08) - 10% each	50,00	3,13	12,50	12,50	12,50	12,50			3,13		This measure has been implemented in the Republic of Srpska by 25% since Parliament Assembly of Republic of Srpska got a Conclusion by which a Law for the reorganisation of the Government of Republic of Srpska, ministries, administration and other Government organisations should be made and adopted, in order to make efficient organisations and better results (number 01-1080/07 date July 03.2007), and Government of Republic of Srpska has nominated intersectoral working group for the development of the Law(The Conclusion number 04/1-012-1035/07 date June 21.2007). Documentation basis is Annual Report of the entity Coordinator distributed to the PARCO.
AP.3.2 Verification of the need for special procedures																
There are numerous examples of "special procedures" - where material legislation introduces exceptions to the general procedural rules. The number of such exceptions will be controlled, and diminished, in order to increase legal certainty for the parties.					Contribution to Action Subgroup	40,00	4,25	40,00	40,00	40,00	40,00	2,00	2,00	10,99	2,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	10,62	100,00	100,00	100,00	100,00	5,00	5,00	27,48	5,00	

				Date		Plan	Actual	Planned				Implemented				Documentation basis/ comment
1. Upon constitution of the registry of procedures, each competent central institution (BiH MoJ, FBiH MoJ, RS MALSG, relevant BD Government's sectors) will review existent arrangements (powers), to determine whether any element of specialty is justified.	BiH MoJ, FBiH MoJ, RS MALSG, BD Government (sectors responsible for AP), to carry out a review of existing procedures, and propose amendments to material legislation noting that the special procedure is an exception that may occur under justified circumstances.	BiH MoJ, FBiH MoJ, RS MALSG, BD Government (sectors responsible for AP)	By end 2007	31.12.07	Report, including analysis and proposals, submitted	20,00	1,25	5,00	5,00	5,00	5,00			1,25		This measure has been implemented in the Republic of Srpska by 25% since Parliament Assembly of Republic of Srpska got a Conclusion by which a Law for the reorganisation of the Government of Republic of Srpska, ministries, administration and other Government organisations should be made and adopted, in order to make efficient organisations and better results (number 01-1080/07 date July 03.2007), and Government of Republic of Srpska has nominated intersectoral working group for the development of the Law(The Conclusion number 04/1-012-1035/07 date June 21.2007). Documentation basis is Annual Report of the entity Coordinator distributed to the PARCO.
	Set up a cross-BiH WG to consider the proposals.	CoM BIH and Governments	By end 2007	31.12.07	WG established and rules of procedure agreed	10,00	5,00	2,50	2,50	2,50	2,50	1,25	1,25	1,25	1,25	This measure is implemented at all levels by 50% since all governments nominated their representatives for Supervisory Team. Documentation basis: Decision of the Government of Federation of BiH number 550/07 date July 27.2007; Decision of Government Brcko District number 01-014-011290/07 date June 08.2007; Decision of the Council of Ministers of BiH number 172/07 date September 20.2007.; Decision of the Government of Republic of Srpska number 04/1-012-1044/07 date June 21.2007. Prepared Rules of Procedure of the Supervisory Team. Implementation team still not established.
	Draft and adopt necessary changes to legislation/regulations.	BiH MoJ, FBiH MoJ, RS MALSG, BD Government (sectors responsible for AP) CoM BiH Governments, Parliaments	By mid 2008 (with adoption process possible by end 2008)	31.12.08	Changes to regulations / legislation adopted by responsible body	30,00	1,87	7,50	7,50	7,50	7,50			1,87		This measure has been implemented in the Republic of Srpska by 25% since Parliament Assembly of Republic of Srpska got a Conclusion by which a Law for the reorganisation of the Government of Republic of Srpska, ministries, administration and other Government organisations should be made and adopted, in order to make efficient organisations and better results (number 01-1080/07 date July 03.2007), and Government of Republic of Srpska has nominated intersectoral working group for the development of the Law(The Conclusion number 04/1-012-1035/07 date June 21.2007). Documentation basis is Annual Report of the entity Coordinator distributed to the PARCO.
2. Carry out a standard drafting check by the central institution, expressing an opinion on elements of specialty, and possible simplification measures within new legislation, to be considered by the government.	Regulate carrying out a standard drafting check by the central institution responsible for administrative decision-making.	CoM BIH and Governments	By end 2007	31.12.07	Standard drafting check regulation adopted	20,00	1,25	5,00	5,00	5,00	5,00			1,25		This measure has been implemented in the Republic of Srpska by 25% since Parliament Assembly of Republic of Srpska got a Conclusion by which a Law for the reorganisation of the Government of Republic of Srpska, ministries, administration and other Government organisations should be made and adopted, in order to make efficient organisations and better results (number 01-1080/07 date July 03.2007), and Government of Republic of Srpska has nominated intersectoral working group for the development of the Law(The Conclusion number 04/1-012-1035/07 date June 21.2007). Documentation basis is Annual Report of the entity Coordinator distributed to the PARCO.

				Date		Plan	Actual	Planned				Implemented				Documentation basis/ comment
	The central institution to express an opinion on: - elements of specialty; - possible simplification measures within new legislation.	BiH MoJ, FBiH MoJ, RS MALSG, BD Government (sectors responsible for AP)	From end 2007, ongoing		Central Institution opinion on simplification opportunities (Annual 2007 - 2010, 5% p.a.)	20,00	1,25	5,00	5,00	5,00	5,00			1,25		This measure has been implemented in the Republic of Srpska by 25% since Parliament Assembly of Republic of Srpska got a Conclusion by which a Law for the reorganisation of the Government of Republic of Srpska, ministries, administration and other Government organisations should be made and adopted, in order to make efficient organisations and better results (number 01-1080/07 date July 03.2007), and Government of Republic of Srpska has nominated intersectoral working group for the development of the Law(The Conclusion number 04/1-012-1035/07 date June 21.2007). Documentation basis is Annual Report of the entity Coordinator distributed to the PARCO.
					Contribution to PM	20,00	0,00	20,00	20,00	20,00	20,00	0,00	0,00	0,00	0,00	
AP.4. Administrative simplification (process re-engineering)					Action Group	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
AP.4.1 Improved information sharing																
administrations in BiH are gradually entering a process of integration of basic registries (the essential databases whose constitution is in the potential interest of all institutions); such as the country-wide registry of residents produced in the framework of CIPS project. However, it appears that the advantages of these registries are not shared with other administrations, which usually have no direct access to this country-wide data.					Contribution to Action Subgroup	50,00	0,00	50,00	50,00	50,00	50,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	50,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
The benefits resulting from integration of basic registries will be made available to all interested administrations at all levels, as well as horizontally within each level, in order to facilitate communication with the parties and decrease reliance on notification through public announcement.	Integration of basic registries.	BiH MoJ, FBiH MoJ, RS MALSG, BD Government (sectors responsible for AP)	2008-2010	31.12.08	Basic registers identified and strategy for integration agreed	50,00	0,00	12,50	12,50	12,50	12,50					
	Sharing of information (direct access of other interested administrations to this county-wide data, including data on personal identification and changes of address).	AIS and government centres for IT at other levels		31.12.10	Active information sharing technically and legally implemented and working for all basic registers	50,00	0,00	12,50	12,50	12,50	12,50					
AP.4.2 Electronic communication with parties																
The four LAPs are based on outdated concepts where communication between administration and various parties can only take place via the postal system, or face-to-face interaction. Electronic communication with the parties can be an advantage given the physical and administrative fragmentation of BiH, and LAPs will be amended regarding this point. In Estonia, LAP provides for documents to be sent to an e-mail address indicated in the application, with a digital signature. In Slovenia, parties can submit electronic requests to a central information system, which confirms receipt and passes the file to the responsible organ. The Austrian LAP allows written materials to be communicated by e-mail or in any other technical device, if the party consented to this mode of communication.					Contribution to Action Subgroup	50,00	0,00	50,00	50,00	50,00	50,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
Allow electronic communication with parties.	A cross-BiH WG to consider the experience in electronic communication, of new and established EU Member States, and propose necessary changes to LAPs to allow communication with parties by electronic means.	BiH MoJ, FBiH MoJ, RS MALSG, BD Government (sectors responsible for AP) AIS and government centres for IT at other levels	2008-2010	31.12.08	Study finished, report and proposals submitted	25,00	0,00	6,25	6,25	6,25	6,25					
	The central institutions responsible for AP matters to coordinate the selection and implementation of at least one pilot project each (e.g. in a municipality, or in an institution that fulfils the criteria), keeping in mind IT capacity within the administration and the level of Internet access amongst potential users.	Specific institutions selected for pilot project		31.12.10	Pilot Project Implemented	75,00	0,00	18,75	18,75	18,75	18,75					
					Contribution to PM	10,00	2,05	10,00	10,00	10,00	10,00	2,50	1,90	1,90	1,90	

				Date		Plan	Actual	Planned				Implemented				Documentation basis/ comment
AP.5. Organization and resources					Action Group	100,00	20,47	100,00	100,00	100,00	100,00	24,96	18,98	18,98	18,98	
AP.5. Organization and resources																
Apart from actual decision-making in its various instances, the current legislation covers other administrative functions to a very limited extent. Achieving real improvements in administrative decision-making requires more than the precise application of existing legislation. In order to deliver better results, the system needs to develop capacity for own analysis and constant improvement. This requires new organizational arrangements, and investment in staff.					Contribution to Action Subgroup	40,00	5,50	40,00	40,00	40,00	40,00	9,98	4,00	4,00	4,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	13,74	100,00	100,00	100,00	100,00	24,96	10,00	10,00	10,00	
Improve the organization of administrative decision-making; paying particular attention to increasing the capacity for systematic analysis to identify and remove problems in the design of administrative procedures, and the abilities of responsible staff members.	Establish cross BiH Working Group of representatives from each competent central institution (BiH MoJ, FBiH MoJ, RS MALSG, relevant BD Government's sectors) to work on administrative decision-making capacity development for individual institutions	BiH MoJ, FBiH MoJ, RS MALSG, relevant BD Government's sectors	By mid 2007	30.06.07	Organization WG established and rules of procedure agreed	20,00	10,00	5,00	5,00	5,00	5,00	2,50	2,50	2,50	2,50	This measure is implemented at all levels by 50% since all governments nominated their representatives for Supervisory Team. Documentation basis: Decision of the Government of Federation of BiH number 550/07 date July 27.2007; Decision of Government Brcko District number 01-014-011290/07 date June 08.2007; Decision of the Council of Ministers of BiH number 172/07 date September 20.2007.; Decision of the Government of Republic of Srpska number 04/1-012-1044/07 date June 21.2007. Prepared Rules of Procedure of the Supervisory Team. Implementation team still not established.
	Individual institutions to review existing organizational arrangements, and introduce necessary changes, in order to establish at least one specialist in administrative procedure and decision-making; the specialist will focus on monitoring and analysis, and reporting on administrative decision-making practices within the institution, including ongoing assistance to involved units and sectors. This position will be placed centrally, and close to the institution's top management. Analysis and reports from individual institutions will be submitted to analytical units in the central portfolio, responsible for coordination of administrative decision-making matters within the specific government level.	Individual institutions with administrative decision-making responsibilities	By mid 2007	31.12.07	Position of at least one administrative procedure specialist established; RB and procedure changed accordingly	30,00	1,87	7,50	7,50	7,50	7,50	1,87				This measure is implemented by 25% on BiH level as Draft on Changes of the Rules of Procedure on Internal Organization in the Ministry of Justice was prepared. These Rules of Procedure predicted expert for AP and decision making in administrative issues who will be dealing with monitoring, analyzing and reporting about practices of the administrative decision making within BiH institutions. This person will be employed in the Department for Monitoring of the Public Administration Reform and will cooperate with all relevant institutions which are dealing with public administration reform.
	Competent central institutions on each level (BiH MoJ, FBiH MoJ, RS MALSG, etc.), will develop analytical capacity for overall analysis of administrative decision-making practices.	BiH MoJ, FBiH MoJ, RS MALSG, relevant BD Government sectors	By mid 2007	31.12.07	RBs changed to make analytical capacity available; Resources added (in at least 1 institution in each gvt level)	30,00	1,87	7,50	7,50	7,50	7,50	1,87				This measure is implemented by 25% on BiH level as Draft on Changes of the Rules of Procedure on Internal Organization in the Ministry of Justice was prepared. These Rules of Procedure predicted expert for AP and decision making in administrative issues who will be dealing with monitoring, analyzing and reporting about practices of the administrative decision making within BiH institutions. This person will be employed in the Department for Monitoring of the Public Administration Reform and will cooperate with all relevant institutions which are dealing with public administration reform.
	Establish coordination arrangements between competent central institutions to manage common initiatives dealing with standard-setting (e.g., guidelines for administrative inspection, standards of behaviour for front office officials, etc.), related training initiatives, and exchange of experiences etc.	BiH MoJ, FBiH MoJ, RS MALSG, relevant BD Government sectors Others: Governments on all levels	By mid 2007	31.12.07	Coordination agreements elaborated signed	20,00	0,00	5,00	5,00	5,00	5,00					
AP.5.2 Professional qualifications of staff																

				Date		Plan	Actual	Planned				Implemented				Documentation basis/ comment
The approach to professional competence guaranteed in LAPs is not sufficient to ensure a high level of service. Specialist knowledge considerably varies from institution to institution, with an uneven understanding of key aspects of administrative decision-making. Each LAP mentions adequate performance on special exams as one of the key requirements for officials dealing with tasks related to administrative decision-making. This system could be developed into a proper system of certification for all key staff involved in AP matters. Furthermore, it would be necessary to deploy specific in-service training, considering that officials responsible for conducting the procedure or executing individual activities within it are primarily non-lawyers. Slovenia has taken a serious approach to ensuring professionalism in administrative decision-making, through professional rehabilitations, which consist of attending courses and passing an exam. This approach is applied to administrative inspectors and officials deciding administrative cases. In addition, there are professional upgrading courses for AP specialists carrying out analytical tas					Contribution to Action Subgroup	60,00	14,98	60,00	60,00	60,00	60,00	14,98	14,98	14,98	14,98	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	24,96	100,00	100,00	100,00	100,00	24,96	24,96	24,96	24,96	
1. Central institutions responsible for AP matters at each level, with the assistance of the CSAs or equivalent bodies, will agree upon a common scheme for the training of officials responsible for administrative decision-making (specialists in administrative procedure in institutions, officials responsible for conducting the procedure, and training of administrative inspectors).	Identify needs for training.	BiH MoJ, FBiH MoJ, RS MALSG, BD Government (sectors responsible for AP)	Beginning of 2008; onwards		Overall training needs related to administrative procedures identified in all in government levels and institutions; report on training needs approved	15,00	3,72	3,75	3,75	3,75	3,75	0,93	0,93	0,93	0,93	This measure has been implemented at all government levels by 25%, since at all levels of government a training needs for administrative procedure of newly employed civil servants as well as civil servants with working experience are identified. Central institutions responsible for the issues of administrative procedure at all levels stressed a necessity for training on administrative procedure as a priority. Documentation basis are reports and minutes on training needs.
	Agree a training curriculum in accordance with the needs.	CSAs		31.12.09	Curricula for target groups elaborated and agreed countrywide	15,00	3,72	3,75	3,75	3,75	3,75	0,93	0,93	0,93	0,93	This measure has been implemented at all government levels by 25%. Prepared Training Program for aimed groups is still not harmonised with central institutions responsible for administrative procedure issues. The Training Program has been prepared by Civil Service Agency of BiH, entity agencies for civil service and Agency of Brcko district.
	Design and deliver training on each level, based on modules of practical content, including case studies related to specific decision-making areas.	Individual institutions		31.12.10	Trainings covering at least 75% of the identified needs are delivered	60,00	15,00	15,00	15,00	15,00	15,00	3,75	3,75	3,75	3,75	This measure has been implemented by 25% at all government levels. Training that are done cover a quarter of identified needs. Documentation basis are Reports of CSAs on implemented trainings.
2. Ensure high professionalism in administrative decision-making.	The competent central institutions (in cooperation with the CSAs), will assess options for establishing an appropriate system of certification for the key roles in administrative decision-making, including certification of officials responsible for conducting an AP, and administrative inspectors.	BiH MoJ, FBiH MoJ, RS MALSG, BD Government (sectors responsible for AP) CSAs	By end 2008	31.12.08	Report on Options for a certification system and proposal for implementation	10,00	2,52	2,50	2,50	2,50	2,50	0,63	0,63	0,63	0,63	This measure has been implemented by 25% at all levels of government. System for certification for key roles in administrative decision making has been partially established, but it is necessary to continue with activities on the establishment of adequate system for certification of procedure leaders and administrative inspectors. All civil servants and employees are obliged to attend trainings and actively participate in it, and after which they get certificates that are to be put in personal files. Evaluation of civil servants and employees has been doing on the basis of number of attendee training among other issues.
					Contribution to PM	10,00	1,88	10,00	10,00	10,00	10,00	1,51	0,17	2,67	3,16	
AP.6. Internal Control					Action Group	100,00	18,76	100,00	100,00	100,00	100,00	15,10	1,66	26,66	31,60	
AP.6.1 Regular monitoring of administrative decision-making practices																
Monitoring administrative decision-making practices is undeveloped, or in many cases missing. Internal audits and/or analysis of decision-making practice are conducted in less than half of the institutions across all government levels. Therefore, follow-up systems related to quality of decision-making will be better developed and applied throughout BiH. This regular monitoring will also be of great interest for the central unit watch in charge of analyzing and improving the overall system of administrative procedure. Uniform standards for reporting will be agreed upon at each government level.					Contribution to Action Subgroup	50,00	6,26	50,00	50,00	50,00	50,00	15,10	1,66	1,66	6,60	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	12,51	100,00	100,00	100,00	100,00	30,20	3,32	3,32	13,20	

				Date		Plan	Actual	Planned				Implemented				Documentation basis/ comment
To advise the management on the constant improvement of decision-making practices, each institution with such powers will establish an internal system for monitoring work quality.	Administrative institutions will ensure regular monitoring, analysis and reporting in regards to: · The institution's own decision-making practices (decisions issued by topic, their outcome, type of procedures applied, respect of deadlines, etc.); · In respect to second instance decisions, this will include analysis of recurrent problems in first instance decision-making · Monitoring of the institution of the follow-up to its decisions in terms of execution – if the decision is positive – or otherwise in terms of second-instance decision-making (how often decisions were appealed, with what outcome, reasons for appeal etc); · Monitoring of court disputes (how often decisions were challenged, outcomes, reasons etc.); · Monitoring responses to the recommendations of the respective Ombudsman institution.	All institutions with administrative decision-making powers Others: BiH MoJ, FBiH MoJ, RS MALSG, BD Government (sectors responsible for AP)	From 2007 onwards		Monitoring system implemented, including list of institutions which will have to review their organizational arrangements	33,00	3,32	8,25	8,25	8,25	8,25	0,83	0,83	0,83	0,83	This measure is implemented by 10% on all levels of government. Periodic and annual reports of work are prepared and submitted to competent institutions, however adequate system of monitoring has not been established yet.
	Individual institutions (especially those with complex and multiple decision-making powers), to review their organizational arrangements. Establish appropriate arrangements for the exercise of these duties (including a specialist position close to the institution's management, to be in charge of gathering data, and analyzing the work of different sectors and units).	All institutions with administrative decision-making powers	By end 2007	31.12.07	Institutions listed have established respective structures and staffing	33,00	4,94	8,25	8,25	8,25	8,25	2,47			2,47	This measure is implemented by 30% on BiH and BD levels of government. Draft on Changes Draft on Changes of the Rules of Procedure on Internal Organization in the Ministry of Justice was prepared. These Rules of Procedure predicted expert for AP and decision making in administrative issues who will be dealing with monitoring, analyzing and reporting about practices of the administrative decision making within BiH institutions. This person will be employed in the Department for Monitoring of the Public Administration Reform and will cooperate with all relevant institutions which are dealing with public administration reform. Internal Organization Plan of the BD Mayor Office was adopted.
	Agree uniform standards for reporting at each level.	BiH MoJ, FBiH MoJ, RS MALSG, BD Government (sectors responsible for AP)	By end 2007	31.12.07	Reporting standards established and agreed; periodically reporting started	34,00	4,25	8,50	8,50	8,50	8,50	4,25				This measure is implemented by 50% only on BiH level where standard procedure of reporting is respected during preparation of reports in the BiH institution.
AP.6.2 Disciplinary responsibility																
Across all government levels, very few disciplinary actions, or actions for material responsibility are conducted against officials for misuse of position, or for serious mistakes committed during the procedure. On the other hand, there are a number of complaints addressed to administrative inspectors and ombudsman institutions; and the large number of procedures indicates that there was a need for disciplinary sanctions. Therefore, each relevant institution will specifically report on disciplinary measures undertaken for breach of procedures; this will be included in regular reports on decision-making practices.					Contribution to Action Subgroup	50,00	12,50	50,00	50,00	50,00	50,00	0,00	0,00	25,00	25,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	25,00	100,00	100,00	100,00	100,00	0,00	0,00	50,00	50,00	
Ensure necessary disciplinary actions or actions for material responsibility, against officials for misuse of position, or for serious irregularities during the course of the procedure.	Specifically report on disciplinary measures undertaken for breach of procedures (on individual initiative, or following indication by administrative inspection or ombudsman), in the regular reports on decision-making practices. Reports will be submitted to the responsible central institutions. The WG for Harmonization of LAPs to consider amendments to LAP specifying obligations on reporting on adopted disciplinary measures.	All institutions with powers administrative decision-making powers Others: BiH MoJ, FBiH MoJ, RS MALSG, BD Government (sectors responsible for AP)	By end 2007; ongoing		Proposals submitted by harmonization WG	100,00	25,00	25,00	25,00	25,00	25,00			12,50	12,50	This measure is implemented in RS and BD by 50%. Laws on Administrative Procedure of the BD prescribed monetary penalties for violations of the LAP provisions and this was conditioned by issuing new Law on Violations of the BD. Documentation basis: Annual Report of the BD Coordinators which was submitted to the Public Administration Reform Coordinator's Office. In RS this issue is regulated by the Law on Administrative Services of RS (Off. Gazette no. 16/02,62/02,38/03,42/04,49/06 and 207/07) and by Rules of Procedure on disciplinary and material responsibility of the administrative servants (Off. Gazette of RS no. 39/03).

				Date		Plan	Actual	Planned				Implemented				Documentation basis/ comment
					Contribution to PM	10,00	5,08	10,00	10,00	10,00	10,00	2,44	1,67	7,00	7,92	
AP.7. Administrative Inspection					Action Group	100,00	50,75	100,00	100,00	100,00	100,00	24,44	16,67	70,00	79,23	
AP.7.1 Develop the role of administrative inspection																
Developing the role of administrative inspection will be treated as a priority. Currently, no Rulebook or standard procedure determines the inspection methodology. Recorded rules would be an advantage to both inspectors and inspected parties: to better understand what the inspection implies. There is a strong need to employ additional numbers of administrative inspectors, particularly at the State level, since State-level legislation is theoretically where the range of powers provided to inspectors is widest and strongest. Additionally in FBiH, the Administrative Inspectorate is organized in a centralized manner, which considerably reduces the likelihood of frequent and efficient inspections of headquarters. It makes coordination with the separate Cantonal-level administrative inspectors very difficult. In the BD, the role of administrative inspector is limited to one employee from the Public Safety Department. This is a highly unusual solution, and will be revised.					Contribution to Action Subgroup	100,00	50,75	100,00	100,00	100,00	100,00	24,44	16,67	70,00	79,23	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	50,75	100,00	100,00	100,00	100,00	24,44	16,67	70,00	79,23	
1. Focus the role of administrative inspection more strongly on administrative decision-making (the application of LAPs), and quality of services to the public.	If necessary, make necessary changes to the mandate of administrative inspection. Inspectors to act not only on the basis of individual complaints, but also on the basis of planned checks on all aspects of the procedure, including standards of service to the parties	Competent ministries on all levels	By mid 2008	30.06.08	New mandate and regulations for inspections submitted	20,00	10,00	5,00	5,00	5,00	5,00	2,50	2,50	2,50	2,50	This measure is implemented by 50% on all levels of government as the role and activities of the administrative inspection are prescribed by the law and inspectors in their regular activities are verifying appliance of the LAPs. Documentation basis: existing LAPs of BiH, FBiH, RS and BD. Drafting of the Law on Administrative Inspection in RS is in progress.
2. Improve capacities for administrative inspection.	Review and establish effective organizational arrangements for the work of administrative inspection, including necessary decentralization arrangements (especially at the FBiH level).	All, especially FBiH and cantonal governments	By mid 2008	30.06.08	Updated organizational arrangements established	20,00	10,00	5,00	5,00	5,00	5,00			5,00	5,00	This measure is completely implemented in BD and RS. In BD adequate organizational solutions for work of the administrative inspection are established. Documentation basis: Law on Administrative Service in BD Administrative Bodies (Off. Gazette of BD no. 28/06, 29/06 and 19/07), Law on Public Administration of BD (Off. Gazette no. 19/07), Internal Organization Plan of the BD Mayor Office. Administrative inspection in RS is established on the territorial basis. (Existing systematization of the working places in the Ministry of Administration and local self-government).
	The competent ministries to review the needs and take necessary measures to employ additional number of administrative inspectors at all government levels (particularly BiH level).	All, especially the BiH MoJ (in cooperation with the BiH CSA)	By mid 2007	30.06.07	Updated staff budget for inspection approved	10,00	5,50	2,50	2,50	2,50	2,50	0,50		2,50	2,50	At the BiH level a draft on changes and annexes on internal organisation of the Ministry of Justice has been prepared , in which employment of additional number of administrative inspectors at state level are needed, and therefore this measure has been implemented by 20% at the state level. In Brcko District number of administrative inspectors has been increased from one to two, which is an optimal solution for BD, therefore this measure in BD has been implemented by 100%(doc. basis: Organisation plan of the Office of Mayor of BD BiH , Information from a member of Supervisory Team, Annual Report of BD Coordinator distributed to the PARCO. In the Republic of Srpska this measure has been implemented completely, since all working places of administrative inspectors are fulfilled (Systematization of working places in the Ministry of Administration and Local Self/Government of RS).

				Date		Plan	Actual	Planned				Implemented				Documentation basis/ comment
	Improve the technical conditions for inspections (additional equipment, vehicles, etc.).	Relevant ministries on all levels	From 2007; ongoing		Updated budget for equipment and expenditures approved	10,00	5,25	2,50	2,50	2,50	2,50	1,25		2,00	2,00	At the state level this measure has been implemented by 50%, since a technical conditions for administrative inspection work are improved by new computer equipment delivery (PCs and laptops). In the Republic of Srpska this measure has been implemented by 80% since equipment needed for the time being for the administrative inspection work has been delivered. All inspectors have cars, computes and other necessary equipment. (Rulebook on usage of motor vehicles and other By-Laws." Official Gazette of RS number 111 /05) In BD this measure has been implemented by 80% since all necessary equipment for the administrative inspection work for the time being has been delivered (Docum.basis: Decision of BD on contract award for the purchasing of equipment
	Inspectors will attend trainings emphasizing their increasing role in administrative decision-making.	Relevant ministries on all levels CSAs	Ongoing		Inspector Training Plan and Trainings defined	20,00	5,00	5,00	5,00	5,00	5,00			2,50	2,50	This measure is implemented by 50% in BD. Plan of training of administrative inspection is defined and trainings are intensified. Documentation basis: Annual Report of the BD Coordinators which was submitted to the Public Administration Reform Coordinator's Office. In RS this measure is implemented by 50% and ECDL licence training of some number of administrative inspectors is in progress.
3. Introduce standard operating procedures for administrative inspection to be able to follow a single procedure while conducting inspections.	Establish a cross-BiH WG to agree on the main aspects of a Standard Operating Procedure for administrative inspection, to then implement on each level.	BiH MoJ, FBiH MoJ, RS MALSG, BD Government (sectors responsible for AP) Others: Institutions applying administrative procedures in their work	By end 2007	31.12.07	WG established and rules of procedure agreed	10,00	5,00	2,50	2,50	2,50	2,50	1,25	1,25	1,25	1,25	This measure is implemented at all levels by 50% since all governments nominated their representatives for Supervisory Team. Documentation basis: Decision of the Government of Federation of BiH number 550/07 date July 27.2007; Decision of Government Brcko District number 01-014-011290/07 date June 08.2007; Decision of the Council of Ministers of BiH number 172/07 date September 20.2007.; Decision of the Government of Republic of Srpska number 04/1-012-1044/07 date June 21.2007. Prepared Rules of Procedure of the Supervisory Team. Implementation team still not established.
4. The function of the administrative inspector in the District of Brčko will be recognized to become more relevant for overall management of administrative decision-making in BD.	BD Government will propose a solution and prepare necessary changes to regulations (e.g., the administrative inspector to be located within the Administrative Support Department).	BD government. Administrative inspector	End 2006	31.12.06	Regulation prepared	10,00	10,00				10,00				10,00	This measure is completely implemented in BD where adequate organizational solutions for work of the administrative inspection are established. Function of the administrative inspector is broaden and given greater importance in general operating with the system of administrative decision making in the BD administration. Documentation basis: Law on Administrative Service in BD Administrative Bodies (Off. Gazette of BD no. 28/06, 29/06 and 19/07), Law on Public Administration of BD (Off. Gazette no. 19/07), Internal Organization Plan of the BD Mayor Office. Information given by member of the Supervisory Team of BD and the Annual Report of the BD Coordinators which was submitted to the Public Administration Reform Coordinator's Office.

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis /comment
PART V INSTITUTIONAL COMMUNICATION								BiH	FBiH	RS	BD BiH	BiH	FBiH	RS	BD BiH	
PART V INSTITUTIONAL COMMUNICATION																
					Part Value	100,00	21,12	100,00	100,00	100,00	100,00	24,86	15,60	36,82	11,38	
PART I: SETTING UP OF THE SYSTEM																
					Contribution to PM	10,00	0,00	10,00	10,00	10,00	10,00	0,00	0,00	0,00	0,00	
IC. 1. Key Regulations					Action Group	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
IC 1.1. Key Regulations					Contribution to Action Subgroup	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
Regulate the work of PR officers/units (hereinafter called "PR offices).	CoM BiH FBIH governments to adopt document/s on institutional communication (Decision/Protocol on Public Relations Officers, a Guide on Standard Working Practices for Public Relations Officers or other similar documents), outlining the guiding principles in the work of PR offices/officers in all public institutions.	BiH Council of Ministers, FBiH, BD Governments	Start 2007	01.01.07	Institutional Communication Guidelines adopted or updated	20,00	0,00	7,00	7,00		6,00					
Links: Project "Reform of the Public Administration on the state and entity level in BiH", which is financed by the DFiD and implemented By the National School of Government of the United Kingdom, works with the Government of the RS on further strengthening of the role and function of the government's relations with the public and internal communications. Accidental support, with an overview of harmonisation of activities, discussed with the bureaus for public relations on state level, level of the FBiH and the Brčko District.		Government's central information offices	Government documents in place by end 2007; ongoing afterwards													
	Set up a cross BiH Working Group to agree basic guiding principles for such documents.	BiH Council of Ministers, RS, FBiH, BD Governments			Cross BiH Working group established, TOR and Workplan defined	20,00	0,00	5,00	5,00	5,00	5,00					
		Government's central information offices			Basic principles agreed and fixed in a strategy paper	10,00	0,00	2,50	2,50	2,50	2,50					
	CoM BIH and Governments that have already adopted such documents to update them in accordance with the agreed principles and this Action Plan.	BiH Council of Ministers, RS, FBiH, BD Governments														
	Develop or update manuals on the content of such documents and operating procedures of importance to the work of PR officers.	Government's central information offices on all levels		31.12.07	New developed or updated manuals submitted	40,00	0,00	10,00	10,00	10,00	10,00					
	Periodic updating and revision of the content of such documents	Government's central information offices on all levels		31.12.09	Updates 2008, 2009 (5% each)	10,00	0,00	2,50	2,50	2,50	2,50					
					Contribution to PM	10,00	0,35	10,00	10,00	10,00	10,00	0,00	0,70	0,70	0,00	
IC. 2. Communication planning					Action Group	100,00	3,50	100,00	100,00	100,00	100,00	0,00	7,00	7,00	0,00	

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis /comment
IC.2.1 Improve strategic communication					Contribution to Action Subgroup	70,00	3,50	70,00	70,00	70,00	70,00	0,00	7,00	7,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	5,00	100,00	100,00	100,00	100,00	0,00	10,00	10,00	0,00	
1. Government's communication strategy and action plan	Each Government to develop and adopt its own communication strategy and action plan.	All governments (in particular BiH Council of Ministers, FBiH, and BD Government)	End 2007	31.12.07	Communication Strategy and Action Plan approved, including list of institutions to have own plans	10,00	5,00	2,50	2,50	2,50	2,50		2,50	2,50		FBiH: Strategy adopted on 26th session of the Government of the FBiH on September 27 2007. RS: Strategy adopted at the beginning of 2007.
	Carry out research at the beginning of the process – before implementation of the communication strategy starts - to establish, for instance, what the general public thinks about the Government.			31.12.07	Initial Research topics defined, research commissioned and results available	10,00	0,00	2,50	2,50	2,50	2,50					
	Regular evaluation of implementation to establish whether the public's knowledge and views of Government have changed.		Continual	31.12.08	Evaluation system and workplan elaborated and established	20,00	0,00	5,00	5,00	5,00	5,00					
2. Improve communications planning within institutions.	The government's documents regulating the work of PR officers, to require each institution to produce and adopt a medium-term communications strategy by a specific deadline, and submit these to their Government. Governments that have already adopted documents on IC, need to update them in accordance with this Action Plan. In line with these documents, institutions to define (or update) communication goals, target groups, communication channels, core messages, and organize public hearings or promotion events of communication strategies.	BiH Council of Ministers, RS and FBiH Governments Government's central information offices	End 2007	31.12.07	Institutional Communication Strategies and action plans approved	40,00	0,00	10,00	10,00	10,00	10,00					
	In addition, each institution to complete and adopt annual operational plans for communication activities, with evaluation and monitoring procedures and budget.	Institutions on all levels	End 2007; ongoing afterwards	31.12.07	First annual operations plan approved	20,00	0,00	5,00	5,00	5,00	5,00					
IIC.2.2 Integrate communication planning and budgeting					Contribution to Action Subgroup	30,00	0,00	30,00	30,00	30,00	30,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
Integrate communication planning with the institutions' overall planning and budgeting processes.	Communication strategies and plans are part of an overall planning and budgeting process undertaken by all departments within institutions: not as an isolated activity. Experience of such planning is limited; substantial technical assistance and training is required, to senior management and PR officers among others.	Institutions on all levels BiH Council of Ministers, RS and FBiH, BD` Governments	Continual	31.12.07	Integrated plan (1st draft model) delivered	100,00	0,00	25,00	25,00	25,00	25,00					
					Contribution to PM	5,00	0,88	5,00	5,00	5,00	5,00	0,43	0,00	3,10	0,00	
IC 3. Institutional relation/relations with management					Action Group	100,00	17,65	100,00	100,00	100,00	100,00	8,60	0,00	62,00	0,00	
IC.3.1 Ensure PR participation in the decision-making process and support by senior management					Contribution to Action Subgroup	40,00	4,90	40,00	40,00	40,00	40,00	3,60	0,00	16,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	12,25	100,00	100,00	100,00	100,00	9,00	0,00	40,00	0,00	

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis /comment
1. Ensure senior management understand and support the work of PR officers.	Design an intense programme of training for senior management of all institutions, in the purpose and requirements of government documents on Institutional Communication (IC).	All governments Government's central information offices Institutions	Start 2007 (the programme will be in place by end 2007) Ongoing	31.12.07	Training program approved	20,00	0,00	5,00	5,00	5,00	5,00					
				31.12.08	Trainings completed, covering 90% of senior management of institutions	30,00	0,25	7,50	7,50	7,50	7,50	0,25				BH: Public relation Office of the CoM: 4 training modules during 2006. and 2007.
	Stress the need for availability of top decision-makers to inquiries by the public (ensure this is highlighted in the government documents on IC).			31.12.08	4 Seminars for top decision makers (1 in each entity)	10,00	0,00	2,50	2,50	2,50	2,50					
2. Improve PR participation in the decision-making process and the access to information of PR officers.	Include PR officers in the decision-making process in their institutions (attend collegiums, regular meetings of management, etc.).	All institutions	By end of 2007; ongoing afterwards	31.12.07	RP changed and demand presence of RP officers in top mgmt meetings	20,00	6,00	5,00	5,00	5,00	5,00	1,00		5,00		BH: Rulebooks of the General Secretary of the CoM. RS: Protocol for public relation officers, adopted on February 21, 2002.
	Review and revise internal procedures to ensure that PR officers have proper access to information within their institution.			31.12.07	RP give PR officers direct access to all staff on all levels	20,00	6,00	5,00	5,00	5,00	5,00	1,00		5,00		BH: Rulebooks of the General Secretary of CoM. RS: Protocol for public relation officers.
IC.3.2 Ensure PR officers with adequate status					Contribution to Action Subgroup	40,00	9,50	40,00	40,00	40,00	40,00	0,00	0,00	38,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	23,75	100,00	100,00	100,00	100,00	0,00	0,00	95,00	0,00	
Improve the status of PR officers.	Define the positions of PR officers as civil servants, and ensure correct level of expertise and seniority (not lower than "expert associate").	All	Mid 2007 Ongoing	30.06.07	staffing rules implemented	50,00	12,50	12,50	12,50	12,50	12,50			12,50		RS: Regulation of the public servants categories (2003.)
	Subordinate PR officers directly to the top management.	All			RB changed accordingly	10,00	1,25	2,50	2,50	2,50	2,50			1,25		RS: Rulebooks in majority of ministries.
	Put in place regular reporting mechanisms of PR officers to their management. Improve such mechanisms if they already exist.				Include the topic of a PR presentation in the schedule of regular top mgmt meetings	40,00	10,00	10,00	10,00	10,00	10,00			10,00		RS: Protocol for public relation officers.
IC.3.3 Separate institutional from the political communication					Contribution to Action Subgroup	20,00	3,25	20,00	20,00	20,00	20,00	5,00	0,00	8,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	16,25	100,00	100,00	100,00	100,00	25,00	0,00	40,00	0,00	
Separate institutional from political communications.	Allocation of tasks to PR persons and political spokespersons must be clearly defined.	All	By mid 2007	30.06.07	Clarify different posts and their responsibilities in RBs	80,00	10,00	20,00	20,00	20,00	20,00	5,00		5,00		BiH: BiH: Rulebook of the General Secretary of CoM, Rules on internal organization and systematization of posts in State civil service Agency. RS: Instruction of standard operational praxes for public relation officers.
	Specify in government documents on IC that PR persons in the institutions are responsible for institutional, not political, information (to the extent this is already not clearly specified in such documents)			30.06.07	RBs describe positions clearly in each government	20,00	6,25	5,00	5,00	5,00	5,00	1,25		5,00		RS: Protocol for Public relation officers and Guide for public relation officers attitude in election campaign (2006.)
					Contribution to PM	10,00	2,20	10,00	10,00	10,00	10,00	2,86	1,43	8,29	0,00	

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis /comment
IC.4. Organizational issues					Action Group	100,00	22,00	100,00	100,00	100,00	100,00	28,57	14,29	82,86	0,00	
					Contribution to Action Subgroup	100,00	22,00	100,00	100,00	100,00	100,00	28,57	14,29	82,86	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	22,00	100,00	100,00	100,00	100,00	28,57	14,29	82,86	0,00	
Improve capacity in institutions.	Every Ministry and major institution will have at least one full-time, dedicated PR officer.	All, but particularly ministries (all levels) and institutions that play major role in EU integration processes	By mid 2007	30.06.07	RBs are set up accordingly	40,00	14,50	10,00	10,00	10,00	10,00	5,00	2,50	7,00		BiH: 5 of 9 ministries of the CoM have PR officer. FB&H: 3 of 13 ministries of the Government have PR officer. RS: 11 of 16 ministries of the Government have PR officer.
	Smaller institutions and others may use the resources of central government offices.			30.06.07	Rules for usage of central Gvt offices implemented	30,00	7,50	7,50	7,50	7,50	7,50			7,50		RS: Regulation of Government Secretary (2002.)
	The government of the District of Brcko (BD) to formally establish a central information service.	BD government		30.06.07	Brcko Information Service is workable	30,00	0,00				30,00					
					Contribution to PM	5,00	0,60	5,00	5,00	5,00	5,00	0,80	0,00	1,60	0,00	
IC.5. Co-ordination and standard-setting					Action Group	100,00	12,00	100,00	100,00	100,00	100,00	16,00	0,00	32,00	0,00	
					Contribution to Action Subgroup	100,00	12,00	100,00	100,00	100,00	100,00	16,00	0,00	32,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	12,00	100,00	100,00	100,00	100,00	16,00	0,00	32,00	0,00	
1. Improve co-ordination between PR officers/offices at each government level.	Each government's central information office to convene regular meetings (at least monthly); PR officers from all main institutions to share information and plans, develop joint strategies and activities and discuss common problems.	BiH Council of Ministers, RS and FBiH Governments, BD government	By mid 2007; afterwards ongoing	30.06.07	Regular meetings of PR offices fixed in the RPs	30,00	10,00	7,50	7,50	7,50	7,50	2,50		7,50		BiH: Meetings are not agreed by protocols, but are held every 6 months. RS: Protocol for Public relation officers.
	The information services of DEI and CoM to organize regular meetings every three months of all relevant PR officers/ offices in relation to EU integration processes.	Government's central information offices			Regular information exchanges defined and regulated in the RPs	30,00	0,00	7,50	7,50	7,50	7,50					
2. Improve networking with other information officers, governmental and non-governmental.	Establish cooperation and have occasional joint activities with PR associations and information officers from international organizations, NGOs etc.	All	By mid 2007; ongoing	30.06.07	List of NGOs, Associations and relevant addressees within NGOs set up	10,00	0,50	2,50	2,50	2,50	2,50	0,50				BiH: Public relation Office of the CoM has this list from 2001.
				31.12.07	At least one information exchange meeting with NGOs/Associations on central government basis each half year on each government level (first time latest 31.12.07)	20,00	0,50	5,00	5,00	5,00	5,00	0,50				BiH: Agreement on cooperation between CoM and NGO sector in BH signed in May 2007.
				30.06.07	All Institutions distributing promotional material have included NGOs in their distribution scheme	10,00	1,00	2,50	2,50	2,50	2,50	0,50		0,50		FBiH: Mail list of the Government's Bureau of informing.
					Contribution to PM	5,00	0,00	5,00	5,00	5,00	5,00	0,00	0,00	0,00	0,00	
IC.6. Service provision/Central pools of resources					Action Group	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis /comment
					Contribution to Action Subgroup	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
1. Ensure PR offices in institutions as well as central government's information office receive modern equipment essential for their work.	As part of the planning and budgeting process inherent in the adoption of a communications strategy and annual operational plans, each PR office to identify and request equipment which is required most urgently for purchase or renewal to improve work effectiveness. All central governmental offices in particular to be strengthened with modern equipment essential for their work.	All governments and institutions	Beginning of 2008; ongoing	01.01.08	General equipment standard (including availability of communication channels) defined; gap analysis executed and necessary equipment budgeted	20,00	0,00	5,00	5,00	5,00	5,00					BiH: Defining general standard planed after moving in new administrative building of the CoM in 2008.
2. Establish governmental common "resources pools".	Equipment which is used less frequently and/or is expensive, will be provided under a "resources pool" arrangement; available at central government' information office to all PR offices.	BiH Council of Ministers, RS and FBiH Governments, BD	Mid 2008	30.06.08	Decentralized resource pool set up, including list of equipment in the pool, contact persons and conditions of use	30,00	0,00	7,50	7,50	7,50	7,50					
3. Carry out a feasibility study on the proposed BiH Information Centre to serve all governments, the media and the public.	The BiH Government, in cooperation with the RS and FBiH Governments, to conduct a feasibility study into the proposed BiH Information Centre (preferably with international assistance). The study to determine the exact purpose and cost of such a centre; and define the relations of all governments towards the Centre, on which basis, governments on all levels to provide final confirmation of their support.	BiH Council of Ministers, RS and FBiH Governments, BD	Mid 2008	30.06.08	Feasibility study report submitted	10,00	0,00	2,50	2,50	2,50	2,50					
4. Ensure modern and efficient developments of the IC sector in the future.	Conduct another functional review on the issue of public administration's IC capacities in several years, coordinated by the government's central information offices (with the help of the BiH Information Centre, if established).	All	2010	31.12.10	Functional review report particularly stressing changes in IC offices work style and equipment needs	40,00	0,00	10,00	10,00	10,00	10,00					
					Contribution to PM	10,00	1,87	10,00	10,00	10,00	10,00	2,32	0,18	4,48	0,48	
IC.7. Human Resources					Action Group	100,00	18,65	100,00	100,00	100,00	100,00	23,20	1,80	44,80	4,80	
IC.7.1 Concentrate new resources at critical points in system					Contribution to Action Subgroup	30,00	3,75	30,00	30,00	30,00	30,00	3,60	1,80	4,80	4,80	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	12,50	100,00	100,00	100,00	100,00	12,00	6,00	16,00	16,00	
Concentrate new resources at critical points in the system	All PR positions to be filled as soon as possible through civil service procedures.	All governments and institutions CSAs on all levels	End 2007Ongoing	31.12.07	PR position filled 90%	50,00	12,50	12,50	12,50	12,50	12,50	3,00	1,50	4,00	4,00	BiH: 4 of 9 ministries have PR officer, Directorate for European Integrations and Civil Service Agency as well. FBiH: 3 of 13 ministries have PR officer. RS: 11 of 16 ministries have PR officer. BD: Budget proposal for 2008. specified work places for institutional communication activities.
	Since major increases in staffing are unrealistic, any additional resources to be concentrated at critical points - primarily the government's central information offices (and the proposed BiH Information Centre, if established).			31.12.07	Staff utilization policy adopted by Government	50,00	0,00	12,50	12,50	12,50	12,50					
IC.7.2 Improve utilization and effectiveness of existing human resources					Contribution to Action Subgroup	40,00	5,00	40,00	40,00	40,00	40,00	10,00	0,00	10,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	12,50	100,00	100,00	100,00	100,00	25,00	0,00	25,00	0,00	

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis /comment
Improve utilization and effectiveness of existing human resources.	Each institution to clearly define the functions and position of PR officers, with proper job descriptions, including the required job qualifications.	All institutions	Mid 2007	30.06.07	Necessary changes in RBs done in at least 50% of institutions	100,00	12,50	25,00	25,00	25,00	25,00	6,25		6,25		BiH: Public relation Office of the CoM, public relation offices of the Directorate for European Integration and Civil Service Agency.
IC.7.3 Ensure professional skills of IO staff are appropriate for the job					Contribution to Action Subgroup	30,00	9,90	30,00	30,00	30,00	30,00	9,60	0,00	30,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	33,00	100,00	100,00	100,00	100,00	32,00	0,00	100,00	0,00	
Ensure the professional skills of IO staff are appropriate for the job.	Standards for entry for PR positions will be at least as rigorous as those in other highly skilled areas of the Civil Service: a combination of skills will be required.	BiH Council of Ministers, BD, RS and FBiH Governments and institutions Government's central information offices; CSAs on all levels	Ongoing Mid 2008	30.06.08	Minimal standard for qualification (education, skills, experience) defined for all applicants for IC / PR Jobs. Selection criteria (see HRM) defined accordingly	100,00	33,00	25,00	25,00	25,00	25,00	8,00		25,00		BiH: Activity realized in Public relation Office of the CoM and in Civil Service Agency.
					Contribution to PM	10,00	3,75	10,00	10,00	10,00	10,00	5,00	2,50	2,50	5,00	
IK 8. Training					Action Group	100,00	37,50	100,00	100,00	100,00	100,00	50,00	25,00	25,00	50,00	
					Contribution to Action Subgroup	100,00	37,50	100,00	100,00	100,00	100,00	50,00	25,00	25,00	50,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	37,50	100,00	100,00	100,00	100,00	50,00	25,00	25,00	50,00	
1. Provide training to PR officers on public relations	All PR officers to undergo training on public relations. All PR officers will have the PR manual (and should have knowledge of it).	BiH Council of Ministers, BD, RS and FBiH Governments Government's central information offices; CSAs on all levels Institutions	Ongoing	31.12.07	PR Training scheme elaborated and at least 1 Training per year offered (specialized trainings - in coordination with CSA)	50,00	31,25	12,50	12,50	12,50	12,50	6,25	6,25	6,25	12,50	BiH: 4 PR and IC trainings during 2006. and 2007. RS: 4 PR PR and IC trainings 2006. and 2007. FBiH: 3 PR and IC trainings 2006. and 2007. BD: 1 IC training during 2006/2007.
	Training could be run as a joint project on all levels of government (under the coordination of the government's central information offices, in cooperation with the CSAs).															
2. Provide training to PR officers in other required areas.	Design and deliver other types of training, e.g. to improve PR officers' IT skills, knowledge of foreign languages, ability to manage staff, and plan and budget.															
3. Provide experience of European best practices to PR officers.	Provide direct experience of best European practice in comparative countries, through occasional study tours and bilateral "twinning" of PR officers with counterparts in EU countries (possibly involving short- term job exchanges), or for a longer-term and more in-depth exchange of experience.	BiH Council of Ministers, BD, RS and FBiH Governments and institutions	Ongoing		Developed Annual program of Study tours and bilateral twinning's and at least one Study Tour and bilateral twinning's realised yearly	50,00	6,25	12,50	12,50	12,50	12,50	6,25				BiH:Twinning "Strengthening of the General Secretary of the CoM " realized in 2007. had public relation component.
					Contribution to PM	2,50	0,63	2,50	2,50	2,50	2,50	0,00	0,00	1,25	1,25	
IC.9. Budget allocations					Action Group	100,00	25,00	100,00	100,00	100,00	100,00	0,00	0,00	50,00	50,00	
					Contribution to Action Subgroup	100,00	25,00	100,00	100,00	100,00	100,00	0,00	0,00	50,00	50,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	25,00	100,00	100,00	100,00	100,00	0,00	0,00	50,00	50,00	

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis /comment
Improve transparency and management of funds for PR activities.	Budgetary requirements to be part of PR offices/officers annual plans, and taken into consideration by management.	BiH Council of Ministers, BD, RS and FBiH Governments and institutions	Ongoing	31.12.06	Country wide systematic for the PR Budget elaborated and agreed between MoFs	100,00	25,00	25,00	25,00	25,00	25,00			12,50	12,50	RS: Bureau for Public Relations of the Government has it's own budget. BD: Budget for 2008.
	PR offices/officers to be consulted on content issues in selection between procurement offers relating to their work.															
PART II: OUTPUT OF THE SYSTEM/ACTIVITIES																
					Contribution to PM	5,00	2,16	5,00	5,00	5,00	5,00	3,05	2,05	3,55	0,00	
IC. 10. Media related activities					Action Group	100,00	43,25	100,00	100,00	100,00	100,00	61,00	41,00	71,00	0,00	
					Contribution to Action Subgroup	100,00	43,25	100,00	100,00	100,00	100,00	61,00	41,00	71,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	43,25	100,00	100,00	100,00	100,00	61,00	41,00	71,00	0,00	
Clarify and simplify media communications.	Individual institutions to clearly define the process of communications with the media: defining the role of PR officers, authority to give media interviews, the type of information which may and may not be made public, and ensure a speedy process for preparing and approving statements to the media.	All institutions	By mid 2007; ongoing	30.06.07	Guidelines and principles defined countrywide	20,00	0,75	5,00	5,00	5,00	5,00	0,25	0,25	0,25		BiH: Activity realized by CoM, Directorate for European Integrations, Civil Service Agency. RS: Law on Free Information Access; Index registries of the Government Secretary ;Instruction of standard operational praxes for public relation officers. FBiH: Rules of procedures of the Government; Regulation on amendments of the Regulation of Informing Office of the Government (Official Gazette 44/07).
	Prepare guides/manuals for media relations, compatible with government documents on IC.	Government's central information offices; CSAs on all levels		30.06.07	Guideline and manual elaborated and made available to all press officers in all government levels (Print and online)	20,00	2,50	5,00	5,00	5,00	5,00			2,50		RS: Protocol for Public relation officers; Instruction of standard operational praxes for public relation officers.
	Prepare and maintain lists of media representatives (national, regional and local), with their names and contacts.			30.06.07	(First) Media Representatives list set up. Access to list defined. System for permanent update set up.	40,00	30,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00		
	Prepare lists of journalists that cover the area of interest to the institution, share information, and meet regularly.			30.06.07	Thematic List set up. System for permanent update set up	20,00	10,00	5,00	5,00	5,00	5,00	5,00		5,00		
					Contribution to PM	2,50	2,38	2,50	2,50	2,50	2,50	2,50	2,00	2,50	2,50	
IC. 11. Media Monitoring					Action Group	100,00	95,00	100,00	100,00	100,00	100,00	100,00	80,00	100,00	100,00	
					Contribution to Action Subgroup	100,00	95,00	100,00	100,00	100,00	100,00	100,00	80,00	100,00	100,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	95,00	100,00	100,00	100,00	100,00	100,00	80,00	100,00	100,00	
Improve efficiency of media monitoring.	While basic media monitoring is one of the key functions for all PR offices, each central government office to provide basic media monitoring products for its level of government, and share it throughout institutions.	All central government information offices (BiH Information Centre, if approved)	By mid 2007; ongoing	31.12.07	Central media monitoring system is working and procedure to share information within the government level set up	40,00	40,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00	BD: Instead of central unit for informing this activity is in Department for administrative affair responsibility.

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis /comment
	The proposed BiH Information Centre, if approved, can provide media monitoring service to all institutions.															
	Prepare specific (topic oriented) daily, weekly and monthly press clippings/ media monitoring reports.			31.12.07	90% of Institutions have introduced clip service	40,00	40,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00	10,00	
	Organize electronic distribution of media monitoring reports to interested parties.			31.12.07	Media monitoring reports available online (push service) to defined subscribers in the government	20,00	15,00	5,00	5,00	5,00	5,00	5,00		5,00	5,00	
					Contribution to PM	5,00	2,62	5,00	5,00	5,00	5,00	3,37	3,25	3,37	0,50	
IC. 12. Direct Communication with the Public - FOIA					Action Group	100,00	52,45	100,00	100,00	100,00	100,00	67,40	65,00	67,40	10,00	
					Contribution to Action Subgroup	100,00	52,45	100,00	100,00	100,00	100,00	67,40	65,00	67,40	10,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	52,45	100,00	100,00	100,00	100,00	67,40	65,00	67,40	10,00	
Ensure all institutions fulfil their responsibilities under the Freedom of Information Act (FoIA).	Appoint staff (an information officer under FoIA) to deal with citizens requests to have access to information.	All	Start immediately; ongoing	31.12.07	Appointment made and RB changed in 90% of eligible institutions	10,00	1,20	2,50	2,50	2,50	2,50	0,60		0,60		BiH: Rulebooks changed in General Secretary of the CoM, Civil Service Agency and Directorate for European integration.
	Prepare and publish guides and other information on free access to public information with clear instructions to citizens in accordance with the law.			31.12.07	All Institutions have elaborated and published at least one information document describing rights and obligations of citizens in their field of activity	50,00	37,50	12,50	12,50	12,50	12,50	12,50	12,50	12,50		BH, FBH, RS: Law on Free Information Access.
	Display and promote such guides and information at the institution's web site, notice boards, etc.			31.12.07	All written documents are downloadable from the institutions website	20,00	10,00	5,00	5,00	5,00	5,00	2,50	2,50	2,50	2,50	
	Distribute the guide to interested citizens and NGOs.			31.12.07	Each institutional website will have one page listing available material and ways to access it	20,00	3,75	5,00	5,00	5,00	5,00	1,25	1,25	1,25		
					Contribution to PM	5,00	1,47	5,00	5,00	5,00	5,00	1,49	1,49	1,49	1,40	
IC. 13. Web pages					Action Group	100,00	29,35	100,00	100,00	100,00	100,00	29,80	29,80	29,80	28,00	
					Contribution to Action Subgroup	100,00	29,35	100,00	100,00	100,00	100,00	29,80	29,80	29,80	28,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	29,35	100,00	100,00	100,00	100,00	29,80	29,80	29,80	28,00	
1. Ensure all institutions have a web page.	All institutions must either: (a) establish their own website, allocate resources to maintain it on a regular basis, and provide links to their government and other sites; or (b) provide information on a regular basis to the government's central website.	Institutions	By mid 2007	30.06.07	Institution present in the internet (100%)	30,00	20,00	7,50	7,50	7,50	7,50	5,00	5,00	5,00	5,00	
	PR offices to control web page content, and have close cooperation with IT staff who handle technical aspects (technical aspects can be outsourced).			30.06.07	PR offices made responsible in RB / Procedures for web page content management; RBs changed	10,00	1,80	2,50	2,50	2,50	2,50	0,60	0,60	0,60		BiH: Rulebook of the: General Secretary of the CoM, Directorate for European Integration and Civil Service Agency. FBiH: Decision on web site of the Government (Official Gazette 38/00). RS: Rules changed in majority of the ministries.

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis /comment
	Institutions to organize promotion of their websites			30.06.07	Website info on all written material released by the institutions and in all directories etc. under government control (90%)	10,00	3,80	2,50	2,50	2,50	2,50	0,60	0,60	0,60	2,00	BiH: web site of the CoM. FBiH and RS: web sites of governments. BD: www.bdcentral.net
2. Ensure quality and consistency of websites.	A template for the website design, minimum contents and features required to be set out in the Website Guidelines produced by individual governments (and/or by the BiH Information Centre, if approved).	BiH Council of Ministers, RS, FBiH and Brcko Governments All central government information offices (BiH Information Centre, if approved) Institutions	By mid 2007; ongoing	30.06.07	Uniform website design elaborated and agreed	20,00	0,00	5,00	5,00	5,00	5,00					
				30.06.07	Uniform minimum information defined and agreed	20,00	0,00	5,00	5,00	5,00	5,00					
	Government documents on IC to provide an obligation to regularly update websites by all institutions and encourage a more service-oriented approach.			30.06.07	Governments have agreed a quarterly update of websites as minimum requirement	10,00	3,75	2,50	2,50	2,50	2,50	1,25	1,25	1,25		RS: Daily update of CoM, Directorate for European Integration and Civil Service Agency web sites, with no formal request. RS: Decision on the web site of the Government. FBiH: Daily update of the Government web site with no formal request.
					Contribution to PM	5,00	1,38	5,00	5,00	5,00	5,00	1,84	1,75	1,69	0,25	
IC. 14. Direct communication with citizens					Action Group	100,00	27,65	100,00	100,00	100,00	100,00	36,80	35,00	33,80	5,00	
					Contribution to Action Subgroup	100,00	27,65	100,00	100,00	100,00	100,00	36,80	35,00	33,80	5,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	27,65	100,00	100,00	100,00	100,00	36,80	35,00	33,80	5,00	
To inform citizens without mediators.	Increase activities directly with citizens and do not focus only on media relations (roundtables and other public events of interest to the general public).	All	Ongoing	31.12.07	Have organized at least 4 events p.a. for the general public, 2 of them outside the entity capital (Brcko 2 events total) by the 4 governments in 2007, 2% for each event	40,00	0,00	10,00	10,00	10,00	10,00					
	Ensure this is highlighted in the government documents on IC	BiH Council of Ministers, RS, FBiH and Brcko Governments All central government information offices	By end 2007	31.12.07	Direct communication with citizens introduced in RBs and PRs	30,00	22,50	7,50	7,50	7,50	7,50	7,50	7,50	7,50		BiH: Rulebook of the General Secretary of the CoM. FBiH: Regulation on amendments of the Regulation of Informing Office of the Government (Official Gazette 44/07). RS: Protocol for public relation officers.
	Issue and distribute leaflets, brochures, and other public information.	All	Ongoing		Info leaflets for all institutions above a certain size	10,00	0,30	2,50	2,50	2,50	2,50	0,20		0,10		BiH: Brochures and bulletins of the Directorate for European Integrations, Ministry of Justice, Civil Service Agency, Statistical Agency, Foreign Investments Promotion Agency, Parliament, Public Administration Coordinator's Office. RS: Government, Civil Service Agency.
	Organize and maintain boxes for suggestions, complaints, comments.				Availability of a contact letterbox on central level, internet and in every institution with citizens/customers visiting them, as well as a procedure for using the input	10,00	4,35	2,50	2,50	2,50	2,50	1,25	1,25	0,60	1,25	BiH and FBiH: Possibility of communication with the citizens via e-mail. RS: Telephone lines and e-mailing for the citizens. BD: e-mailing for citizens.

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis /comment
	Organize open days or visits to institutions by citizens, schools, etc.				Annual open day for each institution above a certain size	10,00	0,50	2,50	2,50	2,50	2,50	0,25		0,25		BiH: Directorate for European Integrations, every 9th of May. RS: Government
					Contribution to PM	5,00	0,50	5,00	5,00	5,00	5,00	0,40	0,00	2,00	0,00	
IC. 15. Country branding and promotion					Action Group	100,00	10,00	100,00	100,00	100,00	100,00	8,00	0,00	40,00	0,00	
					Contribution to Action Subgroup	100,00	10,00	100,00	100,00	100,00	100,00	8,00	0,00	40,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	10,00	100,00	100,00	100,00	100,00	8,00	0,00	40,00	0,00	
1. Initiate country branding and promotion abroad.	Establish decision and agreement on country branding and promotion abroad, allocate necessary funds, and initiate such activities.	BiH Council of Ministers (with PR agencies), in cooperation with RS, FBiH and BD Governments	By the end of 2007; ongoing	31.1.2.07	Decision on policy funding made	20,00	0,00	5,00	5,00	5,00	5,00					
2. Usage of BH diplomatic network in external promotion.	Diplomatic representatives to have a more active approach to BiH promotion. Coordination by MFA is crucial in this regard.	BiH CoM and MFA	Ongoing	31.12.07	Regulation to extend the diplomats function adopted	30,00	0,00	30,00								
		BiH Diplomatic and Consular offices		31.12.08	Seminars for Diplomats developed in coordination with MFA	20,00	0,00	20,00								
3. All institutional representatives are to engage in external promotion.	Every institutional representative, particularly top leaders and those in frequent contact with foreign environments, will use every opportunity for promotion of BiH and provision of relevant information.	CoM BIH Governments All institutions	Ongoing	31.12.07	Media control list implemented by Central information office collecting and evaluating each personal PR and media activity of institution representatives and top officials; statistic released 2 x p.a	10,00	2,50	2,50	2,50	2,50	2,50	2,50				
	Develop promotional briefing material – available to all institutional representatives to use for their foreign contacts (such material is to be updated on a regular basis)			31.12.07	Material set developed, printed and made available as paper documents and well as in an online version	20,00	7,50	5,00	5,00	5,00	5,00	2,50		5,00		BiH: promotional clips, brochures, CD FIPA, RS: Presentation DVD;Clip; info leaflets about touristic potentials of RS.
					Contribution to PM	2,50	0,00	2,50	2,50	2,50	2,50	0,00	0,00	0,00	0,00	
IC. 16. Measure of results					Action Group	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
					Contribution to Action Subgroup	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
1. Measure the effectiveness of institutional communications	Communications strategies and operational plans to include measurement of the results of activities of PR officers/offices (on the basis of data from previous research) - both in terms of outputs (numbers of press statements, media interviews, publications etc), and also regarding effectiveness (public attitudes and feedback, media coverage etc).	All Government's central information office	Ongoing	31.12.07	General Monitoring and evaluation concept elaborated	20,00	0,00	5,00	5,00	5,00	5,00					
	Each institution to undertake at least one exercise in measuring feedback during the term of a government - e.g. through a simple questionnaire to key customer groups.			31.12.08	90% of the Institutions has developed a questionnaire to measure customer opinion	30,00	0,00	7,50	7,50	7,50	7,50					

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis /comment
	The government's central information office to measure the overall effectiveness of government communications.			31.12.08	Central Information office has elaborated a system for measuring government effectiveness	30,00	0,00	7,50	7,50	7,50	7,50					
2. Measure public attitudes and knowledge on key policies.	Institutions to submit topics for inclusion in regular public surveys undertaken by the government's central information office (and/or the proposed BiH Information Centre, if approved later).	All institutions Government's central information office	Ongoing	31.12.08	At least one topic submitted by each institution to the governments central information office	20,00	0,00	5,00	5,00	5,00	5,00					
					Contribution to PM	2,50	0,34	2,50	2,50	2,50	2,50	0,80	0,25	0,30	0,00	
IC. 17. Internal Communications					Action Group	100,00	13,50	100,00	100,00	100,00	100,00	32,00	10,00	12,00	0,00	
Good internal communications raises awareness and understanding among staff; keeps them informed and engaged through a two- way information flow. Information cascades from senior management down through the organisation and a return channel allows staff comments, opinions and importantly, suggestions, to travel up through the organisation back to senior management. This encourages staff engagement, commitment and motivation so ensuring improved delivery for customers.					Contribution to Action Subgroup	100,00	13,50	100,00	100,00	100,00	100,00	32,00	10,00	12,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	13,50	100,00	100,00	100,00	100,00	32,00	10,00	12,00	0,00	
1. Develop programs for improving internal communication	Establish cross BiH working group to review current internal communication arrangements, discuss needs and agree common standards that governments on all levels can adopt and promote	BiH Council of Ministers, RS, FBiH and Brcko Governments	By end 2007; implementation ongoing afterwards	31.12.07	Working group established, TOR defined	10,00	0,00	2,50	2,50	2,50	2,50					
2. Ensure PR officers/offices involvement in internal communications.	PR officers/offices to be able to distribute external information internally and receive all relevant internal information.	All institutions	Ongoing	31.12.07	In 90% of Institutions (All Ministries) PR Office has direct access to all staff members, particularly top management	20,00	0,50	5,00	5,00	5,00	5,00	0,25		0,25		BiH: Rulebook of the General Secretariat of CoM , RS: Protocol for Public Relation Officers.
	In addition, establish regular briefings, sessions or meetings with the top management.			31.12.07	90% of institutions have adopted a regulation to require the PR responsible to participate in Top Mgmt sessions, including briefings in both directions	20,00	0,50	5,00	5,00	5,00	5,00	0,25		0,25		BiH: Rulebook of the General Secretariat of CoM , RS: Protocol for Public Relation Officers.
	Establish information stands, bulletin places, and an advertisements board.			31.12.07	In 90% of institutions, next to electronic means a permanent channel to inform staff actively exists.	20,00	5,00	5,00	5,00	5,00	5,00	5,00				BiH: Information charts, internal delivery books, info stands.
	Introduce uniform Intranet systems and information policies, allowing all staff access to appropriate types of information, as quickly as resources allow.	All institutions	By mid-2008; ongoing	30.06.08	Government-wide intranet workable for 90% of workplaces	20,00	0,00	5,00	5,00	5,00	5,00					
	Develop e-mail networking for faster and easier communication.			30.06.08	(External) internet capacity with fast connections available for 90% of PR staff	10,00	7,50	2,50	2,50	2,50	2,50	2,50	2,50	2,50		

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
PART VI INFORMATION TECHNOLOGY								BiH	FBiH	RS	BD BiH	BiH	FBiH	RS	BD BiH	
PART VI INFORMATION TECHNOLOGY					Part Value	100,00	13,44	100,00	100,00	100,00	100,00	3,59	2,00	21,50	26,50	
					Contribution to IT	10,00	1,62	10,00	10,00	10,00	10,00	1,34	0,80	1,88	2,30	
IT 1. General policies, regulations and standards					Action Group	100,00	16,23	100,00	100,00	100,00	100,00	13,36	8,00	18,76	23,00	
IT.1.1 Bring legal framework in line with the acquis communautaire requirements in the area of IT																
Despite significant progress made in the field of IT legislation, the existing IT legislation remains haphazard and piecemeal, distancing BiH from acquis communautaire requirements, and the needs of a modern information society. An urgent need for a coherent and comprehensive regulatory environment for the utilization of IT has been identified; the IT legal framework needs to be in line with the acquis communautaire requirements.					Contribution to Action subgroup	20,00	8,48	20,00	20,00	20,00	20,00	8,16	8,00	9,76	8,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	42,40	100,00	100,00	100,00	100,00	40,80	40,00	48,80	40,00	
1. Define necessary laws and other regulations in the area of IT at state and entity levels.	Engage legal IT expert. Coordinate this activity with UNDP project e-legalization	The Council of Ministers of BiH and governments of RS, FBiH and Brčko District; Ministries of Justice; Secretariats in charge of legislation	Mid 2007	30.06.07	Report on necessary laws and regulations created	5,00	0,40	1,25	1,25	1,25	1,25	0,20		0,20		Until now decision to engage relevant legal expert has not been adopted.
2. Adopt relevant laws and other necessary regulations in line with the acquis communautaire requirements for the utilization of IT.	Adopt the Law on Electronic Signature, the Law on E-business, the Law on Electronic Document and their supporting documents.		Mid 2007	30.06.07	Electronic Signature Law Adopted	20,00	20,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	Law on electronic signature adopted. Published in Official gazette, November 14, 2006, No 91, however no bylaws were adopted, therefore the Law is useless for time being.
	Prepare and adopt other laws and legislation in line with the acquis communautaire requirements.		End 2008	30.06.07	E-Business Law adopted	20,00	1,00	5,00	5,00	5,00	5,00			1,00		Law is in procedure in RS.
				31.12.08	Law on electronic documents adopted	20,00	1,00	5,00	5,00	5,00	5,00			1,00		Law is in procedure in RS.
3. Harmonize existing legislation in the area of IT with the acquis communautaire requirements.	Sign and ratify the European Convention on Cybercrime.		End 2007	31.12.07	Cybercrime Convention signed	20,00	20,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	Convention signed and ratified. Lack of documentation basis.
	Harmonize existing laws and legislation with the acquis communautaire requirements.		Ongoing	31.12.10	List of Laws harmonized	15,00	0,00	3,75	3,75	3,75	3,75					No detailed overview of necessary legislation which needs to be adopted, has been made so far.
IT.1.2 Implement e-government action plan																
The e-government strategy and accompanied Action Plan, adopted by the BiH Council of Ministers in November 2004, provide strategic directions and guidelines for activities needed during the implementation of e-government, at all governmental levels. These documents offer a comprehensive catalogue of potential actions, and explore a wide range of technologies that could be deployed and actions that could be taken; depending on political willingness, technical capacity, and available funds. The proposed IT projects need to be prioritized based on: a realistic view of the existing capacity and performance; strong political will regarding their implementation; and sustainable project cost models – so necessary resources can be secured for their implementation.					Contribution to Action subgroup	20,00	2,00	20,00	20,00	20,00	20,00	0,20	0,00	4,00	2,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	10,00	100,00	100,00	100,00	100,00	10,00	0,00	20,00	10,00	
1. Update e-government action plan clearly defining priorities among proposed projects.	Define priorities among proposed IT projects based on realistic assessment of needs and outcomes, available political support, available human and financial resources, technical capacity, cost-benefit analysis, and requests for other activities to be implemented first.	Council of Ministers of BiH and governments of RS, FBiH and Brčko District, AIS, entity and cantonal IT agencies, Brčko District IT Subsection, finance experts from the institutions	Annually	31.12.07	E-Government Action Plan approved	20,00	5,00	5,00	5,00	5,00	5,00	2,50			2,50	Action plan submitted to the Information Technology Commission in BD in order to receive comments. Lack of documentation basis. Some projects from AP 1 are being drafted and can be implemented through the PAR Fund.
	According to defined priorities, make annual projections of IT projects.			31.12.10	Updates 08, 09. 10 with value of 5%	15,00	0,00	3,75	3,75	3,75	3,75					

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
2. Ensure political support throughout the country for the implementation of the updated e-government action plan.		Council of Ministers of BiH and governments of RS, FBiH and Brčko District, AIS, entity and cantonal IT agencies, Brčko District IT Subsection,	Ongoing	31.12.10	Supporting decisions by the governments of all entities and 90% of Cantons	20,00	2,50	5,00	5,00	5,00	5,00			2,50		Decision on establishing inter - department working group for realization of e - government of RS, decision No 04/1-012-/032/06, April 13, 2006
3. Secure adequate financial and human resources throughout the country for the implementation of the updated e-government action plan.			Ongoing	31.12.10	State, entities and 90% of Cantons budgeted resources for e-government	20,00	0,00	5,00	5,00	5,00	5,00					Minimum financial resources for e - government in BD were provided, but once the donation for One - Stop - Shop is approved, most of the AP 1 projects would be implemented. Some of the activities were conducted on BiH, RS and FBiH level, but still there are no significant budget lines dedicated to e- government.
4. Implement the updated action plan according to defined priorities.			Interim results by end 2010	31.12.10	90% of results of action plan implemented in time (31.12.08=10%, 09=10%, 10=5%)	25,00	2,50	6,25	6,25	6,25	6,25			2,50		
IT.1.3 Develop software strategy applicable to the whole public sector																
To maintain competition in the software market, and ensure that the authorities can choose the software on the "good and cheap" principle – regardless whether the software is open source or proprietary – it is necessary to develop and adopt a software strategy for public administration as whole. Regarding proprietary software, commenced negotiations must continue for the whole public sector country-wide (regardless of the governmental level), to achieve a considerable reduction in the cost of licenses on the basis of enterprise agreement licenses. In parallel, following the practices of developed countries, the possibilities of migration to open source software and the use of so called mixed models will be seriously considered.					Contribution to Action subgroup	20,00	3,75	20,00	20,00	20,00	20,00	5,00	0,00	5,00	5,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	18,75	100,00	100,00	100,00	100,00	25,00	0,00	25,00	25,00	
1. Learn about cost structures and related values, benefits and user satisfaction of different types of software. Based on the previous activity, develop and adopt a software strategy for the whole public administration, ensuring that the authorities can choose "good and cheap" software, regardless of whether the software is an open source or proprietary.	Commission for Negotiations with Strategic Partners and Commission for Software Policy will include in their work representatives from all levels of government, to develop a software strategy applicable to the whole public administration.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection, Commission for Negotiations with Strategic Partners, Commission for Software Policy	End 2007	31.12.07	Software policy document approved	25,00	12,50	6,25	6,25	6,25	6,25	6,25			6,25	Software policy adopted on the level of Council of Ministers of BiH, on September 20, 2007. Decision No 143/07. Microsoft software legalized in BD in BD Government, and Software of Strategies of BD prepared and delivered to the Commission for IT of BD to receive the comments. Lack of documentation basis.
2. Negotiate a common software licensing for the public sector countrywide and achieve a considerable cost reduction for licenses on the basis of the enterprise license agreement.		Council of Ministers of BiH, governments of RS, FBiH and Brčko District, Agency for public procurement, AIS, Commission for Negotiations with Strategic Partners, Commission for Software Policy	Mid 2007	30.06.07	Agreement with relevant software companies signed	25,00	6,25	6,25	6,25	6,25	6,25			6,25		Contract with Microsoft corporation signed in RS, contract No 04/1-012-914/06, on April 07 2006
3. Analyze the possibility of using Open Source Software (OSS) in the public administration.	Analyze experiences, practices and trends in other countries.	An independent body (i.e. Association of IT users)		30.06.07	OSS Report covering the mentioned topics	25,00	0,00	6,25	6,25	6,25	6,25					Some of the activities on the state level are ongoing.

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
	Analyze advantages and disadvantages in comparison with the proprietary software.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection, donors, Commission for Software Policy	Mid 2007													
	Evaluate available support for OSS in BiH.															
	Produce a report on the limitations and possibilities of using open source software in the BiH public administration, including recommendations for the use of specific products together with specified conditions.															
	Following the positive experience of using open-office in Brčko, make a feasibility study and migrate new institutions.			30.06.07	Report on results of the feasibility study	25,00	0,00	6,25	6,25	6,25	6,25					
IT.1.4 Establish standards for IT procurement																
Although the new legal framework on procurement harmonized the procurement procedures at all governmental levels, it is necessary to establish additional standards that regulate procurements of IT goods, supplies and services in order to contribute toward standardization and harmonization of procurement.					Contribution to Action subgroup	20,00	1,00	20,00	20,00	20,00	20,00	0,00	0,00	0,00	4,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	5,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	20,00	
1. Define common standards for IT procurement (goods, supplies, services).	Define standards for specification of IT equipment and components (network, hardware and software).	AIS, Agency for public procurement, entity and cantonal IT agencies, Brčko District IT Subsection	End 2007	31.12.07	Standards manual elaborated and approved	40,00	5,00	10,00	10,00	10,00	10,00				5,00	Internal specification of the equipment and software's are being used in accordance with beneficiaries needs.
	Define standards for contract forms used for IT services and deliveries.															
	Define standards for contents of project documentation, work and maintenance instructions.															
	Introduce three categories of positions including corresponding requests for IT equipment and software.															
	Once information systems are developed and adapted to the situation in BiH, set up mechanisms for delivering source code.															
2. Define methodology for managing IT projects.		AIS, Agency for public procurement, entity and cantonal IT agencies, Brčko District IT Subsection	End 2007	31.12.07	IT Project manual elaborated and approved	30,00	0,00	7,50	7,50	7,50	7,50					
3. Define criteria in selecting the best bidder.	Optional: Check the specifications of bids, create lists of bidders, monitor current market prices, market trends and new market products.	AIS, Agency for public procurement, entity and cantonal IT agencies, Brčko District IT Subsection	End 2007	31.12.07	IT Procurement manual elaborated and approved	30,00	0,00	7,50	7,50	7,50	7,50					

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
IT.1.5 Develop IT security policy and set up a continuous process of risk analysis																
The most important precondition for secure electronic data exchange and the electronic delivery of government services is security. There is a need to have a security and privacy policy in place, and a method of monitoring staff adherence to this policy. Security policy will encompass defined technical recommendations, conditions and referent standards, to ensure secure data and information exchange within and between government and users of public services. A continuous process of risk analysis will be established at all levels.					Contribution to Action subgroup	20,00	1,00	20,00	20,00	20,00	20,00	0,00	0,00	0,00	4,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	5,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	20,00	
1. Define technical recommendations, regulations, technical and administrative security procedures, conditions and referent standards for secure transactions and secure exchange of data and documents within the administration and externally.	Carry out a comprehensive and thorough IT security inspection at all levels of government with the aim to lay foundations for the future IT security policy, and to reallocate functions related to security.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection	End 2007	31.12.07	IT Security inspection report submitted	20,00	5,00	5,00	5,00	5,00	5,00				5,00	Package of procedures and instructions for protection of information systems were drafted and adopted in BD. Lack of documentation basis.
	Security issues will be dealt with at the central level separate from those to be dealt with at the entity or local levels. Possible conflict between the two will be identified.															
	Implement current BAS (BiH national standard) for data security in all institutions.			31.12.07	BAS implemented	30,00	0,00	7,50	7,50	7,50	7,50					
2. Develop a continuous process of risk analysis at all levels of government.	Produce a list of sensitive issues and risks, which will serve as an introduction into a continuous process of risk analysis.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection, Central Security Unit, an independent body	End 2008	31.12.08	Risk analysis List submitted	10,00	0,00	2,50	2,50	2,50	2,50					
	An independent body will be engaged to conduct adequate security assessment and carry out continuous inspection of security measures, which will be the basis for continuous updating of security policy based on risk management.			31.12.08	Contract with independent body signed	10,00	0,00	2,50	2,50	2,50	2,50					
3. Establish Computer Emergency Response Team (CERT).	Establish a team to coordinate responses to breaches of security or other computer emergencies, such as breakdowns and disasters.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection	End 2008	31.12.08	CERT Team established	30,00	0,00	7,50	7,50	7,50	7,50					
					Contribution to IT	30,00	4,13	30,00	30,00	30,00	30,00	2,25	1,20	7,66	5,40	
IT.2. Organization and Human Resources					Action Group	100,00	13,76	100,00	100,00	100,00	100,00	7,50	4,00	25,54	18,00	
IT.2.1 Establish Central IT Units for information society																
Unlike other horizontal systems in public administration, a dedicated central institution in charge of IT coordination is still absent at most government levels, and country-wide. The future Agency for Information Society (AIS) is supposed to be the main initiator and implementer of proposed ICT activities. Therefore, it is of utmost importance to compromise and agree on roles, responsibilities and functions of the future AIS; and make it operational in the shortest period possible. Centres of IT competence will be established and/or formally recognized at other levels, and will create close formal links of cooperation with the state-level AIS as soon as it is established.					Contribution to Action subgroup	10,00	0,50	10,00	10,00	10,00	10,00	2,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	5,00	100,00	100,00	100,00	100,00	20,00	0,00	0,00	0,00	
1. Establish independent IT agency for information society.	Agree on roles, responsibilities and functions of the future State Agency for Information Society (AIS) and adopt the Law on AIS accordingly.	Council of Ministers of BiH, governments of RS, FBiH, Brčko District and Cantons, OHR, UNDP, EC	Urgency	31.12.06	Agency is implemented and operational	60,00	5,00	15,00	15,00	15,00	15,00	5,00				Some activities on drafting the Law on ID Agency are ongoing, but no official draft of the Law has been developed. Sub-unit for information technologies was established in BD Government.
	Make AIS operational.															

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
2. Strengthen the established centres of IT competence in the entities and Brčko District, and set up corresponding ones in regions or cantons that will maintain close formal links with the State AIS.	Formally decide on roles, responsibilities and functions of central units in entities and regions/cantons.	Council of Ministers of BiH, governments of RS, FBiH, Brčko District and Cantons, AIS	End of 2007	31.12.07	Agreement/Decision on role of centres and links to AIS (Regulation)	40,00	0,00	10,00	10,00	10,00	10,00					
IT.2.2 Optimize the allocation and use of the limited staffing resources																
Once the AIS is established, the allocation and use of the limited staffing resources must be optimized. A clear division between centralized and decentralized IT functions, and IT functions that could be outsourced to private companies, will be done. At the same time, individual institutions will do their best to keep at least minimal in-house IT capacity. A common methodological approach to ease coordination and cooperation between central and periphery units will be adopted.					Contribution to Action subgroup	10,00	1,00	10,00	10,00	10,00	10,00	0,00	0,00	3,00	1,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	10,00	100,00	100,00	100,00	100,00	0,00	0,00	30,00	10,00	
1. Make a clear division between centralized and decentralized IT functions, and IT functions that could be outsourced to private companies.	Centralize IT services such as mail, Internet access, security and other functions determined as centrally run.	Council of Ministers, governments of RS, FBiH, Brčko District and Cantons, AIS, entity and cantonal IT agencies, Brčko District IT Subsection, all other institutions, private companies	End 2007	31.12.07	New regulation elaborated, approved and implemented in 90% of units	20,00	7,50	5,00	5,00	5,00	5,00			5,00	2,50	This measure was completely conducted in RS in June 2001. Internet accessibility, mail and other services centralized. Internet, mail and antivirus protection centralized in BD. Lack of documentation basis.
	Develop a strategy for using external services: decide which functions do not have to be performed within the administration due to the nature of function, existing support, detailed cost-benefit analyses, positive experiences of other countries etc.			31.12.07	Outsourcing strategy elaborated and agreed upon	20,00	0,00	5,00	5,00	5,00	5,00					
2. Based on the above division, conduct structural staff reallocation ensuring that individual institutions have the minimum of the necessary IT capacities, either through central units or by having their own IT staff.	Make analyses of current IT functions to serve as a basis for making decisions on transfers from individual institutions to central IT units.	Council of Ministers, governments of RS, FBiH, Brčko District and Cantons, AIS, entity and cantonal IT agencies, Brčko District IT Subsection, all other institutions	End 2008	31.12.08	Staff reallocated; staffing lists approved	40,00	0,00	10,00	10,00	10,00	10,00					
	Based on such analyses reallocate all positions in charge of centralized functions from individual institutions to central units.															
	Introduce annual planning of necessary IT staffing resources.															
3. Adopt a common methodological approach to ease coordination between central and periphery units.	Promote the use of a standardized IT service management framework (ITIL):	AIS, entity and cantonal IT agencies, Brčko District IT Subsection	End 2008	31.12.08	Procedure / Model elaborated and adopted	10,00	0,00	2,50	2,50	2,50	2,50					
	Plan common processes for all peripheral units;															
	· Define roles and activities with appropriate references and communication lines between them.															
4. Enhance cooperation among IT staff.	Set up mechanisms such as internal IT public administration forums in order to solve common problems, exchange positive practices and experiences, and set common standards.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection, all other institutions	Forum: End 2007 Cooperation: Ongoing	31.12.07	Public internet (intranet) based forum implemented and effective	10,00	2,50	2,50	2,50	2,50	2,50			2,50		The measure was completely conducted in RS. Lack of documentation basis.
IT.2.3 Establish e-government forum																

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
To engage government representatives, private sector, universities, IT professionals and all other interested parties to make contributions toward e-government, an e-government forum will be established. This e-government forum will cooperate closely with the recently established Forum of Association of e-municipalities.					Contribution to Action subgroup	10,00	0,00	10,00	10,00	10,00	10,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
1. Establish e-government forum to engage government representatives, private sector, universities, IT professionals and other interested parties to make contributions towards e-government.	At the forum discuss problems of development and implementation of e-government, plans and directions of realization.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection, private sector, universities, NGOs,	Establish the Forum: Mid 2007	30.06.07	Forum implemented, see 2.3.4	70,00	0,00	17,50	17,50	17,50	17,50					
	Coordinate the forum's activities with the Association of e-municipalities.		Activities of the Forum: Ongoing		Half yearly meeting of the forum management and the responsible of the Association agreed	30,00	0,00	7,50	7,50	7,50	7,50					
IT.2.4 Increase support from top level management for IT development and utilization																
Fast development of web technology can help BiH to position itself as an effective and citizen-oriented government – if there is strong political commitment. High-level seminars will be organized to ensure a common understanding of the It's potential in the reform of the administration, and to secure the active commitment of senior management to support the introduction of IT. In addition, cooperation between IT staff and managerial staff will be strengthened, new IT projects will be presented through analyses of cost and benefits, pilot projects will be introduced in priority areas with short-term results, and all implemented projects and positive results achieved will be presented.					Contribution to Action subgroup	10,00	1,64	10,00	10,00	10,00	10,00	1,50	0,00	5,04	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	16,35	100,00	100,00	100,00	100,00	15,00	0,00	50,40	0,00	
Raise awareness about the importance and potential of IT in the reform of public administration.	Promote e-Administration among the employees, as well as among the beneficiaries of the services	AIS, entity and cantonal IT agencies, Brčko District IT Subsection, civil service agencies, donors	Ongoing		e-Government Newsletter implemented and half-yearly distributed (Establishment=5%, 5% for each of the first 4 issues)	25,00	3,15	6,25	6,25	6,25	6,25			3,15		
	Organize high-level seminars focused on It's potential in the reform of the administration.				Seminars for Ministries, State and Entity Governments top cantonal officers (4 Seminars each 5%)	20,00	3,15	5,00	5,00	5,00	5,00			3,15		
	Strengthen cooperation and communication between IT staff and managerial staff.															
	Present new IT projects through analyses of costs and benefits.				2 Projects presented in newsletter, seminar, fair	20,00	3,15	5,00	5,00	5,00	5,00			3,15		During 2007, 15 projects from this area were presented in RS. Lack of documentation basis.
	Introduce pilot projects in priority areas with short-term results.				one pilot project defined and implemented on state level and one in each entity, results presented in newsletter	20,00	3,15	5,00	5,00	5,00	5,00			3,15		Pilot project of Ministry of science and technology referred to online applications are being prepared in RS. Lack of documentation basis.
	Present the benefits of implemented IT projects and positive results achieved.				e-Government fair organized , 2007, 08, 09	15,00	3,75	3,75	3,75	3,75	3,75	3,75				
IT.2.5 Introduce a valid classification of IT posts																
Contrary to the current "everyone does everything" approach, a valid classification of IT jobs, and thorough job analysis defining the exact qualitative and quantitative requirements of each position will be introduced.					Contribution to Action subgroup	20,00	2,50	20,00	20,00	20,00	20,00	0,00	0,00	0,00	10,00	

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	12,50	100,00	100,00	100,00	100,00	0,00	0,00	0,00	50,00	
Make adequate job analysis, defining the exact qualitative and quantitative requirements for each position.	introduce a code list of posts (for IT, for example: IT help desk, system analyst, system administrator, database administrator, application developer, IT architect, web designer, etc.).	Council of Ministers, governments of RS, FBiH and Brčko District, AIS, individual institutions	Mid 2008	30.06.08	IT functions defined, sample job description elaborated, new system published and approved	100,00	12,50	25,00	25,00	25,00	25,00				12,50	Systematization of working places exists in BD. Lack of documentation basis.
IT.2.6 Retain scarce IT staff																
To make the public administration more attractive to highly demanded IT staff, a strategy for retaining scarce IT staff will be developed. The general strategy of the human resources management component for retaining scarce staff will be supported, and ways of providing incentives for highly demanded IT staff will be formalized.					Contribution to Action subgroup	10,00	0,63	10,00	10,00	10,00	10,00	0,00	0,00	2,50	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	6,25	100,00	100,00	100,00	100,00	0,00	0,00	25,00	0,00	
Support the strategy of the human resources management component for retaining scarce staff, and formalize ways of providing incentives for highly demanded IT staff.	Offer salary bonuses. Provide better career opportunities.	Civil service agencies, AIS, individual institutions	End 2008	31.12.08	Remuneration and career system approved	50,00	0,00	12,50	12,50	12,50	12,50					
	Provide continuous IT training.			31.12.08	Technical Trainings on various topics provided, at least 2 Trainings by State and each entity (open also for Cantons and Off-Budget staff) p.a.; first 20 Trainings = 2,5 % each	50,00	6,25	12,50	12,50	12,50	12,50			6,25		Members of IT centre in RS are attending many trainings related to IT area. Lack of documentation basis.
T.2.7 Professional IT staff																
In order to have professional IT staff, an adequate budget for continued professional education of IT staff will be secured. An analysis of training needs will be introduced, so training offers are based on actual needs.					Contribution to Action subgroup	10,00	1,50	10,00	10,00	10,00	10,00	0,00	0,00	5,00	1,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	15,00	100,00	100,00	100,00	100,00	0,00	0,00	50,00	10,00	
1. Secure adequate funds in the budget for continuous professional education of IT staff.	Analyze training needs, so training offers are based on actual needs.	Civil service agencies, individual institutions, AIS, entity and cantonal IT agencies, Brčko District IT Subsection, donors	Ongoing		IT Training needs analysis accomplished	10,00	5,00	2,50	2,50	2,50	2,50			2,50	2,50	The resources are mostly provided for the training of IT personnel in BD.
	Provide additional training for IT managerial staff in skills needed for project management; such as cost and benefit analysis and risk assessments regarding IT projects etc.				T Project management trainings (at least 2 trainings for at least 10 persons p.a. from 2007 to 2010)	80,00	10,00	20,00	20,00	20,00	20,00			10,00		The training is being organized after each project is completed in RS. Lack of documentation basis.
2. Improve cooperation between IT staff working in various institutions with the aim to solve common problems, exchange experiences, establish uniform standards etc. This will contribute to individual knowledge acquirement.		Individual institutions, AIS, entity and cantonal IT agencies, Brčko District IT Subsection donors	Ongoing		Forum implemented, see 2.3.4	10,00	0,00	2,50	2,50	2,50	2,50					
IT.2.8 Increase computer literacy of civil servants																

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
It is obvious that increased levels of computer literacy of civil servants reduces the need for IT help desk support: having computer literate civil servants is a precondition toward the overall goal of enhancing efficiency. At each level, computer literacy testing of all existing employees will be performed, and one institution will be responsible for continuous work on IT literacy, organizing a standardized training programme (such as the ECDL programme), introducing e-Learning, performing IT literacy benchmarking, and raising awareness of the importance of self-training. To reduce the high costs of IT training, all newly-employed staff will be required to have basic computer skills, and CSAs will introduce rules on the minimum computer literacy required for civil servants. Cooperation with the faculties and students of e-Gov laboratories will be maintained.					Contribution to Action subgroup	20,00	6,00	20,00	20,00	20,00	20,00	4,00	4,00	10,00	6,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	30,00	100,00	100,00	100,00	100,00	20,00	20,00	50,00	30,00	
1. Introduce the rules requiring basic computer skills for newly employed staff.		Civil service agencies, AIS, entity and cantonal IT agencies, Brčko District IT Subsection	End 2007	31.12.07	Rules and testing system elaborated and set in force	20,00	5,00	5,00	5,00	5,00	5,00			2,50	2,50	The aim is to set ECDL standard to be the lowest level of computer knowledge in RS. Lack of documentation basis.
2. Carry out computer literacy testing for existing staff.		Civil service agencies, AIS, entity and cantonal IT agencies, Brčko District IT Subsection	End 2008	31.12.08	Literacy test carried out for 90% + of staff	20,00	2,50	5,00	5,00	5,00	5,00			2,50		Testing of employees in civil service was partially conducted in RS. During 2008, every employee will be tested. Lack of documentation basis.
3. Provide continuous IT training aimed at those who are at risk of having their knowledge outdated by rapid changes.	Select an institution at each level that will act as an education coordinator, tasked with organizing standardized training programmes (such as the ECDL programme), performing IT literacy benchmarking, introducing e-Learning, raising awareness of the importance of self-training etc.	Civil service agencies, AIS, entity and cantonal IT agencies, Brčko District IT Subsection, individual institutions, donors	Ongoing		Education Coordinator defined and contracted	20,00	2,50	5,00	5,00	5,00	5,00			2,50		ETC ECDL Banja Luka was chosen by CSA RS in RS. Lack of documentation basis.
	Improve cooperation with faculties and students of e-government laboratories.					20,00	0,00	5,00	5,00	5,00	5,00					
4. Establish the state authority for ECDL certification.		Civil service agencies, AIS, entity and cantonal IT agencies, Brčko District IT Subsection	End 2007	31.12.07	ECDL authority established and workable	20,00	20,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	ECDL body on the state level established in May/June 2007, consists of representatives of the companies which are conducting information training in order to receive ECDL certificates. Lack of documentation basis.
					Contribution to IT	20,00	3,49	20,00	20,00	20,00	20,00	0,00	0,00	2,96	11,00	
IT 3. Infrastructure					Action Group	100,00	17,45	100,00	100,00	100,00	100,00	0,00	0,00	14,80	55,00	
IT.3.1 Establish a national backbone for the use of public administrations																
Coherent communication and information infrastructure that will provide cheap, reliable and safe access to information and allow information exchange; both within the public sector (including across government levels), and externally, between the public sector and the users of public services; is a major precondition, without which the potential of e-governance cannot be achieved. Correct infrastructure is critical for the development and implementation of information systems and specialized applications, in all areas of the administration. To achieve this, governments at all levels must prioritize the development of this infrastructure, and sufficient budget resources will be secured for this purpose. Initially, early coordination of all involved stakeholders, in order to avoid any duplication of efforts will be established. Further, analysis of current networks will be performed to optimize the use of existing networks, and avoid irrational spending.					Contribution to Action subgroup	20,00	6,20	20,00	20,00	20,00	20,00	0,00	0,00	4,80	20,00	It is necessary to question the need of establishing separate physical network for public administration envisaged in the Strategy.

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	31,00	100,00	100,00	100,00	100,00	0,00	0,00	24,00	100,00	
Make arrangements for the use and improvement of existing resources to ensure safe, cheap and reliable information exchange between institutions across government levels, as well as between government institutions and users of public services.	Establish early coordination of all involved stakeholders and avoid any duplication of efforts. Make an analysis of existing networks with the aim to optimize their use and avoid irrational spending of funds. Carry out a project of connecting all organizational units of administration to enable efficient information exchange.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection, Telecom operators, power distribution and railway companies, donors	Interim results by end 2010	31.12.10	Backbone working	100,00	31,00	25,00	25,00	25,00	25,00			6,00	25,00	Basic infrastructure is mostly developed in BD. Lack of documentation basis. By moving in the new building of the RS Government all ministries use one optimized network, and other state agencies by moving in old building of the Government are also using named network. Lack of documentation basis.
IT.3.2 Improve horizontal and vertical networking within the administration																
In parallel with the development of a national backbone for the use of public administrations, individual LANs will be completed, and the infrastructure for single and ubiquitous access to the Internet (with joint services and security solutions), will be ensured wherever possible. Easier maintenance, standardization of domains and e-mail addresses are also outcomes of this solution, capable of delivering higher efficiency at considerably lower cost.					Contribution to Action subgroup	20,00	5,00	20,00	20,00	20,00	20,00	0,00	0,00	10,00	10,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	25,00	100,00	100,00	100,00	100,00	0,00	0,00	50,00	50,00	
1. Complete LANs in individual institutions where necessary.		AIS, entity and cantonal IT agencies, Brčko District IT Subsection, individual institutions, donors	End 2008	31.12.08	LAN working in all relevant units	50,00	18,75	12,50	12,50	12,50	12,50			6,25	12,50	In BD networking of all areas of public administration is mostly conducted. Lack of documentation basis. In RS new administrative centre of the RS Government has LAN as well as the old building of RS Government. Lack of documentation basis.
2. Develop infrastructure to enable single access to the Internet with joint services (Internet access, mail service etc.), and security solutions wherever possible with the aim of achieving cost reduction and easier maintenance.		AIS, entity and cantonal IT agencies, Brčko District IT Subsection, individual institutions, donors	End 2009	31.12.09	Internet access in all relevant units via LAN	50,00	6,25	12,50	12,50	12,50	12,50			6,25		
IT.3.3 Establish a unique access point for information exchange within the administration																
To ensure a unique access point for information exchange within the administration, a government gateway, performing authentication, authorization, transaction, redirecting, and other centralized services needed to facilitate access to common data and services, will be built and hosted.					Contribution to Action subgroup	20,00	5,00	20,00	20,00	20,00	20,00	0,00	0,00	0,00	20,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	25,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	100,00	
Build government gateway performing authentication, transaction, redirecting and other centralized services needed to facilitate access to common data and services.		AIS, entity and cantonal IT agencies, Brčko District IT Subsection	End 2010	31.12.10	Access point working	100,00	25,00	25,00	25,00	25,00	25,00				25,00	Website www.bdcentral.net was established in BD in order to give to all employees information on the work of the Government, necessary documents for the work of the Government, laws etc. Some of the activities partially started on RS and BD, but there is no common website for BiH public administration.

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
IT.3.4 Establish standard workstation configuration																
Well-organized and standardized infrastructure is much easier for maintenance; the standardization of configurations is an obvious measure to save scarce funds and improve user satisfaction. Therefore, standard-setting for common workstation configuration, at each level of government (or at a minimum at the level of individual institution), will be established and implemented.					Contribution to Action subgroup	20,00	1,25	20,00	20,00	20,00	20,00	0,00	0,00	0,00	5,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	6,25	100,00	100,00	100,00	100,00	0,00	0,00	0,00	25,00	
1. Establish and implement optimal standards for common workstation configuration at each level of government, or at the level of individual institution as a minimum.	Introduce three categories of positions (e.g. generic office environment), with corresponding requests for IT equipment and software (roughly estimated, 90% of computers will be in the light category).	All, AIS, entity and cantonal IT agencies, Brčko District IT Subsection	End 2008	31.12.08	Definition made and approved and linked to budget	50,00	6,25	12,50	12,50	12,50	12,50				6,25	In BD there are specification which are regularly updated in accordance with the needs of the beneficiaries. Lack of documentation basis.
2. Maintain the updated and consolidated database for configuration management in each user institution.		All, AIS, entity and cantonal IT agencies, Brčko District IT Subsection	End 2008	31.12.08	Database created and operated by IT responsible of user institution	50,00	0,00	12,50	12,50	12,50	12,50					
IT.3.5 Implement Public Key Infrastructure (PKI)																
PKI is the most common technology used to implement electronic signatures. It will be implemented as soon as the appropriate legislation, such as Law on Electronic Commerce and Electronic Signatures, Law on the Certification Authority etc., is in place.					Contribution to Action subgroup	20,00	0,00	20,00	20,00	20,00	20,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
Implement PKI project for the public sector.	Analyze experiences, practices and trends in other countries.	All, AIS, entity and cantonal IT agencies, Brčko District IT Subsection	End 2009	31.12.09	concept drafted and submitted	20,00	0,00	5,00	5,00	5,00	5,00					
	Define the concept and prepare the pilot project.															
	Implement the pilot project.			31.12.09	Pilot implemented	30,00	0,00	7,50	7,50	7,50	7,50					
	Implement PKI.			31.12.09	Overall Implementation completed	50,00	0,00	12,50	12,50	12,50	12,50					
					Contribution to IT	30,00	3,90	30,00	30,00	30,00	30,00	0,00	0,00	7,80	7,80	
IT 4. Information systems and e-services					Action Group	100,00	13,00	100,00	100,00	100,00	100,00	0,00	0,00	26,00	26,00	
IT.4.1 Develop standards for system architecture and development of applications																
The current EU trend is that IS architecture will be at least 3-tiers, and will be on loosely coupling, and not on the previously tight integration. To maintain this, a common architectural framework and common standards for system architecture and development of applications will be defined. Standards for technical interoperability between applications will be prepared.					Contribution to Action subgroup	10,00	0,94	10,00	10,00	10,00	10,00	0,00	0,00	0,00	3,75	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	9,37	100,00	100,00	100,00	100,00	0,00	0,00	0,00	37,48	
1. Prepare the future models for interoperability.	Prepare the vision followed by strategic documentation, and then comprehensive enterprise architecture methodology.	AIS, Centre for IT of the Secretariat of the Government of the RS, the FBiH and cantonal IT agencies, Subdivision for informatics of the Brčko District	Mid 2008	30.06.08	Professionally elaborated Documentation submitted	50,00	6,25	12,50	12,50	12,50	12,50				6,25	Compatible information infrastructure was established in BD, and the most of the application software is based on the same platform, (Windows environment and SQL) so interoperability is mostly provided. Lack of documentation basis.

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
2. Elaborate the common approach, methodology and set of tools for system architecture and the development of applications.	Prepare methodology that defines set of activities in the procedure of developing systems and applications, including the content of project requirements, responsible implementers, conditions for developing systems and applications, testing, product acceptance, maintenance and upgrade, and referent standards.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection	Mid 2008	3ß.06.08	Professionally elaborated Documentation submitted	50,00	3,12	12,50	12,50	12,50	12,50				3,12	
IT.4.2 Establish e-government interoperability framework																
Current EC trends regarding the interconnectivity, data exchange and service delivery of public sector IT systems are based on interoperability, rather than integration of IT systems. Therefore, the work on the IT interoperability framework for the BiH public sector, harmonized with the recently published European Interoperability Framework (EIF), will become a long-term priority. Common, open standards for data exchange and technical interoperability between applications (most likely XML-based), will also be produced as soon as possible by the future AIS.					Contribution to Action subgroup	10,00	0,31	10,00	10,00	10,00	10,00	0,00	0,00	0,00	1,25	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	3,12	100,00	100,00	100,00	100,00	0,00	0,00	0,00	12,48	
1. Develop the interoperability framework (operational, semantic and technical interoperability), harmonized with the European Interoperability Framework (EIF).	Analyze experiences, practices and trends in other countries. Define the stakeholders. Define the concept, rules and standards.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection	Mid 2008	30.06.08	concept elaborated and approved	33,00	3,12	8,25	8,25	8,25	8,25				3,12	One - Stop - Shop project envisaged procurement of one integration platform which will provide mutual communication between different subsystems with unique website which will give the opportunity for the citizens to submit their demands and cases to the Government. Lack of documentation basis.
2. Create common, open standards for data exchange and metadata definitions (XML-based), for sharing and exchange of data among government departments and externally.	Define the basic databases of metadata and ways of their usage in the process of data exchange.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection	Mid 2008	30.06.08	Documentation submitted and nationwide agreed	33,00	0,00	8,25	8,25	8,25	8,25					
3. Implement the project for verification and realization of the interoperability concept.		AIS, entity and cantonal IT agencies, Brčko District IT Subsection	End 2010	31.12.10	Project completed and project documentation submitted	34,00	0,00	8,50	8,50	8,50	8,50					
IT.4.3 Develop a strategy on public registers and implement it																
This strategy, supported by the analyses of the existing partial electronic registers, will be developed enclosing the solutions for harmonization and interoperability of public registers. The priority list will be created, and for each public register, unified software solutions will be implemented if possible. Following the strategy, integration and interconnection of registers and other important data collections will continue to provide better quality data to support public administrative functions, and simultaneously decrease the burden on citizens caused by the obligation to collect data. The final achievement will be one-stop-shop for citizens.					Contribution to Action subgroup	20,00	0,50	20,00	20,00	20,00	20,00	0,00	0,00	0,00	2,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	2,50	100,00	100,00	100,00	100,00	0,00	0,00	0,00	10,00	
1. Make an analysis of existing partial electronic registers and, based on it, propose the optimal solution for their harmonization and interconnection, also unify implementation in the public administration bodies where necessary.	Optional:	Council of Ministers, governments of RS, FBiH and Brčko District, AID, entity and cantonal IT	End 2007	31.12.07	Priorities set and agreed on top level.	20,00	2,50	5,00	5,00	5,00	5,00				2,50	IN BD basic registries are made (citizens, legal bodies, employed/unemployed, tenancy right holders, health insured persons, terrier and real estates) and during the integration of IS in BD they will make a network. Lack of documentation basis. Some registries are partially considered such as, Registry of vehicles in CIPS.

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
Based on the analysis above, create a priority list for the implementation of public registers.	1. Municipal registry offices: Registers of citizens; 2. Cadastre of land and real property; 3. Register of legal entities.	agencies, Brčko District IT Subsection, owners of data, donors														
2. Implement interoperable software solutions for each individual public register, and choose technologies according to the e-government strategy with a final goal of creating a one-stop-shop for citizens.	Ensure interoperability of the registries with an objective of providing single access points for citizens. Draft procedures for access and usage of the data from public registries. Create life events around public registers.	Council of Ministers, governments of RS, FBiH and Brčko District, AID, entity and cantonal IT agencies, Brčko District IT Subsection, owners of data, donors	Interim results by end 2010	31.12.10	Registers are workable and in use	80,00	0,00	20,00	20,00	20,00	20,00					
IT.4.4 Uniformly implement information systems supporting common horizontal functions																
The same software solution can automate common procedures in most of the institutions, initiate large budget savings, and avoid duplication of effort and future interoperability problems. Therefore, the budget for development and implementation of uniform software solutions supporting common horizontal functions will be secured as soon as possible. The implementation will be in accordance with agreed priorities, and in close cooperation with the institutions playing a central implementing role at each government level. Once implemented, versions of the same information systems in all institutions will be kept synchronized, configuration management will be introduced, common vocabulary and data definitions will be maintained, and a common knowledge repository for problem-solving during migration and maintenance will be made.					Contribution to Action subgroup	10,00	0,50	10,00	10,00	10,00	10,00	0,00	0,00	1,00	1,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	5,00	100,00	100,00	100,00	100,00	0,00	0,00	10,00	10,00	
1. Set priorities based on the state of existing systems, institutions' needs, expected costs, short-term and long-term benefits.	Proposal of priorities: 1. System for electronic office operation; 2. Human Resources Management IS; 3. Public procurement; 4. Budget; 5. Improvement of the functions of the treasury; 6. Finance and accounting businesses; 7. Statistical systems; 8. Case resolution course; 9. Other horizontal functions.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection, Institutions with central role in implementation at every level of government (e.g., Civil Service Agency for human resources or Finance Ministries for Treasury)	Mid 2007	30.06.07	Priorities set and agreed on top level.	20,00	5,00	5,00	5,00	5,00	5,00			2,50	2,50	Most of these systems already exist in BD. Lack of documentation basis.

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
2. On the basis of set priorities, secure funds and develop and implement unified software solution for each horizontal function in all administrative bodies.		AIS, entity and cantonal IT agencies, Brčko District IT Subsection, Institutions with central role in implementation at every level of government (e.g., Civil Service Agency for human resources or Finance ministries for Treasury)	End 2010	31.12.10	Funds computed and made available in the budget according to priorities	60,00	0,00	15,00	15,00	15,00	15,00					
3. Keep synchronized versions of the same information systems in all institutions, introduce configuration management, maintain common vocabulary and data definitions, make common knowledge repository for problem solving during migration and maintenance.		AIS, entity and cantonal IT agencies, Brčko District IT Subsection, Institutions with central role in implementation at every level of government (e.g., Civil Service Agency for human resources or Finance ministries for Treasury)	Ongoing		Funds computed and made available in the budget according to priorities	20,00	0,00	5,00	5,00	5,00	5,00					
IT.4.5 Establish a unique standard for web pages in the public administration and implement it																
To contribute towards a uniform visual and conceptual identity of BiH public administration which is currently lacking, common criteria for quality of content and structure for the development of public administration institutions' web pages will be introduced. Unique CMS web solution will be developed, and uniform concept of e-services will be defined.					Contribution to the subgroup of the measure	20,00	6,25	20,00	20,00	20,00	20,00	0,00	0,00	20,00	5,00	
Activity	Proposed steps	Responsible institutions	Timelines		Implementation of measure	100,00	31,25	100,00	100,00	100,00	100,00	0,00	0,00	100,00	25,00	
1. Formulate common criteria for content quality and organization of web pages for all public administration institutions.	Form a WG comprised of IT and public relations personnel to develop and help implementing these	AIS, entity and cantonal IT agencies, Brčko District IT Subsection, public relations offices	Mid 2007	30.06.07	Content manual elaborated and approved	50,00	18,75	12,50	12,50	12,50	12,50			12,50	6,25	Framework for developing the website was made and adopted in RS Government session. Both the old and the new RS buildings have LAN. Lack of documentation basis.

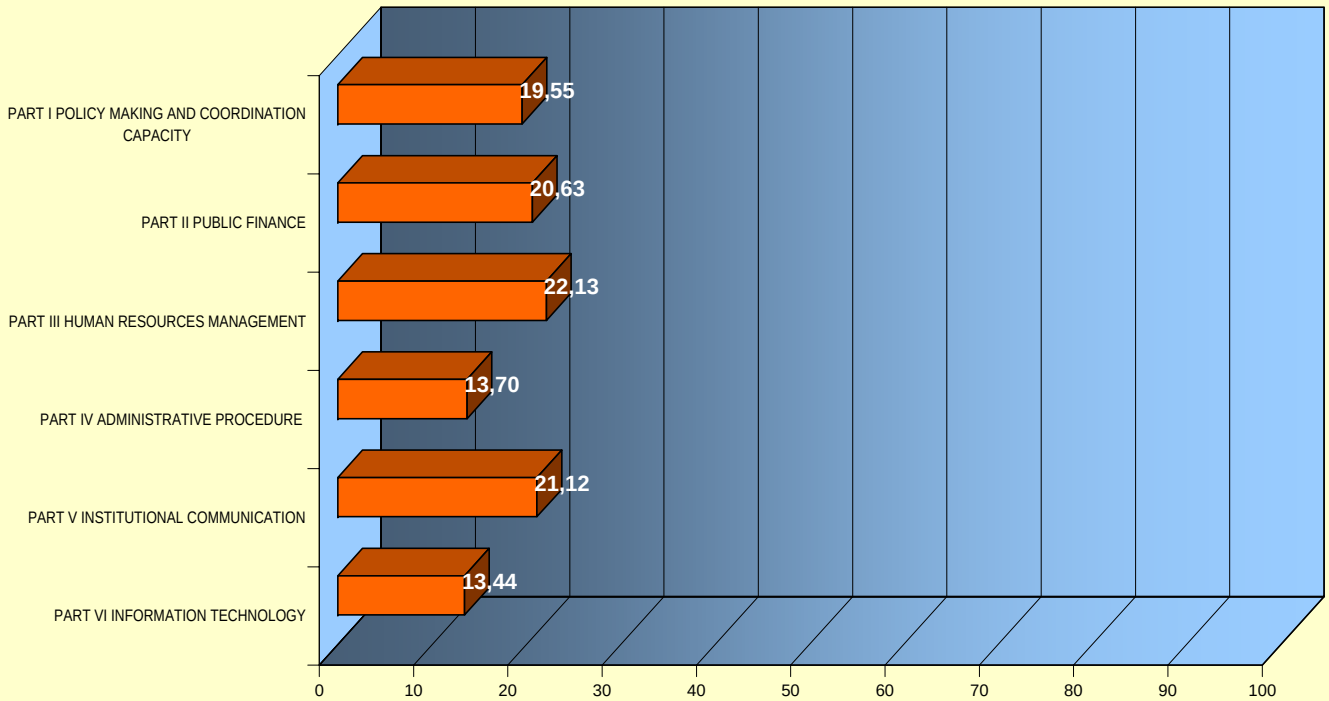
				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
2. Design single CMS web solution which will be used by all the institutions.	personnel to develop and help implementing these standards.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection, public relations offices	End 2007	31.12.07	Web solution developed and approved	50,00	12,50	12,50	12,50	12,50	12,50			12,50		In RS using the website implementation all participants engaged in data making and updating will have by the end of the year CMS for access and work. Lack of documentation basis.
IT.4.6 Create BiH portal																
In parallel with the implementation of a uniform visual and conceptual identity of governmental web pages, a portal that will serve as a one-stop-shop with services organized around life events, and spread over various levels of government will be implemented soon: even only initially informational. It will contain the links to appropriate sub-portals for the State, both entities and BD level.					Contribution to Action subgroup	20,00	2,50	20,00	20,00	20,00	20,00	0,00	0,00	0,00	10,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	12,50	100,00	100,00	100,00	100,00	0,00	0,00	0,00	50,00	
Create a portal that will serve as a one-stop-shop with services organized around life events and covering various levels of government.	Create a common gateway for public administration of BiH as a central access point for all institutions that will contain links to corresponding sub-portals at the levels of the State, Entities, Brčko District, Cantons and Municipalities. Start with providing information only with the aim of creating interactive portal with services later.	All, AID, entity and cantonal IT agencies, Brčko District IT Subsection	Mid 2007, BiH portal informational only	30.06.07	Information portal online	50,00	12,50	12,50	12,50	12,50	12,50				12,50	There is a decision on establishment of website www.bdcentral.net in BD. Once the website standard is adopted on the state level, the decision will be adjusted. Lack of documentation basis.
			Interim results by end 2010, one-stop-shop with services	31.12.10	One stop shopping elements of portal online	50,00	0,00	12,50	12,50	12,50	12,50					
IT.4.7 Implement 20 e-services from e-Europe 2005																
Create a priority list for the implementation of transactional e-services, according to the current state of the application they run on, expected costs and benefits for both, public administration and users of services, and according to practices of developed countries. Based on these priorities, secure funds, develop and implement e-services.					Contribution to Action subgroup	10,00	2,00	10,00	10,00	10,00	10,00	0,00	0,00	5,00	3,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	20,00	100,00	100,00	100,00	100,00	0,00	0,00	50,00	30,00	
1. Define a uniform concept of the administration's electronic service.	Form a WG comprised of IT and public relations personnel.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection, public relations offices	End 2007	31.12.07	WG implemented	30,00	15,00	7,50	7,50	7,50	7,50			7,50	7,50	Drafting of Action plan for establishment of e - government in BD is ongoing. Inter - department group established in RS beginning 2006, consists of representatives of IT personnel of all ministries and CSA. Lack of documentation basis.

				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
2. Create a priority list for implementation of 20 transactional e-services from e-Europe 2005; according to the current state of existing back-offices, expected costs and short and long term benefits achieved through their future online implementation, for both public administration and users of services.	Following the practices of developed countries and considering that businesses are at the higher lever of e-readiness than citizens, higher priority will be given to the implementation of public services for businesses. 12 public services for citizens: 1. Income tax: filing and informing about tax assessment - 26, 27; 2. Employment Services - 49; 3. Contributions for social security (unemployment benefits, child allowances, health insurance, student scholarships) - 50; 4. Identity documents (passports, driving licenses) - 22; 5. Registration of vehicles (new, used and imported vehicles) - 22; 6. Requests for building permits - 45, 47, 48; 7. Reports to the police (e.g., in case of theft); 8. Public libraries (accessibility of catalogues, search tools); 9. Birth, marriage certificates from registry books: request and delivery - 43; 10. Enrolment in higher education institutions, i.e. faculties; 11. Reporting on change of residence (change of address) - 23; 12. Health services (e.g., interactive counselling on provision of existing services in different hospitals, scheduling checkups or admittance to hospitals).	Relevant owners of data with coordinating role of AIS, entity and cantonal IT agencies, Brčko District IT Subsection, businesses, donors	End 2007	31.12.07	List approved	50,00	0,00	12,50	12,50	12,50	12,50					
	8 public services for businesses: 1.Social insurance contributions for employees-51; 2.Taxes paid by businesses: filing, informing - 26, 27; 3. VAT: filing, informing; 4. Registration of new companies; 5. Data delivery to bureaus of statistics - 40; 6. Declaring merchandise for customs clearance - 28; 7. Permits pursuant to the Law on living environment (incl. reporting) - 52. 8. Public procurement - 36, 37, 38.															
3. Secure funds on the basis of set priorities, develop and implement e-services complemented by adequate back-office reorganization.		Relevant owners of data with coordinating role of AIS, entity and cantonal IT agencies, Brčko District IT Subsection, businesses, donors	Interim results by end 2010	31.12.10	Funds for the implementation of listed e-services budgeted	20,00	5,00	5,00	5,00	5,00	5,00			5,00		In RS resources for the most of the projects planned in the following period are provided in the budget. Lack of documentation basis.
					Contribution to IT	10,00	0,30	10,00	10,00	10,00	10,00	0,00	0,00	1,20	0,00	
IT 5. Other business					Action Group	100,00	3,00	100,00	100,00	100,00	100,00	0,00	0,00	12,00	0,00	
IT.5.1 Promote e-Administration																
Fast development of web technology can help BiH to position itself as an effective and citizen-oriented government if there is strong political commitment. Potentials of e-government need to be promoted within government employees as well as within users of government services.					Contribution to Action subgroup	40,00	3,00	40,00	40,00	40,00	40,00	0,00	0,00	12,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	7,50	100,00	100,00	100,00	100,00	0,00	0,00	30,00	0,00	

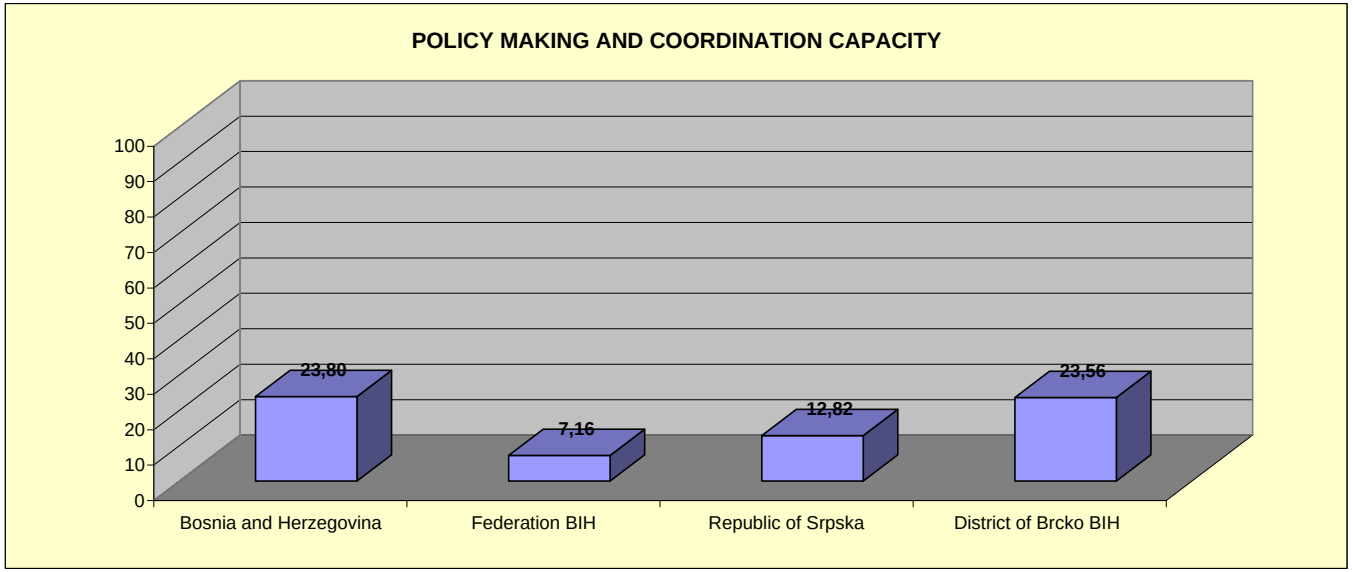
				Date	OVI	Plan	Actual	Planned				Implemented				Documentation basis / comment
Constantly promote e-government among government employees and the users of government services.	Organize seminars, round tables, public debates, promotional campaigns etc. where it will be ensured that participants comprehend potentials of information technologies for the government reform and thus get their active commitment for introduction of IT in government's business.	AIS, Centre for IT of the Secretariat of the Government of the RS, the FBiH and cantonal IT agencies, Subdivision for informatics of the Brčko District, CSAs, donors	Ongoing		At least 20 public events (5% each) created in 2007 and 2008, with a minimum of in each entity and 2 in BD	100,00	7,50	25,00	25,00	25,00	25,00			7,50		In RS the project of e - government session was presented through the press conferences. Meeting on e - government was held by the end of October 2007.
IT.5.2 Establish e-government benchmarking process																
The existing benchmarking systems to measure the advancement of IT use in government focus on the front-office component, (i.e. percentage of basic public services available online and use of online public services by the public, in line with the e-Europe 2005 requirements), necessitate that the development of online public services must be complemented by back-office reorganization. The additional benchmarking system will be focused on how government, its various agencies and back offices, will be adapting and reorganizing to meet the challenges and opportunities presented by IT. Based on the practice of other countries, statistical parameters of e-governance development and the manner of data collection and progression recording will be defined.					Contribution to Action subgroup	40,00	0,00	40,00	40,00	40,00	40,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
1. Set up the measuring instruments to be based not only at levels of provided e-services, but also at levels of existing IT infrastructure and back-offices.	In this respect, analyze practices of other countries. Define exact and measurable criteria i.e. statistical parameters of e-governance development, and ways of data collection and progression recording. Optional: Apply the accounting methodology based on a series of accounting standards aimed at budgetary variables, such as maintenance costs, investment return and total proprietary costs etc.	AIS, entity and cantonal IT agencies, Brčko District IT Subsection, bureaus of statistics, audit companies	Mid 2008	30.06.08	System elaborated and approved	60,00	0,00	15,00	15,00	15,00	15,00					
2. Measure the advancement of IT-use in government, based on the developed benchmarking system.			Ongoing, once bi- yearly		Annual Benchmark Report	40,00	0,00	10,00	10,00	10,00	10,00					
IT.5.3 Foreign aid coordination																
Following the current practice of donor-driven IT projects, it will be good to ensure in the future, that donated funds are focused on priority identified IT projects.					Contribution to Action subgroup	20,00	0,00	20,00	20,00	20,00	20,00	0,00	0,00	0,00	0,00	
Activity	Proposed steps	Responsible institutions	Timelines		Action implementation	100,00	0,00	100,00	100,00	100,00	100,00	0,00	0,00	0,00	0,00	
Ensure that donated funds are directed to prioritized IT projects. Avoid overlapping of donor aid.		AIS, entity and cantonal IT agencies, Brčko District IT Subsection, DEI, Office of PAR Coordinator	Ongoing		Funds management and controlling system elaborated; System agreed with recipients and key donors.	100,00	0,00	25,00	25,00	25,00	25,00					

Total implementation AP 1 by reform area

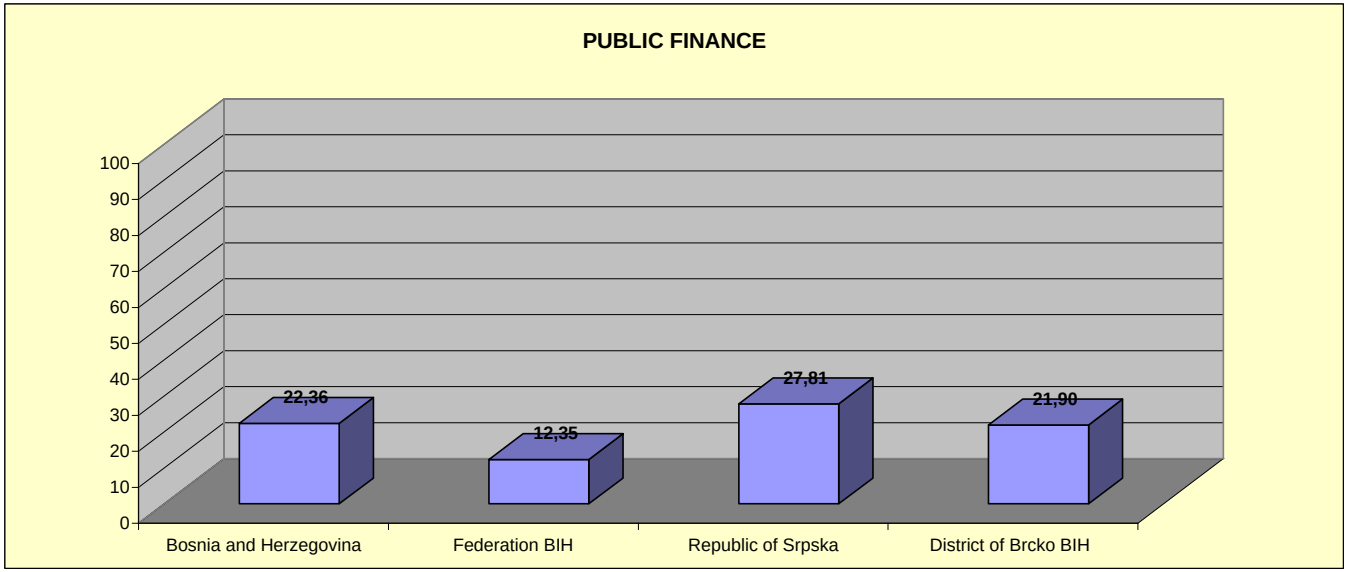
ACTION PLAN 1	Implemented
PART I POLICY MAKING AND COORDINATION CAPACITY	19,55
PART II PUBLIC FINANCE	20,63
PART III HUMAN RESOURCES MANAGEMENT	22,13
PART IV ADMINISTRATIVE PROCEDURE	13,70
PART V INSTITUTIONAL COMMUNICATION	21,12
PART VI INFORMATION TECHNOLOGY	13,44



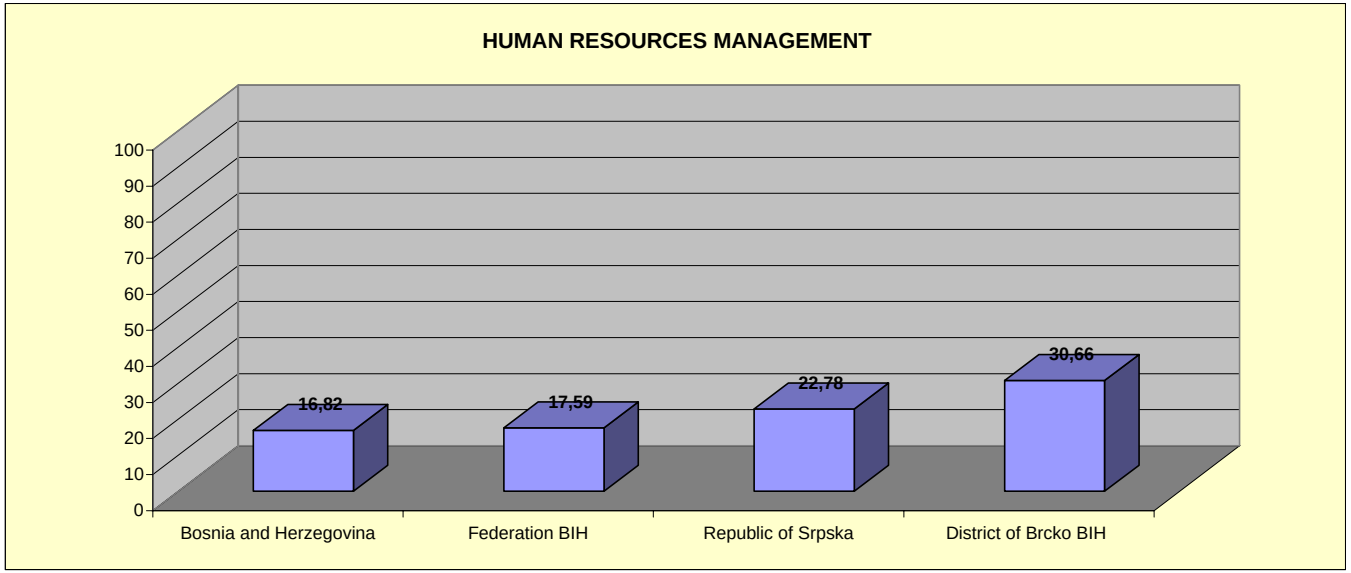
POLICY MAKING AND COORDINATION CAPACITY	Implemented
Bosnia and Herzegovina	23,80
Federation BIH	7,16
Republic of Srpska	12,82
District of Brcko BIH	23,56



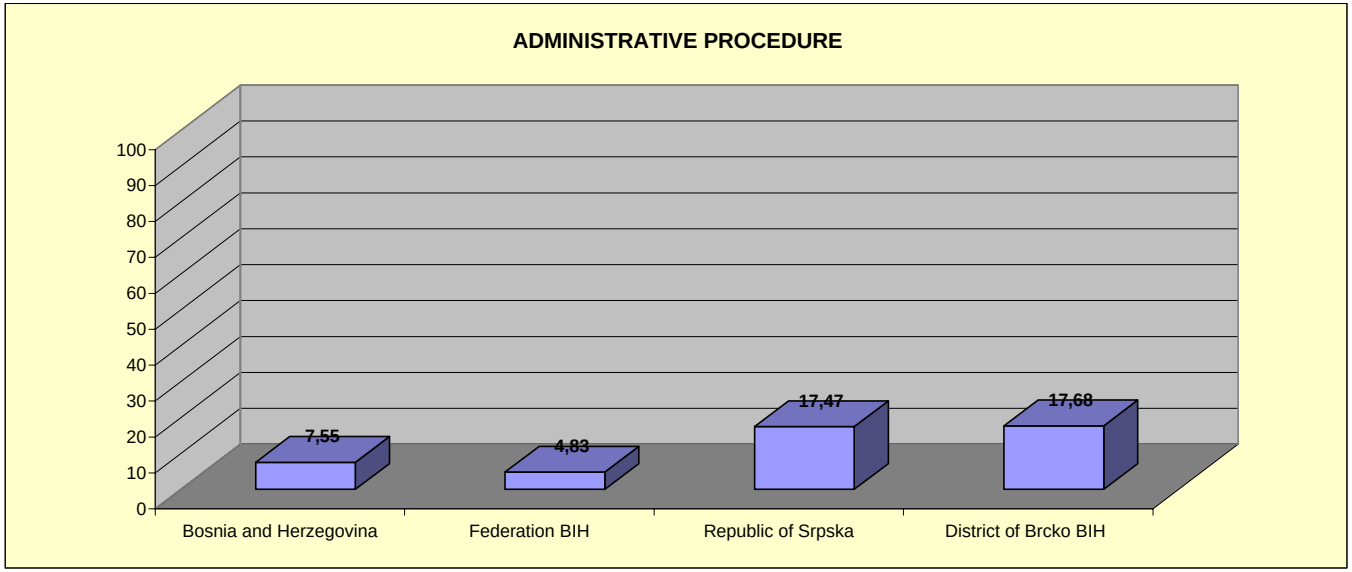
PUBLIC FINANCE	Implemented
Bosnia and Herzegovina	22,36
Federation BIH	12,35
Republic of Srpska	27,81
District of Brcko BIH	21,90



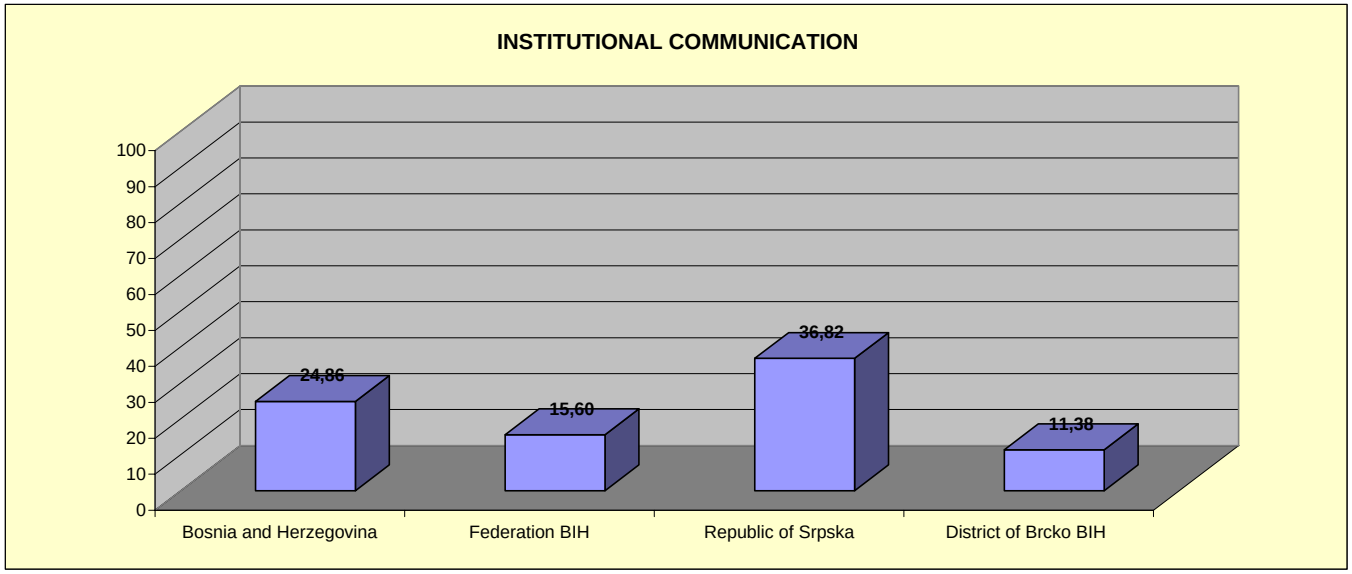
HUMAN RESOURCES MANAGEMENT	Implemented
Bosnia and Herzegovina	16,82
Federation BIH	17,59
Republic of Srpska	22,78
District of Brcko BIH	30,66



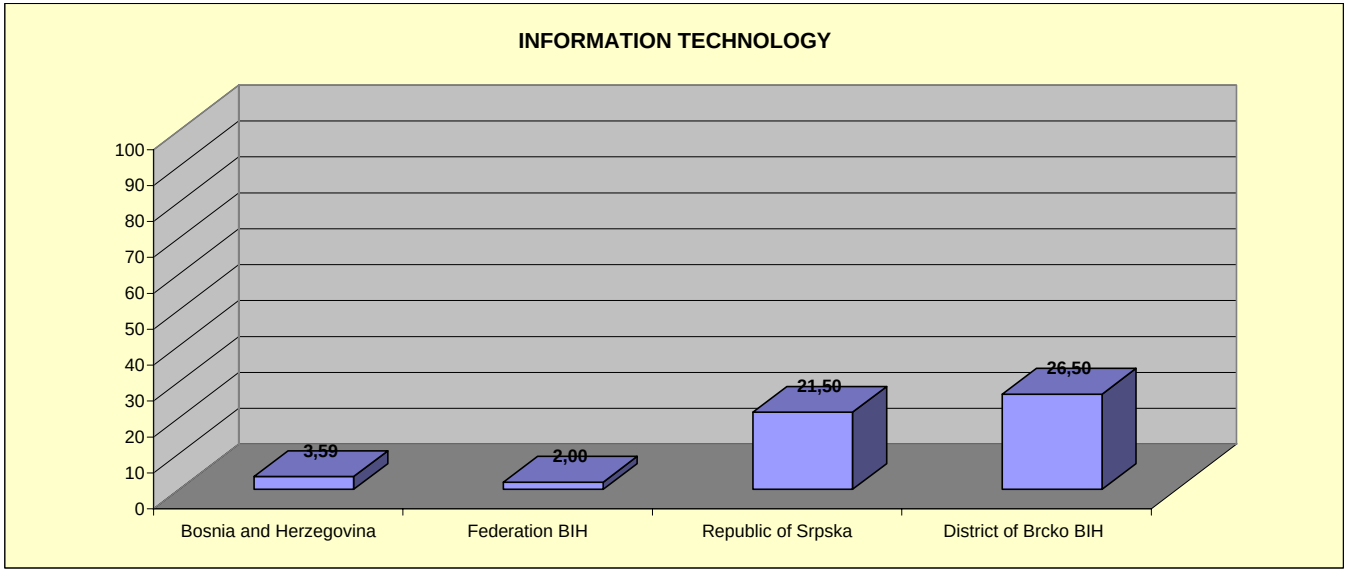
ADMINISTRATIVE PROCEDURE	Implemented
Bosnia and Herzegovina	7,55
Federation BIH	4,83
Republic of Srpska	17,47
District of Brcko BIH	17,68



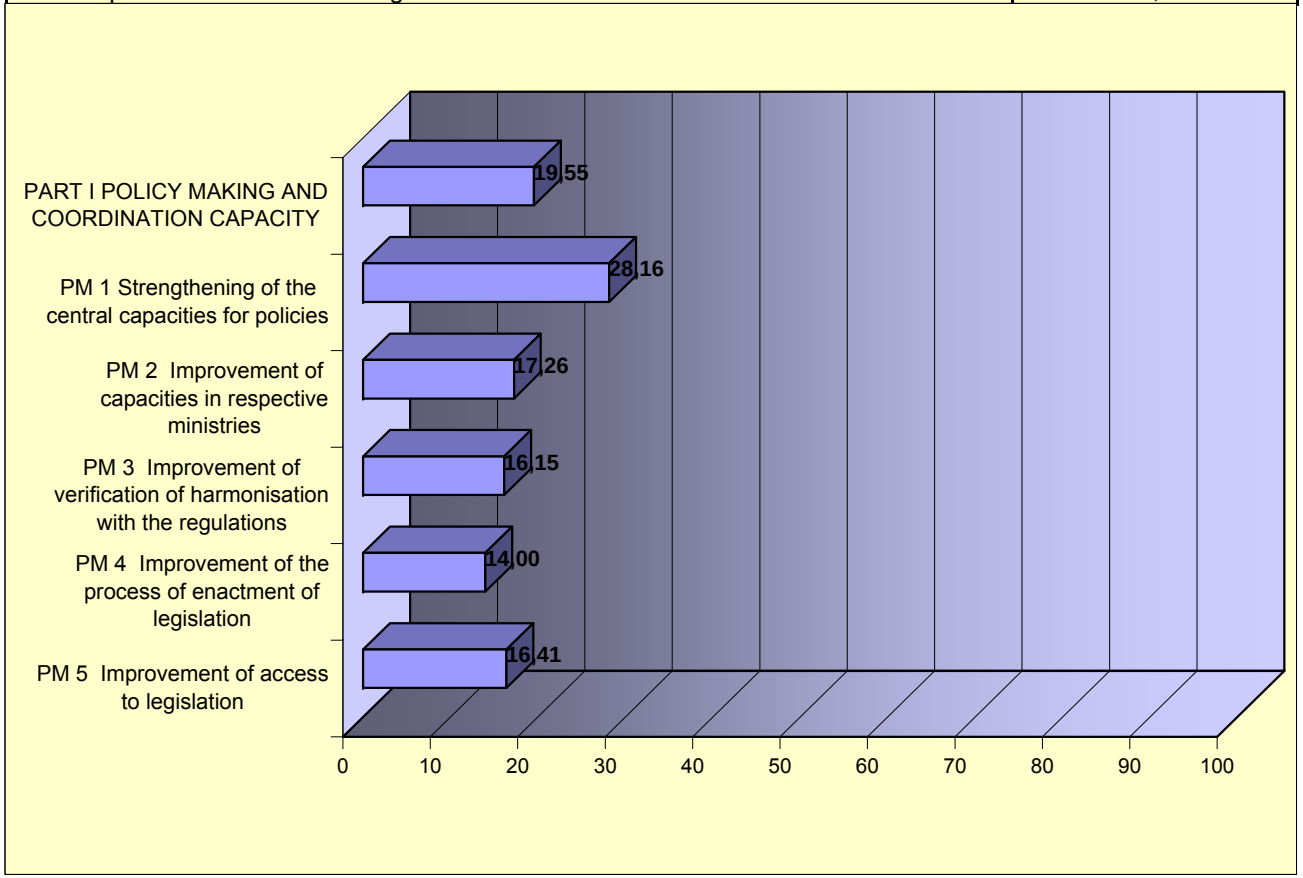
INSTITUTIONAL COMMUNICATION	Implemented
Bosnia and Herzegovina	24,86
Federation BIH	15,60
Republic of Srpska	36,82
District of Brcko BIH	11,38



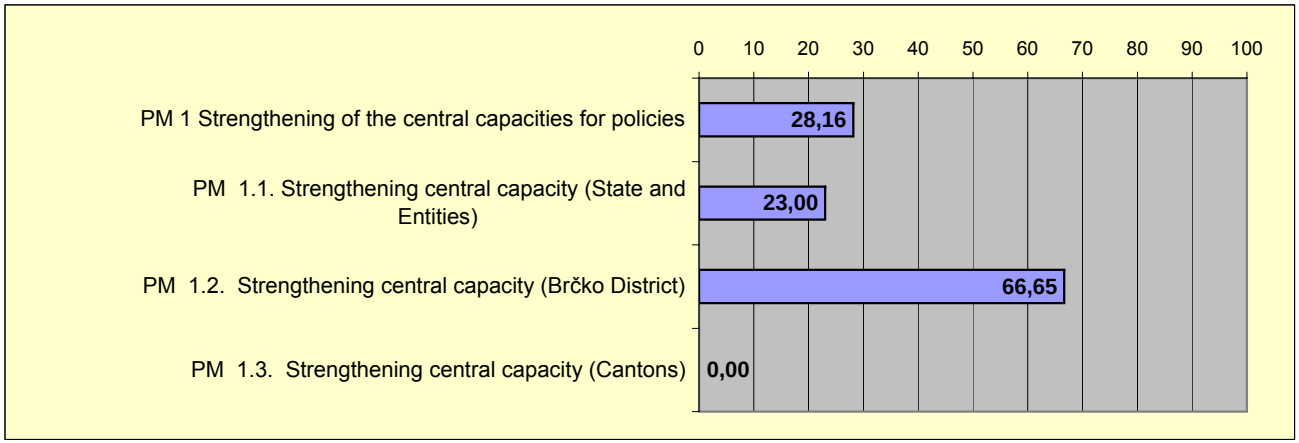
INFORMATION TECHNOLOGY	Implemented
Bosnia and Herzegovina	3,59
Federation BIH	2,00
Republic of Srpska	21,50
District of Brcko BIH	26,50



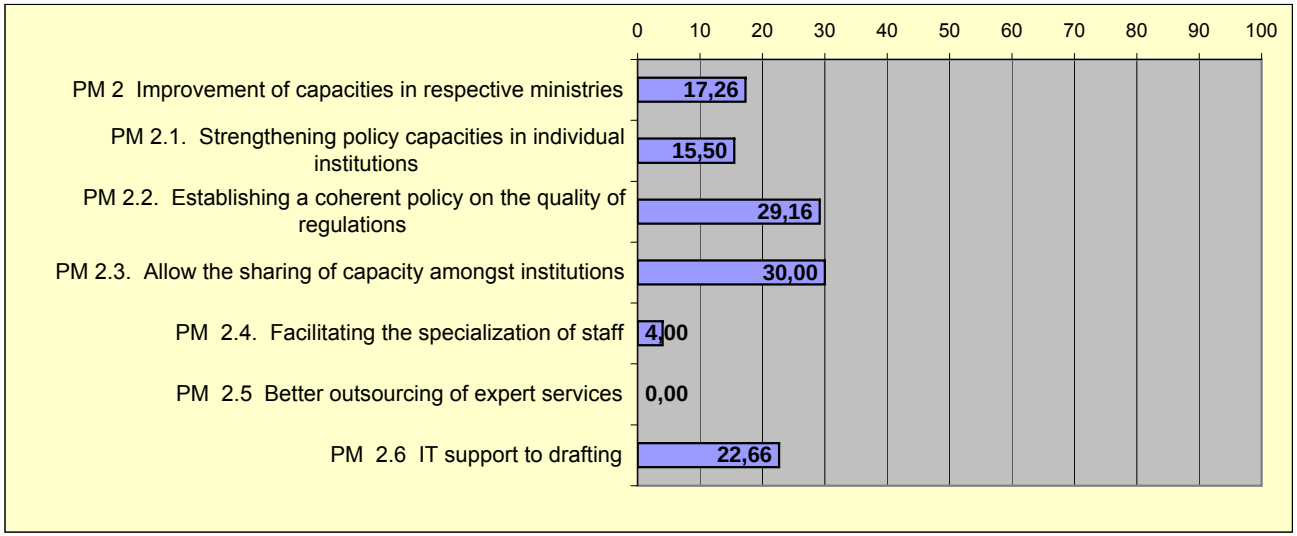
ACTION PLAN COMPONENT	Implemented
PART I POLICY MAKING AND COORDINATION CAPACITY	**19,55**
PM 1 Strengthening of the central capacities for policies	28,16
PM 2 Improvement of capacities in respective ministries	17,26
PM 3 Improvement of verification of harmonisation with the regulations	16,15
PM 4 Improvement of the process of enactment of legislation	14,00
PM 5 Improvement of access to legislation	16,41



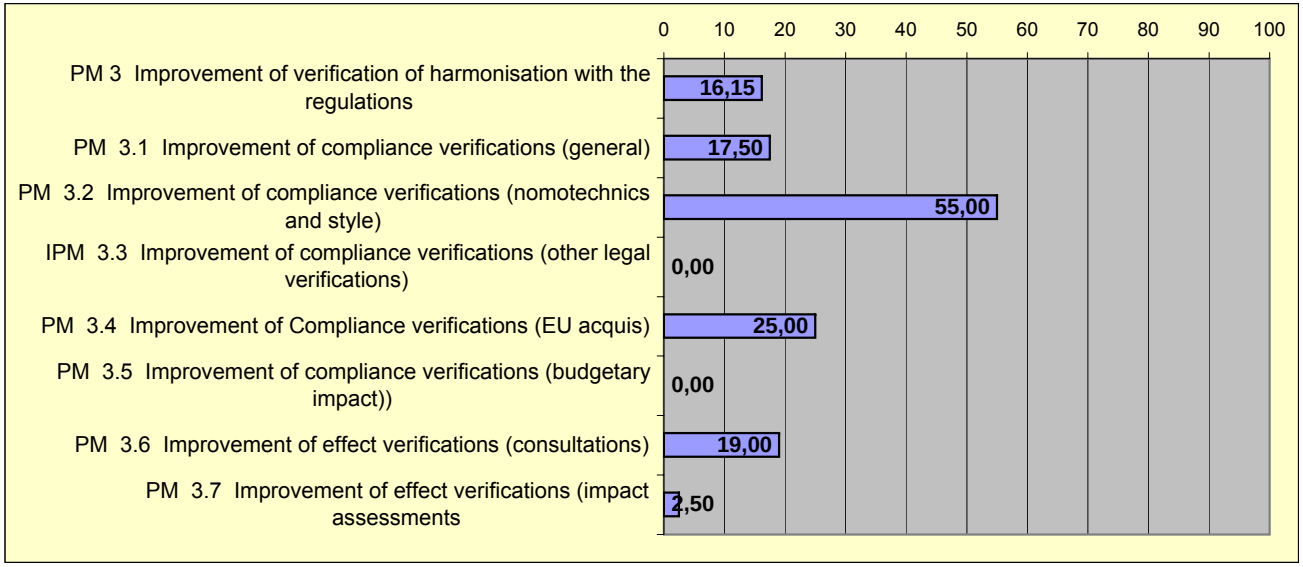
POLICY MAKING AND LEGISLATION ACTION GROUP	Implemented
PM 1 Strengthening of the central capacities for policies	**28,16**
PM 1.1. Strengthening central capacity (State and Entities)	23,00
PM 1.2. Strengthening central capacity (Brčko District)	66,65
PM 1.3. Strengthening central capacity (Cantons)	0,00



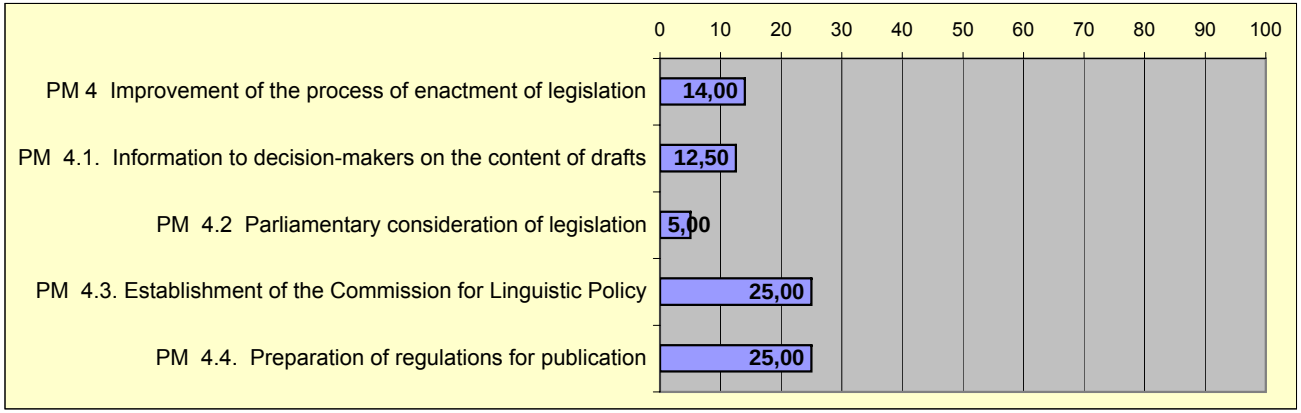
POLICY MAKING AND LEGISLATION ACTION GROUP	Implemented
PM 2 Improvement of capacities in respective ministries	**17,26**
PM 2.1. Strengthening policy capacities in individual institutions	15,50
PM 2.2. Establishing a coherent policy on the quality of regulations	29,16
PM 2.3. Allow the sharing of capacity amongst institutions	30,00
PM 2.4. Facilitating the specialization of staff	4,00
PM 2.5 Better outsourcing of expert services	0,00
PM 2.6 IT support to drafting	22,66



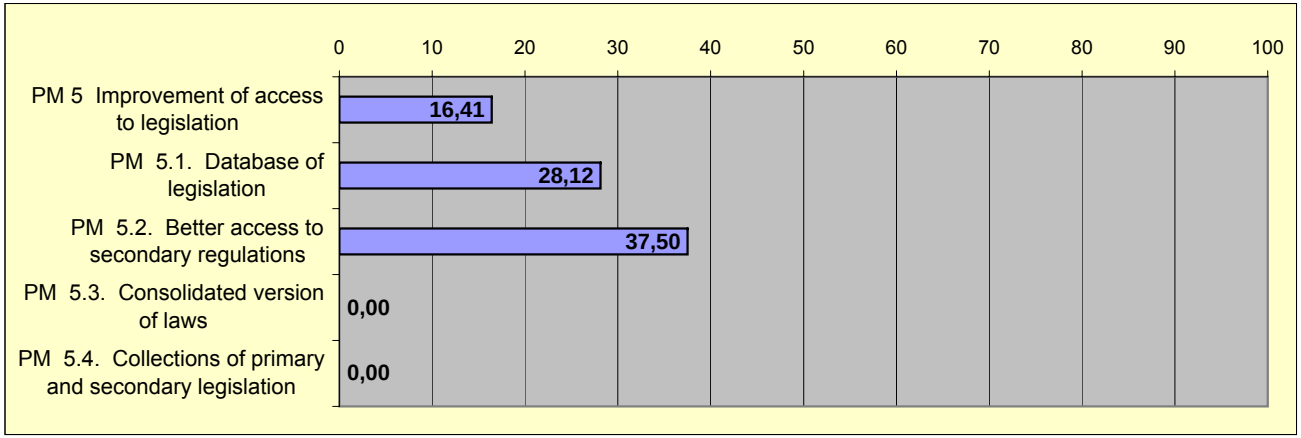
POLICY MAKING AND LEGISLATION ACTION GROUP	Implemented
PM 3 Improvement of verification of harmonisation with the regulations	**16,15**
PM 3.1 Improvement of compliance verifications (general)	17,50
PM 3.2 Improvement of compliance verifications (nomotechnics and style)	55,00
IPM 3.3 Improvement of compliance verifications (other legal verifications)	0,00
PM 3.4 Improvement of Compliance verifications (EU acquis)	25,00
PM 3.5 Improvement of compliance verifications (budgetary impact))	0,00
PM 3.6 Improvement of effect verifications (consultations)	19,00
PM 3.7 Improvement of effect verifications (impact assessments	2,50



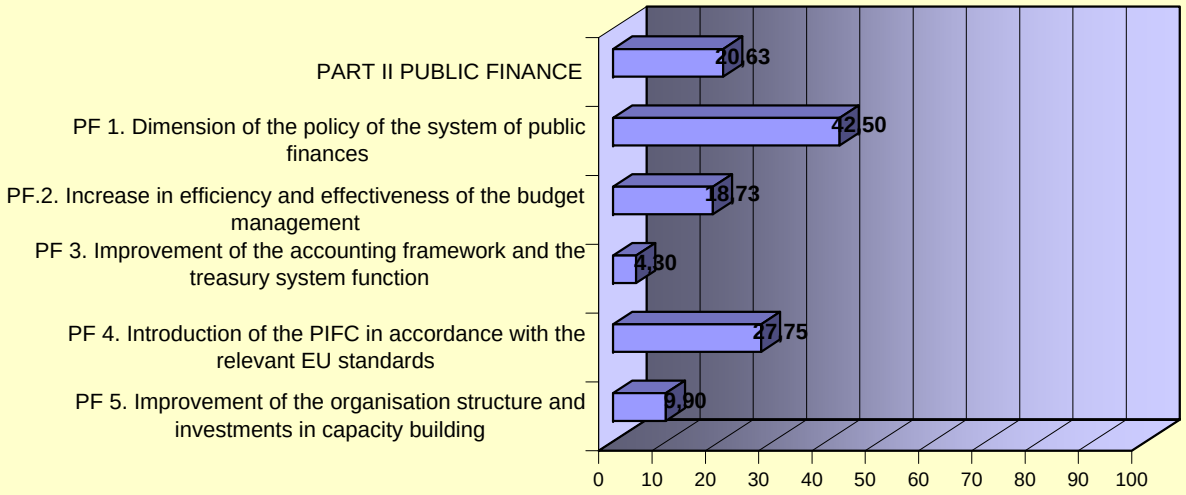
POLICY MAKING AND LEGISLATION ACTION GROUP	Implemented
PM 4 Improvement of the process of enactment of legislation	**14,00**
PM 4.1. Information to decision-makers on the content of drafts	12,50
PM 4.2 Parliamentary consideration of legislation	5,00
PM 4.3. Establishment of the Commission for Linguistic Policy	25,00
PM 4.4. Preparation of regulations for publication	25,00



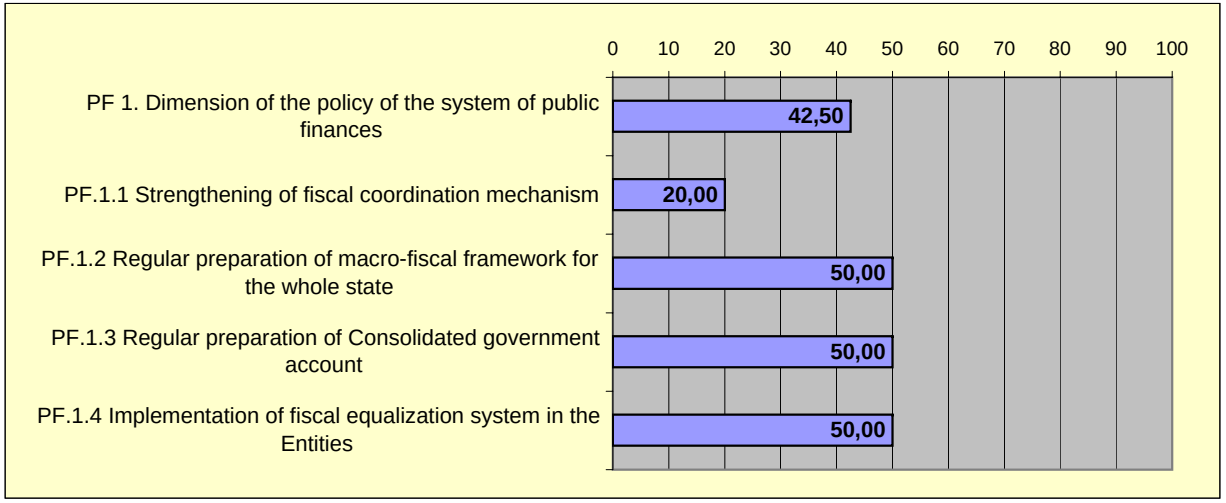
POLICY MAKING AND LEGISLATION ACTION GROUP	Implemented
PM 5 Improvement of access to legislation	**16,41**
PM 5.1. Database of legislation	28,12
PM 5.2. Better access to secondary regulations	37,50
PM 5.3. Consolidated version of laws	0,00
PM 5.4. Collections of primary and secondary legislation	0,00



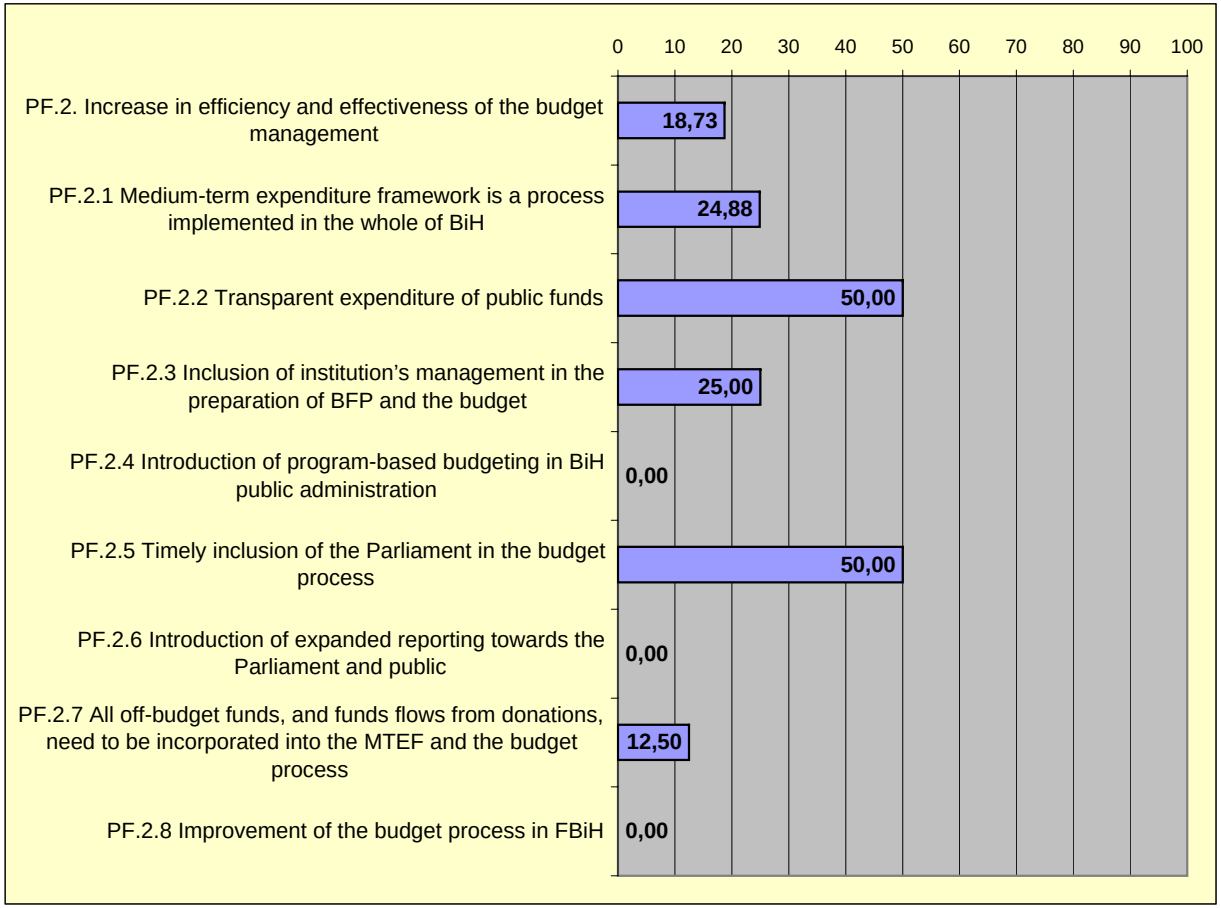
ACTION PLAN COMPONENT	Implemented
PART II PUBLIC FINANCE	**20,63**
PF 1. Dimension of the policy of the system of public finances	42,50
PF.2. Increase in efficiency and effectiveness of the budget management	18,73
PF 3. Improvement of the accounting framework and the treasury system function	4,30
PF 4. Introduction of the PIFC in accordance with the relevant EU standards	27,75
PF 5. Improvement of the organisation structure and investments in capacity building	9,90



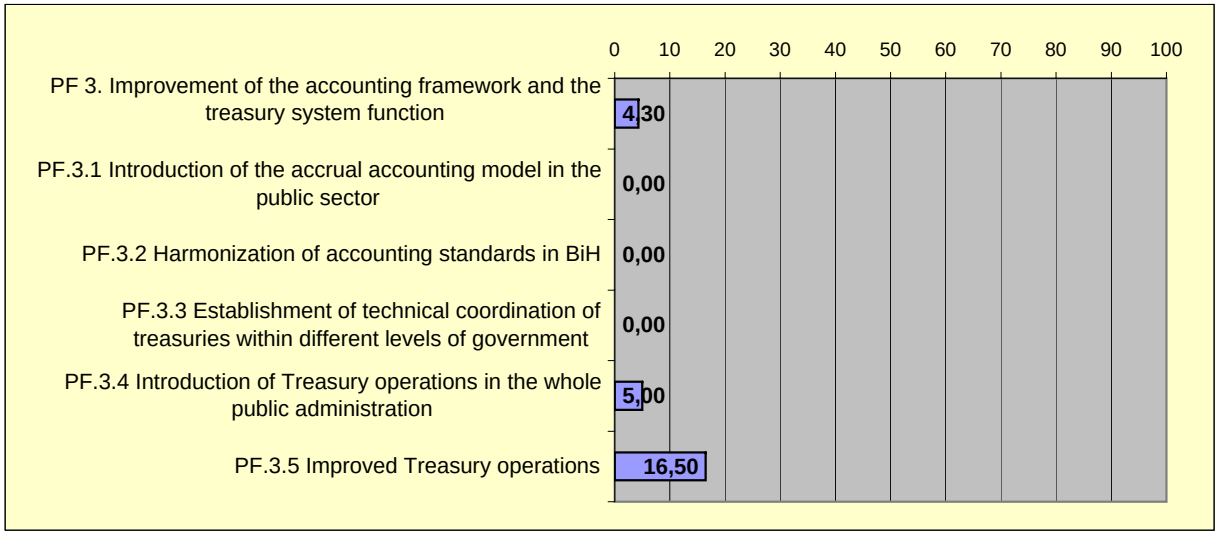
PUBLIC FINANCE ACTION GROUP	Implemented
PF 1. Dimension of the policy of the system of public finances	**42,50**
PF.1.1 Strengthening of fiscal coordination mechanism	20,00
PF.1.2 Regular preparation of macro-fiscal framework for the whole state	50,00
PF.1.3 Regular preparation of Consolidated government account	50,00
PF.1.4 Implementation of fiscal equalization system in the Entities	50,00



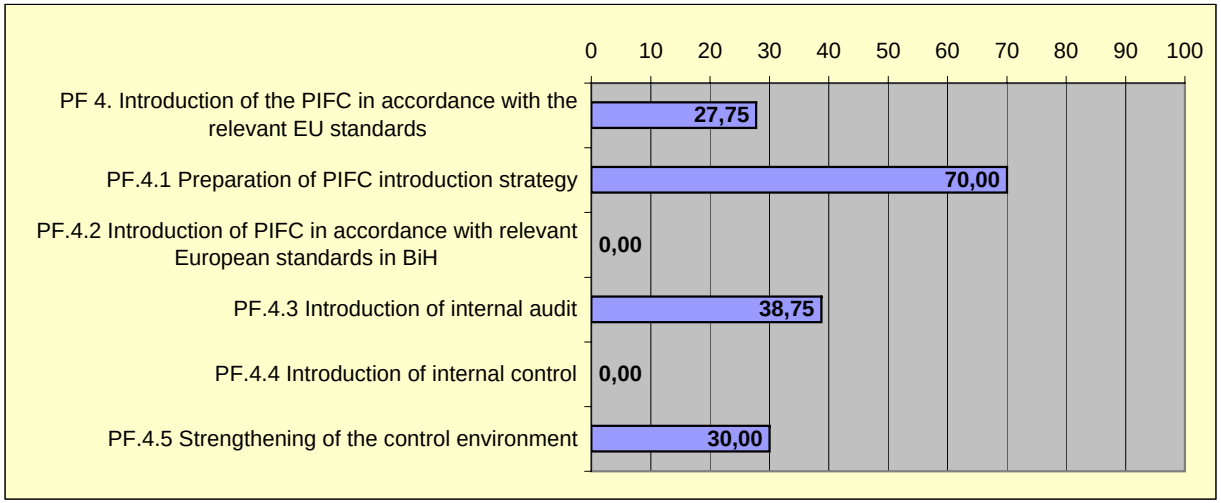
PUBLIC FINANCE ACTION GROUP	Implemented
PF.2. Increase in efficiency and effectiveness of the budget management	**18,73**
PF.2.1 Medium-term expenditure framework is a process implemented in the whole of BiH	24,88
PF.2.2 Transparent expenditure of public funds	50,00
PF.2.3 Inclusion of institution's management in the preparation of BFP and the budget	25,00
PF.2.4 Introduction of program-based budgeting in BiH public administration	0,00
PF.2.5 Timely inclusion of the Parliament in the budget process	50,00
PF.2.6 Introduction of expanded reporting towards the Parliament and public	0,00
PF.2.7 All off-budget funds, and funds flows from donations, need to be incorporated into the	12,50
PF.2.8 Improvement of the budget process in FBiH	0,00



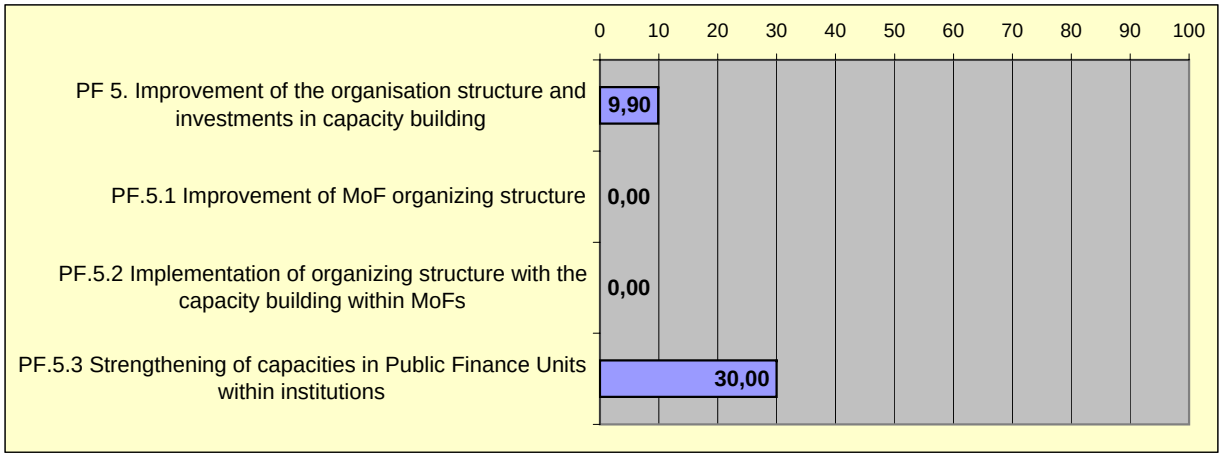
PUBLIC FINANCE ACTION GROUP	Implemented
PF 3. Improvement of the accounting framework and the treasury system function	**4,30**
PF.3.1 Introduction of the accrual accounting model in the public sector	0,00
PF.3.2 Harmonization of accounting standards in BiH	0,00
PF.3.3 Establishment of technical coordination of treasuries within different levels of governr	0,00
PF.3.4 Introduction of Treasury operations in the whole public administration	5,00
PF.3.5 Improved Treasury operations	16,50



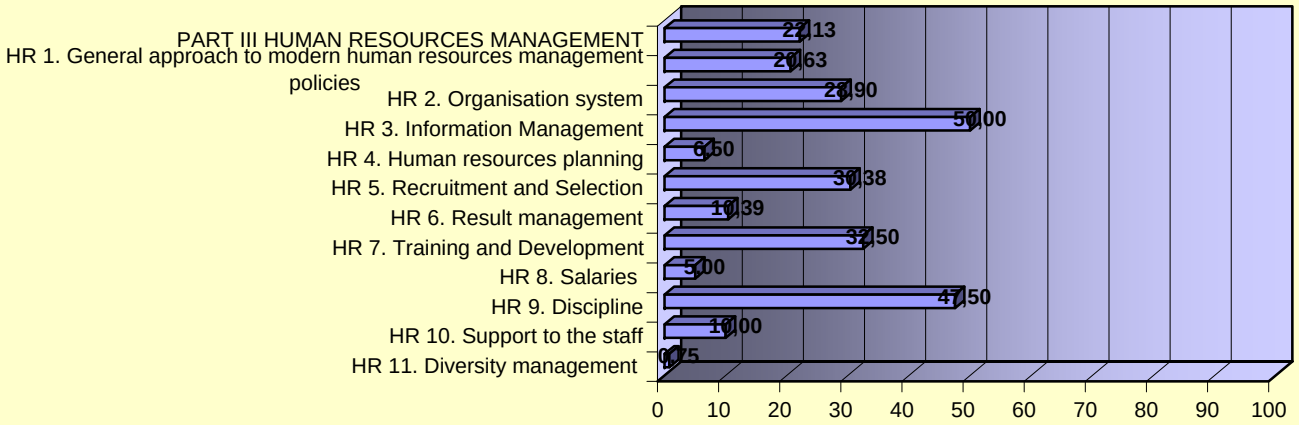
PUBLIC FINANCE ACTION GROUP	Implemented
PF 4. Introduction of the PIFC in accordance with the relevant EU standards	**27,75**
PF.4.1 Preparation of PIFC introduction strategy	70,00
PF.4.2 Introduction of PIFC in accordance with relevant European standards in BiH	0,00
PF.4.3 Introduction of internal audit	38,75
PF.4.4 Introduction of internal control	0,00
PF.4.5 Strengthening of the control environment	30,00



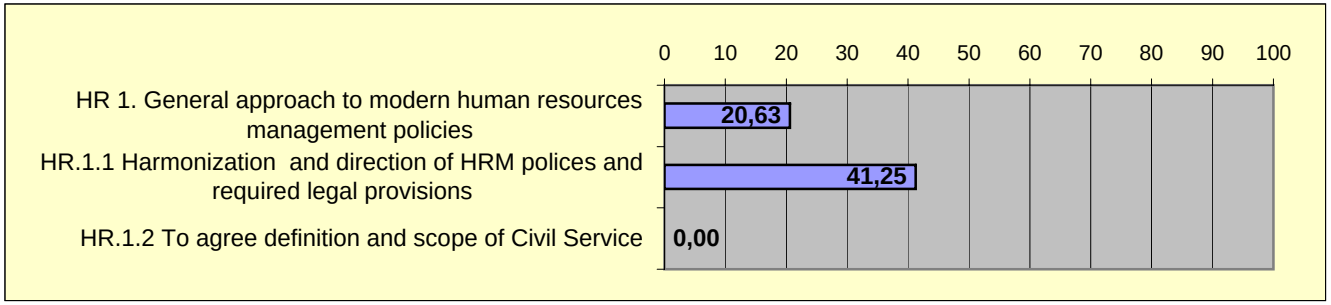
PUBLIC FINANCE ACTION GROUP	Implemented
PF 5. Improvement of the organisation structure and investments in capacity building	**9,90**
PF.5.1 Improvement of MoF organizing structure	0,00
PF.5.2 Implementation of organizing structure with the capacity building within MoFs	0,00
PF.5.3 Strengthening of capacities in Public Finance Units within institutions	30,00



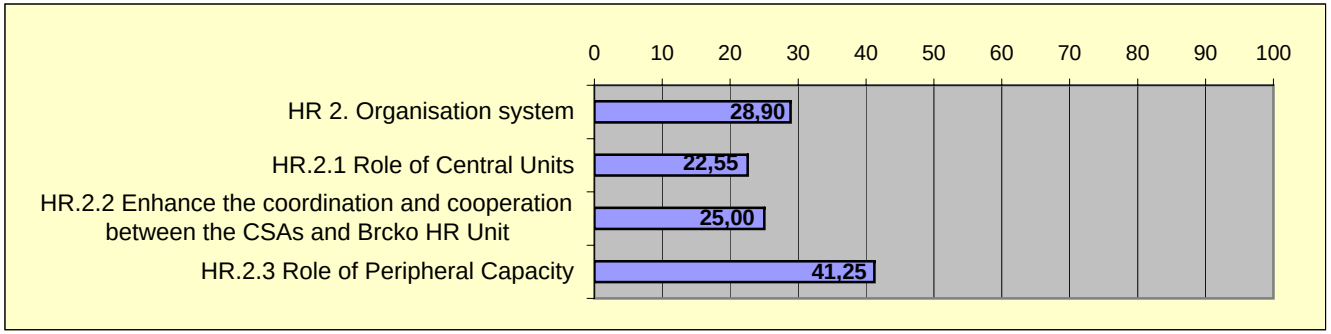
ACTION PLAN COMPONENT	Implemented
PART III HUMAN RESOURCES MANAGEMENT	**22,13**
HR 1. General approach to modern human resources management policies	20,63
HR 2. Organisation system	28,90
HR 3. Information Management	50,00
HR 4. Human resources planning	6,50
HR 5. Recruitment and Selection	30,38
HR 6. Result management	10,39
HR 7. Training and Development	32,50
HR 8. Salaries	5,00
HR 9. Discipline	47,50
HR 10. Support to the staff	10,00
HR 11. Diversity management	0,75



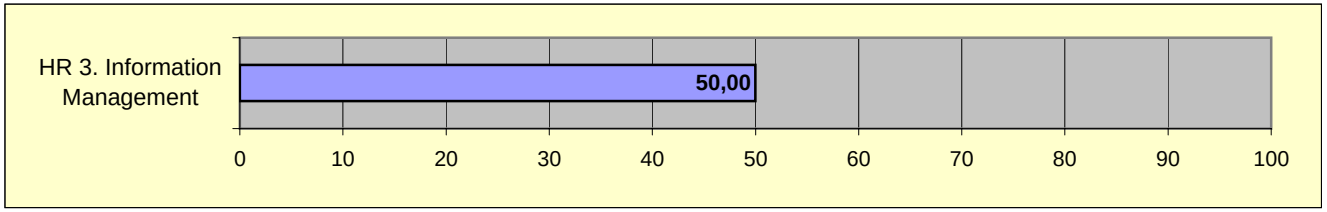
HUMAN RESOURCES ACTION GROUP	Implemented
HR 1. General approach to modern human resources management policies	**20,63**
HR.1.1 Harmonization and direction of HRM polices and required legal provisions	41,25
HR.1.2 To agree definition and scope of Civil Service	0,00



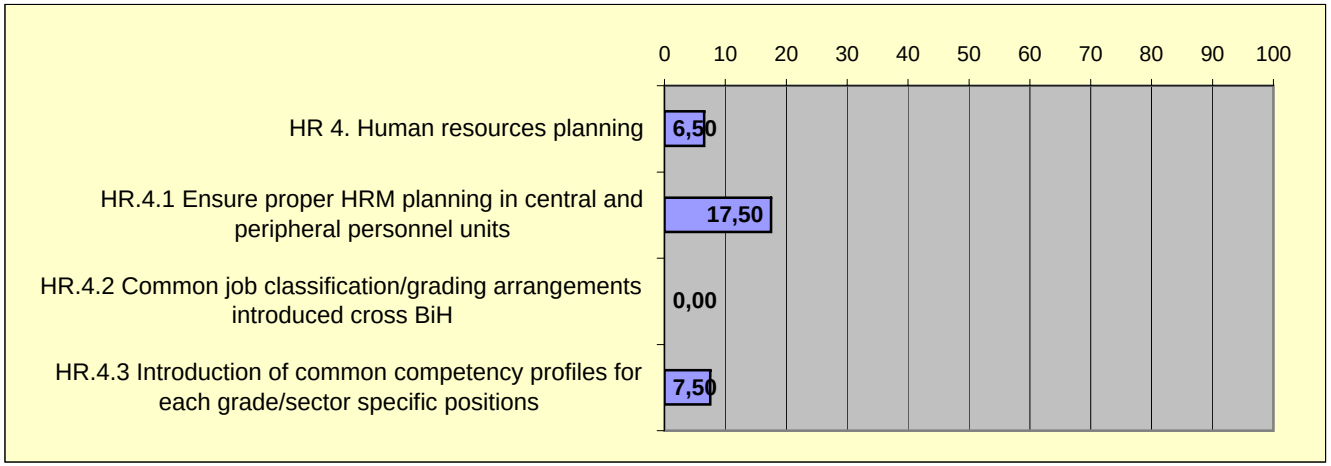
HUMAN RESOURCES ACTION GROUP	Implemented
HR 2. Organisation system	**28,90**
HR.2.1 Role of Central Units	22,55
HR.2.2 Enhance the coordination and cooperation between the CSAs and Brcko HR Unit	25,00
HR.2.3 Role of Peripheral Capacity	41,25



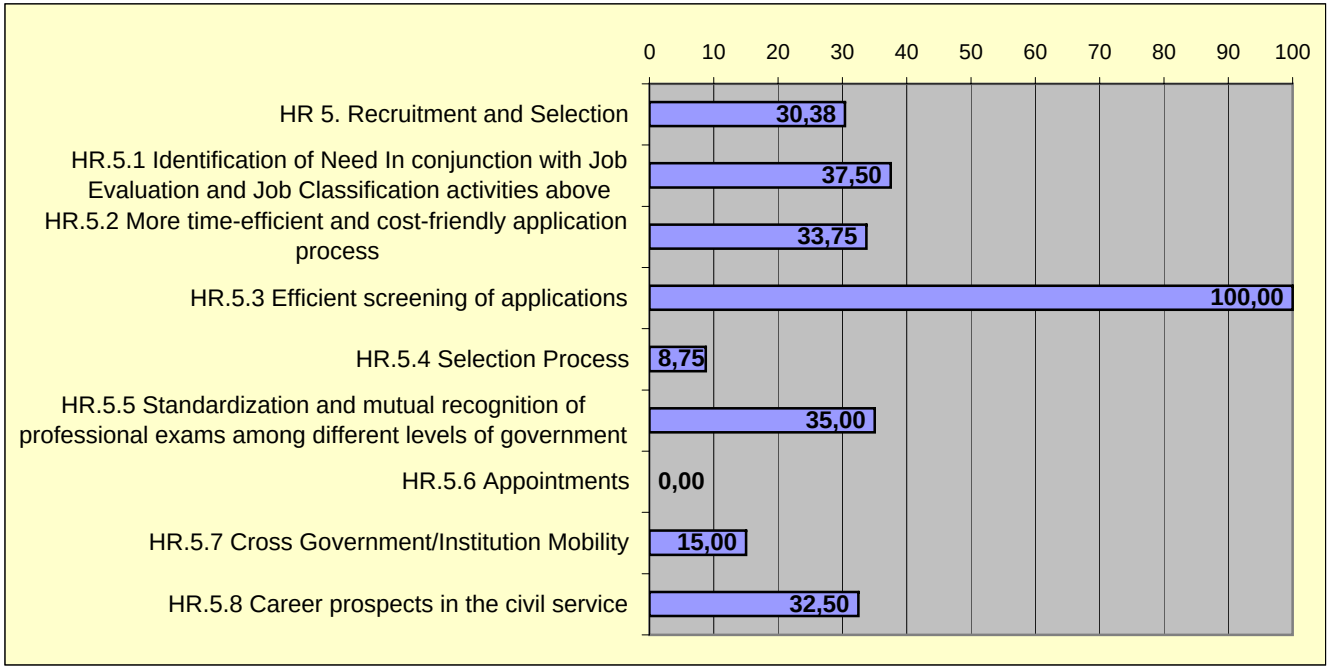
HUMAN RESOURCES ACTION GROUP	Implemented
HR 3. Information Management	**50,00**



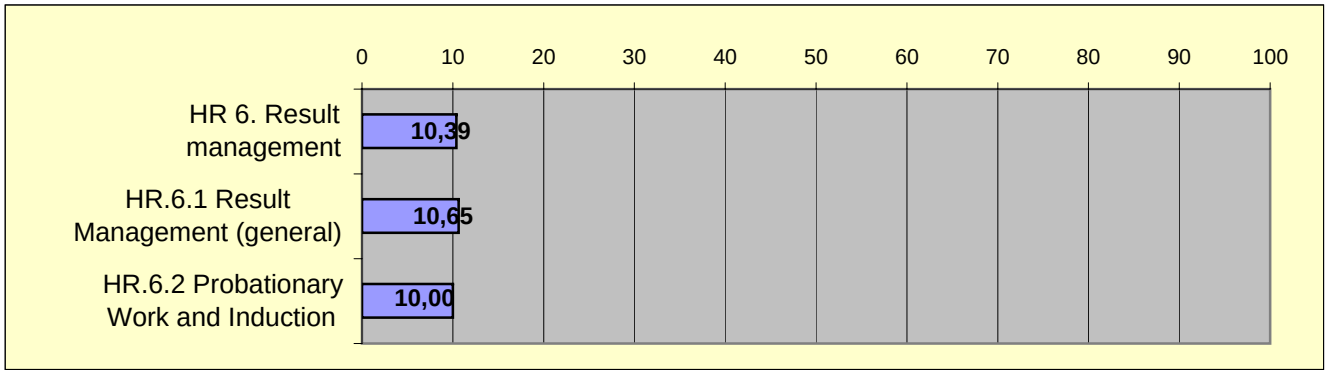
HUMAN RESOURCES ACTION GROUP	Implemented
HR 4. Human resources planning	**6,50**
HR.4.1 Ensure proper HRM planning in central and peripheral personnel units	17,50
HR.4.2 Common job classification/grading arrangements introduced cross BiH	0,00
HR.4.3 Introduction of common competency profiles for each grade/sector specific positions	7,50



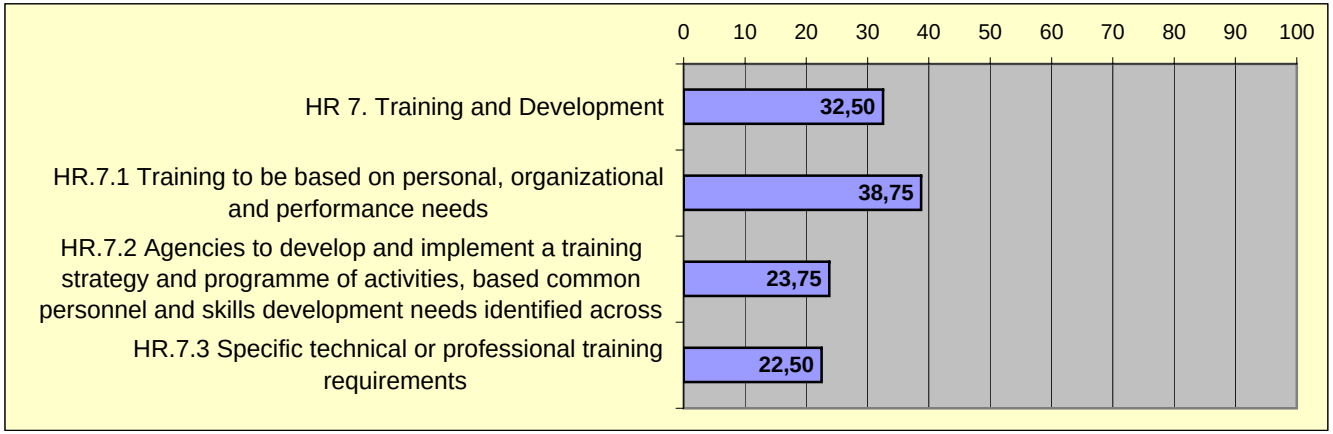
HUMAN RESOURCES ACTION GROUP	Implemented
HR 5. Recruitment and Selection	**30,38**
HR.5.1 Identification of Need In conjunction with Job Evaluation and Job Classification activiti	37,50
HR.5.2 More time-efficient and cost-friendly application process	33,75
HR.5.3 Efficient screening of applications	100,00
HR.5.4 Selection Process	8,75
HR.5.5 Standardization and mutual recognition of professional exams among different levels	35,00
HR.5.6 Appointments	0,00
HR.5.7 Cross Government/Institution Mobility	15,00
HR.5.8 Career prospects in the civil service	32,50



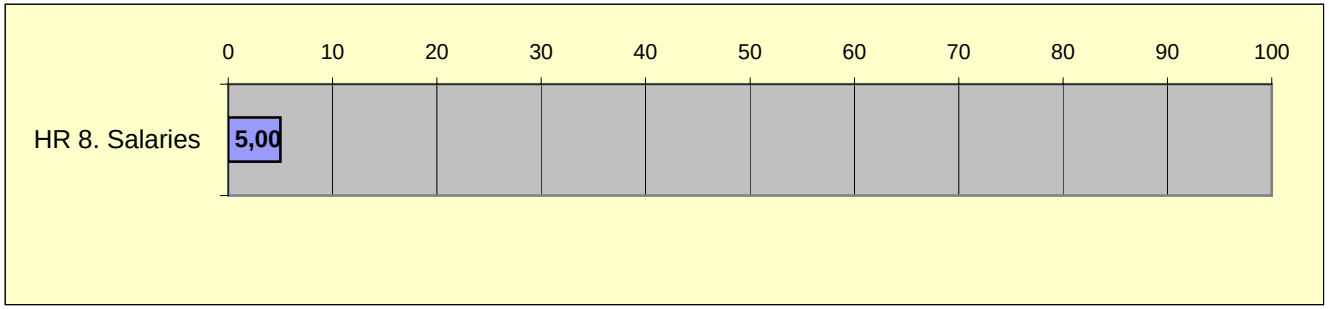
HUMAN RESOURCES ACTION GROUP	Implemented
HR 6. Result management	**10,39**
HR.6.1 Result Management (general)	10,65
HR.6.2 Probationary Work and Induction	10,00



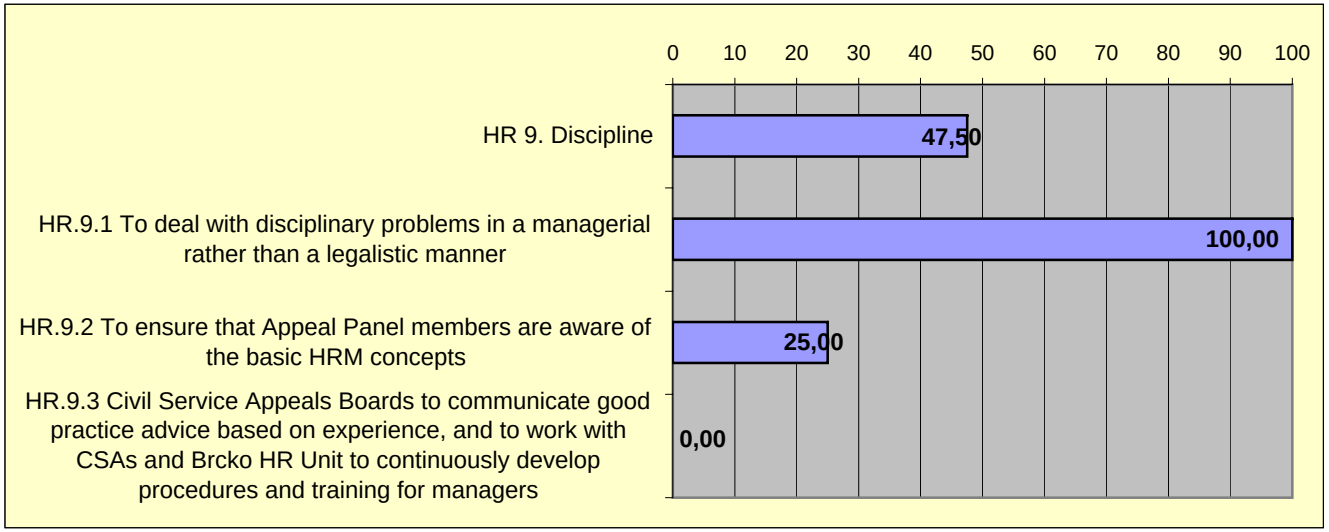
HUMAN RESOURCES ACTION GROUP	Implemented
HR 7. Training and Development	**32,50**
HR.7.1 Training to be based on personal, organizational and performance needs	38,75
HR.7.2 Agencies to develop and implement a training strategy and programme of activities, based com	23,75
HR.7.3 Specific technical or professional training requirements	22,50



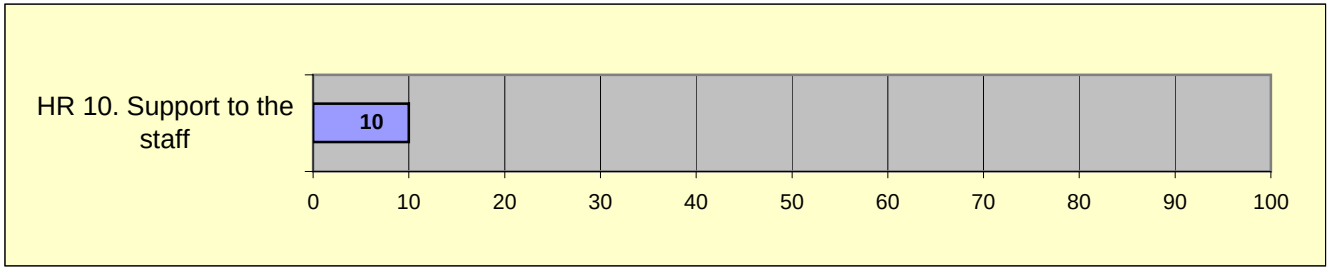
HUMAN RESOURCES ACTION GROUP	Implemented
HR 8. Salaries	**5,00**



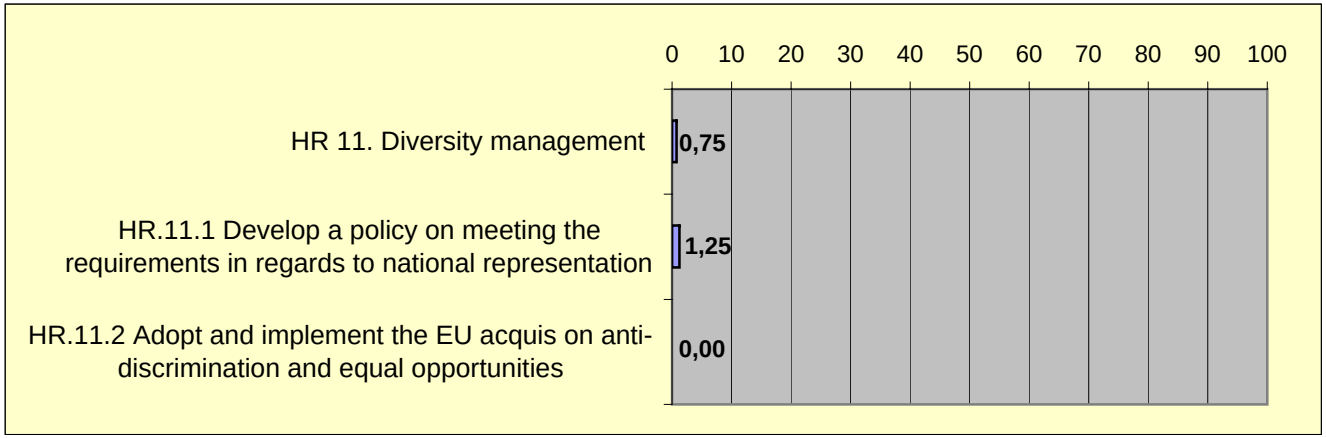
HUMAN RESOURCES ACTION GROUP	Implemented
HR 9. Discipline	**47,50**
HR.9.1 To deal with disciplinary problems in a managerial rather than a legalistic manner	100,00
HR.9.2 To ensure that Appeal Panel members are aware of the basic HRM concepts	25,00
HR.9.3 Civil Service Appeals Boards to communicate good practice advice based on experience, and to	0,00



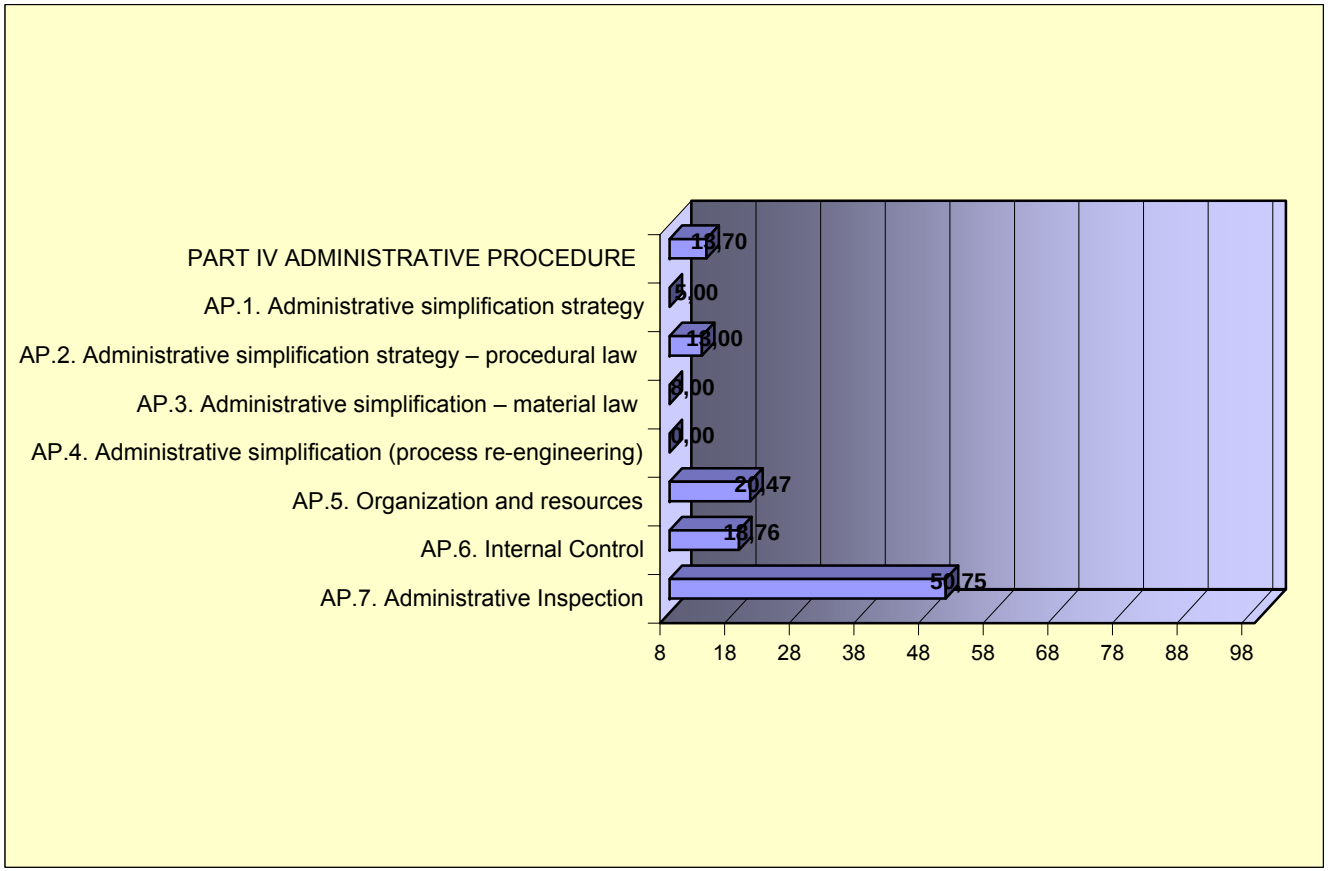
HUMAN RESOURCES ACTION GROUP	Implemented
HR 10. Support to the staff	**10,00**



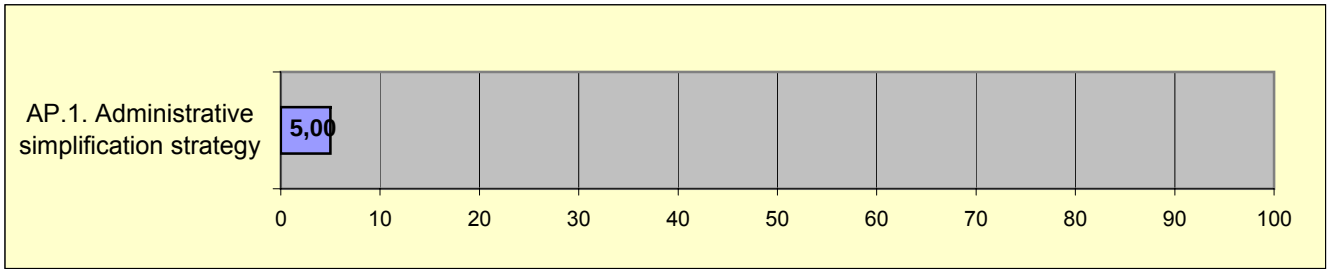
HUMAN RESOURCES ACTION GROUP	Implemented
HR 11. Diversity management	**0,75**
HR.11.1 Develop a policy on meeting the requirements in regards to national representation	1,25
HR.11.2 Adopt and implement the EU acquis on anti-discrimination and equal opportunities	0,00



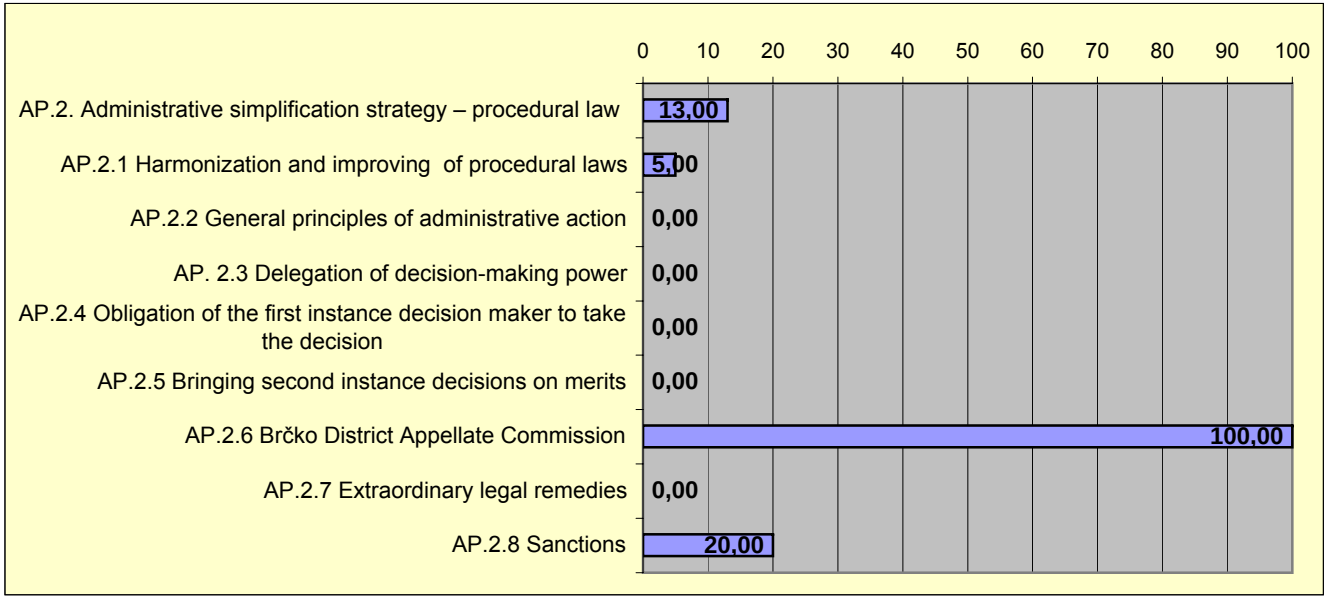
ACTION PLAN COMPONENT	Implemented
PART IV ADMINISTRATIVE PROCEDURE	**13,70**
AP.1. Administrative simplification strategy	5,00
AP.2. Administrative simplification strategy – procedural law	13,00
AP.3. Administrative simplification – material law	8,00
AP.4. Administrative simplification (process re-engineering)	0,00
AP.5. Organization and resources	20,47
AP.6. Internal Control	18,76
AP.7. Administrative Inspection	50,75



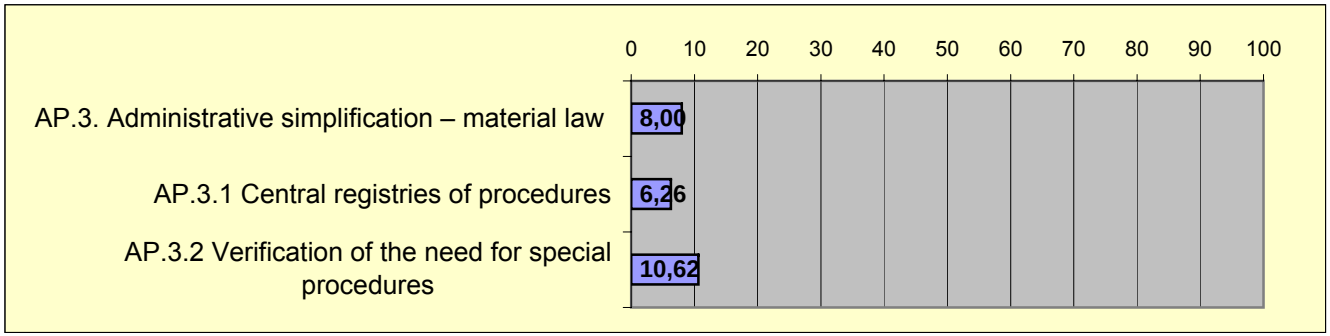
ADMINISTRATIVE PROCEDURES ACTION GROUP	Implemented
AP.1. Administrative simplification strategy	**5,00**



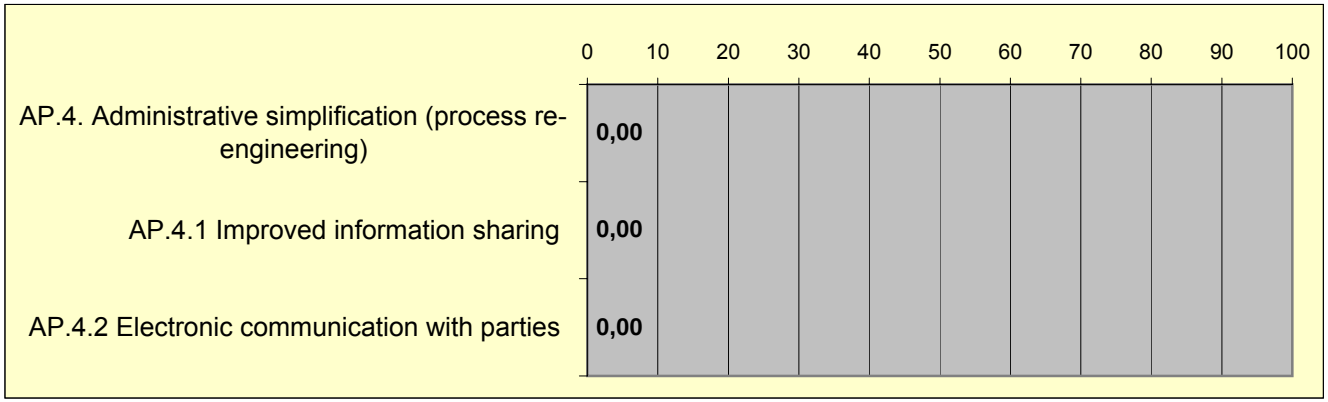
ADMINISTRATIVE PROCEDURES ACTION GROUP	Implemented
AP.2. Administrative simplification strategy – procedural law	**13,00**
AP.2.1 Harmonization and improving of procedural laws	5,00
AP.2.2 General principles of administrative action	0,00
AP. 2.3 Delegation of decision-making power	0,00
AP.2.4 Obligation of the first instance decision maker to take the decision	0,00
AP.2.5 Bringing second instance decisions on merits	0,00
AP.2.6 Brčko District Appellate Commission	100,00
AP.2.7 Extraordinary legal remedies	0,00
AP.2.8 Sanctions	20,00



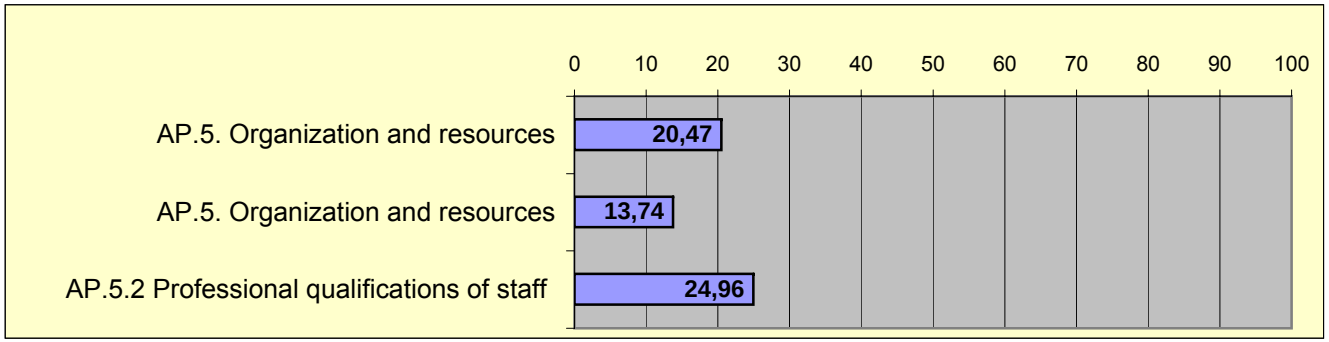
ADMINISTRATIVE PROCEDURES ACTION GROUP	Implemented
AP.3. Administrative simplification – material law	8,00
AP.3.1 Central registries of procedures	6,26
AP.3.2 Verification of the need for special procedures	10,62



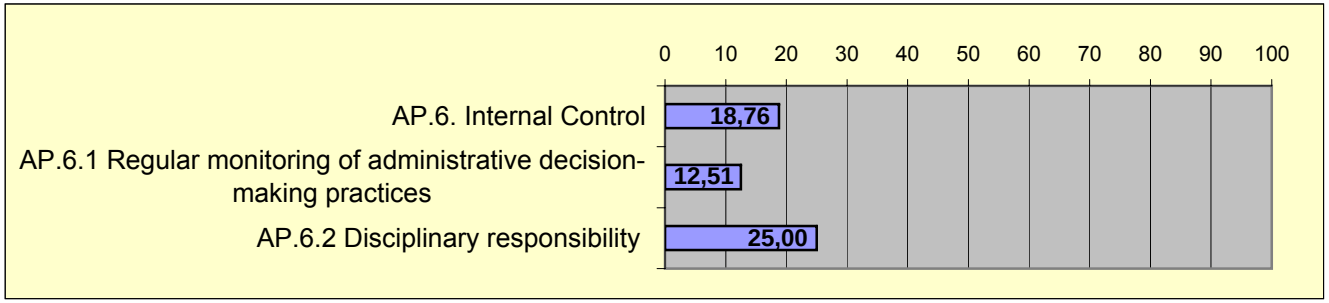
ADMINISTRATIVE PROCEDURES ACTION GROUP	Implemented
AP.4. Administrative simplification (process re-engineering)	**0,00**
AP.4.1 Improved information sharing	0,00
AP.4.2 Electronic communication with parties	0,00



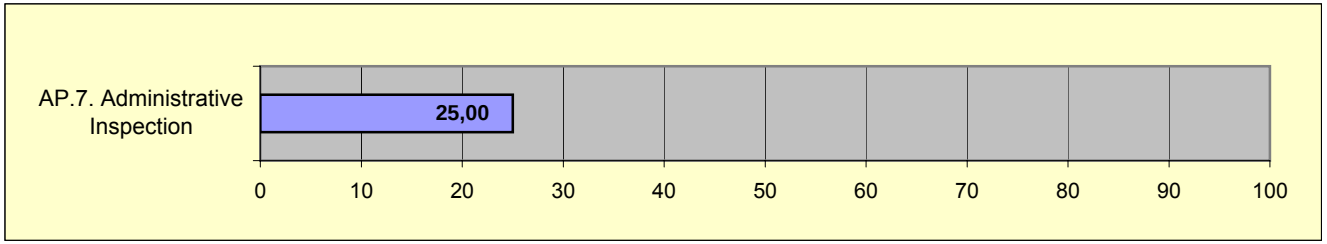
ADMINISTRATIVE PROCEDURES ACTION GROUP	Implemented
AP.5. Organization and resources	**20,47**
AP.5. Organization and resources	13,74
AP.5.2 Professional qualifications of staff	24,96



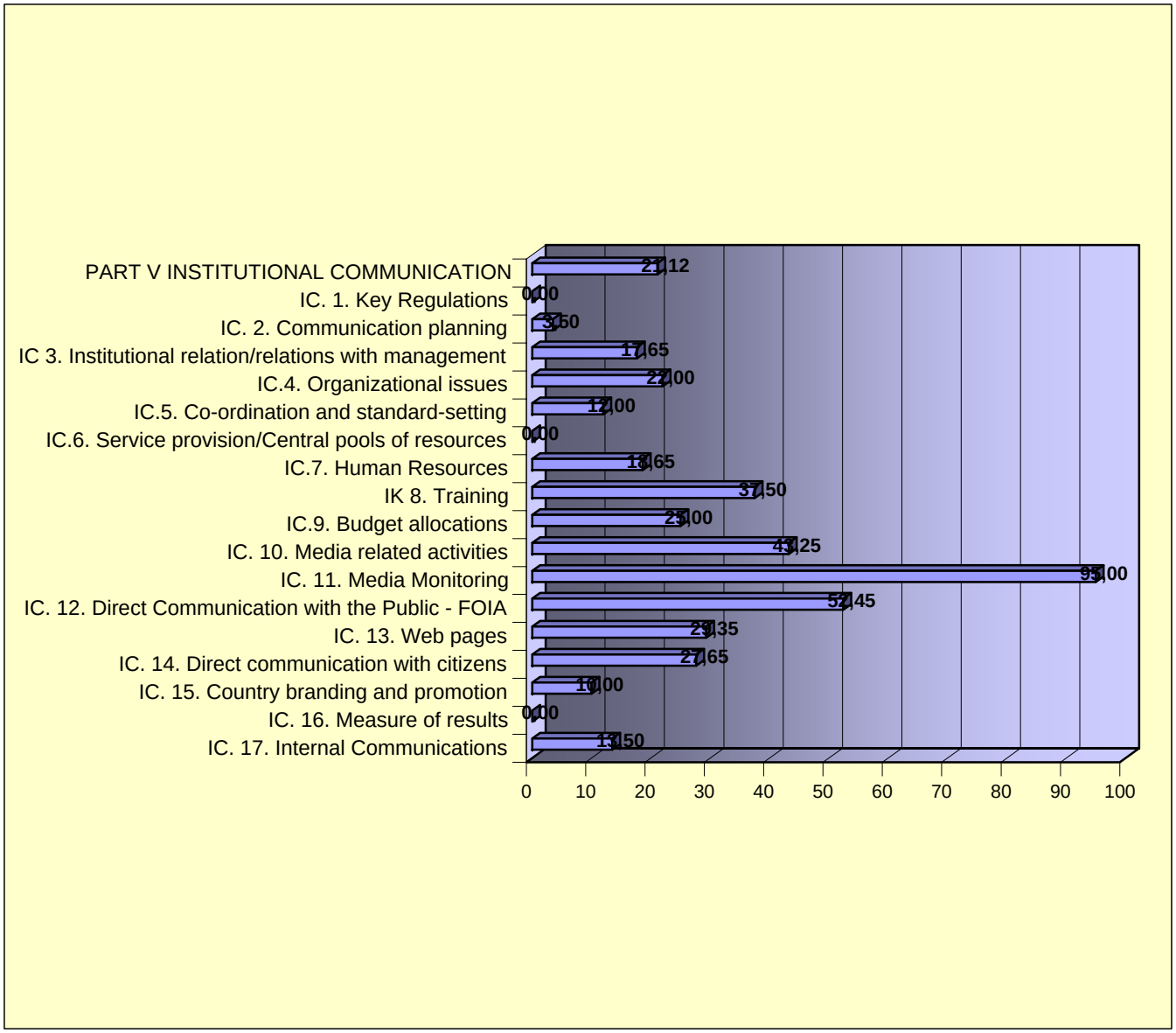
ADMINISTRATIVE PROCEDURES ACTION GROUP	Implemented
AP.6. Internal Control	**18,76**
AP.6.1 Regular monitoring of administrative decision-making practices	12,51
AP.6.2 Disciplinary responsibility	25,00



ADMINISTRATIVE PROCEDURES ACTION GROUP	Implemented
AP.7. Administrative Inspection	**25,00**



ACTION PLAN COMPONENT	Implemented
PART V INSTITUTIONAL COMMUNICATION	**21,12**
IC. 1. Key Regulations	0,00
IC. 2. Communication planning	3,50
IC 3. Institutional relation/relations with management	17,65
IC.4. Organizational issues	22,00
IC.5. Co-ordination and standard-setting	12,00
IC.6. Service provision/Central pools of resources	0,00
IC.7. Human Resources	18,65
IK 8. Training	37,50
IC.9. Budget allocations	25,00
IC. 10. Media related activities	43,25
IC. 11. Media Monitoring	95,00
IC. 12. Direct Communication with the Public - FOIA	52,45
IC. 13. Web pages	29,35
IC. 14. Direct communication with citizens	27,65
IC. 15. Country branding and promotion	10,00
IC. 16. Measure of results	0,00
IC. 17. Internal Communications	13,50


PART V INSTITUTIONAL COMMUNICATION
21,12
IC. 1. Key Regulations
0,00
IC. 2. Communication planning
3,50
IC 3. Institutional relation/relations with management
17,65
IC.4. Organizational issues
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IC.5. Co-ordination and standard-setting
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IC.6. Service provision/Central pools of resources
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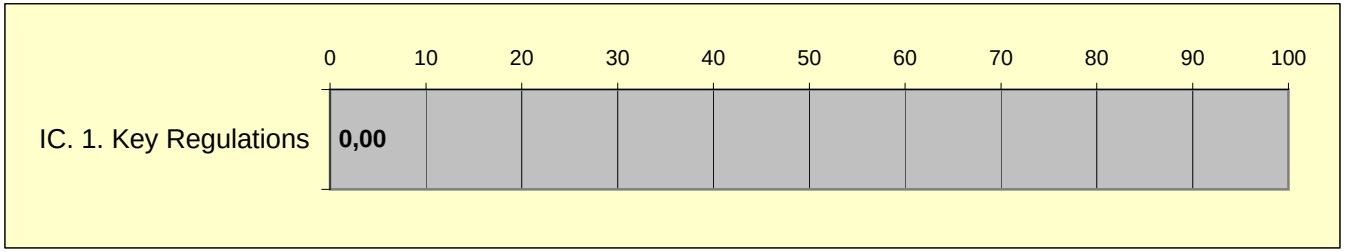
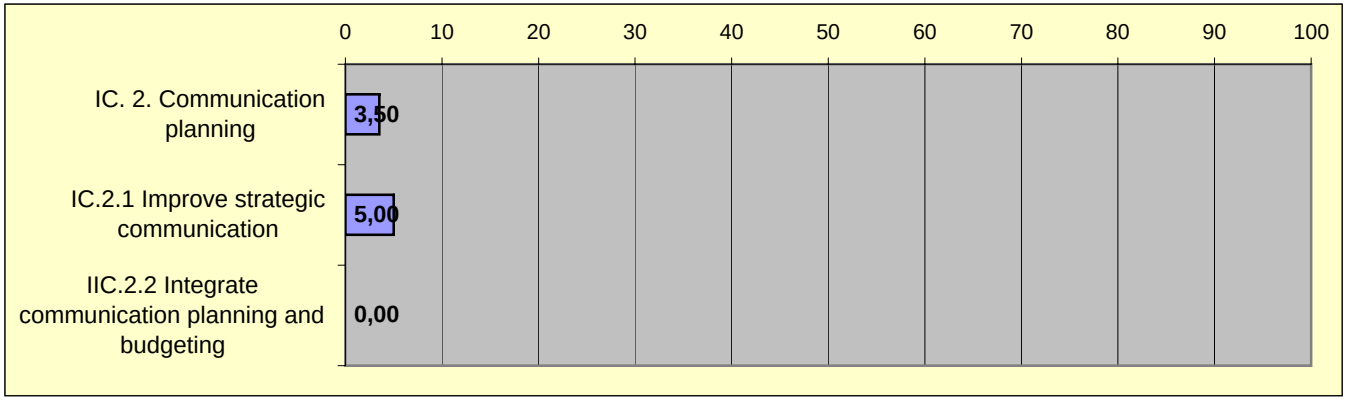
29,35
IC. 14. Direct communication with citizens
27,65
IC. 15. Country branding and promotion
10,00
IC. 16. Measure of results
0,00
IC. 17. Internal Communications
13,50
0
10
20
30
40
50
60
70
80
90
100

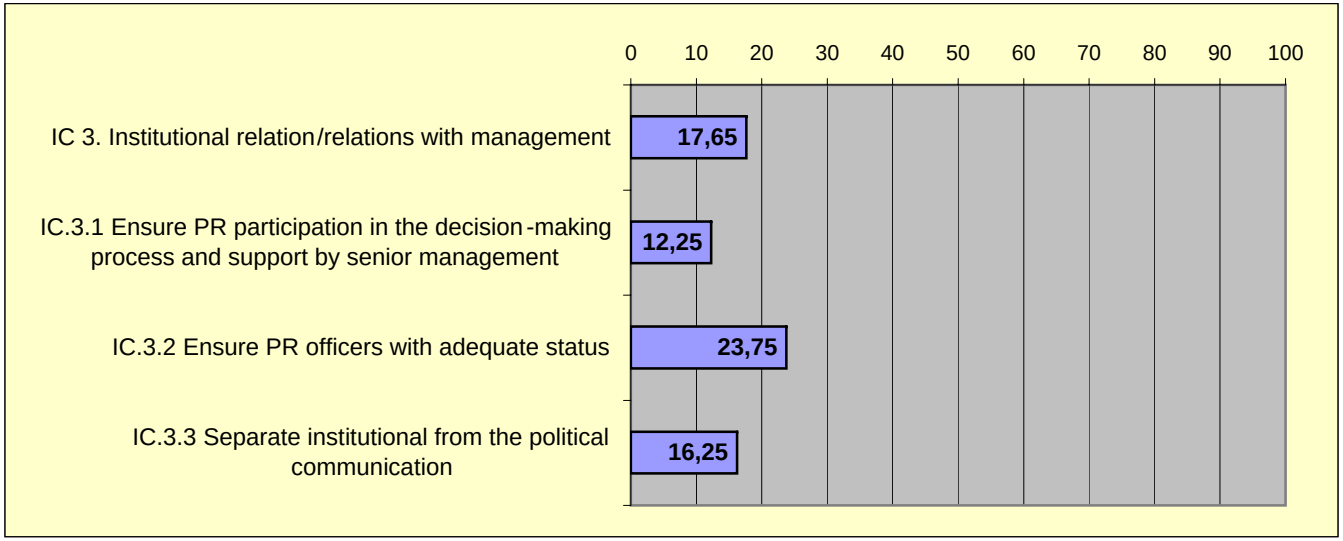
INSTITUTIONAL COMMUNICATION ACTION GROUP	Implemented
IC. 1. Key Regulations	**0,00**



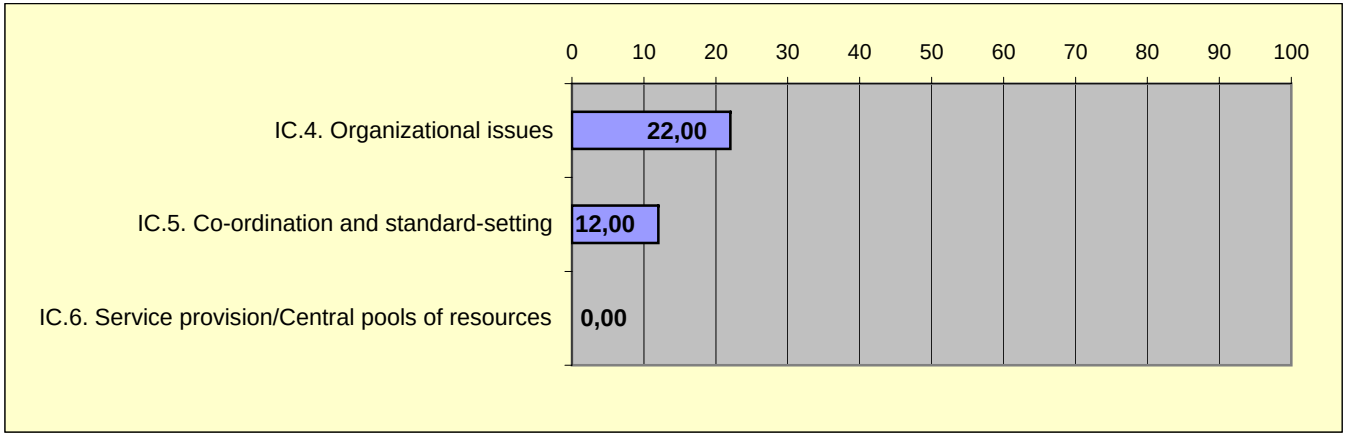
INSTITUTIONAL COMMUNICATION ACTION GROUP	Implemented
IC. 2. Communication planning	**3,50**
IC.2.1 Improve strategic communication	5,00
IIC.2.2 Integrate communication planning and budgeting	0,00



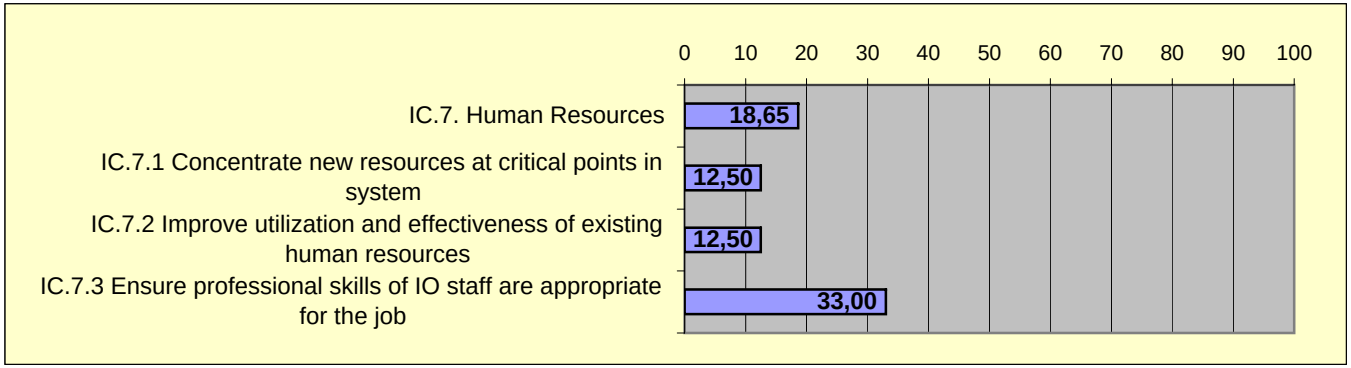
INSTITUTIONAL COMMUNICATION ACTION GROUP	Implemented
IC 3. Institutional relation/relations with management	**17,65**
IC.3.1 Ensure PR participation in the decision-making process and support by senior management	12,25
IC.3.2 Ensure PR officers with adequate status	23,75
IC.3.3 Separate institutional from the political communication	16,25



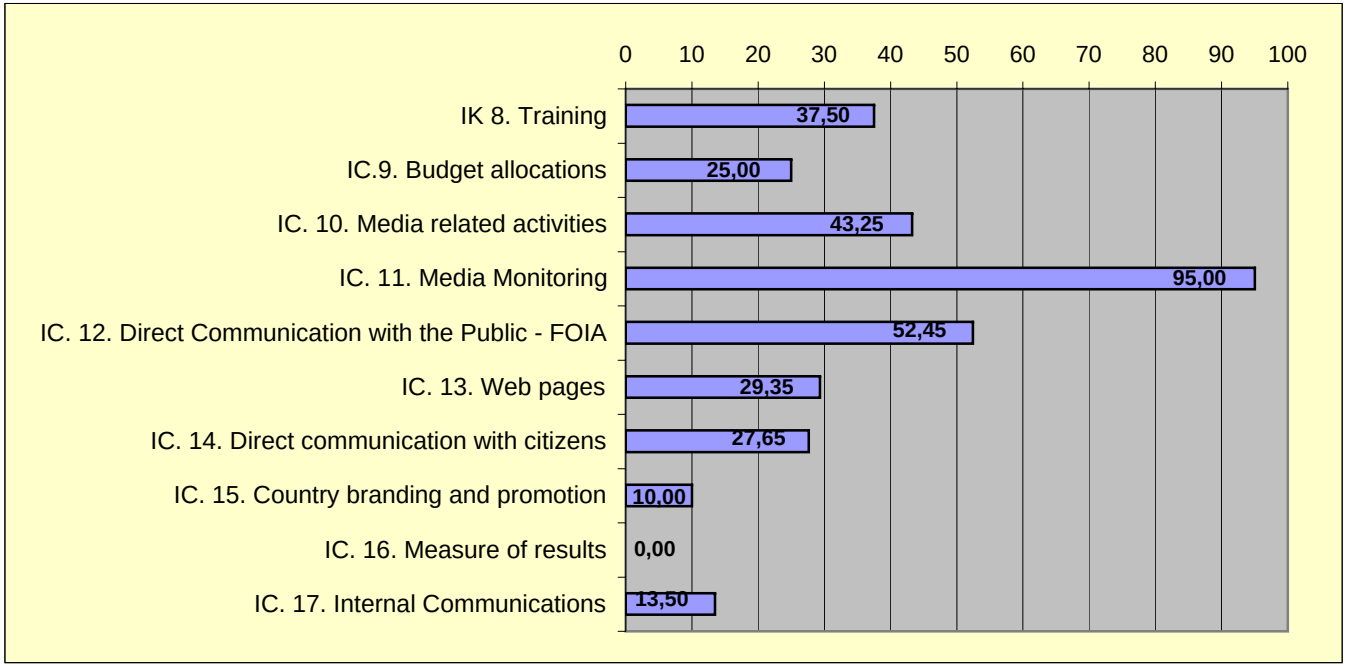
INSTITUTIONAL COMMUNICATION ACTION GROUP	Implemented
IC.4. Organizational issues	**22,00**
IC.5. Co-ordination and standard-setting	**12,00**
IC.6. Service provision/Central pools of resources	**0,00**



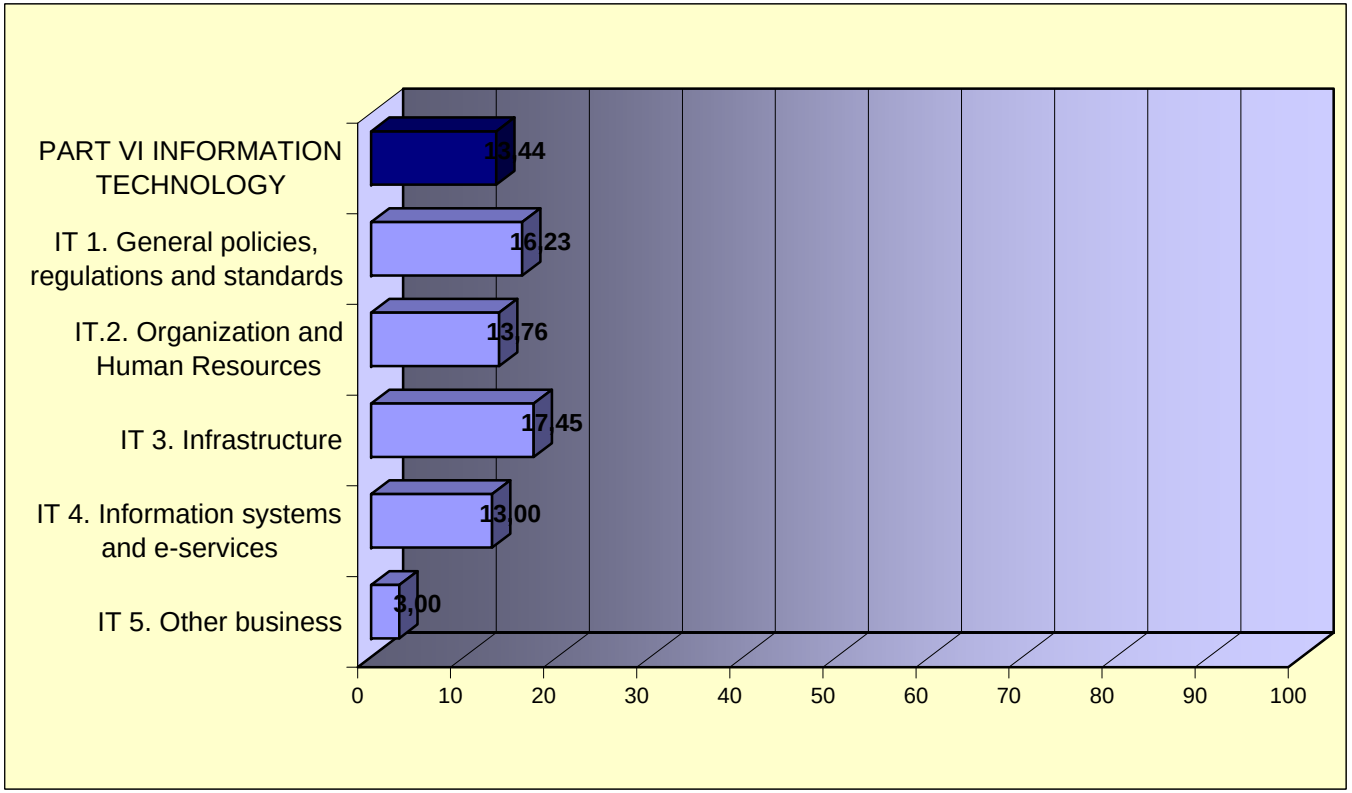
INSTITUTIONAL COMMUNICATION ACTION GROUP	Implemented
IC.7. Human Resources	**18,65**
IC.7.1 Concentrate new resources at critical points in system	12,50
IC.7.2 Improve utilization and effectiveness of existing human resources	12,50
IC.7.3 Ensure professional skills of IO staff are appropriate for the job	33,00



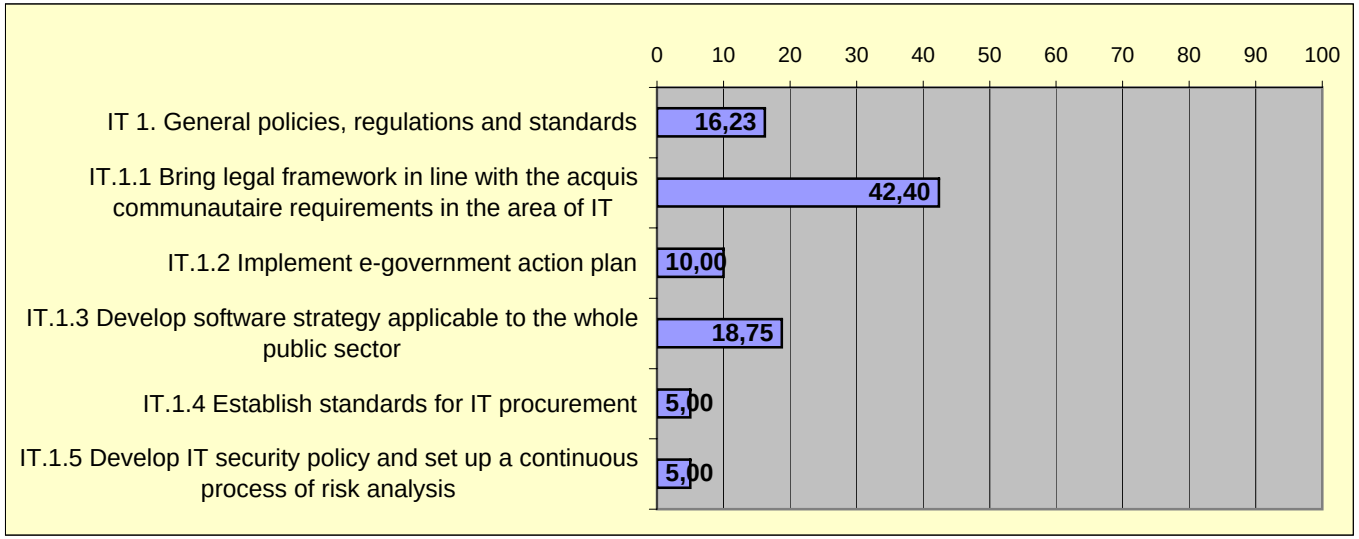
INSTITUTIONAL COMMUNICATION ACTION GROUP	Implemented
IK 8. Training	**37,50**
IC.9. Budget allocations	**25,00**
IC. 10. Media related activities	**43,25**
IC. 11. Media Monitoring	**95,00**
IC. 12. Direct Communication with the Public - FOIA	**52,45**
IC. 13. Web pages	**29,35**
IC. 14. Direct communication with citizens	**27,65**
IC. 15. Country branding and promotion	**10,00**
IC. 16. Measure of results	**0,00**
IC. 17. Internal Communications	**13,50**



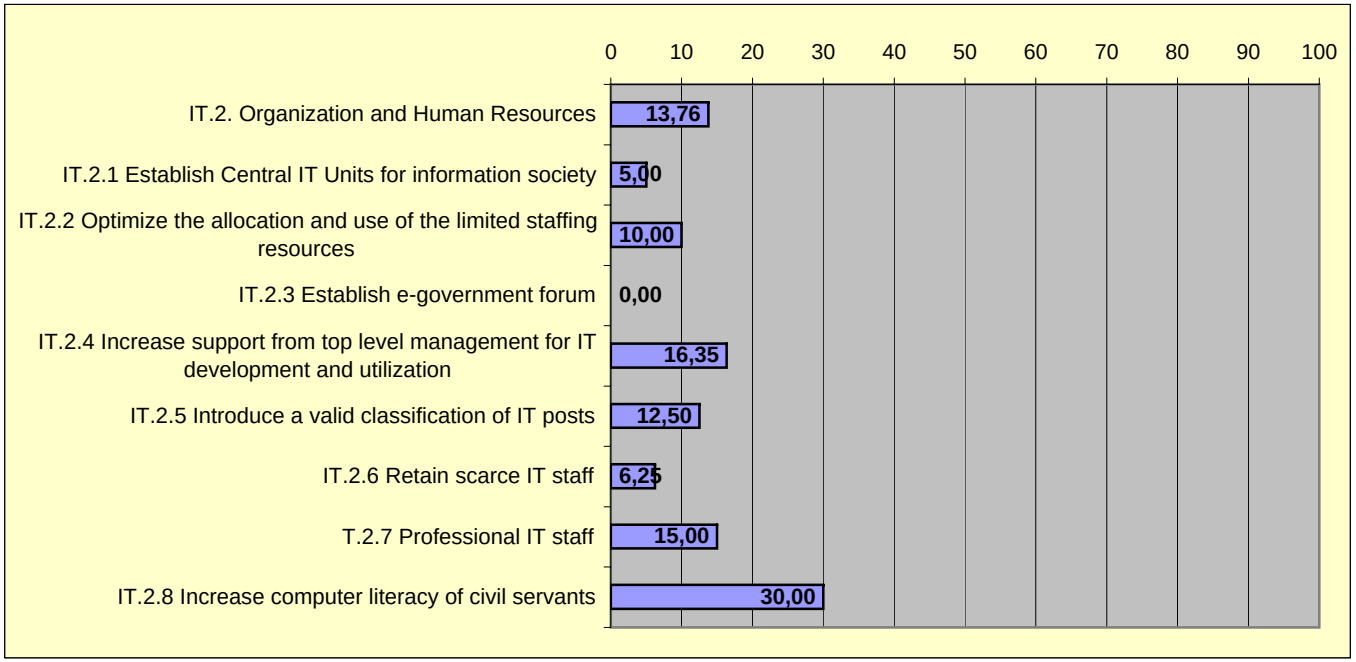
ACTION PLAN COMPONENT	Implemented
PART VI INFORMATION TECHNOLOGY	**13,44**
IT 1. General policies, regulations and standards	16,23
IT.2. Organization and Human Resources	13,76
IT 3. Infrastructure	17,45
IT 4. Information systems and e-services	13,00
IT 5. Other business	3,00



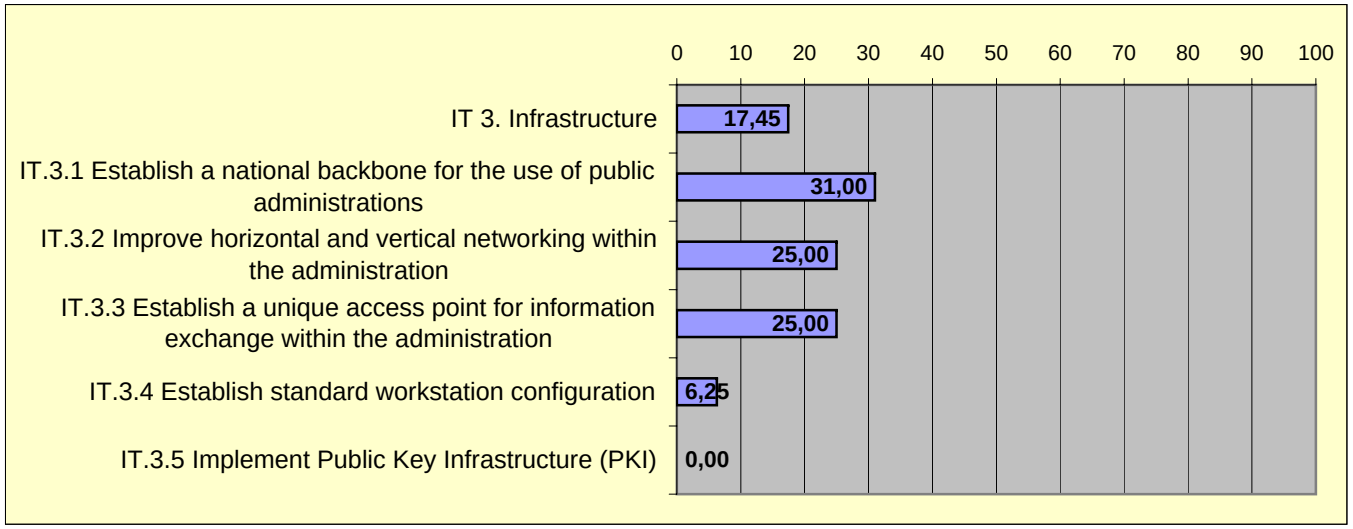
INFORMATION TECHNOLOGY ACTION GROUP	**Implemented**
IT 1. General policies, regulations and standards	**16,23**
IT.1.1 Bring legal framework in line with the acquis communautaire requirements in the area of IT	42,40
IT.1.2 Implement e-government action plan	10,00
IT.1.3 Develop software strategy applicable to the whole public sector	18,75
IT.1.4 Establish standards for IT procurement	5,00
IT.1.5 Develop IT security policy and set up a continuous process of risk analysis	5,00



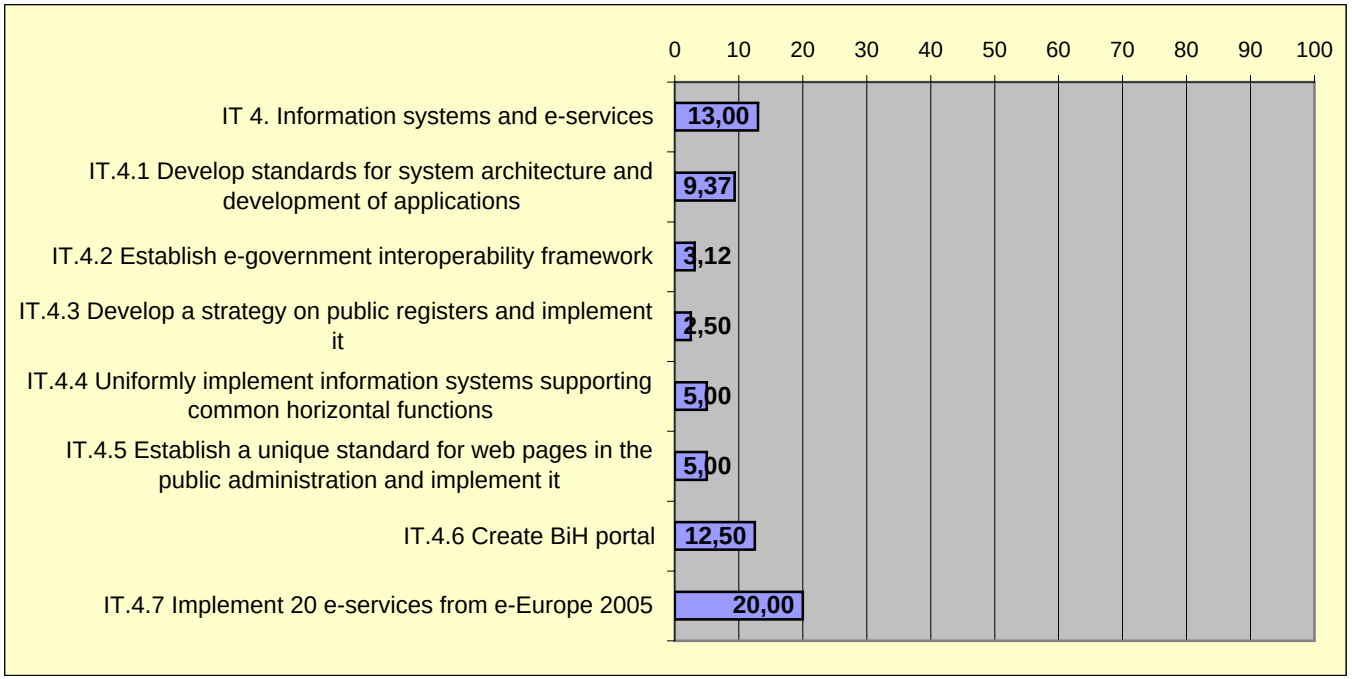
INFORMATION TECHNOLOGY ACTION GROUP	**Implemented**
IT.2. Organization and Human Resources	13,76
IT.2.1 Establish Central IT Units for information society	5,00
IT.2.2 Optimize the allocation and use of the limited staffing resources	10,00
IT.2.3 Establish e-government forum	0,00
IT.2.4 Increase support from top level management for IT development and utilization	16,35
IT.2.5 Introduce a valid classification of IT posts	12,50
IT.2.6 Retain scarce IT staff	6,25
T.2.7 Professional IT staff	15,00
IT.2.8 Increase computer literacy of civil servants	30,00



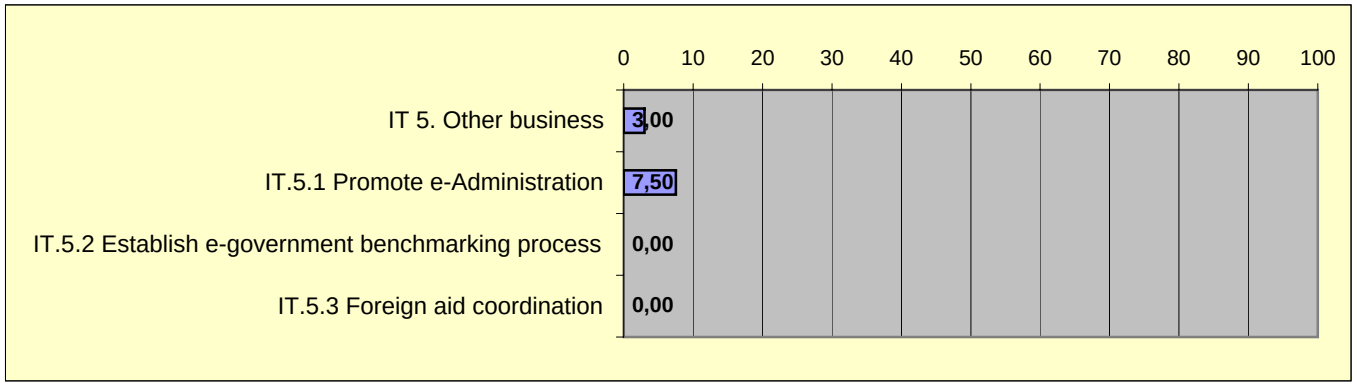
INFORMATION TECHNOLOGY ACTION GROUP	**Implemented**
IT 3. Infrastructure	**17,45**
IT.3.1 Establish a national backbone for the use of public administrations	31,00
IT.3.2 Improve horizontal and vertical networking within the administration	25,00
IT.3.3 Establish a unique access point for information exchange within the administration	25,00
IT.3.4 Establish standard workstation configuration	6,25
IT.3.5 Implement Public Key Infrastructure (PKI)	0,00



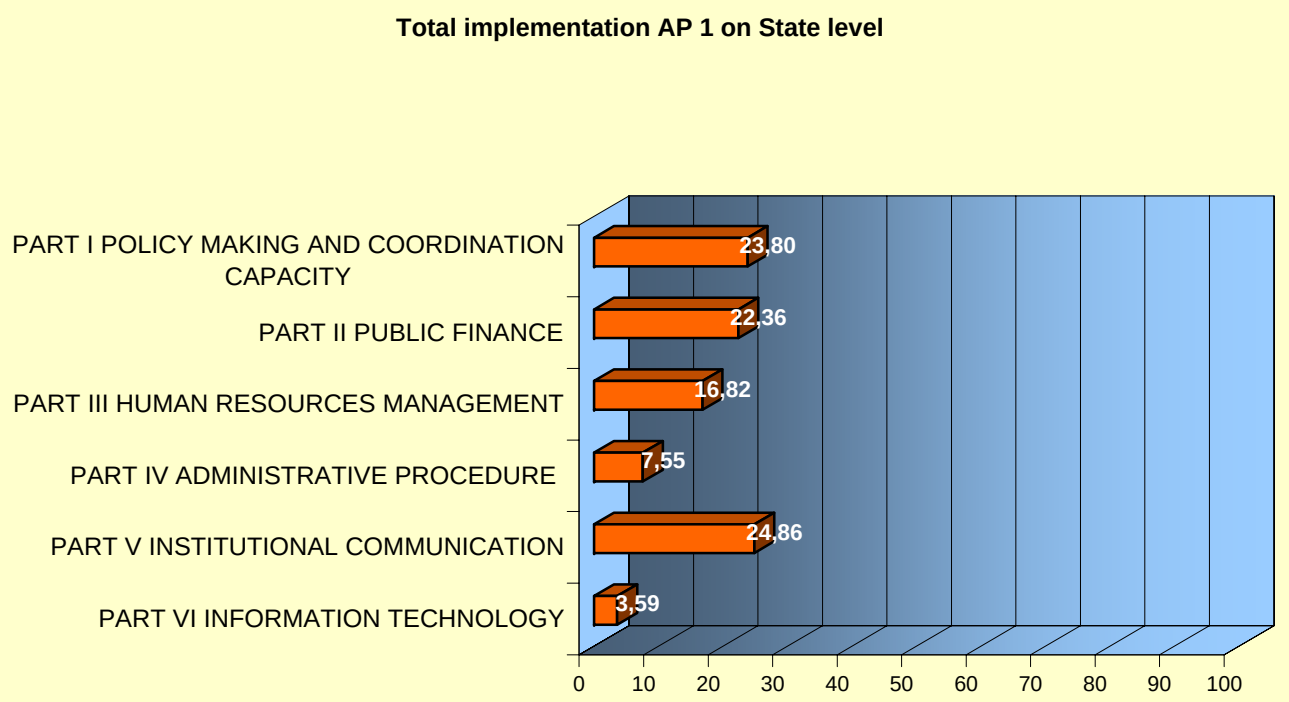
INFORMATION TECHNOLOGY ACTION GROUP	**Implemented**
IT 4. Information systems and e-services	**13,00**
IT.4.1 Develop standards for system architecture and development of applications	9,37
IT.4.2 Establish e-government interoperability framework	3,12
IT.4.3 Develop a strategy on public registers and implement it	2,50
IT.4.4 Uniformly implement information systems supporting common horizontal functions	5,00
IT.4.5 Establish a unique standard for web pages in the public administration and implement it	5,00
IT.4.6 Create BiH portal	12,50
IT.4.7 Implement 20 e-services from e-Europe 2005	20,00



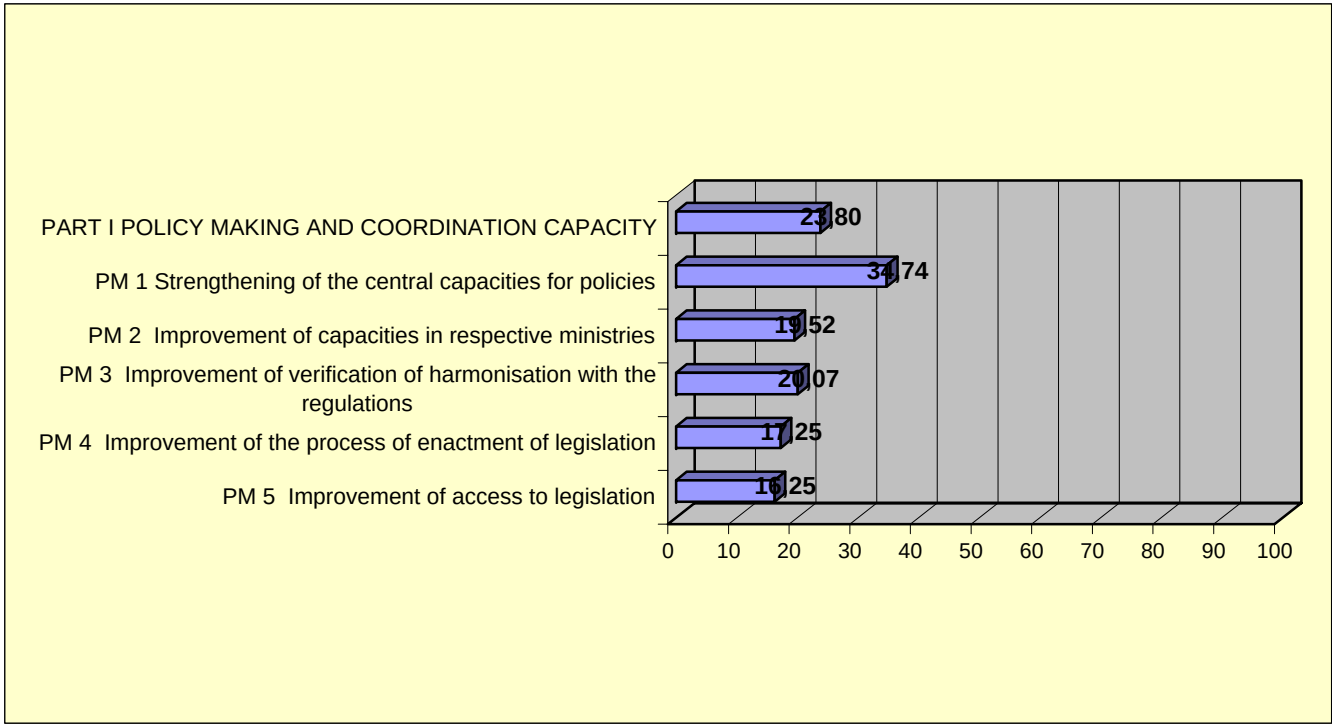
INFORMATION TECHNOLOGY ACTION GROUP	**Implemented**
IT 5. Other business	**3,00**
IT.5.1 Promote e-Administration	7,50
IT.5.2 Establish e-government benchmarking process	0,00
IT.5.3 Foreign aid coordination	0,00



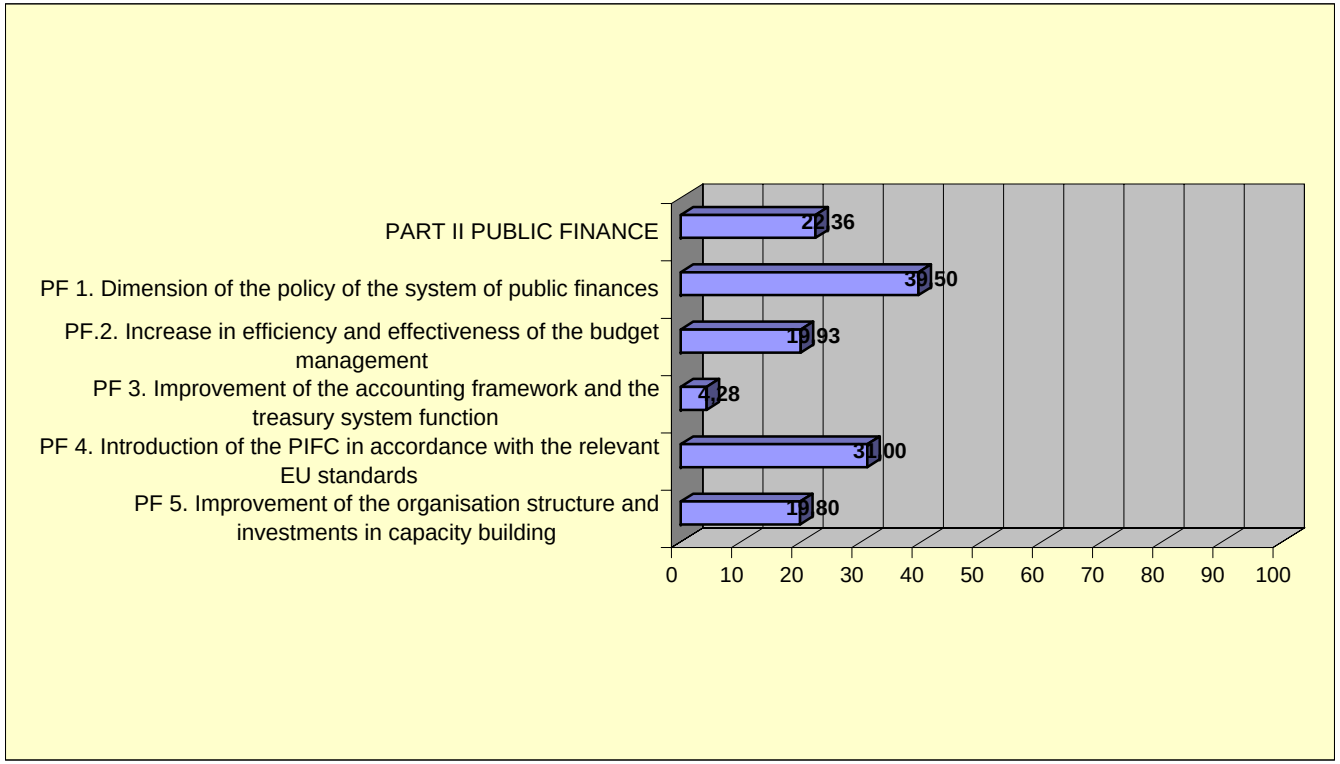
BiH level	Implemented
PART I POLICY MAKING AND COORDINATION CAPACITY	23,80
PART II PUBLIC FINANCE	22,36
PART III HUMAN RESOURCES MANAGEMENT	16,82
PART IV ADMINISTRATIVE PROCEDURE	7,55
PART V INSTITUTIONAL COMMUNICATION	24,86
PART VI INFORMATION TECHNOLOGY	3,59



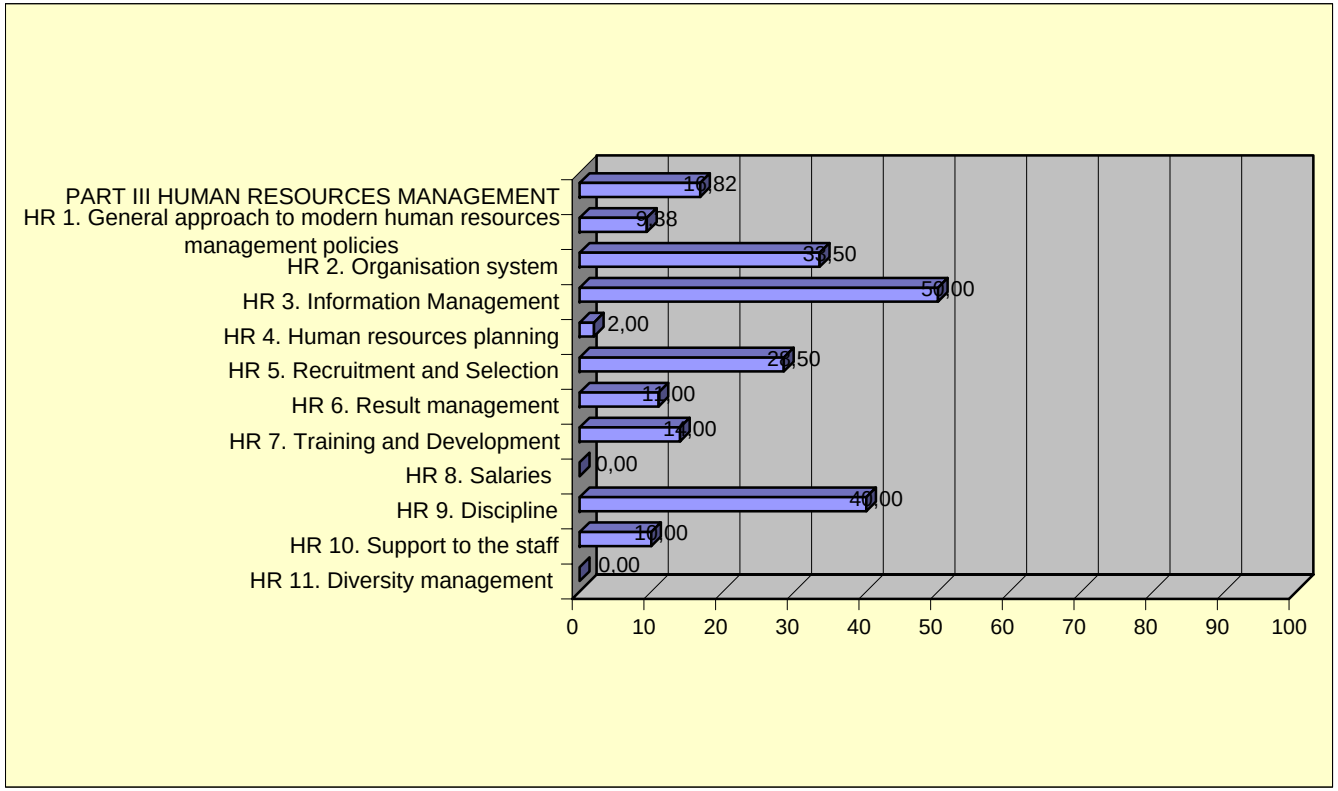
ACTION PLAN COMPONENT	Implemented
PART I POLICY MAKING AND COORDINATION CAPACITY	**23,80**
PM 1 Strengthening of the central capacities for policies	34,74
PM 2 Improvement of capacities in respective ministries	19,52
PM 3 Improvement of verification of harmonisation with the regulations	20,07
PM 4 Improvement of the process of enactment of legislation	17,25
PM 5 Improvement of access to legislation	16,25



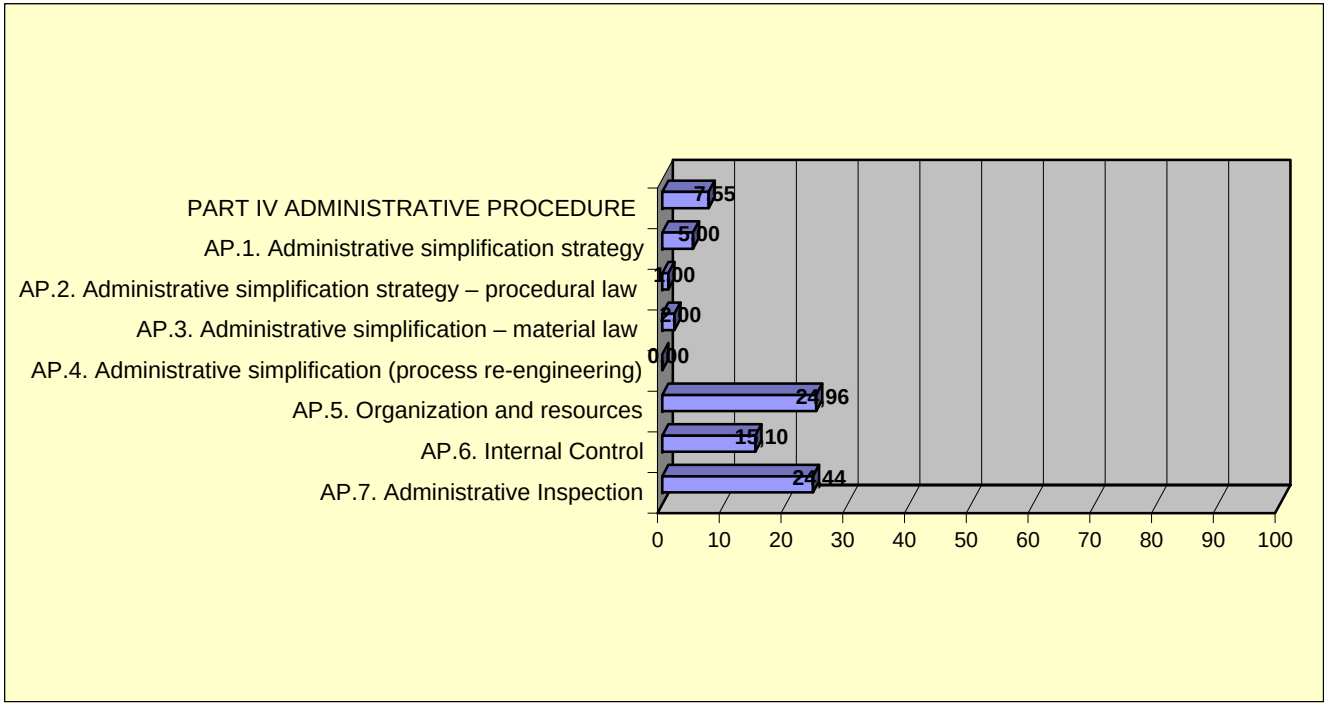
ACTION PLAN COMPONENT	Implemented
PART II PUBLIC FINANCE	**22,36**
PF 1. Dimension of the policy of the system of public finances	39,50
PF.2. Increase in efficiency and effectiveness of the budget management	19,93
PF 3. Improvement of the accounting framework and the treasury system function	4,28
PF 4. Introduction of the PIFC in accordance with the relevant EU standards	31,00
PF 5. Improvement of the organisation structure and investments in capacity building	19,80



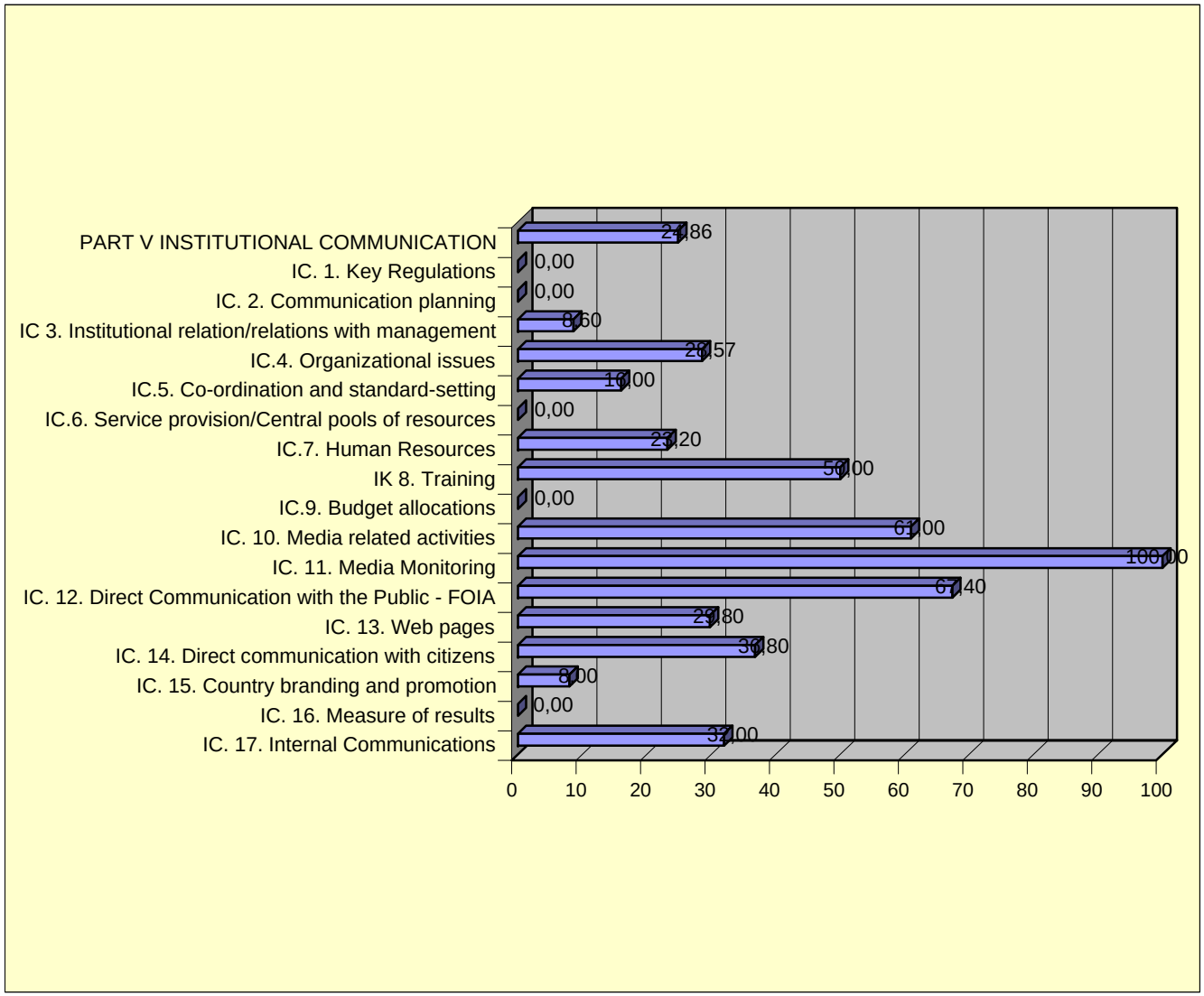
ACTION PLAN COMPONENT	Implemented
PART III HUMAN RESOURCES MANAGEMENT	**16,82**
HR 1. General approach to modern human resources management policies	9,38
HR 2. Organisation system	33,50
HR 3. Information Management	50,00
HR 4. Human resources planning	2,00
HR 5. Recruitment and Selection	28,50
HR 6. Result management	11,00
HR 7. Training and Development	14,00
HR 8. Salaries	0,00
HR 9. Discipline	40,00
HR 10. Support to the staff	10,00
HR 11. Diversity management	0,00



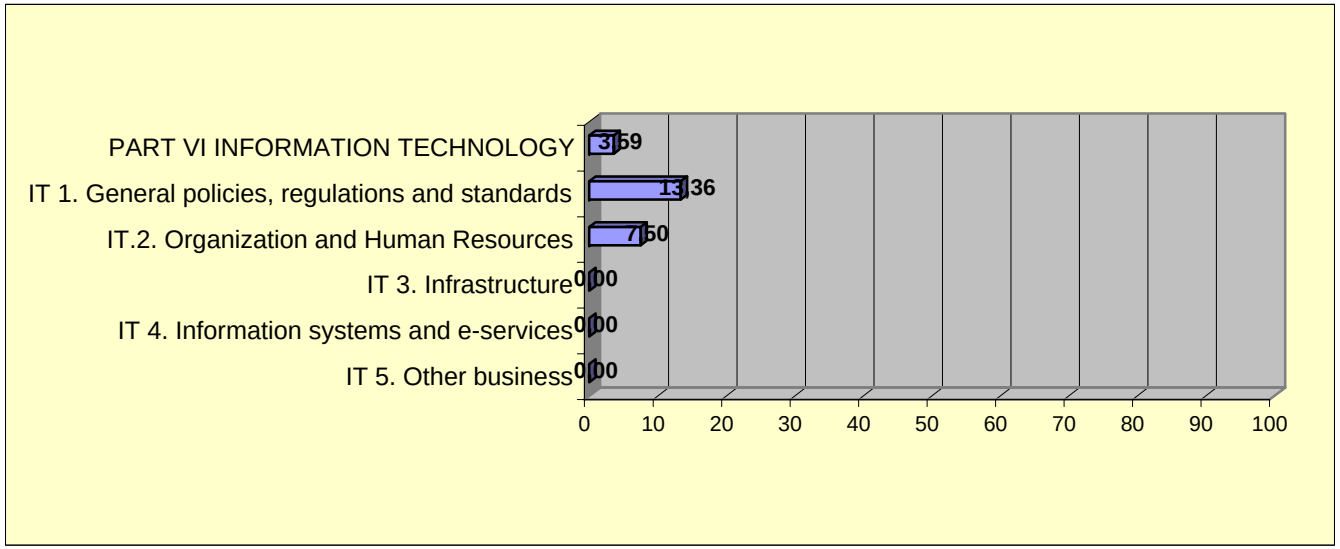
ACTION PLAN COMPONENT	Implemented
PART IV ADMINISTRATIVE PROCEDURE	**7,55**
AP.1. Administrative simplification strategy	5,00
AP.2. Administrative simplification strategy – procedural law	1,00
AP.3. Administrative simplification – material law	2,00
AP.4. Administrative simplification (process re-engineering)	0,00
AP.5. Organization and resources	24,96
AP.6. Internal Control	15,10
AP.7. Administrative Inspection	24,44



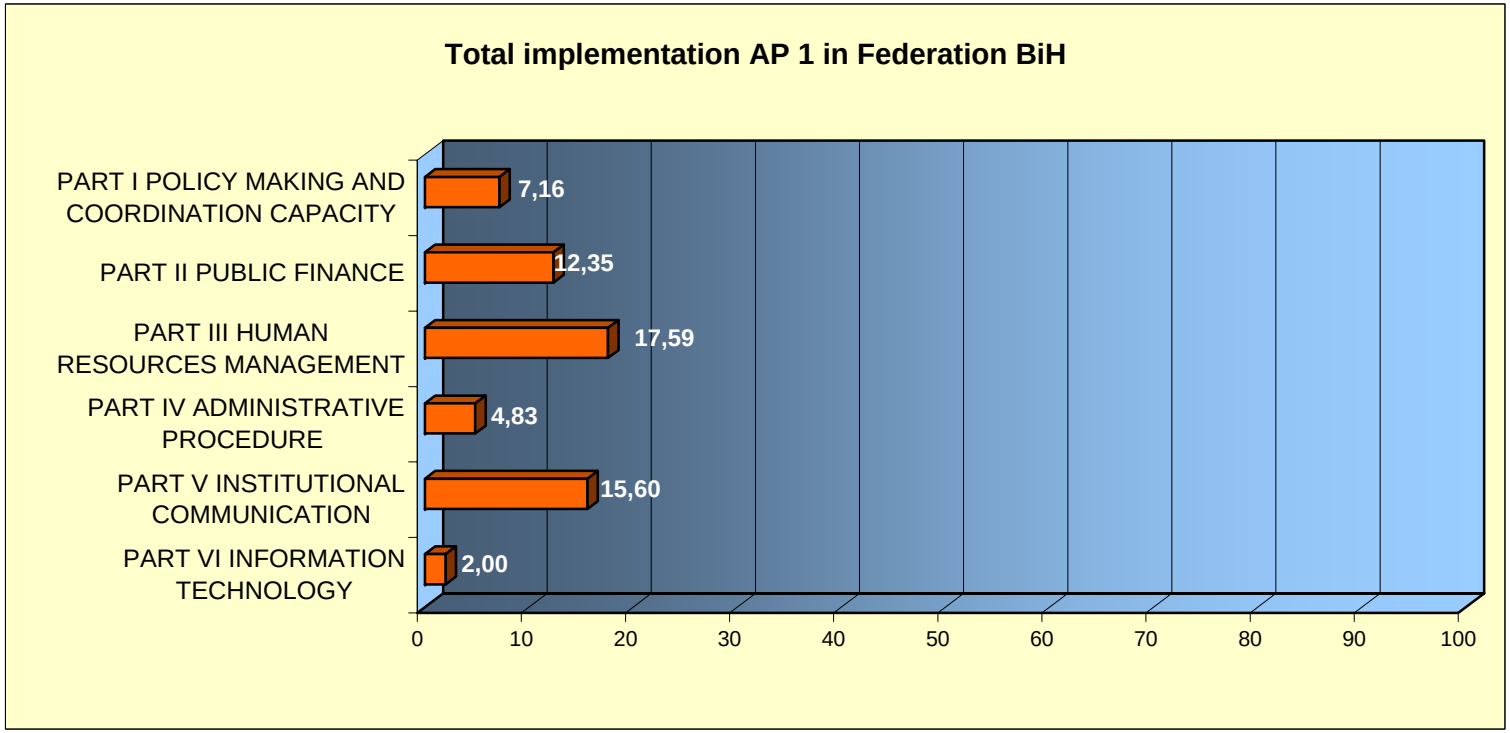
ACTION PLAN COMPONENT	Implemented
PART V INSTITUTIONAL COMMUNICATION	**24,86**
IC. 1. Key Regulations	0,00
IC. 2. Communication planning	0,00
IC 3. Institutional relation/relations with management	8,60
IC.4. Organizational issues	28,57
IC.5. Co-ordination and standard-setting	16,00
IC.6. Service provision/Central pools of resources	0,00
IC.7. Human Resources	23,20
IK 8. Training	50,00
IC.9. Budget allocations	0,00
IC. 10. Media related activities	61,00
IC. 11. Media Monitoring	100,00
IC. 12. Direct Communication with the Public - FOIA	67,40
IC. 13. Web pages	29,80
IC. 14. Direct communication with citizens	36,80
IC. 15. Country branding and promotion	8,00
IC. 16. Measure of results	0,00
IC. 17. Internal Communications	32,00


PART V INSTITUTIONAL COMMUNICATION
IC. 1. Key Regulations
IC. 2. Communication planning
IC 3. Institutional relation/relations with management
IC.4. Organizational issues
IC.5. Co-ordination and standard-setting
IC.6. Service provision/Central pools of resources
IC.7. Human Resources
IK 8. Training
IC.9. Budget allocations
IC. 10. Media related activities
IC. 11. Media Monitoring
IC. 12. Direct Communication with the Public - FOIA
IC. 13. Web pages
IC. 14. Direct communication with citizens
IC. 15. Country branding and promotion
IC. 16. Measure of results
IC. 17. Internal Communications
0,00
0,00
0,00
0,00
0,00
0
10
20
30
40
50
60
70
80
90
100

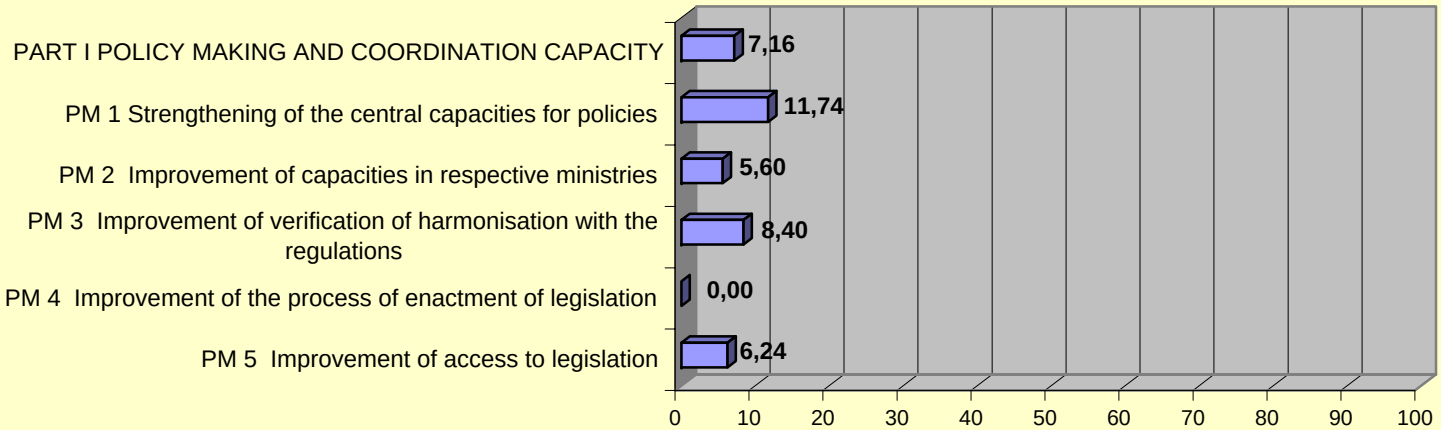
ACTION PLAN COMPONENT	Implemented
PART VI INFORMATION TECHNOLOGY	**3,59**
IT 1. General policies, regulations and standards	13,36
IT.2. Organization and Human Resources	7,50
IT 3. Infrastructure	0,00
IT 4. Information systems and e-services	0,00
IT 5. Other business	0,00



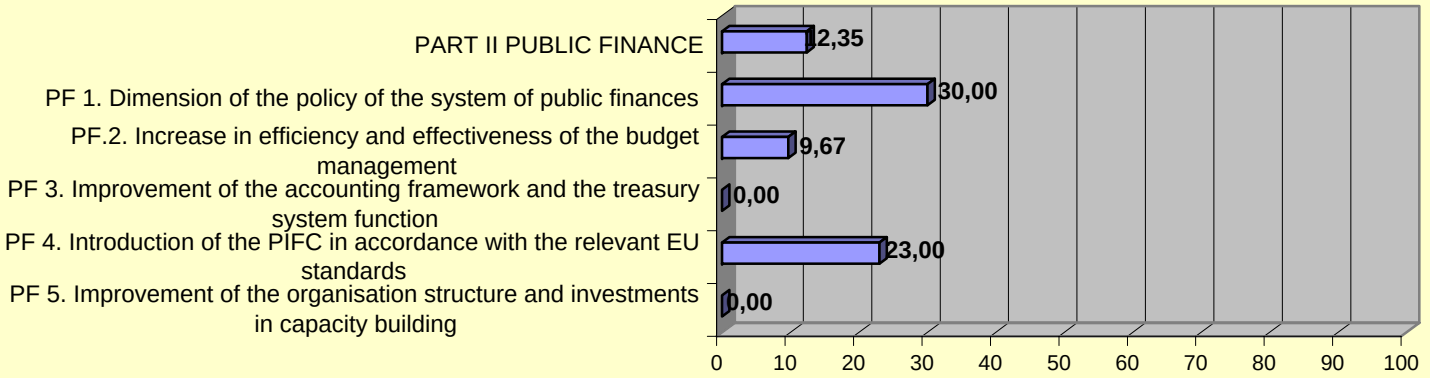
FBiH	Implemented
PART I POLICY MAKING AND COORDINATION CAPACITY	7,16
PART II PUBLIC FINANCE	12,35
PART III HUMAN RESOURCES MANAGEMENT	17,59
PART IV ADMINISTRATIVE PROCEDURE	4,83
PART V INSTITUTIONAL COMMUNICATION	15,60
PART VI INFORMATION TECHNOLOGY	2,00



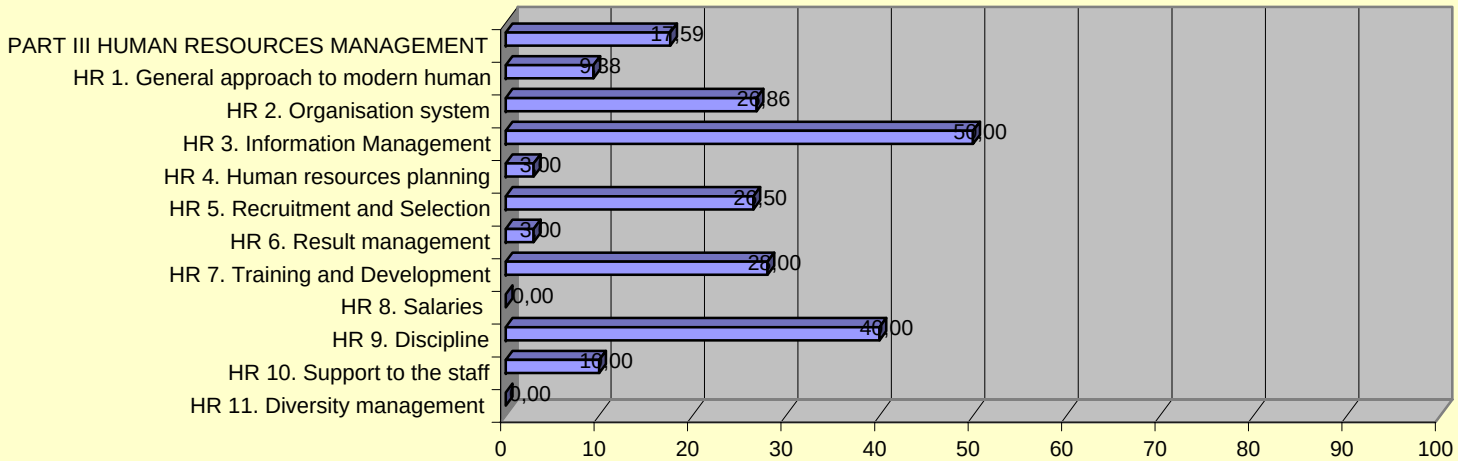
ACTION PLAN COMPONENT	Implemented
PART I POLICY MAKING AND COORDINATION CAPACITY	**7,16**
PM 1 Strengthening of the central capacities for policies	11,74
PM 2 Improvement of capacities in respective ministries	5,60
PM 3 Improvement of verification of harmonisation with the regulations	8,40
PM 4 Improvement of the process of enactment of legislation	0,00
PM 5 Improvement of access to legislation	6,24



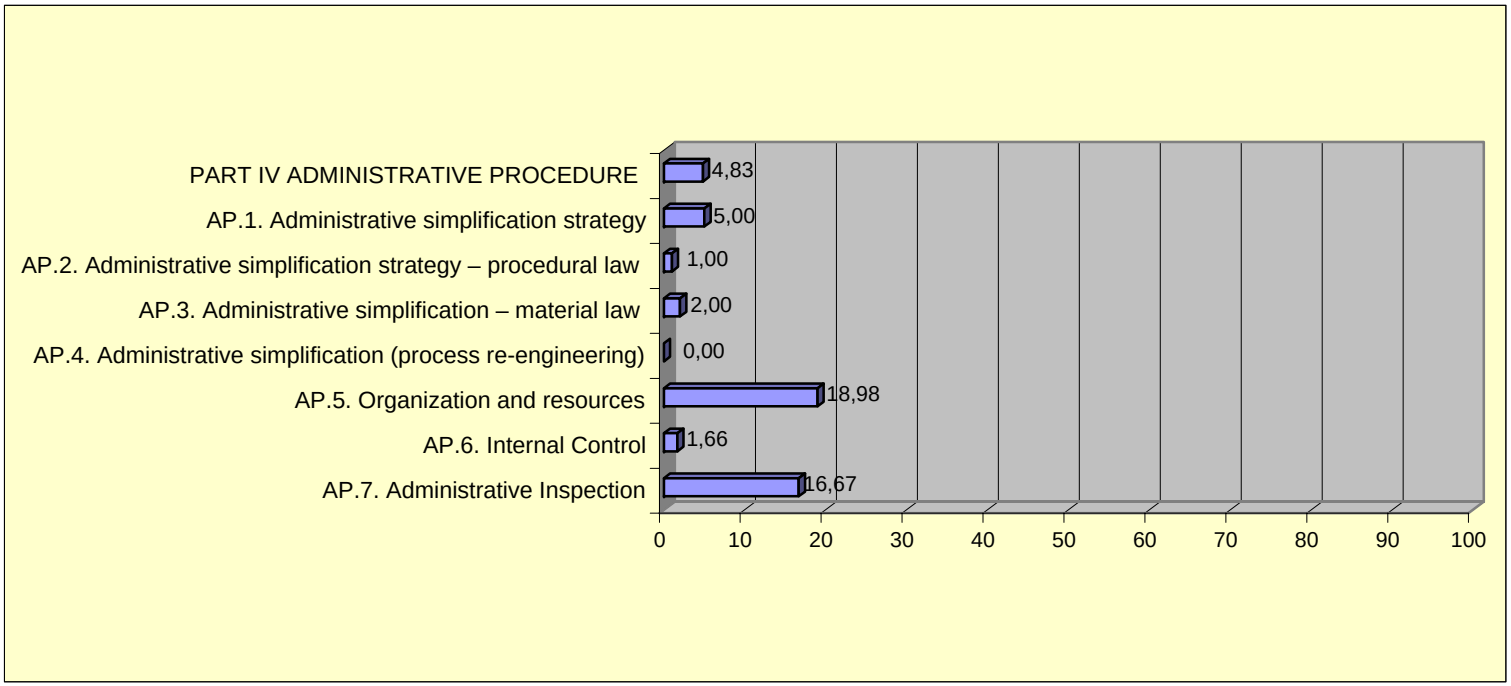
ACTION PLAN COMPONENT	Implemented
PART II PUBLIC FINANCE	**12,35**
PF 1. Dimension of the policy of the system of public finances	30,00
PF.2. Increase in efficiency and effectiveness of the budget management	9,67
PF 3. Improvement of the accounting framework and the treasury system function	0,00
PF 4. Introduction of the PIFC in accordance with the relevant EU standards	23,00
PF 5. Improvement of the organisation structure and investments in capacity building	0,00



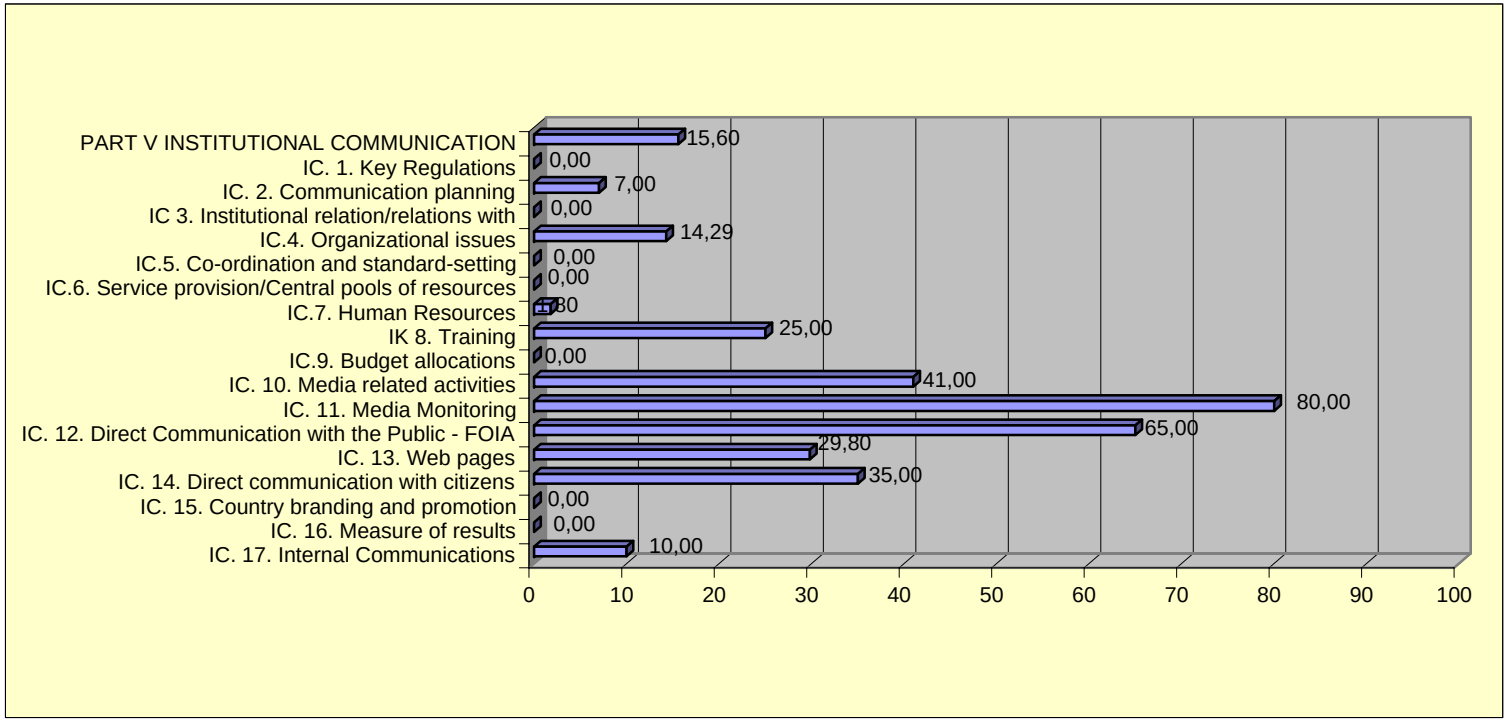
ACTION PLAN COMPONENT	Implemented
PART III HUMAN RESOURCES MANAGEMENT	**17,59**
HR 1. General approach to modern human resources management policies	9,38
HR 2. Organisation system	26,86
HR 3. Information Management	50,00
HR 4. Human resources planning	3,00
HR 5. Recruitment and Selection	26,50
HR 6. Result management	3,00
HR 7. Training and Development	28,00
HR 8. Salaries	0,00
HR 9. Discipline	40,00
HR 10. Support to the staff	10,00
HR 11. Diversity management	0,00



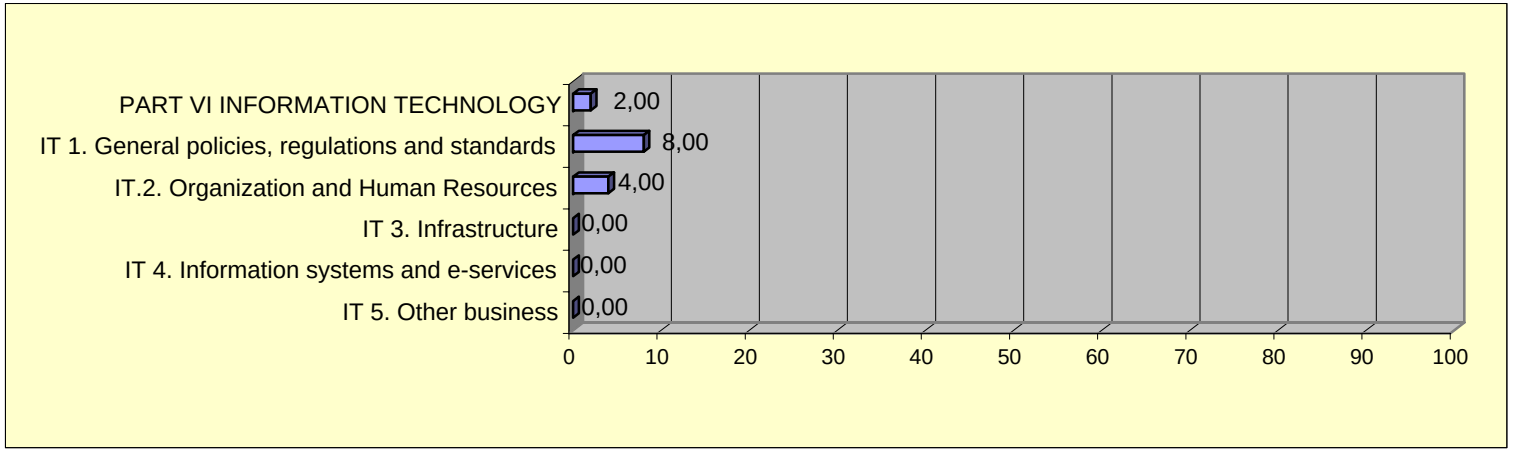
ACTION PLAN COMPONENT	Implemented
PART IV ADMINISTRATIVE PROCEDURE	**4,83**
AP.1. Administrative simplification strategy	5,00
AP.2. Administrative simplification strategy – procedural law	1,00
AP.3. Administrative simplification – material law	2,00
AP.4. Administrative simplification (process re-engineering)	0,00
AP.5. Organization and resources	18,98
AP.6. Internal Control	1,66
AP.7. Administrative Inspection	16,67



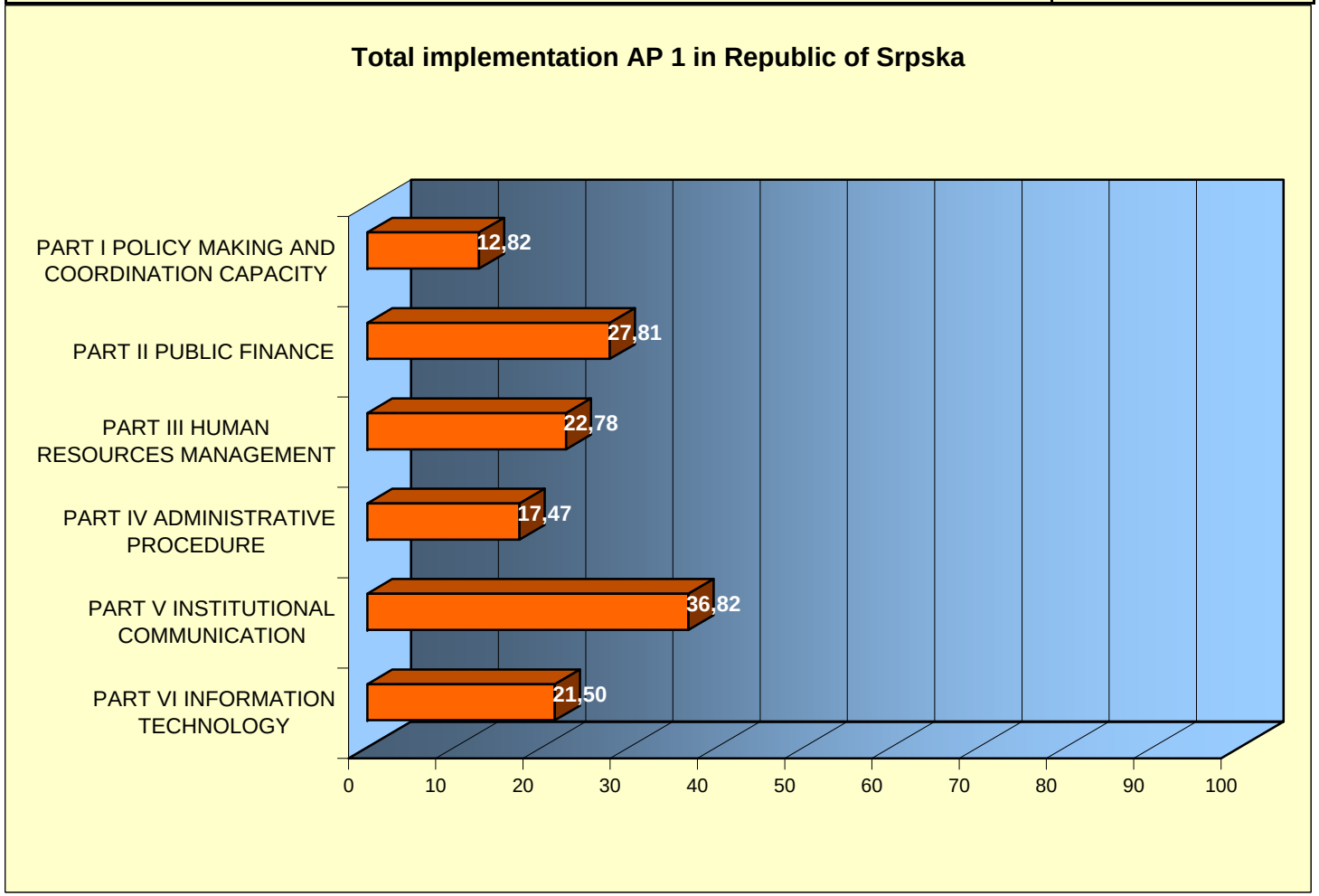
ACTION PLAN COMPONENT	Implemented
PART V INSTITUTIONAL COMMUNICATION	**15,60**
IC. 1. Key Regulations	0,00
IC. 2. Communication planning	7,00
IC 3. Institutional relation/relations with management	0,00
IC.4. Organizational issues	14,29
IC.5. Co-ordination and standard-setting	0,00
IC.6. Service provision/Central pools of resources	0,00
IC.7. Human Resources	1,80
IK 8. Training	25,00
IC.9. Budget allocations	0,00
IC. 10. Media related activities	41,00
IC. 11. Media Monitoring	80,00
IC. 12. Direct Communication with the Public - FOIA	65,00
IC. 13. Web pages	29,80
IC. 14. Direct communication with citizens	35,00
IC. 15. Country branding and promotion	0,00
IC. 16. Measure of results	0,00
IC. 17. Internal Communications	10,00


PART V INSTITUTIONAL COMMUNICATION
IC. 1. Key Regulations
IC. 2. Communication planning
IC 3. Institutional relation/relations with
IC.4. Organizational issues
IC.5. Co-ordination and standard-setting
IC.6. Service provision/Central pools of resources
IC.7. Human Resources
IK 8. Training
IC.9. Budget allocations
IC. 10. Media related activities
IC. 11. Media Monitoring
IC. 12. Direct Communication with the Public - FOIA
IC. 13. Web pages
IC. 14. Direct communication with citizens
IC. 15. Country branding and promotion
IC. 16. Measure of results
IC. 17. Internal Communications
15,60
0,00
7,00
0,00
14,29
0,00
0,00
1,80
25,00
0,00
41,00
80,00
65,00
29,80
35,00
0,00
0,00
10,00
0
10
20
30
40
50
60
70
80
90
100

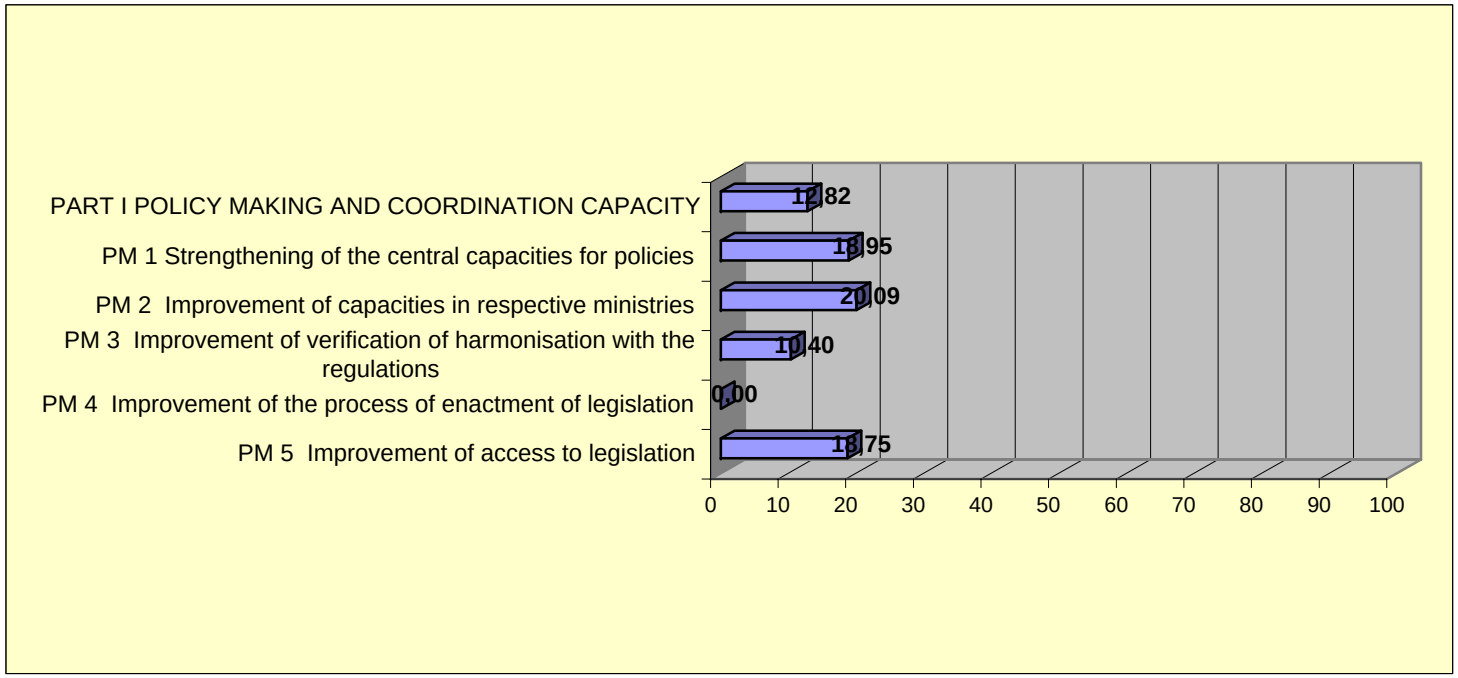
ACTION PLAN COMPONENT	Implemented
PART VI INFORMATION TECHNOLOGY	**2,00**
IT 1. General policies, regulations and standards	8,00
IT.2. Organization and Human Resources	4,00
IT 3. Infrastructure	0,00
IT 4. Information systems and e-services	0,00
IT 5. Other business	0,00



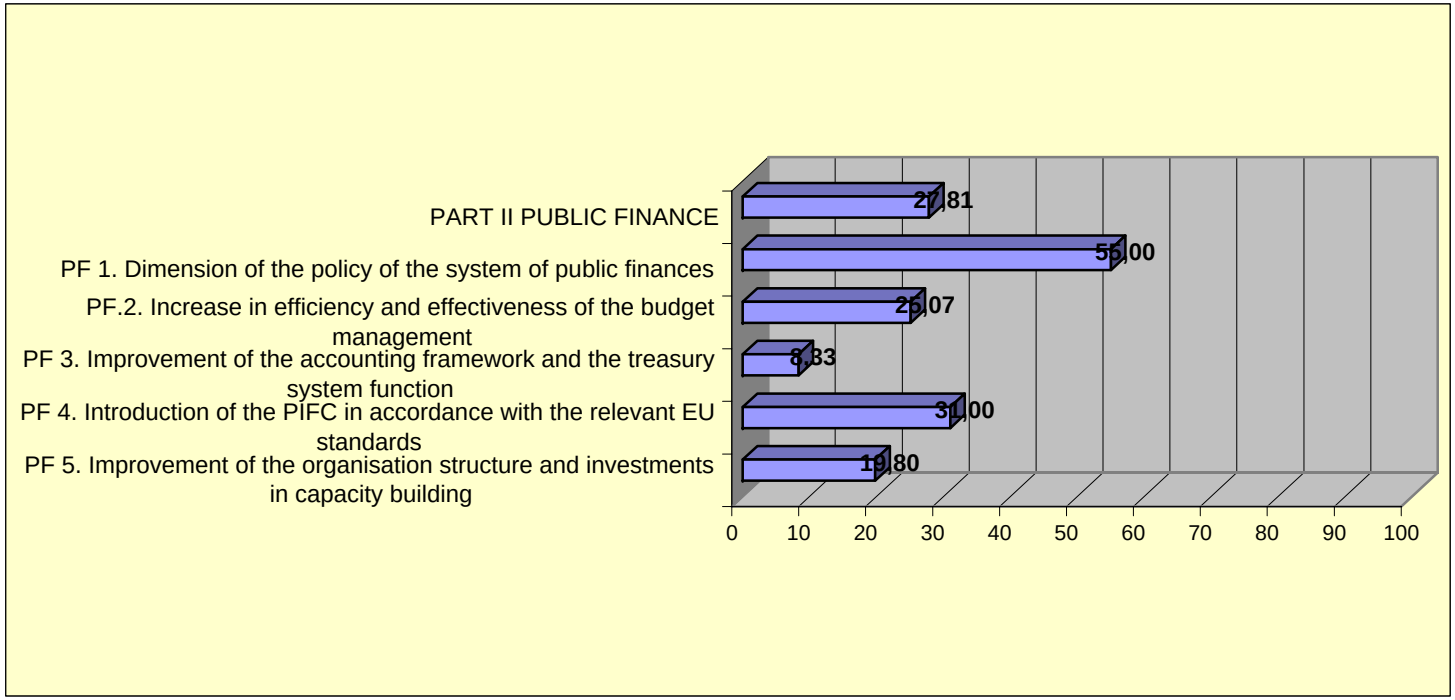
RS	Implemented
PART I POLICY MAKING AND COORDINATION CAPACITY	12,82
PART II PUBLIC FINANCE	27,81
PART III HUMAN RESOURCES MANAGEMENT	22,78
PART IV ADMINISTRATIVE PROCEDURE	17,47
PART V INSTITUTIONAL COMMUNICATION	36,82
PART VI INFORMATION TECHNOLOGY	21,50



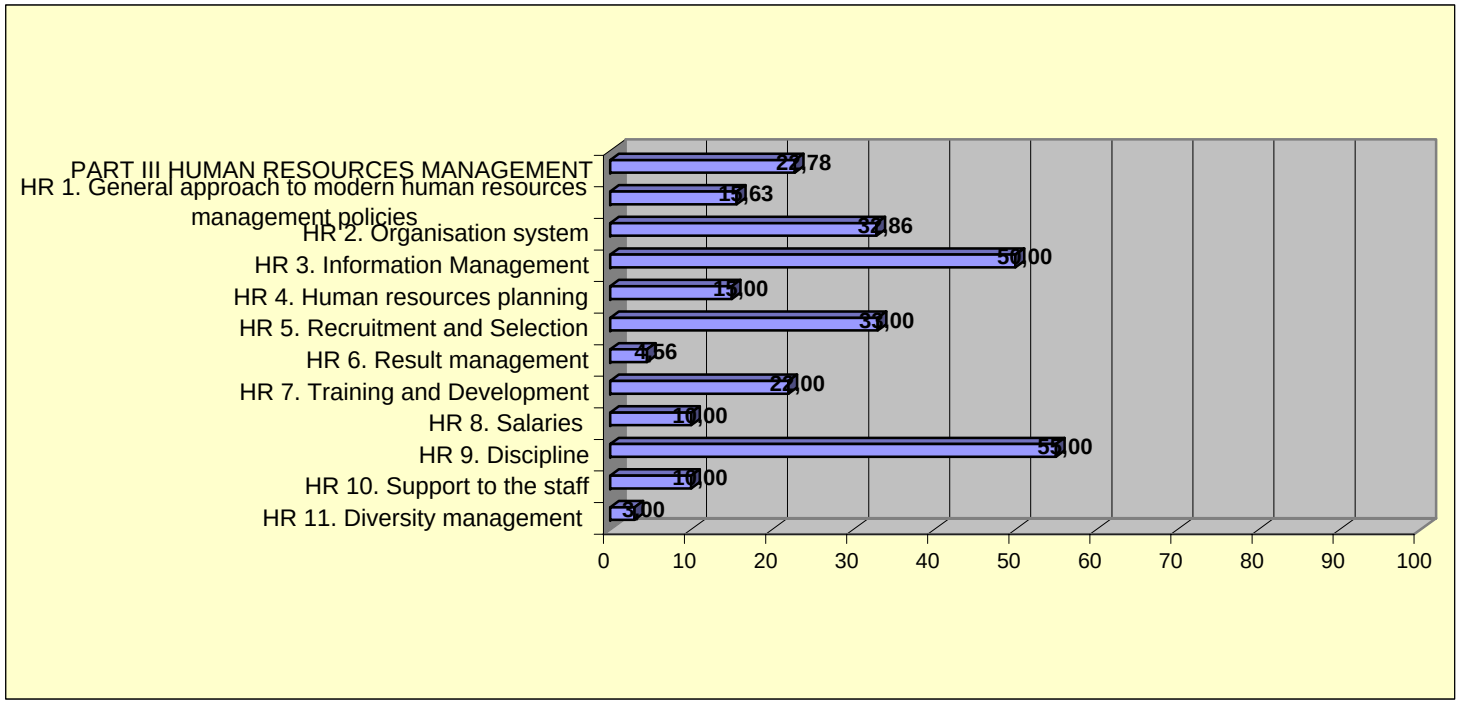
ACTION PLAN COMPONENT	Implemented
PART I POLICY MAKING AND COORDINATION CAPACITY	**12,82**
PM 1 Strengthening of the central capacities for policies	18,95
PM 2 Improvement of capacities in respective ministries	20,09
PM 3 Improvement of verification of harmonisation with the regulations	10,40
PM 4 Improvement of the process of enactment of legislation	0,00
PM 5 Improvement of access to legislation	18,75



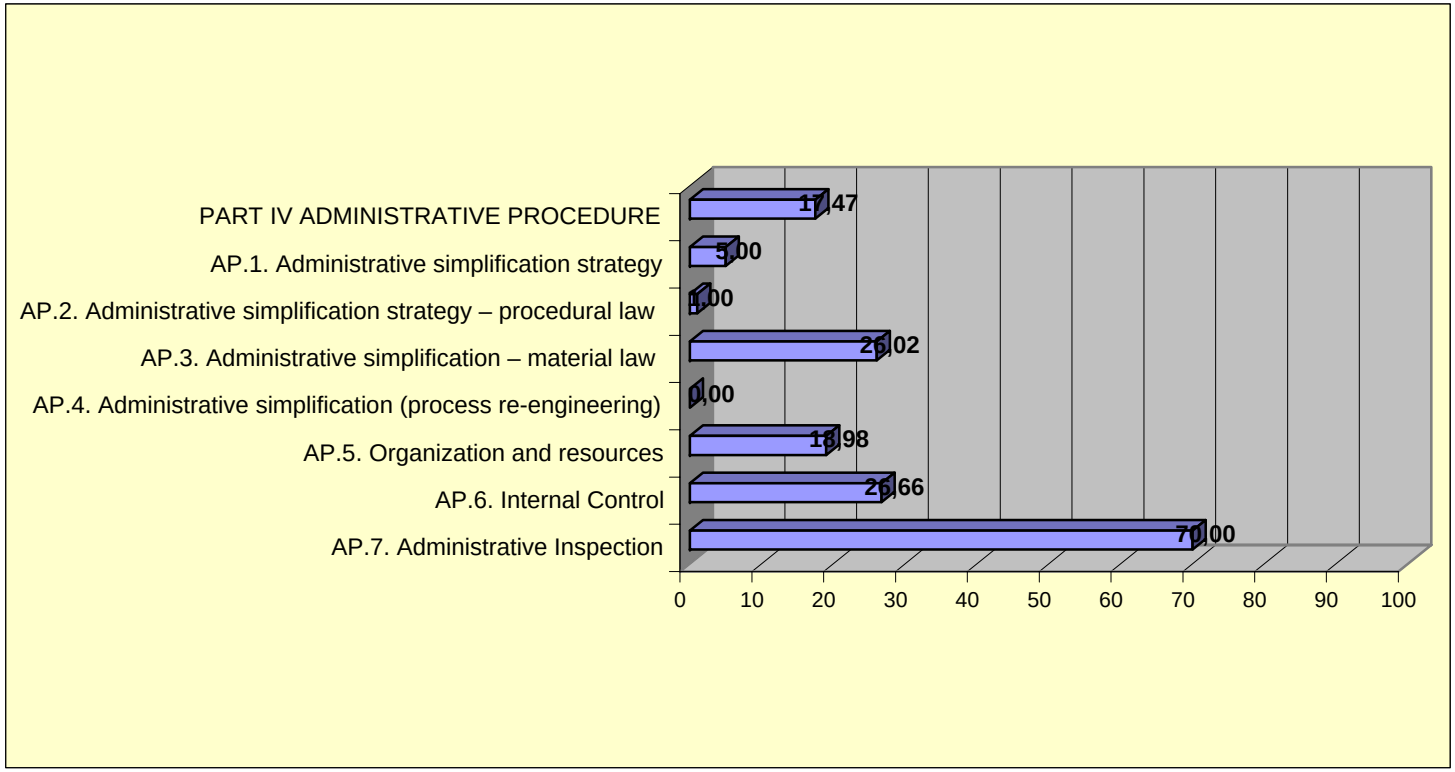
ACTION PLAN COMPONENT	Implemented
PART II PUBLIC FINANCE	**27,81**
PF 1. Dimension of the policy of the system of public finances	55,00
PF.2. Increase in efficiency and effectiveness of the budget management	25,07
PF 3. Improvement of the accounting framework and the treasury system function	8,33
PF 4. Introduction of the PIFC in accordance with the relevant EU standards	31,00
PF 5. Improvement of the organisation structure and investments in capacity building	19,80



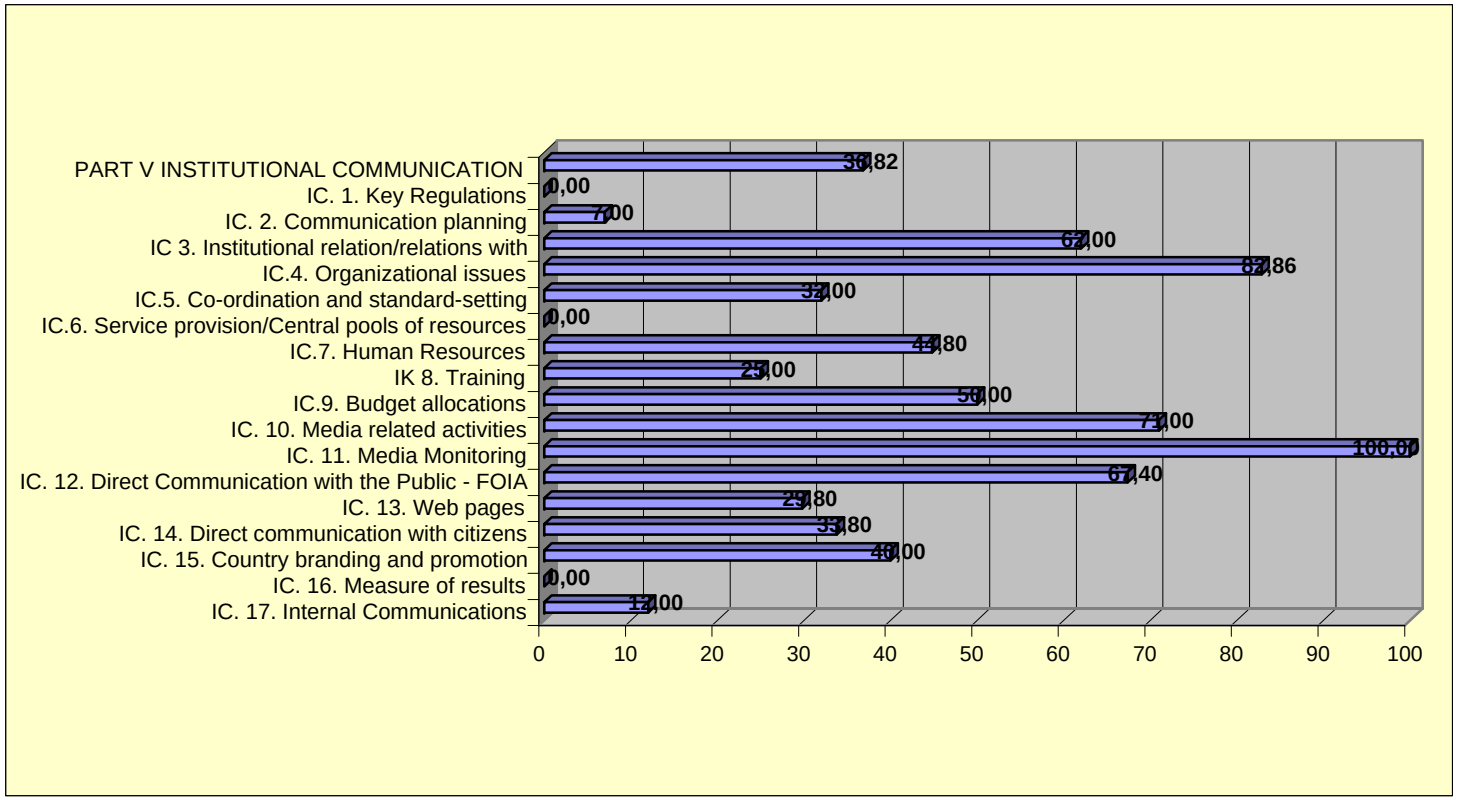
ACTION PLAN COMPONENT	Implemented
PART III HUMAN RESOURCES MANAGEMENT	**22,78**
HR 1. General approach to modern human resources management policies	15,63
HR 2. Organisation system	32,86
HR 3. Information Management	50,00
HR 4. Human resources planning	15,00
HR 5. Recruitment and Selection	33,00
HR 6. Result management	4,56
HR 7. Training and Development	22,00
HR 8. Salaries	10,00
HR 9. Discipline	55,00
HR 10. Support to the staff	10,00
HR 11. Diversity management	3,00



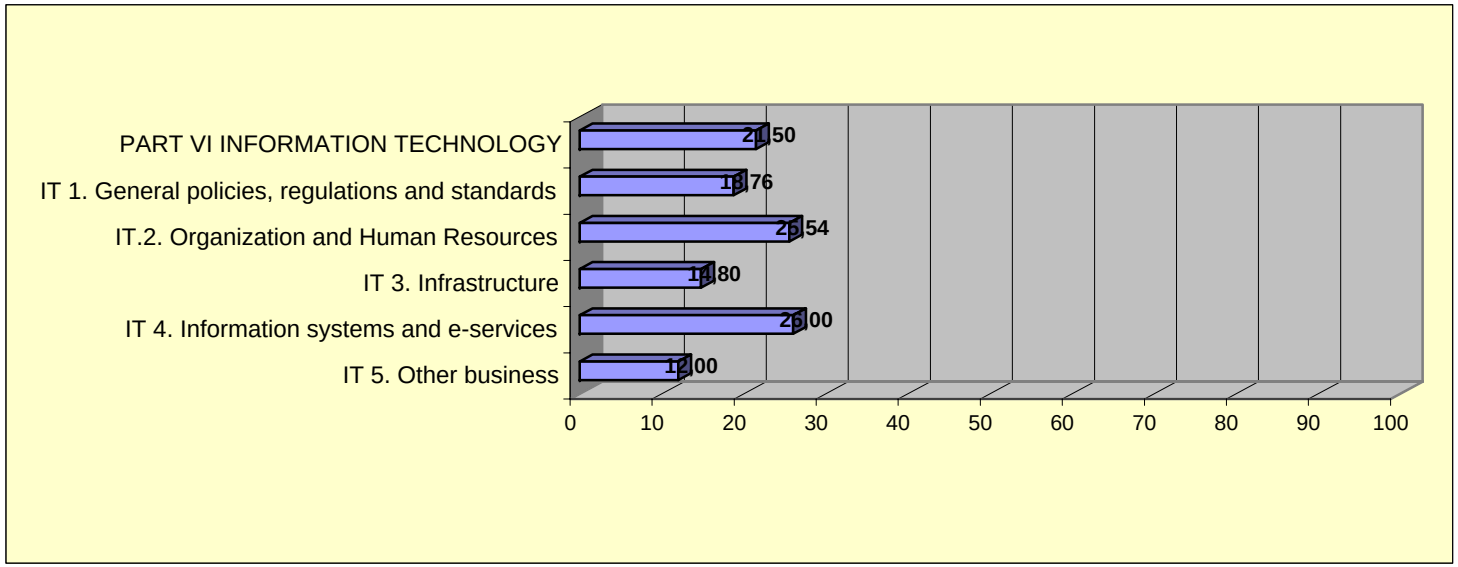
ACTION PLAN COMPONENT	Implemented
PART IV ADMINISTRATIVE PROCEDURE	**17,47**
AP.1. Administrative simplification strategy	5,00
AP.2. Administrative simplification strategy – procedural law	1,00
AP.3. Administrative simplification – material law	26,02
AP.4. Administrative simplification (process re-engineering)	0,00
AP.5. Organization and resources	18,98
AP.6. Internal Control	26,66
AP.7. Administrative Inspection	70,00



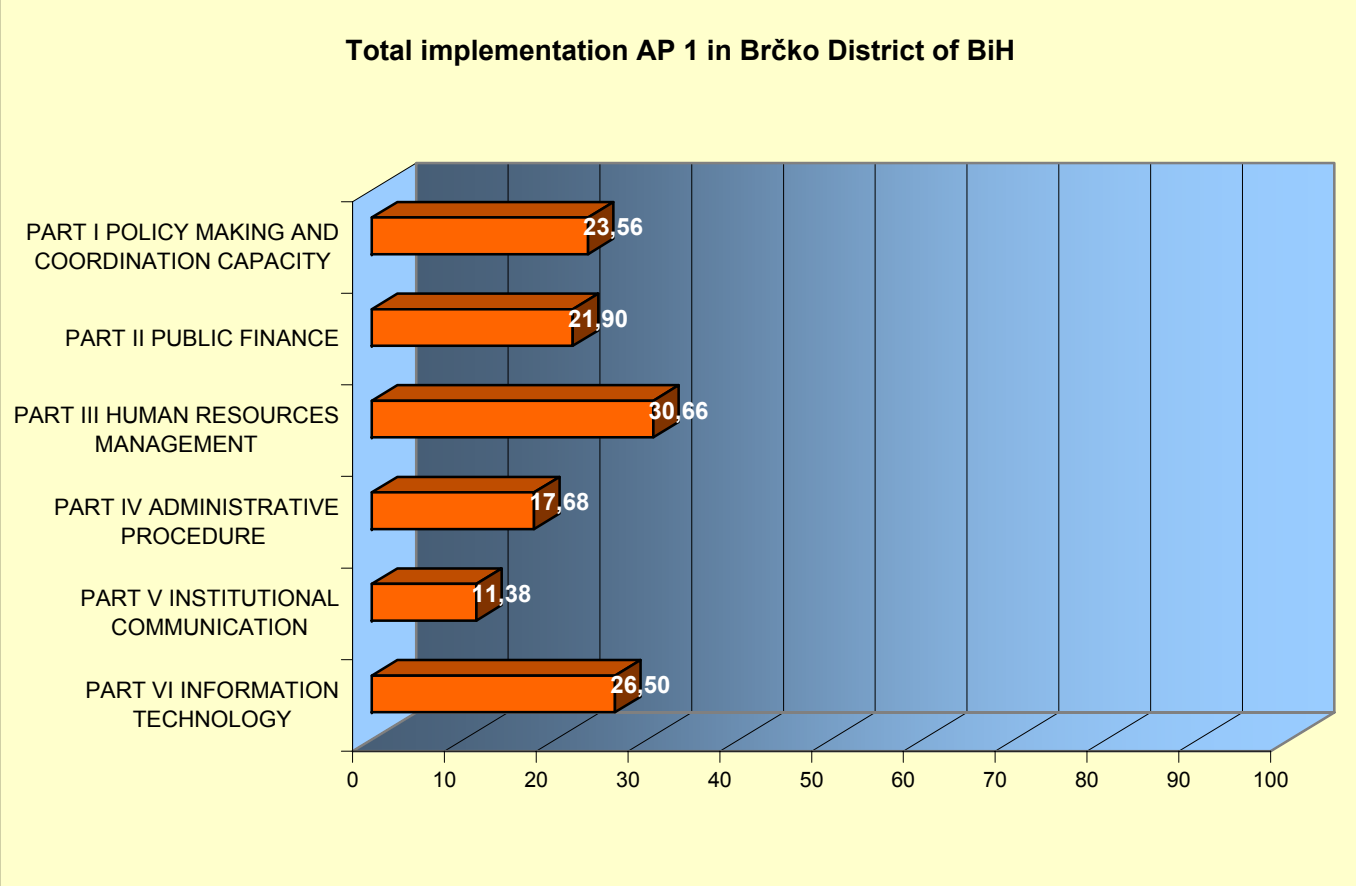
ACTION PLAN COMPONENT	Implemented
PART V INSTITUTIONAL COMMUNICATION	**36,82**
IC. 1. Key Regulations	0,00
IC. 2. Communication planning	7,00
IC 3. Institutional relation/relations with management	62,00
IC.4. Organizational issues	82,86
IC.5. Co-ordination and standard-setting	32,00
IC.6. Service provision/Central pools of resources	0,00
IC.7. Human Resources	44,80
IK 8. Training	25,00
IC.9. Budget allocations	50,00
IC. 10. Media related activities	71,00
IC. 11. Media Monitoring	100,00
IC. 12. Direct Communication with the Public - FOIA	67,40
IC. 13. Web pages	29,80
IC. 14. Direct communication with citizens	33,80
IC. 15. Country branding and promotion	40,00
IC. 16. Measure of results	0,00
IC. 17. Internal Communications	12,00


PART V INSTITUTIONAL COMMUNICATION
IC. 1. Key Regulations
IC. 2. Communication planning
IC 3. Institutional relation/relations with
IC.4. Organizational issues
IC.5. Co-ordination and standard-setting
IC.6. Service provision/Central pools of resources
IC.7. Human Resources
IK 8. Training
IC.9. Budget allocations
IC. 10. Media related activities
IC. 11. Media Monitoring
IC. 12. Direct Communication with the Public - FOIA
IC. 13. Web pages
IC. 14. Direct communication with citizens
IC. 15. Country branding and promotion
IC. 16. Measure of results
IC. 17. Internal Communications
0
10
20
30
40
50
60
70
80
90
100

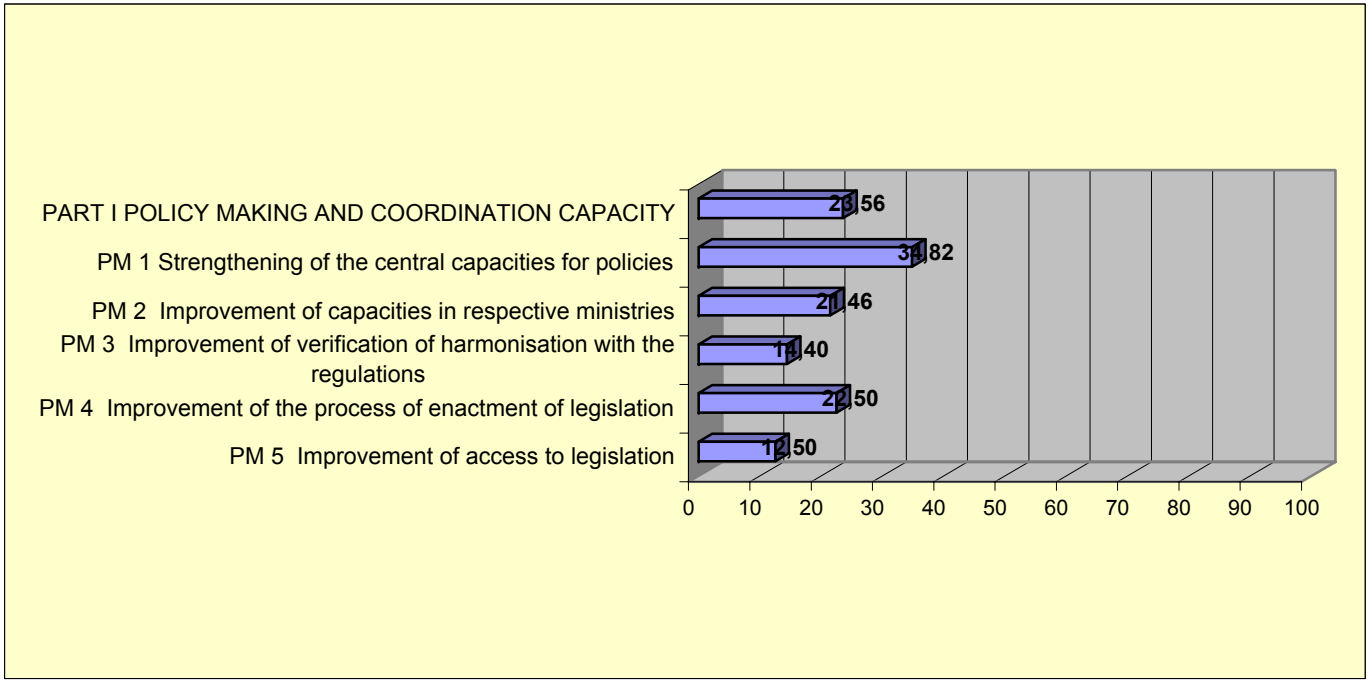
ACTION PLAN COMPONENT	Implemented
PART VI INFORMATION TECHNOLOGY	**21,50**
IT 1. General policies, regulations and standards	18,76
IT.2. Organization and Human Resources	25,54
IT 3. Infrastructure	14,80
IT 4. Information systems and e-services	26,00
IT 5. Other business	12,00



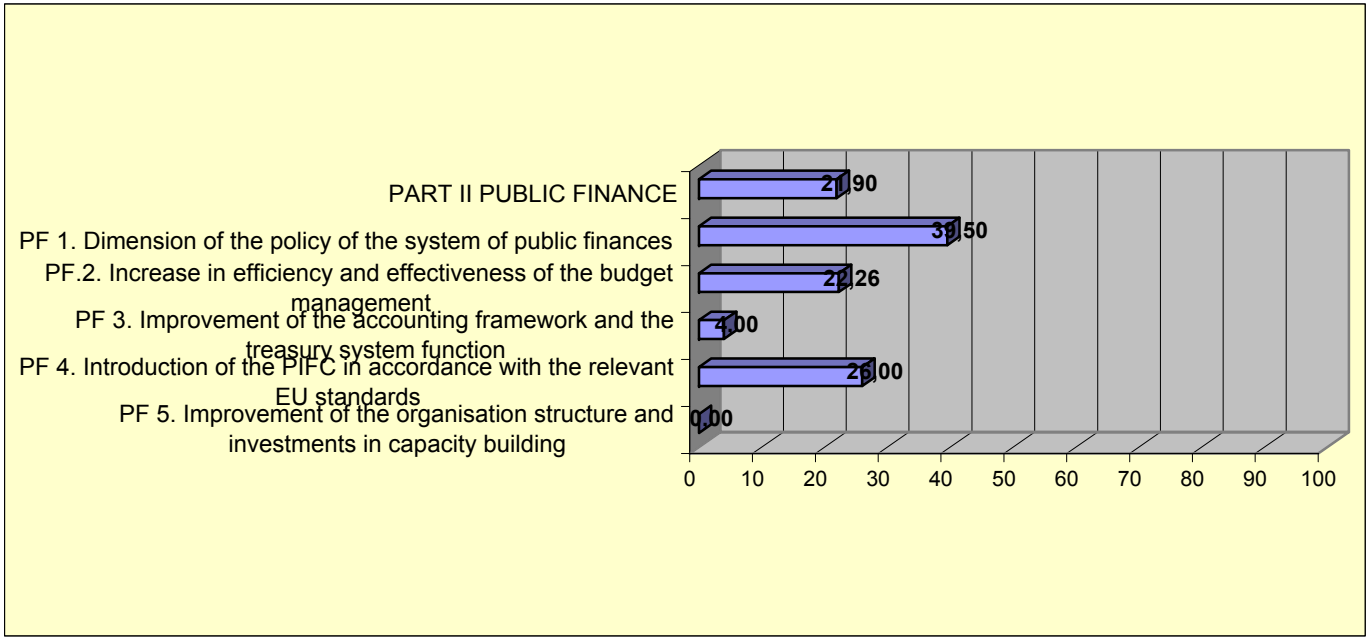
BD BiH	Implemented
PART I POLICY MAKING AND COORDINATION CAPACITY	23,56
PART II PUBLIC FINANCE	21,90
PART III HUMAN RESOURCES MANAGEMENT	30,66
PART IV ADMINISTRATIVE PROCEDURE	17,68
PART V INSTITUTIONAL COMMUNICATION	11,38
PART VI INFORMATION TECHNOLOGY	26,50



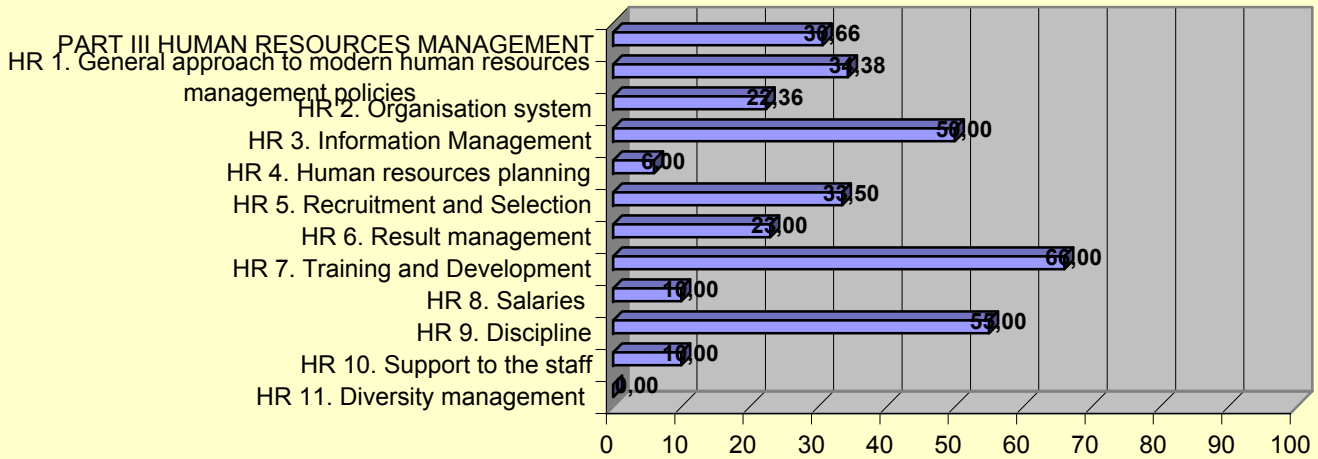
ACTION PLAN COMPONENT	Implemented
PART I POLICY MAKING AND COORDINATION CAPACITY	**23,56**
PM 1 Strengthening of the central capacities for policies	34,82
PM 2 Improvement of capacities in respective ministries	21,46
PM 3 Improvement of verification of harmonisation with the regulations	14,40
PM 4 Improvement of the process of enactment of legislation	22,50
PM 5 Improvement of access to legislation	12,50



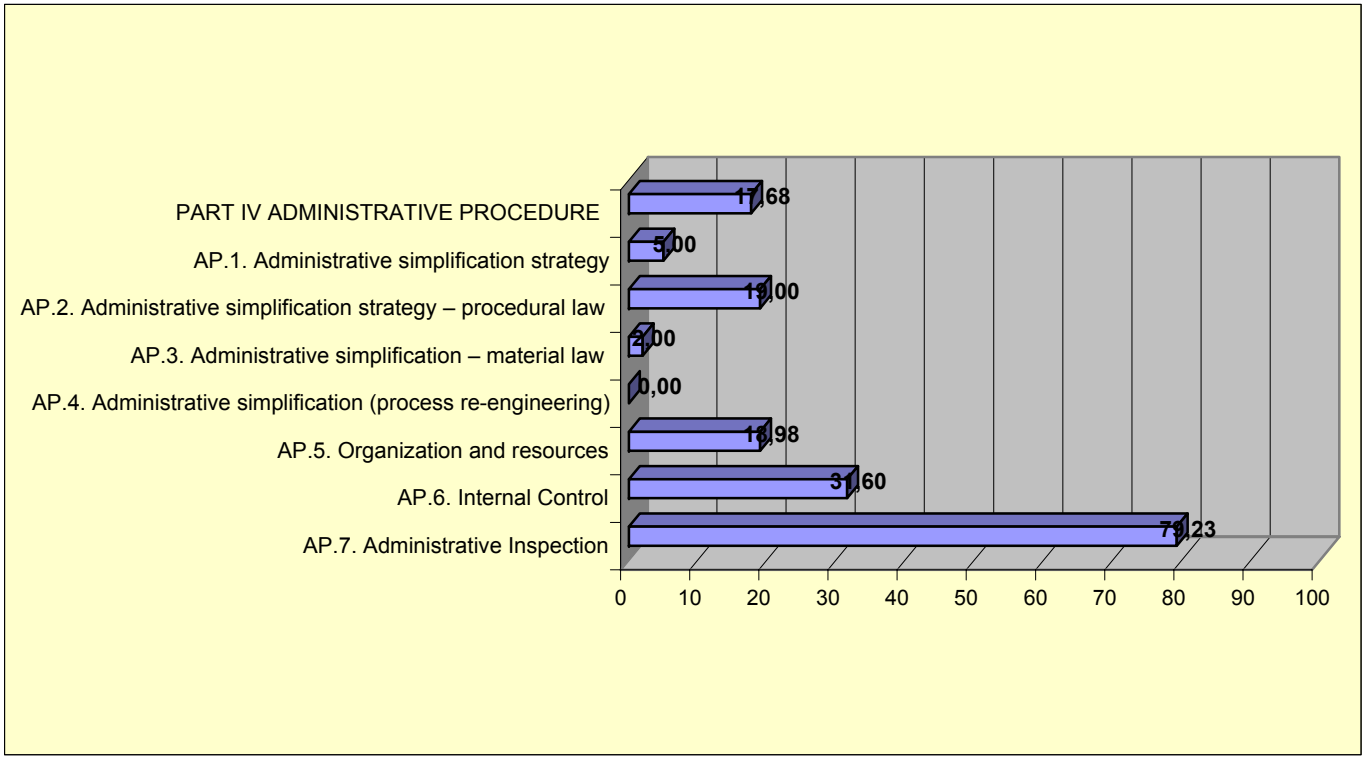
ACTION PLAN COMPONENT	Implemented
PART II PUBLIC FINANCE	**21,90**
PF 1. Dimension of the policy of the system of public finances	39,50
PF.2. Increase in efficiency and effectiveness of the budget management	22,26
PF 3. Improvement of the accounting framework and the treasury system function	4,00
PF 4. Introduction of the PIFC in accordance with the relevant EU standards	26,00
PF 5. Improvement of the organisation structure and investments in capacity building	0,00



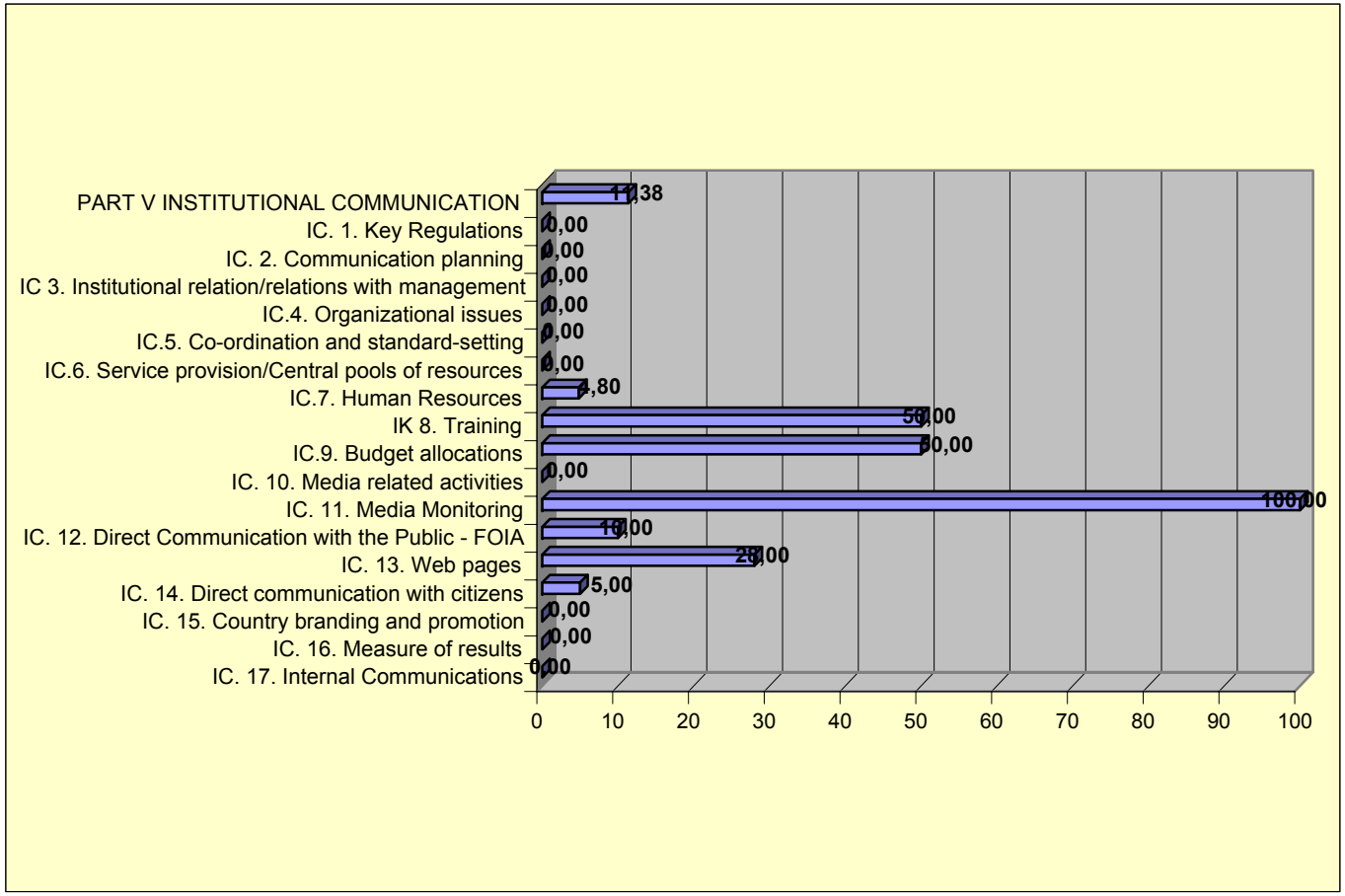
ACTION PLAN COMPONENT	Implemented
PART III HUMAN RESOURCES MANAGEMENT	**30,66**
HR 1. General approach to modern human resources management policies	34,38
HR 2. Organisation system	22,36
HR 3. Information Management	50,00
HR 4. Human resources planning	6,00
HR 5. Recruitment and Selection	33,50
HR 6. Result management	23,00
HR 7. Training and Development	66,00
HR 8. Salaries	10,00
HR 9. Discipline	55,00
HR 10. Support to the staff	10,00
HR 11. Diversity management	0,00



ACTION PLAN COMPONENT	Implemented
PART IV ADMINISTRATIVE PROCEDURE	**17,68**
AP.1. Administrative simplification strategy	5,00
AP.2. Administrative simplification strategy – procedural law	19,00
AP.3. Administrative simplification – material law	2,00
AP.4. Administrative simplification (process re-engineering)	0,00
AP.5. Organization and resources	18,98
AP.6. Internal Control	31,60
AP.7. Administrative Inspection	79,23



ACTION PLAN COMPONENT	Implemented
PART V INSTITUTIONAL COMMUNICATION	**11,38**
IC. 1. Key Regulations	0,00
IC. 2. Communication planning	0,00
IC 3. Institutional relation/relations with management	0,00
IC.4. Organizational issues	0,00
IC.5. Co-ordination and standard-setting	0,00
IC.6. Service provision/Central pools of resources	0,00
IC.7. Human Resources	4,80
IK 8. Training	50,00
IC.9. Budget allocations	50,00
IC. 10. Media related activities	0,00
IC. 11. Media Monitoring	100,00
IC. 12. Direct Communication with the Public - FOIA	10,00
IC. 13. Web pages	28,00
IC. 14. Direct communication with citizens	5,00
IC. 15. Country branding and promotion	0,00
IC. 16. Measure of results	0,00
IC. 17. Internal Communications	0,00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11,38
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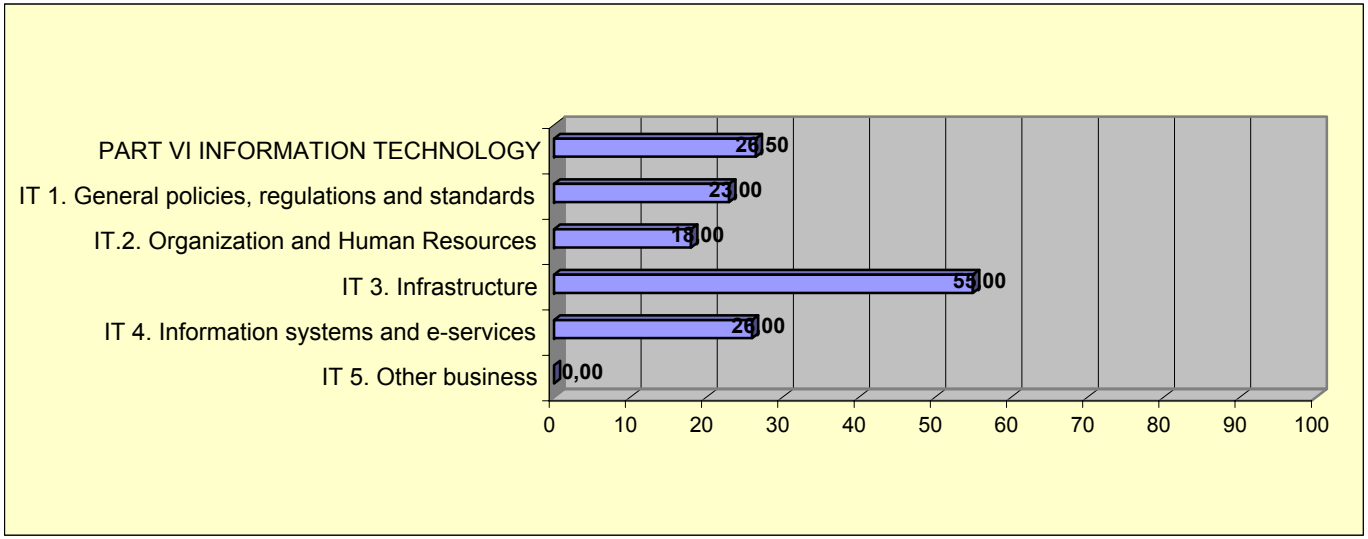
ACTION PLAN COMPONENT	Implemented
PART VI INFORMATION TECHNOLOGY	**26,50**
IT 1. General policies, regulations and standards	23,00
IT.2. Organization and Human Resources	18,00
IT 3. Infrastructure	55,00
IT 4. Information systems and e-services	26,00
IT 5. Other business	0,00