eDiplomacy for Development

A study of Bosnia and Herzegovina’s Ministry of Foreign Affairs’ web communication

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I am a Bosnian currently living in Denmark. This qualifies me as a member of the Bosnian diaspora, one of the target groups for communication and services provided by the Bosnian Ministry of Foreign Affairs. There is no doubt that this contributed to my interest and choice of topic for this study. The other connection is professional, as I have worked on various web projects for almost ten years. I have been working in various capacities, in external affairs and web communication for the World Bank in Bosnia and UNICEF in Denmark respectively. Thus, I have a personal and professional experience that is closely related to the topic of my research.

My familiarity with the Bosnian context has been an advantage, especially in some phases of the project work such as the field trip and interviewing. However, I put efforts into establishing a stance that could help me develop objective discussion with arguments based on facts and where possible relevant references.

The personal motivation for the choice of the subject is a wish to contribute, within my capacities, to the subject I find important and relevant for Bosnia at this moment. It is my hope that findings and recommendations will be received in the same spirit.

The translation of interview transcripts was done by me, and some quotations have been edited to adapt them to written English. In doing so, an attempt has been made to represent their meaning as faithfully as possible.

A brief Glossary of terms and abbreviations used in this paper is provided in Appendix V.

During the writing of this paper, I had to make some decisions as to the level of technical details that are going to be included. I decided to keep the main focus on ‘communication’ and refrain from going into too technical discussion about web applications, web design and writing styles for web. I also started with an assumption that readers already have a basic knowledge about certain concepts of web communication.

The work on this project and two years of the ComDev course have been quite a journey for me, and sometimes very intense. Thanks are due to those who provided support, or made it more enjoyable simply because I got the chance to meet them: ComDev staff and fellow students, Nordic Council of Ministers, colleagues at work in UNICEF, staff of the Bosnian and Norwegian Ministries of Foreign Affairs, UNDP and the WB Public Information Centre in Sarajevo, my friends and family, and especially Morten and Emil.
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Executive summary

Ten years after the end of the war, Bosnia and Herzegovina is coming out of the emergency post-war recovery and into a transition period with the ultimate goal of joining the European Union. However the country, now 65 per cent\(^1\) poorer then it was before the war, still has a way to go and has many challenges to face.

One of the challenges is the necessity to catch up with the global developments that have taken place in the last decade while Bosnia was busy healing its war wounds. The Bosnian government has a large task to enable and lead the country towards economic recovery - and integration in global economic markets, the EU community and the emerging Information Society.

As the Government’s representative abroad, the Ministry of Foreign Affairs (MoFA) has a crucial role to play in this process. It represents and promotes the country’s political, economic and cultural affairs abroad. Furthermore, it is the primary official contact and provider of administrative services for the estimated one million\(^2\) or almost\(^3\) 25 per cent of the Bosnian population that live outside of the country. In order to be able to perform these functions as efficiently and effectively as possible, the MoFA requires access to tools and resources that are often scarce.

In this context, the study examines to which extent the Internet has, as a communication and work tool, been harnessed by the MoFA so far, and which key areas could be improved.

The study provides a background on the status of eGovernment in Bosnia and Herzegovina as a broader context for the MoFA’s future web activities. Thereafter, using the Norwegian experience as a case study of best practices and analysis of the current status of the BH MoFA online resources, the study endeavours to identify potentials and areas for improvement.

Findings and discussion on the above topics (in bold) are presented in three respective chapters, with the key points merged in the conclusion and recommendations chapter.

A combination of qualitative and quantitative techniques was employed to conduct the research and an overview of this is given in the methodology chapter.

The findings confirmed the preliminary hypothesis that there is a vast potential and urgent need to improve and reinvent the MoFA’s web communication. This should be done as a part of a comprehensive effort to promote the country’s image and its economic potential, as well as to establish more efficient and cost effective communication channels and consular systems for the Bosnian diaspora and other external user groups. These findings are in line with the country’s Information Communication Technology (ICT) Strategy, and particularly the National Portal project. The MoFA can be seen as the logical owner of the Portal’s access point for external audiences. Inspiration can be obtained from other countries experience with similar projects - Norwegian Portal is a good example of that. The most critical factors for success are gaining leadership support, raising awareness and building consensus and capacities among all stakeholders.

\(^1\) HALILOVIC, H. (Oslobodjenje, February 8, 2004), Diplomati(i)ja, retrieved April 27, 2005 from http://www.bihdijaspora.com/vijestiD146.htm


\(^3\) There is no official statistics for the number of Bosnians living abroad, but most estimates range between 600,000 and 1 million, which translates to approximately 20 – 25 per cent of Bosnian total population of 4,3 million
CHAPTER 1 - INTRODUCTION

1.1 The context: Bosnia and Herzegovina

**Summary:**

Bosnia is a southeast European country with three major ethnic groups: Bosniaks, Serbs and Croats. The war in Bosnia concluded in December 1995 with the signing of the Dayton Peace Agreement. Although it brought peace, the Agreement is often criticised as the major barrier to development, as it dictates a fragmented and complicated administrative structure. The country's statistics on poverty and unemployment are worrying. With the amount of foreign aid steadily falling, the Bosnian economy is at the turning point between collapse and becoming self-sustainable. However potentials exist, most notably the 'legalisation' of the grey economy, foreign investment and tourism.

EGovernment is seen as one of the vehicles that can support and accelerate the country’s recovery.

1.1.1 Political & administrative structure

The **Dayton Peace Agreement** defines BH as a state with two entities:

- Republika Srpska (with a majority Serb population)
- The Federation of Bosnia and Herzegovina (with a majority Bosniak and Croat population)
- Brcko district which has a special inter-entity status.

Each entity has a different administrative structure (Republika Srpska is centralised. The Federation is decentralised with smaller administrative units; Cantons and municipalities.)

The state government has a number of ministries, among them the Ministry of Foreign Affairs, however most legislative power is at the Entities level.

In addition to the Bosnian government bodies, BH has a unique international body, the Office of the High Representative (OHR), which retains power over all local governing bodies and in certain situations can impose decisions (laws) or even discharge local officials. The following is the description of the OHR, from their website:

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5 These relatively concentrated ethnic groupings are the result of war and ethnic cleansing. The pre-war situation was much more mixed.
6 About OHR, , retrieved on March 17, 2005 from http://www.ohr.int/
The position of High Representative was created under the General Framework Agreement for Peace in BiH (Dayton Peace Agreement) of 14 December 1995 to oversee implementation of the civilian aspects of the Peace Agreement. The mission of the High Representative (who is also the European Union’s Special Representative) is to work with the people of BiH and the International Community to ensure that Bosnia and Herzegovina is a peaceful, viable state on course to European integration.

These asymmetrical and complicated local structures create obstacles for the implementation of any significant reform across the country. The overall system is extremely costly. Here are some examples of what this means in practice:

**Facts about the Bosnian administrative structure**

- To every 500 citizens there is one civil servant\(^7\) (in EU that ratio is 1 civil servant per 2000 citizens);
- 5 levels of government (municipal, cantonal, entity, state level and the High Representative);
- More than 200 ministries with very expensive administration;
- There is duplicity in almost all areas, starting from customs to road directorates.\(^8\)

1.1.2 **Socio-economic landscape**

According to the 2002 United Nations Development Programme (UNDP) Human Development Report, “on the basis of per capita GDP, the country is 65 per cent poorer than it was before the war and it is close to the bottom of all the regional rankings, whether countries in transition, former communist countries of Central and Eastern Europe or Stability Pact member countries.”\(^9\) The official unemployment rate is dangerously high at 40 per cent and continues to rise.\(^10\) However, UNDP warns that official statistics may not be reliable, due to lack of proper reporting systems and the existence of a considerable ‘grey economy’.

**Hidden economy**

In its special country report\(^11\) “A land of hidden wealth”, the Financial Times quotes the governor of the Bosnian Central Bank, Peter Nicholl, saying that the portion of grey economy is “probably worth more than 40 per cent of GDP”. He also points to the other invisible cash flow: “Repatriations from abroad - Bosnians outside of the country sending cash back to their families - are up to KM2bn a year. Bigger than foreign aid.”

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\(^7\) In ICT Strategy - Policy, (page 88) this ratio is estimated at one civil servant for every 367 citizens.


\(^10\) UNDP, Early Warning System (Quarterly Report July – September 2004 )

While pensioners and unemployed are the most vulnerable groups of the so-called “new poor”, living on or just above the poverty level, young people are mostly looking for new life opportunities across the border. Among them, the educated have better chances of successfully leaving the country – making the brain drain an obvious cause of concern.

If they emigrate, they will join an estimated one million BH citizens around the world - some 25 per cent of the total BH population. There is no doubt that proportionally, the Bosnian diaspora is one of the biggest in the world.

1.2 The domain: eGovernment

While Bosnia was busy healing its war wounds, the world was undergoing a number of significant transformations – of which the information revolution was one. The new ICTs revolutionised and re-invented almost all spheres of life.

Modes of using and applying ICTs for the purpose of development are almost impossible to summarise, but include education, information sharing, democracy development, eGovernment, eBusiness, to mention just a few.

<table>
<thead>
<tr>
<th>Table 1. A short definition of eGovernment by the World Bank¹²</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>E-Government</strong> refers to the use of information and communications technologies to improve the efficiency, effectiveness, transparency and accountability of government.</td>
</tr>
<tr>
<td>(See APPENDIX I for a complete definition of E-government by the World Bank)</td>
</tr>
</tbody>
</table>

As with all ICTs and Internet related enthusiasm “...here too, there is a danger that excessive hype may drown out some of the more sobering realities in implementing Internet-enabled government reform – after all, there is much more to e-government that Web sites and email addresses.” Rao¹³

Similarly, as Castells¹⁴ notes on example of Singapore, a government that is not democratic will not change simply because it endorses a concept of e-governing, though it may be an important step forward towards promoting transparency.

Launching an Internet based project, a website, as a part of an eGovernment project, cannot be an objective in itself. What matters most, as with any development project, is that it is designed according to real needs, offers a realistic potential for their fulfilment and respects local circumstances.¹⁵

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The notion of eGovernment encompasses various types of applications. This study will attempt to provide a basic overview of the general status of eGovernment in Bosnia and will focus on one specific area - the use of Internet based applications as a communication and work tool for the MoFA.

1.3 Problem definition

The international community and BH Government are working on legislative and socio-economic reforms which are a prerequisite for the recovery process in Bosnia to take off. However, in the age of global economy and transnational communities, Bosnia has to look outside as well as inside its borders for resources and solutions to its problems. It has to find its position in the global economic mosaic and communicate efficiently its needs and its potentials. It has to create and promote a new country image, which can help fulfil its development goals.

Bosnia’s image is heavily burdened by brutal pictures of the war. And not surprisingly, for years this was the only publicity that Bosnia got in the international media. The post-war period has also contributed with perceptions of political instability and a slow recovery process that keep away private investors (or tourists for that matter) rather than attracting them. It is an enormous but necessary task to rebuild this image and promote aspects that will contribute towards the country’s development goals.

As the official representative of the country, the MoFA has a crucial role in creating and promoting the country’s image abroad. Furthermore, the MoFA is a primary contact and provider of administrative services for the estimated one million Bosnian citizens that live outside of the country. At present, the Bosnian diaspora is an untapped resource that can help promote and support Bosnian economic, cultural and other potentials. It is in the country’s interest to preserve and nourish ties with its diaspora in the best way possible.

Bearing in mind the ever-existing need to increase efficiency and decrease the costs of government bodies, and the MoFA’s specific structure with a network of diplomatic offices, the Internet is one of the obvious tools which should be considered for a co-ordinated communication effort.

The MoFA’s current web presence consists of the ministry’s official website and the websites of six embassies. Since Bosnia has diplomatic offices in 41 countries, this could be said to be a very modest web presence.

Based on the above, this study takes as its starting point the assumption that there is an immediate need and potential for the MoFA to reinvent (and redevelop) its web presence and web communication strategy.

The study examines to which extent the Internet has, as a communication and work tool, been harnessed by the MoFA so far, and which key areas could be improved in both the short and longer terms.

1.4 Project rationale

1. Because of the nature of its work, the MoFA communicates a lot - especially abroad.
2. MoFA’s resources on the web represents not only Bosnian diplomacy, they should also be information gateway to all of BH.
3. In addition to the standard target audiences that MoFAs of every country have, the Bosnian MoFA also has the Bosnian diaspora, accounting for 25 per cent of total population.
4. This kind of project is currently undertaken by some of the world’s most developed countries. BH has a chance to join this trend and thereby raise its image and boost recovery efforts.

1.5 Project limitations

The subject of MoFA’s Internet communication cannot be examined in isolation of many other factors that directly or indirectly influence the MoFA and its work. In this study, an attempt has been made to provide a brief background, or to at least mention, some of the key aspects relevant to the subject. However, it should be noted that the scope and volume of the study had to be prioritised and some important and relevant aspects are only touched upon (although they could easily be topics of completely separate studies). These include (but are not limited to):

- The effects of the Bosnian political climate on the MoFA
- The MoFA’s internal structure and administrative (and consular) processes
- Staffing issues
- The MoFA’s overall communication strategy (or lack of it)
- A detailed analysis of target audiences and their needs (this would require a separate survey)

1.6 Target audiences

The final beneficiaries of eGovernment services are the citizens of Bosnia and Herzegovina. In order to fulfil their needs, a number of phases have to be completed, each providing benefits to different civil and professional groups and individuals. For example, government administration would benefit from streamlined and modernised work processes.

For the central issue of this study, the MoFA’s web communication, the main target audiences are external (those outside of the country). This is not to neglect the fact that internal audiences would also benefit (directly or indirectly), from an upgrade of the MoFA’s web communication. The MoFA’s target audiences could be categorised as follows:
Table 2. Bosnian MoFA target audiences

<table>
<thead>
<tr>
<th>In country:</th>
<th>Abroad:</th>
</tr>
</thead>
<tbody>
<tr>
<td>MoFA staff</td>
<td>Staff in MoFA embassies</td>
</tr>
<tr>
<td>Local political and administrative bodies</td>
<td>Bosnian diaspora (individuals and organisations)</td>
</tr>
<tr>
<td>(Including international organizations and foreign embassies in BH)</td>
<td></td>
</tr>
<tr>
<td>Local media</td>
<td>Governments, international organisations</td>
</tr>
<tr>
<td>NGOs</td>
<td>Media</td>
</tr>
<tr>
<td>Business sector</td>
<td>NGOs</td>
</tr>
<tr>
<td>General public in Bosnia</td>
<td>Business sector</td>
</tr>
<tr>
<td></td>
<td>General public (including academia, arts and culture, tourists, etc)</td>
</tr>
</tbody>
</table>

1.7 Communication perspective

By its concept, this a purely empirical study, however there are a number of points related to the communication as a process and communication for development theories that I wanted to highlight briefly.

First of all, from the communication process perspective, this study will focus mostly on: the **contents** (what is communicated) and the **means** (how). In order to provide a meaningful context, attention will also be given to the **communicator** (who communicates), the **audience** (to whom) and the **objective** (to what effect), but not to the same extent as to the first two (contents and means).

As explained earlier, the final objective of MoFA’s communication surpasses MoFA and is related to the development goals of Bosnia as a country. Therefore, we are in the domain of communication for development. However, in this case the communicator is not a representative of the Western world, as communication theories traditionally perceive communications for development. Here, the communicator is also the beneficiary, seeking ways to improve its position. In this sense, we are talking about ‘true’ participation which does not come as a reaction to external ‘participatory’ projects, but as initiative coming from within. This is equally, if not more, important dimension of communication for development – empowering those in need to communicate efficiently and present their views, needs and potentials to the rest of the World.

Internet is especially well-suited for this kind of communication, as it is not conditioned by the gate-keeping and profiling of information, which is so common in other traditional media. In addition to its openness, it provides multiple ways of communication. The traditional media is mostly one-directional (diffusing but not exchanging the information). Contrary to that, the Internet offers new modes of communication (real time, one to one, one to many, many to many). This has led to quantitative and qualitative effects whereby more people hear and know more about development issues, and consequently also more of them get involved.¹⁷

However, as much as the Internet embodies a virtual world, it still is a reflection of the reality. Radio and other traditional media may still continue to provide better access to beneficiaries groups for some time in the future. Therefore, in most developing countries the Internet is still not the best option for communication for development.\(^{18}\) That said, where potentials to employ web based communication for development purposes exists, as it does in the case of MoFA, it should be recognised and used.

CHAPTER 2 - METHODOLOGY

2.1 Data collection

The study research has been conducted through a combination of qualitative and quantitative methods. An overview of methods is given in Table 3 - Data collection matrix.

Each of the methods provided substantial information for the project and none of them could be seen as less important than another. Rather, they are complementary and contributed in compiling information on different segments of the study. Thereby, the approach was though triangulation as defined by Schröder et al.19:

"Triangulation can be defined as the sequential execution of two or more primary studies of the same communicative phenomenon using different methods. It is based on a logic where the respective strong aspects of the quantitative (reliability and generalisation) and qualitative (validity) approaches supposedly join forces and, supposedly cancelling out their respective weak aspects, produce findings that, on aggregate, have greater truth-likeness and explanatory power than either method would have been able to produce if applied on its own."

For example, the key informant interviews were useful in understanding internal work processes and background information, while data generated by search engines was crucial for assessing the number of pages, links and popularity ranking of the MoFA websites.

In order to answer the leading question, and provide adequate context for analysis, the research was designed to cover the following three areas:

1. **MOFA’s current web presence and related activities**;
2. **An overview of eGovernment studies and activities in BH** as a framework for the MoFA’s current and future activities.
3. **Norwegian experience** – A case study of a similar project by other country with positive experience.

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<table>
<thead>
<tr>
<th>Leading question</th>
<th>Areas of research</th>
<th>Topics covered</th>
<th>Techniques and sources used for data collection (see markings legend below)</th>
</tr>
</thead>
<tbody>
<tr>
<td>To which extent the Internet has, as a communication and work tool, been harnessed by the MoFA so far, and which key areas could be improved.</td>
<td>eGovernment in Bosnia</td>
<td>Bosnia context</td>
<td>a</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Main stakeholders and their roles</td>
<td>b</td>
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<tr>
<td></td>
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<td>General framework, strategies and programmes that include eGovernment</td>
<td>c</td>
</tr>
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<td></td>
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<td>Current status and activities (results, existing studies, lessons learned)</td>
<td>d</td>
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<td>Future plans</td>
<td>e</td>
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<tr>
<td>Bosnia MoFA web communication (this includes MoFA website and some of the embassies’ websites)</td>
<td>Existing web presence on the web</td>
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<td></td>
<td></td>
<td>Background</td>
<td>x</td>
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<td></td>
<td></td>
<td>Concept &amp; strategy</td>
<td>x</td>
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<tr>
<td></td>
<td></td>
<td>Structure, design, branding</td>
<td>x</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Maintenance, work processes /workflow</td>
<td>x</td>
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<tr>
<td></td>
<td></td>
<td>Software, hardware</td>
<td>x</td>
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<td></td>
<td></td>
<td>Training</td>
<td>x</td>
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<tr>
<td></td>
<td></td>
<td>Monitoring and evaluation</td>
<td>x</td>
</tr>
<tr>
<td>Norwegian experience - case study</td>
<td>Existing web presence on the web</td>
<td>x</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Background</td>
<td>x</td>
</tr>
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<td>Concept &amp; strategy</td>
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<td></td>
<td>Maintenance, work processes /workflow</td>
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<td>Software, hardware</td>
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<td></td>
<td></td>
<td>Training</td>
<td>x</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Monitoring and evaluation</td>
<td>x</td>
</tr>
</tbody>
</table>

**Techniques and sources used for data collection:**

- **a** - key informant interviews
- **b** - background briefings
- **c** - direct observation
- **d** - questionnaire
- **e** - reports, literature, official documents
- **f** - search engine
- **g** - other (news media, events, e-newsletters, websites, personal contacts).
2.1.1 **Key informant interviews**

I used a snowball sampling approach for key informant interviews and conducted a total of eleven semi-structured and open interviews. Interviews varied in length and method. Three interviews were over the phone and the rest were in person. Five were not recorded and are therefore referred to as background briefings. Six were recorded and transcribed. When requesting interviews, I used a one page project ID to introduce the project (Appendix II). Respondents were selected based on their functions and familiarity with the researched topics. Criteria such as gender and national (or ethnic) origin were not considered. (Although a later review of the interviewed MoFA employees revealed that all three major ethnic groups were equally included. Even though this was not by intention, it does prevent the research from being viewed as biased towards any ethnic or a political group.) Appendix V shows the MoFA’s organigram. All interviews except one were conducted in BH language(s).

<table>
<thead>
<tr>
<th>Table 4. Summary of research interviews</th>
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<tbody>
<tr>
<td><strong>Name</strong></td>
</tr>
<tr>
<td>Adnan Hadzikapetanovic</td>
</tr>
<tr>
<td>Djordje Latinovic</td>
</tr>
<tr>
<td>Stela Sunjic</td>
</tr>
<tr>
<td>Hrvoje Kanta</td>
</tr>
<tr>
<td>Ahmet Halilovic</td>
</tr>
<tr>
<td>Lepa Babic</td>
</tr>
<tr>
<td>Ante Nevistic</td>
</tr>
<tr>
<td>Tarik Zaimovic</td>
</tr>
<tr>
<td>Jon Hanssen</td>
</tr>
<tr>
<td>Lamija Tanovic</td>
</tr>
<tr>
<td>Zlatan Sabic</td>
</tr>
</tbody>
</table>

All respondents were forthcoming when approached and some devoted more time than was first planned. They were also willing to provide further contacts, official documents and reports.

There is no doubt that it was an advantage to conduct interviews in the mother tongue. This was useful in particular to help interviewees be more relaxed. I felt that most respondents were also very open in voicing their opinions and it is thanks to that that some of the critical factors for the MoFA’s web communication could be identified. Therefore, I have decided to use quotations without respondents’ names.
2.1.2 **Background briefings**

Interviews, which were not recorded, are referred to as background briefings. They were also shorter and most of them over the phone. They were mostly used for double checking and confirming findings which were obtained through other sources.

2.1.3 **Direct observation**

In this project, direct observation mainly refers to observation of websites and portals on the Internet, to collect information about them which can consequently be used for analysis. This method is different from retrieving information from the Internet, such as, for example, a report that has already been written and posted by somebody else. In this sense, the Internet is a place where the object of observation is located.

2.1.4 **Questionnaire**

In order collect information for the case study about the Norway Portal, and since it was not possible to travel to Oslo to conduct interviews, I decided to develop a questionnaire. The questionnaire was designed to cover a similar set of topics which were researched during the interviews I had with BH MoFA staff. An electronic copy of the questionnaire was sent out by mail and received the same way. The data collected this way was then compiled with other data about the Norway Portal which I obtained through interviews, direct observation and other sources.

2.1.5 **Reports, literature and official documents**

Various sources of written information were used in preparation of this study. However, the most important ones were the series of reports on ICTs in Bosnia by UNDP, among them the Bosnian ICT Strategy documents: Policy, Strategy and Action Plan. If it were not for the UNDP activity in this field, there would be a serious lack of ICT related literature for Bosnia.

During the preparation of this study I reviewed a considerable number of eGovernment studies in other countries. However, I did not come across any study that was treating specifically the issues of eDiplomacy. "eGovernment for Development Information Exchange" project\(^{20}\), coordinated by the University of Manchester's Institute for Development Policy and Management was a very useful source of information on eGovernment and government websites.

2.1.6 **Other**

Other techniques used for data collection include news media, events, e-newsletters, e-forums, websites and personal contacts. In the early (preparatory) phase of the project they were the main sources of information. Being Bosnian myself, I had an advantage of using personal contacts for background information and planning of the field trip.

\(^{20}\) eGovernment for Development Information Exchange [http://www.egov4dev.org/](http://www.egov4dev.org/)
Event – 2nd Conference for Information Society in Bosnia and Herzegovina (21-22 February 2005)
A part of the field trip plan was to attend the Conference. This was the perfect opportunity to quickly get a good overview of the main activities and meet some of the stakeholders.

Websites, e-newsletters and e-forums
In the draft project plan I mentioned my intention, as a ‘side’ experiment, to evaluate how much of information and of what kind of it, would be possible to obtain through web-based resources. In addition to direct the observation mentioned above and thematic websites with downloadable reports, I found thematic e-newsletters and e-forums tremendously useful. It is a great way to keep abreast with relevant news without having to search for them all the time – great time-savers!

Search engines
Advanced Google search functions were used to get some quantitative data about the Bosnian MoFA websites (No. of pages, No. of references and incoming links). Although search engines research can not be relied upon 100 per cent for accuracy, because of the speed with which things change on the Internet and variations in visibility (some web pages are ‘hidden’ from search engines because of the technical solutions they use), they (search engines) are fast and convenient tools for Internet data collection. Therefore, data collected via search engines is best treated as relative or an indication of trends, rather then an absolute value.
FINDINGS & DISCUSSION

CHAPTER 3 - ICTs and eGovernment in Bosnia and Herzegovina

3.1 Global perspective - UNPAN report

The United Nations Online Network in Public Administration and Finance (UNPAN) has a mission to “promote the sharing of knowledge, experiences and best practices throughout the world in sound public policies, effective public administration and efficient civil services.”

In its flagship publication, Global eGovernment Readiness Report, UNPAN gives a comparative ranking of the 191 UN member states according to two primary indicators: the state of e-government readiness and the extent of e-participation. The readiness is measured based on countries’ capacities in five stages of use of ICTs: Emerging presence, Enhanced presence, Interactive presence, Transactional presence and Networked presence.

In the most recent report (2004), Bosnia is mentioned as one of the countries that, although it still has along way to go, performed well in 2004. Currently 93rd on the global ranking list, Bosnia progressed 22 steps since 2003, thanks to greater offer of information and participation services online.

3.2 Key stakeholders and their roles

The main stakeholder in Bosnian ICT-led development is the State Government supported by UNDP and its team of ICT experts. Their activities so far are largely financed by Norway as the biggest donor of ICT sector in Bosnia. At the same time the EU, through its representing bodies, is taking an increasing role as a donor as well as project administrator in the sector.

Within the government, the implementation and co-ordination responsibility is assigned to the State Agency for Information Society, which was, at the time of research for this study (December 2004 – May 2005), in the process of being legally confirmed. The Agency is affiliated with the state Ministry of Traffic and Communications.

Last but not least, both civil society and the private sector support the ICT Forum, an overarching initiative by UNDP to raise awareness and assess ICT needs across sectors such as ICT infrastructure, legislation, health, education, etc.; their involvement in current and future ICT activities in Bosnia is the key for success.

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23 Ibid. page 31
3.3 Development Frameworks

“Whereas it is important to focus on improving access to service delivery, e-government programs must be placed in – and run concurrently with – an integrated framework aimed at improving infrastructure and educational skills.” – UNPAN Report 2004

ICT development cannot be seen in isolation of the overall country development context. Research has found that this has been recognised by the key stakeholders in Bosnia. Accordingly, ICT has been incorporated in the country’s Millennium Development Goals (MDGs) report24, under the 8th Millennium Goal: Develop a global partnership for development: In cooperation with the private sector, make available the benefits of new technologies—especially information and communications technologies; Bosnian ICT Strategy is further integrated in the European Union’s Social Inclusion Framework and compatible with the country’s Development Strategy25. According to Jens Toyberg-Frandzen, UN Resident Coordinator in Bosnia this integrated approach will allow for monitoring and reporting based on the same set of indicators. 26

With these development frameworks in mind, the Bosnian government and UNDP developed and published the Bosnian ICT Strategy called ‘Towards the Information Society’. The Strategy is presented in three separate documents: Policy, Strategy and Action Plan. Together they are referred to as the ICT Strategy.

3.4 ICTStrategy and eGovernment in Bosnia

Policy, Strategy and Action Plan for Information Society Development in BiH are documents that provide overall framework, vision, strategic guidelines and plan of actions for development of information society in Bosnia and Herzegovina for the period 2005-2010. This is the first ever (ICT) sector-development strategy in Bosnia and Herzegovina.27

The Strategy foresees the five main pillars of ICT development: eLegislation, Education, eGovernment, ICT Infrastructure, and ICT Industry. The Strategy is one of the steps in a roadmap Towards the Information Society, as shown in the Figure 1.
How do we think about ICTs?

Often in terms of machinery and engineering, rationality and objectivity. Many e-government systems get designed according to these notions. The trouble is, many government organisations don't adhere to these 'hard' ideas. In reality, they are dominated by 'soft' factors: people, politics, emotions and culture. When a hard e-government design meets a soft reality, there's a large gap, and a strong likelihood of failure. (Heeks)²⁸

The comprehensive and ambitiously planned ICT Strategy recognises certain 'soft' issues as likely obstacles: "absence of genuine commitment on the part of relevant decision-making actors at certain administrative levels", and a lack of "necessary number of quality staff that would drive and implement the eGovernance development process."²⁹ However, the main focus of the Strategy is on the technical design or the "hard" aspects.

The area where the gap between the current state of affairs and the future vision is the greatest is the fragmented structure of the ‘Dayton Bosnia’ administrative units. The Strategy takes this state of affairs as a starting point and an argument as to why the implementation of the Strategy is urgently needed. It further states: "of paramount importance is the readiness of all administrative bodies to mutually cooperate, exchange information, experiences and “good practices” as well as be ready to resolve similar or identical problems by combining their resources, knowledge and other potential."³⁰ However, the existing country problems stem from precisely the lack of these. As discussed earlier, this is due to the very foundation of Bosnia – the Dayton Agreement - and political tensions which are fuelled by Dayton structure divisions. It is unlikely to expect any improvement without changes of the Dayton Agreement.

This study takes into account that ICT Strategy is not a platform for solving constitutional issues. However, it points to this gap as the major obstacle that is likely to influence implementation of the Strategy and therefore should be given high consideration by the stakeholders.

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³⁰ Ibid, page 79
3.5 National Portal Project

National Portal is one of 59 projects planned for the eGovernment part of the Action Plan. The summary page\[^{31}\] of the project is given in the Appendix II. For this study, the Portal project is of central interest, as it directly relates to the MoFA’s future web presence.

The Portal is conceptualised as a ‘one-stop-shop’ for all public services to citizens as well as business, organised according to users’ needs and not the organisational structure of the service providers. It is envisaged to have even content and design concept regardless of the point of access. The points of access will be based on the user’s group affiliation.\[^{32}\]

The expected outcome of the Portal is: “An optimistic presentation and better image of Bosnia and Herzegovina, attracting foreign capital, a quick and efficient access to information (availability of relevant documents in electronic form), and services of the public administration, and increased work transparency.”\[^{33}\]

User group affiliation

In comparison to other government bodies, the MoFA has quite distinct user groups. This distinctiveness is twofold: a) a majority, although not all, of its user groups (or target audiences) are located abroad; and b) the MoFA is the only state level body that is directly providing administrative services (mostly consular, but also other services). This citizen–government relationship (C2G) is normally performed at lower levels such as municipalities. Therefore, the MoFA’s requirements within the National Portal are quite unique when compared with other state bodies.

The country image

As discussed in the Introduction, the MoFA’s web presentation (including embassies) is one of the essential steps in an effort to promote the country’s image with external audiences. Furthermore as cited above, attracting foreign capital is singled out as one of the primary goals of the ICT Strategy. All these factors indicate that the MoFA part of the National Portal, or a sub-portal for external audiences, is of strategic importance not only for the MoFA but Bosnia in general.

Timeline

The Action Plan document foresees that the Portal project should be implemented during 2004-2005, but at the time when interviews for this study were conducted, in February 2005, there was no knowledge among MoFA employees of any specific information on the project except that it is being planned as a part of the whole eGovernment initiative.

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Information & Services
As already mentioned, among other functions, the MoFA provides administrative services to Bosnian citizens abroad as well as to foreigners. In order for online services to make a significant impact, two preconditions must be met: a) a sufficient level of Internet access, and b) Internet literacy among the targeted user groups. Compared with the situation in Bosnia (estimated 10 per cent Internet access among the wider public), the MoFA’s target groups have a much higher access rates, thus the impact of services could be made in a shorter period of time. This statement can be explained by the fact that the majority of Bosnian diaspora live in the economically developed countries of Western Europe, USA, Canada and Australia, where general access to and literacy in Internet based applications is much higher. Similarly, foreign target groups: governments, business community, international organisations, media, etc. all fall into groups of advanced ICT users. Establishing online services for MoFA’s user groups could thus have a quick impact and provide a valuable experience to share for the in-country implementation of online services.

Transparency
Transparency is one of the most often quoted benefits of eGovernment projects. It offers greater access to information, and transparency of work processes and financial transactions. As a consequence, it builds users’ confidence in the organisation and thereby positively affects the perception of the organisation’s image.

“the new, wonderful and challenging aspect of Web management posed by portals is the idea of creating and managing information systems whose primary purpose is to sustain positive relationships between an institution’s stakeholders and the institution” (Katz)

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34 As presented by the Minister of Traffic and Communications (Dokic) at the opening of the 2nd Conference for Information Society in Bosnia and Herzegovina
3.6 Prelude to the case study

At this point, the study departs from the Bosnian context, and will examine the experience of another country that has already gone through the process of establishing a state portal for external audiences, namely the Norway Portal.

A decision to expand the project research to include the case study on Norway Portal is based on the following reasons:

- Norway is among world leaders in eGovernment readiness. In UNPAN’s 2004 report\(^{36}\) it is ranked as the No. 10 in the world.
- It is also the biggest donor in the ICT sector in Bosnia, and has financed projects and activities that among others include preparation of the above-discussed ICT Strategy for Bosnia - Towards the Information Society.
- The Norway Portal has been recognised\(^{37}\) as one of the most successful eGovernment projects in Norway.
- The Norway Portal’s software and know-how have been offered as a donation to the Bosnian MoFA. The study tried to find out what happened with this initiative and examined what potentials it would have if applied in the Bosnian context.


\(^{38}\) Norway Portal (2003), About the site, http://www.norway.ie/about.htm retrieved on April 22, 2005
CHAPTER 4 - NORWEGIAN EXPERIENCE - CASE STUDY

Summary:
Norway Portal, (http://www.norway.info/) is an official portal for websites in 85 countries, representing more than 100 Norwegian foreign service missions abroad. The websites are in 18 different languages. The Portal has been recognised as a successful information and promotion tool for Norway. Since it has been launched, it has helped Norwegian MoFA employees process more information requests in a faster and less costly fashion. It has received award for design excellence in 2004 in Norway.

4.1 About the Norway Portal

Note on sources of information: To avoid repetitive references to the sources of information provided in this chapter, all information, except where specific references are given, is obtained from a questionnaire which was completed by the Norwegian MoFA and through a direct observation of the Portal. The only exception to this is in places where a significant portion of text is quoted from the Portal (such as in the table below In their own words), in which case a complete reference including the exact link is provided. The two screenshots of Norway Portal, included in this chapter, were taken on May 23, 2005.

Norway Portal - In their own words...

“Norway’s official site, is a portal for websites in 85 countries, representing more than 100 Norwegian foreign service missions abroad. The websites are in 18 different languages, and present a comprehensive collection of feature articles and background information about Norway, as well as information on bilateral relations, news and local events.

The websites are for people world-wide who are looking for information about Norway in their own language on the Internet. The information is comprehensive enough to cover most users’ needs.

The background articles are written by different authors, whose names appear in each article. These include people working in the various ministries and other government agencies, Innovation Norway, academic institutions, etc.” 38

The first thing to note about the Portal is the concept behind it. The Portal is Norway's official website abroad and contains information from many official partners, not only the Ministry of Foreign Affairs and it is aimed for audiences outside of the country.

The Ministry itself has a separate website which is a part of the government’s web service together with all the other ministries. The primary audience for this website are Norwegians living in Norway.
4.2 Portal Background

Norwegian embassies got their own web pages in 2000. Technically it was a good solution but lacked good content and the embassies had problems maintaining them. In 2001 the embassy in Berlin decided to make their own portal, to provide the German users with all the information they needed about Norway in German language. The project was a success and the Ministry decided to make a similar portal for all the embassies. In autumn 2002 the Norway Portal project was initiated, and October 2003 the first Norway Portal in Brazil was officially launched by Her Majesty the Queen.

Table 5. Norway Portal - How it all started...
(From an interview with the respondent from the Royal Norwegian Embassy)

We had (in Germany) this group of Norwegian organisations, NGOs, Norwegian tourism board, Norwegian fishery and sea council, the embassy, Norwegian export council and we were all trying to create a media attention for our work and create a position for Norway in general. This is very difficult because the sea people have their agenda, tourist people have their agenda, the embassy have they own agenda so there are always ad hoc projects and people who are trying to find platforms to do things together. So, we said OK, how can we find a better way and really do something?

Immediate success
The first year the Deutchland Portal was launched we had a great success. I think we had some 18 million users that year, which is enormous. Before this, we couldn't afford from the embassy side or from the tourism side to supply all the requests from the public just because of budget - the budget for printing materials - but then there is also postage for thousands of requests... Postage can account for a half a million kroner.

Marketing
We marketed the portal in many ways... One of them was for high visibility events, to process all requests for press accreditation through the Portal. That created awareness and when media people were interested in other information they would come back to the Portal to look for them.

Work support
In the beginning we used a lot of trainees, like students, to help prepare and post information. This was mutually useful, as they got an interesting experience and we got support to start up and prepare various articles and translation for them.

Recognition of a good concept
The Portal opened up a lot more resources to process everything and it was a great marketing tool. So when we first presented this to the Foreign Ministry at home, they said: "Well, great. This is the way the Ministry should go."
4.3 Concept & strategy

**Work tool:**
The Portal works well for information sharing, hence the need for printed material is reduced, and the information can easily be updated.

**Marketing tool:**
The Norway Portal is an important means in the process of giving Norway a favourable reputation.

**Target audience**
The Portal is for people around the world who are interested in information about Norway in a variety of topics. Standard sections include: Travel, Culture, Business, Facts, Society and politics, Consular Information, Education and research, but there are many other as well. In addition to the embassies’ official information, featured articles are produced for groups such as students, businessmen, humanitarian workers, journalists, tourists, Norwegians living abroad, etc.

**Languages**
Currently there are 18 language versions. Whenever possible information is offered in the local language. In some countries this is not the case – mostly because the knowledge of the local language is not comprehensive enough at the embassy.

4.4 Structure, functionality and visual profile

The Portal has a number of categories with core information that is used in most countries. In addition to these, different country versions have other content that are of relevance to that particular country. The variety of the information provided is wide and embassies have an option to exchange and include resources from other countries into their web pages as well, thus avoiding the duplication of effort.

<table>
<thead>
<tr>
<th>Table 6. Functionality &amp; features of Norway Portal</th>
</tr>
</thead>
<tbody>
<tr>
<td>These are only some of the functions and features that are used and new features are added continuously.</td>
</tr>
<tr>
<td>Search</td>
</tr>
<tr>
<td>Time in Norway</td>
</tr>
<tr>
<td>Where is Norway (an interactive map)</td>
</tr>
<tr>
<td>Webcams</td>
</tr>
<tr>
<td>Pictures of the day</td>
</tr>
<tr>
<td>Subscribe to this category</td>
</tr>
<tr>
<td>Send to a friend</td>
</tr>
</tbody>
</table>
The design of the Norway Portal has been the base for the overall visual profile (branding) of the Norwegian embassies, including the standard diplomatic stationary, invitations and printed promotion materials. This very much confirms a comprehensive and strategic approach to reinforcing the promotion of Norway and its image.

The visual profile of the Portal has been designed by the Norwegian company APT AS, and is in keeping with the Scandinavian design tradition. It is inspired by the light and diversity of the Norwegian landscape. The profile consists of a logo field, a colour palette and a specially designed font: the Aeroportal font.

The design on the Norway Portal won the Norwegian Design Council Award for Design Excellence in 2004 with the following statement from the Council:

The net portal for The Ministry of Foreign Affairs has a youthful, fresh and delicate design which manages to bypass the clichés so often used by large public organisations. The details have been rigorously researched in terms of typography and iconography. The images used are of high quality.

Norgesportalen has an impressive amount of information, yet it is easy to orientate oneself. The framework is consistent and functions in every country and language version.

4.5 Maintenance and work processes

The development of the software, design and templates for the Portal is outsourced to a consultant company and this is a continuos co-operation since the Portal is being developed continuously.

Contents generated by the central Oslo office:

- About 200 basic articles* about Norway are produced and translated into 18 languages published annually.
- Information and news from and about Norway in English and Norwegian are offered to the embassies and missions for further translation and publishing by them.
- General and event related photos.
- New features.

*The basic articles about Norway are generated by many official partners; other ministries, Innovation Norway, directorates etc.

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39 Norway Design Manual, retrieved on April 25, 2005 from [http://norwayprint.designmanual.no](http://norwayprint.designmanual.no)
40 An article on Design Excellence Award on Norway Portal, retrieved on April 25, 2005 [http://www.norway.ie/culture/design/design/designaward.htm](http://www.norway.ie/culture/design/design/designaward.htm)
Contents generated by embassies:
- Bilateral information, events in the country, news and information related to Norway in the actual country.
- Photos.
- Some embassies co-operate with the official partners in providing contents.

The Portal is managed by six people in the central office (Oslo), who also work on other projects. The number of persons working with the Portal in each embassy and mission varies, but normally one or two persons. The largest Embassies have an employee working full time with the Portal.

4.6 Software, hardware
The software is web-based, meaning it is accessible from any PC with access to the Internet. No special installations are required on the embassies’ computers. The software, complete with design, cost 1.3 million NOK (Norwegian kroner). The solution is continuously being revised for additional cost. The licenses and servers have been bought by the ICT section of the Ministry.

4.7 Staff and training
The level of technical knowledge required for people working on the Portal:
- Content contributors (those who generate contents)
  - "Normal" computer knowledge, Word and browsers.
- Editors (those who review and publish contents on the Portal)
  - "Normal" computer knowledge, Word and browsers. All editors are in addition trained in the Norway Portal software.
- Administrators (IT staff that maintains the technical side of the Portal)
  - Comprehensive knowledge and understanding regarding web based information, Internet as a tool and strong technical skills

The problem of constant fluctuation of employees is solved by planned training seminars and ad-hoc one-to-one learning sessions. The training seminars are incorporated into the normal training routines for personnel moving to new missions. Since the Portal was launched, 18 regional training classes have been held all over the world. The traveling activity of the Norway Portal team was high, and personnel from the embassy traveled to meet them.

Tips or lessons learned by the staff of Norwegian MoFA:
- Training is essential for a project like this to succeed. We try to give as many people as possible training centrally, to avoid that bad habits gets passed on.
- It is important that the web desk is available to follow up after the training.
- We have good results from gathering several web editors in one training session. That gives good training, good co-operation and a good environment for learning.
4.8 Monitoring and evaluation

Web statistics are monitored and each embassy can observe its own statistics. The following as an excerpt from the Portal’s global report for February 2005 showing the popularity (1 most popular – 6 least popular) of different sections:

<table>
<thead>
<tr>
<th>Table 7. Review of popularity of the Norway Portal sections</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>Total popularity (globally)</td>
</tr>
<tr>
<td>USA</td>
</tr>
<tr>
<td>Germany</td>
</tr>
<tr>
<td>UK</td>
</tr>
<tr>
<td>Poland</td>
</tr>
<tr>
<td>Japan</td>
</tr>
<tr>
<td>Spain</td>
</tr>
<tr>
<td>Brasil</td>
</tr>
<tr>
<td>Denmark</td>
</tr>
<tr>
<td>Netherlands</td>
</tr>
<tr>
<td>Belgium</td>
</tr>
</tbody>
</table>

The table above gives a quick overview of the popularity of each of the sections globally and among the most visited country versions. From there we can see that Travel is the most popular section, followed by Culture and Business. It is also interesting to see the differences in areas of interest in different countries. This is a simple yet powerful tool to assess the type of interest that exists in other countries. From there it is possible to conclude if the actual type of interest in a country corresponds to the type of interest that the website owner wishes to generate. And, accordingly decide if and what kind of interventions could increase awareness of the desired topic. Here, web statistics are only the beginning of the monitoring and evaluation process, and subsequently other methods could be applied to reach the final conclusion. For example, if the promotion of tourism was the goal, then following statistics on the actual travel - tourist visits - from the respective country over a period of time could give an indication whether or not the goal was met.

**Note:** Of course, one should keep in mind that the discussion here is focused on the web as a tool, and in reality, these kinds of effort are normally done in partnership with other stakeholders (for example, a tourism council and travel operators) and by employing other communication means in addition to the web.
CHAPTER 5 - Bosnian MoFA web presence

Summary
The Bosnian MoFA has diplomatic offices in 41 countries. On the Internet it is presented by the ministry’s official website and 6 embassy websites. The websites differ in looks, contents and the level of maintenance/updates. Although a lot of useful information can be found, the type of content is limited and there is no coordinated approach. Over the years, a number of initiatives have been made by MoFA employees to improve and develop the MoFA’s web presence. However none of them were realized for various reasons - the most important one being the lack of support and leadership at the decision-making level.

Note: All websites were reviewed on more then one occasion during the period December 2004 – May 2005. However, the screenshots were taken and the observations below made between April 6 and 22, 2005.

5.1 Introduction
The sequence of previous chapters was designed to familiarise the reader with the way in which Bosnia, according to the ICT Strategy adopted by the government, wants to go, and the Norwegian case study as an example of ‘best practice’. This chapter provides research findings on the Bosnian MoFA’s current web presence. Due to limitations of time and space, analysis of the embassies’ websites is summarised to capture their main characteristics, while the analysis of the MoFA website is more comprehensive and includes background information as well as discussion of work processes and other information that could be relevant for the future planning of the Portal project.

As already noted, the Bosnian MoFA is presented on the Internet by the ministry’s official website and the websites of six embassies.

The six embassy websites (Australia, Denmark, Germany, Pakistan, Qatar and USA) are linked to from the MoFA’s website. They have been set up by embassies in their respective countries and have a status of ‘official’ embassy websites. In addition, there is a number of web pages and sites that were set up to provide information on some of the Bosnian embassies (UK, France and Netherlands), but there are no links to these from the MoFA website and they do not qualify as ‘official’. The reason for this is that these are mostly ‘borrowed’ spaces on larger portals that are owned and managed by parties not associated with the MoFA. The status of the Swedish embassy website is not clear as the site appears to have an official domain (web address http://www.bosniaemb.se/), but there is no link from the MoFA website. At the time of research two new embassy websites (Argentina and Italy) were being developed but not yet online.

There are two internal documents that set the basic principles of web communication by MoFA and its diplomatic missions. Following is a summary of some of the points that refer to the embassies’ websites:

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42 This is according to the list provided on the MoFA’s website
43 Decision on the Way of Functioning of the MoFA Website, and Guidelines for Activities on MoFA Website

Alma Sokolovic-Rasmussen – eDiplomacy for Development
Diplomatic offices have a right to establish their own websites according to their own needs and resources.

Launching of the website is done in agreement with the MoFA central office.

Website related costs should be covered by the diplomatic offices’ own budget.

Head of diplomatic office is responsible for their contents and maintenance.

Websites are closely integrated with the MoFA website through cross-links.

Respondents explained that what this means in practise is that decision as to whether to establish a website is left entirely to the employees in embassies, and most often this depends on enthusiasm of an individual(s) working there. Since related costs are to be met from the embassies own budget many do not do it simply because of lack of money in the budget. While launching is said to be done in agreement with the central office, findings on individual websites, later in the text, will show that there have been serious oversights in this process (this comment especially refers to the findings about the website by embassy in Pakistan).

The summary of quantitative research of the seven official websites is shown in the Table 10 – 'Summary of MoFA’s web presence'.

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44 MSN Encarta pages containing the information given on this website can be found here: [http://encarta.msn.com/encyclopedia_761563626/Bosnia_and_Herzegovina.html](http://encarta.msn.com/encyclopedia_761563626/Bosnia_and_Herzegovina.html)
Table 8. Summary of MoFA's web presence (as of 22 April 2005)

<table>
<thead>
<tr>
<th>Country</th>
<th>Website</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MoFA</td>
<td>312</td>
<td>1130</td>
<td>160</td>
<td>YES</td>
<td>YES</td>
<td>Not applicable</td>
<td>YES</td>
<td>YES</td>
<td>NO</td>
<td>NO</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.mvp.gov.ba">www.mvp.gov.ba</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Australia dialYSIS</td>
<td>56</td>
<td>194</td>
<td>20</td>
<td>NO</td>
<td>YES</td>
<td>**</td>
<td>YES</td>
<td>YES</td>
<td>NO</td>
<td>NO</td>
</tr>
<tr>
<td></td>
<td>Denmark</td>
<td>94</td>
<td>91</td>
<td>2</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.embassybh.dk/">http://www.embassybh.dk/</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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* This category indicates a number of times the website’s homepage address (URL) is mentioned in any kind of document available on the web (a web page, PDF, Word, etc.). This is one of the indicators based on which website popularity can be assessed.

** English is the official language of the country so it falls under both categories

*** The economy page contains 6 links, one of which is broken and three not directly relevant to the economy (links to Cantonal websites)

**** The economy section exists, but its contents are not promoting the country image (See contents analysis later in the text)
The indicators chosen for the summary table relate to: the size of websites (number of pages); their relative popularity (number of links and references to their homepages); the language versions (relates to choice of target audience); the availability of consular forms online (provision of services); and the existence of economy and tourism sections (strategic promotion of chosen sectors).

Data expressed in figures in the first three columns was obtained through search engine research, and should be treated only as indications and not as absolute values. (see Methodology chapter – Search engine research) Columns 2 and 3 indicate relative popularity of the sites which seems to be quite low, especially according to data from column 3. (between 1 and 20 incoming links to embassy websites’ homepages).

Columns 4 to 6, languages, can give an indication of which user groups were considered (and which were not) when the websites were created. However, it should be kept in mind that these decisions are often a result of the availability (or the lack) of language skills rather than of planning. This of course does not apply to cases when BH languages are not included. The question of BH languages will be discussed more closely in the analysis of the MoFA website later in the text.

The contents elements in the last three columns of the table were selected as samples relevant to the earlier discussion about provision of online services (such as consular forms) and promotion of topics that are of strategic importance to Bosnia (such as economic co-operation and tourism). In this case, online forms refer to the simplest way of making documents available online, i.e. by attaching them to a web page from where they can be downloaded. Regardless of the simplicity of the solution, availability of forms online can be of great help to users. For example, people do not have to travel from a distance just to get the forms.

This quantitative review of websites shows that there is no consistency among the seven websites in almost any of the chosen indicators. The only indicator that is common for all websites is No. 10 – not one website has a search or a sitemap tool which are commonly used to help users find the information quickly.

The following is a brief review of the qualitative aspects of the embassies’ websites.
5.2 Highlights on BH embassy websites

5.2.1 **Australia**
The website is designed in English. It is basically a collection of pages with links to attached Word documents. Some attachments are also given in the BH languages. The Economy page features an attachment, an internal MoFA document, with guidelines on economic diplomacy for MoFA staff. It is not clear why attachments are used instead of web pages. Some consular forms are available. The most prominently featured item on the entry page is the Ambassadors CV, this is also the top item on the navigation menu.

5.2.2 **Denmark**
http://www.embassybh.dk/
This is the only MoFA website with three language versions, Danish, BH and English. It is rich in content and frequently updated. The economic section is especially developed and it has a status of a sub-website with its own navigation and structure. The contents for the three language versions are targeted. This website is the closest to the concept of the Norway Portal by variety of contents.

5.2.3 **Qatar**
http://www.bhembassyqatar.org/
The Website’s homepage features prominently the BH and Qatar flags. However, these are merely decorative as the information in the website is in English only. The Consular services page is more targeted towards foreigners than BH citizens. There is one form available and that is the visa application for foreigners to enter BH. The Economy page features six links, of which one is broken (http://www.tradepoint.ba/) and three are irrelevant. The ‘Visit BH’ page features a good collection of photos with Bosnian motifs.
5.2.4  Germany  
http://www.botschaftbh.de/  
The website is in the German and BH languages. It has a well structured consular section with lots of useful information and forms. The page ‘Facts about BH’ is very rich in contents - actually too rich by web standards - printed, it takes around 23 pages. Other than that, the quality of the information provided is high and both ‘test contents’ tourism and economy are also included in this page. Disappointingly, the page with news (Aktuelnosti) in the local version is empty.

5.2.5  Pakistan  
http://www.bosnianembassypakistan.org/  
The website is entirely in English. Its design is dominated by a header with fast moving pictures of meetings between Bosnian and Pakistani officials. The pictures are moving so fast it is not possible to view them properly or stop from moving, and as such are distracting for a viewer. The Consular section does not provide any information for BH citizens. It contains no forms. In addition, foreigners wishing to apply for business visas for Bosnia are pointed to the website (www.bihpress.com) which has been moved. Economy, culture, history and people of BH sections are completely reproduced from MSN Encarta\textsuperscript{44}, so Bosnia and its people are referred to in the third person. It is full of statements which could hardly be connected with the official Bosnian policy, such as: “The people of Bosnia speak the Bosnian dialect of the Serbo-Croatian language. However, according to the Bosnian government, the country officially has three languages: Serbian, “Bosnian” (the language associated with the Muslims), and Croatian.” Or, a statement from the economy section: “Corrupt political leaders apply regulations and taxes arbitrarily, stymieing the development and growth of new businesses.” – could hardly be characterised as promoting the country’s image and attracting foreign investors. The News and events category is empty.

5.2.6  USA  
http://www.bhembassy.org/  
The website is designed in the English and BH languages. However, most of the website including its homepage, economic section and other contents is ‘under construction’ (and has been like during the research period December 2004 – April 2005). The Consular section gives contact information. Other Consular information or forms are not available. An interesting feature is an interactive map on the ‘Ethnic Distribution’ page.
5.3 The MoFA website

The MoFA’s official website (www.mvp.gov.ba) has two versions, local and English. The layout and structure of both versions are identical, with minor variations in contents (see Appendix III). The contents are mainly about the ministry, its structure, contacts for Bosnian missions abroad, and foreign missions in Bosnia. These contents are static and updated only to reflect changes in staffing or contact information.

The English version homepage features two links: ‘Diplomatic forum’ and Intergovernmental Conference on Making Europe and Central Asia Fit for Children. These featured links rarely change (the Diplomatic Forum link has been there for the past three months – as of April 2005). Other than that, the space on the homepage is empty.

The local languages version homepage has three featured elements: Diplomatic Forum, information for BH citizens on access to information from MoFA (based on the Law on Freedom to Information Access) and recently published press releases by MoFA. The last element is the only one that is frequently updated. However, the latest published press release on the English version is from June 2003.

The website has an ‘Economy’ section with the following sub-sections: Economic Overview, Why to invest in BiH?, How to invest in BiH? This is a collection of well-prepared texts, however they are static and lack features or new contents to add a bit of variety and promote recent developments in this area. There are other texts on the website that relate to these topics (for example from Diplomatic Forum) but cross links are not provided.

A section called ‘Welcome to Bosnia and Herzegovina’ has the following sub-sections: BiH in the World (under construction), BiH in Europe (dead link), Geographical Data, State System, BiH Constitution, Flag and Coat of Arms. Although the section title “Welcome…” would suggest that there may be information of interest

45 Diplomatic Forum is an initiative which periodically organises round table discussions on current issues pertaining to work in diplomacy.
46 On the day when the website was checked – 22 April 2005
for tourists or practical information for people coming to Bosnia on business, none of the above mentioned categories could be said to fulfil that expectation.

The ‘Consular Information’ section has the following sub-sections: Passport Issuance, Visas for BiH, Visa for BiH Citizens and Other Consular Information (dead link). There is only one form available: Request for issuance of visa to enter Bosnia.

Some parts of the website have not been updated for a long time (for example, in the section ‘International cooperation’ opportunities for scholarships and study trips are from 2002.)

Based on the above findings, the MoFA website has some useful information. However the contents are limited, offer no variety and are not kept updated.

5.4 Concept & strategy
The MoFA website has existed since 2000 and its concept has not changed much since. All interviewed MoFA employees shared the opinion that the current website is not up to level they thought it should be:

“…we are not very happy with MoFA’s website. We are not satisfied with the structure, with the information provided. We are not happy with the graphic design, and many other things which could be improved on.” - MoFA respondent.

Target audiences
Although there are some differences in contents between the two language versions, according to the MoFA respondent, there is no particular strategy behind this. Some differences are due to the lack of translation resources, some are due to content (for example the form for information access is only on the local version since it is relevant only for BH citizens). “To say that the website is targeting BH diaspora or any specific audience would not be correct. It is aimed for general audiences in Bosnia and abroad – there is a little bit for everyone” – MoFA respondent.

Communication with users
Three email addresses are listed on the site. However, “queries coming in that way are not considered official until the Laws on electronic communication and e-signature are adopted.” – MoFA respondent. The guide on access to information for public queries according to the Law on freedom to information access is available on the local version, accompanied with a PDF form which can be downloaded and according to instructions given in there, “submitted in person, by post or by fax”. Sending it by email is not mentioned as an option, but the MoFA respondent said that that would also be acceptable, provided the form is filled in correctly.
**Languages**

The question of local language versions for BH websites (Bosnian, Croatian and Serbian) is particularly interesting. Language polemics in Bosnia is a highly politicised issue. This study looks at it only from the practical point of view of application on the MoFA website. The difference in the spoken languages is minimal, and in writing the main difference is that Bosnian and Croat are written in the Latin alphabet and Serbian in the Cyrillic alphabet. Some government websites, such as the Council of Minister’s website provide three local versions. The MoFA website, has one local version which has mixed contents written in all local languages. The contents are published in the original version in which they are prepared. So, practically all three languages are equally presented within one local version of the website. This makes it a quite rational solution – save time and resources- and local audiences are used to reading and understanding them all.

**5.5 Structure, functionality and visual profile**

**Functionality & features**

The website does not offer any of the ‘sticky’ features that make users spend more time on the website or come back. The contents are pure text, with an occasional photo and a couple of PDF attachments. Although it has 312 pages, the website does not have a search function or a sitemap. There is no cross-linking with the existing embassies’ websites, except links to their homepages on the ‘BH embassies’ page with contact for all embassies. Because of that and because of their format and length, the contents appear to be an HTML version of paper documents and not adjusted to the web as a medium where linking and short texts make possible fast and non-linear browsing for the information that is of interest.\(^47\) The site is created in the “old-fashioned” frames style which has largely been abandoned on the www scene due limitations in functionality. An option to switch language versions is available only on the homepage.

**Visual profile and branding**

This study looks at website design and branding as an integral part of communication strategy, a means to promote not only MoFA’s visual profile but also its mission, policies and values. As evidence shows, there is no developed approach for any of those on MoFA’s websites. The ministry’s website as well as the embassy websites echo the yellow-blue colour theme from the country’s flag and coat of arms. However, all similarities between the websites stop there. As with other topics discussed above, here too there seems to be a lack of awareness and coordinated effort. When asked about this, an MoFA respondent said that what was required at this stage is that all websites feature the BH coat of arms.

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5.6 Maintenance and work processes

The website is managed by the Office for Planning, Analysis and Information, and within this Office (see Annex V MoFA organisational chart) the daily responsibility for content is with the Information Department. The website editor is at the same time in charge of internal communication in MoFA, coordinating and distributing information between the central office and the missions abroad. The Office for Public Relations is directly responsible for press releases and other news media related contents. All other contents are co-ordinated by the web editor.

A procedure for generating and submitting information for the web by other departments officially exists. However in practice it does not always function. One of the obstacles is the frequent change of employees which is endemic in most ministries of foreign affairs. “Often, just as we develop good co-operation with some office, the staff there changes and we have to start again.” – MoFA respondent.

Webmaster is a consultant working for MoFA two hours a day. This situation is explained later in the text.

IT department is providing technical support for the website, mostly maintenance of servers.

5.7 Software, hardware

Since all contents are published by the webmaster, no particular software is used by content contributors. Approved updates are sent to the web editor in electronic format and from there to the webmaster. At the time of interviews, following the breakdown of some computers, the web editor was forced to share a computer with four other colleagues until a better solution (new computers) could be found.

5.8 Training

No web communication related training is provided in the house. On one occasion, there was a round table organised with the theme of web communication. The IT department is limited in terms of training and training related travel due to budget constraints.

5.9 Monitoring and evaluation

No monitoring and evaluation activities are undertaken. Web traffic and web statistics are not recorded. There is no knowledge as to how many visitors come to the website, from where they come or what interests them most.

5.10 History

When launched in 2000, the MoFA website was one of the first ministerial websites in BH. Since then, although there have been a number of initiatives, the MoFA’s website has not developed significantly. In the meantime, other ministries have established their websites, some of which are more complex or advanced then that of the MoFA. Initially a leader, MoFA is now in the ‘lower ranks’ among the government websites.
Initiative 1
In 2001, the website was redesigned to include some of the new technologies that require advanced browser software to be properly viewed. When the new version was ready for launch, it was discovered that the general level of software used in MoFA offices, could not support these technologies, meaning MoFA employees were not able to see the new website on their computers. For this reason, this initiative failed and the first version, from 2000, remained online.

Initiative 2
In 2003, intending to significantly upgrade its web presence and outsource some of the technical functions, the MoFA issued a public tender. The tender called for proposals for new design, technology and external maintenance solutions. A number of offers were received some of which were considered good and interesting, according to some of the MoFA respondents. Shortlisted proposals were submitted to the ministry’s management for selection and approval, but the decision was never made and the initiative failed.

Initiative 3
After the second initiative failed, a new third initiative came to keep the website maintenance in-house and hire a full time web-master. (Until then the MoFA had had an external consultant who was performing the function two hours a day in addition to his full time job somewhere else). This solution did not work out because candidates who applied were not deemed suitable by an external agency that is administering hiring for the ministry. Another reason why is MoFA’s website still maintained, two hours per day, by the external consultant is that job classification and remuneration by MoFA is not competitive enough to attract well-qualified applicants from the job market.

Initiative 4
The most recent initiative, the already mentioned offer from the Norwegian Embassy to donate software and know-how used for the Norway Portal has been in status quo for almost a year (at the time of interviews – Feb. 2005). The proposal was submitted to the MoFA management, but there was no official feedback as to its acceptance or rejection. Respondents’ personal opinions on the status of this initiative varied a lot: “it has been delayed but it is still an option”, “it was a missed opportunity”, “it was rejected for political reasons”, “it’s an example of how personal and political interests are put in front of the interests of Bosnia and it’s people”, and “it was abandoned in an expectation of the National Portal project to avoid duplication of efforts”.

The respondent from the Norwegian embassy said that offer was still open but they have not heard from MoFA on this for a long time.

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48 In MoFA, the top management means those with the decision making power concerning budget. That way, the top management includes: the Minister, Deputy Minister, Secretary and their Assistants.

51 This is an independent body introduced to increase transparency in government hiring and ensure that certain qualification standards are met. For MoFA staff this includes testing in foreign languages and other relevant skills.
CHAPTER 6 - CONCLUSION AND RECOMMENDATIONS

The overall level of the Bosnian MoFA’s web presence is undeveloped with lots of room for improvement. In terms of numbers the presence is very low. MoFA has missions in 41 countries, but in some of them there is more than one office, such as consular offices and permanent missions with the UN and EU bodies. Accordingly, approximately 90 per cent of diplomatic missions (offices and embassies) are not using Internet to provide official information and/or services.

Among missions that do have websites, there is a great disparity in terms of concepts, information, type and level of services provided, languages, technology and design. This indicates that each website was developed separately thus through multiplication of efforts. If all totalled up there is a pool of useful information and services that has already been developed. However these resources are unevenly distributed among the websites, ranging from dynamic, content rich and frequently updated Danish website, the German website with well developed consular section, to websites which are in urgent need of improvement such as, ‘under-construction’ website of the USA embassy and the controversial Pakistan Embassy website.

This disparity between the websites and the findings on the internal work processes indicate a lack of strategic approach to web communications in MoFA. The regulations which are in place leave the decision and the initiative to establish an embassy website with the embassies while not providing any additional budget or staff. Therefore, there is no incentive for MoFA employees to do it.

In spite of this lack of incentive, MoFA employees in some of the embassies as well as in the central office in Sarajevo took initiatives over the past four years to improve MoFA’s web activities. Some of these initiatives succeeded and some failed. It is notable that those that succeeded were smaller in scope (such as embassy websites) and therefore doable (manageable) on an individual level. Initiatives aiming for comprehensive and long-term solutions that require organisation-wide co-ordination and management support failed.

Since the use and importance of web-based communication is not likely to decrease in the coming period, on the contrary, it is important that web communication becomes recognised and integrated part of the MoFA’s regular activities. This includes considerations on various aspects from budget and staffing to training and work procedures. The most important of all is that the top management recognise the importance and provide leadership and support, which would consequently help secure the above-mentioned aspects (budget, staffing, training and procedures). Therefore awareness and acceptance of the project by all stakeholders is of crucial importance.
Key stakeholders – funders, managers, operators, users, clients, etc – must support (passively or, ideally, actively) the e-government project. For any human to support a project, that project must align with at least some of their personal goals and values. Put more simply, the e-government project must provide each stakeholder with at least some positive answer to the question we all ask of any project: "What's in it for me?". The process of change management must ensure that this question is asked for all key stakeholders, and the answer incorporated into the project design or implementation process. (Heeks)

As shown from the Norwegian experience, although initial investments are necessary, expected returns can compensate for that and even save considerable resources in the long run.

The outcomes will help strengthen ties with the Bosnian diaspora and support goals of the economic diplomacy thus contribute to the country’s overall development goals - positioning in the global society and global markets.

As for Bosnian diaspora, if the long term ties are to be maintained (and not only from the economic networking aspect) other means of inclusion with the Bosnian society should be made available though open channels of communication and participation (eDemocracy) - such as voting online, for example. If Bosnians living abroad are stimulated to participate in the shaping of the country’s future that will also increase chances for Bosnia to tap into diaspora resources and counteract the current problem of brain drain.

When speaking of the Bosnian ICT Strategy, the logical framework for MoFA’s web communication lies with the upcoming National Portal project. This is also one of the reasons given by respondents as to why development of MoFA’s web communication is put on hold for the time being. However, there are a number of arguments why waiting is not the right approach:

1. As described in the Strategy’s Action Plan, the Portal project should have been implemented in the period 2004 – 2005. However, the main co-ordination body for the implementation of the Action Plan is not formally established yet (as of May 2005), but if and when it is it will deal with a portfolio of projects and programmes in five areas: eLegistaion, eEducation, eGovernance, ICT Infrastructure and ICT Industry. Within those, the Portal project is one out of 59 projects planned in the area of eGovernance.

2. When the co-ordinating body for implementation of the ICT Strategy is established and functional, and the Portal project becomes real, all stakeholders (State, Entities, Cantonal and municipal bodies) will be expected to join in with their respective web resources -assuming that they already have them and that they are compatible with portal technologies. MoFA’s current websites are not compatible for portal technologies.

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3. The compatibility is normally achieved through use of Content Management Systems (CMS), which allow for decentralised information management and centralised management of the visual profile (through use of templates), as described on the example of the Norway Portal.

4. As it has been discussed earlier in this study, MoFA’s user groups and functions on the National Portal will be quite different from the other stakeholders. Therefore the concept for the MoFA part will have to be developed separately (by MoFA), and there is no value added in waiting for other stakeholders or the co-ordination body to take the lead in this process.

5. If MoFA takes the lead, by establishing its own Portal (to unite all missions and the main Ministry’s website), its experience could be valuable for development of the whole National Portal.

Therefore, there is a significant need for MoFA to improve its web communication without further delay. However, since this is a big and relatively complex project is has to be carefully planned for, taking into account all the relevant circumstances, and implemented in phases, that is short-term and long-term goals and activities.

**Attune The Project To Political Cycles**

Everyone complains that e-government projects suffer from political cycles – the four years between elections, or the two-year tenure of Ministers in particular posts, or the annual funding round. But these cycles are a fact of life that must be recognised and built into the project design. They mean – whatever the ultimate ambitions of the project – that it must show some fairly quick deliverables. "Think Big, Start Small, Scale Fast" was specifically matches the political realities of e-government. There are also advantages of this approach – they make unworkable leviathan projects less likely, and they encourage an incremental approach that has been shown to be more successful than "Big Bang" methods.

(Heeks)\(^1\)

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Based on the findings in this study, the following recommendations have been developed:

**Short-term (as soon as possible):**

1. **Establish a web team** of competent MoFA employees (if needed include external experts) to start activities which are needed immediately (short-term) and help planning for an extended team which would be established at a later stage to implement long-term goals

2. **Provide a training** in web communication to the team according to their functions to enable them to carry out the following steps as efficiently and competently as possible

3. **Review all the existing MoFA websites and remove** (close down) those that are not in line with policies and level of presentation required for MoFA

4. **Consolidate the information** that already exists and put together a core set of information which all embassies should have in BH languages and in English (this is the information that does not change often and is generic enough to apply to all countries.
   Suggestion:
   - Updated information about MoFA and all its offices
   - Information about Bosnia (general)
   - Information about economy
   - Travel and tourist information (business and pleasure)
   - Consular information and forms for Bosnians (contacts and fees should be given separately as they differ from country to country)
   - Consular information and forms for foreigners
   - Culture
   - other contents such as photos (good example on the Qatar embassy website)
   - relevant links and cross-links between all websites and through all contents.

This would be the core and ‘first aid’ information to fill-in the gaps on the existing websites. It would also be useful in speeding up the establishing of web pages for the remaining embassies and diplomatic/consular missions. These would only have to contribute information specific to their locations. In this short-term phase, additional information should be generated based on needs and capacities of each office.

5. **Establish monitoring and evaluation system** - start with generating web statistics for the existing websites. This will be needed for monitoring any trends and planning future activities based on initial findings. Produce and start reviewing web-statistics to get an idea about current users
**Mid and Long-term activities and goals:**
For a long term goals, preparatory activities are necessary and they can take weeks or months, depending on the way they are managed. Therefore, activities listed below should also start as soon as possible.

1. Allocate budget
2. Establish a wider team with relevant competencies
3. Make a review of MoFA’s current communication practices and develop a new communication strategy (in line with the country’s development objectives) to include the web communication component. This includes defining goals, target audiences and means of communication and action plan (attention should be given not to abandon traditional communication channels, instead review where web based communication can add value, provide more access, etc.)
4. Undertake a user survey to cover current users as well as those who would be the target group according to the new communication strategy to find out their needs and expectations
5. Based on the above, review and decide on suitable technological solutions. Software is very expensive. Therefore reconsider the Norwegian offer. It is one of the best in the world; it is already developed, tested, free and includes know-how
6. As a continuation of point 3. initiate development of the MoFA’s branding (mission, style and visual profile)
7. Develop a concept for the new MoFA Portal (to later become a part of the National Portal)
8. Assign staff and responsibilities
9. Provide training (this should be a continuous activity)
10. Start producing information (use student help – Bosnian diaspora- or other means to overcome the workloads and translation issues in the beginning – see Norwegian example)
11. For BH languages versions, stick to the current policy. It saves time and resources, and provides equal representation of all BH languages.
12. Verify and incorporate through official work procedures.
13. Launch a pilot Portal with five test embassy websites.
14. Establish strategic partnerships with the Foreign Investment Agency (FIPA), BH Tourism, a news agency, Ministry for refugees, etc. to create and post information of mutual interest.
15. Put in place capacities to handle incoming queries that will be stimulated by the new content & services
16. Define a policy on domains and purchase them in all relevant countries
17. Continue monitoring and evaluation
18. Expand number of country websites included in the Portal.
Future Research

In order to complement this study, and make implementation of the above recommendations possible, additional research should be undertaken. This could include:

- A research on MoFA’s users and their needs and expectations
- A research on staffing in MoFA and skills available for a project like this to succeed (This research could come up with recommendations on how to overcome lack certain skills in the short and long-term)
- A research on MoFA’s overall communication strategy and best modes to incorporate web communication into it.
- A research on MoFA branding.
- A research on MoFA’s internal work processes (so called back office functions), which can potentially benefit from the use of web technologies. For example consular services, how can internal processes be redesigned to include benefits available through use of ICTs?
- A research on development and concept of the MoFA’s future web presence.

A final word

Based on all of the above, a well planned and co-ordinated web communication strategy for MoFA has potentials to:

- cut expenses,
- save staff time by coordinating efforts and resources,
- improve and add value to the image of the MoFA as well as Bosnia,
- increase transparency of MoFA’s work,
- provide better information and services to MoFA’s target audiences,
- contribute to the objectives of the ICT Strategy,\(^{52}\) and
- contribute to Bosnia’s overall development goals:

  “Citizens of Bosnia and Herzegovina in an information society will be enabled to accept new tasks and technologies, and a quick and simple access to desired information will be made available to all of them.”

  “The development of the information society of Bosnia and Herzegovina will transform the current underdeveloped economy and society into a middle-developed economy and society, capable of integration into European Union until the year 2010.” – ICT Strategy of Bosnia and Herzegovina\(^ {53}\)

@end

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APPENDICES

APPENDIX I - A DEFINITION OF E-GOVERNMENT BY THE WORLD BANK

A definition of E-government by the World Bank\textsuperscript{54}

E-Government refers to the use by government agencies of information technologies (such as Wide Area Networks, the Internet, and mobile computing) that have the ability to transform relations with citizens, businesses, and other arms of government. These technologies can serve a variety of different ends: better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to information, or more efficient government management. The resulting benefits can be less corruption, increased transparency, greater convenience, revenue growth, and/or cost reductions.

Traditionally, the interaction between a citizen or business and a government agency took place in a government office. With emerging information and communication technologies it is possible to locate service centers closer to the clients. Such centers may consist of an unattended kiosk in the government agency, a service kiosk located close to the client, or the use of a personal computer in the home or office.

Analogous to e-commerce, which allows businesses to transact with each other more efficiently (B2B) and brings customers closer to businesses (B2C), e-government aims to make the interaction between government and citizens (G2C), government and business enterprises (G2B), and inter-agency relationships (G2G) more friendly, convenient, transparent, and inexpensive. E-Commerce has evolved already through four stages: 1) publishing, 2) interactivity, 3) completing transactions, and 4) delivery. To date, most e-government activity has centered on publishing. A study by Anderson Consulting finds vast differences among countries in the maturity of their e-government effort. Perhaps the key finding, however, is that even the most mature countries have tapped less than 25 per cent of the potential.

\textsuperscript{54} The World Bank E-government website: http://www1.worldbank.org/publicsector/egov/
1. Because of the nature of its work, the MoFA uses communication a lot - especially abroad. It could be said that the MoFA presents not only Bosnian diplomacy, it is also a representative and information gateway to all of BH and its other official web resources.

2. In addition to the standard target audiences that the MoFAs of every country has, the Bosnian MoFA also has Bosnian diaspora that accounts for estimated 25 per cent of the total population.

3. Currently there is no adopted strategy for the use of ICTs and the Internet. However, eGovernment is currently on the Government’s agenda (according to 2nd Conference on the Information Society in BH).

4. There is already lots of information available and some examples of successful embassy websites already exist (for example BH embassy in Denmark). This experience could be used to develop a network of diplomatic websites for streamlined and consistent presentation of BH abroad.

5. This kind of project is currently undertaken by some of the world’s most developed countries, but also some of the developing countries. BH has a chance to join them and raise the image of BH on the Internet.

6. This is an academic, mostly theoretical project, with the aim of assessing the current status, needs and potentials. It is planned to provide examples of the existing successful similar projects (web sites and portals) by other countries in a form of assessment study and recommendations paper that would be made available to MoFA and its staff.

7. The project is supported by the Nordic Council of Ministers, through Malmo University, for research and study activities in the field of communications and development.

Sarajevo, 22 February 2005
## APPENDIX III - NATIONAL PORTAL - PROJECT SHEET

### Towards Information Society in BH - eGoverance

<table>
<thead>
<tr>
<th>Type of activity</th>
<th>Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title of activity</td>
<td>National portal</td>
</tr>
<tr>
<td>Stakeholder</td>
<td>AIS, ENT, DISTR, KANT, LOK, All organizational units of the administration, private sector</td>
</tr>
<tr>
<td>Participants</td>
<td>ENT, DISTR, KANT, LOK, All organizational units of the administration, private sector</td>
</tr>
<tr>
<td>Description of activity</td>
<td>This project should realize the National portal as the entry point, which will provide access to all relevant information and electronic services of the public administration. National portal should have connection to hyperlinks structured by organizational and functional segments of public administration. It should provide for the portal to be accessed from the work, home, mobile phones or public information kiosks.</td>
</tr>
<tr>
<td>Expected outcome</td>
<td>An optimistic presentation and better image of Bosnia and Herzegovina, attracting foreign capital, a quick and efficient access to information (availability of relevant documents in electronic form), and services of the public administration, and increased work transparency.</td>
</tr>
<tr>
<td>Prerequisites</td>
<td>Funds and agreement of the activity stakeholders for implementation of the project.</td>
</tr>
<tr>
<td>Period of execution</td>
<td>01. 06. 2004 - 01.12. 2005</td>
</tr>
<tr>
<td>Financial prognosis</td>
<td>1 000 000 KM</td>
</tr>
</tbody>
</table>

### Critical implementation factors

- Agreement of the decision makers for implementation of the project.
- Establishing the organizational unit within PR office that would be in charge of Internet marketing and updating information on the portal.
- Collaboration of all stakeholders and participants.

### Funding sources

- Donation for administration reform
- Budget of all bodies

### Labor market, human resources, necessary knowledge and skills

Basic digital literacy is requirement for all users and staff engaged in updating the databases. There is no need for establishing any new services, but it is necessary to additionally train a certain number of new staff.

### Development environment

The appropriate media campaign, which would follow the implementation and promote the use of portal.

### Technologies

Internet, web-servers, databases, security

### Time lines

The project should be implemented within the anticipated timeframe.

### Implementation monitoring

Through regular reports. Evaluation of the quality of implementation of the Internet portal can be obtained directly through analysis of benchmark indicators 1-4, given in Annex 2 of the EGoverance Development Strategy.

### Risks

Permanent work on securing the information update. Dissatisfactory development of on-line services.
## APPENDIX IV - CONTENTS OF THE BH MOFA’S OFFICIAL WEBSITE

| **Foreign Policy** | Basic Directions of BiH Foreign Policy  
|                   | European Integration  
|                   | Stability Pact  
| **In Focus**      | Press Releases  
|                   | Events  
|                   | Interviews  
|                   | Statements  
| **Ministry**      | Minister  
|                   | Deputy Minister  
|                   | Secretary  
|                   | Organisational Structure of MFA BiH  
|                   | Important Telephone Numbers in MFA BiH  
| **Embassies, Consulates and Missions** | BiH Embassies  
|                   | Permanent BiH Missions  
|                   | Embassies in BiH  
| **Consular Information** | Passport Issuance  
|                   | Visas for BiH  
|                   | Visa for BiH Citizens  
|                   | Other Consular Information  
| **Welcome to Bosnia and Herzegovina** | BiH in the World  
|                   | BiH in Europe  
|                   | Geographical Data  
|                   | State System  
|                   | BiH Constitution  
|                   | Flag and Coat of Arms  
| **International Cooperation** | Bilateral agreements  
|                   | Scholarships and study trips  
|                   | Exhibitions and festivals  
|                   | Other  
| **Economy**       | Economic Overview  
|                   | Why to invest in BiH?  
|                   | How to invest in BiH?  
| **Links**         | State Institutions of BiH  
|                   | Entity Institutions  
|                   | International Organisations  

**Only in local version:**  
Press releases  
Archive  
Forms for obtaining information from MoFA

**Only in English version:**  
- Plan for prevention of terrorist activities and actions  
- International Organisations in BiH
APPENDIX V - BOSNIAN MOFA ORGANISATIONAL STRUCTURE
APPENDIX VI - ABBREVIATIONS / GLOSSARY

- BH – Bosnia and Herzegovina
- BiH (Bosna i Hercegovina) – Bosnia and Herzegovina
- BH languages - Bosnian, Croatian, Serbian
- eGovernment – E-Government refers to the use of information communication technologies by government bodies and agencies
- G2C – Government to citizen communication online. This may include provision of services and financial transactions.
- HTML (HyperText Markup Language) is a markup language that can be used to present text and other static contents on the world wide web
- ICTs – Information and communication technologies
- ICT4DEV – Information and communication technologies for development
- KM – Konvertibilna Marka (Bosnian currency)
- MoFA – Ministry of Foreign Affairs
- ‘MoFA website’ – refers to the Ministry’s official website www.mvp.gov.ba
- PDF – Portable Document Format, a widely used file type for sharing of electronic copies of documents (created by Adobe’s Acrobat software)
- Portal – A gateway to the information contained in multiple sources (websites) on the web. Portals look like websites, but their contents rely mostly, and are organized according to, information available in the ‘member’ websites.
- WB – The World Bank
- Web presence – In this paper the term ‘MoFA web presence’ refers to the MoFA overall presence on the Internet and includes all official websites (MoFA’s website and embassies’ websites)
- Website
  (Embassy websites are individually referred to with a name of the country where embassy is located. For example: Bosnian embassy’s website in Australia is referred to as ‘Australian website’)
- Web page – one page within a website