



Босна и Херцеговина
Агенција за идентификациона
документа евиденцију
и размјену података



Bosna i Hercegovina
Agencija za identifikacijske/identifikacione
isprave/dokumente, evidenciju
i razmjenu podataka

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**MEDIUM TERM WORK PLAN OF
THE AGENCY FOR
IDENTIFICATION DOCUMENTS,
REGISTERS
AND DATA EXCHANGE OF
BIH
2016 - 2018**

Banja Luka, October 2015



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Chapter 1: Strategic framework

The Agency for identification documents, registers and data exchange of BiH (hereinafter: IDDEEA) has been established by adoption of the Law on IDDEEA in June 2008 (Official Gazette of BiH, 56/08). Responsibilities of IDDEEA have been provided for by the above Law and they imply:

- **Passing standards** in the field of identification documents;
- Administration and **maintenance of the servers** hosting the data entered into the registers by the competent authorities;
- **Maintenance of the applications** used by the competent authorities for the purpose of conducting administration procedures related to issuance of identification documents;
- **Administration of the data transmission network** among institutions at all levels of government;
- **Management of registers** and personalization (**printing**) of identification documents, registration plates and registration documents;
- **Digital signing** in the field of identification documents.

Key strategic document defining the strategic developmental directions of the identification document is the Development strategy of the Agency for identification documents, registers and data exchange of BiH (IDDEEA) 2015-2020.¹

This paper is set up based on the legal responsibilities of IDDEEA defined by the Law on IDDEEA (Official Gazette 56/08), so as on modern aspects of development defined by ICAO standards 9303² and applicable EU directives.

Strategic objectives of IDDEEA have been highlighted in the above Document and they may be classified as follows³:

- Construction of the premises for the seat of IDDEEA and Centre for storage, personalization and transport of personal documents, so as the premises for IDDEEA regional centres in Bijeljina and Bihać,
- Strengthening capacities of IDDEEA equipment,
- Personalization and improvement of the security of identification documents,
- Public services referred to in EUSD for citizens available online,
- System for development of standards in IDDEEA,
- Education.

¹ The Document is pending the completion of the approval procedure of the Council of Ministers of BiH

² ICAO 9303 defines standards covering the field of identification documents.

³ Abstract from the Development Strategy of IDDEEA 2015 – 2020, p. 26.

Chapter 2: Mission and vision

2.1. Statement on IDDEEA mission

Provide technical prerequisites for issuance and production of identification documents for BiH citizens in line with the applicable EU directives and ICAO standards.

2.2. Statement on vision of IDDEEA

Ensure maximum quality and security in the field of development and production of identification documents for BiH citizens.

Chapter 3: Participants and partners

IDDEEA is responsible to develop standards in the field of identification documents, administer data transmission network, manage registers and personalize identification documents and vehicle registration documents.

In the scope of its legal responsibilities, IDDEEA cooperates with many authorities at all levels of government in BiH, with international institutions and foreign companies.

Competent authorities at the various government levels deal with civil status issues and data exchange in BiH, while IDDEEA provides technical support to that process and, thus, closely cooperates with those authorities.

Cooperation is mostly based on administration of data transmission network and management of registers related to issues concerning the civil statuses (issuance of identity documents, registration of permanent and temporary residence, designation of personal identification number, vehicle registration, issuance of local border traffic permits and tachograph cards), and data exchange (exchange of information among the law enforcement agencies, so as online verification of data in register offices used in the process of issuing personal documents).

3.1. Key state level partners

- Ministry of Civil Affairs,
- Ministry of Foreign Affairs,
- Ministry of Security,
- Ministry of Communications and Transport,
- Ministry of Human Rights and Refugees,
- Personal Data Protection Agency,
- Border Police,
- State Investigation and Protection Agency (SIPA),
- Service for Foreigners' Affairs
- Intelligence and Security Agency (OSA),
- Central Election Commission,
- High Judicial and Prosecutorial Council (VSTV),
- Indirect Taxation Authority (UIO),
- Directorate for European Integration (DEI),
- Public Administration Reform Coordinator's Office (PARCO),
- Civil Service Agency (ADS).

3.2. Key partners at the level of entities, cantons and Brčko District

- Ministry of the Interior of the Republic of Srpska (Mol of RS),
- Federal Ministry of the Interior (Federal Mol),
- Mol of Una-Sana Canton,
- Mol of Posavina Canton,
- Mol of Tuzla Canton,
- Mol of Zenica-Doboj Canton,
- Mol of Bosnia-Podrinje Canton,
- Mol of Central Bosnia Canton,
- Mol of Hercegovina-Neretva Canton,
- Mol of West Herzegovina Canton,
- Mol of Sarajevo Canton,
- Mol of Canton 10,
- Police authorities,
- Ministry of Administration and Local Self-Government of the Republic of Srpska,
- Ministry of Justice of BiH Federation,
- Cantonal/regional courts,
- Inspectorates in Federation of BiH and in cantons,
- Inspectorate of RS,
- Taxation Authority of BiH Federation,
- Taxation Authority of RS,
- Public Register of Brčko District,
- Brčko District Police,
- Judiciary institutions in Brčko District,
- Inspectorate of Brčko District,
- Taxation Authority of Brčko District.

3.3. Key local level partners

- Register offices,
- Municipal election commissions,
- Municipal/general jurisdiction courts,
- Municipal police authorities,
- Municipal inspectorates.

3.4. Other domestic and international partners of IDDEEA

Furthermore, IDDEEA cooperates with the authorities at all levels of government who are, subject to the misdemeanour regulations, in charge of conducting misdemeanour proceedings and deliver data to the Register of fines and misdemeanour offences.

Apart from the domestic institutions, IDDEEA successfully cooperates with the Delegation of the European Union to BiH that has provided financial support during the previous period for the implementation of several projects funded through CARDS and IPA funds. Moreover, permanent cooperation with TALEX office in Brussels provides regular organization of workshops and expert missions.

IDDEEA successfully cooperates with the companies from the European Union member states and neighbouring countries for the purpose of procurement of specific systems and materials for personalization of personal documents, vehicle registration documents and for uninterrupted conducting of other operations covered by the jurisdictions provided for by applicable laws.

IDDEEA cooperates with the authorities at all levels of government, international institutions and foreign companies subject to clearly defined procedures provided for by the provisions of applicable legislation in BiH, so as in line with the recommendations, standards, regulations and conventions of the European Union and United Nations.

Particular attention should be paid to technical and systematic measures when handling electronic processing and data exchange, so as protection of personal data of BiH nationals itself.

The fact that IDDEEA was certified by ISO 9001:2008 and ISO 27001:2005 in 2012 is the indicator that all work processes, among others the external cooperation, are conducted in line with strict and clearly defined criteria and standards. The above standards cover the fields of quality management and information security management.

Chapter 4: Basic programme choices

Medium term objective of IDDEEA has been determined in line with the strategic objectives defined by the strategic framework with regard to mandate, mission and vision of IDDEEA.

In accordance with the draft of the Strategic Framework of Bosnia and Herzegovina, the medium term objective of IDDEEA contributes to general development principle: "Growth Management" from which the strategic objective of IDDEEA: *"to expedite the transitioning process and capacity building"* arises.

The environmental assessment has an important role to define medium term objective of IDDEEA, since it has identified weaknesses and strengths of the institution, so as the external factors that may arise.

4.1. Environmental Assessment

The results of the assessment of IDDEEA environment have been collected through SWOT analysis and they are given in the table below:

	Analysis of IDDEEA Strengths	Analysis of IDDEEA Weaknesses
Resources	<ol style="list-style-type: none"> 1. High level of qualified staff recruitment; 2. Education and continuous progress in capacity building of the expert pool; 3. Majority of work processes organized electronically through associated modules within the information system of IDDEEA; 4. Modern IT equipment provided, so as its regular maintenance; 5. IDDEEA internal portal developed for more economic and faster notification of the employees on IDDEEA activities, legal acts and internal bylaws; 6. Good information literacy of the staff; 7. Ensured stable financial resources required to conduct work processes of IDDEEA. 	<ol style="list-style-type: none"> 1. In particular organizational units, there is a lack of staff required subject to the systematization of work positions; 2. Lack of financial resources for the required trainings for the purpose of improvement of the professional knowledge of the staff; 3. Inappropriate work space for conducting work tasks in particular organizational units due to non-existence of the proprietary infrastructure (building).

	Analysis of IDDEEA Strengths	Analysis of IDDEEA Weaknesses
Organisation	<ol style="list-style-type: none"> 1. ISO standards covering quality management and information security management adopted; 2. Document Management System for electronic document management developed; 3. Information system of IDDEEA for electronic system management of travel orders, fuel consumption control, phone usage control, procurement system and work reporting system established; 4. Developed GPS system for electronic tracking of the company vehicles; 5. Established system for evaluation of civil servants and employees; 6. Developed e-Learning platform for education and knowledge testing of the staff; 7. Crediting of internal trainings by ADS through IDDEEA e-Learning platform; 8. Project management system established; 9. Implemented security verification system with the competent authorities for all the employees and external partners of IDDEEA; 10. System for fight against corruption implemented; 11. Good coordination with donors and international financial institutions; 12. Good communication with the competent authorities related to conducting of regular activities related to electronic data exchange. 	<ol style="list-style-type: none"> 1. Slow administrative procedure on implementation of the activities related to construction of the building for IDDEEA seat and Centre for storage, personalization and transport of personal documents. 2. Slow procedure related to creation of the conditions for the uninterrupted access to SDH data transmission system; 3. Impossibility to obtain appropriate licences by the competent authority to enhance the capacity and increase network infrastructure security level in Bosnia and Herzegovina; 4. Complex and unpredictable implementing activities related to installation of the IT equipment within the Agency.
Work Results	<ol style="list-style-type: none"> 1. Completion of tasks subject to deadlines set out by the Development Strategy of IDDEEA, Work Plan of IDDEEA, laws, rulebooks, guidelines and procedures; 2. Continuous communication and timely delivery of responses to physical and legal entities; 3. System for issuance of personal documents in Bosnia and Herzegovina created insource on the basis of electronic data exchange between competent authorities; 4. IT infrastructure for automated data verification with competent authorities of the entities developed; 5. PKI structure to support development of e-Services in Bosnia and Herzegovina developed; 6. Personal documents in BiH (ID card, driving licences and travel documents) harmonized in line with the latest EU and ICAO standards. 	<ol style="list-style-type: none"> 1. Untimely passing of legal regulations at all levels of government covering the field projected by the Development Strategy as objectives of IDDEEA; 2. Inappropriate capacities and slow technological progress in institutions IDDEEA is cooperating with to achieve the planned objectives; 3. Non-existence of appropriate electronic registers and applications required for providing e-services at the source authorities; 4. Lack of understanding of competent authorities and the public regarding the role and importance of electronic services.

	Analysis of IDDEEA Opportunities	Analysis of IDDEEA Threats
Political	<ol style="list-style-type: none"> 1. European integration process and support of the EU Delegation to BiH; 2. Precise EU guidelines related to the field of identification document system; 3. Undisturbed adoption of regular reports on monitoring of the activities of donators /creditors in BiH; 4. Activities harmonized with the Strategy for Public Administration Reform. 	<ol style="list-style-type: none"> 1. Disharmonized regulations at the state and entity level; 2. Untimely drafting of legal prerequisites for implementation of specific activities within the scope of IDDEEA jurisdictions; 3. Failure to meet or slow meeting of the requirements set out in the Revised Action Plan and Strategy for Public Administration Reform in BiH at all levels of government.
Economic	<ol style="list-style-type: none"> 1. Regular financing from the budget; 2. Accessible donator resources through IPA Projects; 3. Access to Twinning Projects within the scope of IDDEEA jurisdiction; 4. Significant savings of financial resources for procurement of consumables used in the daily work provided by use of electronic DMS. 	<ol style="list-style-type: none"> 1. Insufficient financial resources for recruitment of new employees at the vacant job positions in IDDEEA; 2. Insufficient financial resources to motivate human potentials to support the process of professional trainings and other ways of education; 3. Complexity of public procurement procedures due to specific and highly sophisticated equipment which is required for implementation of prioritized objectives of IDDEEA and frequent incompatibility of service providers with IDDEEA requirements.
Social	<ol style="list-style-type: none"> 1. Established contact centre and Help-desk system of IDDEEA to support external users; 2. Use of IDDEEA portal in communication between officers and trained users at the competent authorities; 3. Developed public consultation system through IDDEEA website and cooperation with stakeholders and nongovernmental organizations in drafting legal regulations and other documents related to the scope of IDDEEA jurisdiction; 4. Provisions on the Law on Freedom of Access to Information in BiH are being applied; 5. Communication with public through social networks, Facebook and Twitter; 6. Cooperation with the Academic Community achieved through Open Doors Project, in terms of providing an opportunity for the best student at the Faculties of Electrical Engineering and related faculties to introduce themselves with the IDDEEA environment. 	<ol style="list-style-type: none"> 1. Drain of qualified staff; 2. Lack of appropriate system to motivate human resources; 3. Lack of understanding of the role of IDDEEA in the field of development of document system in BiH.

	Analysis of IDDEEA Opportunities	Analysis of IDDEEA Threats
Technological	<ol style="list-style-type: none"> 1. Use of current information system of IDDEEA in daily operations; 2. Use of control mechanisms through IDDEEA information system; 3. Highly standardized IT infrastructure and professional knowledge; 4. Developed internal IT support mechanisms; 5. Created conditions for external IT support to other authorities aiming to connect them into a single IT system; 6. Establishment of e-Government; 7. Use of electronic identity card for digital identification in the process of implementation of e-Services; 8. Conditions for issuing smart cards to system users provided. 	<ol style="list-style-type: none"> 1. Lack of support and sluggishness of the process of creating conditions for digital signing based on e-ID card; 2. Ignorance of the authorities responsible for providing e-Services to the users based on e-ID card; 3. Inappropriate or insufficient information infrastructure at the competent authorities to create prerequisites for e-Services use; 4. Insufficient information literacy in public sector; 5. Current systems are not connected and there is a need for introduction of new systems.
Legal	<ol style="list-style-type: none"> 1. Development Strategy of IDDEEA created; 2. Implementation of ICAO recommendations; 3. Transposing of EU directives; 4. Setting out and implementing standards at the location of competent authorities and implementation of anticorruption programmes; 5. Creating prerequisites for membership of BiH in ICAO PKD (Public Key Directory). 	<ol style="list-style-type: none"> 1. Lack of adoption of legal prerequisites for creating technical requirements to support source and receiving authorities in the process of providing e-Services to citizens; 2. Insufficient financial assets for cotization for membership in ICAO PKD; 3. Sluggishness in diplomatic channel for membership in ICAO PKD.

4.2. Medium-term objective

Medium-term objective of IDDEEA is to improve the document system in compliance with the international recommendations, effective register management and data exchange with constant network availability for the source and receiving authorities.

Achievement of the medium-term objective of IDDEEA is based on achievement of two specific objectives that are to be implemented through associated programmes and projects within the strategic period 2016-2018.

Setting out medium-term objective has been a prerequisite for creating conditions to define programmes and projects of IDDEEA in the medium deadline that will contribute implementation of the specific objectives. Summary of the specific objectives, programmes and projects of IDDEEA is provided in the following chapters.

4.2.1. Specific objective 1

Effective management with the process of production of identification documents, registration plates and vehicle registration documents in compliance with the European regulations and ICAO recommendations.

Specific objective 1 is to be achieved through *Programme 1.1. Personalization, technical processing, storage and transport of identification documents, registration plates and vehicle registration documents and it comprises seven strategic projects:*

- Project 1.1.1. Identity cards personalization;
- Project 1.1.2. Driving licence personalization;
- Project 1.1.3. Travel documents personalization;
- Project 1.1.4. Personalization of registration plates and vehicle registration documents (Certificate of Title, Registration Certificate, inside and outside registration stickers);
- Project 1.1.5. Personalization of tachograph cards;
- Project 1.1.6. Personalization of local border traffic permits;
- Project 1.1.7. Construction of the building in Banja Luka aiming to provide accommodation premises for the Seat of the Agency and Centre for storage, personalization and transport of personal documents.

4.2.2. Specific objective 2

Maintenance of the technical requirements for register management and improvement of telecommunication capacities.

Specific objective 2 is to be achieved through *Programme 2.1. Administering registers, strengthening capacities of the data transmission network and software support for the authorities*, and it includes eight strategic projects of IDDEEA:

- Project 2.1.1. Maintenance and development of the software solutions to access IDDEEA registers;
- Project 2.1.2. Register management for the needs of the authorities in charge of conducting administrative procedures;
- Project 2.1.3. Maintenance and upgrade of applications and all IT equipment in IDDEEA;

- Project 2.1.4. Connecting source and receiving authorities up to the municipal level and level of organizational units in municipalities into high-capacity telecommunication network, easily extended and operable;
- Project 2.1.5. Development of technical prerequisites and providing support to source and receiving authorities in the e-Services implementation process;
- Project 2.1.6. Secure data exchange with receiving and source authorities;
- Project 2.1.7. Improvement of system and application security;
- Project 2.1.8. Standardisation in compliance with legal framework and ICAO and EU recommendations.

Chapter 5: Resources and capacities required to achieve the objectives

5.1. Anticipated sources of financing

In order to implement the programme and associated projects and for the purpose of implementation of the specified medium term objective and specific objectives set out by the Medium term work plan of IDDEEA 2016-2018, it is necessary to provide BAM 112.704.000 from the budget of BiH institutions. Those financial resources are necessary for enhancement and development of human and technical capacities of IDDEEA in order to accomplish the objectives set out in the Medium term plan of the institution.

5.2. Enhancement of the organisational capacities

Within the projected period (2016–2018), IDDEEA will continuously work on enhancement of its professional staff of specific knowledge (development and maintenance of information system, document security, etc.).

Subject to the Development Strategy for IDDEEA, a summary of strategic objectives for education of staff with the criteria for accomplishment of those objectives is given in the Table below.

Objective	Criterion
Recruitment of specifically specialized staff in specific fields	Recruitment of staff for the vacancies set out by the Rulebook on internal organization and systematization
Increase number of certified engineers (Ceragon, Cisco, Juniper)	Criterion: 25 % of certified engineers within each specific field (database administration, application development, network administration, operational system and services)
Conduct specific trainings on security and internet security	Produce two certified engineers
Conduct DBA trainings (Oracle), development and testing of applications (APEX), web services implementation	Provide that each employee has at least one certificate in the field associated with the description of activities for his work position
Conduct trainings in the field of PKI (authentication, certificates, LDAP)	Produce two certified engineers
Educate staff in the field of security and protection	Ensure continuous education and trainings of the employees in the Department for maintenance and inside physical security of the building covering security and protection, so as possession of associated certificates.
Knowledge of foreign languages	Enable more than 90% of IDDEEA staff to use English

Chapter 6: Framework for monitoring of the plan and result evaluation

Monitoring of implementation of the IDDEEA 2016-2018 Strategic Plan will be carried out on the basis of pre-defined success indicators for the medium term objective and two specific objectives of the institution, while defined result indicators measure the success of implementation of fundamental projects of IDDEEA.

6.1. Defining key indicators

a) Framework for medium term objective implementation

Success of medium term objective implementation will be measured by three success indicators:

1. Availability of registers and data transmission network (TC/SDH network). The goal of IDDEEA is to provide constant (100%) availability of the network for the source and receiving authorities in the overall strategic period;
2. Level of fulfilment of international and EU standards governing the field of identification documents. IDDEEA inclines to continuously follow ICAO 9303 standards and other relevant EU standards within the strategic period in order to solve maximum number (100%) of the requests related to security level and protection measures of identification documents.
3. Effective production process. This success indicator in each year is to be measured as a quotient of the number of personalized documents and maximum allowed quantity of waste documents during the personalization process.

b) Framework for specific objective monitoring

The following table gives a summary of defined indicators individually for each of the total of two specific objectives of IDDEEA over the period 2016-2018.

INSTITUTION SPECIFIC OBJECTIVE 1	Effective management of production process for identification documents, registration plates and vehicle registration documents in compliance with the European regulations and ICAO recommendations	Initial value (n)	Projected value (n+3)
SUCCESS INDICATOR 1.1	Average cost per produced document	Total production expenses/ Quantity of documents* Price per document	Total production expenses/ Quantity of documents* Price per document (preferably the minimum value)
SUCCESS INDICATOR 1.2	Stock maintenance level	Minimum stock quantity for six months until the procurement is completed subject to the Law on Public Procurements	Minimum stock quantity for 6 months until the procurement is completed subject to the Law on Public Procurements
SUCCESS INDICATOR 1.3	Allowed waste during personalization process	Up to 2%	Up to 2%
SUCCESS INDICATOR 1.4	Average period (days) as of the moment of the receipt of a request of the competent authority to produce a document until the moment of the delivery	2/3 of the deadline for issuance of documents provided for by the Law: (ID card < 10 days; travel documents < 20 days; urgent passports <48 hours)	2/3 of the deadline for issuance of documents provided for by the Law: (ID card < 10 days; travel documents < 20 days; urgent passport <48 hours)
SUCCESS INDICATOR 1.5	Provide a document stock at the locations of the competent authorities (registration plates, stickers, registration certificates)	Quantity required by the competent authorities for a two month period	Quantity required by the competent authorities for a two month period
INSTITUTION SPECIFIC OBJECTIVE 2	Maintenance of technical requirements for register management and improvement of telecommunication capacities		
SUCCESS INDICATOR 2.1	Number of municipalities connected to the network	147	147
SUCCESS INDICATOR 2.2	Percentage of end users connected to the network	100%	100%
SUCCESS INDICATOR 2.3	Increase capacity of the telecommunication network based on user requests	100%	100%
SUCCESS INDICATOR 2.4	Increase number of redundant points on the telecommunication network backbone	100%	100%
SUCCESS INDICATOR 2.5	Increase ratio of permanent and periodical access in favour of permanent access	50%	100%
SUCCESS INDICATOR 2.6	Ratio between corrective interventions on data and entries to the database (the tendency is to reduce percentage as much as possible)	2%	0%

c) Framework for monitoring programme and project implementation

	RESULT INDICATORS	Initial value (n)	Estimated value (n+3)
Specific objective 1: Effective management of the process for production of identification documents, registration plates and vehicle registration documents in compliance with European regulations and ICAO recommendations			
P 1.1: Personalization, technical processing, storage and transport of identification documents and vehicle registration documents	Number of produced and distributed identity cards	960.000	1.660.000
	Number of produced and distributed driving licences	400.000	700.000
	Number of produced and distributed travel documents	450.000	1.900.000
	Number of produced and distributed registration plates	350.000	1.400.00
	Number of distributed inside stickers for vehicle registration	1.000.000	4.000.000
	Number of distributed outside stickers for vehicle registration	50.000	200.000
	Number of distributed Certificates of Title - CoT	100.000	460.000
	Number of distributed vehicle Registration Certificates – RC	183.000	1.233.000
	Number of produced and distributed tachograph cards	3.500	14.000
	Number of produced and distributed local border traffic permits	3.000	12.000
	Percentage of implementation of construction works on the Project for construction of the building	15%	100%
Specific objective 2: Maintenance of technical requirements for register management and strengthening of telecommunication capacities			
P 2.1: Administering registers, strengthening capacity of the data transmission network and the software support to the competent authorities	Ratio between applications developed by insourcing and by outsourcing	50%	100%
	Average expense per hour of system availability	621	Minimum expenses in BAM
	Average expense per location connected to the telecommunication network	38.000	Minimum expenses in BAM
	Implementation of services per e-Services user requests	100%	100%
	Security level of the system and integrity of data in the registers	100%	100%
	Level of fulfilment of the requirements set out by ISO 27001 and ISO 9001	100%	100%

6.2. Methods for collecting information about indicators

The basis for development of the *Medium term plan of the Agency* is a Medium term programme of the Council of Ministers and the strategic framework document defining operations of the institutions and sector policy.

A medium term objective of the Agency is set out based on the established mandate, mission and vision of the institution itself, which is based on implementation of prioritized programmes. The programmes are made of key projects that are to be implemented in the Agency within the medium term strategic period.

Prior to development of the *Medium term plan of the Agency*, Director of the Agency introduces key political orientations and priorities related to mandate of the institution, and actively monitors process of work plan development and is engaged in all important phases of decision making. At the beginning of the year and by a special decision, Director designates a work group gathered of a coordinator and all the heads of the organisational units within the Agency who actively participate in identifying priorities and strategic projects of the Agency. Collecting of information is carried out at the internal meetings by method of ranking in compliance with the document of the Ministry of Finances and Treasury of Bosnia and Herzegovina – *Manual on Medium term plan development*. During the identification of priorities procedure, analysis of the Agency's environment is taken into consideration by conducting a SWOT analysis.

Internal meetings are carried out through horizontal communication at the level of heads of the basic organisation units, while vertical communication implies involvement of professionals in the respective fields. Calculation of programme and project execution expenses implies active cooperation of the heads of the basic organisational units and a budget officer of the Agency.

6.2.1. Monitoring and evaluation of the Medium term plan implementation

During the implementation of the priorities set out by the *Medium term plan of the Agency*, a monitoring process with the objective to identify possible discrepancies from the plan, so as the assessment if the planned activities will achieve the effect of the set objective are to be applied. Monitoring of the plan execution is carried out through the Report on implementation of the *Medium term plan of the Agency*, which is Agency obliged to deliver to the Ministry of the Finances and Treasury of BiH and BiH Directorate for Economic Planning, not later than 15 February.

Every three year, a *Report on evaluation of medium term work plan implementation* is to be developed by the internal body of the Agency that will evaluate successfulness of the *Medium term plan of the Agency*, through analysis of the established indicators and achieved objectives. Subject to the *Methodology on the procedure for Medium term planning, monitoring and reporting in BiH institutions*, ("Official Gazette of BiH", 62/14), the Agency will provide the Ministry of the Finance and Treasury and BiH Directorate for Economic Planning with its *Evaluation Report* not later than 1st of May.

6.3. General conclusions from the previous Report on work plan execution

The Agency has met all the obligations and programme tasks set out in the Work Plan 2014. All key activities have been implemented from the Agency's own sources and capacities from the budgetary assets or IPA funds, and they are as follows:

1. Introduction of the third generation of biometric passports – Supplemental Access Control (SAC passports)

Personalization of SAC passports has started as of 1 October 2014. Upon implementation of this project, BiH has become the first country that is not a member of the European Union and among first countries in the world to issue the latest generation of passports, thereby meeting the obligations taken during the process of negotiation for the liberalisation of the visa regime in order to preserve the benefits of the visa free regime.

2. Strengthening capacities of IDDEEA and providing more effective administration to introduce e-Services

IDDEEA implemented the project "Strengthening the capacities of the Agency for identification documents, registers and data exchange of BiH – IDDEEA" funded by the European Union under the *Instrument for pre-accession assistance* (IPA 2011).

Results of the above Project have contributed to the improvement of human and technical resources and capacities of IDDEEA in the field of information and technological security, so as to professional development and certification of staff in the IT specific fields important for the development of e-Government.

3. Accommodation capacities of the Agency

During 2014, IDDEEA has continuously implemented activities to provide solution for the accommodation capacities of the Agency in the former military owned premises in Banja Luka.

Those activities will be uninterruptedly continued in the forthcoming period until the final solving of the issue.

Chapter 7: Action plan for the Medium term work plan of the Agency for identification documents, registers and data exchange of BiH

Action plan for the Medium term work plan of the Agency for identification documents, registers and data exchange of BiH is provided in the table below through the summary of objectives, programmes and indicators given in Annex 1 of this paper. The *Action plan* has unified the objectives and other information required for the implementation of the *Medium term work plan of IDDEEA 2016-2018*.

X

DIREKTOR
Edim Nesimi

/digitally signed/

Annex 1

General Objective/Principles of Development:				ACTION PLAN OF THE MEDIUM TERM WORK PLAN OF THE AGENCY FOR IDENTIFICATION DOCUMENTS, REGISTERS AND DATA EXCHANGE OF BH (IDDEEA)																		
Strategic Objective				Growth Management																		
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21		
						Framework for Measures of Attainment				Expenditure Process of Transition and Capacity Building				Funding Sources								
Medium Term Objective	Specific Objectives	Programme	Project	Implementer	Indicator	Measuring Unit (% number or in writing)	Starting Value Year n	Target Value Year n+1	Target Value Year n+2	Target Value Year n+3	Estimated Expenditures Year n+1	Estimated Expenditures Year n+2	Estimated Expenditures Year n+3	Total*** Expenditures	Budget	Credits	Donations	Other Sources	Total	Programme in DOB		
Medium Term Objective				IDDEEA	TIME FRAME/ISSUE- Network Availability (Telecommunication/ GSM Network)	Percentage	100%	100%	100%	100%											Project 2**	
					Stage of fulfillment of EU and international standards covering the ID documents	Percentage	100%	100%	100%	100%	35.089.000	37.708.000	36.006.000	108.803.000	108.803.000					108.803.000	Project 1* and Project 2**	
					Effective Production Process	Number of Personalized Documents/ maximum allowed residue during production process	3.499.500/2%	3.626.500/2%	3.626.500/2%	3.626.500/2%												Project 1*
Effective management of the process for production of identification documents, registration plates and vehicle documents in line with the European regulations and ICAG recommendations	Specific Objective 1	Programme 1.1	Project 1.1.1. Personalization of Identity Cards	IDDEEA	Number of personalized and delivered identity cards	Quantity	960.000	250.000	250.000	200.000	5.799.890	6.576.530	4.844.610	17.221.030	17.221.030					17.221.030	Programme 1*	
			Project 1.1.2. Personalization of driving license		Number of personalized and delivered driving licenses	Quantity	400.000	100.000	100.000	100.000	1.340.136	1.509.376	1.311.156	4.160.668	4.160.668					4.160.668	Programme 1*	
			Project 1.1.3. Personalization of Travel Documents		Number of personalized and delivered travel documents	Quantity	450.000	600.000	400.000	400.000	13.113.786	10.090.426	10.094.506	33.298.718	33.298.718					33.298.718	Programme 1*	
			Project 1.1.4. Personalization of vehicle registration plates		Number of personalized and delivered registration plates	Quantity	350.000	350.000	350.000	350.000												
			Project 1.1.5. Personalization of vehicle registration stickers		Number of delivered interior and exterior vehicle registration stickers	Quantity	1.000.000	1.000.000	1.000.000	1.000.000												
			Project 1.1.6. Personalization of documents: Certificate of Title, Certificate, inside and outside stickers		Number of delivered registration stickers	Quantity	50.000	50.000	50.000	50.000	3.158.726	3.160.376	3.324.456	9.643.568	9.643.568					9.643.568	Programme 1*	
			Project 1.1.7. Personalization of Certificates of Title		Number of delivered Certificates of Title	Quantity	100.000	120.000	120.000	120.000												
			Project 1.1.8. Personalization of Registration Certificates		Number of delivered Registration Certificates	Quantity	183.000	350.000	350.000	350.000												
			Project 1.1.9. Personalization of Technograph Cards		Number of personalized and delivered technograph cards	Quantity	3.500	3.500	3.500	3.500	216.976	702.386	194.136	1.113.508	1.113.508					1.113.508	Programme 1*	
			Project 1.1.10. Personalization of Local Border Traffic permits		Number of personalized and delivered local border traffic permits	Quantity	3.000	3.000	3.000	3.000	217.976	202.386	194.136	614.508	614.508					614.508	Programme 1*	
			Project 1.1.11. Construction of business premises in Republic aiming to provide accommodation for the staff of the Agency, as well as for the Center for Storage, Personalization and Registration		Percentage of the construction works completed or implementation of the construction work project	Percentage	15%	45%	45%	100%	3.184.000	5.189.000	4.327.000	12.700.000	12.700.000					12.700.000	Programme 1*	
Improvement of the documents system subject to international recommendations, efficiency of register maintenance and data exchange with central network availability for the receiving and source authorities	Specific Objective 2:	Programme 2.1	Project 2.1.1. Maintenance and development of registers for the access to IDDEEA registers	IDDEEA			50%	65%	85%	100%	603.100	1.001.850	1.187.050	2.792.000	2.792.000					2.792.000	Programme 2**	
			Project 2.1.2. Maintenance of registers in the office of combining administrative procedures		Applications developed by insuring via outsourcing	Percentage	50%	65%	85%	100%	616.100	986.850	1.137.050	2.739.000	2.739.000					2.739.000	Programme 2**	
			Project 2.1.3. Maintenance and improvement of the applications and IT equipment of IDDEEA				50%	65%	85%	100%	1.273.800	1.447.850	1.804.050	4.725.700	4.725.700					4.725.700	Programme 2**	
			Project 2.1.4. Connecting of the receiving and source authorities to the TC network level and organizational units into a broadband network, easily updated and operable		Average cost per hour for system availability	Currency unit	621 KM	590 KM	560 KM	Minimum expenditures in BAM	1.763.500	1.896.250	1.933.750	5.593.500	5.593.500					5.593.500	Programme 2**	
			Project 2.1.5. Development of central presentation and providing support to receiving authorities in the process of implementation of services		Implementation of services per request of an e-Service consumer	Percentage	100%	100%	100%	100%	1.355.100	1.364.350	1.597.050	4.316.500	4.316.500					4.316.500	Programme 2**	
			Project 2.1.6. Security extent of the system and integrity of the data contained in the registers				100%	100%	100%	100%	1.480.100	1.575.350	1.778.050	4.833.500	4.833.500					4.833.500	Programme 2**	
			Project 2.1.7. Improvement of system and application security				100%	100%	100%	100%	678.700	1.079.050	1.254.050	3.011.800	3.011.800					3.011.800	Programme 2**	
			Project 2.1.8. Standardization in line with the legal framework and EU and ICAG		The extent to which the requirements of the standards are fulfilled	Percentage	100%	100%	100%	100%	288.100	725.850	1.024.950	2.039.000	2.039.000					2.039.000	Programme 2**	
			Project 2.1.9. Standardization in line with the legal framework and EU and ICAG				100%	100%	100%	100%	288.100	725.850	1.024.950	2.039.000	2.039.000					2.039.000	Programme 2**	
			Project 2.1.10. Standardization in line with the legal framework and EU and ICAG				100%	100%	100%	100%	288.100	725.850	1.024.950	2.039.000	2.039.000					2.039.000	Programme 2**	

NOTE:
 Programme 1*: Personalization, technical processing, storage and transport of identification documents, registration plates and vehicle documents
 Programme 2**: Administering central registers, strengthening data transmission network capacities and software support to the authorities
 *** Estimated expenditures cover other expenditures in appropriate amount: wages and administrative charges, expenditures for materials and services, capital investments.

Annex 1

SUMMARY OF LAWS, OTHER REGULATIONS AND DEVELOPMENT AND INVESTMENT PROJECTS/PROGRAMMES PROVIDED FOR BY THE MEDIUM TERM WORK PLAN OF THE INSTITUTION								
General Objective/Principles of Development:		Growth Management						
Strategic Objective		Expedite Process of Transition and Capacity Building						
1	2	3	4	5	6	7	8	9
Medium Term Objective	Specific Objective	Programmes	LAWS	BYLAWS	Harmonization with the EU acquis	Expected time of adoption	NAME OF THE PUBLIC INVESTMENTS PROJECT	EXPECTED IMPLEMENTATION TIME FRAME
Improvement of the documents system subject to international recommendations, the efficiency of maintaining the registers and data exchange with constant network availability for source and receiving authorities	Specific Objective 1	Programme 1.1. Personalization, technical processing, storage and transport of identity documents, registration plates and documents for vehicle registration		Decision on the manner of solving the accommodation for regional centres of IDDEEA in Bihac and Bijeljina	NO		Construction of the premises for IDDEEA and its organisational units	2011 - 2018
	Effective management of production of identification documents, licence plates and vehicle registration documents in accordance with European regulations and the ICAO recommendations							
	Specific Objective 2	Programme 2.1. Administration of registers, strengthening capacities of data transmission network and software support					SDH - transmission system	2007 - 2015
	Maintenance of technical conditions for keeping registers and strengthening telecommunication capacities						Audit sistema	2015