ANNEX C1: Twinning Fiche

Project title: Improving Service Delivery for Citizens of Bosnia and Herzegovina Through Strengthening the Capacity of the Identification Documents, Registers and Data Exchange of Bosnia and Herzegovina (IDDEEA)

Beneficiary administration: Agency for Identification Documents, Register and Data Exchange of Bosnia and Herzegovina (IDDEEA)

Twinning Reference: BA19 IPA JH 01 23

Publication notice reference: EuropeAid/177939/DD/ACT/BA

EU funded project

TWINNING TOOL

Glossary:	Abbreviation Meaning
IDDEEA	Agency for Identification Documents, Registers and Data Exchange of Bosnia and Herzegovina
BI	Beneficiary Institution
CA	Competent Authority
EC	European Commission
EU	European Union
EUR	The European Union Currency 'Euro'
MS	Member State
MSA	Member State Administration
PL	Project Leader
PSC	Project Steering Committee
RTA	Resident Twinning Adviser
STE	Short Term Expert
TA	Technical Assistance
ToT	Training of Trainers

1. Basic Information

1.1 Programme

Annual Action Programme for Bosnia and Herzegovina for the year 2019.

For UK applicants: Please be aware that following the entry into force of the EU-UK Withdrawal Agreement[1] on 1 February 2020 and in particular Articles 127(6), 137 and 138, the references to natural or legal persons residing or established in a Member State of the European Union and to goods originating from an eligible country, as defined under Regulation (EU) No 236/2014[2] and Annex IV of the ACP-EU Partnership Agreement[3], are to be understood as including natural or legal persons residing or established in, and to goods originating from, the United Kingdom[4]. Those persons and goods are therefore eligible under this call.

1.2 Twinning Sector

Other

1.3 EU funded budget

EUR 800 000

1.4 Sustainable Development Goals (SDGs)

This project is contributing to the SDG 16 - Peace, Justice and Strong Institutions specific, entail the development of "effective, accountable and transparent institutions at all levels".

2. Objectives

2.1 Overall Objective

To contribute to the implementation of public administration reform through further development of the effective, accountable, professional public administration in line with the European Union and international standards.

2.2 Specific objective

The specific objective of this project is to improve service delivery for citizens of Bosnia and Herzegovina through strengthening the technical capacity of the Identification Documents, Registers and Data Exchange of Bosnia and Herzegovina (IDDEEA).

---

[1] Agreement on the withdrawal of the United Kingdom of Great Britain and Northern Ireland from the European Union and the European Atomic Energy Community.

[2] Regulation (EU) No 236/2014 of the European Parliament and of the Council of 11 March 2014 laying down common rules and procedures for the implementation of the Union's instruments for financing external action.

[3] Annex IV to the ACP-EU Partnership Agreement, as revised by Decision 1/2014 of the ACP-EU Council of Ministers (OJ L196/40, 3.7.2014)

[4] Including the Overseas Countries and Territories having special relations with the United Kingdom, as laid down in Part Four and Annex II of the TFEU.

2.3 The elements targeted in strategic documents i.e. National Development Plan/Cooperation agreement/Association Agreement/Sector reform strategy and related Action Plans

Bosnia and Herzegovina is a candidate country for the EU membership. The Stabilisation and Association Agreement (SAA) entered into force in June 2015. Application for membership was submitted in February 2016. Reform Agenda has been signed by the governments to define socio-economic reforms and advancing the rule of law and public administration reforms. The EU Coordination mechanism has been agreed.

The present Twinning project is in line with the EU- BIH Agenda:
Stabilisation and Association Agreement between the European Communities and their Member States and Bosnia and Herzegovina, (Article 111) is envisaging the establishment of cooperation "aimed at improving the development of an efficient and accountable public administration in Bosnia and Herzegovina". Cooperation will include aspects such as the development and implementation of transparent and impartial recruitment procedures, human resources management and career development for the public service, continued training, the promotion of ethics within the public administration and the strengthening of the policy making process.

The Commission defines PAR in the enlargement context according to six core areas, which are further detailed by the Principles of Public Administration. A well-functioning public administration requires a professional civil service; inclusive and evidence-based policy and legislative development; well-defined accountability lines between institutions and towards citizens; capacity to deliver services to citizens and businesses; and a sound public financial management system. A strategic framework on PAR ensures that reforms in different core areas are sequenced and inter-linked.

Bosnia and Herzegovina has adopted the country wide PAR strategic Framework 2018-2022 (implementation period prolonged until 2027) in accordance with the recommendation of relevant strategic policy documents of the enlargement process.
The Western Balkan Strategy 2018 states that the public administration reform remains one of key priorities in the enlargement process. Any country needs to ensure it has the necessary administrative and judicial capacity in place to properly apply EU rules and standards, not only in law but also in practice. The Strategy stress that PAR is paramount to strengthening governance at all levels. This includes improving the quality and accountability of administration, increasing professionalism, de-politicisation and transparency, also in recruitment and dismissals, more transparent management of public finances, and better services for citizens.
Commission's Opinion on Bosnia and Herzegovina's application for membership of the European Union Priority contains 14 priorities, among which is one related to PAR: Complete essential steps in public administration reform towards improving the overall functioning of the public administration by ensuring a professional and depoliticised civil service and a coordinated countrywide approach to policy making.
The Commission stressed that civil service legislation should be brought in line with merit principles on recruitment, promotion and dismissal; its practical implementation should be free from political interference. The regulatory framework and methodology on central and sectorial policy development, monitoring and budgeting at all levels are not harmonised. This is required to ensure an effective countrywide approach to policy making.
Analytical Report 2019 emphasizes that Bosnia and Herzegovina needs to introduce a coordinated countrywide public administration reform framework with a coordinated monitoring and reporting system. The country should make strong efforts to ensure a comprehensive and harmonised approach to public administration reform, in line with the principles of public administration. In particular, the country needs to ensure political support, sufficient financial resources from all levels of government and effective coordination structures to implement and monitor public administration and finance management reforms.

3. Description

3.1 Background and justification

Bosnia and Herzegovina is a potential candidate country for the EU membership. The Stabilisation and Association Agreement (SAA) entered into force in June 2015. Application for membership is submitted in February 2016. In September 2016 the EU Council invited the European Commission to present an Opinion on the merits of the Bosnia and Herzegovina's EU membership application.

On 15 December 2022, Bosnia and Herzegovina received the candidate status for EU membership, on the understanding that the following steps are taken:

- adopt, as a matter of priority, integrity amendments in the existing law of High Judicial and Prosecutorial Council;

- adopt a new law on the High Judicial and Prosecutorial Council and adopt the law on Courts of Bosnia and Herzegovina;

- adopt the law on Prevention of Conflict of Interest;

- take decisive steps to strengthen the prevention and fight against corruption and organised crime;

- decisively advance work to ensure effective coordination, at all levels, of border management and migration management capacity, as well as ensuring the functioning of the asylum system;

- ensure prohibition of torture, notably by establishing a national preventive mechanism against torture and ill-treatment;

- guarantee freedom of expression and of the media and the protection of journalists, notably by ensuring the appropriate judicial follow-up to cases of threats and violence against journalists and media workers;

- ensure a track record in the functioning at all levels of the coordination mechanism on EU matters including by developing and adopting a national programme for the adoption of the EU *acquis*.

IDDEEA is an administrative organization within the Ministry of Civil Affairs of Bosnia and Herzegovina in charge for the field of identification documents, storage, personalization and transport of documents, and maintenance of central registers and data exchange between the competent authorities in BiH. IDDEEA cooperates with competent authorities in Bosnia and Herzegovina, being resource authorities, and with other authorities that use services of the Agency.

IDDEEA shall exclusively operate professionally, without representing or protecting or undermining the interests of any political party, registered organization or association, or of any constituent or other peoples in BiH

In accordance with the Law, IDDEEA is exclusively competent for technical maintenance and electronic storage of data and information kept in the registers defined as public welfare at the level of BiH. IDDEEA is not the owner of the data stored in the registers, but the source authorities are. IDDEEA 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. IDDEEA is responsible for cooperation with international institutions in charge of the field of identification documents.

In the field of e-Government in BiH, IDDEEA has been identified by Council of ministries of BiH as

one of the key institutions in charge of fulfilling the objectives in the public administration reform process in terms of service delivery to citizens. IDDEEA collaborates with a number of authorities at all administrative levels in BiH. Issues related to civil statuses and data exchange in BiH are under the jurisdiction of competent authorities at different levels of government, while IDDEEA is in charge of providing technical support to this process and, therefore, is working closely with these authorities. Cooperation is mainly based on: administration of data networks, development of information systems and information and communication technologies (ICT) in line with legal regulations, management of civil status registers (personal documents and registration of permanent and temporary residence, allocation of personal identification number, vehicle registration, issuing local border traffic permit and tachograph cards) and data exchange (exchange of information between law enforcement agencies, as well as electronic verification of data used in the process of issuing identity documents in the registry offices).

Since the process of issuing electronic ID cards in BiH has started from March 1st 2013, and these cards have also an electronic memory element which enables the establishment of a digital / virtual identity which will be practically used through the functionality of digital representation and digital signing. IDDEEA has certified for ISO/27001 and ISO/9001 since 2012.

Today's enablers, such as digital signature and interoperability, have been at a standstill for ten years and four years respectively, despite good preconditions such as the national ID card with an integrated electronic chip (operated since 2013–IDDEEA). Current developments could lead to a breakthrough with regard to the digital signature. Transition to Digital Society is a transformative process that is opening new economic possibilities for growth and development for the country. IDDEEA in the past few years achieved the goal through establishing information system that uses e-Government and its efforts to support the social and economic transition towards Digital Society. These activities are focused on further strengthening of the capacities of the IDDEEA in Open Government Public area. It is foreseen to raise awareness on availability, functionality and use of the IDDEAA e-services, development of services of e-participation, and strengthening capacities of the employees in the IDDEEA for use and administration of the Open government software, tools and all information system. In the area of e-services the Project will strengthen management of security policies, organizations, web-publication, operational performance and effectiveness, as well as management of databases. The project will also improve content and delivery of e-services in Open Data area that will encourage citizen participation in the decision-making process. Moreover, the activities of the projects will include security and automation of public administration and business processes, including fundamental registers, horizontal functions and Government to Government (G2G), Government to Business (G2B) and Government to Citizens (G2C) e-services with usage of qualified digital signature. Also, ac focus is on a common approach to quality management in area of usage e-services and digital signature that is slowly developing at the State level and IDDEEA through these activities wants to push other institution to use new e technologies and tools.

Even though the IDDEEA has come a long way in modernizing their services and controls, there are still areas that need developing and where international assistance is vital. The work force lacks experience and in-depth knowledge in areas such as availability, functionality and usage of the IDDEEA's e-services, implement open data concept and Human Resources Development.

The IDDEEA has furthermore very important requirements to enhance availability, functionality and usage of the IDDEEA's e-services in transferring innovative working practices and models in a line with best practice in EU countries. This activity will ensure cost-optimal use of resources (time, money, people etc.) for implementing projects of e-services. It will be used new channels of communication and collaboration with users of current e services aiming to achieve more efficient interaction between public administration, citizens and enterprises.

The successful implementation of the project will create the proficient basis for the administrative capacity support to the IDDEEA for planning and publishing of Open Data and establish e-Participation services. It will be adopted shared methodology and Meta-Data standards for Open Data aligned with the best practice in EU member states including Zero Open Data guidelines. Capacity building exercise in this area is envisaged through workshops, conference, trainings and study visits as well as developing support materials for Open Data initiatives in IDDEEA.

The project moreover will assist in the fulfilment of strengthening capacities for administration of public key infrastructure (PKI), development and usage of software, hardware and tools related to IDDEEA information-telecommunication system.

IDDEEA will identify the areas for which additional trainings will be needed, including training of trainers and IT experts' certification.

It will result with more efficient and higher quality fulfilment of IDDEEA functions related to maintenance and development of current ICT solutions in line with the latest EU Directives.

3.2   Ongoing reforms

In order for Bosnia and Herzegovina to integrate more quickly into the European Union, public administration reform is needed, which implies a more efficient, effective, accountable and transparent public administration, citizen-oriented and ready to meet all European requirements. The vision of public administration reform is outlined in the new Strategic Framework for Public Administration Reform adopted by the BiH Council of Ministers in September 2018, as well as the new Action Plan for Public Administration Reform, adopted in December 2020.

The Action Plan for Public Administration Reform is one of the key priorities in the Opinion of the European Commission on the application of Bosnia and Herzegovina for membership in the European Union. Measures in the Action Plan relate to strengthening the capacity of public administration through the implementation of principles and achievement of principles and standards of EU countries, establishing user-oriented and transparent public administration, building a professional and depoliticized civil service system based on merit system and establishing rational, coherent, efficient, effective and responsible organizational structures of public administration at each level of administrative authority.

In the field of e-Government in BiH, IDDEEA has been identified as one of the key institutions in charge of fulfilling the objectives in the public administration reform process in terms of service delivery to citizens. IDDEEA collaborates with a number of authorities at all administrative levels in BiH.

Implementation of activities planned within this project, IDDEEA will promote cooperation between public administration authorities it works with, citizens and civil society organizations, and implement recommendations for good practice in EU member states.

3.3 Linked activities

The experience of the previous projects showed that better results are achieved with intensive activities in a few targeted sectors, rather than targeting many sectors with a limited number of activities.

In the recent years, a number of projects financed by EU have been contributing for development and strengthening of the IDDEEA. Below is a summary of the main interventions:

There have been two main EU projects carried out in the field of e government through Technical Assistance programmes, namely:

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

The System has the necessary control and administrative procedures as well as security features and mechanisms. The System includes Public Key Infrastructure (PKI) necessary to support the 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 2010 ICT-based solutions for IDDEEA and the Parliament Assembly of BiH):

According to the Law on IDDEEA, there are three types of e-services within the jurisdiction of the Agency which, as the technical authority, is exclusively competent for their provision: identity documents (ID cards, driving licenses and travel documents), vehicle registration (new, used and imported vehicles) and registration of residence change (change of address).

The project implementer has developed all the functionalities required by the project task that enables the use of electronic services for citizens of BiH through the portal of the competent authorities. By implementing this project, citizens are enabled through the authentication with their ID card to get the insight in their own data in the records and submit a request for some of the available services, which include submitting a request for issuance of an ID card, driving license, travel document, change of residence, vehicle registration, etc. Through the implementation of this project, the Agency has had a very significant impact on the launch of the entire process of providing e-services of the public administration to the citizens and the business community in BiH and meeting the goals defined in the Revised Action Plan 1 for Public Administration Reform in BiH, in the field of e- government.

There have been one Twinning project finalised with relation to the Competent ministries and other IDDEEA partner:

- IPA 2011 Twinning Project: "Strengthening the Efficiency of IDDEEA" through the implementation of a twinning project within the sector "Public Administration Reform".

Through a comparative analysis and exchange of experiences with the partner country implementers (Italy and Estonia) within the aforementioned twinning project, the internal capacities of the Agency have been improved in terms of improving the Logical and Physical Security of ICT systems that IDDEEA has.

Working methods of IDDEEA staff have been improved and upgraded to a new level through constant training and improvement of existing knowledge, especially of those employees who participate in the overall process of providing technical and legal prerequisites for providing e-services to citizens and the business community in BiH.

When planning the activities for this project full consideration has been given to the above projects in order not to duplicate efforts.

In addition, a key lesson learned from the programming and implementation of the IPA I and IPA II assistance, is that systematically devoting efforts in securing not only the consent but also the ownership and commitment of all stakeholders is an imperative before the actions start in the complex governmental and administrative framework of Bosnia and Herzegovina. This and other relevant lessons learned from the evaluations were taken into account while the current Action was designed.

3.4 List of applicable *Union acquis*/standards/norms:

- Regulation (EU) No 910/2014 of the European Parliament and of the Council of 23 July 2014 on electronic identification and trust services for electronic transactions in the internal market and repealing Directive 1999/93/EC
- Regulation (EU) No 182/2011 of the European Parliament and of the Council of 16 february 2011 on laying down the rules and general principles concerning mechanisms for control by Member States of the Commission's exercise of implementing powers
- ICAO 9303 Document, www.icao.int

Main national Laws and legislation relevant for this Twinning project:

- The Law on Agency for Identification Documents, Data Registers and Data Exchange of Bosnia and Herzegovina ("Official Gazette of BiH" No. 56/08)
- Law on Travel Documents of BiH ("Official Gazette of BiH", No. 4/97, 1/99, 9/99, 27/00, 32/00, 19/01, 19/01, 47/04, 53/07, 15/08, 33/08, 39/08, 60/13)
- Law on Identity Cards of BiH Nationals ("Official Gazette of BiH", No. 32/01, 16/02, 32/07,53/07,56/08,18/12)
- Law on Permanent and Temporary Residence of Citizens of BiH ("Official Gazette of BiH",No.32/01,56/08,58/15)
- Law on PIN ("Official Gazette of BiH", No. 32/01, 63/08, 103/11, 87/13)
- Law on the Protection of Personal Data ("Official Gazette of BiH", No. 49/06, 76/11, 89/11)

3.5 Components and results per component

3.5.1 Results:

This Project is to be implemented as a whole and without division into Components:

Result 1. Usage of measures promoting availability, functionality and usage of the IDDEEA's eServices developed and implemented.

Result 2. Amended and new instructions of IDDEEA information system for improvement of security, quality and availability of eServices are drafted.

Result 3. Open data concept has developed and improved processes and procedures in their pursuit of activities that increase eParticipation of citizens and business sector have developed.

Result 4. Recommendations for alignment of IDDEEA internal acts in the fields of eParticipation, eServices, data protection, internal audit and digital signature with EU Acquis are drafted.

Result 5. Capacity buidling of the Human Resources Department has implemented new techniques to assist the provision of professional development to the all IDDEEA staff has increased.

3.6 Means/input from the EU Member State Partner Administration(s)

The project will be implemented in the form of a Twinning between the Beneficiary Country and EU Member State(s). The implementation of the project requires one Project Leader (PL) with responsibility for the overall coordination of project activities and one Resident Twinning Adviser (RTA) to manage implementation of project activities, short- term experts within the limits of the budget. It is essential that the team has sufficiently broad expertise to cover all areas included in the project description.

The RTA will be supported by an assistant that will handle administrative arrangements for conferences, training, seminars, etc. including provision of interpreters and the ensuring of translations.

Proposals submitted by Member States shall be concise and focused on the strategy and methodology and an indicative timetable underpinning this, the administrative model suggested, the quality of the expertise to be mobilised and clearly show the administrative structure and capacity of the Member States entities. Proposals shall be detailed enough to respond adequately to the Twinning Fiche, but are not expected to contain a fully elaborated project. They shall contain enough detail about the strategy and methodology and indicate the sequencing and mention key activities during the implementation of the project to ensure the achievement of overall and specific objectives and mandatory results/outputs.

The interested Member State(s) shall include in their proposal the CVs of the designated Project Leader (PL) and the Resident Twinning Advisor (RTA).

The Twinning project will be implemented by close co-operation between the partners aiming to achieve the mandatory results in sustainable manner.

The set of proposed activities will be further developed with the Twinning partners when drafting the initial work plan and successive rolling work plan every 6 months, keeping in mind that the final list of activities will be decided in cooperation with the Twinning partner. The activites are closely inter-linked and need to be sequenced accordingly.

3.6.1 Profile and tasks of the PL

The Project Leader (PL) will manage and control the overall implementation of the project.

Qualifications and skills
- Proven contractual relation to public administration or semi-public bodies , as defined under Twinning manual 4.1.3 and 4.1.4;
- University degree or equivalent professional experience of at least 8 years, preferably in the field of eGovernance/ICT strategy/policy or related fields, with broad knowledge and practical experience in developing strategic projects in the ICT area and information society development in EU, new Member States or Candidate Countries;
- Fluent written and spoken English.

Professional experience
- At least3 years of specific experience in the field of public administration in the EU Member State relevant administration/institutions;.
- At least 3 years of experience within an EU public administration/institutions in implementation of EU Directives and standards for digitalization;
- Previous experience in Twinning Projects would be an advantage.

Tasks:
- Overall management and coordination of the project with MS and cooperation with the BC;
- Project reporting and supervises the RTA;
- Ensuring backstopping and financial management of the project in the MS;
- Ensuring timely, effective and efficient implementation of the project and achievement of results, through proposed activities;
- Coordination of deployment and work of Short-Term Experts;
- Coordination with RTAs, from the Member State side, the Project Steering Committee meetings, which will be held in Bosnia and Herzegovina every three months;
- Participation at the Steering Committee meetings (every three months);
- Assuring compatibility with EU requirements;

- Overall responsibility and direction of the MS Twinning partner inputs and proposing corrective measures, if needed.

3.6.2 Profile and tasks of the RTA

The RTA will be responsible for the day-to-day management and implementation of the project. He/she will be responsible for supporting and co-ordinating all the different activities and inputs and for liaising with the RTA Counterpart in the IDDEEA.

The RTA should have adequate experience and knowledge in the field of eGovernment which will enable him/her to organize interdisciplinary team for successful implementation of the project.

He/she will liaise with the BC Project Leader and will report to the MS Project Leader. The RTA will also be responsible for ensuring that experts' input and distribution of their working days will be used in the most efficient and effective way and in line with the agreed work plan to enable timely completion of project results. Duration of his/her secondment will be 24 consecutive months (including leave) and will be based on site in an office in the IDDEEA (Banja Luka or Sarajevo).

Qualifications and skills
- Proven contractual relation to public administration or mandated body, as defined under Twinning manual 4.1.6;
- University degree in Public Administration, Social Sciences, International relations or any other discipline relevant for the position or equivalent professional experience of at least 8 years;
- Fluent written and spoken English.

Professional experience
- At least 3 years of general professional experience in the field of public administration in the EU Member State relevant administration/institutions.
- At least 3 years of professional experience in management position;
- Overall knowledge of relevant EU legislative and institutional, requirements related to the all components/results of this project;
- Professional experience of at least one year at project managment;
- Experience in twinning/technical assistance in at least one project in the field of eServices or eGoverment would be an advantage;

Assets:
- Experience in drafting and/or implementing strategies, policies or regulations;
- Relevant working experience for the assignment in the new Member States and the Western Balkans;
- Experience in implementing at least 1 similar project;
- Relevant working experience in delivering of eServices and eGovernment projects;
- Good knowledge regarding the situation and the administrative structures from BiH.

Tasks:
- Overall supervision of the project implementation and coordination of all activities, as well as management of the project administration;

- Coordination of the activities of the team members in line with the agreed work programmes to enable timely completion of project outputs;
- Preparation of the Terms of Reference for the Short Term Experts;
- Where appropriate participation in project's workshops;
- Preparation of project progress reports;
- Permanent contact with the BC Project Leader;
- Liaison with EU Delegation Programme Manager;
- Liaison with other relevant projects.

The RTA is expected to ensure, together with the beneficiary administration, the achievement of the objectives listed in 2.1/2.2. In order to meet these purposes, and if fully justified, the RTA may propose alternative and/or complementary project outputs to those identified in the section 3.5.

RTA Assistant

The RTA shall be supported by a full time project assistant. The RTA assistant will be recruited and funded by the project. He/she will be working together with the RTA for the whole duration of the project. The RTA assistant will provide logistical and administrative support, translation and interpretation services as necessary and assist in the preparation of working documents, organisation of seminars, training and study tours. The profile of the RTA assistant will be specified by the RTA who will proceed to his/her recruitment following the provisions of the Twinning Manual.
The assistant will be contracted in line with the Twinning Manual rules (see point 4.1.6.10) and paid from the Twinning budget. The assistant will be selected through an open call.

3.6.3 Profile and tasks of Component Leaders:

This project is not divided into Components.

3.6.4 Profile and tasks of other short-term experts (STEs)

Terms of Reference for STEs will be elaborated by PL/RTA at the Work Plan preparation stage.

The actual duration of the assignments of each of the STE will be defined during the drafting of the Initial Work Plan and the Rolling Work Plans. The STEs will work in close co-operation with the Project Leader/ RTA and the Beneficiary in order to meet the specific objectives as set out above.

Profiles:

General professional experience

- University degree in a relevant subject or professional background in Public Sector of 8 years;
- At least 3 years working experience in their respective field of expertise in eGovernment Framework;
- Sound knowledge of relevant EU legislative and institutional requirements related to the various components of the project;
- Very good command of English (oral and written);

- Good writing and presentation skills;
- Good training and facilitation skills;
- Excellent computer skills (Word, Excel, Power Point).

Assets:

- Relevant working experience in transition countries;
- Experience in implementing similar projects;

4   Budget

EUR 800 000

5   Implementation Arrangements

5.1 Implementing Agency responsible for tendering, contracting and accounting (European Union Delegation/Office)

The Delegation of the European Union to Bosnia and Herzegovina, will be responsible for the tendering, contracting, payments and financial reporting, and will work in close co-operation with the Beneficiary. The person in charge of this project at the Delegation of the European Union to BiH is:

Ms. Dzenita Polic, Programme Manager
Delegation of the European Union to BiH
Skenderija 3a, Sarajevo
Tel: + 387 33 254 785, Fax: + 387 33 666 037
e-mail: dzenita.polic@eeas.europa.eu

5.2 Institutional framework

The main Beneficiary Institution (BI) of the project is the Agency for Identification Documents, Registers and Data Exchange of Bosnia and Herzegovina (IDDEEA) was established by the Law on Agency in June 2008 ("Official Gazette of BiH", 56/08).

The IDDEEA 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 needs of the competent authorities of Bosnia and Herzegovina;
- Technically designs and establishes registers defined by the Law on Agency;
- Maintains and manages the databases where data from the registers defined by the Law on IDDEEA 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 IDDEEA, whether by internal resources, cooperation with source authorities or through involvement of companies;
- Develops, maintains and improves telecommunication networks –SDH for data transmission for the needs of the IDDEEA, and other public security authorities in accordance with the Law on Telecommunications, in order to enable efficient data exchange from the registers defined by the 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 the Law;
- Sets standards which is necessary at the locations where at the access to central register system and data exchange is done in order to provide security and protection of data and the system itself;
- Implements administrative proceedings regarding the scope of work of the Agency in accordance with the effective legal regulations.

Operational line of responsibility extends throughout the headquarters and all the way to the branch office and sub-office and encompasses;
IDDEEA is responsible for personalization and technical processing of the following identification documents:
- Identity cards;
- Identity cards for foreigners;
- Driving licenses;
- Travel documents;
- Documents for motor vehicle registration;
- Other identification documents with the consent of competent authorities and special Decision of the Council of Ministers.

IDDEEA maintains registers for:
- Personal identification numbers;
- Permanent and temporary residence of Bosnia and Herzegovina;
- Identity cards of Bosnia and Herzegovina nationals; (eID);
- Civil, official and diplomatic passports; (Biometric passports of the third generation or Supplemental Access Control - SAC passports in B&H are being issued as of 1 October 2014.
- 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

The IDDEEA has branch offices and sub-offices in the entire BiH territory. The organisational structure of the IDDEEA (Head Quarters and Regional Centres) is presented down below as follows:

Organigram of IDDEEA;
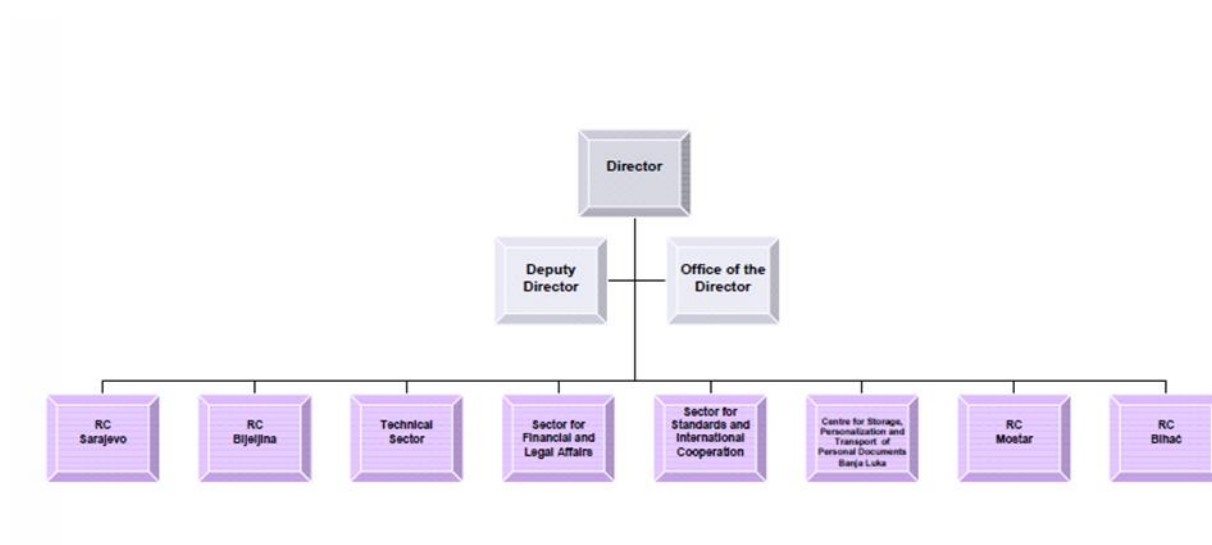
5.3 Counterparts in the Beneficiary administration

IDDEEA has designated a PL (Project Leader) with responsibility for the overall coordination of the project activities and a counterpart to the RTA (Resident Twinning Adviser) who is Head of Department of Human resources at IDDEEA. He will be assisted by the other Head of the Technical Department to allow swift implementation and monitoring of the twinning project. The designated team has knowledge of the Institution and sufficient expertise to cover all areas included in the project description.

5.3.1 Contact person

Mr. Nermin Becirbasic, Head of the Department for Managment of Human Resources and Legal Affairs

Agency for Identification Documents, Registers and Data Exchange of Bosnia and Herzegovina (IDDEEA)

Kralja Petra I Karadjordjevica, 78 000 Banja Luka

Phone:+387 51 340 150, fax: +387 51 340 180;
e-mail: nermin.becirbasic@iddeea.gov.ba

5.3.2 PL counterpart

Mr. Pedja Katalina, Head of the Department for Administration of Communications

Agency for Identification Documents, Registers and Data Exchange of Bosnia and Herzegovina (IDDEEA)

Kralja Petra I Karadjordjevica, 78 000 Banja Luka

Phone:+387 51 340 150, fax: +387 51 340 180;
e-mail: pedja.katalina@iddeea.gov.ba

5.3.3 RTA counterpart

Mr. Nermin Becirbasic, Head of the Department for Managment of Human Resources and Legal Affairs

Agency for Identification Documents, Registers and Data Exchange of Bosnia and Herzegovina (IDDEEA)

Kralja Petra I Karadjordjevica, 78 000 Banja Luka

Phone:+387 51 340 150, fax: +387 51 340 180;
e-mail: nermin.becirbasic@iddeea.gov.ba

6. Duration of the project

Execution period of the project shall be **24 months**.

7. Management and reporting[1]

7.1 Language

The official language of the project is the one used as contract language under the instrument (English). All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

7.2 Project Steering Committee

---

[1] Sections 7.1-7.3 are to be kept without changes in all Twinning fiches.

A project steering committee (PSC) shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements via-à-vis the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and discuss the updated work plan. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.

7.3 Reporting

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.of the Twinning Manual and Annex A7, Section 5. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twining: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements via-à-vis the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress.

8. Sustainability

The action will produce sustainable results since it is designed to support the already existing beneficiary institution and structure that are already in place, but which require additional assistance in the complex process of the harmonisation with the Acquis and the latest international standards in the field of eServices. All outcomes related to this action are linked to already established structures and procedures at all levels of the government and will result in sustainable outcomes.

9. Crosscutting issues (equal opportunity, environment, climate, etc.)

The planned activities are complementary to the Principles of Public Administration, and in accordance with the Strategic Framework for Public Administration Reform 2018-2022, as well as the Public Administration Strategy and Action plan for Public Administration Strategy.
The project is in line with national, regional and global strategies in the field of public administration reform.
The proposed activities aim to support implementation of PAR Strategic framework and alignment of public administration with principles related to different reform areas: public service and human resource management, service delivery and accountability. The Action is directly linked with activities from PAR Action plan.
The activities will be in line with ERP 2022-2024. and measures related to improving human resources management functions as well as digitalization of public administration.

The project also correlate to Strategy for development of Agency for Identification Documents, Registers and Data Exchange of Bosnia and Herzegovina adopted by the Council of Ministers in area of e-services what leads to transition to Digital Society.
The action is complementary to SEE 2030 Strategy and priority 4 which aim to reduce digital divide through better broadband connectivity, development of digital skills and accelerated digitalisation of industry and public services as well as with priority 10 - Improving equal access to and quality of justice and public services in SEE. Building block for e-services development in BiH is in line with Action 4.2. from SEE 2030 strategy which tend to improve digital public services and enable the full potential of e-government and e-health, with the aim of providing faster and more efficient access for all citizens and improving their uptake through enhancing digital skills, including through provision of the necessary ICT infrastructure (priority 4) and Activity 5 under priority 10 (Implement a citizen-centric approach to delivering government services to improve access and quality of service provision), especially sub-activity 5..3. Promote multichannel communication options to citizens,

including self-serve channels enabled by digitalisation of government services, including health, education, and others.

The prohject correspond to The SDG Framework in BiH envisaging good governance and public sector management in order to create an accountable, transparent, efficient and effective public sector which can ensure professional services to the citizens and business.

Implementation of this action will contribute to The United Nations' Sustainable Development Goals - goal 16 in development of "effective, accountable and transparent institutions at all levels".

Taking into account that through result 4, the transposition of EU legislation is planned through the project, compliance with Principles 9, 10 and 11 related to the development and coordination of policies will be ensured. The activities will be carried out in accordance with the principles in the part related to the use of the compliance table in the process of transposition (9), the preparation of an adequate assessment of the impact of regulations (Principle 10, including sub-principles 4 and 6 related to cost breakdown and defining monitoring and evaluation mechanisms), and appropriate public consultations (Principle 11), including inter-ministerial consultations.

Finally, the intervention will take into account the contribution to the fulfillment of principles in the field of service provision, in the part related to the simplification of procedures and towards citizens-oriented provision of eServices.

Based on the fundamental principles of promoting equality and combating discrimination, participation in the action will be guaranteed on the basis of equal access regardless of sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation as well as taking into account promotion and participation of people with disabilities. During implementation of activities, full respect of minorities and vulnerable groups will be ensured. The project will contribute to addressing the rights-based approach by strengthening the capacity of the government to ensure citizens' rights are being respected and the capacity of citizens to demand their government work to ensure their rights through improving the transparency and efficiency.

9.1 Equal opportunities and non-discrimination

The Gender Action Plan (GAP) of Bosnia and Herzegovina (2018-2022) is the framework strategic document for mainstreaming gender equality in all areas of social life. GAP BiH is aligned with the relevant European Union Strategy for equality of men and women and other relevant strategic documents of the Council of Europe, European Union and United Nations. Gender responsive budgeting is a principle for defining all the measures in each priority area of GAP BiH. It is required that each budget beneficiary makes an analysis of the budget impact on different needs of men and women. Gender mainstreaming of the Action contributes to the implementation of GAP BiH. This is also in line with the EU Gender Equality Strategy 2020–2025, which emphasizes that the structural reform support programme can support Member States in mainstreaming gender in public administration, state budgeting and financial management. All targets/indicators will be disaggregated by gender.

9.2 Minority and vulnerable groups

Improvement in the public service and strengthened good governance to be gained from the Action in the area of PAR will be beneficial for minorities and vulnerable groups too. Publicity and dissemination of information will help to empower minorities and vulnerable groups as well as the society as whole. Based on the fundamental principles of promoting equality and combating discrimination, participation in the Action will be guaranteed on the basis of equal access regardless of racial or ethnic origin, religion or belief, disability, age or sexual orientation.

9.3 Environmental considerations

The project aims at strengthening PAR and will not have any negative impact on the environment and effect on climate change. The activities from this project will be delivered in the most environmentally friendly possible way. Green procurement will be promoted for all activities related to the implementation of the Action, in turn supporting its mainstreaming in the wider PA.

9.4 Civil society development and dialogue

Civil society organisations have been consulted throughout the design of the intervention which is supposed to represent the basis for the Action development. When it comes to the implementation of this specific action, all envisaged activities will be open to cooperation and setting synergies with civil society organization and other interested non-state stakeholders if needed.

9.5 Good governance, with particular attention to fight against corruption

All relevant requirements to insure a sound financial management of the Twinning Project will be fulfilled in accordance with the principle of good governance.
All necessary provisions will be taken to fight against corruption in accordance with the IPA Implementing Regulation.

10. Conditionality and sequencing

n/a

11. Indicators for performance measurement

Result 1. Usage of measures promoting availability, functionality and usage of the IDDEEA's eServices developed and implemented.

Indicators related to Result 1.
1.1.   Risk analysis for current development of eServices in IDDEEA drafted. New criteria in risk analysis system implemented.

1.2.   Awareness raising campaign strategy for promoting availability of eServices prepared.

1.3.   Training need assessment and training programme prepared based on a Training of Trainers (ToT) methodology. Training sessions for 15 participants delivered.

1.4.   Necessary legislation for functionality of providing eServices drafted.

1.5.   Internship in MS for four (4) eServices trainees to work alongside with experts in other EU country for 10 working days accomplished.

1.6.   Guidelines for delivery of eServices produced (based on the experiences during the conducted trainings).

1.7.   Study visit (eight (8) IDDEEA staff for five (5) working days) foreseen and organized to a MS to experience practical use of eServices.

Result 2. Amended and new instructions of IDDEEA information system for improvement of security, quality and availability of eServices are drafted.

Indicators related to Result 2.

2.1 Current situation for improvement of security, quality and availability of eServices assessed and new and/or amended measures identified to be implemented during assessment established.

2.2 Evaluation methods for measuring effectiveness of enforcement procedures established.

2.3 Required internal IDDEEA legislation for improvement of security, quality and availability of eServices drafted.

2.4 Study visit (ten (10) IDDEEA staff for five (5) working days) foreseen and organized to a MS partner of the Twinning where the improvement of security, quality and availability of eServices that are currently in use by IDDEEA (to be) implemented.

2.5 Training materials developed and twenty (20) IDDEEA staff trained based on a ToT approach.

2.6 Guidelines for (practical use of) improvement of security, quality and availability of eServices to be implemented prepared.

Result 3. Open data concept has developed and improved processes and procedures in their pursuit of activities that increase eParticipation of citizens and business sector have developed.

Indicators related to Result 3.

3.1 Gap and needs analysis of the current status of records for which IDDEEA is responsible in order to publish the Open data drafted.

3.2 Recommendations regarding the transparency and democratic control prepared.

3.3 Recommendations for work procedures regarding Data Ethics Usage of personal data prepared.

3.4 Training for eight (8) IDDEEA staff in work procedures for Data Ethics Usage of personal data carried out. Training need assessment and training programme prepared based on Training of Trainers (ToT) methodology.

3.5 Guidelines for Data Ethics Usage of personal data drafted.

3.6 Recommendations for Users understanding and acceptance of usage of Open data in synergy with eServices prepared.

3.7 Study visit to a MS for IDDEEA (eight (8) IDDEEA staff for four (4) working days) to gain experience in operation of call centres, service centres and data centres foreseen and organized.

Result 4. Recommendations for alignment of IDDEEA internal acts in the fields of eParticipation, eServices, data protection, internal audit and digital signature with EU Acquis are drafted.

Indicators related to Result 4.

4.1 Gap and Needs Analysis (GNA) of current IDDEEA legislation in BiH performed to establish divergences between IDDEEA legislation (eParticipations , eServices, data protection, internal audit and digital signature) and Directives and Regulations to be harmonized subject to the Association Agreement.

4.2 Many workshops with maximum thirty (30) IDDEEA specialists in established areas in line with GNA foreseen and organized.

4.3   Action plan/roadmap for legislative and procedural changes to be implemented in line with GNA drafted.

Result 5. Capacity buidling of the Human Resources Department has implemented new techniques to assist the provision of professional development to the all IDDEEA staff has increased.

Indicators related to Result 5.
5.1   Recommendations for professional development of staff in the IDDEEA drafted.

5.2   Assessment of techniques and skills in Training Needs Analysis of the IDDEEA HR Department carried out.

5.3   Workshops for six to eight (6-8) HR IDDEEA staff on techniques and skills in Training Needs Analysis with the IDDEEA HR Department foreseen and organized.

5.4   Guidelines on Training Needs Analysis prepared and drafted.

5.5   Assessment of techniques and skills in Job Task Analysis of IDDEEA HR Department carried out.

5.6   Study visit to a MS for IDDEEA (eight (8) IDDEEA staff for five (5) working days) on HR techniques and skills in Job Task Analysis foreseen and organized.

5.7   Guidelines for Job Task Analysis prepared.

5.8   Report on findings prepared with recommendations for how to make e-Learning concept more utilized and functional within IDDEEA.

5.9   Report on Development of performance evaluation methods and performance indicators within IDDEEA drafted.

12. Facilities available

Required contributions of Beneficiary institution (including equipment, offices):

1.   Office space: Sufficient office space shall be allocated by the IDDEEA to the MS Twinning Partner for the RTA, the Project Assistant(s) and for the short-term experts on mission. Meeting space will be provided when necessary.

2.   Logistical support: The project office at the IDDEEA BiH will be furnished with necessary number of telephones and PC's (with e-mail and internet access). There will be access to photocopying and fax machines. The operational costs will be covered from the IPA project budget.

ANNEXES TO PROJECT FICHE

The Simplified Logical framework matrix as per Annex C1a (compulsory)

Sector Assessment Report (service delivery, human resource management) from   SIGMA, available on
https://www.sigmaweb.org/publications/Monitoring-Report-Bosnia-and-Herzegovina-May-2022.pdf

Annex C1a : Simplified Logical Framework

Strengthening Capacity of the IDDEEA			Programme name and number	Annual Action Programme for Bosnia and Herzegovina for the year 2019
			Contracting period expires:	Disbursement period expires:
			Total budget: **EUR 800 000**	
Overall objective	**Objectively Verifiable Indicators**	**Sources of Verification**	**Risks**	
To contribute to the implementation of public administration reform through further development of the effective, accountable, professional public administration in line with the European Union and international standards.	• Positive EC opinion on the progress made. • Positive public opinion.	• EC Regular Report on progress by BiH in implementation of Association agreement • Evaluation of statements/polls from public/private sector.	Lack of political support	• Commitment and support of IDDEEA management. • Adequate resource allocation. • Sufficient capacity within IDDEEA to absorb the assistance provided. • Trained staff is retained. • Timely availability of qualified and suitable STEs by Twinning partner.
Specific Objectives	**Objectively Verifiable Indicators**	**Sources of Verification**	**Risks**	**Assumptions**
The specific objective of this project is to improve service delivery for citizens of Bosnia and Herzegovina through strengthening the technical capacity of the IDDEEA.	• Positive EC opinion on the progress made. • Positive public opinion.	• EC Regular Report on progress by BiH in implementation of Association agreement • Council of ministries of BiH reports • Project Final reports		• Commitment and support of IDDEEA management. • Adequate resource allocation. • Sufficient capacity within IDDEEA to absorb the assistance provided. • Trained staff is retained. • Timely availability of qualified and suitable STEs by Twinning partner.

3.5.1 Results	Objectively Verifiable Indicators	Sources of Verification	Risks	Assumptions
Result 1. Usage of measures promoting availability, functionality and usage of the IDDEEA's eServices developed and implemented.	1.1. Risk analysis for current development of eServices in IDDEEA drafted. New criteria in risk analysis system implemented. 1.2. Awareness raising campaign strategy for promoting availability of eServices prepared. 1.3. Training need assessment and training programme prepared based on a Training of Trainers (ToT) methodology. Training sessions for 15 participants delivered. 1.4. Necessary legislation for functionality of providing eServices drafted. 1.5. Internship in MS for four (4) eServices trainees to work alongside	• Assessment carried out • Report proposals and guidelines drafted • Awareness campaigns strategy • Trainings sessions delivered • Internship carried out and report delivered • Study visit carried out and participants report	• Lack of sufficient cooperation between all parties involved in the project that could result in low quality of the prepared documents • Unclear division of the responsibilities among involved stakeholders • Lack of sufficient information and delays on ensuring documents necessary for implementation of the operation	• Full commitment of all involved parties • Availability of staff that will participate in project activities from the beginning to project completion

	with experts in other EU country for 10 working days accomplished. 1.6. Guidelines for delivery of eServices produced (based on the experiences during the conducted trainings). 1.7. Study visit (eight (8) IDDEEA staff for five (5) working days) foreseen and organized to a MS to experience practical use of eServices.		
Result 2. Amended and new instructions of IDDEEA information system for improvement of security, quality and availability of eServices are drafted.	2.1 Current situation for improvement of security, quality and availability of eServices assessed and new and/or amended measures identified to be implemented during assessment established. 2.2 Evaluation methods for measuring effectiveness of enforcement procedures established. 2.3 Required internal IDDEEA legislation for improvement of security,	• Project Reports and guidelines prepared • New Instructions amendments drafted • Training report and evaluation • Study visit and participants report	• Full commitment of all involved parties • Availability of staff that will participate in project activities from the beginning to project completion

	quality and availability of eServices drafted. 2.4 Study visit (ten (10) IDDEEA staff for five (5) working days) foreseen and organized to a MS partner of the Twinning where the improvement of security, quality and availability of eServices that are currently in use by IDDEEA (to be) implemented. 2.5 Training materials developed and twenty (20) IDDEEA staff trained based on a ToT approach. 2.6 Guidelines for (practical use of) improvement of security, quality and availability of eServices to be implemented prepared.		
Result 3. Open data concept has developed and improved processes and procedures in their pursuit of activities that increase eParticipation of citizens and business sector have developed.	3.1 Gap and needs analysis of the current status of records for which IDDEEA is responsible in order to publish the Open data drafted. 3.2 Recommendations regarding the transparency	• Assessment report drafted • Project Reports and guidelines prepared • Training courses carried out • Study visit carried out and participants report		• Full commitment of all involved parties • Availability of staff that will participate in project activities from the beginning to project completion

	and democratic control prepared.		
	3.3 Recommendations for work procedures regarding Data Ethics Usage of personal data prepared.		
	3.4 Training for eight (8) IDDEEA staff in work procedures for Data Ethics Usage of personal data carried out. Training need assessment and training programme prepared based on Training of Trainers (ToT) methodology.		
	3.5 Guidelines for Data Ethics Usage of personal data drafted.		
	3.6 Recommendations for Users understanding and acceptance of usage of Open data in synergy with eServices prepared.		
	3.7 Study visit to a MS for IDDEEA (eight (8) IDDEEA staff for four (4) working days) to gain experience in operation of call centres, service centres and data centres		

	foreseen and organized.			
Result4.Recommendations for alignment of IDDEEA internal acts in the fields of e participations, eServices, data protection, internal audit and digital signature with EU Acquis are drafted.	4.1 Gap and Needs Analysis (GNA) of current IDDEEA legislation in BiH performed to establish divergences between IDDEEA legislation (eParticipations, eServices, data protection, internal audit and digital signature) and Directives and Regulations to be harmonized subject to the Association Agreement. 4.2 Many workshops with maximum thirty (30) IDDEEA specialists in established areas in line with GNA foreseen and organized. 4.3 Action plan/roadmap for legislative and procedural changes to be implemented in line with GNA drafted.	• Recommendations for alignment of IDDEEA internal acts in the fields of eParticipation, eServices, data protection, internal audit and digital signature with EU Acquis drafted • Workshop delivered • Road Plan started drafted		• Full commitment of all involved parties • Availability of staff that will participate in project activities from the beginning to project completion
Result 5. Capacity buidling of the Human Resources Department has implemented new techniques to assist the	5.1 Recommendations for professional development of staff in the IDDEEA drafted.	• Recommendations and guidelines prepared on performance evaluation methods and		• Full commitment of all involved parties

provision of professional development to the All IDDEEA staff has increased.	5.2 Assessment of techniques and skills in Training Needs Analysis of the IDDEEA HR Department carried out. 5.3 Workshops for six to eight (6-8) HR IDDEEA staff on techniques and skills in Training Needs Analysis with the IDDEEA HR Department foreseen and organized. 5.4 Guidelines on Training Needs Analysis prepared and drafted. 5.5 Assessment of techniques and skills in Job Task Analysis of IDDEEA HR Department carried out. 5.6 Study visit to a MS for IDDEEA (eight (8) IDDEEA staff for five (5) working days) on HR techniques and skills in Job Task Analysis foreseen and organized. 5.7 Guidelines for Job Task Analysis prepared.	performance indicators, eLearning concept, Job Task Analysis and Training needs analysis • Workshop carried out • Specific guidelines and reports drafted • Study visit carried out and participants report		• Availability of staff that will participate in project activities from the beginning to project completion

	5.8 Report on findings prepared with recommendations for how to make e-Learning concept more utilized and functional within IDDEEA. 5.9 Report on Development of performance evaluation methods and performance indicators within IDDEEA drafted.		