

IPA National Programme 2011 – Bosnia and Herzegovina

1. Identification

Project Title	Public Administration Reform
CRIS Decision number	
Project no.	1
MIPD Sector Code	1. Public Administration Reform
ELARG Statistical code	01.34 Political criteria / Institutions
DAC Sector code	15110 Public Sector policy and administrative management
Total cost (VAT excluded)¹	EUR 4 110 000
EU contribution	EUR 4 050 000
Management mode	Centralised
EU Delegation in charge	Delegation of the European Union to Bosnia and Herzegovina
Implementation management	Delegation of the European Union to Bosnia and Herzegovina
Implementing modality	Stand alone project
Project implementation type	C01
Zone benefiting from the action(s)	Bosnia and Herzegovina

2. Overall Objective and Project Purpose

2.1 Overall Objective

To contribute to a reformed, efficient, transparent and service oriented Public Administration

2.2 Project Purpose

1. To improve the system of human resources management in the public administration of BiH through capacity building, improvement of the legislative framework and harmonisation of procedures and practices at all levels in all administrative structures of the civil service.
2. To improve the knowledge of managers of administrative procedures and inspectors in the bodies of state administration at all four administrative levels in BiH (State, Entities and District), in the effective supervision of administrative procedure and administrative decision making processes through training.

¹ The total project cost should be net of VAT and/or of other taxes. Should this not be the case, clearly indicate the amount of VAT and the reasons why it is considered eligible.

3. To strengthen the State', Entities' and District' capacities for coordination, management and supervision of implementation of the PAR Strategy and Action Plan.
4. To enhance technical and human capacities of IDDEEA.

2.3 Link with AP/NPAA / EP/ SAA

The project will contribute to the following priorities in *The European Partnership (EP) from 2008*:

- Implement the 2006 Public Administration Reform Strategy in Bosnia and Herzegovina and ensure that State-level ministries and institutions are adequately financed, operational and properly equipped, especially in terms of premises and staff.
- To ensure structured and institutionalized coordination between state and entities by establishing functional coordination mechanisms between the State and Entities at political, legislative and technical level.
- Implement the public administration reform and ensure its sustainability. Increase the capacity for progressive legal harmonization and implementation of the *acquis*.
- Further improve procedures of employment based on objective and quality criteria, ensuring transparency and fast appointment of sufficiently qualified civil servants.
- Harmonise laws on civil service in order to build accountable and efficient civil service based on professional criteria for advancement in service.

The project will directly contribute to fulfilling the requirements in the following articles of the *Stabilization and Association Agreement (SAA)* between the European Union and their Member States, of the one part, and Bosnia and Herzegovina, of the other part²:

1. ARTICLE 111: Public administration reform
2. ARTICLE 103: Information society
3. ARTICLE 104: Networks and services of electronic communications
4. ARTICLE 105: Information and communications

The *European Commission Progress Report 2010 for Bosnia and Herzegovina* underlined that further improvement of the Civil Service is necessary as well as the need to further progress in the area of information society services. This project will contribute to both those concerns.

2.4 Link with MIPD 2011-2013

2.6 Selected priorities for EU assistance:

...*“The following priorities for IPA support over the period covered by this MIPD have been identified:*

- *Improving the capacity and efficiency of the public administration and setting a professional civil service.”...*

3.2. Public Administration Reform, subheading 3.2.3. Sector Objectives for EU support over next three years:

“Support the alignment of the legislative framework with the European acquis in all accession relevant sectors, including, if appropriate, domestic efforts to amend the constitutional framework, and help creating an efficient, professional, merit-based, accountable and transparent civil service.”

² SAA was signed in Luxemburg, 16.6. 2008.

2.5 Link with National Development Plan

Bosnia and Herzegovina has prepared a country development strategy (CDS) and a social inclusion strategy which will serve as basis for the national development plan. Both strategies and the related action plans are yet to be adopted by the Council of Ministers. The proposed goals and priorities for the CDS are strengthened macroeconomic stability, sustainable development, competitiveness, employment, EU integration and social inclusion.

The project is also linked to:

- 2006-2014 Public Administration Reform Strategy of BiH and Action Plan 1 (2006-2010), adopted in 2006
- Revised Action Plan 1 (2011-2014) for the implementation of the Strategy for Public Administration Reform (in adoption procedure).

2.6 Link with national/ sector investment plans

Not applicable

3. Description of Project

3.1 Background and Justification

Component 1

The Public Administration Reform Coordinator's Office (PARCO) in Bosnia and Herzegovina prepared the **Strategy for the Public Administration Reform in Bosnia and Herzegovina** and its Action Plan 1, which was adopted in 2006 by the 4 governments (the Council of Ministers of Bosnia and Herzegovina, the Government of the Federation of Bosnia and Herzegovina, the Government of the Republic of Srpska and the Government of the Brčko District of Bosnia and Herzegovina).

At the end of 2010 the preparation of a revised Action Plan 1 for the period 2011-2014 was completed. In the first quarter of 2011, this document was submitted for adoption to the CoM of BiH and to the Governments of the entities and the Brčko District. The general objective is the development of *professional, politically impartial, nationally balanced, ethical, stable and active public administration, which will be respected and able to deliver efficient services both to the Governments and to the citizens*. A key reform area within the PAR Strategy is HRM and civil service reform.

In the country's complex system of public administration, to maintain a competent and efficient staff is a top challenge. A good HRM Policy is a key factor for BiH's accession to the European Union. The PAR strategy stipulates continuous development and modernization of policy in the area of human resources. However, within individual administrative structures, unclear job descriptions and responsibilities lead to inefficiencies in the performance of work. In the light of dynamic changes in the environment, organizational restructuring and new profiles of civil servants, necessary, among other things, for the process of EU integration, there is a need for regular "revision" and assessment of job descriptions. In addition, major changes to the educational system and new educational profiles demanded by the labour market, influence the future supply of personnel to the public sector and civil service. Current practices of employment in the civil service are largely based on formal qualifications and work experience, with little attention paid to technical abilities (skills), motivation, attitude towards the job and potential for development.

The PAR Strategy stresses several priority areas of action, including:

- Changing existing employment policies to ensure greater flexibility and identify new ways to evaluate candidates,
- The efficient and timely planning of human resources needs as a key aspect of modern HRM, to successfully develop both individual and organisational potentials

- Strengthening central human resources institutions (CSAs) in HR policy making and implementation including the capacity to provide expert assistance to support the development of human resources management in the ministries and other bodies.

This HRM component is structured in two subcomponents:

Subcomponent I – is related with comprehensive job analysis, classification and standardisation of jobs (at various levels of administration / civil service in BiH), with identification of necessary competences for respective groups of jobs and categories of civil servants. It is about **generic competency frameworks**, which would be developed in all structures of civil service in BiH (at all 4 administrative levels – state, entities and district) – managing and non-managing / other civil servants. The project will address employment procedures and practices, emphasising the use of competencies in the selection process, to be followed by improvement to evaluation procedures for candidates, training programmes and capacity building of civil servants.

The project will establish a methodology of analytical job evaluation. Competency frameworks will be selectively tested / piloted in beneficiary institutions from all administrative levels. Based on the obtained results, changes to job descriptions would be made in the rulebooks on internal organisation and systematisation of jobs. From this new implementing regulations and acts would be drafted to create conditions for a comprehensive analysis of jobs and job descriptions in all institutions. A similar approach would be valid also for new recruitment procedures based on new agreed criteria and identified competencies.

Subcomponent II – is related with development and preparation of a methodology for human resources planning, or improvements to existing HR planning processes. Special focus is on filling gaps in the capacities of central HRM institutions, to strengthen their expert role, establishing standards and developing monitoring systems, to providing guidance and advice in HRM plans and drafting and implementing HRM policies. These activities in practical sense imply direct technical assistance to all CSAs and their staff. Also, one of the key beneficiaries of the project are the Ministries of Justice of BiH and the FBiH, and the Ministry of Administration and Local Self Governance of the RS, and these institutions will be included in the area of project interventions, related with development of methodology for analytical assessment of work places. The Civil Service Agencies have competency to prepare HRM policies in general, and they propose them for adoption to the Council of Ministers of BiH, and to the entity governments.

Component 2

This component is related to the “Education of Managers of Administrative Procedures and Inspectors” and is intended exclusively for civil servants involved in decision-making in administrative matters, and for all inspectors in the field of administrative decision-making (Managers of Administrative Procedures approximately 1300, inspectors approximately 1000 at state, entities and district level).

The expertise of civil servants who manage administrative procedures varies considerably from institution to institution, with an uneven understanding of administrative decision-making. In practice, there are noted irregularities in application of the current Laws on Administrative Procedure (LAPs). The existing staff is not educated enough, and for this reason they incorrectly interpret and misapply the Law, which leads to unnecessary complications and delays in the administrative decision making, which has far-reaching consequences for end users - the citizens. The reason for the current situation is that there has been no training in the application of LAPs, neither in-school nor in-service.

Training of this type should be continued even after this project as a compulsory form of education of managers of administrative procedures and inspectors, through the Civil Service Agencies, in order to eliminate irregularities in application of the laws which often change, and so the upcoming staff, immediately upon entry into service, could have adequate knowledge to perform their regular work duties.

The Project will cover all administrative structures in BiH (level of BiH, the FBiH, the RS and the BD). The expected number of trainees will be between 2000 and 2500.

Component 3

The European Commission Report on the progress of BiH for 2010 concludes that insufficient resources are available to implement public administration reform, particularly at the entity level. The ability of the state office to influence this process is limited, therefore, as a key precondition for success of the public administration reform, an increase in resources and gaining political support is required. Specifically, at entity level there is still a lack of specific knowledge, skills, and knowledge of the best European practices.

In the period 2005-2011 there were two technical assistance projects to PARCO, oriented primary towards its development, strengthening and operationalization. The first TA Project, financed from CARDS 2004, has resulted in preparation and adoption of the PAR Strategy and Action Plan 1 and development of the monitoring system for implementation of the AP1 measures. The second TA Project, started in 2009, financed from IPA 2007, has been more oriented towards PARCO capacity building, mostly in the areas of training, strategic planning and functional analyses. It resulted with the functional analyses of the six reform areas from the PAR Strategy and revision of the Action Plan 1. The other TA activities are concentrated on the monitoring system for the Revised AP and methodology development for the sector reforms in the scope of Action Plan 2.

Still, the development of the PARCO itself and its coordinating capacities is not the only precondition for successful implementation of PAR in BiH. Due to the constitutional settlement of the country, every level of the government (State – Council of Ministers, Entity – RS and the Federation of BiH, and the District of Brcko) has its own administrative system and exclusive competencies over it. That fact is imposing cooperation and coordination as the only possible way of acting in the PAR. From the PARCO perspective it is a limiting circumstance which is positioning it as the primary coordination body without any jurisdiction over other institutions, especially those from the entity and the District level. Therefore, the coordination mechanism has been developed through implementation structure³ defined by the Common Platform⁴ adopted by all the governments in 2008. The current monitoring of PAR implementation had shown that this structure does not function in full and optimum capacity, due to the lack of time, interest, specific knowledge and motivation of the civil servants involved in the implementation process. Successful PAR implementation requires further development and widening of the coordination and implementation structure. That should be done through the inclusion of the new actors (primary in the field of data collection and communication), and through the capacity building in all segments (trainings, procedures, technical support, communication).

Important source of financing of implementation of the Revised AP1 is established through the PAR Fund⁵ which will be continued until 2014 with the accession of new donors (for now, participation of the Norwegian Ministry of Foreign Affairs has been ensured). The other source of financing of implementation of the Revised AP1 will be provided by the state, the entities and the District budget funds. That implies increased scope of activities, especially through the preparation and implementation of projects that will cover the measures from the Revised Action Plan 1. Based on that fact, the necessity for capacity building of both the PARCO and its partners (implementation structure) arises, mostly in the fields of project management, financial management procedures, public procurements, budgeting and evaluation.

The rationale for this project is in provision of technical assistance and moving of its focus on coordination and other levels of government. In other words, the primary aim of this technical assistance is development and strengthening of PAR coordination and implementation capacities of

³ Implementation structure is consisted from: PAR Coordinators (Entity and District level, while the PARCO has the role of coordinator for the State level) – coordination level; supervisory teams (intergovernmental bodies consisted of two members from all of levels of government in each team) – monitoring level; and implementation teams for reform projects (intergovernmental working groups consisted of equal number of representatives from all levels) – implementation level. This implementation structure is based on the principle of cooperation and coordination in work.

⁴ Common Platform on the Manner and Principles of Implementation of the Measures of the Action Plan 1 of the Strategy of the Public Administration Reform in BiH (2007)

⁵ Memorandum of Understanding for Establishment of the Public Administration Reform Fund (2007)

entity and District level together with strengthening of PARCO's human and technical capacities for the management of coordination mechanisms. Management of the PAR Fund and the implementation of the Revised AP 1 through the specific projects also need further development and strengthening. Based on the results of the current technical assistance in the segment of the AP2 and sector reforms, there will be need for technical assistance in further activities of PARCO and its partners in the PAR area through the period 2012-2014.

Beneficiaries of this project, depending on its activities, are representatives of all four levels of government (the State, the Entity and the District level) including PARCO (around 20 employees, including National Coordinator, Reform Area Coordinators, Donor Coordination Unit staff, Legal Unit, etc.) and PAR Coordinators on behalf of the governments of the Republic of Srpska, the Federation of BiH and the Brcko District of BiH. The second layer of beneficiaries is members (around 70) of seven intergovernmental bodies - supervisory teams. Furthermore, beneficiaries can also be the representatives of key institutions at all levels (ministries, agencies, departments) – implementation teams, especially in the segment of trainings.

Component 4

There is a need to improve the effectiveness of IDDEEA's integrated security systems in line with European Standards by installing network communication hubs in Regional centres - Mostar, Bihac and Bijeljina. The integrated security and network systems enable the integration of video surveillance, access control, anti-intrusion and fire fighting systems, using a single control room to monitor events. Advantages are: the supervisor is not required to monitor a large amount of static displays, but will be notified of an exact event happening through a security sensor. It introduces the concept of "trap sensor", by which the camera immediately focuses in on the event reported.

This project will also provide institutional support to IDDEEA to achieve short term improvements to the management of security policies, organizations, web-publication, operational performance and effectiveness, and all the databases it manages. Strengthening of IDDEEA will increase IT utilization in public administration in accordance with EU Directives and Standards for security features. It will make governments more accountable, transparent and effective, improve content and delivery of e-services and encourage citizen participation in the decision-making process. The important anticipated changes relate to: policy, organization and human resources, IT infrastructure, including security and automation of public administration and business processes, including fundamental registers, horizontal functions and G2G (Government to Government), G2B (Government to Business) and G2C (Government to Citizen) e-services.

The three main target area of IDDEEA information systems and telecommunication network in accordance with Law about Agency to be included in this project are:

1. Improvement of logical and physical Information Technology security

IDDEEA is in need of technical support to improve current procedures to comply with EU Directives and ICAO standards.

2. Improvement of IT experts skills

The IT infrastructure of IDDEEA is owned, administered and maintained internally by specialized personnel. The current data centre in the Agency consists of a set of servers that store and manage all the data concerning the records of citizens of Bosnia and Herzegovina. There are two main data centres: HQ in Banja Luka and a Regional center in Sarajevo. The main data centre in Banja Luka currently provides all the services, whilst the secondary data centre only duplicates the data stored in Banja Luka and is always prepared to quickly recover and to replace data if any problem occurs. The two data centres are connected by a broadband Synchronous Digital Hierarchy-(SDH) dedicated network link to continuously synchronize the data.

The IDDEEA IT infrastructure is composed of hardware, software and network connections. The basic server's software consists mainly of the Linux operating system. The core application software used to manage data and supply services is the Relational Database Management System. Oracle's DBMS is currently used. Oracle Management Console and Toad by Quest Software are the applications commonly used to access and administer the databases.

IDDEEA needs technical support to improve existing procedures and current skills of IDDEEA IT experts, using modern training techniques and IT certification

3. Education of primary and secondary users of the IDDEEA information system

The European Union adopted »The EU Services Directive (Directive 2006/123/EG)« (Hereinafter: EUSD) in December 2006. The objective of EUSD is to establish the market of services at the level of state administrations in order to open the greatest business sector of European economy – services – towards business community and citizens all over the EU. This project will strive to meet the demands of that directive.

In accordance with the Law on IDDEEA clear competence of IDDEEA is in the following areas: Personalization and technical processing of following identification documents: Identity cards; Identity cards for foreigners; Driving licenses; Travel documents; Documents for registration of vehicles; Other identification documents with consent of the competent authorities and special Decision of the Council of Ministers.

The Agency maintains registers for: Personal identification numbers; Permanent and temporary residence of Bosnia and Herzegovina; Identity cards of Bosnia and Herzegovina nationals; Biometric civil, official and diplomatic passports; Driving licenses; Registration of motor vehicles and registration documents; Identity cards for foreign nationals; Fines and infringements registers; Other registers approved by the source authorities, and with special Decision of the Council of Ministers.

IDDEEA is not responsible for data processing, i.e. for the accuracy of data contained in the registers. IDDEEA provides technical support for authorities which submit data to the registers, as defined in specific regulations. These authorities own the data and they are responsible for lawful submission of data to registers. The field where development is possible in relation to access to data is connected to the support to competent/source authorities in terms of enabling G2G services through which citizens could address competent/source authorities for specific services.

IDDEEA needs an educated group of lawyers already working in primary and secondary beneficiary business structures to become trainers for their organisational units in managing IDDEEA information and telecommunication systems. All trainers (moderators) will be certified as having their training skills confirming their knowledge of IDDEEA information and telecommunication systems. Trainers should develop a reporting system integrated with IDDEEA DMS system enable systematic statistical reporting of the situation in all Ministries of Interior (MoIs). This report will be used to improve the ability to deal with possible problems and for future planning of training activities.

Optimization and installation of new equipment to accelerate data processing, increasing the current capacity of placement and storage of data, providing efficient resource management and simplifying the use of the system will also be part of this project.

3.2 Assessment of Project Impact, catalytic effect, sustainability and cross-border impact

The project in general, will support the PAR Strategy implementation and thereby contribute to the fulfilment of the BiH EU-Integration requirements.

Component 1

The project aims to develop and introduce a methodology to achieve quality job descriptions through an analytical assessment of jobs and their classification / grading, as the basis for modernising the overall system of human resources management (HRM). It is essential to standardize the jobs descriptions that exist at different levels of the civil service. A more quality employment process will ensure that civil service staffs match the actual requirements of the job - both in terms of qualifications

and in terms of abilities, special knowledge, skills and competences. A project intention is the identification and implementation of these competencies in the recruitment and selection processes for civil servants. Upgrading and improvement of the existing employment policies will ensure greater flexibility and ability to find new ways to evaluate candidates for managerial positions, encourage a wider range of applicants, especially young people, to compete for jobs. The objective is a sustainable contribution to the modernisation and developing the quality of the administration services. In addition, standardisation of certain groups of jobs descriptions increases the horizontal mobility of civil servants and other employees within the same administrative level, and in subsequently greater vertical mobility of civil servants who are interested in transferring from one administration level to another.

Existing competence, as well as the methodological framework for human resources planning, at strategic and at institutional levels, are insufficient. Personnel development plans should reflect actual needs and planned objectives of governments in the context of broader policies, and at the same time be aligned with financial frameworks and budget programmes.

A significant problem that the project will address is a lack of HRM competence in all structures of the civil service. The project will contribute improving the existing system to effectively planning for personnel needs, and developing the skills to improve HRM policies at the level of the central human resources institutions, and later at individual institutions and administrative bodies.

Component 2

The entire procedure of the Law on Administrative Procedure (LAP) will be simplified. Educated managers of administrative procedures will know how to properly apply respective provisions of the Law, e.g. they will not request the client to gather evidence on which there is official records, but those evidence they themselves will request from the competent body. The period of administrative proceedings and administrative decision-making will be shortened. Educated officer will take every submission into work and decide on it in accordance with the law and within the set deadline, which will eliminate the “administrative silence”, etc. By upgrading the skills of the managers of administrative procedures and inspectors, conditions will be created for more efficient and transparent working practices.

Sustainability is guaranteed through continuous, daily use of the LAP, and a constant need for effective and efficient work of managers of administrative procedures and inspectors.

Component 3

The project will ensure the sustainability of the PAR process by improving PARCO capacities to effectively carry out its mandate and by improvements to all other relevant administrative bodies and institutions in State, entities and Brcko District.

This PAR project will impact a more systematic development of the PARCO and other stakeholders from all administrative levels (Entities and District Coordinators and Supervisory and Implementation Teams) and improve the planning and implementation of activities, and cooperation and coordination between different actors and accelerate implementation of the Revised Action Plan 1. In addition, it will contribute to effectiveness and efficiency of the implementation structure (which will result in increased progress in PAR implementation). It will ensure effective and reliable use of donor funds and bigger involvement of governments and institutions of all levels of administration in implementation of reform measures.

The project will ultimately contribute to bringing the administration closer to citizen.

Component 4

The activities will upgrade the level of IDDEEA security of information and telecommunication network to European Union standards and also better guarantee the protection of personal data and enhance technical performance of the entire IDDEEA information system which should trigger other administrative institutions to follow the same example, in line with the ambitions set by the Public Administration Reform strategy.

Improvements to the security of Agency information systems by implementing activities under the projects targeting IDDEEA information systems, will allow for the introduction of other ICT services. This project further expands the scope of activities of IDDEEA to manage and administer a more complex information and telecommunication system.

IDDEEA will ensure that as of 2013, annual maintenance costs for component I of this project – approximately 15 000 EUR per year – will be covered by national budgets.

3.3 Results and Measurable Indicators

Component 1

Result 1.1: System of classification (gradation) and specification of positions and jobs in the civil service improved, tested and piloted

OVI: Harmonised methodology for analytical assessment of jobs and incorporated in the relevant regulations on the civil service/salaries at the level of the institutions of BiH, the FBiH, the RS and the Brčko District, and changed systematisations of jobs in 70 per cent of beneficiary institutions by the end of the project.

Result 1.2: HR Policies and employment procedures strengthened to comply with objective, consistent and transparent evaluation criteria.

OVI: Developed competency frameworks and other criteria for evaluation, which are applied in the process of selection of the candidates, improved regulations and 80% of the staff of the CSAs and members of the selection panels for application of new procedures trained by the end of the project.

Result 1.3: Capacities for preparation and implementation of HRM policies, advisory and expert assistance in the area of management of the civil service at all levels increased.

OVI: Prepared documents of HR policies/HR strategies at the level of the central HR institutions/CSAs at the level of BiH, the FBiH, the RS and the Brčko District, and implemented capacity building programme for 90% of the staff of the CSAs, who is in charge of preparation and implementation of the HR policies.

Result 1.4: System of civil service HRM planning linked with budget and strategic plans of the governments and the fulfilment of long-term institutional priorities developed.

OVI: Developed methodology of HR planning of respective institutions and governments by the end of the projects, which is verified by appropriate regulations of the CoM/Governments in BiH.

Component 2

Result 2.1: Analysis and project plan developed and drafted, training programme methodology and implementation plan for all four administration levels

OVI: Conducted analysis of the existing condition in administrative decision-making, prepared and agreed implementation plan of trainings, established plan of resources and schedule of lecturers, defined and drafted lists of attendees by levels and groups, designed and prepared materials for trainees and drafted initial report on the activities.

Result 2.2: Training of managers of administrative procedures and inspectors implemented at all four administration levels

OVI: 250-300 training courses held at all four administration levels.

Component 3

Result: 3.1 Developed and implemented framework⁶ for strengthening of coordination, cooperation, management and implementation of Revised Action Plan 1 at the BiH, RS, FBiH and Brcko District level (PARCO, Entities and District Coordinators, Supervisory and Implementation teams), including capacity building plan for human resources (implementation structure) and financial resources (PAR Fund management).

OVI: In accordance with plan of activities, which is implemented at least 90% (confirmed by the beneficiaries), procedures, guidelines and tools developed and the PARCO staff, the Entity and the District coordinators, supervisory and implementation teams trained and educated in areas of project management, usage of PAR Fund, information exchange procedures, budgeting, evaluation, as well as revision of existing and introduction of new management procedures.

Result: 3.2 Developed framework⁷ for management, monitoring and implementation of sector reforms (AP2), including coordination and implementation structure, implementation and financing activities (human resources, project management and PAR Fund) and development of monitoring and evaluation system.

OVI: Framework plan implemented at least 90% (confirmed by beneficiaries).

Component 4

Activity 1

Result 4.1.1: Security level of IDDEEA systems increased.

OVI: Integrated ISO accredited security systems implemented in 3 regional IDDEEA centres

Result 4.1.2: Integrated video surveillance, access control, anti-intrusion and fire-fighting systems controlled from unique control room.

OVI: All incidents on security level reduced by at least 70%.

Result 4.1.3: Security sensors to notify specific events activated

OVI: At least 10 employees previously worked on this assignment are transferred to another department within IDDEEA.

Activity 2

Result 4.2.1: Analysis of Logical and Physical IT security for Document Identification systems aligned with IDDEEA completed

OVI: At least 15 IDDEEA staff undergoes training in Logical and Physical IT security, and 3 specialized training programmes developed

Result 4.2.2: New processes for issuing ID documents implemented.

OVI: 40 employees of ID issuing process trained, 2 training-of-trainers programmes launched

Result 4.2.3: Training programme for certification of IDDEEA experts implemented

OVI: 70 employees participate in education programme, 50 certified and at least 6 technical training courses held.

⁶ Framework comprising Revised AP1 measures for the period 2012-2014 – measures which are not fully implemented

⁷ Depending on the situation of Action Plan 2 and its phase (preparation or implementation) and its implementation structures and mechanisms

Activity 3

Result 4.3.1: Improved functionality for information system issuing ID Documents installed

OVI: 30 IDDEEA servers accept user requests from web-based applications and 10 web-based applications use new equipment

3.4 Activities

Component 1-3 will be implemented through service contracts, component 4 through supply and twinning contracts.

Component 1

Corresponding to Result 1.1:

1.1.1 Developing and piloting job analysis methodology at beneficiary institutions

1.1.2 Develop “competency framework” as tool for preparing job descriptions and selection of candidates

1.1.3 Draft new job descriptions including job grades and salary ranges

1.1.4 Design procedures for introducing new job classifications and changes to rulebooks

1.1.5 Design and implement training programme on the application of the new methodology for job classification

Corresponding to Result 1.2:

1.2.1 Development of methodology to strengthen use of objective and harmonised criteria in HR policies

1.2.2 Draft procedures and test in pilot institutions

1.2.3 Prepare guidelines for the introduction and use of new procedures

1.2.4. Prepare proposals for harmonisation of HR practices and procedures for career development and internal employment

1.2.5 Develop and implement training programme for central HR units and employees involved in staff selection

Corresponding to Result 1.3

1.3.1 Prepare needs analyses to identify areas for developing HR policies

1.3.2 Establishment of basis for draft of policies and giving expert assistance in positive regulations (provision of basis through amendments to relevant regulations)

1.3.3 Support and assistance in drafting HR strategies at central HR Units

1.3.4 Assessment of training needs at central HRM Units

1.3.5 Develop procedures for central HRM Units

Corresponding to Result 1.4:

1.4.1 Develop appropriate methodologies for HR planning

1.4.2 Draft guidelines for the preparation of HR plans

1.4.3 Pilot new methodology for HR planning in selected institutions

1.4.4 Design and implement training programmes to build capacities in the area of HR planning in individual organizations

Component 2

Corresponding to Result 2.1

2.1.1 Prepare analysis of managers' of administrative procedures and inspectors' current decision making processes at all administrative levels

2.1.2 Prepare TNA, develop and implement training programmes for managers of administrative procedures and inspectors (from 2000-2500 persons)

Component 3

Corresponding to result 3.1

3.1.1 Develop framework plan for improvement of capacities for implementation of Revised API measures, with the operationalization of individual measures and activities. This will include development of the guidelines, tools, procedures and expertise for implementation of Revised API measures, in order to enable PARCO, Entities and District Coordinators, supervisory and implementation teams to conduct Revised API implementation effectively and efficiently.

3.1.2 Develop and implement training programmes for strengthening of the coordination structure and revision of PAR procedures. This will include training and education of PARCO staff, Entity and District Coordinators, supervisory and implementation teams and representatives from other institutions from all administrative levels of government involved in API implementation. Development and introduction of necessary procedures for coordination (project management, usage of PAR Fund, information exchange procedures, etc.).

3.1.3 Training of PARCO staff and other stakeholders for the PAR Fund management (in areas of budgeting and evaluation, revision of existing and introduction of new management procedures.

Corresponding to result 3.2

3.2.1 Develop and implement framework plan for coordination and management of sector reforms (depending on the state of affairs regarding Action Plan 2 and its implementation structure) which will contribute to operationalization of specific measures and improved coordination among responsible institutions and PARCO.

Component 4

Activity 1

4.1.1 Detailed technical specifications for the required supply contracts to be prepared by IDDEEA

4.1.2. Procurement and installation of 3 integrated security systems and network communications hub in IDDEEA centres at Mostar, Bihac and Bijeljina

Activity 4.1 will be implemented through one supply contract of an indicative amount EUR 150 000 (IPA funds).

Activity 2

4.2.1 The IDDEEA will prepare Twinning fiche for the required Twinning contracts related to Component II.

4.2.2 Improve logical and physical IT security and design training programme to increase effectiveness of IT experts in IDDEEA systems.

Activity 2 will be implemented through one Twinning contract of an indicative amount EUR 600 000 (IPA funds).

Activity 3

4.3.1 IDDEEA will prepare detailed technical specifications for the required supply contracts

4.3.2 Procurement and installation of IT hardware and software for production of ID documents and will be implemented through one supply contract of an indicative amount EUR 60 000 (National contribution) and will be launched by IDDEEA directly.

3.5 Conditionality and Sequencing

Components 1, 2 and 3

The main conditionality for the implementation of the project is the continuous determination of the authorities to implement the concept of accountable public administration. This has been reflected over the past years in the adoption of the relevant documents and legislation necessary for the conduct of the public administration reform.

There are no similar other projects linked with components 1 and 2.

It is expected that by the start of this Project, the Capacity building of the PARCO in support of the PAR Strategy implementation and donor coordination project will be successfully completed and the results envisaged achieved. The project will provide further support in the segment of sector reforms (AP2), and in that way it will continue the current project of support to the PAR, but not directly because of the time gap between the end of the current project (end of November 2011) and the start of this one (4th quarter of 2012). In case the current project of PAR support does not achieve the planned results, it will not endanger the start of this project. In the period between these two projects, the PARCO activities on the sector reforms (AP2) will be continued and preconditions for implementation of this project will be achieved.

Component 4

There is no conditionality preventing the start of project activities. The contracts could be tendered simultaneously.

3.6 Linked activities

Components 1, 2 and 3

Technical support to PARCO was financed from CARDS 2004 (“Support to the PARCO”, Contract No. 2005/105-897, September 2005 – January 2008) and provided assistance to the Office of the PAR Coordinator in preparation of the PAR Strategy and in developing of capacities of this Office to implement it.

Current assistance is financed from IPA 2007 (“Further Support to the PARCO – Capacity building of the PARCO in support of the PAR Strategy implementation and donor coordination”, Contract No. 2009/210-480, September 2009 to November 2011) and is providing technical assistance to the PARCO for their capacity building, implementation and monitoring of the PAR Strategy, development of the 2nd Action Plan of the PAR Strategy, management of the multi-donor PAR Fund and donor coordination.

In partnership with the Civil Service Agency of BiH, the Finnish Institute of Public Administration (HAUS) implemented a Twinning project “Capacity building in the area of training management in the institutions of Bosnia and Herzegovina (from March 2010 to February 2011). The project was funded by the EU, from the IPA funds. During the project, 45 civil servants have been trained from the institutions of BiH, who are managers in charge in their institutions for planning and organizing training, as well for issues of human resource management (HRM).

Projects from the PAR Fund:

The project “Development of performance management structures of the civil service in BiH” is being implemented from January 2010 and will last until October 2011. The project aims to improve the effectiveness of the work of civil service through development and implementation of effective systems of performance and result management that will be introduced in institutions and administrative bodies at various levels of government in BiH. Project activities are grouped into three components: 1) analysis of the current situation, needs and trends, 2) development of performance management system and 3) ensuring the sustainability of the system and evaluation of their performance.

“Training of civil servants for application of information technologies and work on computers” is a project that began in December 2010 and lasts until April 2012. The purpose of the project is capacity building of civil servants in state administration / service at the level of BiH, the Federation of Bosnia and Herzegovina, the Republic of Srpska and the Brčko District of BiH for practical application of knowledge in the field of information technologies in daily work and increase of the general level of computer literacy in the civil service / administration. Through this project, the attendees of the training from the structures of civil service from the level of BiH, the Federation of Bosnia and Herzegovina, the Republic of Srpska and the Brčko District of BiH are trained to use computers, ICT equipment and basic MS Office applications in accordance with a standardized education program, as well as verification of acquired knowledge for which certification is provided that is recognized at the European and international level.

The project “Establishment of departments for human resources management in the administration bodies in BiH” is in the process of tender procedures. The purpose of this project is to establish a dedicated function and build specialized capacities for human resources management in the civil service institutions and administrative bodies at the state level, the Federation of Bosnia and Herzegovina, the Republic of Srpska and the Brčko District of BiH, in order to create a healthy basis for implementation of legislation and modern operational procedures and practices of human resource management. It is envisaged that the project lasts 18 months.

Other:

- Support for Improvement in Governance and Management (SIGMA),
- DfID SEPARB,
- UNDP project “Strengthening National capacities for Strategic Planning and Policy Development (SPPD),
- HRMIS,
- DfID support to Directorate for Economic Planning,
- Support to Directorate for European Integration.

Component 4

CARDS 2006 Twinning Light Project: Capacity Building Directorate of CIPS (EUR 250 000)

Increase IT utilization in public administration to: make government more accountable, transparent and effective; improve information and service delivery; and encourage citizen participation in the decision-making process. The important anticipated changes relate to: policy; organization and human resources; IT infrastructure, including security; and automation of public administration business processes, including fundamental registries, horizontal functions and e-services.

CARDS 2006 Supply of equipment to CIPS (EUR 150 000)

The Project supported the Agency to purchase the equipment for the implementation of the e-passport system as requirement specified by the Roadmap for Liberalization of Visa Regime.

CARDS 2006 Supply of equipment to IDDEEA (EUR 250 000)

IDDEEA has biometric data on individuals who applied for identity cards (facial photography, fingerprints and signature) and travel documents (facial photography and signature) at its disposal. Apart from photo, a signature was also digitized. The Project supported the Agency to purchase the equipment that performed comparison of current biometric data contained in the Civil Register Database.

IPA 2007 Public Key Infrastructure (PKI) implementation on Citizen Identification Protection System (CIPS) locations responsible for issuing CIPS documents (EUR 400 000)

The Delegation of the European Commission supports Projects providing PKI System for issuing Identification Documents. System has necessary control and administrative procedures as well as security features and mechanisms. System includes Public Key Infrastructure (PKI) necessary to support Certification Authority. Smart cards and optionally biometrics are widely used for secure log-on and digital signature procedures. During the system work, audit logs should be produced with identification of the workstation, identification of the user, action, date and time. The proposed system should be modular, scalable, expandable, open designed and fully compliant with latest European Union directives.

IPA 2008 Consolidation of Citizen Identification Protection System – CIPS registry (EUR 2 000 000)

This Project will ensure better and more secured access to the various IDDEEA databases, in line with International Civil Aviation Organization-ICAO standards. Hence, through the introduction of infrastructure, security will become in line with ICAO standards and the protection of personal data can be better guaranteed. Moreover, it is envisaged that introduction will lead to an enhanced technical performance of the entire IDDEEA information system and should trigger other administrative institutions to follow the same example, in line with the ambitions set by the Public Administration Reform strategy. The implementation of SDH System is very important for Bosnia and Herzegovina because it highlights the capability of a State Institution to play a vital role in providing a state of the art technical service to other institutions in the country.

IPA 2010 Parliamentary Assembly and Agency for identification documents, register and data exchange Bosnia and Herzegovina – IDDEEA (Information systems in public institutions)

This Project will contribute to a reformed, efficient, transparent and service oriented public administration and improve the effectiveness of IDDEEA, through providing the possibility to review and collect information and enable appropriate usage of e-services G2G, G2B and G2Z as foreseen by Bosnia and Herzegovina laws. It will improve and develop institutional capacities related to efficiency, effectiveness and transparency within the Parliamentary Assembly of Bosnia and Herzegovina through the implementation of advanced ICT based solutions.

3.7 Lessons learned

Components 1, 2 and 3

The complex political and administrative environment in BiH and demands of the European Integration processes make it a prerequisite for BiH to improve its administrative capacities the level necessary to implement the Acquis. Political support is the key precondition for Public Administration Reform. However, the most recent progress reports from the European Commission note that the civil service in BiH is politicised.

New HRM Strategies and Action Plans have been produced, however, their implementation is necessary to strengthen structures of the civil service to be capable of building a professional, accountable, transparent and efficient civil service.

A lesson learned from previous assistance is that expert knowledge of civil servants who execute the jobs of managing administrative procedures varies significantly from institution to institution, with uneven understanding of key aspects of administrative decision making.

Another important lesson is that ownership is best ensured if all actors addressed by the reform are continuously consulted and involved in the process. Therefore, intensive presence of expert advisers

will be required at the beneficiary institutions, including PARCO, as the coordinator of Public Administration Reform activities, their entity counterparts – entity PAR coordinators, and Brcko District of BiH Coordinator. Based on previous experiences, it will be necessary to explore cost-effective institutional solutions that will preserve the political character and achieve a balance of intra and inter institutional relationships.

Component 4

During implementation of the previous projects, IDDEEA had constant problems with network connection and project partner correspondence through IDDEEA system. IDDEEA learned from past experience that infrastructure solutions should be applied only to working stations owned by and fully controlled by IDDEEA.

From in-depth analysis of the existing IDDEEA system it is IDDEEA has realised how existing internal procedures need to be updated at the same time and introduced as part of a new e-service solution in the Public sector. The general idea is that IDDEEA will follow applicable standards already used in candidate countries for accession to the EU. IDDEEA will propose and implement a development strategy and policy in the field of identification documents in Bosnia and Herzegovina pursuant to ICAO 9303 standard and other relevant standards such as the EU Services Directive (Directive 2006/123/EG).

4 Indicative Budget (amounts in EUR)

			SOURCES OF FUNDING									
			TOTAL EXP.RE	IPA CONTRIBUTION		NATIONAL CONTRIBUTION					PRIVATE CONTRIBUTION	
ACTIVITIES Components 1, 2 and 3	IB (1)	INV (1)	EUR (a)=(b)+(c)+(d)	EUR (b)	%(2)	Total EUR (c)=(x)+(y)+(z)	% (2)	Central EUR (x)	Regional/ Local EUR (y)	IFIs EUR (z)	EUR (d)	% (2)
Activities 1.1 to 3.3												
Service contract 1.1	x	-	2 140 000	2 140 000	100							
Service contract 2.1	x	-	660 000	660 000	100							
Service contract 3.1	x	-	500 000	500 000	100							
Component 4												
Supply Contract 4.1	-	x	150 000	150 000	100							
Twinning Contract 4.2	x	-	600 000	600 000	100							
Supply Contract 4.3	-	x	60 000	0	0	60 000	100	60 000				
TOTAL IB			3 900 000	3 900 000	100							
TOTAL INV			210 000	150 000	71	60 000	29	60 000				
TOTAL PROJECT			4 110 000	4 050 000	99	60 000	1	60 000				

5. Indicative Implementation Schedule (periods broken down per quarter)

Contracts	Start of Tendering	Signature of contract	Project Completion
Service Contract 1.1	Q2 2012	Q4 2012	Q4 2014
Service Contract 2.1	Q2 2012	Q4 2012	Q1 2014
Service Contract 3.1	Q2 2012	Q4 2012	Q1 2014
Supply Contract 4.1	Q2 2012	Q3 2012	Q4 2014
Twinning Contract 4.2	Q2 2012	Q4 2012	Q1 2014
Supply Contract 4.3 (BiH)	Q2 2012	Q4 2012	Q1 2014

6. Cross cutting issues

6.1 Equal Opportunity

Based on the fundamental principles of promoting equality and combating discrimination, participation in the project will be guaranteed on the basis of equal access regardless of sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation.

6.2 Environment

N/A

6.3 Minorities

There is an indirect impact of the PAR activities to the improvement of the life of minorities. In general, more efficient and transparent procedures imply less costly and less cumbersome administration for the members of the minorities and their right.

ANNEXES

- I Log frame in Standard Format
- II Amounts contracted and Disbursed per Quarter over the full duration of Programme
- III Description of Institutional Framework
- IV Reference to laws, regulations and strategic documents
- V Details per EU funded contract

Annex 1: Logical Framework Matrix

Project Logframe		Project name and number	Public Administration Reform
CRIS Number:		Contracting period expires: Three years following the date of the conclusion of the Financing Agreement	Disbursement period expires: One year following the end date for the execution of contracts
		Total Budget: EUR 4 110 000	IPA / pre-accession budget : EUR 4 050 000
Overall objective	Objectively verifiable indicators	Sources of Verification	
To contribute to a reformed, efficient, transparent and service oriented Public Administration	Continuous positive assessments on the readiness of Public Administration services to meet EU Accession goals	European Commission Annual Progress Report; SIGMA reports	
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
1 C1 Improvement of the system of human resources management in the public administration of BiH through capacity building, improvement of the legislative framework and harmonisation of procedures and practices of the civil service.	1. More effective HRM system in the structures of civil service in BiH established, supported with amended legislation, increased staff capacities and the HR policies.	Primary and secondary civil service legislation, CoM/Governments' decisions, internal rulebooks	Obligations of EP/SAA reforms in public administration and civil service implemented.
2 C2 Training of managers of administrative procedures and inspectors in the bodies of state administration at all four administrative levels in implementing administrative procedures and administrative decision making processes.	2. Number of qualified and retrained administrative inspectors increases each year	Reports from PA and Civil Service institutions	Administrative inspectors' participation in training is treated as priority issue by institutions.
3 C3 Strengthening the State, the entities and the District capacities for	3. Levels of capacity at entities and District	Project Reports on capacity	Active cooperation of all participants in developing

<p>coordination, management and supervision of implementation of the PAR Strategy.</p> <p>4 C4 To improve the effectiveness of IDDEEA, through the review and collection of information using a new module of integrated security and network systems.</p> <p>5 C5 To strengthen the Agency for Identification Document, Register and Data Exchange through a coordinated, systematic and methodological approach in the use of ICT.</p> <p>6 C6 Increasing the current capacity of IDDEEA placement and storage of data, efficient resource management and simplifying the use of the system for users.</p>	<p>meet targets established in programme ToRs</p> <p>4. New modules meet specified levels of performance</p> <p>5. New ICT meets specified levels of performance</p> <p>6. IDDEEA capacities upgraded to specified technical and performance standards</p>	<p>strengthening</p> <p>Project reports and software specification data</p> <p>Project reports and software specification data</p> <p>Project reports and software specification data</p>	<p>framework for sector reforms</p> <p>Active cooperation between stakeholders to agree common rules and procedures</p> <p>Active cooperation between stakeholders to agree common rules and procedures</p> <p>Active cooperation between stakeholders to agree common rules and procedures</p>
<p>Results (Component 1) PAR 1</p>	<p>Objectively verifiable indicators</p>	<p>Sources of Verification</p>	<p>Assumptions</p>
<p>1.1 System of classification (gradation) and specification of positions and jobs in the civil service improved, tested and piloted.</p> <p>1.2 HR Policies and employment procedures strengthened to comply with objective, consistent and transparent evaluation criteria</p> <p>1.3 Capacities for preparation and implementation of HRM policies, advisory and expert assistance in the area of management of the civil service at all levels increased.</p> <p>1.4 System of civil service HRM planning linked with budget and strategic plans</p>	<p>1.1 Harmonised methodology for analytical assessment of jobs and incorporated in the relevant regulations on the civil service/salaries at the level of the institutions of BiH, the FBiH, the RS and the Brčko District, and changed systematisations of jobs in 70 per cent of beneficiary institutions by the end of the project.</p> <p>1.2 Developed competency frameworks and other criteria for evaluation, which are applied in the process of selection of the candidates, improved regulations and trained 80% of the staff of the CSAs and members of the selection</p>	<p>Project reports, new HR guidelines, revised rulebooks</p> <p>Project reports, draft proposals</p>	<p>Sufficient resources allocated to implementing the proposed reforms.</p> <p>As above</p> <p>Sufficient resources allocated for timely implementation of project results</p> <p>Existence of civil service strategic plans and stated institutional priorities</p>

<p>3.1 Developed and implemented framework⁸ for strengthening of coordination, cooperation, management and implementation of Revised Action Plan 1 at the BiH, RS, FBiH and Brcko District level (PARCO, Entities and District Coordinators, Supervisory and Implementation teams).</p> <p>3.2 Developed framework⁹ for management, monitoring and implementation of sector reforms (AP2).</p>	<p>3.1 In accordance with plan of activities, which is implemented at least 90% (confirmed by the beneficiaries), procedures, guidelines and tools developed and the PARCO staff, the Entity and the District Coordinators, supervisory and implementation teams trained and educated in areas of project management, usage of PAR Fund, information exchange procedures, budgeting, evaluation, as well as revision of existing and introduction of new management procedures;</p> <p>3.2 Framework plan implemented at least 90% (confirmed by beneficiaries)</p>	<p>Project implementation reports (inception, periodical and final); Steering committee</p>	<p>Participation of beneficiaries in development of framework plans;</p> <p>Dedication of all responsible institutions for implementation of PAR measures;</p> <p>Participation of beneficiaries in activities coming out of framework plans;</p>
<p>Results (Component 4), Activity 1</p>	<p>Objectively verifiable indicators</p>	<p>Sources of Verification</p>	<p>Assumptions</p>
<p>1.1 Security level of IDDEEA systems increased.</p>	<p>1.1 Integrated ISO accredited security systems implemented in 3 regional IDDEEA centres.</p>	<p>Contractors' reports, ISC certificates</p>	<p>Equipment meets suppliers specifications</p>
<p>1.2 Integrated video surveillance, access control, anti-intrusion and fire-fighting systems controlled from unique control room</p>	<p>1.2 At least, for 70% reduced all incidents on security level.</p>	<p>Contractor's reports, acceptance reports</p>	<p>Equipment meets suppliers specifications</p>
<p>1.3 Security sensors to notify specific events activated</p>	<p>1.3 At least 10 employees previously worked on this assignment are transferred to another department within IDDEEA.</p>	<p>Contractors' reports, IDDEEA reports</p>	<p>Equipment meets suppliers specifications</p>
<p>Results (Component 4), Activity 2</p>	<p>Objectively verifiable indicators</p>	<p>Sources of Verification</p>	<p>Assumptions</p>
<p>2.1 Analysis of Logical and Physical IT</p>	<p>2.1 At least 15 IDDEEA staff undergoes</p>	<p>Project reports</p>	<p>Participation in training</p>

⁸ Framework comprising Revised AP1 measures for the period 2012-2014 – measures which are not fully implemented

⁹ Depending on the situation of Action Plan 2 and its phase (preparation or implementation) and its implementation structures and mechanisms

security for Document Identification systems aligned with IDDEEA completed.	training in Logical and Physical IT security, and 3 specialised training programmes developed.		programme is as planned
2.2 New processes for issuing ID documents implemented.	2.2 40 employees of ID issuing process trained, 2 training-of-trainers programmes launched	Project reports	Participation in training programme is as planned
2.3 Training programme for certification of IDDEEA experts implemented	2.3 70 employees participate in education programme, 50 certified and at least 6 technical training courses held.	Project reports	Participation in training programme is as planned
Results (Component 4), Activity 3	Objectively verifiable indicators	Sources of Verification	Assumptions
3.1 Improved functionality for information system issuing ID Documents installed	3.1 30 IDDEEA servers accept user requests from web-based applications and 10 web-based applications use new equipment	Project reports	Equipment meets suppliers specifications
Activities (Component 1) PAR 1	Means	Costs	
1.1.1 Developing and piloting job analysis methodology at beneficiary institutions	Technical Assistance (Service Contract)	EUR 2 140 000 (all IPA)	
1.1.2 Develop “competency framework” as tool for preparing job descriptions and selection of candidates			
1.1.3 Draft new job descriptions including job grades and salary ranges			
1.1.4 Design procedures for introducing new job classifications and changes to rulebooks			
1.1.5 Design and implement training programme on the application of the new			

methodology for job classification,			
1.2.1 Development of methodology to strengthen use of objective and harmonised criteria in HR policies			
1.2.2 Draft procedures and test in pilot institutions			
1.2.3 Prepare guidelines for the introduction and use of new procedures			
1.2.4. Prepare proposals for harmonisation of HR practices and procedures for career development and internal employment			
1.2.5 Develop and implement training programme for central HR units and employees involved in staff selection			
1.3.1 Prepare needs analyses to identify areas for developing HR policies			
1.3.2 Establishment of basis for draft of policies and giving expert assistance in positive regulations			
1.3.3 Support and assistance in drafting HR strategies at central HR Units			
1.3.4 Assessment of training needs at central HRM Units			
1.3.5 Develop procedures for central HRM Units			
1.4.1 Develop appropriate methodologies			

for HR planning			
1.4.2 Draft guidelines for the preparation of HR plans			
1.4.3 Pilot new methodology for HR planning in selected institutions			
1.4.4 Design and implement training programmes to build capacities in the area of HR planning in individual organizations			
Activities (Component 2) PAR 2	Means	Costs	
2.1.1 Prepare analysis of managers' of administrative procedures and inspectors' current decision making processes at all administrative levels	Technical Assistance Contract	EUR 660 000 (all IPA)	
2.1.2 Prepare TNA, develop and implement training programmes for managers of administrative procedures and inspectors			
Activities (Component 3) PAR 3	Means	Costs	
3.1.1 Develop framework plan for development of capacities for implementation of Revised AP1 measures.	Technical Assistance (Service contract)	EUR 500 000 (all IPA)	
3.1.2 Develop and implement training programmes for strengthening of the coordination structure and revision of PAR procedures.			
3.1.3 Training of PARCO staff and other stakeholders for the PAR Fund management (in areas of budgeting and evaluation),			

revision of existing and introduction of new management procedures.			
3.2.1 Develop and implement framework plan for coordination and management of sector reforms (AP2), including CB for its implementation.			
Activities (Component 4)	Means	Costs	
1 Procurement and installation of 3 integrated security systems and network communications hub in IDDEEA centres at Mostar, Bihac and Bijeljina	Supply Contract	Contract 1 €150 000 (all IPA)	
Activities (Component 4)	Means	Costs	
2 Improve logical and physical IT security and design training programme to increase effectiveness of IT experts in IDDEEA systems	Twinning Contract	Contract 2 €600 000 (all IPA)	
Activities (Component 4)	Means	Costs	
3 Procurement and installation of IT hardware and software for production of ID documents	Supply Contract	Contract 3 €60 000 (National)	
Preconditions			
Outputs from IPA 2007 PARCO Capacity building Programme* are delivered at a level from which this project can continue as planned. IDDEEA has resolved previous problems with network connection and project partner correspondence.			

*("Further Support to the PARCO - Capacity building of the PARCO in support of the PAR Strategy implementation and donor coordination", Contract No. 2009/210-480, September 2009 to November 2011) and is providing technical assistance to the PARCO for their capacity building, implementation and monitoring of the PAR Strategy, development of the 2nd Action Plan of the PAR Strategy, management of the multi-donor PAR Fund and donor coordination.

ANNEX II: Amounts (in EUR) Contracted and disbursed by quarter for the project

Contracted	Q1 2012	Q2 2012	Q3 2012	Q4 2012	Q1 2013	Q2 2013	Q3 2013	Q4 2013	Q1 2014	Q2 2014	Q3 2014	Q4 2014
Service contract 1.1				2140000								
Service contract 2.1				660 000								
Service contract 3.1				500 000								
Supply Contract 4.1			150 000									
Twinning Contract 4.2				600 000								
Supply Contract 4.3												
Cumulated			150 000	4050000	4050000	4050000	4050000	4050000	4050000	4050000	4050000	4050000
Disbursed												
Service contract 1.1				390 000	300 000	250 000	250 000	250 000	250 000	250 000	200 000	
Service contract 2.1				120 000	90 000	120 000	115 000	115 000	100 000			
Service contract 3.1				100 000	100 000	100 000	75 000	75 000	50 000			
Supply Contract 4.1				90 000		60 000						
Twinning Contract 4.2				360 000								240 000
Supply Contract 4.3												
Cumulated				1060000	1550000	2080000	2520000	2960000	3360000	3610000	3810000	4050000

*National Funded €60,000

ANNEX III: Description of Institutional Framework

Component 1

CSA of Bosnia and Herzegovina

The Civil Service Agency is a state institution of Bosnia and Herzegovina in charge of ensuring implementation of the process of employment of civil servants at the request of the institutions; of assisting institutions in implementation of their human resources policy, organisation development as well as during establishment of common information system for human resources management in the institutions of BiH (HRMIS); it provides training and development of civil service; and executes other jobs and tasks established by the Law on Civil Service in the Institutions of Bosnia and Herzegovina.

Structure of the CSA BiH:

Director

Sector for Appointments

Sector for Training and IT

Sector for Legal, Human Resources, General and Financial Affairs Group for Information Technologies

CSA of Federation of Bosnia and Herzegovina

The Civil Service Agency of the Federation of BiH presents a common and independent expert service which, among other things, executes jobs of implementation of the process of employment of civil servants at the request of the bodies of the civil service of the FBiH, and jobs of organising and implementing expert education and improvement of civil servants employed in the bodies of civil service.

Structure:

- Office of the Director of the Agency
- Department of the Agency for the Canton 10 and Una-Sana Canton in Livno
- Department of the Agency for Herzegovina-Neretva and West Herzegovina Canton in Mostar
- Department of the Agency for Zenica-Doboj and Central Bosnia Canton in Zenica
- Department of the Agency for Tuzla and Posavina Canton in Tuzla
- Department of the Agency for Sarajevo Canton and Bosnia-Podrinje Canton in Sarajevo.

CSA of Republic of Srpska

The Civil Service Agency was established by the Law on Administration of the Republic of Srpska as an independent administrative body that reports to the Government of the RS. The main task of the Civil Service Agency is related to ensure efficiency and quality of implementation of the Law on Civil Servants in the RS and to provide expert support to other administrative bodies in the planning, recruitment and other HRM functions.

Structure:

- Director
- Department for Planning and Employment
- Department for Training and Analysis

Subdivision for Human Resources of the Brčko District of BiH

Subdivision for Human Resources of the Brčko District of BiH is an integral part of the Department for Expert and Administrative Affairs within the Government of the Brčko District of BiH. The Subdivision for Human Resources of the Brčko District of BiH has task to maintain communication with all the bodies of the Government of the Brčko District of BiH, in order to ensure coordination in the process of human resources management. It provides to all the bodies of the Government the necessary administrative and professional support and develops procedures for managing human resources, and leads the overall processes of personnel policies and suggests the mayor the needed

procedures to manage these processes. It provides administrative and technical support to the Employment Board as body that is in charge for the recruitment process for the whole Brcko District administration.

Ministry of Justice of Bosnia and Herzegovina

Federal Ministry of Justice

Ministry of Administration and Local Self-Governance of the Republic of Srpska

(for description of institutional framework see Component 2 below).

Component 2

The Ministry of Justice of Bosnia and Herzegovina has been established in 2003 by the Law on Ministers and Other Bodies of Administration of Bosnia and Herzegovina (Official Gazette of BiH, No. 5/2003). The Ministry of Justice of Bosnia and Herzegovina has competence over controlling execution of the system organizational regulations as well as regulations related with civil servants and employees of administrative bodies, administrative procedure and special administrative procedures and office operations in administrative bodies.

Organization:

- Minister of Justice of BiH
- Deputy Minister of Justice of BiH
- Secretary of the Ministry of Justice of BiH
- Sector for Personnel, General and Financial-Material Affairs
- Sector for Judicial Bodies
 - Department of Court Police
- Sector for Execution of Criminal Sanctions and Work of the Penal Institutions
- Sector for International and Inter-Entity Legal Assistance and Cooperation
- Sector for Administration
- Administrative Inspectorate
- Sector for Strategic Planning, Aid Coordination and European Integrations
- Detention Unit of Institution for Execution of Criminal Sanctions
 - Department of the Prison Police at the State Level
- Sector for Civil Society.

Federal Ministry of Justice

Federal Ministry of Justice performs administrative, professional and other tasks related to the jurisdiction of the Federation of Bosnia and Herzegovina, and especially its judicial institutions and administration. In the competence of the ministries is administrative supervision over the work of the judicial administration and federal administrative bodies, as well as providing assistance in training judges and prosecutors, organizing in political organizations, civil associations and the establishment of micro-credit foundations, and supervision over enforcement of criminal sanctions in the Federation of Bosnia and Herzegovina. Federal Ministry of Justice performs administrative tasks that do not belong within the scope of another administrative body.

Organization:

- Cabinet of the Minister
- Sector for Judiciary
- Sector for Administration
- Sector for Strategic Planning
- Sector for Execution of Criminal Sanctions
- Administrative Inspectorate
- Department for Accounting and Financial Affairs
- Department for General and Common Services.

Ministry of Administration and Local Self-Governance of the Republic of Srpska

Ministry of Administration and Local Self-Governance is one of sixteen Ministries in the government of the Republic of Srpska and performs administrative and other professional tasks in accordance with the law on the Republic administration ("Official Gazette of the Republic of Srpska, No. 118/08).

The Ministry of Administration and Local Self-Governance, among the other things, performs administrative and other professional tasks related to: system and organization of public administration, system of public services, drafting of laws and bylaws within the competency of the Ministry, providing opinions on compliance of documents on internal organization and systematization of jobs of administrative bodies with the law and other regulations, study-analytical and analytical-personnel tasks, inspection supervision in the field of administration, tasks of administrative decision making in the second instance, preparation of submissions in court and other procedures etc.

The Ministry of Administration and Local Self-Governance also performs administrative and other professional tasks of the republic administration that were not given by this law in the competence of other republic administrative bodies.

The Ministry of Administration and Local Self-Governance of the Republic of Srpska is composed of two departments: Department for Administration and Departments for Local Self-Governance.

Government of Brcko District of BiH

Administrative Inspection:

Inspects in the area of administration, performs an insight into the organizational plan, personnel records and other documents relating to the work of officers and employees and requests information relating to the employment status of officers and employees, performs supervision over implementation of laws and other regulations concerning the organization of the administration bodies, implementation of regulations on office operations, administrative procedure related with timeliness and efficiency, controls application of regulations related with rights and obligations of employees of the Government departments and other Administrative Bodies, controls legality of all decisions related to work and labour relations of officers and employees, reviews general and specific acts, performs control of administrative procedures regarding the conduct of administrative proceedings and the application of substantive law and the authority to take administrative actions and decision-making and other acts, and methods of collecting evidence in the administrative proceeding and keeping records in of administrative matters; controls the procedures of reception of officers and employees in the service, enacts decisions ordering the removal of deficiencies, initiates disciplinary procedures for minor and gross neglect of official duty and implements disciplinary procedure of establishment of minor breach of official duty of officers and employees, and imposes measures in accordance with the law; oversees implementation of administrative execution, drafts annual report on the state of administrative cases that the mayor submits to the Assembly, proposes to the Mayor drafts of general acts relating to professional development of officers and other persons who are engaged in resolving cases and keeping records of administrative acts; proposes forms to the Heads of departments and drafts them in the administrative procedure for the district administrative authorities and institutions of the District which have public mandate.

Component 3

The Public Administration Reform Coordinator's Office - PARCO in Bosnia and Herzegovina has been established by the Decision of the Council of Ministers in October 2004, following the recommendation of the Feasibility Study for Bosnia and Herzegovina. Establishment of the Office was a response to the needs of citizens for more efficient and more accountable public administration on all the levels of government, capable to accept the obligations in the process of European integrations of Bosnia and Herzegovina. The office is a driving force of the public administration reform in Bosnia and Herzegovina, and it's most important role is to coordinate reform activities between the Council of Ministers, entity governments and government of Brcko District of Bosnia and Herzegovina, closely cooperating with the Delegation of European Commission in Bosnia and Herzegovina.

One of the tasks of the PARCO is also the management of the Public Administration Reform Fund. The PARCO is the first institution of Bosnia and Herzegovina which is entrusted with foreign donor funds to manage. The assets of this Fund will serve as a supplement to available budget resources which would finance the public administration reform.

Component 4

Development of e-services for IDDEEA

The House of Representatives session held on 4 June 2008 and at the XVIII Session of the House of Peoples held on 17 June 2008, the Parliamentary Assembly of Bosnia and Herzegovina has passed a Law on Agency for Identification Documents, Registers and Data Exchange of Bosnia and Herzegovina (Hereinafter: the Agency), ("Official Gazette of B&H", No. 56/08). The Law has entered into force on 22 July 2008 and it superseded a Decision on Establishment of the Directorate for Implementation of the CIPS Project.

Transformation of the CIPS Directorate into the Agency

Directorate for Implementation of the CIPS Project is established by the Decision of the Council of Ministers of B&H on 29 April 2002 as a temporary body.

The essential task of the CIPS Directorate was to implement CIPS Project, namely, to establish a part of the system through which the Law on Central Registers and Data Exchange would be implemented.

The Directorate was established as a temporary body and it was planned that it would terminate its work upon implementation of the Project. However, through its activities since 2002, and through various laws, memoranda and decisions of the Council of Ministers, CIPS Directorate has overcome its initial purpose, and it implemented much more projects than it was anticipated, and it also maintained a large system.

Therefore, pursuant to the Strategy of Development of Identification Documents, the Law which establishes the Agency for Identification Documents, Registers and Data Exchange of B&H has been passed.

Through establishment of this Agency at the B&H level, an institution which follows, coordinates and institutionally governs the field of identification documents, pursues relevant standards and regulations of the European Union and development in accordance with such standards has been established.

This Law also governs the field of identification documents and central registers in B&H in accordance with European regulations and it also systematically and in long terms regulates this field as regards European integration.

Responsibilities of the Agency

The Agency carries out the following activities:

- Proposes and implements strategy and policy of development in the field of identification documents in Bosnia and Herzegovina pursuant to ICAO 9303 standard and other relevant standards;
- Conducts procurement, storage, personalization, quality control and transport of identification documents for the purpose of the competent authorities of Bosnia and Herzegovina;
- Technically designs and establishes registers defined by this Law;
- Maintains and manages the databases where data from the registers defined by this Law and from information systems, through which the said registers are accessed;
- Provides appropriate infrastructure, special conditions for work and data protection, and other technical preconditions for unobstructed functioning of databases within its competences and databases which are within competences of other ministries, institutions and authorities at their request and in accordance with the law;

- Issues data on registers and from the registers to authorized institutions and legal entities;
- Designs, develops and maintains software solutions necessary for maintenance of the registers within the competencies of the Agency, whether by internal resources, cooperation with source authorities or through involvement of companies.
- Develops, maintains and improves telecommunications network for data transmission for the needs of the Agency, and other public security authorities in accordance with the Telecommunications Law, in order to enable efficient data exchange from the registers defined by this Law;
- Sets standards for the equipment that will be procured and used in the process of data processing and data exchange by competent, receiving and source authorities in accordance with this Law;
- Sets standards which is necessary at the locations whereat the access to central register system and data exchange is done in order to provide security and protection of data and the system itself;
- Implement administrative proceedings regarding the scope of work of the Agency in accordance with the effective legal regulations;

The Agency is responsible for personalization and technical processing of the following identification documents:

- Identity cards;
- Identity cards for foreigners;
- Driving licenses;
- Travel documents;
- Documents for registration of vehicles;
- Other identification documents with the consent of the competent authorities and special Decision of the Council of Ministers;

The Agency maintains registers for:

- personal identification numbers (JMB);
- permanent and temporary residence of Bosnia and Herzegovina;
- identity cards of Bosnia and Herzegovina nationals;
- civil, official and diplomatic passports;
- driving licenses;
- registration of motor vehicles and registration documents;
- identity cards for foreign nationals;
- fines and for infringements;
- other registers approved by the source authorities, and with special Decision of the Council of Ministers;
- The Agency is exclusively competent for technical maintenance and electronic storage of data and information kept in the registers defined as public welfare at Bosnia and Herzegovina level in paragraph (3) of this Article.
- The Agency is not the owner of the data stored in the registers defined in paragraph (3) of this Article, but a source authority is.

- The Agency is responsible for digital signing in the field of identification documents, i.e. it is responsible for electronic certificates and electronic signatures related to identification documents, in accordance with the law governing the electronic signature;

The Agency is responsible for cooperation with international institutions in charge for the field of identification documents.

ANNEX IV: Reference to laws, regulations and strategic documents

Component 1

Bosnia and Herzegovina

The Law on Civil Service in the Institutions of Bosnia and Herzegovina – integrated text (Official Gazette of BiH No. 12/02, 19/02, 35/03, 04/04, 17/04, 26/04, 37/04, 48/05, 02/06, 32/07, 43/09, 08/10)

Federation of Bosnia and Herzegovina

The Law on Civil Service in the Federation of Bosnia and Herzegovina (Official Gazette of FBiH No. 29/03, 23/04, 39/04, 54/04, 67/05, 8/06)

Republic of Srpska

The Law on Civil Servants (Official Gazette of RS No. 118/08)

Brčko District of BiH

The Law on Civil Service in the Bodies of Administration of the Brčko District of BiH (Official Gazette of BD BiH No. 28/06, 29/06, 19/07, 02/08, 09/08, 44/08, 25/09, 26/09)

Component 2

Bosnia and Herzegovina

The Law on Administration of Bosnia and Herzegovina (Official Gazette of BiH No. 32/02, 102/09)

Federation of Bosnia and Herzegovina

The Law on Organization of the Administration Bodies of the FBiH (Official Gazette of FBiH No. 35/05)

Republic of Srpska

The Law on Inspections of the Republic of Srpska (Official Gazette of RS No. 74/10)

Brčko District of BiH

The Law on Inspection of the Brčko District of BiH (Official Gazette of BD No. 24/08)

Component 3

- European Partnership (EP) with Bosnia and Herzegovina 2008
- Action Plan for Realisation of the European Partnership Priorities
- Stabilisation and Association Agreement (SAA)
- The Draft Multi-Annual indicative Planning Document 2011-2013 (MIPD 2011-2013)
- Public Administration Reform Strategy in Bosnia and Herzegovina and Action Plan 1 of the PAR Strategy
- National Development Strategy 2008 - 2013 and Social Inclusion Strategy (will serve as basis for the National Development Plan) - *both strategies are yet to be adopted by the Council of Ministers*
- Memorandum of understanding for establishment of the PAR Fund

Component 4

Development of e-services for IDDEEA

Reference List of the Laws governing the field of identification documents

- Law on Personal Data Protection ("Official Gazette of B&H", number: 49/06)
- Law on JMB ("Official Gazette of B&H", number: 32/01)
 - Law on Amendments to the Law on JMB ("Official Gazette of B&H", number: 63/08)
- Law on Permanent and Temporary Residence of the citizens of Bosnia and Herzegovina ("Official Gazette of B&H", number: 32/01)
 - Law on Amendments to the Law on Permanent and Temporary Residence of the Citizens of Bosnia and Herzegovina ("Official Gazette of B&H", number: 56/08)
- Law on Identity Card of the Citizens of Bosnia and Herzegovina ("Official Gazette of B&H", number: 32/01)
 - Decision of the High Representative on Amendments to the Law on Identity Card of the Citizens of Bosnia and Herzegovina ("Official Gazette of B&H", number: 16/02)
 - Law on Adoption of the Law on Identity Card of the Citizens of Bosnia and Herzegovina ("Official Gazette of B&H", number: 32/07)
 - Law on Amendments to the Law on Identity Card of the Citizens of Bosnia and Herzegovina ("Official Gazette of B&H", number: 56/08)
- Law on travel documents of Bosnia and Herzegovina ("Official Gazette of B&H", number: 4/97)
 - Law on Amendment to the Law on Travel Documents of B&H ("Official Gazette of B&H", number: 1/99)
 - Law on Amendment to the Law on Travel Documents of B&H ("Official Gazette of B&H", number: 9/99)
 - Decision on Amendments to the Law on Travel Documents of B&H ("Official Gazette of B&H", number: 27/00)
 - Decision on Amendments to the Law on Travel Documents of B&H ("Official Gazette of B&H", number: 32/00)
 - Law on Amendment to the Law on Travel Documents of B&H ("Official Gazette of B&H", number: 19/01)
 - Law on Amendments to the Law on Travel Documents of B&H ("Official Gazette of B&H", number: 19/01)
 - Law on Amendments to the Law on Travel Documents of B&H ("Official Gazette of B&H", number: 47/04)
 - Decision Imposing the Law on Amendments to the Law on Travel Documents of B&H ("Official Gazette of B&H", number: 53/07)
 - Law on Amendments to the Law on Travel Documents of B&H ("Official Gazette of B&H", number: 15/08)

- Law on Amendments to the Law on Travel Documents of B&H ("Official Gazette of B&H", number: 33/08)
- Correction of the Law on Amendments to the Law on Travel Documents of B&H ("Official Gazette of B&H", number:39/08)

ANNEX V: Details per EU funded contract:

Component 1 Contract 1.1

The contractor is expected to establish a project implementation team of three key experts (one of them is a team leader). The requirements for the team leader and the experts include university degree (and preferably postgraduate/advanced degrees) in a relevant field and at least five years of professional experience in providing technical assistance in one the following areas: public administration reform, HRM, public policy, capacity building and training and legislation.

Significant number of non-key experts will be engaged to complement the required expertise and support key experts in the specific areas of project intervention.

The experts will provide support in drafting and development of policy papers and secondary legislation, preparation of operative procedures, guidelines and manuals for the key beneficiaries, design and organisation of trainings, development of capacity building programme, preparation of presentations at workshops, facilitation and organisation of working/focus group meetings, coaching and on-the-job training and direct advisory support to the project beneficiaries.

Component 2 Contract 2.1

The contractor is expected to establish a strong project implementation office with 4 key experts (one of them is a team leader) and an office manager. The requirements for the team leader include university degree in the field of law and at least 15 years of professional experience in the area of administrative procedure, and additionally five years of intensive experience in providing technical assistance in area of public administration. The requirements for the other key experts include university degree in the field of law and at least 10 years of professional experience, which involve at least 7 years of practical application of administrative procedure.

The project will involve a larger number of other (non-key) experts with minimum 5 years' experience in the area of administrative procedure. Non-key experts will provide professional support with analyses, researches and lectures.

The experts will provide support in conducting analyses and researches, drafting manuals and procedures, lectures and advisements for project's users.

Component 3 Contract 3.1

The contractor is expected to establish a strong project implementation office with two key experts (one of them is a team leader, and the other one is a human resources and training manager) and an office manager. The requirements for the team leader and the experts include university degree in a relevant field and at least ten years of professional experience with five years of intensive experience in providing technical assistance in one of the following areas: public administration reform, European integrations, human resources management in civil service, strategic planning, EU policies, monitoring and evaluation, etc. A number of non-key experts will be engaged to complement the required expertise. The experts will provide support in conducting analyses and researches, drafting manuals and procedures, negotiations, trainings, presentations at workshops, facilitation of working groups and make themselves available for on-the-job training and advice to the project beneficiaries in situations the latter cannot independently overcome. Furthermore, non-key experts will be engaged for development of necessary programmes, plans, models, technical solutions and other expert support to the PAR capacity building.

Component 4 Contract 4.1

Supply contract for procurement and installation of Integrated security systems with network communication hub in Regional centres of IDDEEA - Mostar, Bihac and Bijeljina.

IDDEEA will prepare detailed technical specifications for the required supply contracts.

Component 4 Contract 4.2

Twinning Contract to ensure a more coordinated, systematic and methodological approach in the use of ICT in public sector and the management of Identification Documents and related databases in Bosnia and Herzegovina. IDDEEA will prepare detailed terms of reference.

Component 4 Contract 4.3

Supply contract to upgrade functionality for information system issuing ID Documents. IDDEEA will prepare detailed technical specifications for the required nationally funded supply contracts related to this component