

e-Governance, Organizational Transformation and Development Application and Challenges in the Local Context

Action Implementation Report

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Graz, February 25th 2017



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Summary

The purpose of this report, supplementary to provided reporting templates, is to describe implemented actions and support the assessment of executed activities and achieved results. As the implementation of the actions has been held in the local language, this report will help to provide more details on the impact and activities of the action.

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About the action

The overall objective of the action was to transfer the knowledge and relevant experiences from EU experts positioned in the academia and industry, following three main areas:

- (1) eGovernment, IT governance and security,
- (2) transformational governance and civil participation and
- (3) economic and institutional development, considering historic lessons, practical experiences and open challenges

The target groups of the action were:

- members of local institutions, which include the administration of city of Banja Luka and local development agency,
- relevant ministries on entity level, including Ministry for administration and local governance, Ministry for economic relations and regional cooperation, Ministry of spatial planning, civil engineering and ecology and Ministry of education and science
- relevant entity-level agencies, including Agency for intermediary, IT and financial services, Agency for information society, Republic agency for SME and Tax agency of RS
- local partner (RTRS), who was direct beneficiary of one activity
- other groups, including academia and industry

The overall action consisted of three activities:

Activity 1: Organization of seminar for public authorities both on local and national level

This was the primary activity of the action, where the most of available resources were invested. It was organized as two-day event with combined frontal lectures, interactive work, panel discussions and expert mentoring.

The first day of the event has been dedicated to the topics from eGovernment, IT governance and information security. The second day of the event has been dedicated to the topics that cover broader fields of transformational governance and innovation management, economic risk management and institutional development.

Activity 2: Direct expert and post-seminar support to beneficiaries

In the scope of this action we have provided direct support to focused group of beneficiaries during the pre-seminar (organization) and post-seminar term (discussion and support).

Activity 3: Focused workshop on technical challenges and experiences

During this activity the local partner of the project and beneficiary – RTRS – has been provided with direct expert mentoring and support by organizing face-to-face workshop (two sessions). In the scope of this work we covered the areas of (1) information security and ICT infrastructure, (2) innovations in content delivery and target audience engagement, and (3) application of technologies to support the service delivery to disadvantaged groups.

The implementation of the overall action, including all activities, took 19 days of (non-continuous) work of the experts engaged in the action, without considering the preparation and activities on the part of local partner as well as the coordination and other activities provided by the contracting authority.

About the experts

This action involved four EU experts with the rich experiences both from academia, industry and international environments. As all engaged experts were familiar with local language and the context, the seminar has been organized so that no additional translations were needed.

This supported the broader impact of the action by supporting the participation of a wider group of participants, as well as smooth execution and effective interaction. In addition, the familiarity with the region allowed the experts to provide support and insights that consider local specifics and are practically applicable to the local context.

Bojan Suzic holds the MSc degree of software development and business management, employed at Graz University of Technology in areas of information security and e-government. He is currently the member of A-SIT group (Secure Information Technology Austria) and a former member of EGIZ group (E-Government Innovation Center). He has contributed to several FP7 and H2020 projects in different roles, including STORK 2.0 and eSENS, which are directly relevant to the action. Bojan has more than 15 years of experience in application and development of ICT solutions both in public administrations and business sector. He is the author of several scientific publications presented at renowned conferences.

Zoran Vergas holds PhD degree in economy from Karl-Franzens University in Graz. He received several awards for contribution to the science from institutions in Austria and Germany. Zoran is currently responsible for lectures in international economy, including international micro- and macro-economy, at Karl-Franzens University in Graz. Zoran also has industry experience from financial sectors in Austria, Germany and Serbia. He is specialized for the area of financial modelling and analysis, business valuation, financial investments and audit. Zoran is currently engaged as internal auditor and consultant in Styrian banking enterprise.

Borislav Tadic holds MSc degree of software development and business management from Graz University of Technology. He is the vice-president of Deutsche Telekom (VP DRC BMS), which is the biggest multi-national telecom corporation in Europe. Borislav has more than 15 years of professional experience in leading positions, in more than twenty countries and eight sectors, including the organizations such as Siemens, United Nations, Detecon International and Magna International, as well as Fraunhofer Institute, IREX and BBC Consulting. He is the founder of several professional and academic organizations and author of several scientific publications.

Nebojsa Danicic holds MSc degree from Graz University in areas of financial and industrial management. Through the engagement and specialized training in several bank enterprises, such as Hypo-Alpe-Adria and Steiermärkische Sparkasse, Nebojsa has gained expertise in several areas, including corporate management, center for small enterprises, credit restructuring as well as risk analysis and management of market and liquidity risks. He is currently employed at Volksbank Vienna, responsible for management of strategic risks.

Seminar topics

In this section we list short descriptions of topics dealt in the scope of the seminar:

Technological elements of e-Government

Electronic identification and authentication are considered as key elements of successful establishment of G2C and G2B models aimed at delivering quality services and experiences from the domain of public administrations to citizens and business subjects. Achievement of this goal bears many legal, organizational and technical challenges. In the scope of this lecture the beneficiaries will be with basic concepts, terminology and approaches in technical implementation of e-Government services, including the standards and formats of electronic signature and models of identity management. In the lecture we will also consider the protocols for authentication and authorization as well as their role in achieving integration and interoperability with public and private services.

Organization of e-Government services in Austria and European Union

Austria is one of the leading countries in European Union considering the formal criteria and the level of implementation of e-Government services. In this lecture we will introduce the organization and a range of e-Government services in countries of EU, with special focus on Austria, Estonia and Czech Republic. We will introduce the open tools for establishment of technological solutions. By analyzing the example of Austria we will illustrate the approach of responsible state planning and connection between university, state and business subjects with the aim to develop domestic ICT solutions and advance the competitiveness of industry.

Experiences and recommendations with focus on Bosnia and Herzegovina

Bosnia and Herzegovina and its entities are in the beginning phase of implementation of electronic services of public administrations, being late in comparison to other countries even 15 years, in some segments. Considering the examples and experiences of Austria, Estonia and Czech Republic, and additionally considering the experiences from STORK 2 and eSENS projects we will analyze successful examples of development and implementation of open solutions and put them in the context of local needs and development orientations.

From strategy to transformation

In the scope of development and implementation of mission, vision and strategy (long-term development of an organization) it is necessary to intensively connect and coordinate all relevant stakeholders, independently from the sector and profile of the subjects. For this purpose there are available a range of successful experiences and methods applied in big corporations and non-government sector. How to organize the program of transformation from agreed and harmonized strategy, how to start and manage initiatives and how to follow the actual trends in developments?

Inspiration from Silicon Valley

Silicon Valley in California is the center of technological giants, such as Apple, Google and Facebook, and renowned universities such as Stanford and Berkeley. During the decades, the region whose center is San Jose, produces the best innovators and innovations in the area of

ICT technologies. This lecture answers the question how local region can learn from these experiences and whether the similar transformation of industry and model is possible in South-Eastern Europe?

Benchmark of investment projects using financial modelling

Financial modelling is the basic instrument for benchmarking and valuation of investment projects. Quantification of investment risks is a complex process which is linked with many uncertainties. Acknowledging that the future is hard to predict, we still can impact the choice of models of investment projects. Often is that choice reduced to calculation of different scenarios and the selection of option with the maximal profit, without taking into the consideration that each model of investment project bears a different risk. The goal of this lecture is to show the instruments that allow a combined analysis of the risk and benefits and consequently demonstrate the importance of modern financial models in benchmarking and valuating of investment projects.

Competitiveness of the region

Considering the context of integration, internationalization and globalization, competitive advances of different regions can represent the decisive factor for allocation of production facilities. There is a fear in many industrial countries that the lower wages in developing countries can introduce a significant outflow of capital. However, it may be appropriate to take Europe as an example, with great diversity in wages, to show how these fears are not anchored in reality. On the other hand, there is question why the higher level of integration did not introduce more equality between these diverse countries in Europe. In the scope of this lecture we will analyze the reasons behind that, with the aim to infer the ideas how the less developed regions can establish the conditions for development of production, industry and highly-technological products.

Currency board – advantages and disadvantages considering current BH situation

The essence of mechanism of currency board is to deal as stabilizing factor to local economy by following the self-imposed rule to cover domestic monetary mass with foreign money or securities, as well as by imposing automated control of the monetary supply at the domestic level. Smaller countries are more likely to apply the model of currency board, where this system acts both as a stabilizing factor of financial system and catalyst of political credibility.

The consequence of such adoption is a lower risk assessment by foreign creditors, as well as possibility to attain refinance state budgeted at more favorable conditions. On the other hand, in the countries in transition, such as Bosnia and Herzegovina, with the trade and current account deficits and small inflow of foreign investments, the currency board leads to restrictive monetary and credit policy, which has resulted in reduced competitiveness of the domestic economy. This lecture provides an analysis of the stability of the currency board in Bosnia and Herzegovina, its risks and drawbacks, as well as possible alternatives to the current monetary system in Bosnia and Herzegovina.

Security of deposits – a guarantee of stable financial system

Banking history is closely related with the history of banking crises, as well as with the loss of deposits. Security of deposits has been traditionally related to the choice of the bank with good reputation and reliable management. Similarly to every financial investment, so is the deposit in a bank exposed to credit risk. The instruments for deposit insurance reduce the risk, but can not completely prevent so-called bank run. The primary objective of establishing a deposit insurance system is to prevent bank-runs risks, i.e. the prevention of many savers to withdraw their bank deposits in the shortest possible term. This lecture provides the analysis of deposit insurance schemas in European Union, as well as the review of the system of deposit insurance in BH.

Workshop topics

In the workshop, the third activity organized with the employees of a local partner and beneficiary, we have analyzed and reviewed the infrastructure and services of RTRS and discussed about common issues occurring in the terms of system maintenance, development and advancement. We analyzed particular technical aspects of the infrastructure and services and commented a range of particular issues that the beneficiary is facing on a daily level. In further work we commented on organizational and communication issues and the challenges occurring in current service and maintenance outsourcing scenario. We furthermore discussed about the potential approaches and necessities to raise the awareness and understanding of ICT importance and developments on the side of local management, which neglects and ignores the needs of its ICT department.

In the further consultation we reviewed current status on usability and accessibility of web site and services of a local partner, providing a hint and suggestions on how to increase the state of the usability of its services and improve the accessibility for different categories of users. We also discussed the way the development of services is organized and provided additional suggestions on how to optimize development process, communication and how and which current technologies can be applied to reduce costs or introduce innovation (innovative services and/or technical solutions).

The workshop, a third activity, has been organized in the week subsequent to the seminar, taking place on February 20th and 21st, in two sessions of approximately ten hours. The workshop involved seven participants of the local beneficiary and partner, involving mostly employees in technical and partially in managerial roles.

Direct expert support

This is a part of the second activity, dedicated to pre-seminar and post-seminar support and consultation to local authorities. In the terms of this activity we reached a focused groups of beneficiaries and surveyed them about the topics and approach for the implementation of the action that could provide them with the most benefit. In the post-seminar term, both in calendar weeks seven and eight, we met with the employees of beneficiary institutions acting both in technical and managerial roles and provided face-to-face consulting sessions with them. This activity took approximately six hours.

Impact of the action

In overall, more than 60 (distinct) persons employed at diverse range of institutions and agencies in Republic of Srpska benefited directly from the execution of the action. In the scope of the first activity and first day of the seminar (e-Governance), 51 participant was involved. Second day of the seminar attracted 36 participants. In addition to that, 3 employees of local institutions benefited from activities performed in the scope of the second activity, and seven employees of the local partner (RTRS) benefited by the workshop organized under the third activity.

The following list represents the breakdown of institutions whose employees took part in the seminar:

Ministries and offices in the Government of Republic of Srpska, including:

- Ministry for economic relations and regional cooperation
- Ministry of spatial planning, civil engineering and ecology
- Ministry of finance
- Ministry for administration and local governance
- Ministry of education and science
- General secretariat

Public agencies on the level of Republic of Srpska, including:

- Agency for state administration
- Agency for information society
- Agency for intermediary, IT and financial services
- Bank supervising agency of RS
- Republic agency for small and medium enterprises

Other institutions on the level of Republic of Srpska:

- National assembly
- Tax administration
- Chamber of commerce
- Social insurance fund

City and municipality administrations and other local institutions:

- City of Banja Luka, multiple departments and office of city major
- Municipalities of Gradiska, Prnjavor, Celinac and Prijedor
- Banja Luka district court
- Association of local authorities of Republic of Srpska
- City development agency Banja Luka

Educational institutions:

- Faculty of economy, University of Banja Luka
- University of Banja Luka computing center
- Gymnasium Banja Luka

Business and other entities:

- Komercijalna banka
- Krajina osiguranje
- Lanaco
- Europroject centre
- MTel Telecom
- Sim Impex
- Bitlab

We are happy to announce that the received positive feedback from many participants, both during the event, and separately afterwards.

The pictures on following pages present the atmosphere from the event organized under Act. 1.

Pictures from the implementation of the action



Electronic registration of participants



Introduction by Ms. Tanja Sokcevic (organizer)



Keynote from RTRS management



Mr. Suzic giving introductory talk



Participants in the first day



Participants in the first day



Experts, the second day of seminar



Mr. Tadic starting the session on the second day



Participants, the second day

Seminar web site


The web site of the event is reachable at bacid.rtrs.tv. It's primary purpose was to communicate relevant information, to enable registration for participants (before the event) and to provide participants and wide audience with presentation slides from the seminar (after the event). The web site, as well as most of the produced materials, are provided in the local language.


ПОЧЕТАК ИНФОРМАЦИЈЕ ПРОГРАМ ПРЕДАВАЧИ ПРИЈАВА ПОЗИВ

е-Управљање
Организациона трансформација
Економски развој

Примјена и изазови у локалном контексту

Бања Лука, 16. и 17. фебруара 2017.





ЗАХВАЉУЈЕМО СЕ НА УЧЕШЋУ И КОНСТРУКТИВНОЈ ДИСКУСИЈИ.

ПРЕЗЕНТАЦИЈЕ СА ДОГАЂАЈА ДОСТУПНЕ СУ У НАСТАВКУ, У ОКВИРУ ПРОГРАМА.

МЕДИЈСКИ ИЗВЈЕШТАЈ СА ПРВОГ ДАНА СЕМИНАРА ДОСТУПАН ЈЕ НА **СТРАНИЦИ РТРС-А**.

ЗА ДОДАТНЕ ИНФОРМАЦИЈЕ И КОНТАКТ СА АУСТРИЈСКИМ ПАРТНЕРОМ МОЛИМО
ОБРАТИТЕ СЕ НА BOJAN.SUZIC@GMAIL.COM

ПОЧЕТАК ИНФОРМАЦИЈЕ ПРОГРАМ ПРЕДАВАЧИ ПРИЈАВА ПОЗИВ


Е-УПРАВА 10.2.2017.	СТРАТЕГИЈА И РАЗВОЈ 17.2.2017.	ПОДРШКА 11-25.2.2017.
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10:00 - 10:20

Увод, пријава и организација


Регистрација учесника, презентација плана рада и уводна дискусија

10:20 - 11:40

Од стратегије до трансформације 

Приликом развоја и имплементације мисије, визије и стратегије (дугорочног плана развоја организације) потребно је интензивно и координисано djelovanje свих релевантних stejkojoldera, nezavisно од сектора и профила субјекта. При томе на располагању стоји низ успjешних искустава и метода из праксе великих предузећа и невладиног сектора. Како извести програм трансформације субјекта из усаглашене стратегије, како покренути и управљати иницијативама, те држати организацију у корак са најновијим развојем?

11:40 - 12:20

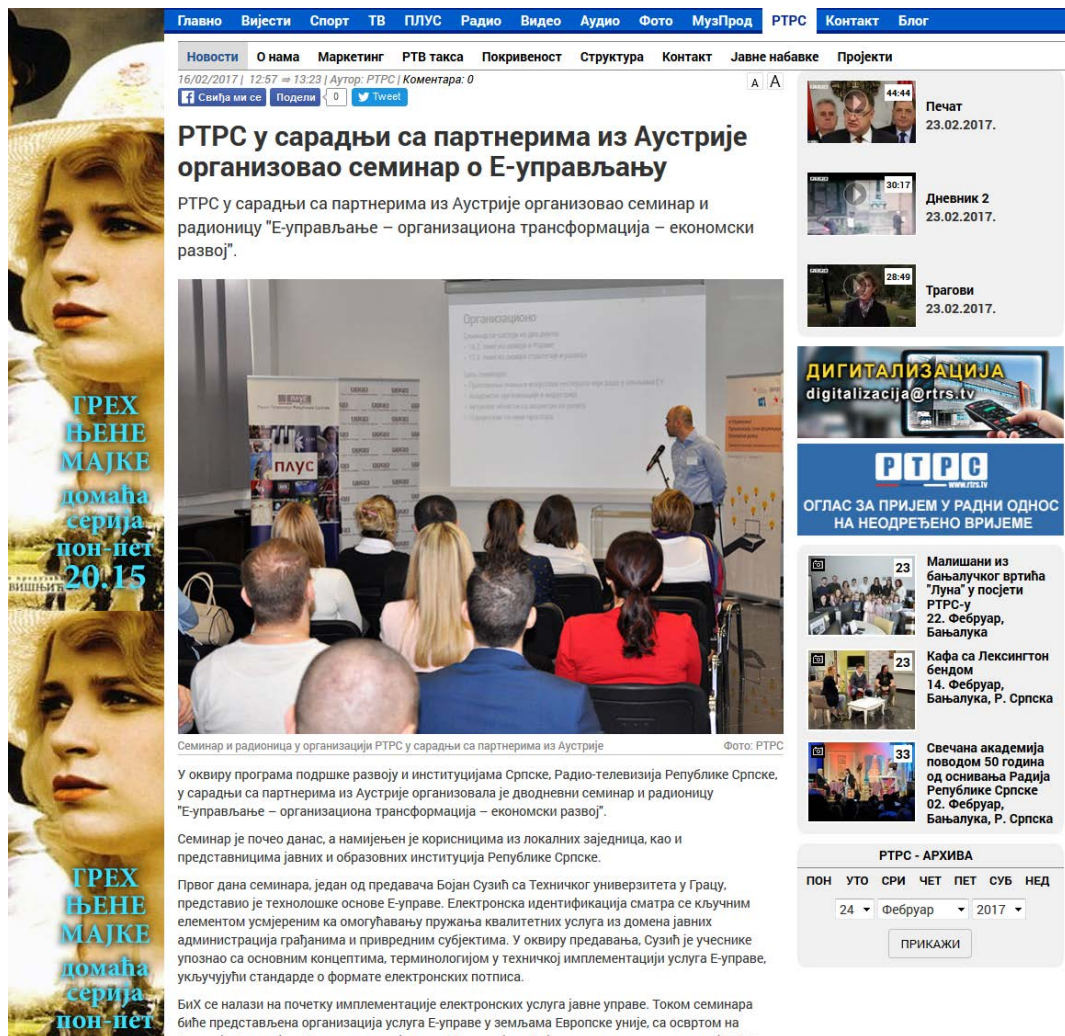
Инспирација из Силицијумске долине 

Силицијумска долина у Калифорнији је најважније технолошко-индустријско подручје у свету. Ево, како је развила и постојеће и будуће иницијативе.

Screenshots of event web page

Dissemination

The organizer has been responsible for dissemination and reporting from the event. This included primarily the publication of news report on the web site of public broadcasting service RTRS, which is available [here](#).



Главно Вијести Спорт ТВ ПЛУС Радио Видео Аудио Фото МузПрод RTPS Контакт Блог

Новости О нама Маркетинг РТВ такса Покривеност Структура Контакт Јавне набавке Пројекти

16/02/2017 | 12:57 = 13:23 | Аутор: RTPS | Коментара: 0

Свијата ми се | Подели | 0 | Tweet

RTPS у сарадњи са партнерима из Аустрије организовао семинар о Е-управљању

RTPS у сарадњи са партнерима из Аустрије организовао семинар и радионицу "Е-управљање – организациона трансформација – економски развој".

Семинар и радионица у организацији RTPS у сарадњи са партнерима из Аустрије

Фото: RTPS

У оквиру програма подршке развоју и институцијама Српске, Радио-телевизија Републике Српске, у сарадњи са партнерима из Аустрије организовала је дводневни семинар и радионицу "Е-управљање – организациона трансформација – економски развој".

Семинар је почео данас, а намијењен је корисницима из локалних заједница, као и представницима јавних и образовних институција Републике Српске.

Првог дана семинара, један од предавача Бојан Сузић са Техничког универзитета у Грацу, представио је технолошке основе Е-управе. Електронска идентификација сматра се кључним елементом усмјереним ка омогућавању пружања квалитетних услуга из домена јавних администрација грађанима и привредним субјектима. У оквиру предавања, Сузић је учеснике упознао са основним концептима, терминологијом у техничкој имплементацији услуга Е-управе, укључујући стандарде о формате електронских потписа.

БиХ се налази на почетку имплементације електронских услуга јавне управе. Током семинара биће представљена организација услуга Е-управе у земљама Европске уније, са освртом на Аустрију, Београд и Цирих, међу осталим. То је Швајцарска из Цириха, која је заједно са Српском, RTPS-ом, организовала семинар и радионицу "Е-управљање – организациона трансформација – економски развој".

Печат
23.02.2017.

Дневник 2
23.02.2017.

Трагови
23.02.2017.

ДИГИТАЛИЗАЦИЈА
digitalizacija@rtrs.tv

RTPS
www.rtrs.tv

ОГЛАС ЗА ПРИЈЕМ У РАДНИ ОДНОС
НА НЕОДРЕЂЕНО ВРИЈЕМЕ

23 Малишани из бањалучког вртића "Луна" у посјети RTPS-у
22. Фебруар, Бањалука

23 Кафа са Лексингтон бендом
14. Фебруар, Бањалука, Р. Српска

33 Свечана академија поводом 50 година од оснивања Радија Републике Српске
02. Фебруар, Бањалука, Р. Српска

RTPS - АРХИВА

ПОН	УТО	СРИ	ЧЕТ	ПЕТ	СУБ	НЕД
	24	Фебруар	2017			

ПРИКАЖИ

Screenshot of news report published at RTRS web site

In addition, the event has been reported in TV broadcasting program, while the part of a radio broadcast from the second day has been dedicated to the seminar and its particular participant.

Impact beyond direct beneficiaries

The presentation materials from the seminar (Activity 1) have been published on the [event web site](#) to enable the post-seminar impact and knowledge transfer to the public beyond the direct beneficiaries of the action. This includes all slides, with the reduced set from the first session on the second day due to the visibility limitations.

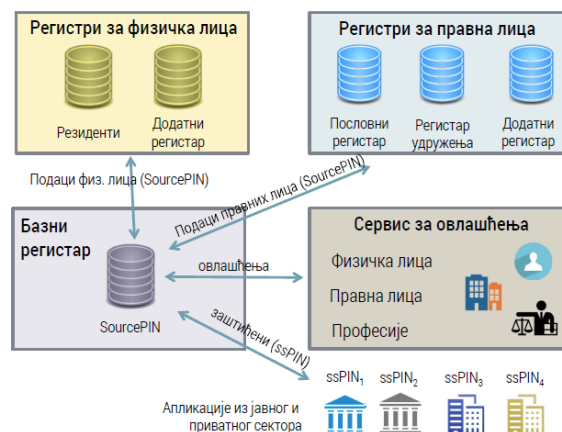
The following images represent example slides from seminar presentations that are made available to public.



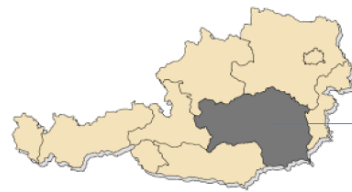
е-Управа 2.0



Регистри



Automobilska industrija u Štajerskoj



- 200.000 proizvedenih motora
- 15 milijardi evra prihoda

Klaster automobilske industrije

- 250 članova i partnera
- preko 50.000 zaposlenih



5

Princip

Godina	Prodaja KM	Kupovina KM	Saldo	Kumulativni saldo	Strana aktivna CBBH
2003	2.026,5	1.751,7	274,8	2.398,1	2.820,7
2004	4.295,9	3.648,6	647,3	3.045,4	3.506,8
2005	3.324,4	2.623,4	701,0	3.746,4	4.252,3
2006	3.316,1	2.181,7	1.134,3	4.880,8	5.479,5
2007	3.878,1	2.822,8	1.055,2	5.936,0	6.726,3
2008	4.933,2	5.564,3	-631,1	5.304,9	6.323,6
2009	4.197,6	4.234,4	-36,8	5.268,1	6.239,9
2010	5.273,8	5.014,6	259,2	5.527,4	6.485,5
2011	5.088,0	5.162,7	-74,7	5.452,7	6.451,4
2012	5.511,2	5.491,8	19,3	5.472,0	6.536,4
2013	4.588,6	3.918,6	670,0	6.142,0	7.096,2
2014	5.065,4	4.379,0	686,3	6.828,3	7.853,4
2015	5.470,6	4.699,1	771,5	7.599,8	8.634,3

10/2008-05/2009
odliv
rezervi od
16%

- Kupovinom deviza u bilansu centralne banke valutnog odbora dolazi do povećanja deviznih sredstava, dok se istovremeno na strani pasive povećava domaća valuta „rezerve“ u bankarskom sistemu
- Tržišna kretanja određuju monetarnu bazu – ona se povećava kada komercijalne banke prodaju devize centralnoj banci po fiksiranom kursu, te se smanjuje kad komercijalne banke kupuju devize od centralne banke (npr. za finansiranje deficita platnog bilansa).

Izvor: <https://www.cbbh.ba>

Od strategije do transformacije - alati

Strategic Analysis	Strategic Choice	Strategic implementation	Continuous improvement
Analiza internih i eksternih faktora	Definicija vizije, misije i strategije	Transformacija organizacije	Kontinualno poboljšanje
Alati: PESTLE Porter model pet sila Benchmarking Scenariji SWOT ...	Alati: VMOST SMART Upravljanje rizicima Analiza stakeholdera Mindmapping/brainstorming ...	Alati: Upravljanje projektima (PMI) Agilni metodi RACI Design Thinking Business model canvas Portfolio analysis Analiza procesa i modeli Izostali Kultura ...	Alati: BSC PDCA Lean/Kaizen SixSigma ...

Overview of supporting documents

1. BACID Application Form – Action Presentation and Financial Report
2. Invoice – Nebojsa Danicic
3. Timesheet – Nebojsa Danicic
4. Invoice – Borislav Tadic
5. Timesheet – Borislav Tadic
6. Invoice – Bojan Suzic
7. Timesheet – Bojan Suzic
8. Invoice – Zoran Vergas
9. Timesheet – Zoran Vergas
10. Air Ticket Payment – Borislav Tadic
11. Boarding pass and train ticket – return – Borislav Tadic
Notice: originals will be separately provided
12. Boarding pass – initial – Borislav Tadic
13. Request for Payment – Bojan Suzic
14. Bank transfer confirmation for expert invoices and per diems – Bojan Suzic
15. Slides¹ - Technological elements of e-Government
16. Slides - Organization of e-Government services
17. Slides - Experiences and recommendations
18. Slides - From strategy to transformation
19. Slides - Inspiration from Silicon Valley
20. Slides - Benchmark of investment projects
21. Slides - Competitiveness of the region
22. Slides - Currency board
23. Slides - Security of deposits

Report prepared by Bojan Suzic on February 25th 2017.

¹ Note: presentation slides will be delivered per e-mail only