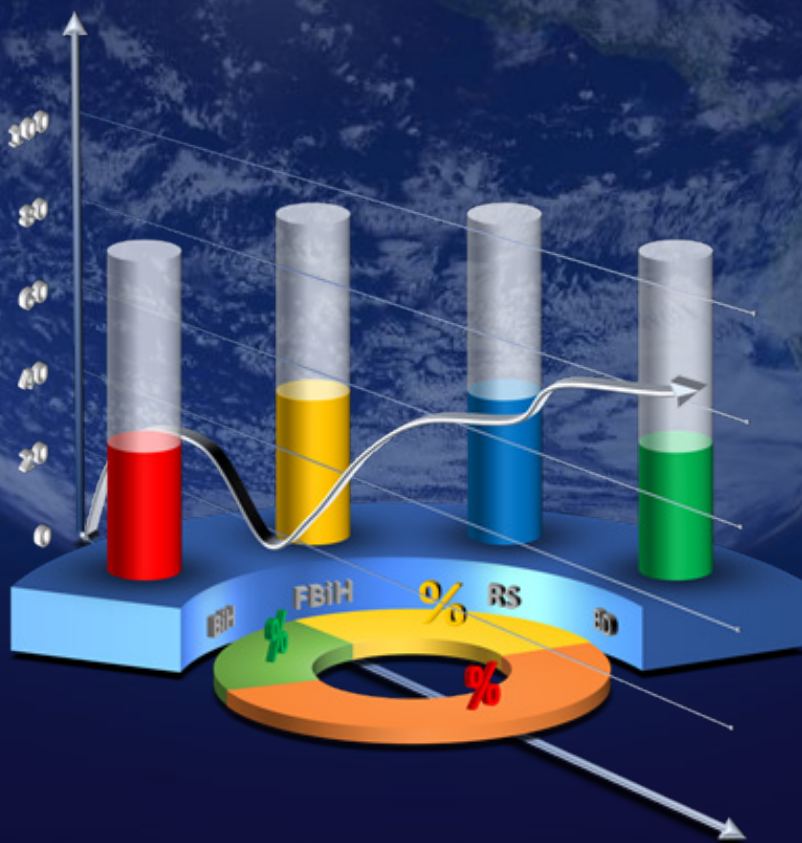


REPORT

2020
2022



ON THE IMPLEMENTATION OF THE STRATEGIC FRAMEWORK ACTION PLAN FOR THE PUBLIC ADMINISTRATION REFORM IN BOSNIA AND HERZEGOVINA 2018-2027

February 2023





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2020
2022

STATISTICS



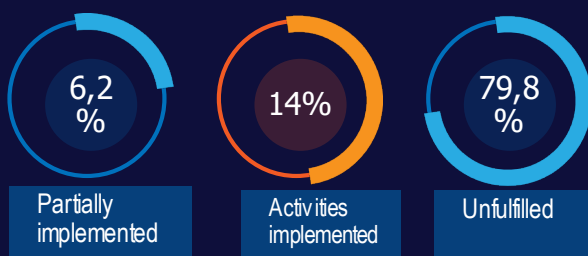
PILLARS

The two-year implementation of the PAR Action Plan resulted in the implementation of 14% of the planned activities. The greatest progress was achieved in the area of PFM, where the percentage of fulfillment is 100%, but only two activities are planned - the adoption of strategic documents at all levels, and the creation of a nationwide PFM strategy.

Solid progress was made in the area of Civil Service and Human Resources Management. Institutions of the BDBiH implemented 33.3% of the activities, 30.3% were implemented in the RS, 27.2% in the FBiH, and state institutions fully completed 24.2% of the activities. In the area of policy making and coordination, the greatest progress was achieved by RS - 21.05 of implemented activities, while progress at other levels was - 10.5%. The least progress was made in the areas of Accountability and Service Delivery. In Accountability in this period, the state level carried out the most activities - 8.5%, while in Service Provision 8.8% was achieved by the FBiH.

Reform in numbers

Observed by levels, state institutions need to implement a total of 136 activities from the Action Plan, but 19 (14%) have been implemented, while 9 (7%) activities have been partially implemented. Both entities are responsible for the implementation of 134 activities. The Federation of BiH has a slightly better performance - 19 fully and 8 partially fulfilled activities, while in Republika Srpska it is 19 fully implemented and 7 partially implemented activities. In the BDBiH, out of a total of 134 activities, 19 were implemented, and 9 were partially implemented, but the total number of activities is smaller and amounts to 106. In total, for the whole of BiH, it is:



RISKS

The biggest risk for the further implementation of the reform is the further delay in the implementation of the Action Plan and the lack of political support.

MEASURES

Formal establishment of technical and political coordination, securing of resources to continue the process, unblocking of the PAR Fund and strong political support are necessary for further progress.

2020
2022

RESUME

Public administration reform is one of the key priorities of the accession process, and public administration capable of adopting and implementing the *acquis* of the European Union is one of the most important prerequisites for membership in the European Union. One of the 14 priorities from the Opinion of the European Commission on the application for EU membership states that it is necessary to “complete the necessary steps in the reform of public administration with the aim of improving the overall functioning of public administration by ensuring a professional and depoliticized civil service and a coordinated approach to creating policies throughout the country”. The recommendations resulting from the accession process were incorporated into the Strategic Framework for Public Administration Reform 2018-2022 and Action Plans, but implementation in the period 2020-2022 shows that most of the indicators are not met.

Bodies for the coordination of public administration reform at the political and technical level have not yet been established. The public administration reform fund has been blocked since 2018, although it contains more than BAM million 10.5 necessary for the implementation of reform activities. The existence of clear and strong coordination mechanisms, as well as securing money and political support, are crucial for the further development of reforms, as well as reform results. Observed by area, some of the key systems and legislative frameworks and practices still remain underdeveloped.

In the area of **Policy making and coordination**, success indicators indicate that certain progress has been made in securing the legal framework for policy planning, as well as the framework for monitoring and reporting. Little progress is also noticeable in the use of the framework for assessing the impact of regulations, and in the testing of consultation practices between ministries. Ratings related to consistent compliance with the rules of public consultations and increasing their quality still remain low. Below is a brief overview of some evaluations given based on the measurement of the fulfillment of reform measures by areas of reform.

Civil service and human resources management, the legal framework that enables employment in

the civil service based on merit is not yet satisfactory, and data on the implementation of the human resources management policy do not exist, although a significant number of institutions (especially in the RS and BDBiH) have an established human resources management function. The practice of conducting employment procedures has been improved, primarily by introducing electronic applications to the vacancy. No progress was recorded in the area of personnel planning or the establishment of a fair system of salaries and compensations in the civil service, but there was progress in the area of disciplinary measures taken against officials, where the target value of the indicator was exceeded at all levels.

In the area of **Accountability**, little progress has been achieved in the assessment of the legal framework that regulates the organization of the administration. There is no mechanism in the country that ensures the monitoring of the application of the law on freedom of access to information, and the legal framework that would oblige institutions to proactively publish information does not yet exist. The efforts of state institutions in increasing transparency have been recognized, but the rating for the entire country is still low. The rate of compliance with the recommendations of the Ombudsman Institution is lower compared to the period of preparation of the Action Plan, as well as the part of court decisions that confirm the good behavior of the administration...

There is no framework for quality management in the area of **Service delivery**. In the entities there is little progress in establishing points for the provision of services according to the principle of “everything in one place”, but the digitization of services has not really started yet. Certain efforts to remove administrative barriers have been recorded, but the systemic approach to adapting services to users is still at the very beginning.

Strong efforts by the administration and clear political support will be needed to ensure further implementation of the reform aimed at adapting the system, legislation and practices in BiH administration to manage the requirements of the accession process.

MONEY

For the purposes of implementing the Strategic Framework and the Action Plan, a cost estimate was made. The total costs were estimated at BAM million 61.66. Of that, BAM million 5.09 (8%) are implementation costs, for which donor money is partially secured, while financing for BAM million 56.57 (92%) is not secured.



Taking into account that the money spent so far is donor money, it is not possible to provide credible information on how much donors have given for the implementation of the activities so far.

Possible sources of financing for the next period are: PAR Fund, which contains about BAM million 10.5. The PAR Fund contains money from donors and local governments, but its work needs to be unblocked.

It is expected that governments at all levels will invest one million BAM in the reform (about 8% of the required funds).

In the period 2020-2022, those who worked most on the implementation of the activities are:

European Commission through the IPA Fund
German GIZ through the Public Institutions Strengthening Program which has been completed.

1. INTRODUCTION

Public administration reform is one of the key priorities of the accession process, and public administration capable of adopting and implementing the *acquis* of the European Union is one of the most important prerequisites for membership in the European Union.

Bosnia and Herzegovina has been implementing public administration reform since 2006, based on the Public Administration Reform Strategy and Action Plan 1 (2006), and Revised Action Plan 1 (2011). After the European Commission, through the 2014-2015 Enlargement and Key Challenges Strategy, defined six key issues around which it will conduct a dialogue with the enlargement countries, and these issues were further elaborated through the SIGMA Principles of Public Administration¹, Bosnia and Herzegovina adapted strategic documents to the needs of European integration in the field of public administration reform. The principles define what good management entails in practice and state the basic requirements that states should follow during the EU integration process. The requirements of the *acquis*, as well as other EU guidelines and instructions, represent the core of the principles in those areas where there is an *acquis*. In other areas, principles are derived from international standards and conditions, as well as from good practices of EU and/or OECD member states.

The principles of public administration became the basis for the development of the new Strategic Framework for Public Administration Reform in Bosnia and Herzegovina 2018-2022² and the Action Plan for Public Administration Reform, which was adopted by the Council of Ministers of Bosnia and Herzegovina³, the Government of the Federation of BiH⁴, the Government of Brčko District⁵ of BiH and the Government of Republika Srpska⁶.

The Strategic Framework and the Action Plan follow the structure of the Principles and include five pillars in which reform measures are planned. The sixth pillar of the Principles of Public Administration refers to the very existence of a strategic document in the field of public administration reform, political commitment to the reform process, political leadership and technical coordination, as well as monitoring the implementation of the reform, which is a prerequisite for the reform realization in all other pillars. The SIGMA Principles within this pillar also imply the existence of effective monitoring of the implementation of strategic documents.



With the adoption of the Strategic Framework for Public Administration Reform 2018-2022 and the accompanying Action Plan for Public Administration Reform, prerequisites were created for the implementation of the agreed reform measures and activities. What was necessary, but not yet fully completed, was to ensure quick adaptation and continuation of the work of the structures for the

¹ SIGMA - Principles of public administration, 2014.

² The strategic framework was adopted by the Government of Brčko District of BiH (38th session of June 8, 2018), the Government of FBiH (147th session of June 14, 2018), the Council of Ministers of BiH (155th session of September 25, 2018) and the Government of Republika Srpska document adopted in 2020 (77th session held on June 26, 2020).

³ At the 22nd session held on December 16, 2020, Official Gazette of Bosnia and Herzegovina, number 18/21

⁴ At the 239th session held on October 8, 2020, Official Gazette of FBiH, number 73/20

⁵ At the 120th extraordinary session held on October 12, 2020

⁶ At the 97th session held on November 19, 2020, Conclusion No. 04/1-012-2-3285/20 from November 19, 2020.

coordination of public administration reform, and to ensure the unblocking of money from the PAR Fund, whose account contains about BAM 10.5 million. What has been done is an increase in the quality of strategic documents and introduction of the principle of measurement based on indicators, including indicators of performance - impact on society and community, which are measured for the first time since the beginning of the reform process.

Monitoring, reporting and evaluation of the implementation and success of any strategy are integral parts of the entire strategic policy cycle and play a significant role in informing governments, citizens and international partners about the achievement of the obligations expressed in the strategies and its action plans.

The monitoring and reporting system should help fulfill the obligations and enable governments to make the right decisions at the right time. This report aims to present the state of public administration reform in Bosnia and Herzegovina, analyze key achievements, identify bottlenecks and problems that hinder the reform process, and propose corrective measures to eliminate them. At the same time, the Report will serve as a starting point for making new decisions on reform documents, which have been extended until the end of 2027.

Report preparation process

The report covers the time period from the beginning of 2020 to the end of 2022 and is the first report on the implementation of the Strategic Framework and the Action Plan prepared since their adoption. The report therefore includes all planned measures and activities that should have been implemented by the end of 2022. Although the period of validity of the strategic documents has been extended by five years, until the end of 2027⁷, the Report tries to make a cross-section of the situation at the time of the expiration of the originally adopted deadline for the implementation of the strategic documents, but at the same time it provides comprehensive information about what has been achieved and where progress is still needed, providing an evidential basis for planning new or revised activities in the following period.

The data contained in the Report were collected in the period October 2022 - January 2023, through two cycles, in order to provide as comprehensive picture as possible of the current. About 200 institutions of all levels of government in BiH participated in the data collection process.

For the first time since the beginning of the reform, data collection was carried out through the new information system for monitoring and reporting (PAR M&R)⁸. This system is the primary source of data in which the institutions, in accordance with their competences and responsibilities for the implementation of activities from the Action Plan, have entered data on achievements. The report also includes data derived from the scope of work of PARCO, through regular monitoring of the situation and changes in the reform areas, but other data, information and reports were also used, such as the SIGMA Monitoring report for Bosnia and Herzegovina⁹ (May 2022), which served as the basis for the presentation measuring 21 out of a total of 39 progress indicators related to reform measures, as well as 9 performance indicators.

⁷ Conclusion of the Government of the RS, number: 04/1-012-2-2405/22, from July 7, 2022; Decision and Conclusion of the Government of BD BiH, number: 01.11-0377MB-078/22 from July 27, 2022; decisions of the FBiH Government adopted at the 329th session, held on September 1, 2022. ("Official Gazette F BiH", number 71/22); Decisions of the Council of Ministers of BiH adopted at the 56th session of the Council of Ministers of BiH from October 26, 2022. (Official Gazette of Bosnia and Herzegovina, no. 78/22)

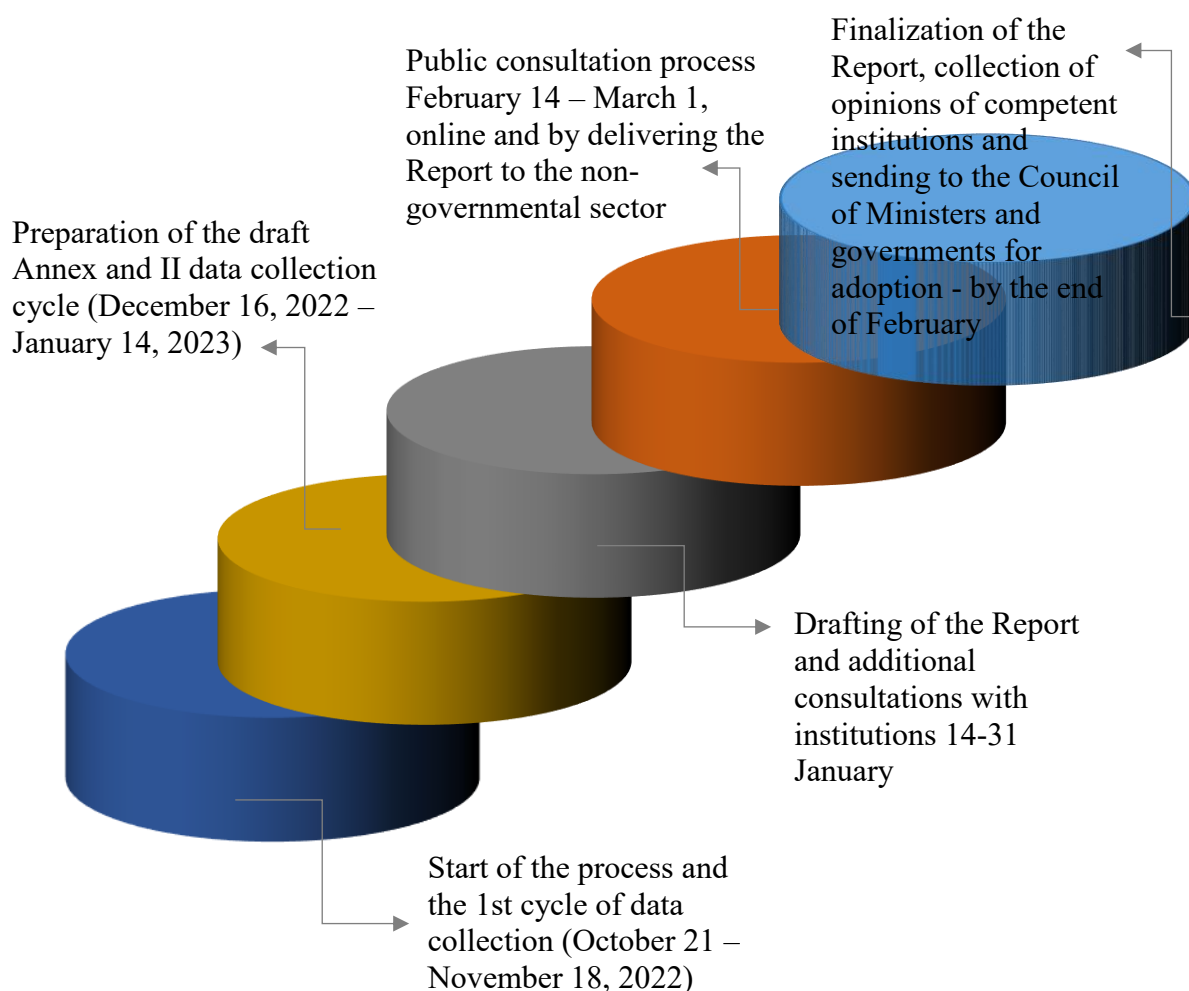
⁸ <http://monitoring.parco.gov.ba/ords/parbih/r/par-m-e102102102102102/>

⁹ <https://www.sigmaweb.org/publications/Monitoring-Report-Bosnia-and-Herzegovina-May-2022.pdf>

In accordance with SIGMA requirements, the Report contains statistics on the achieved progress in the implementation of activities, as well as the achieved results in the implementation of measures and the performance (specific goals) on society and citizens. For the purposes of measuring performance indicators, data from the Balkan Barometer and the World Bank were used.

In the period 14 February to 1 March the report was delivered to non-governmental organizations for consultation, with simultaneous publication on the page <https://ekonsultacije.gov.ba/> and on the websites of the competent institutions of the entity and the Brčko District of BiH, and this is the first time that in this way the broad participation of the non-governmental sector and of citizens has been enabled in the assessment of achieved progress.

In addition to numerous institutions, an important role in the preparation of the Report was played by the coordinators for public administration reform of the Federation of BiH, Republika Srpska and Brčko District of BiH, who organized the collection process together with the Coordinator's Office, checked the accuracy and verified the submitted data.



Presentation of the data collection process

Methodology description

This report is the result of the applied monitoring system of the PAR Strategic Framework in BiH and the Action Plan, methodologically rounded out through the Guidelines for Monitoring and Reporting, prepared with the support of the "Support to Public Administration Reform in Bosnia and Herzegovina" project, which was financed by the European Union with money from the IPA 2015 Fund. The report is consisted of two parts, where in the first part, in addition to a summary review of progress in the reforms overall at the level of the Action Plan and individually by reform areas, the focus is placed on the achievement of reform goals and the achievement of planned results using relevant performance indicators, and then on potential problems and risks in the process of implementing the planned reforms, as well as concrete recommendations aimed at improving the reform process in the coming period. The second part of the report is a tabular overview of the implementation of the Action Plan and it is contained in the Annex, showing detailed progress in implementation for each reform activity at each administrative level and overall for the country, as well as an assessment of progress for each reform measure and goal.

Progress assessments are based on available, verifiable information collected in the monitoring process.

Indicator values and progress assessment

When qualifying the progress in the narrative of the Report, a descriptive assessment was used in such a way that small, certain or moderate, and significant progress was noted, depending on the estimated scope of the achieved progress of the reform in the subject thematic unit. In addition to these, two more extreme evaluations of progress are possible, namely the statement that there is no progress, and the statement that progress has been fully achieved.

In addition to descriptive assessments, pre-defined performance indicators were used to measure and display the state of the reforms, in such a way that each indicator is associated with values that enable the monitoring of the changes brought about by the reforms. Accordingly, all indicators used in this monitoring process carry three values: baseline, current and target value. Baseline value (BV) and target value (TV) are indicator values that, from the monitoring aspect, are of a fixed character, and are determined in the planning process and represent the initial and desired state of the observed phenomenon. The current value (CV) is the value of the indicator that was measured in the monitoring process and most often, but not necessarily, ranges between the baseline and target values. For reforms, i.e. indicators whose current values reach or exceed the target values within the planned deadlines, it is stated that the planned progress has been fully achieved.

Determining the current value of the indicator for the country

Overall indicator values for the country are based on measured indicator values at individual levels. Unless otherwise defined by the indicator itself, the value of the indicator for the country, depending on its type, is determined as follows:

- a) as the lowest measured value for binary indicators (yes/no);
- b) as an average value of measured values at individual levels for quantitative absolute¹⁰ and relative/percentage¹¹ indicators;

¹⁰ The values of these indicators are expressed as whole numbers that indicate the quantity of the observed parameter.

¹¹ These are indicators that are expressed as a percentage value of a certain phenomenon, which is measured in the range from a minimum of 0% to a maximum of 100%.

- c) as a collective value of measured values at individual levels for own scalar indicators¹² in cases where a certain change at administrative levels is foreseen, ie the target value represents the sum of values/changes at different levels;
- d) in accordance with the intended original methodology for SIGMA's indicators.

Assessment in the form of a traffic light

There are three levels at which indicator values are measured, namely the level of a specific goal, the level of a reform measure, and the level of a reform activity. Given that the applied monitoring system is primarily oriented towards results, in the first part of the report the focus is much more on achievements at the level of goals and measures. Individual reform activities are dealt with in the Annex of the report, and at least one indicator is attached to each of them. Out of a total of 140 activities (with the fact that some activities do not apply to all levels of government) as defined by the Action Plan, for 113 of them it is planned to measure the realization using one indicator, while for the other 27 it is planned to do measurement by using two or more indicators. Precisely because of such activities, the need to give a single, overall, assessment of the realization at the level of the activity as it is seen as a whole. For this purpose, and with the aim of visual interpretation of the implementation of the activity, the use of a traffic light system is foreseen, in which each activity is associated with a corresponding color in accordance with its implementation, i.e. in accordance with the measured values of the associated indicator(s).

Given that it is planned that the indicator values at the activity level will be measured for each of the four administrative levels individually, and collectively for the country, it was foreseen that each activity will be assigned a score in the form of a traffic light for each administrative level to which the activity refers (the most common are that's all four levels), and one for the overall implementation at the level of the state as a whole. Therefore, with each activity, a total of five scores were given in the form of a traffic light (BiH in total, institutions of BiH, Republika Srpska, Federation of BiH, Brčko District of BiH).

The score value in the form of a traffic light reflects the measured value of the indicator for that activity at the time of measurement, that is, at the end of the reporting period for which the measurement is made. For activities with two or more indicators, the score value in the form of a traffic light is based on the simple arithmetic mean of the measured values of all corresponding indicators.

One of three colors is used for evaluation in the form of a traffic light: red, yellow or green. If the measured value of the indicator is in the range of 0 to 40 percent of the target value(s) of the corresponding indicator(s), the red color rating is used. If this range is from 41 to 99 percent, the yellow grade is used. The green rating is used for the measured value of the associated indicator(s) which is equal to the target value(s).

The meaning of scores in the form of a traffic light

Since the goal of the monitoring is to determine whether the planned target values of the observed changes have been achieved through the implementation of the activity, so the meaning of the traffic light colors corresponds to that goal. Regardless of whether two or three traffic light colors are used, their meaning corresponds to the actual situation:

¹² They show the realization by measuring the observed phenomenon on a pre-defined scale, showing it as a ratio of whole numbers.

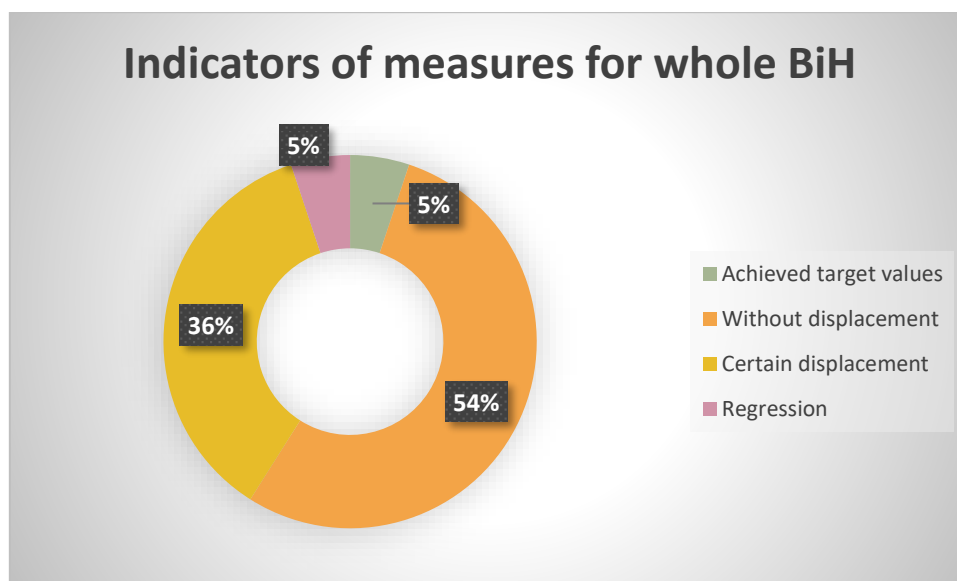
	meaning of the grade	Measured value CV
RED	the target values were not reached	0 – 40%
YELLOW	the target values were partially achieved	41 – 99%
GREEN	target values have been reached	100%

This way of interpreting traffic lights directs both the monitor and the reader to the qualitative dimension of activity implementation, and shifts the focus from procedural to results-oriented monitoring, which is fully correlated with the established Action Plan monitoring model and Guidelines. In addition, with the use of a traffic light system for evaluating the implementation of activities, an inseparable and key part is a detailed textual description that is provided for each activity and which more closely reflects the state of implementation of the reform activity. The traffic light system is only a tool for a quick overview of the state of achievement of target values at the level of reform activities.

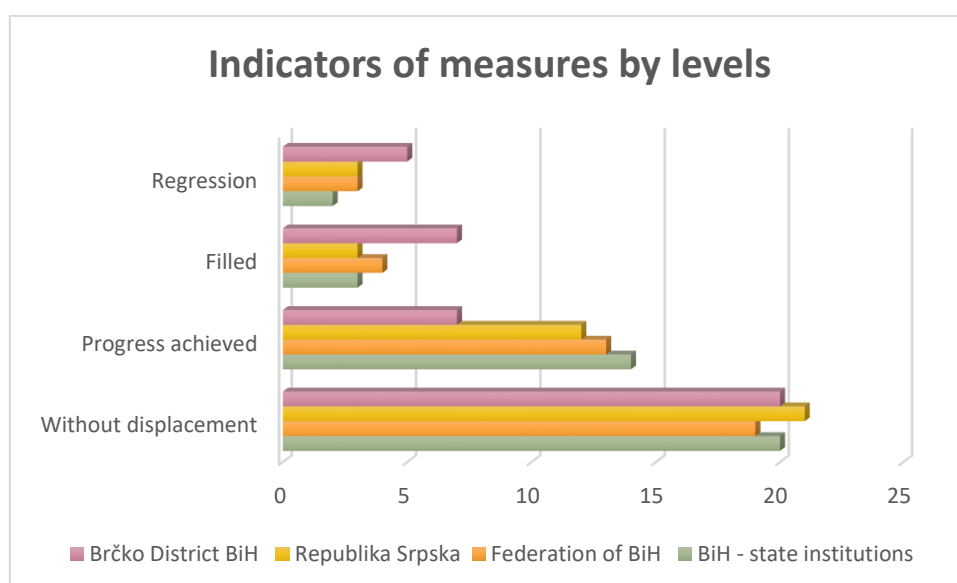
2. PROGRESS IN THE IMPLEMENTATION OF THE STRATEGIC FRAMEWORK ACTION PLAN

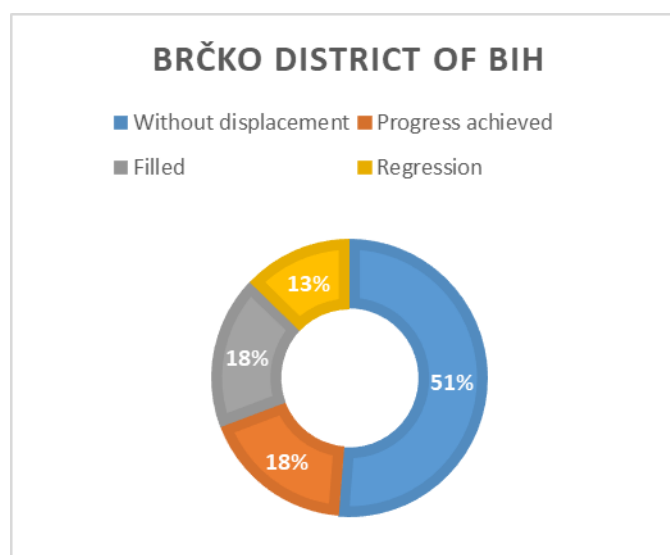
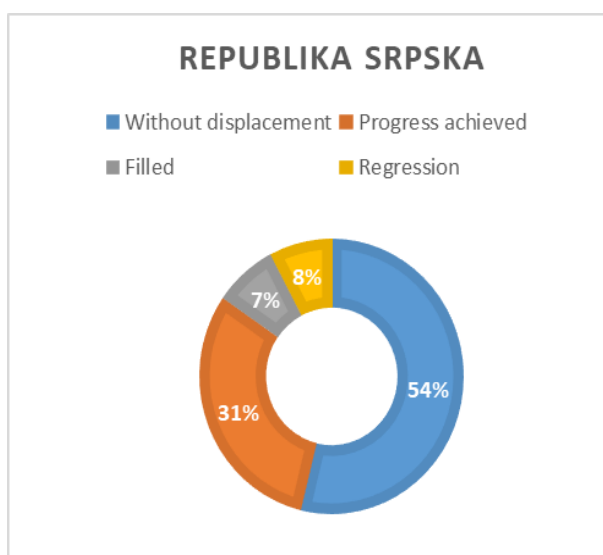
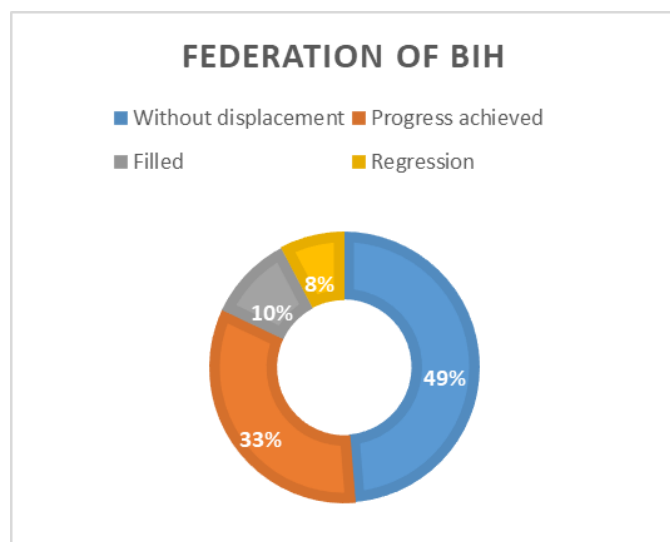
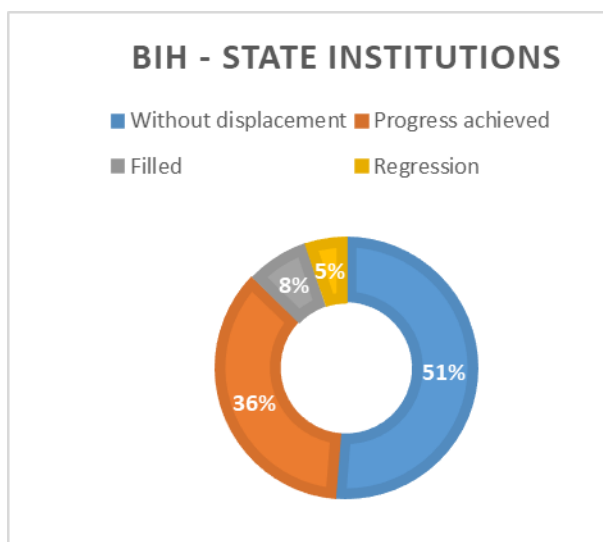
In this part, through separate chapters, is described in detail the progress achieved in relation to each individual strategic specific goal, at each administrative level, as well as for BiH as a whole.

The Strategic Framework contains a total of 17 measures distributed in four reform areas (with the exception of the Public Finance Management area, which does not have defined measures), which are measured by using 39 indicators. Not a single measure has been fully fulfilled at the end of 2022. Observed in total, in two cases the target value of the indicator was achieved, both times in the area of Civil service and Human Resources Management, while in 2 cases in the area of Accountability, the current value was measured, which is lower than the baseline value. A certain shift was made for 14 indicators, so the value at the end of 2022 is above the baseline value, while no change was recorded for 21 indicators.



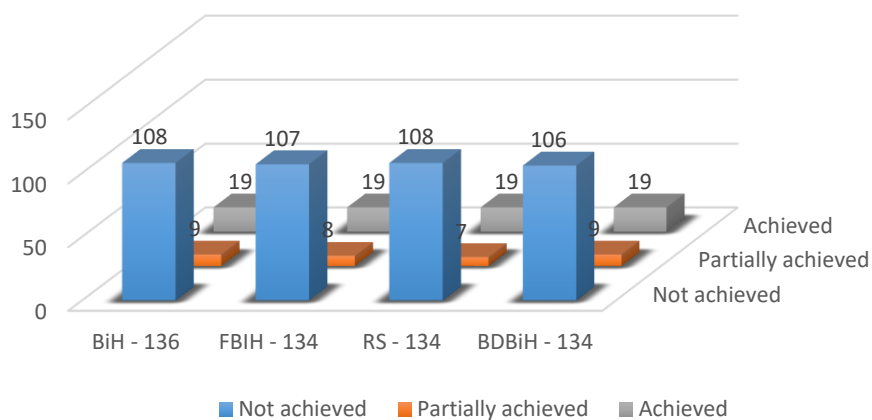
The fulfillment of measures by administrative levels is given in the graphs below:



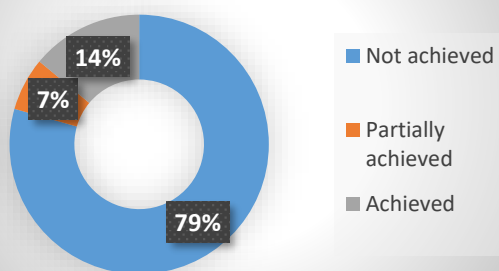


Detailed progress by areas and levels of administration is shown by reform areas. Somewhat greater progress was achieved in terms of activities. The two-year implementation of the PAR Action Plan resulted in the implementation of 14% of the planned activities. The greatest progress was achieved in the area of PMF, where the percentage of fulfillment is 100%, but only two activities are planned - the adoption of strategic documents at all levels and the creation of a nationwide PFM strategy, while the least progress was achieved in the areas of Accountability and Service Provision. Observed according to administrative levels, the realization of activities is shown in the graph:

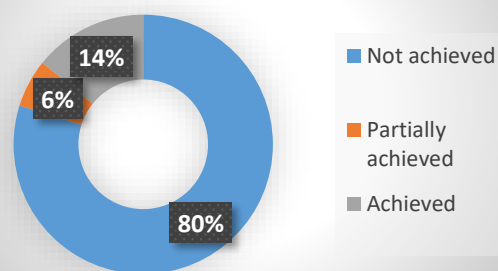
Realisation of activities by levels



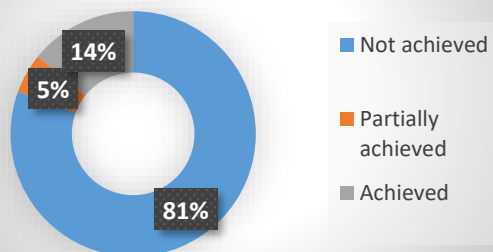
BiH - state institutions



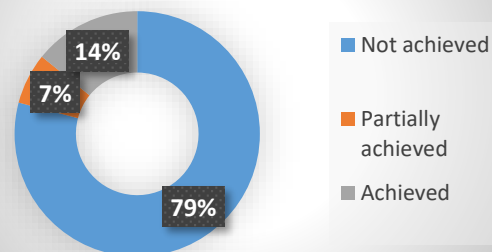
FBIH - 134



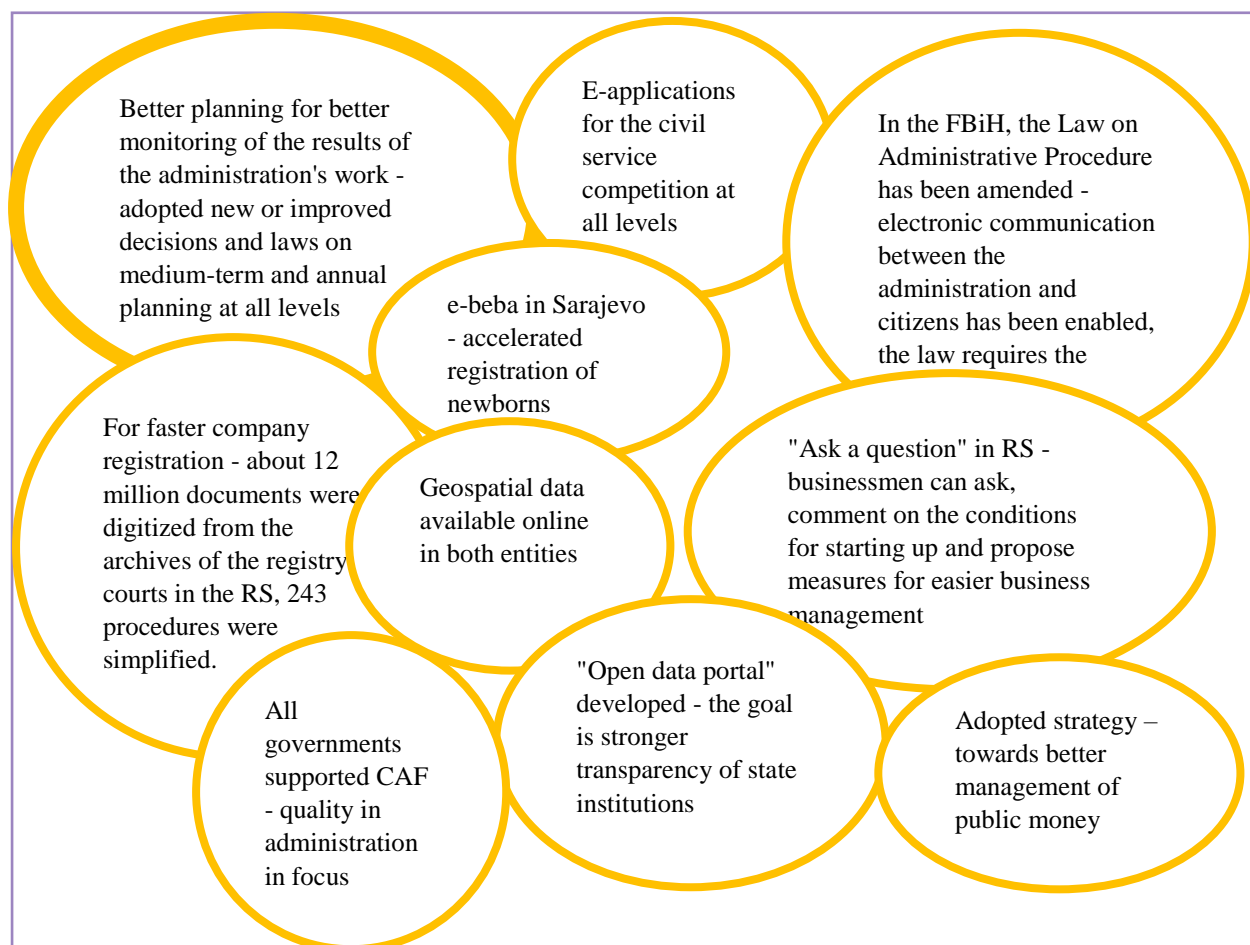
RS - 134



BDBiH - 134

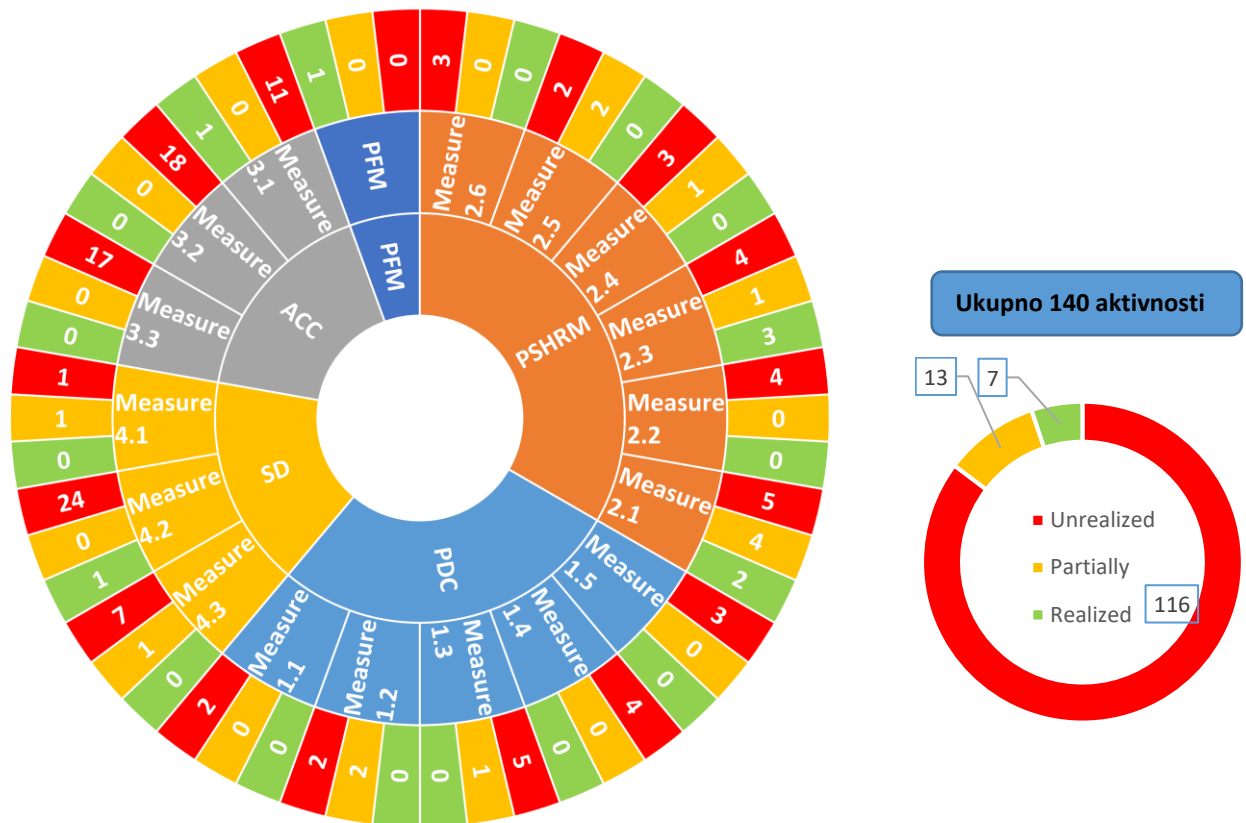


A detailed description of the achievements is given in the rest of this report, by reform areas, but for the sake of illustration, here we highlight some of the results of the work:



For the purposes of implementing the Strategic Framework and the Action Plan, a cost estimate was made. The total costs are estimated at BAM million 61.66. Of that, BAM million 5.09 (8%) are implementation costs for which money from donors was partially provided, while financing for BAM million 56.57 (92%) was not provided. Taking into account that the money spent so far is money from donors, it is not possible to give credible information on how much the donors have given for the implementation of the activities so far.

Below is an overview of the overall progress in relation to the 6 strategic pillars of the reform until the end of 2022.



POLICY DEVELOPMENT AND COORDINATION

Policy making and coordination are among the key functions of public administration, which ensure responsible and effective management of public affairs. The management of public affairs is carried out through a system of policy development and implementation that should ensure informed, inclusive and transparent decision-making in the best interest of citizens and overall economic and social development.

Specific goal: Strengthening coherence, participation, efficiency, control and transparency in the development management system and the decision-making process in public administration

To measure the achievement of this goal, the Strategic Framework for Public Administration Reform envisages the use of three indicators, of which two are indicators from the World Bank and one indicator from the Council for Regional Cooperation (Balkan barometer). The measured values of these indicators in recent years show decreasing trends, which is in complete contrast to what was desired and planned in this area. The worrying fact is that the values of both indicators of the World Bank, for which there is historical data for the last 25 years, show that the current values are at the level of the values of 15 or 20 years ago!

Indicator: Effectiveness of government (Percentile rank)

"Effectiveness or effectiveness of government" is a World Bank indicator and includes perceptions of the quality of public services, the quality of the civil service and its degree of independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policy.

The value of the indicator ranges from 0-100 and shows the country's rank among all countries in the world for which the measurement is made, where 0 corresponds to the worst rank and 100 to the best rank.

The value of indicators

BV (2016)

CV (2021)

TV (2022)

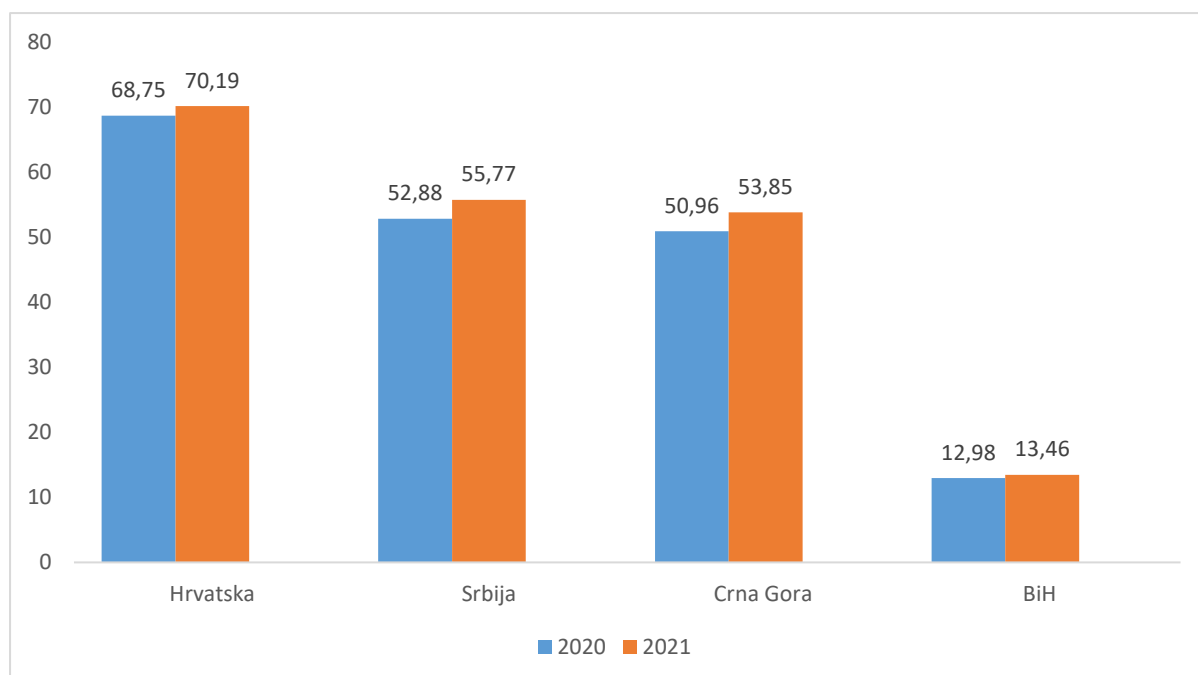
39,62

13,46

42,00



In comparison with neighboring countries, in the reporting period, Bosnia and Herzegovina was ranked the worst. Values of indicators for neighboring countries:



Indicator: Regulatory quality (Percentile rank)

"Regulatory quality" is a World Bank indicator and encompasses perceptions of the government's ability to formulate and implement sound policies and regulations that allow and promote private sector development.

The value of the indicator ranges from 0-100 and shows the country's rank among all countries in the world for which the measurement is made, where 0 corresponds to the worst rank and 100 to the best rank.

The value of indicators:

BV (2016)

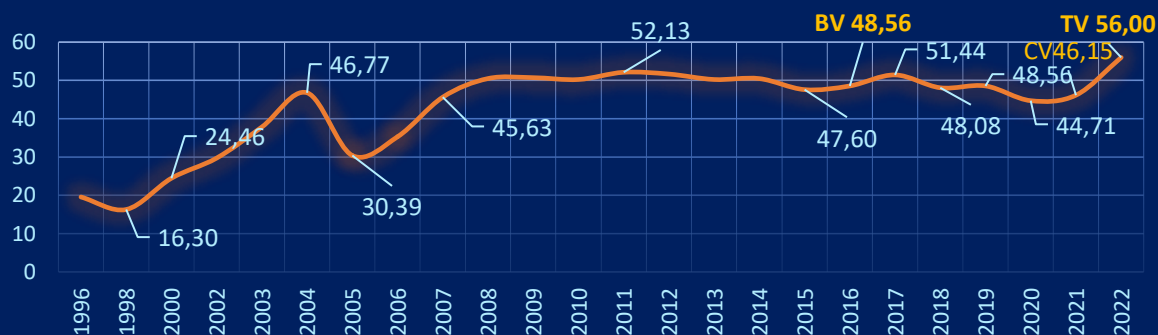
48,56

CV (2021)

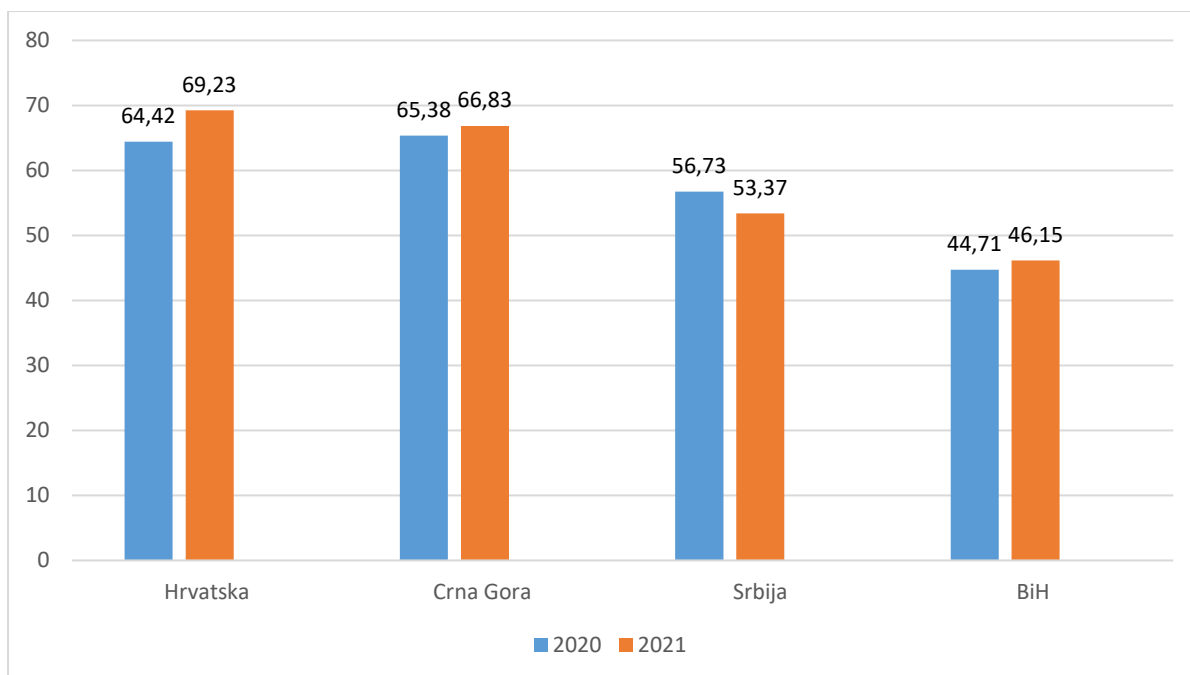
46,15

TV (2022)

56,00



In comparison with neighboring countries, in the reporting period, Bosnia and Herzegovina was ranked the worst. Values of indicators for neighboring countries:



Indicator: Information on laws and regulations

The indicator shows the percentage of companies that believe that they have access to information about laws and regulations that are under the control of the authorities and that may have an impact on their business.

The measurement is carried out by the Regional Cooperation Council on the basis of specially made questionnaires, and data is collected on the basis of CAPI (Computer-Assisted Personal Interviewing), and additionally, through interviews, on a determined sample. As part of the measurement, the perception of companies regarding the availability of relevant information on laws and regulations that affect companies is observed.

The value of indicators:

BV (2016)

43%

CV (2022)

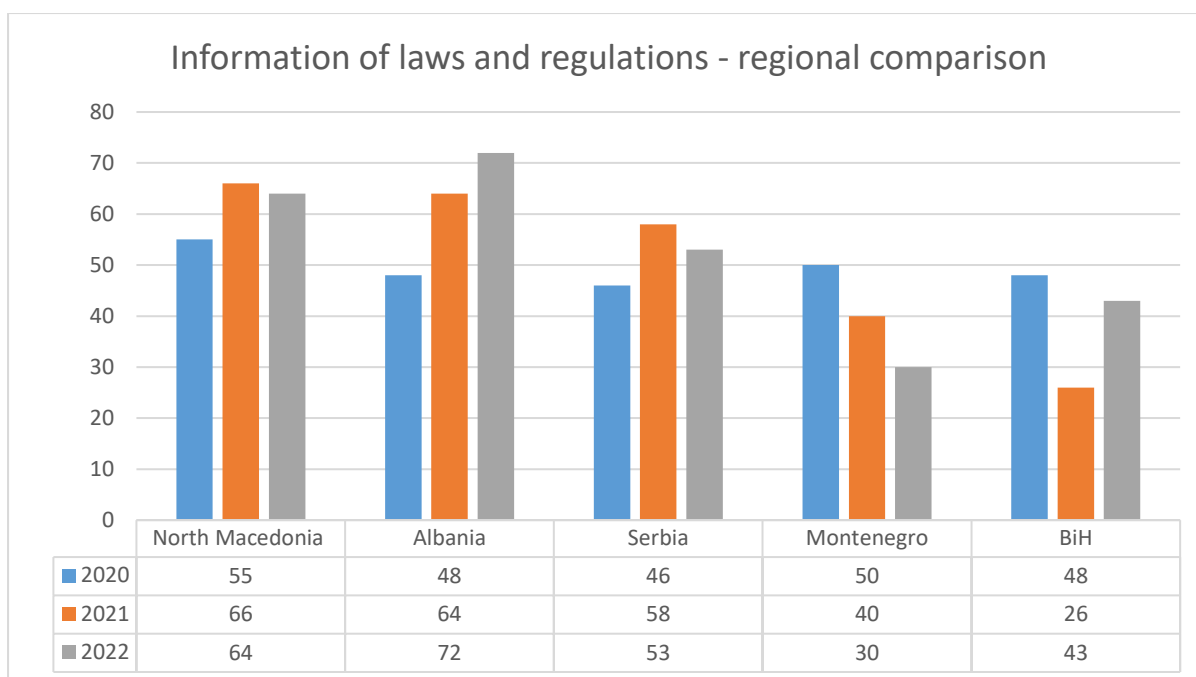
43%

TV (2022)

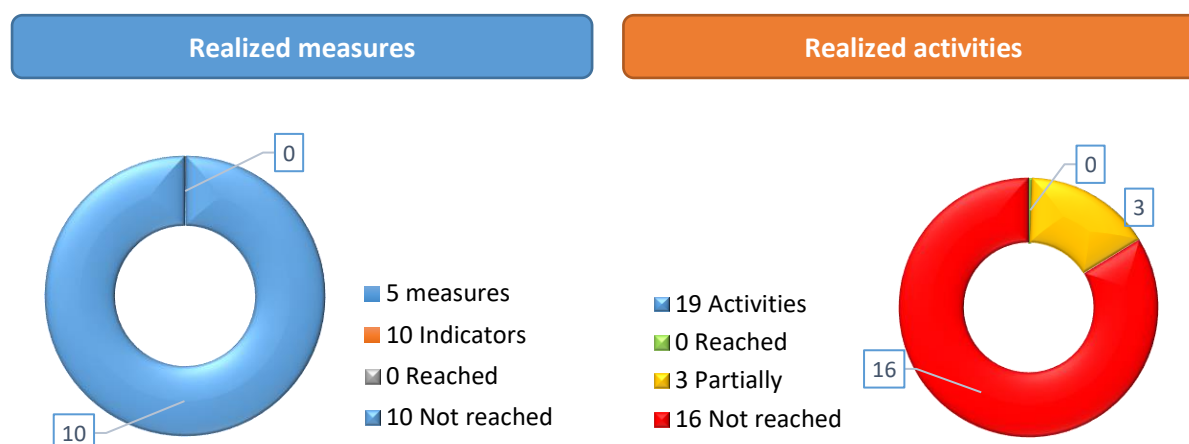
60%



In comparison to the countries in the region, in the reporting period, Bosnia and Herzegovina is ranked the worst on the issue perceptions of companies regarding the availability of relevant information on laws and regulations that may have an impact on their operations. Indicator values for countries from the region:



Reforms aimed at achieving a specific goal in this reform area have not been fully implemented. Progress in reaching the specific goal can be evaluated from the aspect of fulfillment of indicators and from the aspect of progress achieved in the implementation of reform measures and activities. Taking into account the measured values of the indicators of the World Bank and the Balkan barometer in the reporting period, it can be concluded that no progress has been made in reaching the specific goal, that is, that there has been a certain regression. However, taking into account the progress achieved in the implementation of reform measures and activities, a more realistic picture is obtained and the conclusion that moderate progress has been achieved in reaching the specific goal. The most important achievements, which contributed to the achievement of this progress, are related to the establishment and improvement of the strategic planning system, monitoring and reporting and improving the process of public and inter-ministerial consultations in the development of policies.



Reform in this area is planned through five reform measures and 19 activities. None of the reform measures have been fully implemented. At the level of Bosnia and Herzegovina, the target values were not reached for 16 activities, while the target values were partially reached for 3 activities. At the level of BiH institutions, target values were not reached for 17 activities, while target values were reached for 2 activities. In the Federation of BiH, target values were not reached for 16 activities, target values were partially reached for 1 activity, while target values were reached for 2 activities. In Republika Srpska, target values were not reached for 14 activities, target values were partially reached for 1 activity, while target values were reached for 4 activities. In Brčko District of BiH, target values were not reached for 13 activities, target values were partially reached for 4 activities, while target values were reached for 2 activities.

	Inst. BiH	FBiH	RS	BD
The target values were not reached	17	16	14	13
The target values were partially achieved	0	1	1	4
The target values have been reached	2	2	4	2
<i>Total number of activities:</i>	19	19	19	19

Measure 1: Strengthening the capacity of decision-makers at administrative levels in BiH for the development of a competent and consistent decision-making system at all administrative levels

Indicators	The value of indicators				
<i>The number of administrative levels that have established a legal and institutional framework for coordinating the content of policy proposals that are referred to decision makers for adoption</i>					
<i>BV: 0/4 - TV: 4/4</i>	0/1	0/1	0/1	0/1	0/4
	Institutions of BiH	FBiH	RS	BD	BiH
<i>Consistency of government centers in setting and implementing procedures (SIGMA)</i>					
<i>BV: 1/4 - TV: 4/4</i>	2/4	3/4	1/4	3/4	2/4
	Institutions of BiH	FBiH	RS	BD	BiH

No progress has been made in reaching the target values of the indicator that shows whether the function of coordinating the content of policy proposals submitted to decision makers for adoption has been established by appropriate legal and regulatory frameworks, by administrative levels. Main risks and challenges that have influenced the absence of expected results and target values are related to the lack of understanding of the function of coordinating the content of policy proposals by decision-makers and civil servants and the lack of institutional and human capacities for the introduction of this function. Additionally, in accordance with the previously prepared Action Document (IPA 2019), in the reporting period, a project task was prepared for the project, within which activities were planned to establish and implement the function of coordinating the content of policy proposals that are submitted to decision makers for adoption. However, the lengthy IPA procedures related to the preparation and approval of the project, including the approval of financial resources, affected the start of the implementation of the planned activities. The beginning of the implementation of the mentioned project is expected in the second quarter of 2023.

Little progress was made at the level of BiH and the institutions of BiH, and moderate at the level of the Federation of BiH and the Brčko District of BiH in reaching the target values of the indicator that measures the consistency of the central government institutions in the implementation of the legal framework that regulates the legislative and decision-making processes of the government. In Republika Srpska, there was no progress in reaching the target values of this indicator. Key functions necessary for an organized decision-making system have been established at all administrative levels, except for the function of coordinating the content of policy proposals. According to SIGMA's assessment from the monitoring report for BiH, legislative processes and decision-making processes have been established and defined by appropriate regulations at all administrative levels. However, in practice, the legal and financial supervision of policy proposals in the final stage of the decision-making process is not fully and consistently implemented. No central government institution reviews the proposals to check their coherence and consistency with the priorities and previously announced policies of the BiH Council of Ministers/government. Also, no central government institution is authorized to return draft proposals in case of inadequate content or package.

Measure 2: Improving the system of strategic, medium-term and annual planning in Bosnia and Herzegovina at every administrative level through inter-institutional cooperation and compliance with the budgeting process and available public financial resources and the requirements of European integration, respecting the constitutional and legal structure of Bosnia and Herzegovina

Indicators	The value of indicators				
<i>Adequacy of the legal framework for policy planning at each administrative level (SIGMA)</i>					
<i>BV: 3/7 – TV: 7/7</i>	4/7	7/7	6/7	7/7	6/7
	Institutions of BiH	FBiH	RS	BD	BiH
<i>The legal framework at each administrative level enables good monitoring and reporting (SIGMA)</i>					
<i>BV: 3/8 – TV: 8/8</i>	3/8	4/8	5/8	4/8	4/8
	Institutions of BiH	FBiH	RS	BD	BiH

Significant progress was made at the level of Bosnia and Herzegovina and Republika Srpska, while little progress was made at the level of BiH institutions in reaching the target values of the indicator aimed at analyzing the legislative system established for coordinated policy planning and quality assurance.

In the Federation of BiH and Brčko District of BiH, the planned progress has been fully realized, because the target values of this indicator have been fully achieved. According to SIGMA's assessment in the monitoring report for BiH from 2021, the legal framework for planning, including sectoral planning, is generally adequate, except at the level of institutions of BiH, which does not have a regulatory framework for sectoral planning. Policy planning systems are established by special laws and regulations at all administrative levels. In the Federation of BiH, Republika Srpska and Brčko District of BiH, legal frameworks provide clarity on the status of various planning documents and a clear hierarchy of planning documents, prescribe steps in policy planning, establish a system of sectoral strategic planning, authorizing the institution of the central government to exercise quality control over them. In the Federation of BiH and the Brčko District of BiH, the planning frameworks contain a provision that sector strategies include information on costs and sources of financing, while in the Republika Srpska the new planning framework does not contain this provision. The role of policy planning at the level of the Council of Ministers/Governments by the institution of the center of government is assigned at all administrative levels.

At the level of institutions of Bosnia and Herzegovina, the planned results and the target values of the indicators have not been fully achieved. Due to insufficient support from decision-makers, a system of long-term/sectoral planning, monitoring and reporting has not been established and the existing regulation governing the system of medium-term planning, monitoring and reporting has not been improved.

Little progress has been made at the level of BiH, in the Federation of BiH, Republika Srpska and Brčko District of BiH in reaching the target values of the indicator that measures the strength of the legal framework that regulates monitoring and reporting on the implementation of key government central planning documents. At the level of BiH institutions, there was no progress in reaching the target values of this indicator. According to the assessment of SIGMA in the monitoring report for BiH from 2021, the legal framework at each administrative level does not fully determine the requirements and standards for reporting on the government's key planning documents, including European integration and sector strategies. In addition, no formal requirements have been established for the publication of reports on key planning documents of the Council of Ministers/Government at all levels (except for reports on budget execution). In the period after the preparation of the SIGMA monitoring report for BiH from 2021, the Council of Ministers of BiH adopted the Decision on the annual work planning and the method of monitoring and reporting on the work in the institutions of BiH¹³ which prescribes the obligation to publish the annual work program and annual report on the work of the Council of Ministers of BiH on the website of the Council of Ministers of BiH, as well as the annual work program and annual report on the work of other institutions of BiH on their websites. Additionally, the Government of Republika Srpska adopted the Decree on Implementation Documents in Republika Srpska¹⁴ which stipulates the obligation to publish the annual report on the implementation of the strategic document on the Government's website.

The establishment and improvement of the legal framework for strategic, medium-term and annual planning, monitoring and reporting, and the training of institutions in the Federation of BiH, Republika Srpska and Brčko District of BiH for the implementation of new systems for planning, monitoring and reporting are the activities that contributed the most to the achievements within this measures.

The establishment and improvement of the strategic, mid-term and annual planning system in Bosnia and Herzegovina achieved the following results:

¹³ "Official Gazette of Bosnia and Herzegovina", number 80/22

¹⁴ "Official Gazette of Republika Srpska", number 8/2022

- At the level of BiH institutions, **the Council of Ministers of BiH** passed the Decision on annual work planning and the method of monitoring and reporting on work in BiH institutions, which partially improved the legal framework for annual planning, monitoring and reporting on work;
- The Law on Strategic Planning and Development Management¹⁵ was adopted in **Republika Srpska** which significantly improved the system of strategic, mid-term and annual planning compared to the earlier Decision on the planning procedure, which regulated the system of strategic planning before the entry into force of the Law; The Regulation on strategic documents was adopted¹⁶ and the Regulation on implementation documents, which regulates in more detail the procedure for drafting, monitoring and reporting on the implementation of strategic and implementation documents in Republika Srpska; a Manual on strategic planning was created; The capacities of the institutions for the implementation of the new system for planning, monitoring and reporting have been improved. Within the UNDP Project- ILDP and in cooperation with the Agency for State Administration organized trainings for strategic planning trainers. The trainers who underwent the above training were mostly civil servants. In 2021, one online training was held for strategic, mid-term and annual planning, monitoring and reporting - a total of 22 institutions (at least one representative from each), about 22 civil servants.
- In the **Federation of Bosnia and Herzegovina**, the Regulation on the preparation of strategic documents was adopted¹⁷, Regulation on three-year and annual work planning, monitoring and reporting¹⁸, Regulation on the evaluation of strategic documents¹⁹ and Regulation on development index creation²⁰. With the adoption of these Regulations as well as the Law on Development Planning and Development Management in the Federation of Bosnia and Herzegovina²¹ (adopted in 2017) regulates the area of strategic, medium-term and annual planning in the Federation of BiH; Manuals for the preparation and evaluation of strategic documents, as well as for three-year and annual work planning, monitoring and reporting, have been prepared, which will show in a practical way and facilitate the process of preparation of strategic documents, institutional three-year and annual plans and reports at all levels of government in the Federation of Bosnia and Herzegovina. about their implementation. The capacities of institutions for implementing systems for planning, monitoring and reporting have been improved. Training was carried out for personnel in federal institutions who are trained to prepare strategic planning documents. Three training sessions were held for trainers in the field of strategic planning and drafting of strategic documents in the Federation BiH for a total of 60 external trainers and consultants, as well as practitioners from administrative bodies in the Federation of BiH. In the last quarter of 2020, initial trainings for strategic planning and preparation of strategic documents, as well as three-year and annual planning and reporting in accordance with the sub-legal framework for all levels of government in the Federation of Bosnia and Herzegovina, were carried out. In 2021 a training program (workshops and mentoring) was implemented on the application of the Regulation on three-year and annual work planning, monitoring and reporting in the Federation of BiH for officials of federal ministries. The application of this Regulation will enable the implementation of the FBiH Development Strategy 2021 - 2027, and contribute to more efficient and effective work of the ministries of the Government of the Federation of BiH.

¹⁵ Official Gazette of Republika Srpska, number 63/21

¹⁶ Official Gazette of Republika Srpska", number 94/21

¹⁷ Official Gazette of the Federation of Bosnia and Herzegovina, no. 74/19 and 2/21

¹⁸ Official Gazette of the Federation of Bosnia and Herzegovina, no. 74/19 and 2/21

¹⁹ Official Gazette of the Federation of Bosnia and Herzegovina, no. 74/19 and 2/21

²⁰ Official Gazette of the Federation of Bosnia and Herzegovina, no. 74/19

²¹ Official Gazette of the Federation of Bosnia and Herzegovina, no. 32/17

- In the **Brčko District of BiH**, the Law on the Budget of the Brčko District of BiH was adopted²² and the Rulebook on the content and methodology of drafting, the system of monitoring and supervising the implementation of strategic documents and implementation documents²³ which established a system of strategic planning and management of development in the Brčko District of BiH; The capacities of the institutions for the implementation of the new system for planning, monitoring and reporting have been improved. In the course of 2021, 29 training sessions were held for 416 employees. These trainings were focused on the preparation and implementation of strategic documents, monitoring and reporting, on the preparation of institutional plans and reports on the work of budgetary beneficiaries, extrabudgetary funds and extrabudgetary beneficiaries. 80 individual trainings for around 300 employees in the field of strategic, mid-term and annual planning, monitoring and reporting were also implemented. In the course of 2022, 1 training for the preparation of the Annual Work Report was realized for 27 competent bodies and 77 employees. 90 individual trainings for about 350 employees in the field of strategic, mid-term and annual planning, monitoring and reporting were also implemented.

Measure 3: Strengthening the evidence-based decision-making system and strengthening analytical capacities at all administrative levels through improved application of analytical tools for decision-making based on arguments and evidence

Indicators	The value of indicators				
Percentage of draft laws, by-laws, public policies and regulations that have passed the impact assessment analysis of regulations BV: N/A – TV: 50%	0%	0%	0%	0%	0%
	Institutions of BiH	FBiH	RS	BD	BiH
Use of regulatory impact assessments - SIGMA BV: 0/3 – TV: 2/3	1/3	1/3	1/3	1/3	1/3
	Institutions of BiH	FBiH	RS	BD	BiH

No progress has been made at any administrative level in reaching the target values of the indicator that measures the extent of application of the impact assessment of regulations in the policy development process. The value of the indicator could not be determined, because the necessary data, according to the methodology from the passport of the indicator, were not submitted for any administrative level. For this reason, in the report, zero is stated as the current value of this indicator for each administrative level.

Moderate progress was achieved at all administrative levels in reaching the target values of the indicator that measures the adequacy of the regulatory framework and the use of regulatory impact assessment (RIA) in practice. According to SIGMA's assessment in the monitoring report for BiH, the assessment of regulatory impact is formally established at all administrative levels, but in practice it is not fully used, which especially refers to comprehensive assessments of regulatory impact that are rarely developed. SIGMA analyzed five laws for each administrative level and assessed that the quality of the analyzes submitted with the laws was very poor at all administrative levels. Although the

²²Law on the Budget of the Brčko District of BiH No. 01-02-764/19 from December 18, 2019

²³ Official Gazette of the Brčko District of BiH, no. 46/20

regulations require the preparation of an assessment of the financial implications of policy proposals on the budget, in practice it is not carried out consistently.

Capacities of civil servants to carry out the assessment of the impact of regulations at the level of the institutions of BiH and in Republika Srpska have been improved, while it was not possible to give an assessment of the competence of civil servants to carry out the assessment of the impact of regulations in the Federation of BiH and Brčko District, because the necessary data were not submitted.

The main risks and challenges that may have an impact on reaching the target values are related to the availability of data needed to determine the value of the indicator that measures the extent of application of the assessment of the impact of regulations in the process of policy development, lack of human capacity both in terms of the number of civil servants employed, as well as in their training, skills and experience in the work of drafting and implementing the assessment of the impact of regulations.

Measure 4: Ensuring inclusive access and involvement of the public in the phase of creation, implementation and monitoring of strategic plans, public policies and regulations

Indicators	The value of indicators				
<i>The percentage of strategic plans, public policies and regulations where the rules of participation were fully respected in the public consultation process</i>					
<i>BV: N/A – TV: 50%</i>	0%	0%	0%	0%	0%
	Institutions of BiH	FBiH	RS	BD	BiH
<i>Quality assurance of the public consultation process - SIGMA</i>					
<i>BV: 0/3 – TV: 3/3</i>	0/3	1/3	0/3	0/3	0/3
	Institutions of BiH	FBiH	RS	BD	BiH

No progress has been made at any administrative level in reaching the target values of the indicators that measure the extent of public participation in the policy development process. The value of the indicator could not be determined, because the necessary data, according to the methodology from the passport of the indicator, were not submitted for any administrative level. For this reason, in the report, zero is stated as the current value of this indicator for each administrative level.

Little progress has been made in the Federation of Bosnia and Herzegovina in reaching the target value of the indicator that assesses whether the quality control function of public consultations has been established and whether its application in the policy development process is ensured. At the level of Bosnia and Herzegovina, the institutions of BiH, Republika Srpska and the Brčko District of BiH, there was no progress in reaching the target values of this indicator. According to SIGMA's assessment in the monitoring report for BiH from 2021, the overall supervision and quality control of the public consultation process is not clearly regulated at any administrative level and therefore is still not used as a basic element of policy making. While in the Federation of Bosnia and Herzegovina the General Secretariat of the Government of the Federation of Bosnia and Herzegovina is expected to perform this role, but does not implement it, at other administrative levels there is no institution competent to assess whether requests for public consultations have been implemented and whether the results of the consultation process have been properly addressed.

In the period after the preparation of the SIGMA monitoring report for BiH from 2021, the Government of Republika Srpska on August 25, 2022, adopted Guidelines for consultations in the drafting of regulations and other general acts²⁴. The adoption of the Guidelines for consultations in the drafting of regulations and other general acts created prerequisites for improving the quality of consultations in the drafting of regulations in Republika Srpska. Mandatory application, the involvement of civil society and the general public, the expansion of the range of acts for which consultation is mandatory and the verification by the Republic Secretariat for Legislation will ensure a higher level of quality, especially after the creation of the E-consultation portal through which these consultations will be conducted. In 2021, the BiH Ministry of Justice prepared a draft of amendments to the Rules for consultations in the drafting of legal regulations, which will improve the process of public consultations in the drafting of public policies and other general acts.

Taking into account the fulfillment of the criteria on the basis of which SIGMA evaluated the legal framework that regulates the area of public consultation and public participation at each administrative level, it is evident that moderate progress has been made in improving the process of public consultation with the interested public in the process of policy development. According to the assessment of SIGMA in the monitoring report for BiH from 2021, the Brčko District of BiH has an almost complete legal framework that covers the process of public consultations, but it lacks the requirement to inform interested parties in advance about the planned consultations. The legal framework for the other three administrative levels has shortcomings related to the requirements for notification and reporting on the consultation process itself and the publication of these reports. However, it is still necessary to work on the improvement of these frameworks, taking into account the SIGMA Principles, in order to reach the expected target values.

At the level of BiH institutions, at the beginning of December 2022, a second upgrade of the eConsultation web platform was carried out, which enabled consultation participants to receive a pop-up message after sending a proposal or comment, i.e. notification that their suggestion or comment has been sent. In addition, the participants in the consultations were able to review all the suggestions and comments they sent during their participation in the consultations within the new category "Overview of participation in the consultations" within their user profile. participation in user consultations in the system. No e-consultation portal has been established in the Federation of Bosnia and Herzegovina. With the adoption of the Guidelines for consultations in the drafting of regulations and other general acts in Republika Srpska, the prerequisites for the establishment of an e-consultation portal have been created. adopted legal framework that should regulate the conduct of consultations through the eConsultation platform and define responsibilities for the proper functioning of the platform, technical maintenance and user support in the system.

The main risks and challenges that may have an impact on the achievement of results and the achievement of target values within this measure are related to the improvement of the legal framework at each administrative level that regulates the area of public consultations and public participation in accordance with the SIGMA Principles, insufficient public interest in the consultation process, lack of financial resources for establishing/upgrading and functioning of the e-consultation portal, the availability of data needed to determine the value of indicators that measure the extent of public participation in the policy development process.

²⁴ Official Gazette of Republika Srpska, no. 86/22

Measure 5: Increasing efficiency and consistency through inter-institutional functional connection within administrative levels and coordinated action in the development and implementation of public policies between ministries, between "government centers" and ministries, and between executive and legislative bodies

Indicators	The value of indicators				
Testing the practice of consultation between ministries - SIGMA	5/12	4/12	4/12	9/12	4/12
BV: 0/12 – TV: 8/12	Institucije of BiH	FBiH	RS	BD	BiH
The legal framework at each administrative level enables good monitoring and reporting (SIGMA)	0%	0%	0%	0%	0%
BV: n/a – TV: 20%	Institucije of BiH	FBiH	RS	BD	BiH

Moderate progress has been achieved at the level of Bosnia and Herzegovina, the institutions of BiH, the Federation of BiH and Republika Srpska in reaching the target values of the indicator that tests the extent to which inter-ministerial consultations are carried out in practice in the process of policy development. In the Brčko District of BiH, the planned progress was fully achieved, because the target value of this indicator was fully reached and exceeded. According to SIGMA's assessment in the monitoring report for BiH from 2021, the regulations clearly set the minimum duration of inter-ministerial written consultations, the obligation to consult with all affected government bodies, the obligation to inform the Government about the outcomes of the consultation process. The analysis of the practice of inter-ministerial consultations, however, indicates a deviation from the regulations, especially with regard to the requirement to prepare summary reports on the results of the inter-ministerial consultation process that would show how the comments of other administrative bodies were addressed. There is no practice of preparing these reports at any administrative level. With the exception of the Brčko District of Bosnia and Herzegovina, it is not always clear whether the deadlines for inter-ministerial consultations have been met, whether consultations of all central government institutions are always ensured before the proposal is adopted and whether other relevant administration bodies were involved in the process of inter-ministerial consultations.

No progress was made at any administrative level in reaching the target values of the indicator that measures the degree of inter-institutional consultation in the policy development process. The value of the indicator could not be determined, because the necessary data, according to the methodology from the passport of the indicator, were not submitted for any administrative level. For this reason, in the report, zero is stated as the current value of this indicator for each administrative level.

Coordination ie. the relationship between executive and legislative bodies, between ministries, as well as between ministries and institutions of the center of government are regulated by appropriate regulations at all administrative levels. However, cooperation between executive and legislative bodies at all administrative levels regarding better coordination of planning and policy making has not been improved. According to SIGMA's evaluation in the monitoring report for BiH from 2021, the work programs of the parliaments are planned on the basis of legislative obligations established in the Annual Work Programs of the Council of Ministers/Governments. Planning on this basis is a standard requirement and practice at all administrative levels, except at the level of BiH institutions (although

Article 65 of the Rules of Procedure of the House of Representatives of the Parliamentary Assembly of BiH²⁵ and Article 55 of the Rules of Procedure of the House of Peoples of the BiH Parliamentary Assembly²⁶ prescribe this requirement, SIGMA was not able to prove that this provision was complied with in 2020 or 2021). Also, the coordination of work between the relevant services of the parliaments and the Council of Ministers and Governments of the entities and Brčko District is done on an ad hoc and informal basis, and regular meetings between the relevant bodies of the parliaments and executive bodies for coordination, planning and preparation for legislative work are not held.

The main risks and challenges that may have an impact on the achievement of results and the achievement of target values within this measure are related to inadequate planning of regulations that need to be adopted in one calendar year, untimely preparation of the draft law by the Council of Ministers/Governments, and non-compliance with the planned deadlines for submitting the draft law to the parliamentary procedure, intensive use of urgent procedures for the adoption of laws proposed by the Council of Ministers/Government, availability of data for determining the value of indicators that measure the degree of inter-institutional consultation in the policy development process.

Within Measure 2, there was no progress on the development/improvement of IT support for the process of strategic planning, monitoring and reporting at all administrative levels due to a lack of financial resources. As part of measure 3, the Manual on the assessment of the impact of regulations at the level of the institutions of BiH, in the Federation of BiH and in the Brčko District of BiH was not prepared due to the lack of human capacity to prepare this document. Rules for the drafting of public policies and other general acts at all administrative levels have not been drafted due to the lack of human capacity to draft this document. A database of all legal regulations adopted by authorities at all administrative levels has not been established, and no information system has been developed to support the development of regulations due to a lack of financial resources.

²⁵ "Official Gazette of BiH", no. 79/14, 81/15, 97/15, 78/19 and 26/20)

²⁶ "Official Gazette of BiH", no. 58/14, 88/15, 96/15 and 53/16)

CHALLENGES AND RISKS

Key challenges and risks that have had an impact and may have an impact in the implementation of reform measures and activities in the reform area of policy development and coordination:

- Non-adoption of the Common Platform on the principles and method of implementation of the public administration reform in BiH prevented the establishment and formation of the Supervisory Team for this reform area, which further resulted in the difficulty of implementing reform measures and activities in this area;
- Lack of financial resources for the implementation of reform measures and activities;
- Lack of understanding of the function of coordinating the content of policy proposals by decision-makers and civil servants and the lack of institutional and human capacities for the introduction of this function;
- Long-term IPA procedures related to the preparation and approval of projects, including the approval of financial resources, affected the start of the implementation of planned activities in this area;
- Insufficient support from decision-makers for establishing a system of long-term/sectoral planning, monitoring and reporting at the level of BiH institutions;
- Insufficient support from the Council of Ministers of Bosnia and Herzegovina for the improvement of the existing regulations governing the system of medium-term planning, monitoring and reporting in the institutions of Bosnia and Herzegovina;
- Lack of human capacity both in terms of the number of civil servants employed, as well in their training, skills and experience in the work of drafting and implementing the assessment of the impact of regulations;
- Availability of data needed to determine the value of indicators that measure the scope of application of regulatory impact assessment, the scope of public participation and the degree of inter-institutional consultation in the policy development process;
- Improvement of the legal framework at each administrative level that regulates the area of public consultation and public participation in accordance with the SIGMA Principles;
- Insufficient public interest in the consultation process;
- Inadequate planning of regulations that need to be passed in one calendar year;
- Untimely preparation of the draft law by the Council of Ministers/Governments, and non-compliance with the planned deadlines for submitting the draft law to the parliamentary procedure;
- Intensive use of emergency procedures for the adoption of laws proposed by the Council of Ministers/Government;

KEY RECOMMENDATIONS FOR THE FIELD OF POLICY DEVELOPMENT AND COORDINATION

- The Council of Ministers of BiH and the governments of the Federation of BiH, Republika Srpska and Brčko District of BiH should, by the end of 2024, enact/improve the legal framework that would establish the function of coordinating the content of policy proposals and define the institutional competence for the implementation of the said function;
- By the end of 2023, the BiH Council of Ministers should choose the best solution/option for regulating the system of long-term/sectoral planning, monitoring and reporting at the level of BiH institutions;
- The Ministry of Finance and Treasury of BiH should, in cooperation with the Directorate for Economic Planning of BiH, by the end of 2024, prepare amendments to the Decision on the procedure of medium-term planning, monitoring and reporting in the institutions of BiH and amendments to the Instructions on Methodology in the Procedure of Medium-Term Planning, monitoring and reporting in the institutions of BiH and to submit them to the Council of Ministers of BiH for consideration and adoption;
- The Agency for the Civil Service of BiH, the Agency for the Civil Service of the Federation of BiH, the Agency for State Administration of Republika Srpska and the Human Resources Subdivision of the Brčko District of BiH should plan and organize in 2023 training for civil servants in the area of regulatory impact assessment;
- The Ministry of Justice of BiH should, in cooperation with the General Secretariat of the Council of Ministers of BiH, by the end of the first quarter of 2023, prepare the Instruction on how to prepare the annual work program and work report in the institutions of BiH and submit it to the Council of Ministers of BiH for consideration and adoption;
- By the end of 2023, the Ministry of Justice of BiH should, in accordance with the SIGMA Principles, prepare amendments to the Rules for consultations in the drafting of legal regulations and submit them to the Council of Ministers of BiH for consideration and adoption;
- By the end of 2024, the Federal Ministry of Justice should, in accordance with the SIGMA Principles, prepare amendments to the Regulation on rules for the participation of the interested public in the process of preparing federal legal regulations and other acts and submit it to the Government of the Federation of Bosnia and Herzegovina for consideration and adoption;
- The Office of the Coordinator for Public Administration Reform should, in cooperation with the responsible institutions from the Action Plan for Public Administration Reform, by the end of 2026, initiate activities to ensure financial and expert support for development/improvement of IT support for the process of strategic planning, monitoring and reporting at all administrative levels, development of an information system to support the development of regulations, improvement/establishment of portals for e-consultations at each administrative level, development of the Manual on the assessment of the impact of regulations at the level of BiH institutions, in the Federation of BiH and in the Brčko District of BiH and the development of rules for the development of public policies and other general acts at all administrative levels;

- The General Secretariat of the Council of Ministers of BiH, the General Secretariat of the Government of the Federation of BiH, the Republican Secretariat for Legislation of the Government of Republika Srpska and the Secretariat of the Government of the Brčko District of BiH should establish by the end of 2023 a mechanism for collecting and recording the data needed to determine the value of indicators that measure the extent of public participation in policy development process;
- The General Secretariat of the Government of the Federation of BiH, the Ministry of Economy and Entrepreneurship of Republika Srpska and the Secretariat of the Government of Brčko District of BiH should by the end of 2023 establish a mechanism for collecting and recording the data needed to determine the value of indicators that measure the scope of application of the impact assessment of regulations in the policy development process;
- The General Secretariat of the Government of the Federation of BiH, the General Secretariat of the Government of Republika Srpska and the Secretariat of the Government of the Brčko District of BiH should by the end of 2023 establish a mechanism for collecting and recording the data needed to determine the value of indicators that measure the degree of inter-institutional consultation in the policy development process;
- Competent bodies of the Parliamentary Assembly of BiH/Parliament of the Federation of BiH/National Assembly of Republika Srpska/Assembly of the Brčko District of BiH and the Council of Ministers of BiH/the government should plan and organize meetings in 2023 in order to improve their cooperation in the matter of better coordination of the process of planning and passing regulations and politics.

CIVIL SERVICE AND HUMAN RESOURCE MANAGEMENT

Human resources, that is, employees, are the most important resource of any organization, both in the business sector and in public administration organizations. Therefore, adequate management of human resources is a very important element in the work process in every civil service/administration institution, as well as public administration as a whole. Modern management of human resources in public administration should have the characteristics of transparency, fairness, and especially should be based on the principles of merit, professionalism, and affirming and rewarding efficiency in work. Through the development of the legal framework and the necessary capacities in this area, an attempt is being made to establish an independent, impartial and efficient public administration capable of fulfilling its tasks.

Specific goal: *Established legal framework and built capacities for the development of the human resources management function based on the principles of professionalism, merit and efficiency*

To measure the achievement of this goal, the Strategic Framework for Public Administration Reform foresees the use of two indicators developed by SIGMA and measured by SIGMA. The measurement of their values is planned after the end of the period to which the PAR SO originally referred (2018-2022), and was carried out by SIGMA and its results were published in the SIGMA Monitoring Report for BiH from 2022. Observing the established indicators, relevant progress was made in this area. Namely, the current values for the specific goal in both indicators have reached the target values.

Indicator: Adequacy of the horizontal scope of the civil service in the field of HRM at all administrative levels (points) - SIGMA

This indicator focuses on the scope of public administration as defined in the Principles of Public Administration. In some countries, the scope of the civil service is very broad (including teachers, nurses, doctors, etc.), while in other countries it is limited to basic government policy-making functions. As a result, the scope of civil service laws varies considerably from country to country.

The value of indicators:

BV (2017)

0/6

CV (2021)

3/6

TV (2022)

3/6

Indicator: Clarity in the legislative framework on the scope of civil service (points) – SIGMA

Professional review of the civil service law. The legal basis can be the constitution, law on civil service, law on public service, laws on special types of civil service or laws on independent bodies or other public bodies included in the scope of civil service. Legislation must determine the horizontal scope (ie the institutions that apply the legislation) and the vertical scope (ie the hierarchy of positions to which the law applies). The assessment refers to the clarity of provisions and the level of fragmentation and coherence of the public service.

The value of indicators:

BV (2017)

CV (2021)

TV (2022)

1/2

2/2

2/2

Some degree of progress has been achieved in all areas of civil service and human resources management in Bosnia and Herzegovina. The target value was achieved for both indicators at the level of the area's specific goal, and BiH joined the countries from the region that also have the maximum number of points in terms of the clarity of the legislative framework on the scope of the civil service (Serbia, Montenegro, North Macedonia), while in terms of the adequacy of the horizontal scope, civil service still lags behind all countries in the region.

According to SIGMA's assessment from the Monitoring Report for BiH from 2022, the legal framework on the scope of the civil service is quite clear and somewhat adequate, although there are still certain shortcomings at certain levels. The indicators from the aforementioned report show significant progress in the field of civil service, but in addition to changes on the ground, this was also contributed by the significantly greater availability of data compared to the previous SIGMA assessment from 2017.

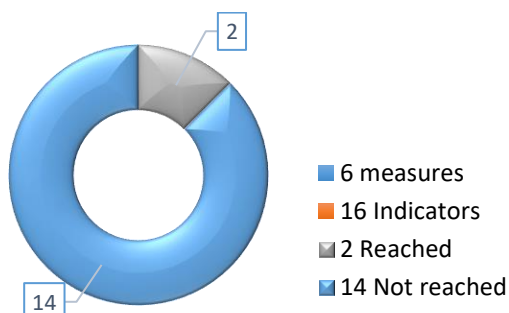
In this period, detailed analyzes of the law on civil service were carried out at all administrative levels, and activities were started to draft new regulations. Unfortunately, they were not adopted at any administrative level. In the central units for human resources management, capacity is continuously strengthened. When it comes to employment, progress has been made in the application of employment procedures, although there have been no changes to the legal framework. However, it is still necessary to work on ensuring the consistent application of the principle of merit in all areas of human resources management. The personnel planning function was implemented only at the level of Republika Srpska. Central units for human resources management from the aspect of professional development continue to have the biggest challenge in the lack of funds in the budget, while progress has been made in terms of the analysis of training needs and its connection with the evaluation of the work of civil servants. Considerable progress has been recorded in the establishment of information systems for the management of human resources that are functional and operational at all levels, except for the level of BiH institutions, where there is still no progress due to legal restrictions.

There was no comprehensive implementation of job analysis as a basis for establishing a fair system of wages and benefits, and there were no changes to the law on wages at any administrative level. However, there have been some developments regarding the transparency of salary data. On the other hand, the smallest progress has been achieved in the area of integrity and ensuring compliance with the norms of ethical behavior of civil servants. Analyzes of regulations on disciplinary

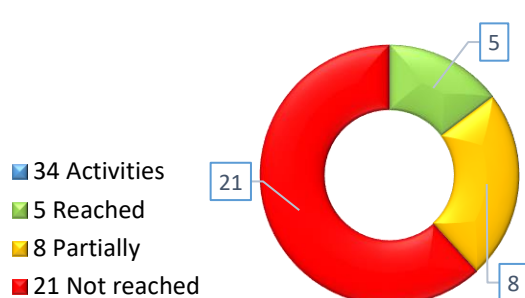
responsibility at all levels were made and recommendations for improvements were made, but they were not implemented. Integrity plans should be adopted at all levels except BD BiH. A valid strategy for the fight against corruption exists only at the level of Republika Srpska, while at the level of the FBiH, the implementation of the Action Plan for the fight against corruption is foreseen until the adoption of the new strategy. Competent institutions through training are actively working to improve the quality of general management in civil service structures (with the exception of Republika Srpska), but the necessary changes to regulations in this domain have also been missing.

Slower-than-expected progress in the field was influenced by the COVID-19 pandemic, which shifted the focus of decision-makers from changes in civil service regulations and the implementation of activities provided for in the PAR Strategic Framework to other priorities, and it also limited the possibilities of implementing capacity-building activities, especially in the domain trainings that in this period were conducted mostly online, but with a weaker response from the target groups. In the coming period, the main challenge is to secure political support for changes in legislation in accordance with the PAR Action Plan, and the availability of human and material resources necessary for the implementation of the planned measures and activities.

Realized measures



Realized activities



Reform in this area is planned through six reform measures and 34 activities, whereby each of two activities refer to two administrative levels (activity 2.1.1. only RS and BD; activity 2.3.1 only the level of BiH institutions and FBiH), so that each administrative level is responsible for implementing a total of 33 activities. An overview of the implementation of activities by level is given in the table below:

	Inst. BiH	FBiH	RS	BD
The target values were not reached	18	19	18 ²⁷	18
The target values were partially achieved	7	5	4	4
The target values have been reached	8	9	11	11
<i>Total number of activities:</i>	33	33	33	33

Measure 1: *Improvement of policies and legal framework for human resources management and capacity building for their efficient implementation*

Indicators	The value of indicators				
The percentage of administrative bodies/institutions at all levels that have an independently determined HRM function	56.8	3.3	90.3	100	47.4
<i>BV: n/a – TV: 80%</i>	Institutions of BiH FBiH RS BD BiH				
Percentage of administrative bodies/institutions that consistently apply HRM policy in all areas of HRM	0	0	0	0	0
<i>BV: n/a – TV: 70%</i>	Institutions of BiH FBiH RS BD BiH				

²⁷ This number also includes activity 2.2.1, where one of the two indicators remained unassessed in this report due to the disagreement of the representatives of Republika Srpska with the assessment assigned by SIGMA (see Appendix, p.71).

Regarding policies for Human Resources Management, the Policy Framework for the Development of Human Resources Management in the Public Administration Bodies of the BD BiH²⁸ was adopted at the level of the BD BiH as a result of the earlier work of the Supervisory Team for HRM on the creation of a common policy framework, while the entities adopted the "Human Resource Management Policy in the Civil Service Bodies of the Federation of Bosnia and Herzegovina"²⁹ and the "Human Resource Management Policy Framework in the Public Administration of the Republika Srpska"³⁰ prepared with the support of the "Strengthening Human Resource Management in Bosnia and Herzegovina" project, which was financed from IPA 2017 funds. At the same time, the Federal HRM policy was adopted in seven³¹ out of ten Cantons, and represents a good basis for the harmonization of the Civil Service within the FBiH. However, with its adoption, the previously adopted common policy framework for the development of Human Resources Management was invalidated, thereby diminishing the previously achieved progress through the implementation of the Revised Action Plan of the PAR from 2011. At the level of the BiH institution, the "Policy framework for the development of Human Resources Management in civil service structures in BiH"³² is still in force, initially created to ensure a harmonized approach in determining HRM development policies at all levels. Currently, guidelines for the harmonization of approaches in reforms in the field of civil service and human resources management at different administrative levels are provided by the PAR Strategic Framework.

In the past period, coordination between administrative levels took place mainly within the framework of the project "Strengthening the Management of Human Resources in BiH", and as a formal form of coordination, in May 2022, the Forum of Directors of Civil Service/Administration Agencies was established, which includes all four administrative levels in Bosnia and Herzegovina.

In terms of the legal framework, activities have been initiated to enact new or amend existing laws on civil service at all levels. A thorough analysis of the legislation on civil service was carried out, especially in relation to the SIGMA Principles of Public Administration, and recommendations were made for harmonization and improvement of regulations. The draft Law on Amendments to the Law on Civil Service in the Institutions of Bosnia and Herzegovina was discussed in the Parliamentary Assembly of Bosnia and Herzegovina in August 2022, but was not adopted. At the BD BiH level, a proposal for a new law on civil service has been prepared, while in the entities, activities are underway to draft new laws.

The capacities of central institutions for HRM have been improved at all administrative levels, primarily with the support of the mentioned IPA project. However, at the level of individual institutions and administrative bodies, the expected level of an adequately established HRM function has not been reached (it is impossible to assess progress since the baseline values for this indicator were not known). Regarding the application of HRM policies in individual institutions, human resources plans are adopted only in a few institutions at the BiH level (about 11%) with very limited monitoring of their implementation, while no data is available for entities, and in BD BiH no HRM plans are adopted nor reports on HRM in institutions (except in the area of evaluation).

²⁸ Adopted at the 82nd session of the BD BiH Government held on August 3, 2020

²⁹ Official Gazette of the Federation of Bosnia and Herzegovina, no. 86/21

³⁰ Adopted at the 111th session of the Government of the RS held on March 4, 2021.

³¹ Bosnian-Podrinj Canton, Central Bosnia Canton, Herzegovina-Neretva Canton, Tuzla Canton, Una-Sana Canton, Canton 10 and Sarajevo Canton

³² Official Gazette of Bosnia and Herzegovina, no. 56/17

CHALLENGES AND RISKS:

- Non-adoption of legal and by-laws foreseen by the PAR Strategic Framework
- Insufficient capacities for drafting and implementing regulations
- Impossibility of ensuring the regular work of the Forum of Directors of Civil Service/Administration Agencies

RECOMMENDATIONS

- ✚ Competent institutions at all levels (the Ministries of Justice of BiH and FBiH, the Ministry of Administration and Local Self-Government of the RS, in cooperation with agencies for civil service/administration, and the Sub-Department for Human Resources of BD BiH) should intensify activities on the preparation and adoption of relevant regulations
- ✚ Strengthen the personnel capacities of the institutions responsible for drafting regulations in the field of civil service, as well as the capacities for managing human resources in individual institutions
- ✚ Improve the mechanisms of cooperation and coordination between and within individual administrative levels (it is necessary for the Supervisory Team for HRM to start work, to ensure the continuous sustainability of the work of the Forum of Directors, and the sustainability of the work of networks of practitioners and their mutual interaction)

Measure 2: *Ensuring comprehensive compliance with the principles of merit, equal treatment, transparency and political neutrality in all areas of human resources management*

Indicators	The value of indicators				
Adequacy of the legal framework for meritorious employment in civil service positions (points) – SIGMA	15/18	11/18	6/18	6/18	11/18
BV: 11/18 – CV: 16/18	Institutions of				
	BiH	FBiH	RS	BD	BiH
Application of employment procedures for positions in the civil service (points) – SIGMA	10/18	13/18	10/18	2/18	11/18
BV: 3/18 – CV: 8/18	Institutions of				
	BiH	FBiH	RS	BD	BiH
Application of recruitment procedures for positions of senior civil servants - SIGMA	3.5/9	5.5/9	3.5/9	2.5/9	4/9
BV: 1,5/9 – CV: 5/9	Institutions of				
	BiH	FBiH	RS	BD	BiH

No new legal solutions were adopted at any administrative level regarding the issue of merit, so the indicator regarding the legal framework remained at the level of the baseline value. According to the assessment from the SIGMA monitoring report for BiH from 2022, the legislation provides the basics of meritorious employment, but still has significant shortcomings. On the other hand, significant progress is evident in terms of indicators regarding the application of employment procedures. Thus, the target value was exceeded for positions in the civil service (with

the exception of the BD BiH level), while for the positions of senior civil servants at all levels, progress was made compared to the baseline value. This was primarily achieved through improvements in practice that made the application procedure easier for candidates (in the form of electronic applications, submission of copies of necessary documents or submission of documents at a late stage of the competition procedure, improvement of the web pages on which competitions are published, etc.).

There were no changes in the regulations regarding the prevention of political influence at any level, but there was no exclusion of senior management positions from the scope of the civil service either.

CHALLENGES AND RISKS

- Non-adoption of adequate solutions in the new regulations in accordance with the recommendations made
- Restrictions in the application of information technologies in the employment process (legal and financial)

RECOMMENDATIONS:

- ✚ Competent institutions should, when amending regulations, take into account the recommendations from the SIGMA Monitoring Report for BiH from 2022, as well as the recommendations established through the project "Strengthening Human Resource Management in BiH"
- ✚ Agencies for civil service/administration and the Human Resources Subdivision of the BD BiH should increase the application of information technologies in the recruitment process using available budget and donor funds

Measure 3: *Establishment of modern personnel planning and professional development of employees.*

Indicators	The value of indicators				
<i>The percentage of institutions that effectively establish and use one-year personnel plans in relation to the total number of institutions at all administrative levels</i>	0	0	100	0	24,1
<i>BV: n/a – TV: 70%</i>	Institutions of BiH	FBiH	RS	BD	BiH
<i>Development, implementation and monitoring of training plans/through strategic training plans (points) – SIGMA</i>	3/3	3/3	2/3	0/3	2/3
<i>BV: 1/3 – TV: 3/3</i>	Institutions of BiH	FBiH	RS	BD	BiH
<i>Training costs in relation to the annual salary budget (%) – SIGMA</i>	0/4	0/4	0/4	0/4	0/4
<i>BV: 0/4 – TV: 4/4</i>	Institutions of BiH	FBiH	RS	BD	BiH
<i>Existence of functional databases of human resources with data on civil service (points) – SIGMA</i>	0.5/4	2/4	1.5/4	0.5/4	1.5/4
<i>BV: 0/4 – TV: 3/4</i>	Institutions of BiH	FBiH	RS	BD	BiH

No progress was recorded in the area of personnel planning. During the implementation of the project "Strengthening the Management of Human Resources in BiH", an analysis was carried out for all four administrative levels, training was held, and tools for the standardization of personnel planning were prepared. Corresponding legal and sub-legal solutions have been prepared for the level of BiH institutions, but they have not been adopted, so there is still no obligation to coordinate the creation of personnel plans or a central employment plan. The FBiH level, the Government of FBiH expressed its commitment to the realization of this activity by the Decision on the adoption of the Strategy for the Development of Human Resources in Civil Service Structures in the Federation of BiH, where ADS FBiH is recognized as the key carrier of the activity, but the necessary regulations have not yet been adopted. At the level of the RS, personnel planning is carried out in accordance with the previously adopted regulations³³. At the BD BiH level, a collective Employment Plan is also drawn up in accordance with current regulations³⁴, while the proposal of the new law envisages the introduction of a personnel plan in a broader sense.

At the level of FBiH, RS and BD BiH, information systems for HRM have been established, but they are not interoperable. However, this significantly contributes to the better availability of data needed for adequate monitoring and planning of HRM, and limited progress has been achieved according to the corresponding indicator. At the level of BiH institutions, due to legal restrictions, there is still no reliable information system for HRM.

Training plans are continuously prepared (with the exception of the BD BiH level) and, according to SIGMA's assessment, professional training is partially implemented in accordance with it. However, funds for training are still insufficient (for centrally organized training), while records of all trainings financed from the budget of individual institutions have not yet been established at any administrative level, and according to the corresponding indicator, there has been no movement compared to the baseline value. Progress has been made in the area of linking the analysis of training needs with performance evaluation, and evaluation is regularly carried out (with the fact that at the BiH level, not all institutions still submit complete evaluation data to ADS BiH). However, the application of this tool in practice is questionable considering the large percentage of the highest grades.

CHALLENGES AND RISKS:

- Non-adoption of the regulations foreseen by the PAR Strategic Framework in accordance with the recommendations from carried out analyzes
- Insufficient availability of adequate data on Human Resources Management, including data on all trainings financed from the budget
- Insufficient funds for trainings

³³ Human resources planning through the use of personnel plans was introduced in the republican administration of Republika Srpska in 2008 with the adoption of the Law on Civil Servants ("Official Gazette of Republika Srpska" No. 118/2008, 117/2011, 37/2012 and 57/2016), and in more detail elaborated in 2009 with the adoption of the Rulebook on the method of preparation and content of the personnel plan in the republic's administrative bodies ("Official Gazette of Republika Srpska" no. 43/2009)

³⁴ Law on Civil Service in Public Administration Bodies of the Brčko District of Bosnia and Herzegovina (Official Gazette of the Brčko District of Bosnia and Herzegovina, No. 17/22 - revised text)

RECOMMENDATIONS:

- Competent institutions should take into account the requirements of the PAR Strategic Framework and the recommendations from the prepared analyzes when amending the regulations
- Agencies for civil service/administration and the Human Resources Subdivision of the BD BiH should take steps to ensure the interoperability of information systems from the domain of HRM as well as the establishment of unique training records that are financed from the budget for each administrative level.

Measure 4: Establishing a fair and transparent system of wages and benefits for work

Indicators	The value of indicators				
The fairness of determining the basic salary in the job classification system (points) - SIGMA	1/4	0/4	1/4	1/4	1/4
BV: 1/4 – TV: 3/4	Institutions of BiH				
Availability of salary data (points) – SIGMA	1/3	1/3	0/3	3/3	1/3
BV: 0/3 – TV: 2/3	Institutions of BiH				
	BiH	FBiH	RS	BD	BiH

According to the information provided by the competent institutions, there was no activity on the implementation of this measure. However, according to SIGMA's assessment, partial progress has been achieved with regard to the greater availability of data. As part of the project "Strengthening the system for human resources management in BiH", an analytical review of the pay systems of civil servants in BiH was prepared in relation to the SIGMA principles of public administration, and recommendations were made for improving legislation in this area.

As a prerequisite for the adoption of new laws on salaries, a job analysis is cited, which was partially implemented only at the level of BiH institutions, while the other levels have not yet adopted the necessary regulations for its implementation.

Regarding the transparency of the system, salary data are published in job advertisements at all levels except RS. However, according to SIGMA's assessment, data on salaries of civil servants are still not sufficiently transparent (they are not easily available online, and employee registers do not contain information on salaries), with the exception of the BD BiH level, where data on individual salaries are publicly available online.

CHALLENGES AND RISKS:

- Insufficient capacity to carry out job analysis
- Insufficient transparency of data on wages and benefits

RECOMMENDATIONS:

- ✚ Start activities on job analysis at levels where this has not been done
- ✚ Civil service/administration agencies should ensure greater availability of salary data

Measure 5: Ensuring compliance with the norms of ethical behavior of employees in administrative structures

Indicators	The value of indicators				
Disciplinary measures confirmed by the court (%) – SIGMA	4/4	4/4	4/4	4/4	4/4
BV: 0/4 – TV: 2/4	Institutions of BiH	FBiH	RS	BD	BiH
Existence of legal frameworks for integrity in civil service (points) – SIGMA	1/5	0/5	0/5	0/5	0/5
BV: 0/5 – TV: 3/5	Institutions of BiH	FBiH	RS	BD	BiH
Established civil service integrity plans (points)	0/4	0/4	1/4	0/4	1/4
BV: 0/4 – TV: 4/4	Institutions of BiH	FBiH	RS	BD	BiH

There is evident progress in the field of disciplinary measures, where the target value was exceeded and the maximum number of points achieved at all administrative levels, which was significantly contributed to by the greater availability of the necessary data compared to the previous SIGMA measurement. However, although according to SIGMA's assessment, the current regulations at all levels contain the basic principles of the disciplinary procedure, they still have significant shortcomings. With the support of the project "Strengthening the Management of Human Resources in BiH", analyzed regulations in this area were drafted and recommendations for improvements were made, but they were not adopted. In the meantime, at the level of BiH and FBiH, trainings on the disciplinary procedure are regularly held, and at the level of BiH and both entities, activities were also undertaken to strengthen the awareness of management staff about the importance of fair and timely sanctioning of civil servants' work failures, given that leading civil servants often do not use available tools in practice.

Regarding integrity plans, there is still no explicit legal provision that prescribes the obligation to draft them. At the BiH level, it is derived to some extent from the Law on the Agency for the Prevention of Corruption and Coordination of the Fight Against Corruption, at the RS level it is prescribed by the Strategy for the Fight against Corruption in the Republika Srpska and the accompanying Action Plan, and at the FBiH level by the Action Plan for the Fight against Corruption. At the level of BiH, about 34% of institutions have adopted an integrity plan, in FBiH 60%, while this percentage is significantly higher in RS and amounts to 98%. Integrity plans have not been adopted at the BD BiH level. According to the passport of the indicator in question, it is necessary that at least 80% of institutions at each level have prepared integrity plans, and the target value was reached only at the level of RS.

There is still no data on the implementation of integrity plans in practice at any administrative level.

CHALLENGES AND RISKS:

- Inadequate legal framework
- Unclear competence for coordination in the fight against corruption at the FBiH level
- Difficulties in the selection of candidates for members of the disciplinary commission, weak response to lists of expert members of disciplinary commissions, delays and obstructions in the conduct of disciplinary proceedings, statutes of limitations, and the passive attitude of civil service bodies at the FBiH level
- Insufficient monitoring of the implementation of integrity plans
- Absence of integrity plans at the BD BiH level

RECOMMENDATIONS:

- ✚ Improve the legal framework in accordance with the findings of the conducted analyzes and the SIGMA monitoring report from 2022 (with the fact that the legal framework that is the subject of the SIGMA assessment is outside the domain of the PAR Strategic Framework, and it is necessary to involve the competent institutions in this matter)
- ✚ At the BiH institution level, initiate amendments to the Law on the Agency for the Prevention of Corruption and Coordination of the Fight Against Corruption in the sense of including a provision that will provide obligation to create strategic plans, and initiate the adoption of the Strategy for the Fight against Corruption
- ✚ At the FBiH level, ensure coordination in the field of fighting corruption
- ✚ The Agency for the Prevention of Corruption and the Coordination of the Fight Against Corruption of BiH, the Ministry of Justice of the RS, the anti-corruption authorities of the FBiH and BD BiH should intensify their activities on monitoring the implementation of integrity plans in individual institutions at all administrative levels.

Measure 6: Improving the quality of general management in civil service structures

Indicators	The value of indicators				
<i>The number of management officers who received training on management knowledge and skills at all administrative levels</i>	49.8	7.8	0	92.2	26.1
<i>BV: n/a – TV: 90%</i>					
	Institutions of BiH	FBiH	RS	BD	BiH
<i>Percentage of managers whose work was evaluated by competent authorities</i>	0	0	80	100	25
<i>BV: n/a – TV: 90%</i>					
	Institutions of BiH	FBiH	RS	BD	BiH

Managerial trainings are conducted at all levels except in the RS, and at the levels of BiH and FBiH, by-laws stipulate the obligation of managerial civil servants to attend these trainings. The target value of the indicator was reached only at the BD BiH level. The main problem is the lack of funds for trainings.

Adequate evaluation of the work of managerial civil servants is prescribed only at the FBiH level, where the new Rulebook on the evaluation of the work of civil servants in civil service bodies of the FBiH was adopted³⁵, which introduced the verification of managerial competencies during evaluation.

There were no changes to regulations regarding the evaluation of the work of managers of institutions and administrative organizations at any administrative level. The BiH Council of Ministers has never formed a body responsible for the evaluation of managers who have the status of civil servants foreseen by the current regulations, and the evaluation of managers is not formally carried out, but is derived from the adoption of reports on the institution's work and audit reports. Also, the existing regulation of the FBiH Government on the evaluation of managers of civil service bodies³⁶ is not applied in practice. The situation is different at the level of the RS, where 80% of managers were evaluated, and BD BiH, where all managers covered by the law on civil service were evaluated.

CHALLENGES AND RISKS:

- Lack of financial resources for trainings
- Absence of decision makers' interest in changing the current regulations

³⁵ Official Gazzete FBiH, number: 30/20

³⁶ Regulation of the Government of the Federation of Bosnia and Herzegovina on the criteria, procedure and method of evaluating the work of heads of civil service bodies set by the Government of the Federation of Bosnia and Herzegovina, "Official Gazette of the Federation of Bosnia and Herzegovina" No. 5/13, 80/13 and 24/14

ACCOUNTABILITY

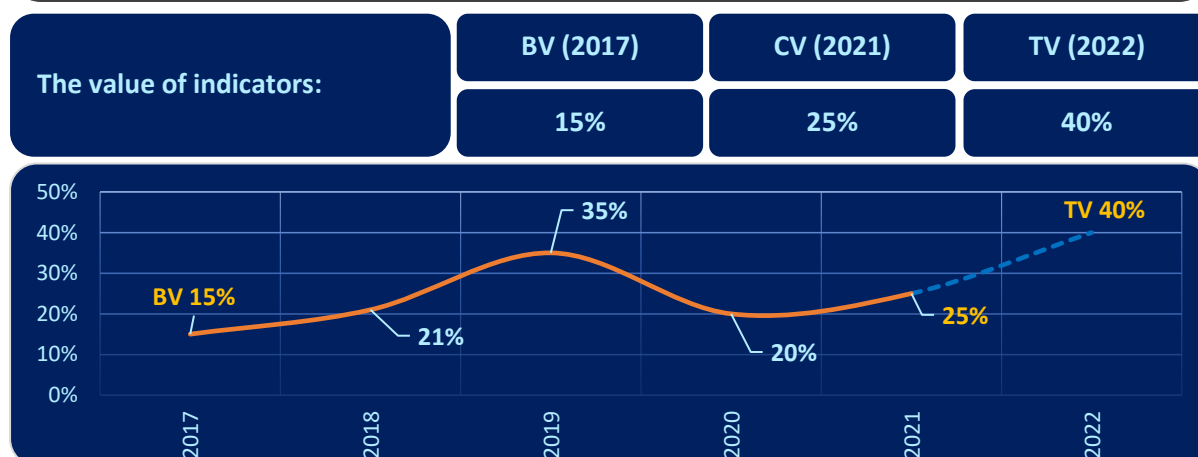
The area of Accountability requires the existence of adequate mechanisms that ensure the accountability of administration. Planned measures and activities are based on the SIGMA principle, according to which the entire administration organization should be rational, follow adequate policies and regulations, and ensure adequate internal, political, judicial, social and independent accountability.

This includes ensuring the right of access to public information, an efficient system of appeals, as well as independent supervision and judicial control in administrative cases. Accountability must be accompanied by legal accountability for the decisions of public institutions or the lack of them. The key goal in this reform area is to achieve an organizationally and functionally harmonized and transparent system of public administration with improved internal and external supervision over the work of public administration.

Specific goal: Organizationally and functionally harmonized and transparent system of public administration with improved internal and external supervision over the work of public administration

Indicator: Citizens' trust in the administration

A regionally set indicator that measures citizens' trust in the administration by measuring the citizens' perception of the work of the government, that is, trust in the government, in accordance with the Balkan Barometer's set methodology. The indicator measures the percentage of citizens who show complete trust and citizens who tend to trust the government.



According to the measurement carried out by the Balkan Barometer in 2022, there was an increase in the trust of citizens in the work of the government in relation to the value of the indicators from the period when the PAR Strategic Framework was created. The trust of citizens increased by 10 percent compared to the initial year of measurement and now amounts to 25%, with the fact that the percentage of those who fully trust the government is still small and amounts to 4 percent, while 21

percent of citizens tend to trust the work of the government. The amount of the indicator is lower than the regional average for 2022, which is 40%.

Although there is a significant growth trend compared to the baseline value of this indicator, this trend is not stable, taking into account that trust in the BiH government was the highest in 2019 and amounted to 35%.

Indicator: Requests for information held by the government agency (institution) are approved in a timely manner

The data indicate the percentage of citizens who believe that information under the control of public institutions, i.e. government agencies, is provided to citizens in a timely manner upon their request.

As part of the measurement, citizens' perception of the provision of information under the control of public authorities, i.e. government agencies, is observed. The perception is determined in the part that refers to the timeliness of the actions of government institutions in terms of the law on freedom of access to information. The indicator measures whether institutions provide information that is under their control in accordance with the deadlines of the law on freedom of access to information at all administrative levels in Bosnia and Herzegovina. The trust of citizens is measured on a scale with five values.

The value of indicators:

BV (2017)

30%

CV (2021)

40%

TV (2022)

55%



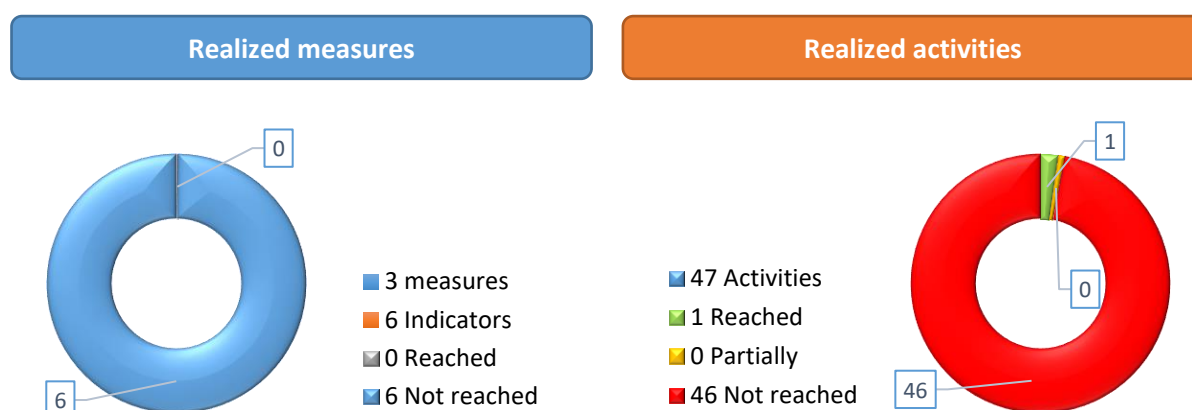
Despite the slow implementation of activities from the PAR Action Plan, it is possible to see some progress in citizens' perception on the transparency of government bodies. Considering that the Balkan Barometer measurement for 2022 does not contain a value for this indicator, the value measured for 2021 was taken as the current value.

From the baseline 30%, which was the value of the indicator in 2017, the amount of citizens who believe that government bodies deliver information in a timely manner increased by 10% and in 2021 the amount was 40%. This is far from the target value (55%) that should have been reached in 2022. Only 4% of citizens completely agree that government agencies deliver information in a timely manner, while 36% of citizens tend to say that government bodies provide information in a timely manner.

Taking into account the indicator values from previous years - 45% in 2018; 48% in 2019 and 41% in 2021, it is possible to see a trend of decreasing trust of citizens in the transparency of government bodies. According to the data for 2021, Bosnia and Herzegovina has the lowest value of this indicator in the region.

Overall, the slow implementation and postponement of reforms affected the performance in the area of Accountability. A small number of activities in this area were carried out, and it was expected that citizens' trust in the work of the government and their perception of transparency would continue to be low. The key risk for further progress in the area is slowness, and it is necessary to speed up the reforms, but also to promote the achieved progress, so that citizens can see the benefits of the implementation of reform activities.

ANALYSIS: REFORM MEASURES



The reform in this area is planned through three reform measures and 47 activities, and all these activities refer to the institutions of the state, entity and Brčko District of BiH (except one, which is for the state level). Not a single reform measure was fully implemented in the period 2020-2022. Out of 47 activities, only one was completely fulfilled (at all levels of government). At the state level, 4 activities have been completed, in FBiH 3, in BDBiH 2, while in RS only one activity has been completed (green light). One activity at the state level has been partially implemented.

	Inst. BiH	FBiH	RS	BD
The target values were not reached	42	43	45	44
The target values were partially achieved	1	0	0	0
The target values have been reached	4	3	1	2
<i>Total number of activities:</i>	47	46	46	46

Measure 1: Improvement of the organizational structure of the public administration system at all administrative levels

Indicators	The value of indicators				
Adequacy of policy and regulatory framework for management of central government institutions at administrative levels (points) – SIGMA	2	2	2	2	2/5
BV: 1/5 – TV: 3/5	Institutions of BiH	FBiH	RS	BD	BiH
Accountability in reporting between central government bodies and competent ministries at administrative levels (points) – SIGMA	0	0	0	0	0/4
BV: 0/4 – TV: 2/4	Institutions of BiH	FBiH	RS	BD	BiH

The organizational structure of public administration in Bosnia and Herzegovina was not improved in the previous period, because most of the activities from the PAR Action Plan were not implemented. Evaluating how public administration is organized in countries that are in the process of joining the European Union, the Principles of Public Administration, created by SIGMA, inter alia, question the adequacy of the policy and regulatory framework for the management of central government institutions and accountability in reporting between ministries and administrative organizations in composition of the ministries. These indicators are included in the PAR Strategic Framework in Bosnia and Herzegovina. For the purposes of this report drafting, the SIGMA measurement was used, which detects deficiencies in the legislative framework at all levels.

The administrative apparatus of Bosnia and Herzegovina is organized in accordance with the laws of each level of government. At the state level, the Law on Administration³⁷ and the Law on Ministries and Other Administrative Bodies in BiH³⁸ were adopted, while entity administration is organized in accordance with the Law on the Organization of Administrative Bodies in the Federation of BiH³⁹ and the Law on Federal Ministries and Other Bodies of Federal Administration⁴⁰, i.e. the Law on the Republic administration⁴¹ of Republika Srpska. In the Brčko District of BiH, the Law on Public Administration of the Brčko District of BiH⁴² is in force.

According to SIGMA, the laws contain the official typology of administrative bodies (with the exception of the BDBiH), and regulate the legal status of the bodies and the formal hierarchy, but they lack clarity in the criteria for distinguishing different types of institutions and mechanisms for selecting the most suitable type of organization to perform various functions, which "makes decisions largely discretionary". As an example, the Law on Republic Administration of the Republic of RS from 2018 is cited, which defines two types of bodies: administrative bodies in ministries and administrative organizations, and the only criterion for distinguishing between them is the "greater independence" required for the tasks performed by administrative organizations, but SIGMA points out that similar deficiencies exist in laws at the state level and in FBiH.

Evaluating the adequacy of the legal framework, SIGMA assigned a score of 2 (out of a total of 5 points) to each level of government, noting that the laws do not foresee mechanisms that ensure control over the creation of new institutions. Laws prescribe the manner of creation, merger and abolition of administrative bodies (eg at the state level, this is Article 3 of the Law on Administration of BiH, Articles 31-55 of the Law on the Organization of Administration in the FBiH, Article 7 of the Law on Public Administration of the BDBiH), and ex-ante implementation analysis during the creation of new bodies (defined through regulations on impact assessment, according to which RIA is applied to acts passed by governments at all levels, which also implies questioning the best options, as well as assessing the impact on the budget). On the other hand, BiH laws do not foresee consultation and involvement of all relevant institutions in the creation of new bodies, nor are there clear institutional development plans and institutions responsible for implementing them.

³⁷Official Gazette of BiH, 32/02, 102/09 and 72/17

³⁸ Official Gazette of BiH, 5/03, 42/03, 26/04, 42/04, 45/06, 88/07, 35/09, 59/09, 103/09, 87/12, 6/13, 19/16 I 83/17

³⁹ Official Gazette of FBiH, 35/05

⁴⁰ Official Gazette of FBiH, 58/02, 19/03, 38/052/06, 8/06, 61/0652/09, 80/10 and 48/11

⁴¹ Official Gazette of the RS, 115/18, 111/21, 15/22 and 56/22 and Official Gazette of BiH 84/22 - Decision of the US of BiH, Official Gazette of the RS 132/22

⁴² Official Gazette of BDBiH, 25/20

Although SIGMA stated in the report from May 2022 that there was no creation of new bodies in BiH (the finding refers to 2020) in the context of considering the practical application of the provisions of the law, but in the next 2021. In the Republika Srpska, the Republic Directorate for Investments was created, and in 2022, the Agency for Medicinal Products and Medical Devices of the RS (but the amendments to this law were declared unconstitutional⁴³ by the Constitutional Court of Bosnia and Herzegovina).

Considering that in the period 2020-2022 very little was done on the implementation of activities from the Action Plan related to the improvement of the management organization, a low rating is expected. Progress was achieved only in the Brčko District of BiH where, with the support of SIGMA, the Scenario for the reorganization of the administration of the Brčko District of BiH was prepared. The document represents a kind of analysis of the current situation in public administration, and thus of the regulations for the organization of public administration, and points to problems and inconsistencies in the functioning of public administration bodies and provides framework guidelines for reorganization. Based on the prepared analysis, the Guidelines for the drafting of the law were prepared, as well as the preliminary draft of the Law on Public Administration of the BDBiH, which was submitted for comments to the competent institutions. Despite the efforts undertaken to implement the activities (3.1.1, 3.1.2 and 3.1.3) in the BDBiH, comprehensive results were not achieved, and these activities remain unfulfilled at the end of 2022, with the exception of activity 3.1.2. (analysis preparation) which was realized with SIGMA support.

Little progress has been made in creating a database on institutions. A methodology was prepared within the framework of the project "Support to Public Administration Reform in BiH" (IPA 2015) (activity 3.1.7), key data on institutions were updated and drafts of four decisions on the establishment of an electronic catalog of public institutions of BiH, FBiH, RS and BDBiH were prepared. (activity 3.1.8). Draft decisions foresee the establishment of the catalog, content, method of data collection, data storage and updating, as well as database maintenance, but these decisions have not yet been adopted. As part of the project, a software solution was created and a Catalog of Public Administration Institutions in BiH was created, but the Catalog is not yet operational entirely, so activity (3.1.9) cannot be considered completed. The form of the Catalog is such that it represents an electronic database, which consists of functionally separate but mutually compatible public administration catalogs (for the institutions of BiH, the Federation of BiH, Republika Srpska and Brčko District of BiH), in order to facilitate the integration of data and overviews for BiH as a whole, but also enabled the division of responsibility (and costs) for the creation and maintenance of the Catalog. It is planned that part of the data from the Catalog will be publicly available to citizens and researchers in the field of public administration (3.1.10).

Another indicator assesses the relationship between ministries and agencies, and SIGMA's assessment is that it follows a similar pattern in all BiH laws. Agencies are autonomous in planning their goals and activities, according to the horizontal legal framework for planning and reporting. Plans and reports follow the format established by the regulations of each level, but are more activity-based than results-based, focusing more on the delivery of specific results than on the achievement of actual results. By asking a sample of 8 institutions at each level (32 in total)

⁴³ Official Gazette of BiH, 84/22

whether the administrative bodies that are part of the ministries submit to the relevant ministry for approval: the annual work plan, the annual work report, and whether the annual budget has been submitted and approved by the ministry, SIGMA assesses that ministries are only informed about planned activities and receive reports on their implementation. Formal approval of annual plans and reports is done by governments at all levels, which do not provide any guidance, instructions or feedback to agencies. This practice leads to what SIGMA calls a "governance vacuum", in which line ministries refrain from performing any governance activities, such as setting or negotiating goals and targets, monitoring the performance of subordinate agencies, or providing structured performance feedback. Therefore, the score assigned for this indicator at all levels is 0 (out of a total of 4 points). SIGMA also adds that decision-making in ministries is highly centralized, which is detrimental to managerial empowerment and the strategic role of ministers.

Some progress in the previous period was made in strengthening managerial accountability in cooperation with the project "Support to public administration reform in BiH" (IPA 2015). Three workshops were held and a "Policy Proposal for Necessary Reforms to Improve Managerial Accountability in Bosnia and Herzegovina" was prepared, which contains basic recommendations for improving managerial accountability, but the activities were not fully implemented due to the low participation of relevant officials at all levels and the need for managerial accountability, as a new concept, further clarify and increase awareness in public administration (activities 3.1.1-3.1.12).

For Republika Srpska, through the project Strengthening the management of human resources in Bosnia and Herzegovina (IPA 2017), an analysis was made on the harmonization of the regulations on the civil service at the administrative level of the RS with the goals of the PAR Strategic Framework in BiH and the SIGMA Principles in the field of Civil Service and Human Resources Management, which partly included issues of managerial accountability. Additionally, in cooperation with Transparency International in BiH and the OSCE, trainings that contribute to the development of managerial accountability and the prevention of corruption were held (3 trainings in 2021 with TIBiH, and 5 trainings in cooperation with the OSCE (details about the trainings are listed in the Annex of the Report). Further activities on the development of managerial accountability are planned through a project financed from the EU fund IPA 2019. The project should start in 2023.

Overall, minimal progress has been achieved within this measure. Out of the 12 planned activities, only one activity (3.1.7) was fully implemented by creating a methodology for the development of electronic registers of administrative bodies and organizations. Activity 3.1.2. it was implemented in the Brčko District of Bosnia and Herzegovina, but not at other levels. Activities 3.1.8 and 3.1.9. were partially realized through the preparation of draft decisions on the establishment of the Catalog of Institutions for all levels of government in BiH, and with the creation of software for the Catalog of Institutions with updated data. However, these activities cannot be considered fulfilled because the by-laws have not been adopted, and the Catalog of Institutions is not fully operational, nor is it available to the public (activity 3.1.10). Little progress has been made in analyzing regulations and practices for improving managerial accountability (activity 3.1.11), and promoting the concept of managerial accountability (3.1.11), but additional work is planned in cooperation with the European Commission through a support project financed from the IPA II fund, which should start during 2023. Through the same project, the implementation of activities related to the improvement of the administration organization is planned (activities 3.1.1. to 3.1.4).

RISKS AND PROPOSAL OF THE NEW STEPS

Further postponement of reforms and lack of capacity in competent ministries (justice/administration), as well as lack of knowledge about EU concepts (managerial accountability) represent a risk for the implementation of activities in the next period. It is necessary to ensure the support of governments for the implementation of planned activities, to further strengthen the capacities of officials at all levels, especially in the competent ministries of justice/administration, as well as to ensure the full participation of representatives of these ministries in the implementation of planned projects financed from IPA or other sources, in order for plan results to be achieved through technical support. One of the recognized challenges in the Brčko District of BiH is the need to harmonize a number of regulations with the new law on public administration, which is in the form of a draft.

Measure 2: Increasing the availability of public administration information

Indicators	The value of indicators				
<i>Comprehensiveness of monitoring the implementation of the law on access to information of public importance (points) – SIGMA</i>	1	0	0	0	0/5
<i>BV: 0/5 – TV: 3/5</i>	Institutions of BiH	FBiH	RS	BD	BiH
<i>Proactivity in publishing information of state administration bodies on their websites (points) – SIGMA</i>	3	2	1	1	2/5
<i>BV: 2/5 – TV: 4/5</i>	Institutions of BiH	FBiH	RS	BD	BiH

The reform efforts planned under this measure are aimed at ensuring a legal and institutional framework for freedom of access to information that is in line with the highest international standards, and is aimed at promoting the proactive publication of information. This implies the adoption of a legal framework that will oblige institutions to publish information themselves, without citizens asking them to do so, which should ultimately increase the transparency of institutions, as well as the public's trust in their work.

The indicators were measured by SIGMA, which points out that the legal framework for the right to access public information is similar at all levels and formally guarantees access to information to all interested applicants (citizens) without discrimination. Analyzing the Law on Freedom of Access to Information BiH⁴⁴, which is also applied in the Brčko District of BiH, the Law on Freedom of Access to Information in FBiH⁴⁵ and the Law on Freedom of Access to Information RS⁴⁶, SIGMA states that the catalog of restrictions on the right to access information is compatible with important international standards in this area, primarily the Convention of the Council of Europe on access to official documents (Tromsø convention), which BiH signed and ratified.

⁴⁴ Official Gazette of BiH, no. 28/00, 45/06, 102/09, 62/11, 100/13

⁴⁵ Official Gazette of FBiH, 32/01, 48/11

⁴⁶ Official Gazette of the RS, No. 20/01

In practice, however, there are a number of problems, among which are the lack of a specialized body for monitoring the harmonization of public institutions with transparency requirements, clear competences for considering complaints due to denied access to information, the implementation of inspection supervision, the imposition of sanctions and the collection of statistical data. SIGMA points out that the Institution of the Ombudsman for Human Rights in Bosnia and Herzegovina performs some functions (creating and distributing guidelines and general non-binding recommendations on the application of the law on access to information, describing activities in the field of public information in a special part of the Ombudsman's annual report and proposing instructions on the application of the law on freedom of information , as well as the consideration of individual citizen complaints about the violation of the right to freedom of access to information). Although institutions at all levels are obliged by law to submit to the Ombudsman Institution data on, for example, the number of requests received, types of data requested and decisions made, there is no mechanism that ensures compliance with this obligation and most institutions do not submit data. The situation is worst in Republika Srpska where, according to SIGMA findings, only 10 institutions submitted data for 2020, not a single ministry among them.

At the state level, the Administrative Inspectorate has a mandate to check the harmonization of public bodies with the law on public information.⁴⁷ However, in 2020, according to SIGMA's assessment, only four inspections were carried out and no sanction was imposed for violation of the right to access to information. In the Federation of BiH, Republika Srpska and Brčko District of BiH, there are no institutions that have inspection records in this area. Due to the mentioned shortcomings, the SIGMA rating of the indicator for the national level is 1, while at other levels the rating is 0, which gives a total of 0 out of the 5 points foreseen for BiH.

In the previous period, progress was made in amending the legislation at the state level. Through the TAIEX project financed by the European Commission, the Expert Report "Improving the right to access to information in Bosnia and Herzegovina" was prepared. At the same time, SIGMA prepared the document "Improving the legislative framework for access to public information in BiH", which contains an analysis of legislation on access to public information at all levels, focusing on comparison with international standards and best international practices in this area (activity 3.2.1). On the basis of the analyzes carried out, a draft of the Law on Freedom of Access to Information of BiH was prepared, which takes over the provisions of Directive (EU) 2019/1024 of the European Parliament and the Council of June 20, 2019 on open data and the reuse of public sector documents, and introduces the institute "proactive access to information" (activity 3.2.2), but the law was not adopted. According to the draft of the new law, the Institution of the Ombudsman remains without a special mandate, and the only retained authority refers to the obligation of public bodies to provide the Institution of the Ombudsman with information about the information officer. The question of the institution of the supervisory body, provided for in the draft of the new law, does not ensure the independence of this body, according to the assessment of the Ombudsman Institution. In the Federation of Bosnia and Herzegovina, according to the submitted data, the text of the new Law on Freedom of Access to Information of the Federation of Bosnia and Herzegovina has been prepared, harmonized with the SIGMA PAR principles, but this draft has not been sent to the Government. In the Republika Srpska, there was no change with the aim of amending the existing or adopting a new

⁴⁷ Article 22b of the Law on Freedom of Access to Information, no. 100/13

Law (activity 3.2.2). Considering that the work on the legislation is at an early stage, the activity has not been completed. One of the key risks for creating credible legislation is the lack of capacity to implement activities, and it is necessary to provide support for the completion of work on the legislative framework.

The second indicator measures proactivity in publishing information of state administration bodies on their websites. Indicators were measured on a sample of nine institutions (at each administrative level). It was measured whether the information is available, updated, free, available less than 5 clicks from the main page, and whether it is published in an open format. According to SIGMA's review of the websites of selected institutions at all levels, public bodies do not share even basic organizational documents (eg annual plans, reports and budgets). The highest grade in the proactive publication of information was given to state institutions (3), then to federal institutions (2), while the institutions of RS and BDBiH were graded 1. Observed as a whole for the whole of BiH, the transparency of institutions was graded 2 out of a total of 5 points.

The high rating at the state level is the result of the earlier adoption of the Policy and Standards of Proactive Transparency in Public Administration in BiH.⁴⁸ This document provides an extensive catalog of information that is proactively published on the websites of bodies at the state level, but, according to SIGMA's assessment, it does not represent binding standards for all holders of information that could be subject to audit and sanctions. At the state level, an online questionnaire was created (activity 3.2.4) and measurement of proactive transparency was ensured, in accordance with the conclusion of the CoM BiH. The online tool follows 38 standards of proactive transparency that were developed within the SPI Program for Strengthening Public Institutions (GIZ) and in cooperation with the non-governmental sector. In meantime, the CoM BiH at its 56th session held on October 26, 2022, adopted the Information on the third conducted on-line research on the application of proactive transparency standards and policy. Institutions are, among other things, tasked with the conclusion of the CoM BiH to continuously implement proactive transparency standards and to prepare internal acts on the implementation of proactive transparency standards within 3 months. Taking into account the planned enactment of new/amended laws and the enactment of by-laws, the online tool will need to be adapted to the needs of the new legislation, and the activity cannot be considered fully fulfilled.

In general, observing the activities from the Action Plan, it is possible to conclude that there was no significant progress within the measure. The only activity carried out for the state and institutions of the Federation of Bosnia and Herzegovina is the activity of 3.2.13. - preparation of open data readiness analysis. This activity was carried out through the SPI Strengthening Program for Public Institutions, financed by the German GiZ⁴⁹ (December 2020). The Open Data Readiness Assessment (ODRA) for the BiH level was prepared on the basis of the World Bank methodology (World Bank methodology version 3.1). The assessment of readiness for open data in the Federation of Bosnia and Herzegovina was carried out in May 2021. The analysis showed that FBiH is in a very early stage of readiness for opening data, which represents a challenge, but also an opportunity for a

⁴⁸ The Council of Ministers of Bosnia and Herzegovina at the session held on December 3, 2018. adopted the Policy and Standards of Proactive Transparency and tasked all state institutions to update information and documents on their websites. and PARCO should regularly submit data on the fulfillment of these standards

⁴⁹ The assessment was made by PricewaterhouseCoopers in cooperation with Transparency International in BiH and ProPuh Zagreb.

systematic approach to planning the process of opening data. ODRA is not prepared for the remaining two levels.

In the absence of new/amended laws on freedom of access to information, governments continued to work on strengthening transparency through the adoption of strategic communication documents. The Government of the Brčko District adopted the Communications Strategy for the period 2022-2024, in which a significant place is given to the strengthening of awareness and the promotion of freedom of access to information, including the promotion of proactive transparency and openness of data. In FBiH, the Government⁵⁰ adopted the Strategic Communication Plan of the Government of FBiH for the period 2020-2022⁵¹, which relies on the key activities of the Government contained in its Work Program for 2022, as well as on other strategic documents and projects whose implementation is planned in 2022. The Government of FBiH also adopted the Decision on the website and online communication channels of the Government of FBiH⁵², in accordance with which a new website was created, innovated and now available on mobile devices, and includes tools that enable use by visually impaired people. On this page, the Government of FBiH, all federal ministries, administrations and special bodies, offices and services are presented, along with descriptions of responsibilities and contacts, as well as published work programs, reports, strategic, reform and other documents. A chronological overview of all laws, decrees, decisions and solutions proposed or passed by the FBiH Government from 1996 to the present day (a total of 1,069 federal laws) is given. Citizens can also access the text of the Law on Freedom of Access to Information, the Information Access Guide, the index register of information under the control of the FBiH Government - the General Secretariat of the FBiH Government, as well as the Index register of the FBiH Government Office for Public Relations.

In 2021, the FBiH Government adopted the Program - "Transparency of the work of the FBiH Government in the implementation of reform processes"⁵³, which was implemented in 2022. The purpose of the program is to improve the transparency of the Government's work in the implementation of reform processes by strengthening communication activities about the implementation of reform processes, as well as the activities and measures undertaken by the Government in all areas of activity. The Government of FBiH has been present since 2022 on four social networks, and has more than 32,500 followers on Facebook alone. In order to increase proactivity, the mailing list for the delivery of information to the media and the public was expanded.

RISKS AND NEXT STEPS

Most of the activities within this measure are related to the preparation and adoption of new/amended legislation on freedom of access to information, and it is necessary in the upcoming period to primarily ensure the implementation of the activities (3.2.1 and 3.2.2), while ensuring adequate support for its implementation. Further postponement of the work on drafting the law on freedom of access to information is a risk for additional delay in the implementation of other activities. It is necessary to carry out an analysis of readiness for open data for the Republika Srpska and the Brčko District of BiH, so that an open data policy can be prepared.

⁵⁰ At the 301st session held on February 3, 2022

⁵¹ At the 241st session, held on October 22, 2020, Conclusion V. number: 1445/2020

⁵² At the 303rd session held on February 17, 2022

⁵³ Official Gazette of FBiH, no. 61/21 and 63/21

Measure 3: Improve the mechanism for protecting the rights of individuals to good governance and public interest

Indicators	The value of indicators				
The rate of implementation of the ombudsman's recommendations	-	-	-	-	31%
BV: 45,12% – TV: 55%	Institutions of BiH	FBiH	RS	BD	BiH
Number of cases of administrative bodies (administrative acts) confirmed by the competent court	-	-	-	-	48,1%
BV: 53% – TV: 61%	Institutions of BiH	FBiH	RS	BD	BiH

Within measure 3, whose goal is the establishment of functional mechanisms for the protection of the individual's right to good administration and the public interest, there is a noticeable drop in the value of the indicator in the period 2020-2022. This value is measured by the rate of implementation of the recommendations of the Ombudsman Institution for Human Rights in BiH, as well as by the number of administrative acts which are confirmed by the competent courts in the country.

The SIGMA measurement shows that despite a relatively good legislative framework, the overall effect of the supervision system in BiH is not adequate, and that the level of implementation of the recommendations of the Ombudsman Institution for Human Rights in BiH is still low - only 31% of the recommendations were fully implemented in 2020 which is the same percentage as in 2016. The value of the indicator is 2 out of 8 points (the value is assigned when the rate of implementation of the ombudsman's recommendations is 30%-44.99%). Otherwise, the measured value of the indicator is lower than the baseline value, which is measured during the preparation of the PAR Strategic Framework. SIGMA pointed out that it is particularly worrying that public administration institutions did not respond to more than one quarter of the recommendations issued by the Ombudsman Institution in 2020, despite the clear legal obligation to inform the Ombudsman Institution about the measures taken. Legislative bodies have not adopted acts which are referred to calling on institutions to improve the implementation of the Ombudsman's recommendations or to ensure adequate communication with this institution.

The report of the Ombudsman Institution for 2021 indicates an increase in the level of compliance with recommendations. Out of 72 recommendations given in the area of freedom of access to information, a total of 42 were fully fulfilled, which is 58.3% and is higher than the target value of the indicator. For the purposes of this report, the SIGMA value was used, and in the coming period, additional analyzes will be needed to determine the reasons for this discrepancy.

Although the Institution of the Ombudsman regularly analyzes the implementation of recommendations through annual reports, and statistical records are also kept by audit institutions at all levels, which have registers of recommendations on their websites, an analysis of the reasons for the low fulfillment of the recommendations of supervisory bodies has not been prepared (activity 3.3.1).

The status of the key institutions that supervise the work of the administration is not entirely independent (activity 3.3.2). The legal status of the Ombudsman Institution and supreme audit institutions largely corresponds to international standards, but in the case of the Ombudsman Institution, the shortcomings of the legislative framework have not been resolved, despite attempts to change the law⁵⁴, while the functional, operational and financial independence, mandate and organization of the audit office (Office for audit of the institutions of BiH, the Audit Office in the Federation of BiH, the Main Audit Service of the Republika Srpska and the Office for the Audit of Public Administration and Institutions in the Brčko District of BiH) are regulated only by laws and not by the constitution, which is one of the international principles.

Little progress has been made in strengthening awareness of the importance of following the recommendations of independent bodies. At the state level, guides have been prepared on the importance and role of independent bodies - the Ombudsman Institution (3.3.5) and the Office for the Audit of BiH Institutions (activity 3.3.3). In addition, two trainings were held for civil servants on the role and importance of following the recommendations of independent bodies (activity 3.3.5), but it is necessary to make progress at other levels as well.

In the Brčko District of BiH, the Office for the Audit of Public Administration and Institutions in BD, in order to increase the degree of implementation of recommendations, strengthened cooperation with the Assembly (through the commission responsible for auditing) in terms of forming and reaching a conclusion in order to increase the accountability of the audited institutions in the implementation of recommendations, but it is necessary to prepare a brochure (activity 3.3.3), so that each new convocation of parliaments/assembly is fully informed about the importance of audit supervision in the public administration system.

In the reporting period, no significant progress was made in strengthening administrative inspections. Functional analyzes with a plan for further strengthening inspections have not been prepared (3.3.6), nor has a plan for strengthening inspections been developed and implemented (3.3.7, 3.3.8). In Republika Srpska, a new Law on Administrative Inspection was adopted (Official Gazette of the RS, 99/20), which ensures integrity in the performance of administrative duties, supervision of the work of republican administrative bodies and holders of public authority, protection and guarantee of the position of these bodies in the performance of administrative duties and ensurance of the legality, timeliness and efficiency of the performance of administrative duties. According to the submitted data, the novelties in relation to the previously valid law are reflected in the fact that the adoption of the new law expanded the scope of bodies over which the administrative inspection supervises (the office of the vice president of the RS), defined the terms of extraordinary and control inspection supervision, which was not the case until now. The conditions for performing the duties of the chief administrative inspector and administrative inspectors have also been changed, with regard to the required work experience. Systematic strengthening of administrative inspection at all levels is necessary in the coming period.

According to the data of the High Judicial and Prosecutorial Council (HJPC), in 2022, 48.1% of judgments conducted in accordance with the laws on administrative procedure were confirmed, which practically confirmed the quality of administrative decision-making by

⁵⁴The Law on the Ombudsman for Human Rights is in force, Official Gazette of BiH", number: 19/02, 35/04 and 32/06

administrative bodies at all levels in BiH. In 51.8% of proceedings, administrative acts were contested or annulled, or judgments were passed due to the previous silence of the administration (0.6% in 2022). In 2021, the percentage of confirmed administrative acts was higher and amounted to 51.6%, while in 2020, according to HJPC data, it was 56.6%. Observing the entire period, 52.1% of administrative acts were confirmed in administrative disputes before the courts in BiH, in the period 2020-2022. year. In this case too, the measured value of the indicator is lower than the baseline value (measured in 2017).

Some progress has been made in the implementation of activities from the PR Action Plan. The SIGMA evaluation shows that the existing laws on administrative disputes are aligned with the Principles of Public Administration (activity 3.3.11). The relatively high court fee (approximately 7% of the average monthly gross salary) makes it difficult to access administrative justice for initiating administrative disputes, but SIGMA notes that this is to some extent offset by free legal aid (including representation in court) available to low-income citizens at all levels. In Republika Srpska, the Law on the Protection of the Right to a Trial within a Reasonable Time (Official Gazette of the RS, 99/20) was adopted, and in BD BiH the Law on the Protection of the Right to a Trial within a Reasonable Time (Official Gazette of the RS, 2/21). For the purposes of preparing this report, the status of drafting similar legislation at the state level, i.e. in the Federation of BiH, was not submitted. Taking into account that no analysis has been prepared that would confirm the SIGMA findings or indicate shortcomings in the legislation at all levels, the activities (3.3. 10 and 3.3.11) remain unfulfilled at the end of 2022.

The right to compensation for damages according to SIGMA measurement is uniquely regulated by the Yugoslav Law on Obligations (Official Gazette of FBiH 29/03; Official Gazette of BiH 2/92; Official Gazette of RS 17/93 and 74/04) and ensures the right of everyone, regardless of legal status and nationality, to seek compensation for damages caused by illegal actions of public authorities. Despite the high evaluation of the legislation, it is necessary to establish an efficient monitoring system in order to check the application of the law in practice (3.3.12, 3.3.13 and 3.3.14) and possible legislative deficiencies, and activity 3.3.16. and 3.3.17. were evaluated as unfulfilled.








Some progress in the establishment of a monitoring system over the application of the law was registered in Republika Srpska, Article 276v. The Law on General Administrative Procedure⁵⁵ stipulates that official records are kept on the resolution of administrative matters, which contain data on the number of submitted requests, the number of proceedings initiated ex officio, the method and deadlines for resolving administrative matters in first and second instance proceedings, the number of annulled and revoked administrative acts, the number of rejected requests and the number of suspended procedures. The method of reporting data is prescribed by the Ministry of Administration. Drafting of a by-law related to the method of keeping records is in progress, as well as the establishment of technical solutions for the realization of the mentioned activity (related to activity 3.3.12). At other levels, no activities were conducted for the establishment of electronic registers. Keeping records on the resolution of administrative matters is also prescribed by other laws. The Law on Administrative Procedure of BiH (Article 285) prescribes that the records should contain data on: the number of submitted requests; the number of proceedings initiated ex officio; the method and deadlines for resolving administrative matters in the first and second instance proceedings; the

⁵⁵ "Official Gazette of Republika Srpska" number 13/02, 07/07, 50/10 and 66/18

number of canceled or abolished administrative acts, the number of rejected requests or suspended procedures, and is submitted once a year to the Administrative Inspection, which prepares and submits an annual report on administrative decision-making to the Council of Ministers of BiH. In the FBiH, Article 294 of the law prescribes the obligation to submit an annual report on the resolution of administrative matters in administrative proceedings to the Government of the FBiH, that is, to the governments of the cantons, and to the Federal Ministry of Justice. No information was submitted that there are electronic data records at these levels.

CHALLENGES AND NEXT STEPS

The key challenges remain the slow implementation of activities and insufficient capacities in competent institutions for the implementation of activities. It is necessary to speed up the reform process, provide financial and expert support for the implementation of activities and foresee further capacity building in the institutions for carriers of the reform activities - the ministries responsible for justice/administration.

-  The Council of Ministers of BiH, the Government of the Federation of BiH and the Government of the Brčko District of BiH should provide full support for the implementation of the planned activities of the PAR Action Plan, which are aimed at strengthening accountability in public administration.
-  The Ministry of Justice of BiH, the Federal Ministry of Justice, the Ministry of Administration and Local Self-Government of the Republika Srpska and the competent institution of the Brčko District of BiH should ensure the full participation of their representatives in projects funded by the EU or other donors in order to improve the legislative framework on the organization of administration and promote managerial accountability in public administration.
-  The Council of Ministers of BiH and the Parliamentary Assembly of BiH should amend the Law on the Ombudsman in order to eliminate the direct intervention of the executive power in approving the budget of the Ombudsman Institution and to ensure the financial independence of this institution.
-  The Ministries of Justice/Administration in cooperation with PARCO, the Ombudsman Institution of BiH and Audit offices should analyze the reasons for the low degree of fulfillment of the recommendations of these supervisory bodies, and adopt and implement a set of measures that will strengthen the independent supervision of the administration.
-  The Parliamentary Assembly of BiH, the Parliament of the FBiH, the National Assembly of the RS and the Assembly of the BDBiH should at all levels strengthen the mechanism of supervision over the implementation of the recommendations of independent bodies and demand regular reports from governments at all levels.
-  It is necessary for the Ministry of Justice of BiH, the Federal Ministry of Justice, the Ministry of Administration and Local Self-Government of the Republika Srpska and the competent institution of Brčko District of BiH to establish an efficient system of monitoring administrative and judicial practice in administrative matters, with reliable statistics to ensure the efficient application of the right to administrative justice and the right to compensation caused by the wrongful work of the administration.
-  The Ministries of Justice at all levels should complete the drafting of laws on freedom of access to information that will be harmonized with the requirements for proactive transparency and openness of data and should send them to the adoption procedure.

SERVICE DELIVERY

The challenges that public administration is increasingly facing is how to offer better services to end users. The provision of services has traditionally been viewed as a passive means for the execution of policies which are defined by laws. However, as citizens increasingly get used to better and digital services from the private sector, the public sector is also seen as another sector - service providers for which citizens and business entities pay taxes. Global trends, new technologies, constant growth and change in citizens' expectations, budget restrictions create a new environment for public administration work. In order for the public administration to be able to meet these challenges, it is necessary to implement new ways to improve the efficiency and effectiveness of service provision. This implies providing value for money (tax) by improving the quality of services, reducing the costs of these services, by automating and digitizing the processes performed by the public administration. At the same time, there is a requirement for services to be highly available to end users through various (acceptable to them) channels, while currently mobile applications and platforms enable a high level of user coverage. It is essential to transform and constantly adapt the process and change the paradigm from a sectoral and silo-oriented organization to a process-oriented and service-integrated public administration organization formed according to the users' life events.

Specific goal: Public administration in BiH is oriented towards users by expertly monitoring and understanding their needs and expectations, and based on them improves its business processes and administrative procedures, reduces the administrative burden, enables the availability of services through various communication channels, while ensuring high quality and reducing the price of the service

Indicator: General satisfaction with public services

This indicator reflects the percentage of respondents who assess that they are completely or mostly satisfied with public services

The value of indicators:

BV (2017)

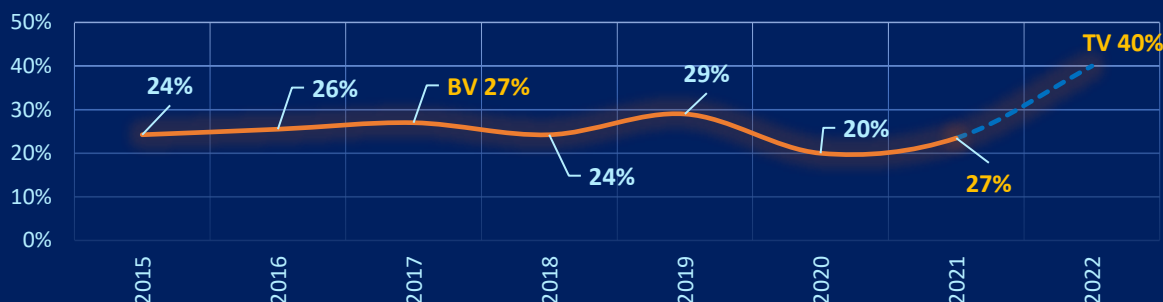
27%

CV (2021)

27%

TV (2022)

40%

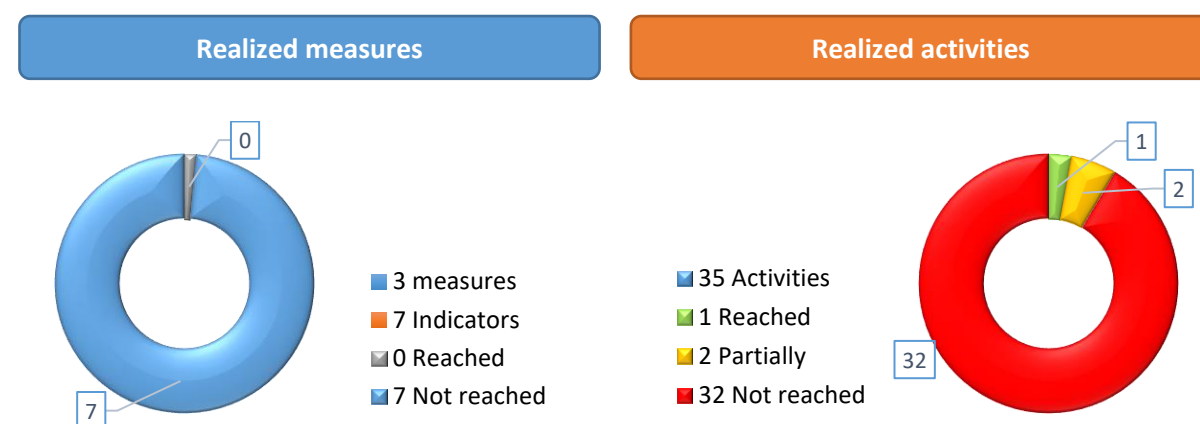


The specific goal of this area is focused on reform processes that will transform, that is, orient public administration towards users, by expertly monitoring and understanding their needs and expectations, and based on this, improving business processes and administrative procedures, reducing the administrative burden, enabling the availability of services through different communication channels, while ensuring high quality and reducing the price of the service.

In order to achieve the defined goals and realize the planned measures, it is necessary to realize a number of preconditions regarding the establishment of the necessary service and data IT infrastructure. Through this infrastructure, established in a systematized way, more permanent effects will be enabled, later costs will be reduced, and the digitization of public administration and its services will be facilitated. Eight priorities have been defined that need to be fully realized in the initial phase of AP1 implementation: Established catalog of services; Established and strengthened center of shared services at each administrative level; The following services have been established: E-payment, CA, GSB - government service bus, E-boxes and Cloud (data classification).

There has been stagnation in terms of the level of satisfaction with public services compared to the baseline value. In 2022, 2% of respondents confirmed that they were completely satisfied, and 25% were partially satisfied, compared to the baseline values from 2017, when 4% of respondents confirmed that they were completely satisfied, and 23% were partially satisfied with public services.

ANALYSIS: REFORM MEASURES



	Inst. BiH	FBiH	RS	BD
The target values were not reached	31	28	30	32
The target values were partially achieved	1	3	2	1
The target values have been reached	3	3	2	1
<i>Total number of activities:</i>	<i>35</i>	<i>34</i>	<i>34</i>	<i>34</i>

Measure 1: Determination of quality instruments of services provided by public administration and focus on service users

Indicators	The value of indicators				
<i>There is a policy framework for quality management at every administrative level in BiH</i> <i>BV: 0/4 – TV: 4/4</i>	0	0	0	0	0
	Institutions of BiH	FBiH	RS	BD	BiH
<i>% of services that are measured using tools for measuring user satisfaction at each administrative level</i> <i>BV: 0% – TV: 50%</i>	0	0	0	0	0
	Institutions of BiH	FBiH	RS	BD	BiH
<i>% of institutions that have developed and apply a customer relationship management system (CRM) at each administrative level</i> <i>BV: 0% – TV: 40%</i>	0	0	0	0	0
	Institutions of BiH	FBiH	RS	BD	BiH

In the past period, and especially after the adoption of the Operational Plan for the introduction of quality management in BiH institutions for the period 2016-2018⁵⁶, Bosnia and Herzegovina worked a lot on the introduction of quality management⁵⁷ in public administration. According to SIGMA Reports and the reports of the Regional School for Public Administration (ReSPA), Bosnia and Herzegovina, together with North Macedonia, is considered a leader in this field.

Observing the achievements from the perspective of the planned end result of the realization of this measure, i.e. the built comprehensive system for quality management within the institutions in Bosnia and Herzegovina, at the level of the institutions of the Council of Ministers of BiH, the Federation of BiH and the Republika Srpska, the implementation of a large number of activities leading to the overall result was recorded. Thus, at the level of Bosnia and Herzegovina, the CAF tool has been introduced in ten institutions, while this system been implemented so far in more than 22 organizations throughout Bosnia and Herzegovina. However, looking at the achievements from the point of view of the indicators of this measure, the sporadic implementation of activities was recorded, given that most of the implemented activities represent piloting and advocacy activities of the advantages that these reform activities bring, i.e. the planning phase and preparation of strategic and implementation documents that have yet to be adopted, so after that realized also. Because of this, the indicator values at the measure level still remain unchanged, but the shift is visible at the level of the indicator activity.

In this context, for the observed period, it is necessary to single out the achievements related to the Conclusion of the Government of the Federation of Bosnia and Herzegovina⁵⁸, by which the Government of FBiH obliged the Civil Service Agency of the Federation of Bosnia and Herzegovina to undertake activities in the process of introducing the CAF model as a special tool for complete quality management in the state services, the Conclusion of the Government of Republika Srpska⁵⁹, by which the Agency for State Administration received approval to actively work on the improvement of quality management and the implementation of CAF quality standards in the republic's administration, and the Conclusion of the Government of Republika Srpska⁶⁰, which tasks the Ministry of Administration and Local Self-Government and the Agency for State Administration to actively work on the promotion and improvement of quality management and the implementation of the CAF tool for quality in local self-government units in the Republika Srpska.

Also, within the framework of the Program for Strengthening Public Institutions of BiH - implementer GIZ, in the reporting period, a Methodological framework for measuring the satisfaction of users of public administration services was developed. The document was prepared by Transparency International BiH experts in cooperation with the Office of the Coordinator for Public Administration

⁵⁶ The Council of Ministers of Bosnia and Herzegovina held its 91st session on February 8, 2017. and adopted conclusions regarding the implemented and planned activities in the field of quality management in BiH institutions. These conclusions support further activities on the introduction of the proposed quality management models in the institutions of BiH (the Common Assessment Framework - CAF and models based on the ISO 9001 standard) through the promotion of the use of these models, their further adaptation and the building of the necessary capacities of employees in the institutions of BiH, and through the framework planning document Operational plan for the introduction of quality management in the institutions of Bosnia and Herzegovina for the period from 2016 to 2018.

⁵⁷ Comprehensive quality management - Total Quality Management - TQM - a way of managing an organization that implies an orientation towards continuous quality improvement in order to meet the expectations of clients, that is, users of services.

⁵⁸ Conclusion of the Government of the Federation of BiH, V. no. 975/2022 from June 26, 2022

⁵⁹ Conclusion of the Government of Republika Srpska, no. 04/1-012-2-2017/17 from August 3, 2017

⁶⁰ Conclusion of the Government of Republika Srpska, no. 04/1-012-2-360/22 from February 2, 2022

Reform and other partners from all administrative levels in BiH. The preparation of the methodology itself was preceded by the preparation of the System Analysis of the existing situation in the field of measuring the satisfaction of users of services provided by the administration bodies in BiH. The preparation of the methodology itself was preceded by the preparation of the System Analysis of the existing situation in the field of measuring the satisfaction of users of services provided by the administration bodies in BiH.

Additionally, in the Federation of Bosnia and Herzegovina, on the initiative of the Civil Service Agency of the Federation of Bosnia and Herzegovina, the Government of the Federation (at the 337th session of November 3, 2022) adopted the Planning Document on the introduction of CAF standards for quality management in civil service bodies in the Federation of Bosnia and Herzegovina, while the Agency for the state administration of Republika Srpska in the Action Plan for the implementation of the CAF tool for quality in the Agency for State Administration for the period 2022 - 2024, in 2023 envisaged the activities of defining and submitting for adoption a policy for the improvement of service provision and quality management in the public administration of Republika Srpska (CAF & customer satisfaction survey).

At the level of the Brčko District of BiH, no activities have been recorded so far, but they are foreseen in the Action Plan for the Implementation of the Strategic Framework for Public Administration Reform in BiH 2018-2022. Inactivity at this administrative level and stagnation and delays in the implementation of many activities of this measure at other administrative levels indicate a direct and negative impact of the long wait for the adoption of documents for the implementation of public administration reform. The lack of financial resources and human resources for the implementation of activities also indicates the need for the functioning of the PAR Fund and the activation of donor funds. The previous activities in this field at the level of the Council of Ministers of BiH, the Federation of BiH and Republika Srpska are the result of the support that the mentioned administrative levels received through the GIZ Program for Strengthening Public Institutions of BiH, as well as cooperation with the Regional School for Public Administration (ReSPA).

RISKS




When drafting and referring to the adoption of the quality management policy and accompanying tools such as measuring user satisfaction and examining user needs, a high level of readiness for cooperation is required from all institutions to which these issues relate, especially the Office of the Coordinator for Public Administration Reform, the Agency for State service of Bosnia and Herzegovina, the Agency for Civil Service of the Federation of Bosnia and Herzegovina, the Agency for State Administration of Republika Srpska and the Ministry of Science and Technology Development, Higher Education and Information Society and institutions that will be subsequently determined by the Government of Brčko District of Bosnia and Herzegovina.

There is a need for financial support for tools such as information systems - procurement, training and maintenance), and human resources, that is, the capacity of institutions to implement the quality management policy.

Ignoring proposals for taking the initial steps of preparing and adopting policies and plans, and defining the leading institution for quality management (in this case at the level of Brčko District of BiH) and its

capacities can stop or significantly slow down the whole process. The long wait for the adoption of documents for the implementation of public administration reform leads to inactivity and delays in the implementation of activities in the reporting period. The lack of financial resources and human resources for the implementation of activities indicates the need for the functioning of the Public Administration Reform Fund and the activation of donor funds.

RECOMMENDATIONS AND NEXT STEPS

-  All administrative levels in Bosnia and Herzegovina, i.e. responsible institutions: Public Administration Reform Coordinator's Office, Agency for Civil Service of Bosnia and Herzegovina, Agency for Civil Service of the Federation of Bosnia and Herzegovina, Agency for State Administration of Republika Srpska and the Ministry of Science and Technology Development, highly education and information society and the institution that will be determined later by the Government of the Brčko District of Bosnia and Herzegovina should by the end of 2023 begin to actively work on the implementation of activities from the Planning Document for Quality Management, promotion of tools for quality management in public administration organizations, capacity building for the use of various tools for quality management, and the identification of possible donors and lobbying for support for activities on the introduction of quality management in public administration.
-  All administrative levels in Bosnia and Herzegovina, i.e. responsible institutions: Public Administration Reform Coordinator's Office, Agency for Civil Service of Bosnia and Herzegovina, Agency for Civil Service of the Federation of Bosnia and Herzegovina, Agency for State Administration of Republika Srpska and the Ministry of Science and Technology Development, highly education and information society and an institution that will be determined later by the Government of the Brčko District of Bosnia and Herzegovina should, by the end of 2024, consider the possibility of revising the activities from the current PAR Action Plan in terms of merging certain very similar activities (researching needs and measuring user satisfaction are similar tools with similar methodology).
-  All administrative levels in Bosnia and Herzegovina, i.e. responsible institutions: Public Administration Reform Coordinator's Office, Agency for Civil Service of Bosnia and Herzegovina, Agency for Civil Service of the Federation of Bosnia and Herzegovina, Agency for State Administration of Republika Srpska and the Ministry of Science and Technology Development, highly education and information society and the institution that will be determined later by the Government of the Brčko District of Bosnia and Herzegovina should, no later than the end of 2024, proceed with the preparation of a comprehensive analysis on the subject of quality management, and the preparation and submission of a quality management policy for adoption.

Measure 2: Improving the availability of services through different communication channels

Indicators	The value of indicators				
% of priority services provided through multiple channels (3rd or 4⁶¹ level of transactions) at each administrative level	0%	0%	0%	0%	0%
BV: 0% – TV: 15%	Institutions of BiH	FBiH	RS	BD	BiH
% reduction of time for the realization of services (registration of business entities, construction permit, renewal of personal documents, taxes for companies, tax...) at each administrative level	0%	0%	0%	0%	0%
BV: 0% – TV: 40%	Institutions of BiH	FBiH	RS	BD	BiH
The number of services that are offered according to the principle of "everything in one place" at each administrative level	0	2	2	0	2
BV: 4 – TV: 8	Institutions of BiH	FBiH	RS	BD	BiH

According to the data provided by the relevant institutions, it can be concluded that the measure has not been implemented. An overview of the implementation of individual activities that contribute to the implementation of the measure is also evident that the implementation of the key building blocks, i.e. the prerequisites for the digitization of the administration, has not been started. According to the mentioned data on the realized activities, it is mostly about partial and individual activities of certain institutions within the administrative levels, or it is about activities that are limited to one administrative level.

Implementation involving multiple administrative levels, both horizontally and vertically, has not been recorded. No information was provided on projects that make a substantial shift in the issue of improving public administration services offered electronically and result in a simplification of the procedure, a reduction in the number of necessary steps, a shortening of time and costs, and that they were realized in the coordination of several or all administrative levels. From the information provided, it is not possible to conclude that the implementation of the activities is based on the priorities from the Action Plan, i.e. that during the initiation and launch of the activities, the priority structure as defined by the Action Plan is taken into account, but one gets the impression that it is being done spontaneously or according to some other own plans and projections where the connection with activities and results as planned in the Action Plan is incidental. From the information provided, it is not possible to conclude that the implementation of the activities is based on the priorities from the Action Plan, i.e. that during the initiation and launch of the activities, the priority structure as defined by the Action Plan is taken into account, but one gets the impression that it is being done spontaneously or according to some other own plans and projections where the connection with activities and results as planned in the Action Plan is incidental. This is especially noticeable for those activities that are of a pioneering nature and are being established for the first time.

In terms of interoperability, very little has been done. Progress was made in terms of organizational capacity by establishing a working group in the FBiH and the CoM of BiH, the Government of BD BiH established special positions and employed staff for interoperability, and an Interdepartmental

⁶¹ Level 3 or 4 means that the services are at the interaction or transaction maturity level

Working Group for Interoperability was also established for vertical coordination of interoperability implementation.

However, concrete results of the work of those groups (FBiH) are not visible (through this monitoring, they were not recorded), only the initial meetings of the working group (CoM BiH) were held or the work of the group was not even started, as is the case with the BiH Interdepartmental Working Group. The key infrastructure of interoperability has not been established in the parts where it was previously implemented (e.g. the serial public administration bus was implemented at 4 administrative levels - GSB, but it is not operational and no funds have been allocated for its maintenance and further development), plans for interoperability have not been implemented at those administrative levels which have adopted the same plans. All of this results in a low degree of interoperability of electronic services and represents an obstacle for the efficient and cost-justified implementation of full transactional scope of services.

In the cyber security segment, as one of the important segments in the process of formation and provision of services and insurance, among other things, there is a general awareness of this priority when it comes to the trust of citizens. Thus, the BiH Presidency, through the Reform Program adopted in 2019, recognized the implementation of cyber security in BiH through the development of a strategic framework for cyber security as one of the goals. The Ministry of Transport and Communications of Bosnia and Herzegovina planned (and this was adopted in the work program of the Ministry of the Interior of Bosnia and Herzegovina) the drafting of the necessary Law. Activities related to the creation of the Cybersecurity Strategy have not been initiated. As the competent institution, the Ministry of Security of Bosnia and Herzegovina conducts consultations and coordination regarding the model of the strategic document. There is an open issue of competence, due to the RS Government's position that the issue of cyber security is exclusively within the jurisdiction of the entity and that the relevant area should be regulated at those administrative levels. A CERT body for the institutions of the CoM of Bosnia and Herzegovina is located in the Ministry of Security of Bosnia and Herzegovina based on the decision of the CoM of Bosnia and Herzegovina, but it has not been operationally established yet. At the entity levels in the FBiH, a draft of the Law was prepared, which is in the further legislative procedure. In the RS, there is a legislative framework that includes, in addition to the fundamental Law on Information Security, other necessary decrees and regulations. There is also an operational CERT unit within the Ministry for Scientific Technological Development, Higher Education and Information Society. There are plans and procedures related to the security of IT systems in BD BiH, but the necessary legal framework is missing.

Adequate legal framework and fully trained and functional CERT bodies are a critical factor in the success of the process of digitization of services since secure systems are the key to their successful use.

The essence of the planned measure is the establishment of system blocks and interoperable infrastructure, which is necessary in order to build a complete ecosystem of e-services that would be realized in an optimal way in all aspects. The action plan foresees that the administrative levels will adopt their own eStrategies and will determine the priorities for the development of electronic services. For the institutions of BiH, the Ministry of Transport and Communications has prepared a draft decision on the adoption of the Strategy for the development of eGovernment in the institutions of BiH, as far as entity levels are concerned, the RS has a Strategy for the development of eGovernment for the period 2019-2022.

In terms of basic building blocks, key prerequisites are generally not established. Certain preparatory activities were carried out, such as the "Roadmap for creating the necessary preconditions for the introduction of electronic services" (activities planned by the Action Plan for the reform of public

administration in the field of service provision). These prerequisites relate to the establishment of service catalogs, shared service centers, ePayment, CA, GSB-Government service bus, eInboxes, Cloud (classification of data). It has been recorded that IDDEEA is accredited and registered as a qualified certifier in the Register of Certifiers maintained by the Ministry of Communications and Transport of BiH as of April 15, 2022, under serial number 3. Pursuant to the Law on the Identity Card of BiH Citizens, a BiH citizen may be issued an identity card containing a qualified IDDEEA certificate as a competent certifier upon request. The qualified certificate contains information prescribed by the Law on Electronic Signature of BiH ("Official Gazette of BiH", number 91/06) and the regulations adopted on the basis of that law. The IDDEEA will begin the process of entering qualified certificates into the electronic memory element of the identity card of BiH citizens after the last condition is met, which is the adoption of the Decision on the amount of the fee for issuing a qualified certificate that will enable the use of a secure electronic signature.

Failure to establish basic building blocks increases the risk that individual institutions will choose their own solutions when implementing electronic services under their jurisdiction. This kind of approach would enable or would make the subsequent integration of e-services into the unified system much more difficult, would increase the total cost of establishing the e-Services system, and have a number of other negative effects.

Regarding the establishment of one-stop systems for business entities, a one-stop system was established in RS in 2013. In February 2021, the RS Government adopted information on the implementation of an online and integrated system of registration of business entities. For this purpose, about 12 million documents from the archives of the competent registry courts were digitized and the necessary legislative assumptions were established. It enables citizens and business entities to quickly and easily access information on the legal form of registration for carrying out a specific economic activity in Republika Srpska, as well as all pre-registration and post-registration formalities (consent, confirmation, approval, etc.) necessary for business. Through the "ask a question" option, interested persons can ask questions and make comments regarding the conditions and procedures for starting and conducting business activities, as well as propose measures for easier business. In this way, an interactive relationship is established between the public administration and the business community. In the BD BiH, a one-stop business system was established during the registration of business entities. The Government of FBiH decided by conclusion that the Financial Information Agency FIA is responsible for the registration of business entities and, at the same time, the single point of contact for the registration of business entities.

In one of the important activities planned in the Action Plan, which concerns the harmonization of existing regulations related to digital signatures, there was no progress, since the Proposal for the Law on Electronic Identification and Trust Services for Electronic Transactions was not adopted by the Parliamentary Assembly of Bosnia and Herzegovina, and at the same time no information was provided on the following steps and possible solutions.

Although there are indications that certain institutions carry out promotion activities as part of their regular activities, no data has been submitted that would confirm that there is a systematic and organized approach to the promotion of modern channels of service provision, as well as that budget funds have been allocated for this purpose. Existing promotion activities follow the institution's activities, and use existing channels.

Regarding registers and the level of their digitization, the information provided are limited. Based on what has been submitted as part of this report, it can be concluded that there are certain basic registers, such as main registers, tax registers, registers of business entities. There are also practices of connecting registries through web services at the Ministry of Internal Affairs, such as, for example, the residence verification service of the Ministry of Internal Affairs of the Republic of Serbia, or services that were developed for the needs of the eBeba project, where, for example, 10 web services were developed in the Republic of Serbia, and for the same service, there are developed web services that connect the systems of the Municipality Centar and the Ministry of Internal Affairs of the Canton of Sarajevo for the registration of a newborn child.

Spatial data infrastructure exists in both entities, geoportals have been established as a target place for the display of geospatial data, their review, modification and search.

Only initial activities are being undertaken to open the data available to the public administration. Thus, a pilot project for the Council of Ministers of Bosnia and Herzegovina "Open Data Portal" was implemented, which will enable the availability of public data through the public administration infrastructure. In order to support the development of the process of proactive transparency and open data, a survey was conducted on the readiness of institutions in Republika Srpska for open data.

Regarding the establishment of advanced document management systems, DMS systems were established in public administration institutions on a smaller or larger scale at all administrative levels. Regarding their modernization, certain activities were undertaken through the procurement of additional components of the solution, such as the e-Office Information System during 2020/2021, which was implemented by the Ministry of Local Administration and Self-Government of the RS.

In the course of data collection, the issue of availability of adequate IT staff was highlighted as a key challenge in many activities. There is no information on comprehensive plans and activities, although there are good examples, such as the adoption of the Decision on the criteria for determining the salary supplement based on the performance of complex IT-application jobs in the institutions of Bosnia and Herzegovina, which enabled a slightly more favorable status for employees who work on complex IT-application work jobs. At the same time, at the same administrative level, amendments to the Law on Civil Service in the institutions of BiH are planned during 2023, but the previous assessment of the impact of the regulations does not include incentive packages for deficit IT personnel. Also, with the new Law on Civil Servants in Republika Srpska, through the analysis and analytical evaluation of jobs, attention will be paid to the creation of special conditions for deficit occupations, especially IT personnel who should occupy a significant position in the republic's administration in the processes of digitalization of public administration.

The recommendations of this report are based on the priorities defined in the action plan and on the basis of the submitted and recorded information. Bearing in mind that there is a large volume of unrealized activities, that many activities have not even been started, nor has the initiative been recorded nor the way in which the realized activities will be launched, it is necessary to structure the recommendations into short-term, medium-term and long-term. The classification of recommendations itself does not imply that certain activities that are classified as, for example, long-term recommendations will not be initiated in earlier stages.







Short-term recommendations:

- ✚ The coordinator's office in cooperation with the DEI should coordinate the programming and creation of the documentation necessary for IPA III in connection with the proposed financing of the prerequisites defined by the AP (service catalogs, shared service centers, ePayment, CA, GSB-Government service bus, eInboxes, Cloud (classification of data):
- ✚ MCT BiH should initiate the work of the Interdepartmental Working Group for Interoperability and offer it a proposal for the Rules of Procedure and a proposal for the calendar of the group's meetings;
- ✚ Establish the coordination of the implementation of the activities foreseen in the Action Plan by appointing the missing ST members at the level of the CoM of BiH and the Republika Srpska entity;
- ✚ It is necessary for the CoM of Bosnia and Herzegovina to adopt the Rulebook on the internal organization and systematization of workplaces in the Ministry of Security of Bosnia and Herzegovina in accordance with the provisions of the Decision of the Council of Ministers of Bosnia and Herzegovina on the appointment of the Computer Incident Response Team for the institutions of Bosnia and Herzegovina;
- ✚ Institutions that in their annual or three-year plans have planned activities related to services provided through modern channels should also plan funds for their promotion;
- ✚ The BiH Council of Ministers should adopt the Proposal for a Decision on the Amount of Fees for Issuing a Qualified Certificate, which will enable the use of a secure electronic signature;
- ✚ Institutions responsible for spatial data should initiate and apply for projects according to available sources of funding that will further develop the technological architecture of spatial data; increase the availability of spatial data through e-services; continuously improve capacities and project management needs for successful implementation of activities;
- ✚ The Government of the FBiH should appoint representatives of the Federal Information Agency FIA to the Digitalization Supervisory Team in the field of service provision.

Mid-term recommendations:

- ✚ Competent institutions at each administrative level should update existing/enact new strategies for eGovernment, including the prioritization of eServices;
- ✚ Institutions responsible for interoperability at each administrative level should update implementation plans for interoperability;
- ✚ It is necessary for the MCT BiH to draft and refer to the further procedure the Law on Cyber Security
- ✚ The Ministry of Security of BiH should make a clear plan with deadlines related to the definition and referral to the further procedure of the Cyber Security Strategy;
- ✚ In the FBiH, amend the necessary regulations for the organizational and institutional structure required for digitalization of services; Strengthen the institutional capacities of the FIA for the establishment of the eServices system, including the registration of business entities.
- ✚ MCT BiH to initiate and refer the Proposal of the Law on Electronic Identification and Trust Services for Electronic Transactions to the re-procedure;
- ✚ Through the Supervisory Team or groups for interoperability, start and initiate, according to the competent ministries, amendments/additions to the law on civil service, which would regulate in a special way the status of the necessary IT staff, both those who are the direct bearers of development and those who manage the project and participate in reform activities;
- ✚ Active participation of key institutions (MCT BiH, General Secretariat of the CoM of BiH, IDDEEA, FMTC, General Secretariat of the Government of FBiH, FIA FBiH, MSTD HEIS RS, General Secretariat of the Government of RS, Office of the Mayor - Office of the Coordinator for the PAR BD BiH; Department for Professional and Administrative Affairs Government of the BD BiH - Informatics Subdivision) in consultations for the preparation and implementation of activities related to the prerequisites of areas required for IPA financing or other potential sources of financing.
- On the basis of priority services, the Supervisory Team should carry out consultations and, through its regular activities or through a special project, initiate the mapping of all necessary registers (Analyze existing registers and the existing and necessary degree of digitization);
- After the implementation of pilot activities in the Ministry of Local Administration and Self-Government of the RS related to the improvement of the eOffice system, it is necessary to expand the scope of the improved system to other institutions that are still connected through the previous system.
- Adoption of the Law on Freedom of Access to Information at the level of BiH institutions; Adoption of relevant decisions related to the sustainability of the Open Data Portal, including the obligation to publish open data by the institutions of the Council of Ministers of Bosnia and Herzegovina.
- The interdepartmental working group for Interoperability should create a standard for the common structure of the catalog of registers, defining the mandatory content of each register;
- The interdepartmental working group for Interoperability should create, initiate and advocate the adoption of legislation for Metaregistries;

Long-term recommendations:

-  All working bodies for interoperability based on implementation plans should initiate and implement all remaining activities related to interoperability;
-  Create web services for priority services;
-  Through its regular activities, the supervisory team should create a model of the standard DMS system for public administrations in BiH at each administrative level in accordance with the competencies and with the principles of interoperability, which could be applicable as a standard solution in all public administration bodies;
-  For BD BiH: define clear institutional responsibility and authority for managing the DMS system; Analyze the most optimal model of the DMS system for BD BiH based on the optimal TCO model;
-  Based on the mapped registers, the Supervisory Team should create a project for the total digitization of all necessary registers for priority services and apply for the project through available funding sources;
-  Competent ministries should prepare a proposal for legal regulation for Metaregistries and send them to the governments for adoption;

Measure 3: Coordinated improvement of the administrative-legal framework

Indicators	The value of indicators				
% of reduced special procedural norms that proved to be unjustified in terms of complicating the system of administrative procedures for end users of services at each administrative level	<div> <div>/</div> <div>/</div> <div>/</div> <div>/</div> <div>/</div> </div>				
BV: 0% – TV: 10%	Institucije of BiH	FBiH	RS	BD	BiH

The activities for the implementation of this measure are complementary to the activities of control of regulations before adoption and subsequently, after adoption, i.e. when regulations that impose certain formalities on service users are already in force. For the purposes of measuring indicators at the level of this measure, it is necessary to create prerequisites, i.e. to implement the activities defined in the Action Plan, which relate to determining the unified structure of the catalog of services, creating a methodology for reducing formalities and burdens, creating registers/catalogues of special administrative procedures within the Catalog of Services, the establishment of a continuous process of simplification of certain administrative procedures, i.e. procedural provisions, the establishment of an IT platform for monitoring the implementation of the law on administrative procedure.

Considering that the total number of norms that needed to be reduced is not known, the indicator could not be calculated, and it will be possible to measure it at the end of the implementation of the Action Plan. In order to define the initial value and the possibility of monitoring the administrative simplification, it will be necessary to analyze and determine the total number of all special process norms. The above points to the fact that it will be possible to measure individual indicators at the activity level only after the criteria for their measurement have been established and agreed upon.

According to the submitted data, in the 2020-2022 reporting period, progress was recorded in the implementation of individual activities at the level of the Federation of BiH and Republika Srpska.

The Parliament of the Federation of Bosnia and Herzegovina is at the session of the House of Representatives, June 28, 2022. and at the session of the House of Peoples, July 7, 2022, adopted the Law on Amendments to the Law on Administrative Procedure ("Official Gazette of FBiH", number 61/22), which introduces electronic communication between parties and administrative bodies, which contributes to the transformation of public administration oriented towards users, improvement of business processes in administrative procedures, reducing the administrative burden, time and cost of the service.

The Law on Amendments to the Law on General Administrative Procedure ("Official Gazette of Republika Srpska", number: 13/02, 87/07, 50/10 and 66/18), improved the existing administrative procedure and enabled the creation of a compatible, consistent and safe system that should ensure more complete protection of the rights of all physical and legal individuals as parties in administrative proceedings, while establishing the maximum speed of "reaction", economy and efficiency. In the context of public administration reform, the electronic communication of bodies and parties, the adoption and submission of decisions electronically, and specific deadlines are regulated in more detail. The amendments to the law in question simplified the procedures, introducing a single administrative office and introducing the right to waive the appeal, which affects the shortening of

the duration of the procedure and the faster implementation of decisions, within the framework of special administrative procedures. Deadlines have also been introduced for the actions of the authorities that relate to determining the incompleteness of the request or the existence of other formal deficiencies, which prevent the processing of the request. This made it possible for the parties to familiarize themselves with the actions of the authorities, from the moment of submission of the request to the final decision.

The electronic communication of bodies and parties is regulated in more detail, with the aim of faster, more economical and simpler management of the administrative procedure, which is a consequence of the modern tendencies of public administration in the surrounding area and beyond. Conditions have been created for the introduction of new systems of electronic communication between authorities and parties, which makes progressive action as a concept of development towards E-government, and keeps pace with time and modern technologies. By introducing the possibility of using sign language and Braille in the procedure, participation in the procedure is facilitated for citizens with this type of disability, who are full participants in administrative procedures and who should be enabled to participate equally in all procedures in which their rights or obligations are decided.

The project of optimization of administrative procedures and formalities carried out during 2021 in Republika Srpska aimed to simplify administrative procedures in terms of shortening the duration and reducing costs for the business community. Out of a total of 954 formalities, it was proposed to abolish 42 formalities (4.4%) and simplify 243 formalities (25.47%). The procedure would be simplified in terms of economy (reduction of fees for issuing formalities) and complexity (acquiring documents ex officio using web services, simplifying the form of documents in the form of copies without the obligation of certification, prescribing and availability of the request form for issuing formalities).

Bearing in mind the number and frequency of administrative proceedings conducted within public administration institutions in BiH, there is a need for constant capacity building for the application of the law on administrative procedure through continuous training programs for managers of administrative proceedings. Such trainings, together with the continuous process of improving the administrative-legal framework, would contribute to the digital transformation of public administration institutions, i.e. more efficient provision of services to citizens. In the reporting period, at the level of the Council of Ministers of BiH, the Federation of BiH and Republika Srpska, a large number of trainings were conducted, which as a result offered an increased number of officials trained to face the challenges of digital transformation. This includes training on administrative procedures, training on digitalization of services at the local level, practical application of the Law on Administrative Procedure, school of administrative law, assessment of the impact of regulations, administrative dispute and many others. As is the case in all reform areas, measures and activities, the need to activate the Public Administration Reform Fund comes to the fore here, i.e. launching projects that would provide funds for the realization of many activities, including the implementation of specialized training for administrative levels that these activities are realized only with additional financial support. Such is the case with the level of Brčko District of BiH. Projects financed by the Fund for the Reform of Public Administration will be an opportunity to have the number of realized trainings for this administrative level in future reports, which is not the case now.

The Office of the Coordinator for Public Administration Reform is in cooperation with SIGMA on May 12, 2022. organized a round table on the application and challenges in the application of the law on administrative procedure in Bosnia and Herzegovina. The held round table was an opportunity to discuss with the participants the challenges in the application of these laws at each administrative level, which led to the common conclusions of the round table relating to the need to harmonize (based on a comprehensive analysis) special legislation with the general need to improve capacities of the administration for the implementation of administrative procedures, and the need to monitor administrative procedures and reporting. In agreement with the representatives of the EU Delegation to Bosnia and Herzegovina and the European Commission, SIGMA expressed its readiness to support certain activities on the modernization of the law on administrative procedure in Bosnia and Herzegovina, and during the round table presented and offered possible next steps in this area that it could support in the coming period (assessment of the need for special procedural provisions, support for the development of the structure of the catalog of services/registry of administrative procedures, support for the development of a specially designed methodology for BiH, support for improving the supervision of administrative procedures, support for continuous training in this area).

RISKS

Inactivity and delays in the implementation of many activities of this measure indicate a direct and negative impact of the long wait for the adoption of documents for the implementation of the public administration reform. The lack of financial resources and human resources for the implementation of activities also indicates the need for the functioning of the Public Administration Reform Fund and the activation of donor funds.

Consistent application of regulations in practice and insufficient number of trainings for specific topics, and insufficient availability of civil servants to attend the required number of trainings.

Adaptation of officials to the new way of collecting documents on official duty through the use of JIS and the application of the Tax Administration at the level of Republika Srpska.

RECOMMENDATIONS/NEXT STEPS

Responsible institutions at the level of BiH, FBiH and BD BiH should take appropriate steps by the end of 2026 in order to establish a unique methodology for reducing formalities and burdens

Responsible institutions at the level of BiH, FBiH, RS and BD BiH should take appropriate steps by the end of 2026 in order to:

- determining the unified structure of the catalog of services based on the pre-established methodology for creating the catalog of services,
- creation of registers/catalogues of special administrative procedures
- making an analysis of the justification of special procedural provisions.

In order to ensure uniform application of the law on administrative procedure, the responsible institutions at each administrative level should take appropriate steps towards the establishment of an IT platform for monitoring the implementation of the law on administrative procedure at each administrative level by the end of 2026.

Competent institutions should regularly prepare high-quality preliminary assessments of the impact of regulations.

It is necessary to carry out a detailed financial projection of the necessary funds for the implementation of activities within the framework of competent institutions and accordingly plan funds in the budget and, if necessary, financing from other sources (donations). In accordance with the provided funds, it is necessary to fill in the appropriate and missing human resources in the relevant institutions.

If they do not currently exist, it is necessary to include training specialized in the topic of improving the administrative-legal framework, including digital transformation, in the regular training programs of the agencies for the civil service of BiH and FBiH/RS administration and the Sub-Department for Human Resources of BD BiH. The organization of a regular academy for digital transformation is needed, as a regular capacity building program for civil servants.

Take the necessary steps at the level of the Republika Srpska for the entry of all competent institutions that carry out administrative procedures and issue formalities into the procedure of obtaining documentation related to registration and settlement of tax obligations, through the provided applications. Institutions at the republican level, which are responsible for issuing formalities, are obliged to adapt (amend or supplement) the regulations under their jurisdiction with the Action Plan for the Optimization of Procedures and Formalities adopted by the Government of the Republika Srpska.

PUBLIC FINANCE MANAGEMENT

One of the key areas of the Strategic Framework for Public Administration Reform 2018–2022 requires the public administration to carefully manage public money, by building a functional public finance management system. This system should encompass all phases of the budget cycle - from formulation to execution, including procurement, financial management, control and internal audit, and to ensure the existence and efficient work of independent external audit supervision over the management of public funds, which is a crucial characteristic of any democratic system of financial accountability.

The Strategic Framework for the Public Administration Reform in BiH does not specify specific reform goals and reform measures in the field of public finance management, but they are the same subject of the Strategic Framework for the reform of public finance management. Nevertheless, the Thematic Working Group (TRG) for the field of public finance management, when was developing the Strategic Framework for Public Administration Reform 2018-2022, defined seven indicators for the purpose of monitoring general progress in the reform of public finance management in Bosnia and Herzegovina.

Indicators part of the deficit in GDP and part of debt in GDP are economic indicators and are subject to external influences in times of crisis in open market economies, such as the economy of Bosnia and Herzegovina. The pandemic of the COVID-19 virus, and the general geopolitical situation caused by the relations between Russia and Ukraine, in the last 2-3 years have caused significant turbulence and a financial crisis atypical for the previous decade and significantly affected the values of the mentioned indicators, which makes the comparison with the values of the same indicators in the previous period in the context of the planned reforms meaningless. Nevertheless, the measured values will serve as new starting values for monitoring the effects of public finance management reforms in the coming period, given that the period of implementation of the strategic framework for the reform of public finance management for the period up to 2025 is ahead of us.

Indicator: Part of the deficit in GDP

This indicator is measured as a percentage of the deficit in GDP, and one value of the indicator is determined for the entire country. Deficit is defined as a negative balance of income and expenditure, including capital receipts and capital expenditures. The calculation does not include repayment of loan principals and borrowing.

The value of the indicators:

BV (2018)

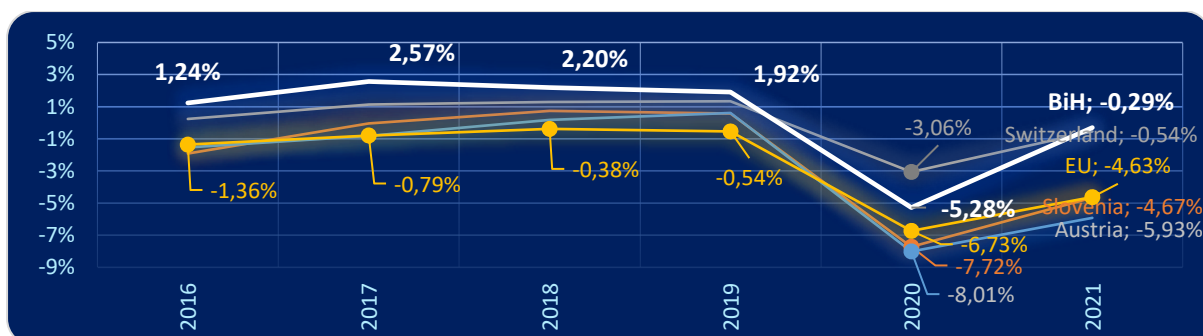
CV (2021)

TV (2022)

2,20%

-0,29

n/a



Given that the general government deficit represents a negative balance of income and expenditure, including capital receipts and capital expenditures, a negative value of this indicator means that the government has a deficit and requires financial resources from other sectors, which is interpreted as "net borrowing". Contrary to this, "net lending" means that the government has a surplus and provides financial resources to other sectors, and the value of the indicator in this case is positive.

For the sake of comparison with other countries, the corresponding indicator values for Slovenia, Austria and Switzerland, as well as for the European Union, which are available on the OECD website⁶², are also shown on the graph. It is evident that the measured values for Bosnia and Herzegovina do not deviate from the values of European countries and are within the expected limits and in accordance with the expected trends. After a significant decline recorded in 2020 (deficit in the value of 5.28% of GDP), in Bosnia and Herzegovina an increase in the value of this indicator was recorded in 2021, i.e. a reduction of the deficit to 0.29% of GDP.

Indicator: Part of debt in GDP

The debt-to-GDP ratio measures the collective debt of four administrative levels as a percentage of total GDP. It is a key indicator for the sustainability of government finances, given that changes in the state debt over time primarily reflect the impact of past state deficits, and one value of the indicator is determined for the entire state.

The value of indicators:

BV (2018)

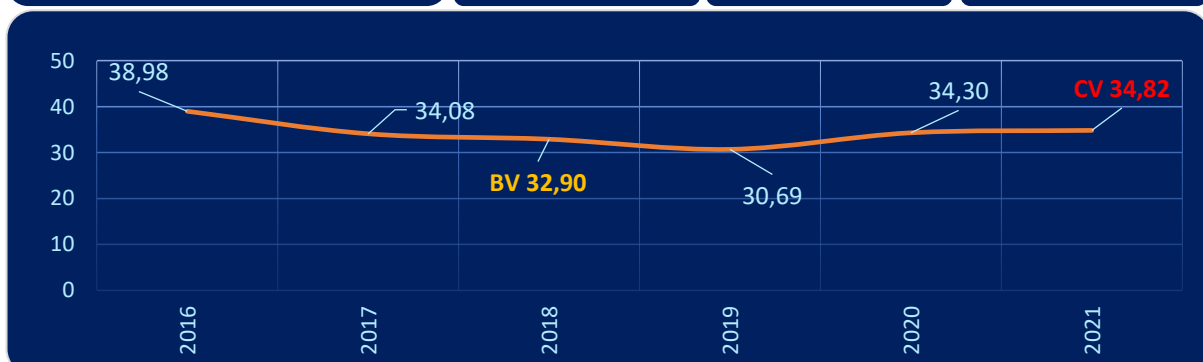
CV (2021)

TV (2022)

32,90%

34,82%

n/a



Although in the period from 2016 to 2019 there was a trend of debt reduction in relation to GDP, since 2020 the value of this indicator has increased, and its values are at the level of 5 years ago.

⁶²<https://data.oecd.org/gga/general-government-deficit.htm>

Structure of public indebtedness of BiH as of December 31, 2021 shows that external debt accounts for 75.67% and internal debt for 24.33%. In the total state of public indebtedness, the Federation of BiH participates with 51.08%, the Republika Srpska with 48.04%, the Institutions of BiH with 0.49% and the District with 0.39%. The part of BiH public debt in the Gross Domestic Product (GDP) in 2021 is 34.82%.

Indicator: Budget openness index

The Budget Openness Index is a worldwide, independent, comparable measure of government budget transparency that uses internationally accepted criteria developed by multilateral organizations from sources such as the International Monetary Fund (IMF), the Organization for Economic Co-operation and Development (OECD), the International Organization of Supreme Audit Institutions (INTOSAI) and the Global Initiative for Fiscal Transparency (GIFT).

The value of the indicators:

BV (2017)

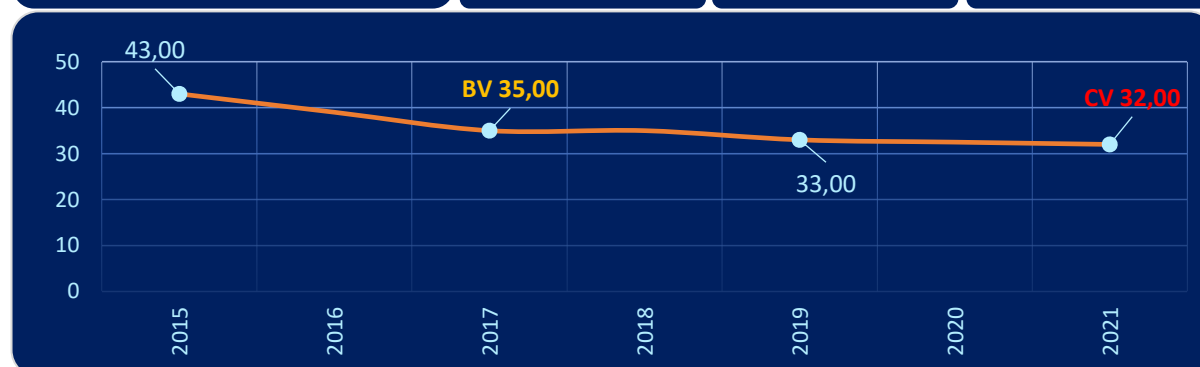
35

CV (2021)

32

TV (2022)

n/a



The countries included in this survey are assigned an openness index on a scale of 0 to 100 points, using a series of questions that assess the amount and timeliness of budget information that governments make publicly available in eight key budget documents in accordance with international standards of good practice. In 2021, according to the Budget Transparency Index, Bosnia and Herzegovina received a score of 32, on a scale from 0 to 100, where 0 indicates the lowest level of budget transparency, and 100 the highest level of budget transparency. Comparing the scores of the budget transparency index for previous years, Bosnia and Herzegovina in 2021 recorded the lowest transparency score (32) since 2010. BiH had the highest transparency rating in 2012 (50), since then it has been constantly recording a downward trend in budget transparency. It is far below the world average of 46, and has the lowest transparency rating compared to other countries in the region: Slovenia (66), Croatia (64), Albania (52), Serbia (46), Macedonia (36).

Indicator: Degree of implementation of internal audit recommendations

The degree of implementation of internal audit recommendations shows how many recommendations made by the internal audit were implemented during the following calendar year. All recommendations from all areas of auditing that the internal audit gave in its reports during one calendar year are taken into account.

	BV (2018)	CV (2021)	TV (2022)
The value of indicators:	BiH 22% FBiH 42% RS 28%	BiH: n/a FBiH: 43% RS: 53%	n/a

	2016	2017	2018	2019	2020	2021
Institutions of BiH	59%	49%	22%	9%	15%	n/a
Federation of BiH	48%	39%	42%	37%	36%	29%
Republika Srpska	n/a	53%	28%	54%	54%	53%

Given that internal audit is an independent, objective assurance and consulting activity created with the aim of adding value and improving the organization's operations, with the aim of helping the organization achieve its goals by ensuring a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, controls and management processes, and as such is part of the comprehensive system of internal financial control in the public sector, the significance of the implementation of the recommendations given by the internal audit is very important. There is room for improvement in this segment at all administrative levels, especially at the level of BiH institutions, given that, on average, in the last 6 years, the level of implementation of recommendations is about 31%. The negative trend is especially worrying, where the level of realization has decreased from 59% in 2016 to 9% in 2019 and 15% in 2020 at the level of BiH institutions. In the Federation of BiH, that average is around 38% in the last 6 years, but with a downward trend, and a significantly reduced degree in the last year of measurement (29%). It is positive that, in the last 6 years, in the Republika Srpska, the degree of realization is on average around 48%, with the fact that in the last 3 years, that average is even 54%. Indicator values for the Brčko District of BiH will be determined after the establishment of an internal audit at this administrative level.

Indicator: Average number of offers per tender

This indicator measures the increase or decrease in the level of competition in the public procurement process by calculating and monitoring the change in the average number of bids received in public procurement procedures in relation to the number of procedures. An increase in this number, observed on a large sample, reflects an increase in the level of competition, while a decrease in the number reflects a decrease in the level of competition.

The value of indicators:

BV (2018)

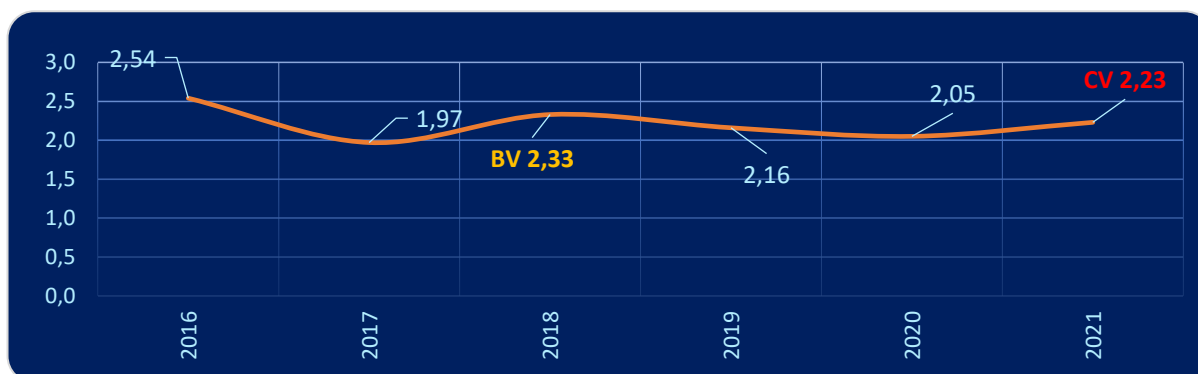
2,33

CV (2021)

2,23

TV (2022)

n/a



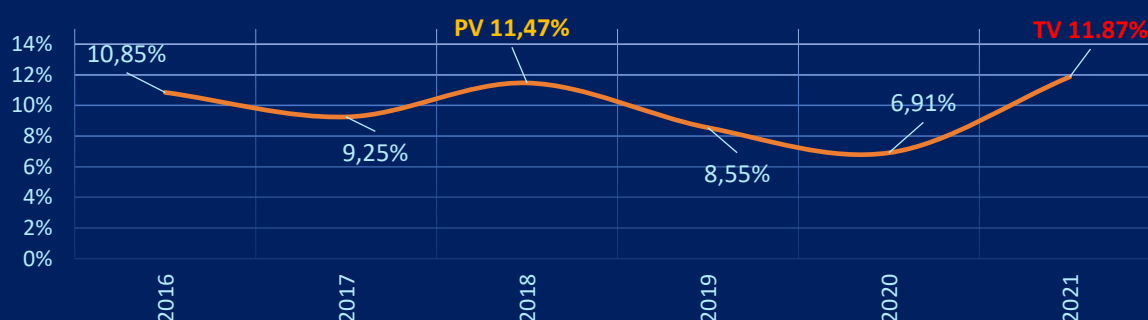
Note: the indicator values for 2020 and 2021 were taken from the draft annual reports on awarded contracts in public procurement procedures for 2020 and 2021, which have not yet been adopted.

Insufficient competition in public procurement procedures is often an indicator of insufficiently good anti-corruption measures, and as a result, public buyers - contracting authorities, get less for their money or pay more compared to what they get, given that public procurements are defined as a process of buying goods or getting service by the public sector, the aim of which is to provide the best value for public money. Corruption weakens the rule of law, leads to vulnerable public institutions in which citizens do not trust, inefficient use of resources and insufficient quality of public services. The average number of offers in the European Union is around 5.4 offers per public tender, while in Bosnia and Herzegovina these values in the last 5-6 years have been around 2.2 offers per tender, on the basis of which it can be concluded that Bosnia and Herzegovina it still has very poor competition indicators in public procurement which confirm that, despite increasing transparency, the public procurement system is unable to provide value for money.

Indicator: Part of non-transparent procedures in public procurement

This indicator measures the transparency and openness of the public procurement system by calculating the share of the value of all contracts awarded to the so-called non-transparent procedures (procurement from one source) in the total value of the contract during the year. A decrease in this number reflects an increase in transparency and openness, while an increase in the number reflects a decrease in transparency and openness.

The value of indicators:

BV (2018)**CV (2021)****TV (2022)****11,47%****11,87****n/a**

Note: the indicator values for 2020 and 2021 were taken from the draft annual reports on awarded contracts in public procurement procedures for 2020 and 2021, which have not yet been adopted.

The transparency of public procurement is important for gaining the trust of taxpayers, in order for them to know how contracting authorities use public funds. In the last few years, there has been no noticeable increase in the transparency of the public procurement system, taking into account the fact that there has been no recorded trend of a constant decrease in the share of the so-called non-transparent procedures in public procurement. The average value of this indicator in the last 6 years is about 10% of non-transparent procedures in public procurements.

During 2022, the legal framework for public procurement⁶³ was changed, the application of which should ensure even greater transparency and openness of the public procurement system.

⁶³ The Law on Amendments to the Law on Public Procurement was adopted at the 25th session of the House of Peoples of the BiH Parliamentary Assembly, held on August 29, 2022. and published in the "Official Gazette of Bosnia and Herzegovina", number 59/22. on September 2, 2022

Indicator: Degree of implementation of external audit recommendations

The degree of implementation of external audit recommendations shows how many recommendations given by the external audit were implemented during the following calendar year. The indicator takes into account all recommendations of financial audits, performance audits and special audits that the audit made in its reports during one calendar year, for which an

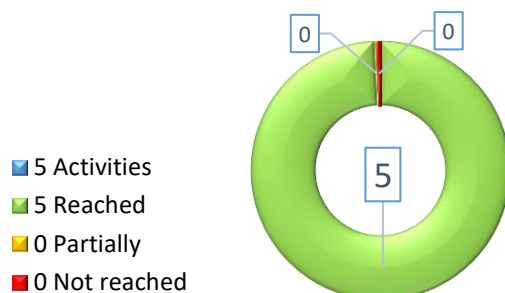
	BV (2015-2018)	CV (2021)	TV (2022)
The value of the indicators:	I.BiH 29% FBiH 25% RS 68% BD 30%	I.BiH 31% FBiH 34% RS 59% BD 21%	n/a

	2015-2018	2019	2020	2021
Institutions of BiH	29%	29%	33%	31%
Federation of BiH	25%	21%	28%	34%
Republika Srpska	68%	45%	58%	59%
Brčko distrikt of BiH	30%	24%	23%	21%

Based on the audits, the Supreme Audit Institutions compile reports in which they present findings and observations, point out irregularities, draw audit conclusions and present recommendations for eliminating deficiencies. These recommendations are an important element of every audit report because they serve as valuable guidelines for decision makers. They can help them increase the effectiveness, efficiency and economy of public expenditure management and the compliance of that management with applicable rules, and can contribute to the prevention of errors, irregularities and wasteful spending. The degree of implementation of the recommendations shows that in the last 6-7 years, the institutions of Bosnia and Herzegovina implement less than a third of the given recommendations. It is similar in the Federation of Bosnia and Herzegovina, with the difference that there is a growing trend in their realization, and in the last three years the degree of realization has increased from 21% to 34%. On the contrary, there is an evident decline in the realization of recommendations in the Brčko District, where from the 30% that was recorded in the period 2015-2018, in the last year the realization of only about a fifth of the given recommendations (21%) was recorded. In the Republika Srpska, in the last 6-7 years, the degree of realization of recommendations is at an enviable 60%, with the exception of 2019, when 45% of the implementation of audit recommendations was recorded, which, by the standard in this entity, is a slightly worse degree of realization.

ANALYSIS: IMPLEMENTATION OF THE PLAN

Realized activities



The Action Plan for the public administration reform in the field of public finance management maps key steps, and defines deadlines and activity carriers, the implementation of which the establishment of a Strategic Framework for public finance management in Bosnia and Herzegovina will be ensured.

Therefore, the Action Plan in this area envisages only a few activities, which, although few, should support a coherent approach to the reform of public finance management and ensure that it is not isolated from other areas of public administration reform. The action plan plans to create a nationwide strategic framework for the reform of public finance management until 2026, through the provision of expert support, the formation of an intergovernmental body that will prepare this document, the definition of coordination mechanisms for its creation, implementation and monitoring, respecting the principles of the existing system of coordination of the European integration process, and the development of the monitoring and evaluation system. The final result should be the adoption of a nationwide Strategic Framework for public finance management, which includes a strategy and accompanying Action Plan. However, before this document, it is necessary to prepare public finance management strategies at individual administrative levels, with the deadline until 2026.

Summary overview of achievements of reform activities:	Inst. BiH	FBiH	RS	BD
The target values were not reached	0	0	0	0
The target values were partially achieved	0	0	0	0
The target values have been reached	2	2	2	2
<i>Total number of activities:</i>	2	2	2	2

In order to increase transparency and align with international and European Union standards, *the Strategy for the Improvement of Public Finance Management in BiH Institutions for the period 2021 - 2025* was prepared and adopted⁶⁴.

The Public Finance Management Reform Strategy 2021-2025 was prepared and adopted⁶⁵ for the Federation of Bosnia and Herzegovina, which is aimed at strengthening the public finance management system by promoting transparency, accountability, fiscal discipline and efficiency in the management and use of public resources for economic development and improved delivery of services.

⁶⁴ The strategy for improving the management of public finances in the institutions of Bosnia and Herzegovina for the period 2021 - 2025 was adopted by the Council of Ministers of Bosnia and Herzegovina at the 27th regular session, held on February 18, 2021.

⁶⁵ Public Finance Management Reform Strategy 2021-2025. was adopted by the Government of the Federation of BiH at the 260th Government Session held in March 2021 (Conclusion of the Government of FBiH V. No. 504/2021 dated 25.3.2021).

As the main guideline for strengthening the legal and institutional framework and system for public finance management of Republika Srpska, the *Public Finance Management Strategy of Republika Srpska for the period 2021-2025* was prepared and adopted⁶⁶ with the associated Action Plan.

The Public Finance Management Reform Strategy of the Brčko District of BiH for the period 2021-2025 was prepared and adopted⁶⁷.

All the listed individual strategies are organized into six pillars that cover all key functions of the public finance management system (fiscal framework, public revenues, planning and budgeting, budget execution, internal control and external audit).

With the technical support of the Department for Fiscal Affairs of the International Monetary Fund (IMF) through the project Reform of Tax Administration and Public Finance Management in Southeastern Europe, financed by the European Union (EU) and the State Secretariat for Economic Affairs of Switzerland (SECO), a *Comprehensive Strategy for Public Finance Management in BiH 2021-2025* was prepared, to which the Council of Ministers of BiH, the Government of the Federation of BiH, the Government of Republika Srpska and the Government of Brčko District of BiH, during 2022, gave their Consent. This created a precondition for coordinated implementation of reforms in the field of Public Finance Management. Also, in this way, Bosnia and Herzegovina fulfills the obligations assumed in the EU accession process and follows international recommendations regarding the fulfillment of 14 priorities in the parts related to public procurement and public finances.

⁶⁶ At the 124th regular session, held on June 3, 2021, the Government of the Republika Srpska adopted the Strategy for the Management of Public Finances of the Republika Srpska for the period 2021-2025.

⁶⁷ The Government of Brčko District BiH on December 17, 2020, adopted the Strategy for the Reform of Public Finance Management of the Brčko District of BiH for the period 2021-2025

3. CONCLUSIONS

Public administration in Bosnia and Herzegovina and administration reform are facing serious challenges. The excessively long period of preparation and adoption of key strategic documents - the Strategic Framework for the Reform of Public Administration 2018-2022, to which the validity period was extended until 2027, as well as long-term agreements on how to resolve political and technical coordination, the non-functioning of the PAR Fund resulted in the postponement of implementation of reform measures and modest results at the end of 2022. Most of the implemented activities were planned at the stage of creating a strategic and planning document through IPA II or were implemented with the support of SIGMA, the GIZ Program for Strengthening Public Institutions, which has already been completed. A smaller part of the activities of individual levels were carried out thanks to donors who supported the administration of one level of government or with money from the budget, provided through the regular work of officials.

The reform of public administration should ensure a consistent policy-making system, medium-term planning with clear goals for the entire government and coordinated with financial possibilities, professionalization of the civil service and the promotion of the meritorious principle of civil servants, the creation of a modern human resources management system in the civil service, a rational organization of the administration with strengthened control and supervision and functional mechanisms to protect the rights of individuals to good administration and public interest. These are just some of the requirements of the delivery process and the measures incorporated in the strategic documents. The key requirements remain the improved services that the administration provides to citizens, while ensuring interoperability throughout the country, the application of e-signatures and the creation of a series of assumptions for the efficient provision of services and their digitization. The measurement at the end of 2022 shows that most of the obligations have not yet been fulfilled.

The action plan contains 140 activities, of which only 14 percent have been completed. Out of a total of 17 measures, not a single one has been fully implemented. The implementation of the measures is measured using a total of 39 indicators. Looking at all indicators in total, in 2 cases the current value is lower than the baseline value, that is, the value that was recorded at the time of preparation of the Strategic Framework. In only two cases the target - planned value of the indicator was reached, both times in the field of Civil Service and Human Resources Management. A certain shift was made for 14 indicators, where the value at the end of 2022 is above the initial value. However, not a single change was recorded for 21 indicators.

Observed at the level of effect that reforms have had so far, it is possible to say that the values of citizens' perception of government effectiveness and regulatory quality - the government's ability to formulate and implement sound policies and regulations that allow and promote the development of the private sector are at the level they were before 15 or 20 years! There is a noticeable decrease in the percentage of companies that believe that information is available to them about laws and regulations that are under the control of the government and that may have an impact on their business, while at the same time there is a slight increase in citizens who are satisfied with the speed with which government agencies deliver information. Citizens' trust in governments is also on the rise. According to evaluations, the legislative framework for the civil service in BiH is, at least judging by its scope, solid. Bosnia and Herzegovina joined the countries from the region that have the maximum number of points for the clarity of the legislative framework on the scope of the civil service, and the assessment of the adequacy of the horizontal scope of the civil service has also increased, although the target value has not yet been reached. Citizens' satisfaction with public services remains "frozen" at the same level it was at during the preparation of the Strategic Framework.

The establishment of clear political leadership and technical coordination, which are the requirements of the accession process, then ensuring the investment of donors and local governments, and the capacity to implement the planned activities and promote the achieved results remain challenges that

will affect the continuation of the implementation of the planned reform measures. Most of the results achieved so far are the product of the joint action of local authorities and donors, primarily the European Commission, but also member states, which remain an important factor in achieving understanding and introducing European standards, regulations and rules into the civil service in BiH at all levels. On the other hand, changes will not be possible or will take place too slowly, if institutions at all levels do not provide sufficient capacity to work on projects and if they do not show a willingness to accept and apply new knowledge. Turning to new technologies, encouraging innovation and the willingness of the administration to adapt to growing social changes and user demands, and the adoption of a culture that will put the citizen first, not the official, remain imperatives that require strong political will and the willingness of all participants in the process to change.

The Office of the Coordinator for Public Administration Reform at the grassroots gives below several recommendations that can influence the acceleration of these changes. In this report, in terms of reform, detailed recommendations are given to the districts, which also need to be fulfilled in order to transform the BiH administration more quickly.

Recommendations

To all governments and institutions at all levels

The Council of Ministers of BiH, the governments of the Federation of BiH, Republika Srpska and Brčko District of BiH should provide full support to the establishment of a body for political and technical coordination of the public administration reform process by adopting the Common Platform on the principles and method of implementing the public administration reform in BiH, which is harmonized with the accession process requirements, and to support the rapid constitution of the foreseen mechanisms in order to speed up the implementation of reform measures.

It is necessary that PARCO, in cooperation with the European Commission and PAR coordinators of entities and Brčko District of BiH, ensure a way to unblock the PAR Fund, so that the money of donors and local governments, which is in the PAR Fund, can be used.

The Council of Ministers of BiH, entity governments and Brčko District of BiH should ensure adequate financial, administrative and human resources for the implementation of public administration reform, including planning further investments in the PAR Fund.

It is recommended to the Council of Ministers of BiH and the Government of the Federation of BiH, Republika Srpska and Brčko District of BiH to enact/improve a legal framework by the end of 2024 that would establish the function of coordinating the content of policy proposals and define the institutional authority for the implementation of this function.

The Ministries of Justice of BiH and FBiH, the Ministry of Administration and Local Self-Government of the RS, in cooperation with agencies for civil service/administration, and the Human Resources Subdivision of the BD BiH should intensify activities on the preparation and adoption of relevant regulations in the field of human resources management, taking into account the recommendations from the SIGMA Monitoring Report for BiH from 2022, and recommendations established through the project "Strengthening Human Resource Management in BiH"

It is recommended to the Ministry of Justice of BiH, the Federal Ministry of Justice, the Ministry of Administration and Local Self-Government of the Republika Srpska and the competent institution of the Brčko District of BiH to ensure the full participation of their representatives in projects funded by the EU or other donors in order to improve the legislative framework on the organization of admin-

istration and promote managerial accountability in public administration; to take steps to establish an effective system of monitoring administrative and judicial practice in administrative matters with reliable statistics in order to ensure the effective application of the right to administrative justice and the right to compensation caused by the wrongful work of the administration; complete the drafting of the law on freedom of access to information, which will be harmonized with the requirements for proactive transparency and openness of data, and refer it to the adoption procedure.

It is recommended that agencies for the civil service/administration and the Human Resources Subdivision of BD BiH increase the application of information technologies in the recruitment process using available budget and donor funds, take steps to ensure the interoperability of information systems from the HRM domain, as well as to establish unique training records financed from budget; ensure greater availability of salary data; to plan and to organize in 2023 trainings for civil servants in the area of regulatory impact assessment;

Stakeholder working group for Interoperability should create a standard of the common structure of the catalog of registers with the definition of the mandatory content of each register; and to draft, initiate and advocate the adoption of legislation for Metaregistries;

PARCO, in cooperation with DEI, should coordinate the programming and development of IPA III documentation for financing the establishment of prerequisites from the Action Plan (service catalog, shared service centers, ePayment, CA, GSB-Government service bus, elnboxes, Cloud), and the MTC of BiH, the General Secretariat of the CoM of BiH, IDDEEA, FMTC, General Secretariat of the Government of FBiH, FIA FBiH, MSTD HEIS RS, General Secretariat of the Government of RS, the Office of the PAR coordinator for BD BiH and the Sub-Department for Informatics should ensure the full participation of relevant officials in consultations for the preparation and implementation of planned activities.

Recommendations

State institutions

The Council of Ministers of BiH and the Parliamentary Assembly of BiH should amend the Law on the Ombudsman in order to eliminate the direct intervention of the executive power in approving the budget of the Ombudsman Institution and to ensure the financial independence of this institution.

The BiH Council of Ministers should adopt the Proposal for a Decision on the Amount of Fees for Issuing a Qualified Certificate, which will enable the use of a secure electronic signature;

The Council of Ministers of BiH should adopt the Rulebook on the internal organization and systematization of workplaces in the Ministry of Security of BiH in accordance with the provisions of the Decision of the Council of Ministers of BiH on the Designation of the Computer Incident Response Team for the institutions of BiH;

The Ministry of Security of BiH should make a clear plan with deadlines related to the definition and referral to the further procedure of the Cyber Security Strategy; and MCT should refer the Law on Cyber Security to a further procedure, and should initiate and refer the Proposal of the Law on Electronic Identification and Trust Services for Electronic Transactions to a new procedure;

The Ministry of Finance and Treasury of BiH should, in cooperation with the Directorate for Economic Planning of BiH, by the end of 2024, prepare

amendments to the Decision on the procedure of medium-term planning, monitoring and reporting in the institutions of BiH and amendments to the Instructions on Methodology in the Procedure of Medium-Term Planning, monitoring and reporting in the institutions of BiH and should submit them to the Council of Ministers of BiH for consideration and adoption;

The Ministry of Justice of BiH should, in cooperation with the General Secretariat of the Council of Ministers of BiH, by the end of the first quarter of 2023, prepare the Instruction on how to prepare the annual work program and work report in the institutions of BiH and submit it to the Council of Ministers of BiH for consideration and adoption; and in accordance with the SIGMA Principles, to prepare amendments to the Rules for consultation in the drafting of legal regulations and to submit them to the Council of Ministers of BiH for consideration and adoption;

At the BiH institution level, initiate amendments to the Law on the Agency for the Prevention of Corruption and Coordination of the Fight Against Corruption in the sense of including a provision that will foresee the obligation to prepare integrity plans, and initiate the adoption of the Strategy for the fight against Corruption.

Institutions at other administrative levels

By the end of 2024, the Federal Ministry of Justice should, in accordance with the SIGMA Principles, prepare amendments to the Regulation on rules for the participation of the interested public in the process of preparing federal legal regulations and other acts and submit it to the FBiH Government for adoption;

The Government of the RS should ensure the active participation of key institutions after the implementation of pilot activities in the Ministry of Local Administration and Self-Government of the RS regarding the improvement of the eOffice system, and support the expansion of the scope of the improved system to other institutions;

The Government of BD BiH should define clear institutional responsibility and authority for managing the DMS system; Analyze the most optimal model DMS system for BD BiH based on the optimal TCO model;

The Government of the FBiH should amend the necessary regulations for the organizational and institutional structure required for the digitization of services; Strengthen the institutional capacity of the FIA for the establishment of the eServices system, including the registration of business entities.



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**Tabular overview of the implementation of
the Action Plan for the reporting period**

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AREA 1 – POLICY DEVELOPMENT AND COORDINATION

OBJECTIVE: Strengthening coherence, participation, efficiency, control and transparency in the development management system and the decision-making process in public administration

TARGET INDICATORS		INDICATOR VALUES		
		BASELINE	TARGET	CURRENT
1.	Information about laws and regulations (% of those who indicate full confidence and indicate confidence)	43,00	60,00	43
2.	Government effectiveness (Percentile rank)	39,42	42,00	13,46
3.	Regulatory Quality (Percentile Rank)	48,56	56,00	46,15

Description of achievements	<p>According to the international indicators of the World Bank, which refer to the effectiveness of government and regulatory quality, there was a certain deterioration in the reporting period and the correction of the values of these indicators by years:</p> <p>Effectiveness of government - 2016.-37.02%, 2017.-34.13%, 2018.-27.40%, 2019.-27.88%, 2020.-12.98%, 2021.-13.46%.</p> <p>Regulatory quality - 2016.-49.04%, 2017.-51.44%, 2018.-48.08%, 2019.-48.56%, 2020.-44.71%, 2021.-46.15%.</p> <p>According to the Balkan Barometer indicator, in the reporting period, the perception of companies regarding the availability of relevant information on laws and regulations that may have an impact on their operations has not changed. The value of this indicator for 2020 is 48%, for 2021 26%, for 2022 43%.</p>
Risks/Problems	No risk/problems
Next steps	There are no next steps
Additional information	No additional information

MEASURE 1.1:

Strengthening the capacity of decision-makers at administrative levels in Bosnia and Herzegovina for the development of a competent and consistent decision-making system at all administrative levels

MEASURE INDICATORS		INDICATOR VALUES		
		BASELINE	TARGET	CURRENT
1. The number of administrative levels that have established a legal and institutional framework for coordinating the content of policy proposals that are referred to decision makers for adoption Points	Bosnia and Herzegovina	0/4	4/4	0/4
	<i>Institutions of BiH</i>	<i>0/1</i>	<i>1/1</i>	<i>0/1</i>
	<i>FBiH</i>	<i>0/1</i>	<i>1/1</i>	<i>0/1</i>
	<i>RS</i>	<i>0/1</i>	<i>1/1</i>	<i>0/1</i>
	<i>BD BiH</i>	<i>0/1</i>	<i>1/1</i>	<i>0/1</i>
2. Consistency of government centers in setting and implementing procedures (points) – SIGMA Points	Bosnia and Herzegovina	1	4	2
	<i>Institutions of BiH</i>	<i>1</i>	<i>4</i>	<i>2</i>
	<i>FBiH</i>	<i>1</i>	<i>4</i>	<i>3</i>
	<i>RS</i>	<i>1</i>	<i>4</i>	<i>1</i>
	<i>BD BiH</i>	<i>1</i>	<i>4</i>	<i>3</i>
Description of achievements	There was no progress in the implementation of the measure. The key functions necessary for an organized decision-making system have been established at all administrative levels, except for the function of coordinating the content of policy proposals. According to SIGMA's assessment from the monitoring report for BiH, legislative and decision-making processes have been established and defined by appropriate regulations at all administrative levels. However, in practice, the legal and financial supervision of policy proposals in the last stage of the decision-making process is not fully and consistently implemented. No central government institution reviews the proposals to check their coherence and consistency with the priorities and previously announced policies of the BiH Council of Ministers/government. Also, no central government institution is authorized to return draft proposals in case of inadequate content or package.			
Risks/Problems	Lack of understanding of the function of coordinating the content of policy proposals by decision-makers, as well as by civil servants and the lack of institutional and human capacities for the introduction of this function.			

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Next steps	Enact/improve the legal framework that would establish the function of coordinating the content of policy proposals and define the institutional competence for the implementation of the already mentioned function.
Additional information	No additional information.

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ACTIVITY 1.1.1	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Establish/improve the function of coordinating the content of policy proposals at all administrative levels: - Develop an analysis of legal frameworks regarding the establishment/improvement of the function of coordinating the content of policy proposals and making recommendations in accordance with SIGMA principles - Based on the recommendations from the analysis, provide support for the development of new or improvement of existing legal frameworks for the coordination of the content of policy proposals		BiH Council of Ministers, FBiH Government, RS Government, BD BiH Government					Iq 2022				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
	INDICATORS		<i>INDICATOR VALUES:</i>					<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
			An analysis with recommendations is made		BASELINE		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	
					TARGET		<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	
			Legal frameworks for coordinating the content of policy proposals are established i.e., improved		CURRENT		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	
					BASELINE		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	
			TARGET		<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>			
CURRENT		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>						
Description of achievements		In the reporting period, there was no progress in the implementation of this activity.										
Risks/Problems		Insufficient and inadequate understanding of the function of coordinating the content of policy proposals that should be established. Lack of institutional and human capacities to implement the function that needs to be established. Absence of political support for the establishment of the function.										
Next steps		Exchange of experiences with countries that have established this function.										
Additional information		No additional information.										

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ACTIVITY 1.1.2	ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:			
	Develop and implement a training plan to implement the function of coordinating the content of policy proposals at all administrative levels		BiH Civil Service Agency, FBiH Civil Service Agency, Republika Srpska Civil Service Agency, the HR Sub-Division of Brčko District of Bosnia and Herzegovina				4q 2022			
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:							
	INDICATORS			INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
		Degree of the training plan implementation	BASELINE		0%	0%	0%	0%	0%	
			TARGET		90%	90%	90%	90%	90%	
CURRENT			0%	0%	0%	0%	0%			
Description of achievements		In the reporting period, there was no progress in the implementation of this activity, because the prerequisites for its implementation were not created. The implementation of this activity is related to the implementation of activity 1.1.1.								
Risks/Problems		Untimely implementation of activity 1.1.1., without the implementation of which there is no basis for creating and implementing a training plan. Insufficient resources and weak capabilities of institutions to implement the measure's activities.								
Next steps		Exchange of experiences with countries that have established this function.								
Additional information		No additional information.								

MEASURE 1.2:

Improvement of the system of strategic, medium-term and annual planning in Bosnia and Herzegovina at every administrative level through inter-institutional cooperation and compliance with the budgeting process and available public financial resources and the requirements of European integration, respecting the constitutional and legal structure of Bosnia and Herzegovina

MEASURE INDICATORS		INDICATOR VALUES		
		BASELINE	TARGET	CURRENT
1. Adequacy of the legal framework for policy planning at each administrative level - SIGMA	Bosnia and Herzegovina	3/7	7/7	6/7
	<i>Institutions of BiH</i>	<i>3/7</i>	<i>7/7</i>	<i>4/7</i>
	<i>FBiH</i>	<i>3/7</i>	<i>7/7</i>	<i>7/7</i>
	<i>RS</i>	<i>3/7</i>	<i>7/7</i>	<i>6/7</i>
	<i>BD BiH</i>	<i>3/7</i>	<i>7/7</i>	<i>7/7</i>
2. The legal framework at each administrative level enables proper monitoring and reporting - SIGMA	Bosnia and Herzegovina	3/8	8/8	4/8
	<i>Institutions of BiH</i>	<i>3/8</i>	<i>8/8</i>	<i>3/8</i>
	<i>FBiH</i>	<i>3/8</i>	<i>8/8</i>	<i>4/8</i>
	<i>RS</i>	<i>3/8</i>	<i>8/8</i>	<i>5/8</i>
	<i>BD BiH</i>	<i>3/8</i>	<i>8/8</i>	<i>4/8</i>







Description of achievements

Some progress was made in the implementation of the measure. In the reporting period, the systems of strategic, mid-term and annual planning in Bosnia and Herzegovina were improved. At the level of BiH institutions, the Council of Ministers of BiH passed the Decision on annual work planning and the method of monitoring and reporting on work in BiH institutions (Official Gazette of BiH, number 80/22). In the Federation of Bosnia and Herzegovina, a framework for the establishment of a system of strategic, mid-term and annual planning was adopted. The capacities of federal institutions to implement planning, monitoring and reporting systems have been improved. In Republika Srpska, the Law on Strategic Planning and Development Management ("Official Gazette of Republika Srpska", No. 63/21) was adopted, which significantly improved the system of strategic, mid-term and annual planning compared to the earlier Decision on the Planning Procedure which, before entering into force, The strategic planning system was regulated by the Act. On the basis of the law, the Government of the

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	<p>Republika Srpska adopted the Decree on Strategic Documents ("Official Gazette of the Republika Srpska", No. 94/21) and the Decree on Implementation Documents ("Official Gazette of the Republika Srpska", No. 8/22), which regulate the drafting process in more detail, monitoring and reporting on the implementation of strategic and implementation documents in the Republika Srpska. The capacities of the institutions in Republika Srpska for the implementation of the new system for planning, monitoring and reporting have been improved. In the Brčko District of BiH, the Law on the Budget of the Brčko District of BiH and the Rulebook on the content and methodology of creation, the system of monitoring and supervision of the Implementation of Strategic Documents and Implementation Documents were adopted, which made a great step forward in determining the concept of building a system of strategic planning and development management in the Brčko District of BiH. In addition, the capacities of the institutions of the Brčko District of BiH for the implementation of the new system for planning, monitoring and reporting have been improved.</p> <p>According to the assessment of SIGMA in the monitoring report for BiH from 2021, the legal framework for planning, including sectoral planning, is mostly adequate, except at the level of the institutions of BiH, which does not have a regulatory framework for sectoral planning. Medium-term policy planning systems are established by special laws and regulations at all administrative levels. With the exception of the state level, they are newer and not yet fully operational. In the Republika Srpska, the new planning framework does not contain a provision that sector strategies include information on costs and sources of financing. The role of policy planning at the level of the Council of Ministers/Governments by the central government institutions is assigned at all administrative levels. When it comes to the legal framework that regulates monitoring and reporting on the implementation of key central planning documents of the Council of Ministers/Governments, it does not fully establish the requirements and standards for reporting on key government planning documents, including European integration and sector strategies. In addition, no formal requirements have been established for the publication of reports on key planning documents of the Council of Ministers/Government at all levels (except for reports on budget execution). In the period after the preparation of the SIGMA monitoring report for BiH from 2021, the Council of Ministers of BiH adopted the Decision on the annual planning of work and the method of monitoring and reporting on work in the institutions of BiH (Official Gazette of BiH, number 80/22). Adopting this Decision stipulates the obligation to publish the annual work program and annual report on the work of the Council of Ministers of BiH on the website of the Council of Ministers of BiH, as well as the annual work program and annual report on the work of other institutions of BiH on their websites. Additionally, the Government of Republika Srpska adopted the Decree on Implementation Documents in Republika Srpska (Official Gazette of Republika Srpska, No. 8/2022), which stipulates the obligation to publish the annual report on the implementation of the strategic document on the Government's website.</p>
Risks/Problems	Insufficient support from decision-makers for the establishment of a system of long-term/sectoral planning, monitoring and reporting at the level of BiH institutions.
Next steps	Establish a legal and methodological framework for long-term/sectoral planning, monitoring and reporting at the level of BiH institutions.
Additional information	No additional information.

ACTIVITY 1.2.1

ACTIVITY:	RESPONSIBLE INSTITUTIONS:	IMPLEMENTATION DEADLINE:					
Adopt/improve the legal framework for strategic, medium-term and annual planning, monitoring and reporting at all administrative levels in BiH -	Ministry of Justice of BiH, Directorate for Economic Planning of BiH, Ministry of Finance and Treasury of BiH, General Secretariat of the Council of Ministers of BiH, Federal Ministry of Justice, Federal Institute for Development Programming, Ministry of Administration and Local Self-Government of the Republika Srpska, General Secretariat of the Government of the Republika Srpska, Secretariat of the Government of Brčko District Bosnia and Herzegovina	2q 2021 					
ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:							
INDICATORS	INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
	An analysis with recommendations is made	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
		TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
		CURRENT	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
	Legal frameworks are established i.e., improved	BASELINE	<i>0/1</i>	<i>1/1</i>	<i>0/1</i>	<i>0/1</i>	<i>1/4</i>
		TARGET	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>4/4</i>
		CURRENT	<i>0/1</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>3/4</i>
	Quality of reporting documents - SIGMA	BASELINE	<i>0/12</i>	<i>0/12</i>	<i>0/12</i>	<i>0/12</i>	<i>0/12</i>
		TARGET	<i>5/12</i>	<i>5/12</i>	<i>5/12</i>	<i>5/12</i>	<i>5/12</i>
		CURRENT	<i>0/12</i>	<i>2/12</i>	<i>0/12</i>	<i>2/12</i>	<i>1/12</i>
	Public availability of government reports - SIGMA	BASLINE	<i>3/5</i>	<i>3/5</i>	<i>3/5</i>	<i>3/5</i>	<i>3/5</i>
		TARGET	<i>4/5</i>	<i>4/5</i>	<i>4/5</i>	<i>4/5</i>	<i>4/5</i>
		CURRENT	<i>1/5</i>	<i>1/5</i>	<i>1/5</i>	<i>0/5</i>	<i>1/5</i>







Description of achievements	In the reporting period, progress was made in the implementation of this activity. At the level of BiH institutions, the Council of Ministers of BiH passed the Decision on annual work planning and the method of monitoring and reporting on work in BiH institutions (Official Gazette of BiH, number 80/22). The Ministry of Justice of Bosnia and Herzegovina prepared a preliminary draft of the Instructions on how to prepare the annual work program and work report in the institutions of Bosnia and Herzegovina, which should be coordinated with the General Secretariat of the
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	<p>Council of Ministers of Bosnia and Herzegovina. No significant progress has been made in the creation of a legal framework for long-term or sectoral planning. After the prepared Report on the assessment of the impact on the system of long-term planning in the institutions of BiH, no significant progress was made in the selection of options and the preparation of regulations that would regulate long-term/sectoral planning. The Ministry of Finance and Treasury of BiH, in cooperation and within the framework of the project "Further support for the management of public finances in BiH", which is financed by the EU, together with representatives of the Directorate for Economic Planning of the Council of Ministers of BiH, worked on amending the existing regulations governing the system of medium-term planning, monitoring and reporting. In the institutions of BiH, with the aim of joint work on improvements related to the field of program budgeting in connection with medium-term budget planning and medium-term planning, as well as their binding. A GAP analysis was prepared with recommendations for the institutions of BiH in the field of improving program budgeting in connection with medium-term budget planning and medium-term planning, an analysis of basic by-laws was performed, including budget instructions and methodology for program budgeting and medium-term budget planning, as a draft of the amended Decision on Procedure medium-term planning, monitoring and reporting in BiH institutions, which represents a significant step towards the implementation of the Strategy for the Improvement of Public Finance Management of BiH Institutions 2021-2025. The activities that have been undertaken and will contribute to improvement in the area of program budgeting and medium-term planning relate to defining the elements of the program budget, the medium-term work plan of the institution and the medium-term work program of the Council of Ministers. At the level of the Federation of Bosnia and Herzegovina, a legal framework for strategic, mid-term and annual planning, monitoring and reporting has been adopted. In the Republika Srpska, the Law on Strategic Planning and Development Management ("Official Gazette of the Republika Srpska", No. 63/21) was adopted, which significantly improved the system of strategic, mid-term and annual planning compared to the earlier Decision on the Planning Procedure which, before entering into force, the strategic planning system was regulated well. On the basis of the law, the Government of the Republika Srpska adopted the Decree on Strategic Documents ("Official Gazette of Republika Srpska", No. 94/21) and the Decree on Implementation Documents ("Official Gazette of the Republika Srpska", No. 8/22), which regulate the drafting process in more detail, as well as monitoring and reporting on the implementation of strategic and implementation documents in the Republika Srpska. In the Brčko District of BiH, the Law on the Budget of the Brčko District of BiH and the Rulebook on the content and methodology of creation, the system of monitoring and supervision of the Implementation of Strategic Documents and implementation documents were adopted, which made a great step forward in determining the concept of building a system of strategic planning and development management in the Brčko District of BiH.</p> <p>When it comes to the quality of reporting documents (report on the work of the Council of Ministers/Governments), according to SIGMA's assessment in the monitoring report for BiH from 2021, it is mostly poor, because the reports do not contain information on progress towards achieving outcomes and goals. The reports on the work of the Council of Ministers of BiH and the Government of Republika Srpska for the year 2020 were not submitted for evaluation, while the analysis of the reports on the work of the Government of the Federation of BiH and the Government of the Brčko District for the year 2020 showed that they contain information on achieving results, but not outcomes. According to SIGMA, public availability of government reports (report on budget execution, report on government work including legislative activities, report</p>
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	on the implementation of sectoral strategies) is very limited. The budget execution report is publicly available at the levels of the institutions of BiH, the Federation of BiH and Republika Srpska. Other reports are not publicly available at any administrative level.
Risks/Problems	<p>Adequate and timely implementation of the new normative framework for strategic planning.</p> <p>Uncoordinated establishment of a legal framework for strategic, mid-term and annual planning at the level of BiH institutions.</p> <p>The activity for improvement of the legal framework for annual planning, monitoring and reporting at the level of BiH institutions carries the risk of the Council of Ministers of BiH for not adopting the Instructions on how to prepare the annual work program and work report in BiH institutions.</p>
Next steps	<p>Further improvement and training of human capacities for the implementation of the new normative framework for strategic planning.</p> <p>Prepare Instructions on how to prepare the annual work program and reports on work in the institutions of BiH and send it to the Council of Ministers of BiH for adoption.</p> <p>Improve the legal framework for medium-term planning, monitoring and reporting at the level of BiH institutions.</p>
Additional information	No additional information.

ACTIVITY 1.2.2

ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
Train institutions for the process of planning, monitoring and reporting - develop a training program and plan, implement a training program, assess the degree of maturity at the end of the period.	BiH Civil Service Agency, FBiH Civil Service Agency, Republika Srpska Civil Service Agency, the HR Sub-Division of Brčko District of Bosnia and Herzegovina					4q 2021				
	ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
	INDICATOR VALUES:					<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
	INDICATORS	Degree of maturity of institutions for the planning, monitoring and reporting processPossible values:	BASELINE	1.phase	1.phase	1.phase	1.phase	1.phase	1.phase	
			TARGET	2.phase	2.phase	2.phase	2.phase	2.phase	2.phase	
		Phase 1 - establishment (launch and ad hoc); Phase 2 - the functions are performed (structure and proactivity); Phase 3 - managed (focused management); Phase 4 - optimisation and improvement	CURRENT	1.phase	2.phase	2.phase	2.phase	2.phase	1.phase	
BLV: Phase 1 - establishment (cumulative for all levels - mean)										
	TV: Phase 2 - the functions are performed									
Description of achievements	At the level of BiH institutions, the prerequisites for the implementation of this activity have not been achieved, because the legal framework for long-term/sectoral planning, monitoring and reporting has not been established, the legal framework for medium-term planning, monitoring and reporting has not been improved, while the legal framework for annual planning, monitoring and reporting is partially improved. The capacities of the institutions in the Federation of BiH for the implementation of planning, monitoring and reporting systems have been improved. Training was carried out for personnel in federal institutions who are trained to create strategic planning documents. With the support of the Integrated Local Development Project (ILDp) and the Project of Support for the Preparation for the Implementation of the Sustainable Development Goals (SDGs) in BiH, a training program for trainers (ToT) in the field of strategic planning and the creation of strategic documents in the Federation of BiH was prepared and implemented. The goal of this program was to train a new generation of trainers and consultants, who, in accordance with the new regulatory and methodological framework for the creation of strategic documents in the Federation of Bosnia and Herzegovina, would provide training and consulting services to federal and cantonal administration bodies and local self-government units. Within the framework of this program, three training sessions for trainers in the field of strategic planning and the creation of strategic documents in the Federation of BiH were implemented for a total of 60 external trainers and consultants, as well as practitioners from administrative bodies in the									







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	<p>Federation of BiH. In the last quarter of 2020, through the Civil Service Agency of the Federation of Bosnia and Herzegovina, a training program was created for strategic planning and preparation of strategic documents, as well as three-year and annual planning and reporting in accordance with the by-law framework. Initial trainings were held for all levels of government in the Federation of Bosnia and Herzegovina. In 2021, the Federal Institute for Development Programming and the Civil Service Agency of the Federation of BiH, with the support of the ILDP UNDP project, implemented a training program (workshops and mentoring) on the application of the Regulation on three-year and annual work planning, monitoring and evaluation in the Federation of BiH for federal official.</p> <p>The capacities of the institutions in the Republika Srpska for the implementation of the new system for planning, monitoring and reporting have been improved. Within the framework of the UNDP Project - ILDP, after the adoption of the normative framework for strategic planning, a training program and plan for the development of strategies and implementation documents were created, based on which, in cooperation with the Agency for Civil Service, training sessions for strategic planning trainers were organized. The trainers who underwent the above training were mostly civil servants. In 2021, one online training was held for strategic, medium-term and annual planning, monitoring and reporting - a total of 22 institutions (at least one representative from each), about 22 civil servants. In addition, the Network of Practitioners for Strategic Planning in Republika Srpska was established as part of the GIZ SPI Project, whose members are representatives of ministries. A new normative framework for strategic planning was presented during the meetings of the network of practitioners. The network of practitioners continues to work with the support of the UNDP SDG 2 Project. The network of practitioners is one of the ways of training institutions for the planning process. Also, within the framework of the same project, mentoring support to ministries for the creation of medium-term work plans is planned.</p> <p>The capacities of institutions in the Brčko District of BiH for the implementation of the new system for planning, monitoring and reporting have been improved. In order to enable the proper application of the Rulebook on the content and methodology of drafting, the system of monitoring and supervising the implementation of strategic and implementation documents, the Department for Strategic Planning, in cooperation with UNDP BiH, conducted trainings for the drafting and implementation of strategic documents, monitoring and reporting, as well as a large number of trainings for creating institutional plans and reports on the work of budgetary beneficiaries, extrabudgetary funds and extrabudgetary beneficiaries. In 2021, 29 trainings were held in which a total of 416 employees took part. In addition to the aforementioned trainings, in 2021, in order to support administrative bodies and institutions, the Department for Strategic Planning held a minimum of 80 individual trainings in the field of strategic, medium-term and annual planning, monitoring and reporting, in which a total of 300 employees took part. In 2022, in cooperation with UNDP BiH, one training was held related to the preparation of the Annual Work Report, for 27 competent bodies and 77 employees who took part in it. In addition to the aforementioned training, in 2022, the Department for Strategic Planning, in order to support administrative bodies and institutions, held at least 90 individual trainings in the field of strategic, medium-term and annual planning, monitoring and reporting, in which a total of 350 employees took part. These trainings included 27 competent authorities, which are obliged to prepare the aforementioned strategic and implementation documents in accordance with the Rulebook.</p>
Risks/Problems	Impossibility of holding trainings due to lack of financial resources.
Next steps	<p>Trainings, support to the Network of Practitioners, mentoring in the creation of strategies and implementation documents in ministries.</p> <p>A team of competent planning institutions was created to evaluate existing education programs and establish the function of monitoring the implementation of activities and its evaluation, as well as assessing the maturity of the function of the Council of Ministers of BiH.</p>

Additional information	No additional information.
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ACTIVITY 1.2.3

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:	
Adopt/improve the methodology for long-term/sectoral planning at all administrative levels in BiH		BiH Directorate for Economic Planning, Federal Institute for Development Programming, Secretariat general of the Republika Srpska Government, Secretariat for Legislation of the Republika Srpska Government , Secretariat of the Government of the Brčko District					2q 2021	
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:						
INDICATORS	INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>	
	Document adopted	BASELINE	0/1	1/1	0/1	0/1	1/4	
		TARGET	1/1	1/1	1/1	1/1	4/4	
		CURRENT	0/1	1/1	1/1	1/1	3/4	
Description of achievements	<p>In the reporting period, progress was made in the implementation of activities. The methodology for long-term planning in the Republika Srpska was adopted and improved through the Regulation on strategic documents ("Official Gazette of the Republika Srpska", number 94/21), which prescribes the exact procedure for creating long-term strategic documents, the period of validity, mandatory components, etc. The regulation is additionally explained and elaborated through the Manual on strategic planning, which was created with the support of the ILDP Project. A methodology for long-term, sectoral planning was adopted in the Federation of BiH. With the technical support of the Integrated Local Development Project (ILDP), manuals for the creation and evaluation of strategic documents, as well as for three-year and annual work planning, monitoring and reporting, were created, which will show and facilitate the process of creating strategic documents in a practical way for all levels of government in the Federation of Bosnia and Herzegovina, institutional three-year and annual plans and reports on their implementation. The methodological manuals follow the by-laws that were adopted in 2019, and are prescribed by the Law on Development Planning and Development Management in the Federation of BiH (adopted in 2017). In the Brčko District of BiH, the Rulebook on the content and methodology of drafting, the system of monitoring and supervising the implementation of strategic documents and implementation documents regulates long-term/sectoral planning procedures.</p> <p>By the conclusion of the Council of Ministers of BiH from the 173rd session held on June 6, 2019, the Directorate for Economic Planning (DEP) of the CoM of BiH is in charge of carrying out an impact assessment for the establishment of a long-term planning system in the institutions of BiH. In accordance with the aforementioned conclusion, the DEP prepared a report on the assessment of the effects on the system of long-term planning in the institutions of BiH, which was sent to the CoM for adoption. The main goal of the impact assessment is to examine all available solutions in order to create a picture of their effectiveness, which would enable the selection of the best solution to create a better legal environment for the development of the strategic planning system.The assumption of this impact assessment is that the basic issues of the functional arrangement of the strategic planning system should be contained in the future legal framework of the same. The purpose of this impact</p>							

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	assessment is to indicate the most optimal model of legal determination and regulation of the strategic planning system, respecting and using the best European and regional experiences and practices. This would enable civil servants, as well as the institutions involved in strategic planning, to operate more easily, i.e. to work under standardized conditions of optimal infrastructure equipment, but also to support institutions in the preparation of strategic documents and their implementation. The CoM of BiH did not consider the Report on the assessment of the effects on the system of long-term planning in the institutions of Bosnia and Herzegovina, because that item was removed from the agenda of the 13th session at the request of the Cabinet of the CoM of the chairman, because the positions were not agreed, that is, the suggestions of the competent institutions from the Republika Srpska were not taken into account. The Directorate for Economic Planning sent a letter to the General Secretariat of the Government of Republika Srpska requesting an opinion on the Report on the Impact Assessment on the System of Long-Term Planning in BiH Institutions. In the response of the secretariat, it was stated, among other things, that representatives of entities responsible for planning should participate in the preparation of the report, i.e. representatives of all levels of government in order to find the best possible solution for long-term planning at the level of BiH institutions.
Risks/Problems	Insufficient support from decision-makers for the establishment of a system of long-term/sectoral planning, monitoring and reporting at the level of BiH institutions.
Next steps	Further training of officials for the preparation of long-term strategic documents. Establish a network of practitioners for strategic/long-term planning. Proactively initiate a campaign to raise awareness at the political and institutional level about the benefits of long-term planning.
Additional information	No additional information.

ACTIVITY 1.2.4

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:			
Adopt/improve the IT support for planning, monitoring and reporting at all administrative levels in BiH.		BiH Ministry of Finance and Treasury, Secretariat General of the BiH Council of Ministers, BiH Directorate for Economic Planning, Federal Institute for Development Programming, Secretariat General of the FBiH Government, Secretariat General of the Republika Srpska Government, Secretariat of the Brčko District Government, Brčko District Finance Directorate					4q 2021			
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:								
INDICATORS	INDICATOR VALUES:			<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>		
	Operational information system			BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	
				TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	
				CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	
Description of achievements	In the reporting period, there were no activities on the development/improvement of IT support for the process of strategic planning, monitoring and reporting.									
Risks/Problems	Availability of financial resources for the implementation of activities.									
Next steps	At the FBiH level, in the future, work will be done on the development of a software solution for program budgeting, which will also improve IT support for planning, monitoring and reporting.									
Additional information	No additional information.									

MEASURE 1.3:

Strengthening the evidence-based decision-making system and enhancing analytical capacities at all administrative levels through improved application of analytical tools for decision-making based on arguments and evidence

MEASURE INDICATORS		INDICATOR VALUES		
		BASELINE	TARGET	CURRENT
1. Percentage of draft laws, by laws, public policies and regulations that have undergone the regulatory impact assessment	Bosnia and Herzegovina	n/a	50%	0%
	<i>Institutions of BiH</i>	<i>n/a</i>	<i>50%</i>	<i>0%</i>
	<i>FBiH</i>	<i>n/a</i>	<i>50%</i>	<i>0%</i>
	<i>RS</i>	<i>n/a</i>	<i>50%</i>	<i>0%</i>
	<i>BD BiH</i>	<i>n/a</i>	<i>50%</i>	<i>0%</i>
2. Use of RIA – SIGMA	Bosnia and Herzegovina	0/3	2/3	1/3
	<i>Institutions of BiH</i>	<i>0/3</i>	<i>2/3</i>	<i>1/3</i>
	<i>FBiH</i>	<i>0/3</i>	<i>2/3</i>	<i>1/3</i>
	<i>RS</i>	<i>0/3</i>	<i>2/3</i>	<i>1/3</i>
	<i>BD BiH</i>	<i>0/3</i>	<i>2/3</i>	<i>1/3</i>

Description of achievements

There was no progress in the implementation of the measure. At the level of BiH institutions, the system of decision-making based on evidence and the strengthening of analytical capacities is in its infancy. The capacities of BiH institutions for drafting, coordinating drafting and quality control of new policy proposals/regulations, before they are submitted to the Council of Ministers of BiH for approval, are insufficient, both in terms of the number of civil servants employed, as well as in their training, skills and experience in these jobs. In the reporting period, the capacities of civil servants at the level of BiH institutions to carry out impact assessments of regulations were partially improved. In the Republika Srpska, according to the data of the Ministry of Economy and Entrepreneurship of the Republika Srpska, it is evident that the capacities of civil servants to carry out impact assessment of regulations have been improved and that a brief analysis of impact assessment of regulations is carried out on all drafts/proposals of laws. However, the scope of application of the assessment of the impact of regulations in the policy development process by administrative levels has not been determined, because the necessary data for the reporting

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	<p>period have not been submitted. Additionally, according to SIGMA's assessment in the monitoring report for BiH from 2021, requirements for the use of regulatory impact assessment (RIA) have been incorporated into systems for policy making at all administrative levels. However, despite the requirements for the use of RIA and the availability of methodologies and guidelines at all administrative levels, the overall quality of analyzes accompanying policy proposals is very poor at all administrative levels. Also, the requirement to assess the financial implications of policy proposals is regulated at all administrative levels, but it is not always implemented consistently. Given that comprehensive RIAs are rarely developed in practice, RIA systems cannot provide essential information for the process of policy development and adoption.</p>
Risks/Problems	<p>Weak awareness of the necessity of establishing a function and capacity to assess the impact of regulations on the quality of the legislative framework.</p> <p>Lack of human capacity, and frequent changes of officials who are in charge of drafting regulations and who have undergone training in impact assessment.</p> <p>The availability of data necessary for determining the value of indicators that measure the scope of application of the assessment of the impact of regulations in the process of policy development.</p>
Next steps	<p>Launch a campaign on the quality of the legislative framework by establishing a network and organizing a set of panels on the process of drafting policies and regulations in BiH.</p> <p>Trainings for civil servants who work on policy development, with a focus on strengthening analytical skills and implementing the process of assessing the impact of regulations.</p>
Additional information	<p>No additional information.</p>

ACTIVITY 1.3.1	ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:				
	Establish a mechanism for collecting, recording and submitting data on:		Secretariat General of the BiH Council of Ministers, Ministry of Economy and Entrepreneurship of the Republika Srpska, Secretariat General of the FBiH Government, Secretariat of the Government of the Brčko District				Iq 2021 + continuously by the end of 2022				
	- the number of legal acts submitted to decision makers for consideration (the BiH Council of Ministers / FBiH Government / Government of Republika Srpska / Government of Brčko District of BiH) along with underpinning RIA developed in line with the procedures;		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:		<div></div>	<div></div>	<div></div>	<div></div>	<div></div>		
	- the total number of legal acts submitted to decision makers for consideration (the BiH Council of Ministers / FBiH Government / Government of Republika Srpska / Government of Brčko District of BiH) - note: this number refers only to the legal acts submitted for the first time Legal acts that have been sent back for revision and resubmitted for consideration, regardless of the incidence rate, shall be counted as one.		INDICATORS	INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH	
				Data for determining the value of indicators at the level of Measure 3 are available		BASELINE	no	no	no	no	no
						TARGET	yes	yes	yes	yes	yes
				CURRENT	no	no	no	no	no		
Description of achievements		In the reporting period, there was no progress in the implementation of activities. The mechanism for collecting and recording the data needed to determine the value of the indicators used to measure the extent of application of the assessment of the impact of regulations in the policy development process has been established at the level of BiH institutions. At the level of BiH institutions, all acts submitted to the Council of Ministers of BiH for consideration and adoption or adoption are received in the General Secretariat of the Council of Ministers of BiH in the eOffice and properly protocolized, recorded and delivered to the processors, i.e. civil servants in accordance with the provisions of the regulations that regulate administration business, and in that way were clearly and accurately collected and recorded. Also, after the end of the calendar year, reports on the work of each of the basic organizational units are prepared, which ultimately forms a report on the work of the General Secretariat of the Council of Ministers for the past calendar year. In order to prepare the above-mentioned report with quality and accuracy, each of the executors is also obliged to prepare his own work report for the jobs and work tasks of the workplace to which he was appointed. The necessary data, according to the methodology from the indicator passport, from the level of the institutions of BiH and the Federation of BiH have not been submitted, while the submitted data from Brčko District of BiH, according to the methodology from the indicator passport, are neither complete nor applicable. According to the submitted data of the Ministry of Economy and Entrepreneurship of Republika Srpska, a brief analysis of the									

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	assessment of the impact of regulations is carried out on all drafts/proposals of laws, so in 2020, 91 laws with an assessment of the impact of regulations were submitted to the Government of Republika Srpska, in 2021 92 laws and in 2022 in the year 106 of the law. However, according to the methodology from the indicator passport, this data is neither complete nor applicable. Bearing in mind all of the above, the scope of application of the impact assessment of regulations in the policy development process could not be determined.
Risks/Problems	The availability of data necessary for determining the value of indicators that measure the scope of application of the assessment of the impact of regulations in the process of policy development.
Next steps	There is no next steps.
Additional information	No additional information.

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ACTIVITY 1.3.2	ACTIVITIES:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Develop/improve the methodological framework (methodology, manual, guidelines) for assessing RIA at each administrative level		BiH Ministry of Justice, FBiH Ministry of Justice, Ministry of Administration and Local Self-Government of the Republika Srpska, Ministry of Economy and Entrepreneurship of the Republika Srpska, Legislative Office of the Brčko District Mayor					2q 2021				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
	INDICATORS			INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>		
		A set of methodological documents completed		BASELINE		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>		
				TARGET		<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>		
				CURRENT		<i>no</i>	<i>no</i>	<i>yes</i>	<i>no</i>	<i>no</i>		
	Description of achievements		In the reporting period, there was no progress in the implementation of activities at the level of BiH institutions, in the Federation of BiH and Brčko District of BiH. At the level of BiH institutions, in the Federation of BiH and in the Brčko District of BiH, there was no activity on the preparation of the Manual on the Assessment of the Impact of Regulations. In the Republika Srpska, the Manual on Assessment of the Impact of Regulations from 2013 is in force and there is no need for its improvement.									
	Risks/Problems		Lack of human capacity for the preparation of the Manual on the assessment of the impact of regulations.									
	Next steps		Create a Manual on assessing the impact of regulations at the level of BiH institutions, in the Federation of BiH and in the Brčko District of BiH.									
Additional information		No additional information.										

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ACTIVITY 1.3.3

ACTIVITY:	Develop rules for the development of public policies and other general acts at all administrative levels in BiH	RESPONSIBLE INSTITUTIONS:	BiH Ministry of Justice, Secretariat General of the BiH Council of Ministers, Legislative Office of the BiH Council of Ministers, Secretariat General of the FBiH Government, Secretariat General of the RS Government, Secretariat for Legislation of RS Government, Secretariat of Brčko District				IMPLEMENTATION DEADLINE:	1q 2021	
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:							
		INDICATORS	INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH
			Document adopted	BASELINE	0/1	0/1	0/1	0/1	0/4
				TARGET	1/1	1/1	1/1	1/1	4/4
	CURRENT	0/1	0/1	0/1	0/1	0/4			
Description of achievements	In the reporting period, there was no progress in the implementation of activities.								
Risks/Problems	Lack of human capacity to create rules for creating public policies.								
Next steps	To perform an analysis of existing documents (general acts) that regulate the field of public policy making.Identifying areas that are not covered or prescribed by these documents in order to determine priority issues that need to be regulated. Analysis of issues that should be regulated by rules for the development of public policies and the establishment of an expert body for the preparation of this document.								
Additional information	No additional information.								

ACTIVITY 1.3.4

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE		
Develop a training plan and organize trainings courses for civil servants conducting RIA and civil servants controlling the completed RIAs		BiH Civil Service Agency, FBiH Civil Service Agency, Republika Srpska Civil Service Agency, the HR Sub-Division of Brčko District of Bosnia and Herzegovina					4q 2021 + continuously by the end of 2022		
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:							
INDICATORS		INDICATOR VALUES:			<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
	Degree of the training plan implementation	BASELINE			0%	0%	0%	0%	0%
		TARGET			90%	90%	90%	90%	90%
		CURRENT			100%	0%	100%	0%	50%
Description of achievements	Progress has been made in the implementation of activities at the level of BiH institutions and in the Republika Srpska. The capacities of civil servants at the level of BiH institutions that carry out the regulatory impact assessment procedure and control the implemented regulatory impact assessment procedure of regulations have been partially improved. In 2020, out of 7 planned trainings, 5 trainings were realized for 67 civil servants. In 2021, 7 trainings for 213 civil servants were planned and implemented. In 2022, 3 trainings were planned, but 5 trainings were realized for 157 civil servants. In the Republika Srpska, civil servants are regularly trained to assess the impact of regulations, which is carried out by the Ministry of Economy and Entrepreneurship of the Republika Srpska through the Civil Service Agency. By 2020, 160 civil servants have undergone training. Due to the corona, the trainings were not implemented in 2020 and 2021. In 2022, 1 training for 20 civil servants was planned and implemented. When it comes to the capacities of civil servants in the Federation of BiH and the Brčko District of BiH, who carry out the impact assessment procedure and control the implemented impact assessment procedure of regulations, it was not possible to evaluate the progress of the activities in the reporting period, because the competent institutions did not submit data on planned and implemented trainings for civil servants in the area of regulatory impact assessment.								
Risks/Problems	No risk/problem.								
Next steps	Organize a visit to one of the neighboring countries for civil servants who control the assessment of the impact of regulations in order to exchange experiences and improve the field.								

Additional information	No additional information.
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ACTIVITY 1.3.5	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:	
	Establish a publicly available database of all legal regulations adopted by the authorities at all administrative levels in BiH (note: this activity is related to activity 4.2.25)		Legislative Office of the BiH Council of Ministers, FBiH Government Office for Legislation and Alignment with the EU Acquis, Secretariat for Legislation of the RS Government, Legislative Office of the Brčko District Mayor					4q 2021	
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:						
	INDICATORS			INCATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>
				BASELINE		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
				TARGET		<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
				CURRENT		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
	Description of achievements	In the reporting period, there was no progress in the implementation of activities.							
	Risks/Problems	Availability of financial resources for the implementation of activities.							
	Next steps	Perform an analysis of the activities undertaken so far to implement the establishment of a database of all regulations in order to possibly supplement and harmonize the existing project documentation, in terms of institutions responsible for managing the database, existing databases at individual levels, proposed IT solutions, training system for officials who will perform data entry to the base and all other segments of the project.							
	Additional information	No additional information.							

ACTIVITY 1.3.6	ACTIVITY:		RESPONSIBLE INSTITUTIONS:			IMPLEMENTATION DEADLINE:		
	Develop software to support legislative drafting process		Legislative Office of the BiH Council of Ministers, FBiH Government Office for Legislation and Alignment with the EU Acquis, Secretariat for Legislation of the RS Government, Legislative Office of the Brčko District Mayor			4q 2022		
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:			●	●	●
	INDICATORS	INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
		Information system is operational	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
			TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
			CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
ACTIVITY 1.3.6	Description of achievements	In the reporting period, there was no progress in the implementation of activities						
	Risks/Problems	The risk of developing software is the impossibility of creating unified forms that will suit all processors of regulations in all areas and their application. Inadequate training of officials who will apply the software. Impossibility to meet the deadline in which it is necessary to create the software. Availability of financial resources for the implementation of activities.						
	Next steps	Carry out an analysis of the activities undertaken so far in the implementation of the Development of software to support the drafting of regulations (analysis of all steps taken by the processor during the process of drafting regulations and steps in the process of control and compliance of regulations with the Constitution, the legal system and the Rules for drafting laws and other regulations, of all types acts that individual institutions prepare/adopt, proposed IT solutions, necessary professional staff for software development, training plan for officials who will work on the base) in order to eventually supplement the existing project documentation, carry out the necessary approval procedures at all administrative levels, i.e. acquire prerequisites for the creation of software.						
	Additional information	No additional information.						

MEASURE 1.4:

Ensuring inclusive approach and involvement of public in creating, implementing and monitoring strategic plans, public policies and regulations

MEASURE INDICATORS		INDICATOR VALUES		
		BASELINE	TARGET	CURRENT
1. Percentage of strategic plans, public policies and regulations in which the rules of public participation have been fully complied with in the public consultation process	Bosnia and Herzegovina	n/a	50%	0%
	<i>Institutions of BiH</i>	<i>n/a</i>	<i>50%</i>	<i>0%</i>
	<i>FBiH</i>	<i>n/a</i>	<i>50%</i>	<i>0%</i>
	<i>RS</i>	<i>n/a</i>	<i>50%</i>	<i>0%</i>
	<i>BD BiH</i>	<i>n/a</i>	<i>50%</i>	<i>0%</i>
2. Quality assurance of the public consultation process - SIGMA	Bosnia and Herzegovina	0/3	3/3	0/3
	<i>Institutions of BiH</i>	<i>0/3</i>	<i>3/3</i>	<i>0/3</i>
	<i>FBiH</i>	<i>0/3</i>	<i>3/3</i>	<i>1/3</i>
	<i>RS</i>	<i>0/3</i>	<i>3/3</i>	<i>0/3</i>
	<i>BD BiH</i>	<i>0/3</i>	<i>3/3</i>	<i>0/3</i>

Description of achievements







In the reporting period, some progress was made in improving the process of public consultations with the interested public in the process of policy development. According to SIGMA's assessment in the monitoring report for BiH from 2021, the Brčko District of BiH has an almost complete legal framework that covers the process of public consultations, but it lacks the requirement to inform the interested parties in advance about the planned consultations. The legal framework for the other three administrative levels has shortcomings related to the requirements for notification and reporting on the consultation process itself and the publication of these reports. However, the overall supervision and quality control of the public consultation process is not clearly regulated at any administrative level and is therefore still not used as a basic element of policy making. While in the Federation of Bosnia and Herzegovina the General Secretariat of the Government of the Federation of Bosnia and Herzegovina is expected to perform this role, but does not implement it, at other administrative levels there is no institution competent to assess whether the requests for public consultations have been carried out and whether the results of the consultation process have been properly addressed.

In the period after the preparation of the SIGMA monitoring report for BiH from 2021, the Government of the Republika Srpska, on August 25, 2022, enacted Guidelines for consultations in the drafting of regulations and other general acts (Official Gazette of the Republika Srpska, number 86/22). The adoption of the

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	<p>Guidelines for consultations in the drafting of regulations and other general acts created prerequisites for improving the quality of consultations in the drafting of regulations in the Republika Srpska. Mandatory application, the involvement of civil society and the general public, the expansion of the range of acts for which consultations are mandatory and the verification by the Republic Secretariat for Legislation will ensure a higher level of quality, especially after the creation of the E-consultation portal through which these consultations will be carried out.</p> <p>Although the improvement of the public consultation process enabled greater involvement of the public in the policy development process, the actual extent of public participation in the policy development process by administrative levels was not determined, because the necessary data for the reporting period was not submitted.</p>
Risks/Problems	<p>Insufficient public interest.</p> <p>Untimely creation and availability of the E-consultation portal, within which consultations will be conducted in the Republika Srpska.</p> <p>Insufficient training of officials.</p> <p>Absence of a clear position on the technical maintenance and administration of the eConsultation platform in the Brčko District of BiH, i.e. on the responsibility for its proper functioning, technical maintenance and user support in the system.</p> <p>The availability of data needed to determine the value of indicators that measure the extent of public participation in the policy development process.</p>
Next steps	<p>In the Republika Srpska, creation of an E-consultation portal and training of staff to work in this portal.</p> <p>In the Brčko District of BiH, meeting the prerequisites for using eConsultations - creating a legal framework, determining the competence for managing the platform for eConsultations, contracting maintenance for the software solution.</p>
Additional information	<p>No additional information.</p>







ACTIVITY 1.4.1

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMLEMMENTATION DEADLINE:					
Improve the public consultations process in the development of public policies and other general acts (timeliness and proactivity in announcing public consultations and public hearings; organize consultations with civil society and the general public already in the stage of policy drafting; provide additional consultations when discussing important issues for civil society and the public; publish reports on public consultations)		<i>BiH Ministry of Justice, FBiH Ministry of Justice, Ministry of Economy and Entrepreneurship of Republika Srpska, Secretariat General of the RS Government, Secretariat for Legislation of the RS Government, Secretariat of the Government of Brčko District, Department for Technical and Administrative Affairs of Brčko District</i>					2q 2021					
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:										
		INDICATORS					INDICATOR VALUES:	<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
		Adequacy of the regulatory framework for an effective public consultation process - SIGMA					BASELINE	<i>3/10</i>	<i>3/10</i>	<i>3/10</i>	<i>3/10</i>	<i>3/10</i>
							TARGET	<i>10/10</i>	<i>10/10</i>	<i>10/10</i>	<i>10/10</i>	<i>10/10</i>
					CURRENT	<i>5/10</i>	<i>5/10</i>	<i>4/10</i>	<i>9/10</i>	<i>5/10</i>		
Description of achievements	In the reporting period, some progress was made in the implementation of activities. According to SIGMA's assessment in the monitoring report for BiH from 2021, the Brčko District of BiH has an almost complete legal framework that covers the process of public consultations, but it lacks the requirement to inform the interested parties in advance about the planned consultations. The legal framework for the other three administrative levels has shortcomings related to the requirements for notification and reporting on the consultation process itself and the publication of these reports. In the period after the preparation of the SIGMA monitoring report for BiH from 2021, the Government of the Republika Srpska, on August 25, 2022 enacted Guidelines for consultations in the drafting of regulations and other general acts (Official Gazette of the Republika Srpska, number 86/22). This document foresees a wider range of regulations that undergo mandatory consultation, the involvement of civil society and all interested entities, the availability of acts through a special e-consultation portal, and the control of the consultation process by the Republican Secretariat for Legislation. In 2021, the BiH Ministry of Justice drafted the Draft Amendments to the Rules for Consultations in the Drafting of Legal Regulations, which will improve the process of public consultations in the drafting of public policies and other general acts.											
Risks/Problems	Inadequate training of officials for the application of the guidelines or the E-consultation portal in the Republika Srpska. Untimely creation and availability of the E-consultation portal in the Republika Srpska. Adoption of amendments to the Rules for consultations in the drafting of legal regulations at the session of the Council of Ministers of BiH. Insufficient public interest.											
Next steps	In the Republika Srpska, the improvement of the application of the Guidelines through the e-consultation portal, for the preparation of which the Guidelines for consultations in the drafting of regulations and other general acts were a prerequisite.											

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	At the level of the BiH institutions, conduct additional inter-institutional and public consultations and obtain the necessary opinions on the Draft Amendments and Supplements to the Rules for Consultations in the Drafting of Legal Regulations.
Additional information	No additional information.

ACTIVITY 1.4.2

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
Improve the public consultations process in the development of regulations (timeliness and proactivity in announcing public consultations and public hearings; organize consultations with civil society and the general public already in the stage of policy drafting; provide additional consultations when discussing important issues for civil society and the public; publish reports on public consultations)		BiH Ministry of Justice, FBiH Ministry of Justice, Ministry of Economy and Entrepreneurship of Republika Srpska, Secretariat General of the RS Government, Secretariat for Legislation of the RS Government, Secretariat of the Government of Brčko District, Department for Technical and Administrative Affairs of Brčko District					2q 2021				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
		INDICATORS	INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH		
			Adequacy of the regulatory framework for an effective public consultation process - SIGMA		BASELINE	3/10	3/10	3/10	3/10	3/10	
					TARGET	10/10	10/10	10/10	10/10	10/10	
		CURRENT	5/10	5/10	4/10	9/10	5/10				
Description of achievements	In the reporting period, some progress was made in the implementation of activities. According to SIGMA's assessment in the monitoring report for BiH from 2021, the Brčko District of BiH has an almost complete legal framework that covers the process of public consultations, but it lacks the requirement to inform interested parties in advance about the planned consultations. The legal framework for the other three administrative levels has shortcomings related to the requirements for notification and reporting on the consultation process itself and the publication of these reports. In the period after the preparation of the SIGMA monitoring report for BiH from 2021, the Government of the Republika Srpska, on August 25, 2022.enacted Guidelines for consultations in the drafting of regulations and other general acts (Official Gazette of the Republika Srpska, number 86/22). This document foresees a wider range of regulations that undergo mandatory consultation, the involvement of civil society and all interested entities, the availability of acts through a special e-consultation portal, and the control of the consultation process by the Republican Secretariat for Legislation. In 2021, the BiH Ministry of Justice drafted the Draft Amendments to the Rules for Consultations in the Drafting of Legal Regulations, which will improve the process of public consultations in the drafting of public policies and other general acts.										
Risks/Problems	Inadequate training of officials for the application of the guidelines or the E-consultation portal in the Republika Srpska. Untimely creation and availability of the E-consultation portal in the Republika Srpska. Adoption of amendments to the Rules for consultations in the drafting of legal regulations at the session of the Council of Ministers of BiH. Insufficient public interest.										
Next steps	At the level of the BiH institutions, conduct additional inter-institutional and public consultations and obtain the necessary opinions on the Draft Amendments and Supplements to the Rules for Consultations in the Drafting of Legal Regulations.										

Additional information	No additional information.
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ACTIVITY 1.4.3

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
Improve/establish an e-Consultation portal at each administrative level		BiH Ministry of Justice, FBiH Ministry of Justice, Secretariat for Legislation of the RS Government, Secretariat of the Government of Brčko District, Department for Technical and Administrative Affairs of Brčko District					3q 2021				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
INDICATORS	INDICATOR VALUES:			Inst.BiH	FBiH	RS	BD	BiH			
	E-consultation portal operational at all administrative levels	BASELINE	no	no	no	no	no	no			
		TARGET	yes	yes	yes	yes	yes	yes			
		CURRENT	yes	no	no	no	no	no			
Description of achievements	At the level of BiH institutions, there is an e-consultation web platform, established in 2017, through which all institutions of the Council of Ministers of BiH must conduct public consultations on regulations and other acts. In accordance with the proposals and suggestions of users, obtained during the preparation of the annual Report on the implementation of the Rules for consultations in the drafting of legal regulations and at workshops for CSOs on the use of the eConsultation web platform, a second upgrade of the eConsultation web platform was carried out at the beginning of December 2022, which provided participants with consultations, and enabled them to receive a pop-up message after sending a proposal or comment, i.e. a notification that their proposal or comment has been sent. In addition, the participants in the consultations were able to review all the proposals and comments they sent during their participation in the consultations within the new category "Overview of participation in consultations" within their user profile, and in that category a table was created to review activities, i.e. participation in consultations users in the system. In the Federation of Bosnia and Herzegovina, there were no activities on the establishment of e-consultation portals. On August 25, 2022 the Government of the Republika Srpska adopted Guidelines for consultations in the drafting of regulations and other general acts (Official Gazette of the Republika Srpska, number 86/22), which prescribe the obligation to conduct consultations with the public, which are acted upon by the Government and republican administrative bodies in the drafting of regulations. The guidelines foresee the establishment of an e-consultation portal in within which the Guidelines will be implemented and the consultations with the public will be controlled. In this sense, the prerequisites for creating an e-consultation portal in the Republika Srpska have been met. According to the Information of the Republic Secretariat for Legislation, the project documentation for the creation of the e-consultation portal has been prepared and the process is expected to continue in the coming period. In the Brčko District of BiH, the eConsultation tool exists, but it is still not in use and its further use is uncertain, because the legal framework that should regulate the conduct of consultations through the eConsultation platform and define responsibilities for the proper functioning of the platform, do technical maintenance and user support in the system has not been adopted.										

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Risks/Problems	In Republika Srpska, inadequate training of officials for the use of e-consultations, ambiguities in use, failure to comply with the obligation to apply guidelines and e-consultation portals from competent institutions. Lack of financial resources for the implementation of activities.
Next steps	In the Republika Srpska, the creation of an e-consultation portal should be done as soon as possible so that the Guidelines can be applied. At the level of BiH institutions, funds should be secured and the remaining technical interventions on the e-Consultation web platform should be carried out. In the Brčko District of BiH, meeting the prerequisites for using eConsultations - creating a legal framework, determining the competences for managing the platform for eConsultations, contracting maintenance for the software solution.
Additional information	No additional information.

ACTIVITY 1.4.4

ACTIVITY:


Establish a mechanism for collecting, recording and submitting data on:
- the number of strategic plans, public policies and regulations submitted to decision makers for consideration (the BiH Council of Ministers / FBiH Government / Government of Republika Srpska / Government of Brčko District of BiH) for which, during the first submission, the necessary evidence of the conducted public consultations was submitted;
- the total number of strategic plans, public policies and regulations submitted to decision makers for consideration (the BiH Council of Ministers / FBiH Government / Government of Republika Srpska / Government of Brčko District of BiH) - *note: this number refers only to the materials submitted for the first time. Materials that have been sent back for revision and resubmitted for consideration, regardless of the incidence rate, shall be counted as one;*
(Note for all data: The measurement will include strategic, planning, programming documents and legal acts that are submitted to decision makers for consideration).

RESPONSIBLE INSTITUTIONS:

Secretariat General of the BiH Council of Ministers, Secretariat for Legislation of the RS Government, Secretariat General of the FBiH Government, Secretariat of the Government of the Brčko District

IMPLEMENTATION DEADLINE:

1q 2021+continuously by the end of 2022



ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:

INDICATOR VALUES:

Inst.BiH

FBiH

RS

BD

BiH

INDICATORS

Available data for determining the value of indicators at the level of Measure 4

BASELINE

TARGET

CURRENT

no

yes

no

no

yes

no

no

yes

no

no

yes

no

no

yes

no

Description of achievements	In the reporting period, there was no progress in the implementation of activities. The necessary data, according to the methodology from the indicator passport, for determining the value of the indicator that measures the extent of public participation in the policy development process has not been submitted for any administrative level. In the Republika Srpska, the mechanism for collecting, recording and submitting the necessary data has not been established. After the establishment of the e-consultation portal, this mechanism will also be established.
Risks/Problems	The availability of data needed to determine the value of indicators that measure the extent of public participation in the policy development process.
Next steps	Establish a mechanism for collecting and recording the data needed to determine the value of indicators that measure the extent of public participation in the policy development process.
Additional information	No additional information.

MEASURE 1.5:

Increasing efficiency and consistency through inter-institutional functional linkages within the administrative levels and harmonised action in policy making and implementation between ministries, between “centres of government” and ministries, and between executive and legislative bodies

MEASURE INDICATORS		INDICATOR VALUES		
		BASELINE	TARGET	CURRENT
1. Test of interministerial consultation practices – SIGMA	Bosnia and Herzegovina	0/12	8/12	4/12
	<i>Institutions of BiH</i>	0/12	8/12	5/12
	<i>FBiH</i>	0/12	8/12	4/12
	<i>RS</i>	0/12	8/12	4/12
	<i>BD BiH</i>	0/12	8/12	9/12
2. Percentage of draft policies, plans and/or regulations returned by the government due to incomplete inter-institutional consultations	Bosnia and Herzegovina	n/a	20%	0%
	<i>Institutions of BiH</i>	n/a	20%	0%
	<i>FBiH</i>	n/a	20%	0%
	<i>RS</i>	n/a	20%	0%
	<i>BD BiH</i>	n/a	20%	0%

Description of achievements

In the reporting period, moderate progress was made in the implementation of the measure. Coordination, i.e. the relationship between executive and legislative bodies, between ministries, as well as between ministries and central government institutions, are regulated by appropriate regulations at all administrative levels.

According to SIGMA's assessment in the monitoring report for BiH from 2021, the regulations clearly set the minimum duration of inter-ministerial written consultations, the obligation to consult with all affected government bodies, the obligation to inform the Government about the outcomes of the consultation process. The analysis of the practice of inter-ministerial consultations, however, indicates a deviation from the regulations, especially with regard to the requirement to prepare summary reports on the results of the inter-ministerial consultation process that would show how the comments of other administrative bodies were addressed. There is no practice of preparing these reports at any administrative level. With the exception of Brčko District, it is not

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	<p>always clear whether the deadlines for inter-ministerial consultations were met, whether consultations of all central government institutions were always ensured before the proposal was adopted, and whether other relevant administrative bodies were involved in the process of inter-ministerial consultations.</p> <p>The degree of inter-institutional consultations in the process of policy development by administrative levels has not been established, because the necessary data for the reporting period have not been submitted.</p>
Risks/Problems	Availability of data for determining the value of indicators that measure the degree of inter-institutional consultation in the process of policy development.
Next steps	There are no next steps.
Additional information	No additional information.

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ACTIVITY 1.5.1

ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:		
Improve the coordination of work between executive and legislative bodies at all administrative levels through consultations and exchange of plans/programs in the process of adopting public policies, other general acts and regulations		BiH Parliamentary Assembly, Parliament of the Federation of BiH, National Assembly of the Republika Srpska, Assembly of the Brčko District, BiH Council of Ministers, Government of the Federation of BiH, Government of the Republika Srpska, Government of the Brčko District				1q 2022		
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:						
INDICATORS		INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
	Coordination of governmental and parliamentary decision-making processes - SIGMA	BASELINE		1/2	1/2	1/2	1/2	1/2
		TARGET		2/2	2/2	2/2	2/2	2/2
		CURRENT		0/2	1/2	1/2	1/2	1/2
Description of achievement	In the reporting period, there was no progress in the implementation of activities. At the level of BiH institutions, coordination of work between executive and legislative bodies is regulated by the Rules of Procedure of the House of Representatives of the Parliamentary Assembly of BiH ("Official Gazette of BiH", number 79/14, 81/15, 97/15, 78/19 and 26/20) , the Rules of Procedure of the Home of People of the Parliamentary Assembly of BiH ("Official Gazette of BiH", number 58/14, 88/15, 96/15 and 53/16) and the Rules of Procedure of the Council of Ministers of BiH ("Official Gazette of BiH", number 107/ 03). Before drafting the annual work plan, the Houses of the Parliamentary Assembly of BiH ask the Presidency of BiH and the Council of Ministers of BiH to submit proposals, and after the adoption of the work plan, the Houses submit the same to the aforementioned institutions. The drafting of the Work Program of the Council of Ministers of BiH is under the competence of the Cabinet of the Chairman of the Council of Ministers of BiH, while the General Secretariat of the Council of Ministers of BiH consolidates the tabular presentation provided with extracts from the Work Program of individual institutions. Thus, the unified Work Program of the Council of Ministers of Bosnia and Herzegovina is adopted at the session of the Council of Ministers of Bosnia and Herzegovina, and through the services of the General Secretariat of the Council of Ministers of Bosnia and Herzegovina, it is submitted to the Parliamentary Assembly of Bosnia and Herzegovina for consideration. Consultations between the Parliamentary Assembly of BiH and the Council of Ministers of BiH are carried out in the form of timely notification of the Council of Ministers of BiH about the sessions of the working bodies and houses of the Parliamentary Assembly of BiH at which representatives of the Council of Ministers of BiH and competent ministries participate in the discussion of the proposed law, amendments, etc. Also, draft laws whose proponents are not the Council of Ministers of BiH, as well as amendments made to the draft law during the legislative procedure, are submitted to the Council of Ministers of BiH in a timely manner for the purpose of giving an opinion. In the Federation of BiH, the coordination of work between executive and legislative bodies is regulated by the Rules of Procedure of the House of Representatives of the							

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	<p>Federation of BiH ("Official Gazette of the Federation of BiH", number 69/07), the Rules of Procedure of the House of People of the Federation of BiH ("Official Gazette of the Federation of BiH", number 27/03) and the Rules of Procedure of the Government of the Federation of BiH ("Official Gazette of FBiH", number 79/09, 6/10). In the Republika Srpska, coordination of work between executive and legislative bodies is regulated by the Rules of Procedure of the National Assembly of the Republika Srpska ("Official Gazette of the Republika Srpska", 66/20) and the Rules of Procedure of the Government of the Republika Srpska ("Official Gazette of the Republika Srpska", 123/18) . Government representatives attend the work of the Collegium of the National Assembly, as well as the work of committees and other working bodies. The Government submits to the National Assembly the Government's Work Program that relates to legislative activity and which is part of the National Assembly's Work Program. In the Brčko District of BiH, the coordination of work between the executive and legislative bodies is regulated by the Rules of Procedure of the Assembly of the Brčko District of BiH number 01.3.-05-1630/18 and the Rules of Procedure of the Government of the Brčko District of BiH ("Official Gazette of BD BiH", number 9/13)</p> <p>According to SIGMA's assessment in the monitoring report for BiH from 2021, the work programs of the parliaments are planned on the basis of legislative obligations established in the Annual Work Programs of the Council of Ministers/Governments. Planning on this basis is a standard requirement and practice at all administrative levels, except at the level of BiH institutions (although Article 65 of the Rules of Procedure of the House of Representatives of the Parliamentary Assembly of BiH and Article 55 of the Rules of Procedure of the House of Peoples of the Parliamentary Assembly of BiH prescribe this requirement, SIGMA was not able to prove that this provision was complied within 2020 or 2021). Also, the coordination of work between the relevant services of the parliaments and the Council of Ministers and governments of the entities and Brčko District is done on an ad hoc and on informal basis, and regular meetings between the relevant bodies of the parliaments and executive bodies for coordination, planning and preparation for legislative work have not been held.</p>
Risks/Problems	<p>Untimely delivery of the Work Program of the Council of Ministers of BiH to the Parliamentary Assembly of BiH.</p> <p>Non-implementation of the Work Program of the Council of Ministers of BiH - The Council of Ministers of BiH sends to the Parliamentary Assembly of BiH a significantly smaller number of draft laws compared to the number foreseen for the program.</p> <p>Untimely delivery of the opinion of the BiH Council of Ministers on the draft law for which he is not the proposer.</p>
Next steps	<p>Explore modalities of coordination and communication between the executive and legislative authorities at the level of BiH institutions, potentially through the establishment of informal mechanisms of joint meetings and/or exchange of all relevant information at the earliest stage.</p> <p>Implement the recommendations of the analysis of coordination and communication modalities of the executive and legislative authorities at the level of BiH institutions.</p> <p>Improve cooperation between the Secretariat of the Parliamentary Assembly of BiH and the General Secretariat of the Council of Ministers of BiH.</p>
Additional information	No additional information.

ACTIVITY 1.5.2

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
Improve the cooperation mechanism between executive and legislative bodies at all administrative levels in BiH to reduce the use of the urgent procedure for the adoption of laws and provide for regular monitoring and reporting on its use		BiH Parliamentary Assembly, Parliament of the Federation of BiH, National Assembly of the Republika Srpska, Assembly of the Brčko District, BiH Council of Ministers, Government of the Federation of BiH, Government of the Republika Srpska, Government of the Brčko District					2q 2022				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
		INDICATORS	INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH		
			Use of the urgent procedure for the approval of laws proposed by the government - SIGMA		BASELINE	0/5	0/5	0/5	0/5	0/5	
				TARGET	3/5	3/5	3/5	3/5	3/5		
				CURRENT	0/5	0/5	0/5	2/5	0/5		
Description of achievement	At the level of BiH institutions, the Rules of Procedure of both houses of the Parliamentary Assembly of BiH (Rule of Rules of the House of Representatives, Article 133, Rules of Procedure of the House of Peoples, Article 124) stipulate that the Houses decide on the request of the proposer (in this case, the Council of Ministers of BiH) that the bill be considered by urgent procedure. If the Houses do not support the proposal of the BiH Council of Ministers for consideration under an urgent procedure, the law is considered under a shortened or regular legislative procedure. In the Republika Srpska, laws are passed by urgent procedure under the conditions provided for in the Rules of Procedure of the National Assembly of the Republika Srpska, but even in these cases, the necessary opinions of the ministry and other institutions, as well as the expert opinion of the Secretariat for Legislation, are provided, and a mandatory form of explanation of the law is prescribed in these cases. By adopting the Government's Work Program and then the National Assembly's Work Program, efforts are being made to ensure planned adoption of regulations in the regular procedure. Likewise, ministries and other proponents in their annual work plans foresee the regulations that they will prepare in the calendar year and submit for further consideration. n this regard, there is a mechanism that should ensure the planned adoption of regulations in the regular procedure.The Rules of Procedure of the National Assembly of the Republika Srpska provide for the conditions or circumstances under which the adoption of laws is allowed in an urgent procedure, and in this sense, when the conditions are met, laws are passed for the reason of eliminating possible damage to people's lives and health, security and when it is in the general interest of the Republika Srpska by urgent procedure. According to SIGMA's assessment in the monitoring report for BiH from 2021, the ratio of laws proposed by the Council of Ministers/Government that were adopted under the emergency procedure in 2020 was very high at the level of BiH institutions (100%, because all three laws, proposed by the Council of Ministers, adopted in 2020 through extraordinary procedures) and in the Federation of BiH (83.3%, five out of six laws proposed										

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	by the government were adopted urgently), high in the Republika Srpska (30.9%, 17 of 55 adopted laws proposed by the government were adopted by emergency procedure) and moderately high in Brčko District (10%, two of the 20 laws submitted by the government were processed in an extraordinary manner).
Risks/Problems	<p>Inadequate planning of regulations that need to be adopted in one calendar year.</p> <p>Unforeseen circumstances that can only be eliminated by the urgent adoption of regulations.</p> <p>Untimely preparation of the draft law by the BiH Council of Ministers, and non-compliance with the planned deadlines for submitting the draft law to the parliamentary procedure.</p>
Next steps	<p>Improve the process of analyzing regulations that need to be adopted in the future.</p> <p>Timely initiation of the process of preparation of regulations in order to be able to comply with the regular procedure without consequences for the health, life, and safety of people.</p> <p>Specify the provisions of the Rules of Procedure of the Houses of the BiH Parliamentary Assembly that refer to the conditions that a proposal of the law must meet in order to be considered under the urgent procedure.</p>
Additional information	No additional information.

ACTIVITY 1.5.3

ACTIVITY:

Establish a mechanism for collecting, recording and submitting data on:

- number of draft policies, plans and/ r regulations submitted to decision makers for consideration (BiH Council of Ministers / FBiH Government / RS Government / Government of Brčko District of BiH) for which, during the first submission, no evidence of inter-institutional consultations was submitted, and which the Secretariat returned to the author for revision;
- number of draft policies, plans and/or regulations submitted to decision makers for consideration (BiH Council of Ministers / FBiH Government / RS Government / Government of Brčko District of BiH) for which, during the first submission, no evidence of inter-institutional consultations was submitted (opinions of competent institutions), and which the committees that consider them before the sessions of the governments sent back to the author(s) for revision.
- Total number of draft policies, plans and/or regulations submitted to decision makers for consideration (BiH Council of Ministers / FBiH Government / RS Government / Government of Brčko District of BiH) - note: this number includes only the materials submitted for the first time. Materials that have been sent back for revision and resubmitted for consideration, regardless of the incidence rate, shall be counted as one;


(Note for all data: The measurement will include strategic, planning, programming documents and legal acts that are submitted to decision makers for consideration).






RESPONSIBLE INSTITUTIONS:

Secretariat General of the BiH Council of Ministers, Secretariat General of the RS Government, Secretariat for Legislation of the RS Government, Secretariat General of the FBiH Government, Secretariat of the Government of the Brčko District

IMPLEMENTATION DEADLINE:

1q 2021
+continuously by the end of 2022



ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					
INDICATOR VALUES:	Inst.BiH	FBiH	RS	BD	BiH
BASELINE	no	no	no	no	no
TARGET	yes	yes	yes	yes	yes
CURRENT	no	no	no	no	no
INDICATOR:	Available data for determining the value of indicators at the level of Measure 5				

Description of achievements

In the reporting period, there was no progress in the implementation of activities. The mechanism for collecting and recording the data needed to determine the value of the indicators used to measure the degree of inter-institutional consultation in the policy development process has been established at the level of BiH institutions. All acts that are submitted to the Council of Ministers for consideration and adoption or are passed in the General Secretariat of the Council of Ministers of BiH are received in the Secretariat and properly protocolized, recorded and delivered to the processors, i.e. civil servants in accordance with the provisions of the regulations governing office operations, and are on thus clearly and accurately collected and recorded. In the Republika Srpska, there was no activity to establish such a mechanism. The necessary data, according to the

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	methodology from the indicator passport, for determining the value of the indicator that measures the degree of inter-institutional consultation in the policy development process have not been submitted for any administrative level.
Risks/Problems	Availability of data for determining the value of indicators that measure the degree of inter-institutional consultation in the process of policy development.
Next steps	Establish a mechanism for collecting and recording the data needed to determine the value of indicators that measure the degree of inter-institutional consultation in the process of policy development.
Additional information	No additional information.

AREA 2 – PUBLIC SERVICE AND HUMAN RESOURCE MANAGEMENT

OBJECTIVE: Legal framework established and capacities built for development of the human resource management function based on the principles of professionalism, merit and efficiency.

TARGET INDICATORS		INDICATOR VALUES		
		BASELINE	TARGET	CURRENT
1.	<i>Appropriateness of the scope for the senior civil service in legislation (points) - SIGMA</i>	<i>1/2</i>	<i>2/2</i>	<i>2/2</i>
2.	<i>Adequacy of the horizontal scope of the public service in the HRM area at all administrative levels (points) – SIGMA</i>	<i>0/6</i>	<i>3/6</i>	<i>3/6</i>

<i>Description of achievements</i>	<p>Certain progress has been achieved in all areas of civil service and human resources management in Bosnia and Herzegovina. According to SIGMA's assessment from the Monitoring Report for BiH from 2022, the legal framework on the scope of the civil service is quite clear, although there are still certain deficiencies at certain levels. Detailed analyzes of the law on civil service were carried out at all administrative levels and activities were started to draft new regulations, but they were not adopted at any administrative level. The capacities of the institutions responsible for the development of the human resources management function are continuously being strengthened, with the fact that they are still insufficient at some administrative levels, especially in the area of drafting regulations (BiH, Federation of BiH). In the field of employment, there has been significant progress in the application of employment procedures, although there have been no changes to the legal framework. However, it is still necessary to work on ensuring the consistent application of the principle of merit in all areas of human resources management. Personnel planning is in operation only at the level of Republika Srpska. In the domain of professional development, insufficient funds in the budget continue to be the biggest challenge, but progress has been made regarding the analysis of training needs and its connection with the performance evaluation of civil servants. Significant progress has been achieved by establishing information systems for the management of human resources that are functional and operational at all levels, except for the level of BiH institutions, where there is still no progress due to legal restrictions. There was no comprehensive implementation of job analysis as a basis for establishing a fair system of wages and benefits, and there were no changes to the law on wages at any administrative level. On the other hand, there have been some developments regarding the transparency of salary data. The least progress was achieved in the area of integrity and ensuring compliance with the norms of ethical behavior of civil servants. Analyzes of regulations on disciplinary responsibility at all levels were made and recommendations for improvements were made, but they were not implemented. Integrity plans are adopted at all levels except BD BiH. A valid anti-corruption strategy exists only at the level of Republika Srpska, while at the FBiH level the implementation of the Action Plan for the fight against corruption is foreseen until the adoption of the new strategy. Competent institutions through training are actively working to improve the quality of general management in civil service structures (with the exception of Republika Srpska), but the necessary changes to regulations in this domain have also been missing.</p>
<i>Risks/Problems</i>	Failure to adopt the laws and by-laws acts foreseen by PAR Strategic Framework

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	Insufficient availability of adequate data on human resources management
	Insufficient capacities for drafting and implementing regulations
Next steps	<p>Competent institutions should intensify activities on the preparation and adoption of relevant regulations</p> <p>Improve cooperation and coordination mechanisms between and within individual administrative levels</p> <p>Strengthen the capacities of the institutions responsible for drafting regulations in the field of civil service, as well as the capacities for managing human resources in individual institutions</p>
Additional information	

MEASURE 2.1:

Improving human resource management policies and legal framework and building capacities for their efficient implementation

MEASURE INDICATORS		INDICATOR VALUES		
		BASELINE	TARGET	CURRENT
1. Percentage of administrative bodies/institutions at all administrative levels that have a stand-alone HRM function	Bosnia and Herzegovina	<i>n/a</i>	80%	47.4%
	<i>Institutions of BiH</i>	<i>n/a</i>	80%	56.8%¹
	<i>FBiH</i>	<i>n/a</i>	80%	3.3%
	<i>RS</i>	<i>n/a</i>	80%	90.3% ²
	<i>BD BiH</i>	<i>n/a</i>	80%	100%
2. Percentage of administration bodies/ institutions that consistently apply the HRM policy in all HRM areas	Bosnia and Herzegovina	<i>n/a</i>	70%	0%
	<i>Institutions of BiH</i>	<i>n/a</i>	70%	0% ³
	<i>FBiH</i>	<i>n/a</i>	70%	0% ⁴
	<i>RS</i>	<i>n/a</i>	70%	0% ⁵
	<i>BD BiH</i>	<i>n/a</i>	70%	0%

¹ Calculation on the basis of the responses of 44 institutions out of a total of 66 that were covered by the methodology which is determined by the corresponding passport of indicators. Of these, 25 institutions state that they have an independently established HR function (department or position), which would indicate that at the level of BiH institutions, slightly more than 56% of institutions have adequately established this function.

² Calculation based on the responses of 31 administrative bodies out of a total of 45 included in the methodology. Of these, 28 bodies submitted information that they have an officer/department/sector which is dealing with human resources management.

³ Calculation based on the responses of 45 institutions that submitted data. Of these, 12 institutions have some kind of plans from the HRM domain (employment plan, training plan, etc.), while only 5 institutions state that they have a separate HRM plan or strategy or a HRM plan integrated into the annual work program (which could not be confirmed through verification sources). 4 institutions state that they prepare reports from the field of HRM (mainly evaluation reports), while only one institution states that it prepares regular reports on the implementation of the HRM plan (it did not submit a report for verification). Considering the methodology established by the passport of the indicator, the assigned value is 0%.

⁴ The holder of data collection (CSA FBiH) has no data for this indicator.

⁵ Data is not provided.





Description of achievements	<p>At the level of BiH institutions, based on the analysis of the legislation on the civil service, a proposal was made for the improvement of legal solutions with the support of the IPA project. The Law on Amendments to the Law on Civil Service was discussed in the Parliamentary Assembly of Bosnia and Herzegovina in August 2022, but was not adopted. The capacities of ADS BiH have been improved in order to be able to provide support to individual institutions, and data on the civil service are publicly available through the reports of this agency. At the level of individual institutions, the expected level of an adequately established HRM function has not yet been reached, as well as the development of human resources development plans and the monitoring of their implementation. In order to better coordinate with the institutions, a network of training managers was established at the level of BiH institutions.</p> <p>At the FBiH level, an analysis of the legislation on civil service was carried out, but no information was provided on the drafting of the new law. In the meantime, some of the by-laws have been improved, and with the adoption of the "Human Resource Management Policy in the Civil Service Bodies of the Federation of BiH" ("Official Gazette of the Federation of BiH 86/21"), the basis for harmonizing the human resources management policy with SIGMA principles is established as well as harmonization with cantons within FBiH. Activities have been undertaken to strengthen the capacity of CSA FBiH and relevant data on the civil service are published regularly. At the level of individual institutions, it has been recorded that only two federal civil service bodies have an independently regulated HRM function out of a total of 60 federal civil service bodies (Federal Ministry of Justice and Federal Ministry of Environment and Tourism), while there is no adequate data on the adoption of HRM plans in individual institutions . The network of HRM professionals for the FBiH level has been established and is operational.</p> <p>At the level of the RS, the horizontal "Policy Framework for Human Resource Management in the Public Administration of the Republika Srpska" was adopted. An analysis of the legislation on civil service was carried out and a working group was appointed to prepare a preliminary draft of the Law on Civil Servants of the Republika Srpska, but it has not yet been prepared. The capacities of CSA RS and the activities undertaken to improve them were also analyzed. Public availability of data on the civil service has not yet been ensured, but CSA RS has obtained initial approval for the financing and implementation of this activity by OSCE BiH and plans to start its implementation in the first half of 2023. According to the submitted data, over 90% of the bodies have an independently regulated HRM function, while no data were submitted regarding the consistency of HRM policy application.</p> <p>At the level of the BD BiH, a policy framework for HRM in public administration bodies was adopted, previously harmonized with other administrative levels, and a proposal for a new law on civil service was prepared. Steps have been taken to strengthen the capacity of the Human Resources Subdivision of the BD BiH, and the obligation to ensure public availability of data on the civil service is prescribed by the proposal of the new law, and it is expected that this activity will be implemented upon its adoption. The HR function is centralized and is carried out in the Human Resources Subdivision of the BD BiH. At this level, no work was done on the creation of HRM plans.</p> <p>In the past period, coordination between administrative levels took place mainly within the framework of the project "Strengthening human resources management in BiH", which was financed from IPA funds in 2017. As a formal form of coordination, in May 2022, the Forum of Directors of Civil Service/Administration Agencies was established and it includes all four administrative levels in Bosnia and Herzegovina.</p>
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<i>Risks/Problems</i>	HR SUB-DIVISION OF BRČKO DISTRICT OF BIH Adoption of the new civil service law.
<i>Next steps</i>	HR SUB-DIVISION OF BRČKO DISTRICT OF BIH Application of the policy framework and the new law after its adoption.
<i>Additional information</i>	

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ACTIVITY 2.1.1

ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:			
Adopt a Policy Framework for the development of HRM in public administration structures in BiH at the level of RS and BD BiH		RS Government, Government of Brčko District of BiH				IV 2020 			
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:							
INDICATORS	INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH		
	Agreed Policy Framework adopted		BASLINE	/	/	no	no	no	
			TARGET	/	/	yes	yes	yes	
			CURRENT	/	/	yes	yes	yes	
Description of achievements	<p>The Government of the Brčko District of Bosnia and Herzegovina held its 82nd session on August 3, 2020 and adopted the "Policy framework for the development of human resources management in the public administration bodies of the Brčko District of BiH" which was previously agreed within the framework of the work of the Supervisory Team for HRM with the support of SIGMA. The Government of the Republika Srpska at its 111th session held on April 3, 2021, adopted the "Framework of human resource management policies in the public administration of the Republika Srpska". This strategic document is aligned with the Strategic Framework of the HRM and the SIGMA principles, with the fact that it is not a joint document on which the Supervisory Team for HRM previously worked, but this document was prepared for the level of Republika Srpska with the support of the project "Strengthening human resources management in BiH", which was financed from the funds of IPA 2017. Like the previous one, this document also refers to the key principles (efficiency, transparency, neutrality, meritoriousness and responsibility) and gives general directions regarding all HR functions, with the fact that both documents do not have the same approach.⁶</p> <p>The administrative levels of BiH and FBiH were not responsible for the implementation of this activity according to the Action Plan of the Strategic Framework of the BiH, considering that the Council of Ministers of BiH and the Government of the Federation of BiH had previously adopted the document in question. However, the Government of the Federation of BiH, at the session held on October 13, 2021, adopted the document "Human Resource Management Policy in the Civil Service Bodies of the Federation of Bosnia and Herzegovina" ("Official Gazette of the Federation</p>								







⁶ Listed on the basis of consultation with SIGMA. According to SIGMA's assessment, the main differences in the documents relate to important elements of job analysis and classification, and the IT system for HRM, to which the RS Policy Framework pays less attention, while more attention is paid to the fiscal sustainability of the wage system and the need to increase the attractiveness of employment in public administration, as well as the use of modern employment techniques (which does not mention quick and cheap application and testing for a job as in the Policy Framework at the level of BiH and BD BiH).

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	of Bosnia and Herzegovina 86/21"), which repealed the previously adopted Policy Framework, thereby diminishing the previously achieved progress through the implementation of the Revised PAR Action Plan. At the level of the BiH institution, the "Policy framework for the development of human resources management in civil service structures in BiH" is still in force." ⁷
Risks/Problems	
Next steps	
Additional information	





⁷ Official Gazette of Bosnia and Herzegovina", number 56/17

ACTIVITY 2.1.2

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
Establish inter-ministerial working groups (IMWGs) to draft the necessary reform regulations for each civil service structure in BiH and provide coordination in the work of the IMWGs through information sharing and concrete solutions		Council of Ministers/Governments, Key HRM institutions					I 2021 				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
INDICATORS		INDICATOR VALUES:			Inst.BiH	FBiH	RS	BD	BiH		
	IMWGs established	BASELINE			0	1	1	1	3/4		
		TARGET			1	1	1	1	4/4		
		CURRENT			0	0	1	1	2/4		
	Method of coordination harmonised and applied in practice	BASELINE			no	no	no	no	no		
		TARGET			yes	yes	yes	yes	yes		
		CURRENT			no	no	no	no	no		
	Description of achievements		Representatives of the Ministry of Justice of BiH and the Civil Service Agency of BiH, with the support of the project "Strengthening the management of human resources in BiH" financed from IPA funds, worked on the draft of the Law on Amendments to the Law on Civil Service in the Institutions of BiH, although the working group was not formally appointed. Within the framework of the mentioned project, coordination was also carried out with other administrative levels regarding changes to the law on civil service and possibilities for harmonizing legal solutions between levels. The Government of the Republika Srpska at its 117th session held on April 15, 2021, by Decision No. 04/1-012-2-1233/21 of April 15, 2021, appointed members of the interdepartmental working group for the preparation of the preliminary draft of the Law on Civil Servants of the Republika Srpska, while at the BD BiH level, a previously formed working group worked on drafting the new law on civil service. At the FBiH level, there was previously a working group for the drafting of the new law, but there is no information about its work during the period of validity of the PAR Action Plan.								
Risks/Problems		BOSNIA AND HERZEGOVINA Absence of formal appointment of the working group. Lack of coordination with other administrative levels upon completion of the project. FEDERATION OF BOSNIA AND HERZEGOVINA Frequency of working meetings of the interdepartmental working group and coordination									

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	<p>REPUBLIKA SRPSKA</p> <p>The risk that the adoption of the Law on Civil Servants will not be included in the work program of the Government and the National Assembly of the Republika Srpska.</p>
Next steps	<p>BOSNIA AND HERZEGOVINA</p> <p>Ensure coordination between administrative levels and exchange of information through the Supervisory Team for the field of Civil Service and Human Resources Management</p> <p>REPUBLIKA SRPSKA</p> <p>Completion of the work of the working group, preparation of draft proposals of the Law on Civil Servants and referral to the adoption procedure.</p>
Additional information	

ACTIVITY 2.1.3	ACTIVITY:		RESPONSIBLE INSTITUTIONS:			IMPLEMENTATION DEADLINE:		
	Analyse civil service legislation at individual administrative levels, make recommendations to achieve its compliance with the Principles of Public Administration and suggest areas that require harmonisation between different administrative levels		Key HRM institutions, IMWG			III 2020 		
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					
	INDICATORS	INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
		Analysis with recommendations is made	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
			TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
			CURRENT	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
ACTIVITY 2.1.3	Description of achievements	Within the framework of the project "Strengthening the management of human resources in BiH", analyzes of regulations on civil service at all administrative levels in BiH (including cantons) were made in relation to the SIGMA Principles, the Strategic Framework of RJU and the Main Evaluation Criteria. As part of the project, a proposal for areas in which coordination between different administrative levels is necessary and possible was also made. Additionally, for the FBiH level, an analysis of the civil service law in the FBiH was prepared as part of ReSPA support, which served as the basis for the drafting of the Working Text of the Strategy for the Development of Human Resources in the Civil Service Structures of the Federation of BiH.						
	Risks/Problems	BOSNIA AND HERZEGOVINA Insufficient monitoring of the implementation of the Law on Civil Service in BiH institutions. Insufficient financial resources to hold trainings through the BiH Civil Service Agency. FEDERATION OF BOSNIA AND HERZEGOVINA Insufficient commitment of competent authorities to accept recommendations from the analysis. Unfavorable political environment for the implementation of recommendations. REPUBLIKA SRPSKA The risk that the recommendations from the analysis in question will not be implemented in the new Law on Civil Servants of the Republika Srpska.						
	Next steps	BOSNIA AND HERZEGOVINA Monitoring the implementation of the Law on Civil Service in BiH institutions. Ensure sufficient financial resources for holding trainings by the BiH Civil Service Agency. FEDERATION OF BOSNIA AND HERZEGOVINA Promote the document through the Network of Practitioners.						

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	<p>Identify key recommendations.</p> <p>REPUBLIKA SRPSKA</p> <p>The recommendations from the analysis in question will be the starting point when drafting the new Law on Civil Servants of the Republika Srpska</p>
Additional information	<p>FEDERATION OF BOSNA AND HERZEGOVINA</p> <p>The document entitled "Analysis of the state of the civil service system in the Federation of BiH" is a compilation of the requirements presented in the reports of the European Commission, the Action Plan of the Strategic Framework for Public Administration Reform and the Methodological Framework (SIGMA) of the Principles of Public Administration, and the document of the General Directorate for Neighborhood and Negotiations of the European Commission, entitled main evaluation criteria.</p> <p>This document is intended for officials engaged in the drafting of laws by which civil service systems in the Federation of Bosnia and Herzegovina is regulated.</p>

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ACTIVITY 2.1.4	ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:				
	Prepare drafts of necessary regulations in accordance with the Public Administration Principles, the Policy Framework for the Development of Human Resources Management in Public Administration Structures in BiH and current legislation in BiH (Law on Prohibition of Discrimination, Gender Equality Law, Labor Laws, etc.)		Key HRM institutions, IMWG				II 2021 				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:								
			INDICATORS	INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH	
				Draft regulations (civil service laws and bylaws) prepared	BASELINE	0	0	0	0	0/4	
	TARGET	1			1	1	1	4/4			
	CURRENT	1	0	0	1	2/4					
Description of achievements		<p>At the level of BiH institutions, representatives of the BiH Ministry of Justice and the BiH Civil Service Agency, with the support of the project "Strengthening the management of human resources in BiH", agreed on proposals for improving the current Law on Civil Service in BiH institutions and removing certain deficiencies. These proposals were incorporated into the proposal of the Law on Amendments to the Law on Civil Service in the Institutions of BiH, which was considered at the 32nd session of the House of Representatives of the Parliamentary Assembly of BiH held on August 30, 2022, but it was not adopted considering the opinion of the Constitutional Law Commission. With the support of the mentioned project, drafts of the following by-laws were also prepared: Ordinance on human resources planning, Amendments to the Ordinance on the conditions and manner of conducting internal competitions, internal and external transfers of civil servants in the institutions of BiH, Decision on the training program for managerial civil servants in the institutions of Bosnia and Herzegovina.</p> <p>At the FBiH level, the draft of the new law on civil service has not yet been drafted. Sub-legal regulations were drawn up: Rulebook on performance evaluation of civil servants in civil service bodies in the Federation of Bosnia and Herzegovina, Code of Ethics for civil servants in the Federation of Bosnia and Herzegovina, Regulation on professional training in civil service bodies of the Federation of Bosnia and Herzegovina, Regulation on acquiring the status of implementer of professional training programs and Regulation on the content and manner of keeping the register of employees in civil service bodies in the Federation of Bosnia and Herzegovina.</p> <p>Draft regulations have not yet been prepared at the RS level. Through the project "Strengthening the management of human resources in BiH", support was provided in the drafting of the Code of Conduct for civil servants and the Regulation on the analysis and allocation of jobs for civil servants and state employees.</p> <p>At the BD BiH level, a proposal for a new law on civil service was prepared, and with the support of the project "Strengthening the management of human resources in BiH", amendments and additions to the Decision on job classification and job description criteria for civil servants and employees in public administration bodies were prepared as well as competencies required for a given position.</p>									

Risks/Problems	<p>BOSNIA AND HERZEGOVINA Insufficient monitoring of the implementation of the Law on Civil Service in BiH institutions and as well as reporting.</p> <p>FEDERATION OF BOSNIA AND HERZEGOVINA Formalism in the implementation of the regulations on evaluation by evaluators Slowness in obtaining opinions and adopting prepared acts by the Government</p> <p>REPUBLIKA SRPSKA Placing the proposal of the Law on the agenda of the National Assembly.</p>
Next steps	<p>BOSNIA AND HERZEGOVINA Improve monitoring of the implementation of the Law on Civil Service in BiH institutions as well as reporting.</p> <p>FEDERATION OF BOSNIA AND HERZEGOVINA Increase activities in supervision and monitoring of the application of regulations</p> <p>REPUBLIKA SRPSKA A draft regulation has been prepared</p>
Additional information	






ACTIVITY 2.1.5

ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:		
Clearly define by regulations the roles and responsibilities of institutions in charge of civil service and HRM policy development, their implementation and supervision (link to activity 2.1.4)		Key HRM institutions, IMWG				II 2021 		
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:						
INDICATORS	INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>	
	Prepared drafts of regulations (laws on civil service and by-laws)	BASELINE	0	0	0	0	0/4	
		TARGET	1	1	1	1	4/4	
		CURRENT	1	0	0	1	2/4	
Description of achievements	<p>At the level of BiH institutions, the draft Law on Amendments to the Law on Civil Service in BiH institutions foresees determining the competence of ADS BiH for coordinating personnel planning and keeping the employee register, but these changes were not adopted by the Parliamentary Assembly of BiH. Additionally, it is a shortcoming that according to the SIGMA Monitoring Report for BiH from 2022, the fact that the political responsibility of the Ministry of Justice of BiH for the civil service is not explicitly prescribed by the Law on Ministries and Other Administrative Bodies of BiH.</p> <p>At the FBiH level for the development of human resources management policies, the Government of the Federation of BiH, at its 341st session held on 08.12.2022. identified the Civil Service Agency of the Federation of Bosnia and Herzegovina as a key institution for the development of HRM policies, for implementation and for supervision within the framework of the document "Strategy for the Development of Human Resources in Civil Service Structures in the Federation of Bosnia and Herzegovina". There were no changes to the civil service law.</p> <p>No draft regulations have been prepared at the level of RS. The existing Law on Republic Administration ("Official Gazette of the Republika Srpska", no. 115/18, 111/21, 15/22, 56/22 and 132/22) defines the competences of the republican administration bodies of the Republika Srpska (Article 16 of the Law prescribes competence of the Ministry of Administration and Local Self-Government, and Article 41 of the competence of the Agency for State Administration of the Republika Srpska) Also, Article 114 of the Law on Civil Servants ("Official Gazette of the Republika Srpska", no.</p>							







Annex: Tabular overview of the implementation of the Action Plan

	<p>118/08, 117/11, 37/12 and 57/16), it is prescribed that the supervision of the implementation of this law is carried out by the ministry responsible for administrative affairs through the administrative inspection.⁸</p> <p>At the BD BiH level, a proposal for a new law on civil service has been prepared.</p>
Risks/Problems	<p>BOSNIA AND HERZEGOVINA Possible disputes on matters of jurisdiction between the Ministry of Justice of BiH and the Civil Service Agency of BiH.</p> <p>FEDERATION OF BOSNIA AND HERZEGOVINA Creation of the Action Plan and its adoption by the cantonal governments. Insufficiently specified roles of HRM units in civil service bodies.</p> <p>REPUBLIKA SRPSKA Placing the proposal of the Law on the agenda of the National Assembly.</p>
Next steps	<p>BOSNIA AND HERZEGOVINA Take steps on the necessary changes and additions to the regulations.</p> <p>FEDERATION OF BOSNIA AND HERZEGOVINA Development of the Action Plan 2023-2025 for the level of the Federation of Bosnia and Herzegovina Exchange of information with the cantons within the Network for the Development of Human Resources</p> <p>REPUBLIKA SRPSKA Create draft regulations.</p>
Additional information	

⁸ Although the existing regulations contain defined roles and responsibilities of the institutions in charge of HRM, taking into account that in RS a new draft law is being prepared, the indicator could not be rated with the highest rating, and it is necessary to take care that the new law, as well as the by-laws, clearly contain defined roles and responsibilities of institutions in charge of civil service and the development of HR policies, i.e. their implementation and supervision.

ACTIVITY 2.1.6	ACTIVITY:		RESPONSIBLE INSTITUTIONS:			IMPLEMENTATION DEADLINE:		
	Build (improve) the capacity of key institutions to support other administrative bodies/institutions in the effective implementation of HRM policies and legal framework		Council of Ministers/Governments, Key HRM institutions			II 2021 		
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					
	INDICATORS	INDIATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
		Capacity building program of key HRM institutions implemented	BASELINE	0	0	0	0	0/4
			TARGET	1	1	1	1	4/4
			CURRENT	1	1	1	1	4/4
ACTIVITY 2.1.6	Description of achievements	As part of the project "Strengthening the management of human resources in BiH" financed from IPA funds, support was provided for the realization of this activity. There is need for an assessment of capacity and training of key institutions, and a plan for the development of their capacities. In accordance with the mentioned plan, during the year 2021, planned activities were carried out to strengthen the capacities of agencies for the civil service/administration and the Human Resources Subdivision of BD BiH. In addition, the employees of CSA BiH underwent a series of trainings organized by CSA BiH, as well as other organizers, while CSA FBiH, within the framework of a special professional development program for 2021 and 2022, planned and implemented a training for human resources units in state bodies of the Federation of Bosnia and Herzegovina.						
	Risks/Problems	BOSNIA AND HERZEGOVINA nsufficient capacities of the Ministry of Justice of BiH for monitoring the implementation of the Law on Civil Service in the institutions of BiH. FEDERATION OF BOSNIA AND HERZEGOVINA The Agency's employees are burdened by a multitude of regulations that regulate the civil service system in the Federation of Bosnia and Herzegovina Insufficiently specified functions of HRM through the legislative framework REPUBLIKA SRPSKA Absence of legal regulations for the implementation of recommendations from the Capacity Analysis of CSA RS						
	Next steps	BOSNIA AND HERZEGOVINA Strengthen the capacities of the Ministry of Justice of Bosnia and Herzegovina to monitor the implementation of the Law on Civil Service in the institutions of Bosnia and Herzegovina FEDERATION OD BOSNIA AND HERZEGOVINA To work on further strengthening of the units for HRM and the competencies of the Agency's employees						

	REPUBLIKA SRPSKA Implementation of recommendations from the subject Analysis
Additional information	

ACTIVITY 2.1.7	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Ensure public availability of official data and reports on civil service (including the number of civil servants, their division by categories, age, gender and ethnic structure, data on training, recruitment procedures, evaluation, planning, etc.)		BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH					I 2021 				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
			INDICATORS	INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH		
				Reports of central HRM institutions are regularly (annually) published on the official websites	BASELINE	1	1	0	0	2/4		
	TARGET	1			1	1	1	4/4				
	CURRENT	1	1	0	0	2/4						
Description of achievements	At the BiH level, the CSA institutionin BiH prepares and publishes regular annual reports. However, according to SIGMA's assessment, these reports do not contain comprehensive indicators about the civil service.											
	At the FBiH level, ADS FBiH, in accordance with SIGMA principles and recommendations of the Special Group for Public Administration Reform, provides a daily statistical report on the state of personnel in the civil service in FBiH. Data search is enabled by level of government and civil service body, with a time frame of January, 1, 2021. The statistical presentation is the result of individual entries in the Register, which the Agency updates on the basis of data provided by civil service bodies. Additional revision of data by the Agency and civil service bodies will result in changes to the statistical presentation, all with the aim of transparency and providing information to the public about the number of employees in civil service structures in the Federation of Bosnia and Herzegovina. Access is also provided to authorized persons from civil service bodies for entering data in the process of evaluating employees in civil service bodies through the Agency's HRMIS application, and an electronic "E-registration for the event" has been created and management of all relevant data on training participants and for linking of data on trainings for each employee with his/her e-Card in the Agency's HRMIS application.											
	At the level of the RS, the CSA RS obtained initial approval for the financing and implementation of this activity by the OSCE BiH. The plan is that, with funding from the OSCE, this activity will begin implementation in the first half of 2023. At the BD BiH level, the realization of this activity will be ensured through the application of the new law on civil service.											
Risks/Problems	FEDERATION OF BOSNIA AND HERZEGOVINA											
	Regular submission and modification of data on the status of personnel from civil service bodies.											
	Lack of financial, material and human capacities for independent maintenance of the Agency's information systems.											

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Next steps	<p>BOSNIA AND HERZEGOVINA Expand the content of the report with relevant data on the civil service</p> <p>FEDERATION OF BOSNIA AND HERZEGOVINA Establish regular cooperation with the cantonal ministries of justice and administration and the Civil Service Agency of the Federation of Bosnia and Herzegovina. Significant material and financial investments in the Civil Service Agency of the Federation of BiH. Improvement of the normative framework, and making amendments and additions (new Regulation) to the Regulation on the content and method of keeping the register of employees in civil service bodies in the Federation of Bosnia and Herzegovina.</p> <p>REPUBLIKA SRPSKA The State Administration Agency obtained the initial approval for the financing and implementation of this activity by the OSCE BiH. The plan is that, with funding from the OSCE, this activity will begin implementation in the first half of 2023. HR Sub-Division of Brčko District of BiH. Obligation prescribed by the proposal of the new law.</p>
Additional information	

ACTIVITY 2.1.8

ACTIVITY:		RESPOSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
Identify instruments for better cooperation and coordination between civil service agencies in the development and implementation of effective HRM practices and standardisation of HRM tools.		BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH, PARCO					III 2020, thereafter continuously				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
INDICATORS		INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>			
	Number of meetings held per year	BASELINE		0	0	0	0	0			
		TARGET		2	2	2	2	2			
		CURRENT		1	1	1	1	1			
Description of achievements	With the support of the Regional School for Public Administration (ReSPA), the Forum of Directors of Agencies for Civil Service/Administration in BiH was formed. The first meeting of the Forum was held on May 31 and June 1, 2022. The meeting was attended by the directors of agencies for civil service/administration in BiH and the head of the Human Resources Subdivision of the Brčko District of BiH, with their associates, and representatives of ReSPA. The rules for the conduct and work of the Forum were established and the Cooperation Agreement was signed with the Agency for Civil Service/Administration in BiH.										
Risks/Problems	BOSNIA AND HERZEGOVINA Regular organization of meetings if RESPA support ends FEDERATION OF BOSNIA AND HERZEGOVINA Implementation of agreements and verification/confirmation by decision makers (Council of Ministers of BiH, Governments of the Federation of BiH and RS, Government of Brčko District of BiH) HR SUB-Division of Brčko District of BiH Lack of continuous cooperation.										
Next steps	BOSNIA AND HERZEGOVINA Ensure the sustainability of the Forum of Directors FEDERATION OF BOSNIA AND HERZEGOVINA Develop planning activities of the forum and prepare joint initiatives for decision-makers (Council of Ministers of BiH, Governments of FBiH and RS, Government of Brčko District of BiH) HR Sub-Division of Brčko District of BiH										

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	Strengthen cooperation and coordination between civil service agencies through continuous activities of cooperation and exchange of experiences.
Additional information	







ACTIVITY 2.1.9	ACTIVITY:		RESPONSIBLE INSTITUTIONS:			IMPLEMENTATION DEADLINE:		
	Establish an adequate stand-alone HRM function in administrative bodies/institutions and ensure that key HRM tasks and competencies are incorporated in job descriptions of staff in HRM units		Key HRM institutions, Individual institutions			IV 2021 		
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					
	INDICATORS	INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
		Share of administrative bodies/institutions that have an adequate stand-alone HRM function		<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
		BASELINE		<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
		TARGET		80%	80%	80%	80%	80%
	CURRENT		56.8%⁹	3.3%	90.3%	100%	47.4%	
Description of achievements		<p>At the BiH level, CSA BiH tried to collect data from individual institutions, but according to the sent letter from February 2,2019, only 8 institutions answered, which would represent a sample of about 11%. Based on this sample, CSA BiH concluded that about 50% of institutions have a Department/Department for HRM, while the remaining 50% have one or more executors within the Department for general or legal affairs. Given that the CSA BiH does not have insight into the regulations on the internal organization and systematization of individual workplaces, nor does it have any role in adopting them, this is the only source they have for HRM within the institutions of BiH. During the collection of data on the progress of the implementation of the PAR Strategic Framework, data for this activity was submitted by 44 institutions out of a total of 66 of those covered by the established methodology. Of these, 25 institutions have an independently established HR function (department or position), which would indicate that at the level of BiH institutions, slightly more than 56% of institutions have adequately established this function, which is in accordance with the initial assessment of the ADS BiH.</p> <p>At the FBiH level, the CSA of the FBiH has defined the role of human resource management units in the Rulebook on the Evaluation of the Work of Civil Servants ("Official Gazette of the Federation of BiH" No. 30/20). However, according to the data from the Register of Employees, only two bodies out of a total of 60 currently have an independently determined function of HRM, which represents 3.3% as a percentage.</p> <p>After the survey conducted in Republika Srpska, out of 45 administrative bodies, 31 administrative bodies submitted data, of which 28 submitted data they have an officer/department/sector dealing with human resources management. At the BD BiH level, the HR function is concentrated in the Human Resources Subdivision of the BD BiH.</p>						

⁹ Given that no total data is available for all BiH institutions, the percentage was calculated based on the responses of about 67% of the institutions included in the methodology.

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Risks/Problems	<p>BOSNIA AND HERZEGOVINA Lack of financial resources for the introduction of new jobs, lack of capacity (unfilled jobs), slow adoption of amendments to the rulebook on systematization, insufficient understanding by managers of the need to more adequately define the HRM function.</p> <p>FEDERATION OF BOSNIA AND HERZEGOVINA The Law on Civil Service in the Federation of Bosnia and Herzegovina does not provide for the formation of human resources management units. Insufficient dedication of managers to the Human Resources Development Policy.</p>
Next steps	<p>FEDERATION OF BOSNIA AND HERZEGOVINA In collaboration with SIGMA and key institutions, plan and implement a ToT program related to the application of ULJR standards. Development of a catalog of jobs for general joint jobs in the civil service.</p>
Additional information	

ACTIVITY 2.1.10







ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
Monitor and improve the consistency of HRM policy implementation in institutions: - intensify the engagement in the development of HRM policies and plans, - provide professional assistance to individual institutions in the development of HRM plans, - Each institution should adopt its own HRM plan and report on its implementation		BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH, Individual institutions					IV 2021				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
		INDIKATORI	INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>		
			Share of administrative bodies/institutions that have an HRM plan		BASELINE	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	
			TARGET	70%	70%	70%	70%	70%			
				CURRENT	11%¹⁰	0	0	0	0%		
Description of achievements	<p>At the BiH level, through the project "Strengthening human resources management in BiH" in 2021, a model of the institutional strategic plan for human resources management was developed, and it was piloted in the Institute of Metrology of BiH. The capacities of the CSA BiH staff were also built for professional support to individual institutions for the development of HRM plans. CSA BiH did not submit data on the implementation of this activity, but considering the data submitted by individual institutions during the preparation of the report on the implementation of the PAR Strategic Framework, the percentage of institutions that have developed a HRM plan is only 11%.</p> <p>At the FBiH level, the "Human Resource Management Policy in the Civil Service Bodies of the Federation of BiH" was adopted ("Official Gazette of the Federation of BiH 86/21"), which represents the basis for the harmonization of the human resource management policy within the FBiH, given that the same document was adopted by seven of ten cantons. As part of SIGMA support, activities are planned during 2022 and 2023 related to the provision of professional assistance to institutions, starting with analyzes of needs for the creation of jobs, classification of jobs, drafting of regulations on internal organization with recommendations for the introduction of competencies. Also, within the framework of ReSPA support, a "Strategy for the development of human resources in the Federation of BiH" was created, where the realization of this activity is planned as part of Measure 1.2.1: Perform an analysis of the functions of human resources management at all levels of government in the Federation of BiH of strategic goal 1 of this strategy . ADS FBiH does not have data on the share of individual administrative bodies in FBiH that may currently have a HRM plan.</p>										

¹⁰ Given that no total data is available for all BiH institutions, the percentage was calculated based on the responses of 50% of the institutions included in the methodology.

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	<p>At the level of the RS, the horizontal "Policy framework for human resources management in the public administration of the Republika Srpska" was adopted, and with the support of the project "Strengthening the management of human resources in BiH", the institutional plan for the management of human resources of the Republic Administration for Geodetic and Property-Legal Affairs of the RS was developed as a model for other administrative bodies in RS. No information has been provided on the share of administrative bodies in the RS that have developed a HRM plan.</p> <p>At the BD BiH level, a policy framework for the development of HRM in the public administration bodies of the Brčko District of BiH was adopted. No special plans or HRM strategies are drawn up. The obligation to publish reports from the HR domain is prescribed by the proposal of the new law on civil service, while according to the current law, the only mandatory submission is the evaluation report.</p>
Risks/Problems	<p>BOSNIA AND HERZEGOVINA Lack and training of human resources. FEDERATION OF BOSNIA AND HERZEGOVINA Non-harmonization of the system in the Federation of Bosnia and Herzegovina HR Sub-Division of Brčko District of BiH Adequate implementation of the policy framework.</p>
Next steps	<p>BOSNIA AND HERZEGOVINA Fill out and train appropriate human resources in the Ministry of Justice of Bosnia and Herzegovina. FEDERATION OF BOSNIA AND HERZEGOVINA Together with Sigma experts, work on the development of the ToT program for units for ULJR. Adopt an Action Plan for the implementation of the Strategy and determine the activities that would correspond to the activities from this Strategic Framework. HR Sub-Division of Brčko District of BiH Work on the consistent application of the HR policy.</p>
Additional information	<p>FEDERATION OF BOSNIA AND HERZEGOVINA In 2022, the Civil Service Agency of the Federation of BiH held thematic meetings in the cantons in order to promote the document "Human Resource Management Policy in the Civil Service Bodies of the Federation of BiH" according to the schedule as follows:</p> <ul style="list-style-type: none"> • May 25, 2022, Central Bosnian Canton (in Travnik) • June 6, 2022, BPC Goražde (in Goražde) • June, 8, 2022, Tuzla Canton (in Tuzla) • June 13, 2022, Canton 10 (in Livno) • June 14, 2022, Herzegovina-Neretva Canton (in Mostar) • June 16, 2022, Zenica-Doboj Canton (in Zenica) • June 17, 2022, Una-Sana Canton (in Bihać) • July 4, 2022, Sarajevo Canton (in Sarajevo)

	<ul style="list-style-type: none"> • July 5, 2022, FBiH (in Sarajevo) • July 5, 2022, Posavina Canton (in Sarajevo) <p>The aim of the meeting: is to improve the civil service system with a special focus on the existing legislative framework of the civil service system in the Federation of Bosnia and Herzegovina and the application of the document "Human Resource Management Policy in the Civil Service of the Federation of Bosnia and Herzegovina". This document tentatively set the goals for the development of the civil service in the coming period, and during the meeting the possibilities for its adoption at the cantonal level were discussed, all with the aim of ensuring the unity of the civil service. There was also talk about the necessity of keeping a register of employees in civil service bodies, and the role of all cantons in harmonizing regulations and unifying practices in the field of human resource management and development in civil service bodies in the Federation of Bosnia and Herzegovina. The meetings also discussed the support of the Network for the Development of Human Resources appointed by the Government of the Federation of Bosnia and Herzegovina in 2021 in the process of developing the Strategy for the Development of Human Resources of the Federation of Bosnia and Herzegovina 2022-2027 and the application of the co-financing model of the professional training system by the cantons.</p> <p>The document "Management policy for the management of human resources in the civil service bodies of the Federation of Bosnia and Herzegovina" has meanwhile been adopted in the Bosnian-Podrin Canton of Goražde, Central Bosnia Canton, Herzegovina-Neretva Canton, Tuzla Canton, Una-Sana Canton, K10 and Sarajevo Canton.</p>
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ACTIVITY 2.1.11	ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:					
	Establish and provide continuous support to the work of the network of HRM professionals that will include all four administrative structures in BiH		BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH				II 2021, thereafter continuously 					
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
			INDICATORS			INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH
				The number of annual meetings of the network of HR professionals		BASELINE		0	0	0	0	0
	TARGET					2	2	2	2	2		
			CURRENT		0	0 ¹¹	0	0	0			
Description of achievements		At the level of BiH institutions and FBiH, individual networks of HRM professionals have been established (CSA BiH established a network of training managers based on the Decision of the Council of Ministers of BiH on the method of conducting training of civil servants in BiH institutions (Official Gazette of BiH, number 15/17); Government of FBiH on 292 session, held on November 29, 2021, appointed the members of the Network by Decision ("Official Gazette of the Federation of Bosnia and Herzegovina" number 99/21)). However, there is no single network that would cover all administrative levels in Bosnia and Herzegovina. The only formal cooperation was established through the Forum of Directors of Civil Service/Administration Agencies for all four administrative levels.										
Risks/Problems		FEDERATION OF BOSNIA AND HERZEGOVINA Employee turnover (appointed members of the network) inconsistency of attendance at meetings of all members of the Network HR Sub-Division of Brčko District of BiH Adoption of new regulations in the field of employment.										
Next steps		BOSNIA AND HERZEGOVINA										

¹¹ The holding of the meetings of the Network for the level of FBiH was documented, but no progress was achieved according to the given indicator, considering that in the activity 2.1.11. defined that the network should include all four administrative structures in BiH, which is not the case.

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	<p>-</p> <p>FEDERATION OF BOSNIA AND HERZEGOVINA</p> <p>Involve network members in all processes related to the promotion and initiatives of HRM standards</p> <p>HR Sub-Division of Brčko District of BiH.</p> <p>After the adoption of regulations prescribing employment procedures, their consistent application is needed</p>
Additional information	







MEASURE 2.2:

Ensuring full compliance with the principles of meritocracy, equal treatment, transparency and political neutrality in all areas of human resources management

MEASURE INDICATORS		INDICATOR VALUES		
		BASELINE	TARGET	CURRENT
1. Adequacy of the legislative framework for merit-based recruitment for civil service positions (points) – SIGMA	Bosnia and Herzegovina	11/18	16/18	11/18
	<i>Institutions of BiH</i>			15/18
	<i>FBiH</i>			11/18
	<i>RS</i>			6/18
	<i>BD BiH</i>			6/18
2. Application in practice of recruitment procedures for civil service positions (points) – SIGMA	Bosnia and Herzegovina	3/18	8/18	11/18
	<i>Institutions of BiH</i>			10/18
	<i>FBiH</i>			13/18
	<i>RS</i>			10/18
	<i>BD BiH</i>			2/8
3. Application in practice of recruitment procedures for the senior civil service - SIGMA	Bosnia and Herzegovina	1,5/9	5/9	4/9
	<i>Institutions of BiH</i>			3.5/9
	<i>FBiH</i>			5.5/9
	<i>RS</i>			3.5/9
	<i>BD BiH</i>			2.5/9

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Description of achievements	<p>BOSNIA AND HERZEGOVINA</p> <p>No new legal solutions on the issue of merit have been adopted at any administrative level. According to the assessment from the SIGMA monitoring report for BiH from 2022, the legislation provides the basics of meritorious employment, but still has significant shortcomings. On the other hand, in practice certain improvements have been made to make the application procedure easier for candidates (in the form of electronic applications, submission of copies of the necessary documents or submission of documents at a late stage of the competition procedure, improvement of the web page on which the competitions are published, etc.). An assessment of the capacity of the appeals committee and administrative inspections was carried out and recommendations were formulated to strengthen their capacity, but there is no information on the implementation of these recommendations (except for occasional additional employment for a fixed period of time due to the increased workload in the RS State Administration Committee for Appeals). There were no changes in the regulations regarding the prevention of political influence at any level, but there was no exclusion of senior management positions from the scope of the civil service either.</p>
Risks/Problems	<p>BRŠKO DISTRICT OF BIH</p> <p>Adoption of the law.</p>
Next steps	<p>BRČKO DISTRICT OF BIH</p> <p>Consistent application of the new law after its adoption.</p>
Additional information	

ACTIVITY 2.2.1	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:					
	Amendments to the applicable civil service regulations, which will ensure consistent application of the principles of meritocracy (selection of the best candidate), equal treatment and transparency in all phases of the recruitment process (for appointments for a definite and indefinite period), performance appraisal of civil servants, their promotion and demotion (link to activity 2.1.4) for all categories of staff		Key HRM institutions					II 2021 					
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:										
			INDICATORS	INDICATOR VALUES:					<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
				Legally defined written and oral elements used for evaluation of candidates participating in the competition procedure (SIGMA)	<i>BASLINE</i>	<i>/</i>	<i>/</i>	<i>/</i>	<i>/</i>	<i>0/1</i>			
					<i>TARGET</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>			
					<i>CURRENT</i>	<i>1/1</i>	<i>0/1</i>	<i>0/1</i>	<i>1/1</i>	<i>0¹²/1</i>			
				first-ranking candidate is appointed to the position (SIGMA)	<i>BASLINE</i>	<i>/</i>	<i>/</i>	<i>/</i>	<i>/</i>	<i>0/2</i>			
					<i>TARGET</i>	<i>2/2</i>	<i>2/2</i>	<i>2/2</i>	<i>2/2</i>	<i>2/2</i>			
			<i>CURRENT</i>		<i>2/2</i>	<i>0/2</i>	<i>-¹³</i>	<i>0/2</i>	<i>1¹⁴/2</i>				
	Description of achievements		No new legal solutions on the issue of merit have been adopted at any administrative level. According to the assessment from the SIGMA monitoring report for BiH from 2022, the legislation provides the basics of meritorious employment, but has significant shortcomings. Thus, at the FBiH level there is no obligation to hire the first-ranked candidate, while in the RS the principle of appointing the first-ranked candidate is										

¹² Taking into account the SIGMA methodology, this indicator was calculated as the average level of the institutions of BiH, FBiH and RS.

¹³ According to the SIGMA methodology, 2 points are awarded if the first-ranked candidate is appointed in all analyzed cases. During SIGMA's analysis, it turned out that this was the case in 7 analyzed cases. In one case, the best candidate was not appointed, based on Art. 40.paragraph 1.g) of the Law on Civil Servants - the institution responsible for the appointment did not appoint the selected candidate within 15 days. This referred to the position of inspector for agriculture in the RS Inspectorate. The analysis included 8 competitive procedures from the Ministry of Economy and Entrepreneurship, the Ministry of Health and Social Protection, the Administration for Geodetic and Property Legal Affairs and the RS Inspectorate. Due to the disagreement of the representative of Republika Srpska with the 0/2 rating assigned by SIGMA, the indicator remained unrated in this report.

¹⁴ Taking into account the SIGMA methodology, this indicator was calculated as the average level of the institutions of BiH, FBiH and RS.

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	<p>prescribed¹⁵, but there are provisions that may lead to its not being implemented¹⁶, and in BD BiH there is a possibility of canceling the competition and avoiding the admission of the best candidate. The testing is not anonymous at any administrative level, and at the RS level there is no appropriate written testing, nor structured interviews. Political influence on the appointment of selection commissions is still present (except at the BiH level), while the real challenge is the implementation of employment procedures in practice. On the other hand, the regulations ensure merit in the field of dismissal and assignment to a lower-ranking position of civil servants.</p> <p>With regard to merit in evaluation, a new Rulebook on evaluation of the work of civil servants ("Official Gazette of the Federation of Bosnia and Herzegovina" No. 30/20) was adopted at the FBiH level, which foresees the application of competencies in the evaluation process.</p>
Risks/Problems	<p>BOSNIA AND HERZEGOVINA</p> <p>Integrity of the members of the Commissions for the selection of civil servants.</p> <p>FEDERATION OF BOSNIA AND HERZEGOVINA</p> <p>Insufficient attention was paid to the principle of "merit" within the draft text of the Law on Civil Service in the Federation of Bosnia and Herzegovina</p> <p>The draft text of the new Law on Civil Service in the Federation of BiH has not been communicated to the public</p> <p>REPUBLIKA SRPSKA</p> <p>SIGMA</p>
Next steps	<p>ALL LEVELS</p> <p>According to the recommendations of the SIGMA Monitoring Report for BiH from 2022, it is necessary for the assemblies of BiH, FBiH and BD to adopt amendments to the civil service law in order to expand the horizontal scope of the civil service and ensure HRD based on the principle of merit in all central institutions , including regulatory agencies, the secretariats of the FBiH and BD BiH assemblies, and the Office of the FBiH Prime Minister.</p> <p>The Council of Ministers of BiH should revise the obligation to request approval for each competition.</p>

¹⁵ Rulebook on uniform rules and procedure of public competition for employment and appointment of civil servants ("Official Gazette of RS", no. 68/09, 31/12, 24/15),

¹⁶ SIGMA report on monitoring for BiH from 2022, p. 77. The assessment refers to Art. 40. paragraph 1. item g) of the Law on civil servants ("Official Gazette of RS", no. 118/08, 117/11, 37/12 and 57/16).

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	<p>Assemblies at all levels should amend employment regulations to guarantee a professional composition of selection commissions without political influence, the appointment of the first-ranked candidate for non-management positions and clear rules on positive discrimination if applicable.</p> <p>BOSNIA AND HERZEGOVINA</p> <p>Carry out integrity training for the members of the Commissions for the selection of civil servants.</p> <p>FEDERATION OF BOSNIA AND HERZEGOVINA</p> <p>In the proposal of the new legislative framework, include the holders of activities</p>
Additional information	<p>FEDERATION OF BOSNIA AND HERZEGOVINA</p> <p>Rulebook on performance evaluation of civil servants ("Official Gazette of the Federation of Bosnia and Herzegovina" number 30/20)</p> <p>Explanation of content:</p> <p>Article 5 establishes the criteria for evaluation on two grounds: work results and the application of competencies in the execution of work tasks.</p> <p>Article 6 defines the concept of competencies in more detail and explains their application for managers and other civil servants in the evaluation process</p> <p>Article 7 regulates in more detail the method and time frame for setting work goals and the minimum and maximum number of work goals that can be set for a civil servant.</p> <p>Article 8 indicates the importance of continuous monitoring of the work of civil servants.</p> <p>Article 9 determines the rating scales and the procedure for interviewing the employee who is being evaluated.</p> <p>Article 10 defines the role of the manager in the evaluation process, in case of absence of the superior during the evaluation period.</p> <p>Article 14 defines the role of the human resources management unit in the evaluation process.</p> <p>Article 15 defines a special education program for civil servants who have been rated "unsatisfactory" and defines the way this program is organized.</p> <p>Article 16 defines the obligation and responsibility of evaluation.</p>

ACTIVITY 2.2.2	ACTIVITY: Strengthen the mechanisms for selecting the most competent candidate for the job: - modernize written tests, - deliver training to members of competency interview committees, - increase the degree of transparency in the work of recruitment committees, - limit the possibility of test question manipulation, - establish mechanisms to evaluate the tests based on anonymous and encrypted applications, - increase the use of on-line recruitment tools, - ensure the selection of the best ranking candidate		RESPONSIBLE INSTITUTIONS: BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH					IMPLEMENTATION DEADLINE: IV 2022		
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:							
			INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH	
	INDICATORS	Number of potential committee members who have been trained	BASELINE	n/a	n/a	n/a	n/a	n/a		
			TARGET	70%	70%	70%	70%	70%		
			CURRENT	11%	0.8%	40%	0%	n/a ¹⁷		
		Written tests are anonymous (SIGMA)	BASELINE	0/1	0/1	0/1	0/1	0/1		
			TARGET	1/1	1/1	1/1	1/1	1/1		
			CURRENT	0/1	0/1	0/1	0/1	0/1		
		Web-portal used for publishing vacancies is easy to use and allows filtering function by vacancy or application to new vacancies	BASELINE	/	/	/	/	0/1		
TARGET			1/1	1/1	1/1	1/1	1/1			
CURRENT			1/1	1/1	0/1	0/1	1 ¹⁸ /1			
Description of achievements		Certain improvements have been made to make the application process easier for candidates. At the level of Bosnia and Herzegovina, the Instruction on the method and procedure for submitting an electronic application of candidates in the process of employment of civil servants in the institutions of Bosnia and Herzegovina ("Official Gazette of BiH", number 26/21) introduced e-application during the selection process of civil servants with the possibility of submitting scanned documents. The websites on which the vacancies are published are easy to use at the BiH and FBiH level and enable candidates to sort the vacancies and apply for new ads. In RS, candidates are allowed to attach copies of documents instead								

¹⁷ The value of the indicator calculated with regard to the prescribed composition of commissions by administrative levels and available data submitted by administrative levels. Given the different regulations on the composition of commissions at different levels and incomplete data, it is not possible to calculate the exact total value for the whole Bosnia and Herzegovina.

¹⁸ Taking into account the SIGMA methodology, this indicator was calculated as the average level of the institutions of BiH, FBiH and RS.

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	<p>of originals in the first stages of the recruitment process, while at the level of FBiH and BD BiH, candidates must submit evidence only if they are shortlisted. However, testing is not yet anonymous at any level.</p> <p>At the level of BiH, in the period 2018-2022. 6 trainings on the application of the competence framework were organized, and 90 participants passed them. In addition, out of 350 experts on the list for the appointment of competition commissions, 176 of them received training on conducting competency-based interviews. At the FBiH level, a proposal for the text of the new Regulation on the method of passing general knowledge and professional exams was prepared, and in 2022, training was organized for members of the selection committee (64 participants). Also, at the RS level, all 57 officials underwent training before being appointed to the list of experts for 2020-2024. Due to the lack of budget funds, the Human Resources Subdivision could not organize trainings for the members of the employment commissions. It is planned that they will be implemented after the adoption of the new law and regulations on employment.</p>
Risks/Problems	<p>BOSNIA AND HERZEGOVINA</p> <p>The test phase of the e-application has been successfully completed. It is currently in the implementation phase, i.e. there are currently two competitions in which candidates can apply via online application</p> <p>The possibility of applying to the advertisement for candidates who do not meet the requirements for the advertised position is reduced to a minimum because candidates submit scanned documents</p> <p>FEDERATION OF BOSNIA AND HERZEGOVINA</p> <p>Insufficient IT equipment in the Agency's detached services for the complete digitization of the selection process</p>
Next steps	<p>BOSNIA AND HERZEGOVINA</p> <p>Space on the CSA BiH server is limited. It is overcome by limiting the size of documents which are submitted by candidates. In accordance with the possibilities, an increase in data storage space should be considered, which would significantly extend the storage time of documents.</p> <p>FEDERATION OF BOSNIA AND HERZEGOVINA</p> <p>Submit the text proposal to the Government of the Federation of Bosnia and Herzegovina for adoption</p>
Additional information	







ACTIVITY 2.2.3

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:		
Improve the capacity of the appeal board through additional recruitment and training		BiH Council of Ministers/Government, Civil Service Appeals Boards, Appellate Commission of BD BiH					IV 2021		
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITYI:			●	●	●	●	●
INDICATORS			INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH
	Capacity building programme for Appeals Boards implemented		BASELINE		0/1	0/1	0/1	0/1	0/4
			TARGET		1/1	1/1	1/1	1/1	2/4
			CURRENT		0/1	0/1	0/1	0/1	0/4
Description of achievements	<p>In March 2021, within the framework of the project "Strengthening the management of human resources in Bosnia and Herzegovina" a two-day workshop was organized in Dobož for representatives of the appeals committee and administrative inspections from all administrative levels in Bosnia and Herzegovina.The existing legal framework was reviewed, and an assessment of the capacity of the appeals committee and administrative inspections was carried out, practices were exchanged, and recommendations were formulated to strengthen the capacity of bodies that supervise the application of regulations in the civil service system.</p> <p>In the RS, in April 2022, the president and members of the State Administration Committee for Appeals were appointed for a mandate period of 4 years. During 2021 and 2022, due to the increased volume of work, an additional senior associate for appeals was hired for a certain period of time, which contributed to more efficient and high-quality performance of work. Also, in 2021, activities were initiated to introduce CAF standards for quality management in the Board.</p>								
Risks/Problems	<p>REPUBLIKA SRPSKA</p> <p>There are no financial resources in the Committee's budget for the additional employment of new workers for an indefinite period, so there is a risk that the lack of them in the coming period will jeopardize the efficient and quality performance of the work under the Committee's competence.</p> <p>Also, the Committee's budget lacks financial resources for employee training, so they have the opportunity to go to training only if it is organized by the Agency for Civil Service and the Agency for Public Procurement and if they are invited to it. These shortcomings can jeopardize the quality performance of work under the jurisdiction of the second-level authority.</p>								

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Next steps	<p>The participants of the workshop proposed the organization of events on the exchange of good practices and comparative experiences and codification of practices, study visits and exchange of opinions with similar bodies in the EU and annual conferences on the work of boards/commissions of all administrative levels in BiH.</p> <p>REPUBLIKA SRPSKA</p> <p>In the budget for 2023, as well as for the following years, plan financial resources for employment of new workers in the Committee for an indefinite period, as well as plan additional financial resources for employee training.</p> <p>It is also necessary to strengthen cooperation with the State Administration Agency and the Agency for Public Procurement so that as many employees as possible attend the trainings organized by these institutions. We are of the opinion that the training plan of the State Administration Agency for the next period should also include employees of the State Administration Board of Appeals.</p>
Additional information	<p>REPUBLIKA SRPSKA</p> <p>Due to the coronavirus epidemic (Covid 19) during 2020 and 2021, training and professional development of employees were reduced to a minimum in all institutions of the Republika Srpska.</p>

ACTIVITY 2.2.4

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
<p>Provide a legal framework for compliance with the principle of political neutrality in the work of civil servants, especially those with managerial powers:</p> <ul style="list-style-type: none">- revise the provisions of regulations governing the recruitment and dismissal of senior civil servants to limit political influence (link to activity 2.1.4)- organize seminars/discussions on protection of the principle of political neutrality of the civil service and protection of individual rights from managers- prevent exclusion of senior civil servants position from the scope of the civil service		Key HRM institutions					II 2021 				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
		INDICATOR VALUES:					Inst.BiH	FBiH	RS	BD	BiH
		INDICATORS	Revised regulations	BASELINE	0/1	0/1	0/1	0/1	0/4		
				TARGET	1/1	1/1	1/1	1/1	4/4		
				CURRENT	0/1	0/1	0/1	0/1	0/4		
Min. 3 seminars on political neutrality were held	BASELINE		0/3	0/3	0/3	0/3	0/3				
	TARGET		3/3	3/3	3/3	3/3	3/3				
	CURRENT		2/3	0/3	0/3	2/3	1/3				
Description of achievements	There were no changes in the regulations regarding the prevention of political influence at any level, but there was no exclusion of senior management positions from the scope of the civil service either. In order to strengthen awareness of the importance of the principle of political neutrality, as part of the project "Support to Public Administration Reforms in BiH" financed from IPA funds, two workshops were held on the topic of Protection of the principle of political neutrality of the civil service and the protection of the rights of individuals against arbitrary decisions of managers (13th and October 29, 2020) with the participation of representatives of civil society and trade unions. No special seminars for civil servants on this topic have been organized at any level.										
Risks/Problems	BOSNIA AND HERZEGOVINA Failure to respect the political neutrality of civil servants in BiH institutions.										
Next steps	BOSNIA AND HERZEGOVINA Monitoring of the political neutrality of civil servants by directly superior civil servants.										
Additional information											

MEASURE 2.3:

Establishing modern HR planning and professional development of staff

MEASUREMENT INDICATORS		INDICATOR VALUES:		
		BASELINE	TARGET	CURRENT
1. Percentage of institutions that effectively established and use one-year staffing plans relative to the total number of institutions at all administrative levels	Bosnia and Herzegovina	<i>n/a</i>	70%	24,1%
	<i>Institutions of BiH</i>	<i>n/a</i>	70%	<i>0%</i>
	<i>FBiH</i>	<i>n/a</i>	70%	<i>0%¹⁹</i>
	<i>RS</i>	<i>n/a</i>	70%	<i>100%</i>
	<i>BD BiH</i>	<i>n/a</i>	70%	<i>0%</i>
2. Development, implementation and monitoring of training plans (points) – SIGMA	Bosnia and Herzegovina	1/3	3/3	2/3
	<i>Institutions of BiH</i>			<i>3/3</i>
	<i>FBiH</i>			<i>3/3</i>
	<i>RS</i>			<i>2/3</i>
	<i>BD BiH</i>			<i>0/3</i>
3. Training expenditures in proportion to the annual salary budget (%) - (SIGMA)	Bosnia and Herzegovina	0/4	2/4	0/4
	<i>Institutions of BiH</i>			<i>0/4</i>
	<i>FBiH</i>			<i>0/4</i>
	<i>RS</i>			<i>0/4</i>
	<i>BD BiH</i>			<i>0/4</i>

¹⁹ The FBiH level stated that there is no data.

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<p>4. Existence of a functional HR database with data on the civil service (points) - (SIGMA)</p>	<p>Bosnia and Herzegovina</p>	<p>0/4</p>	<p>3/4</p>	<p>1.5/4</p>
	<p><i>Institutions of BiH</i></p>			<p>0.5/4</p>
	<p><i>FBiH</i></p>			<p>2/4</p>
	<p><i>RS</i></p>			<p>1.5/4</p>
	<p><i>BD BiH</i></p>			<p>0.5/4</p>

<p>Description of achievements</p>	<p>No progress was recorded in the area of personnel planning. Within the framework of the project "Strengthening the management of human resources in BiH", an analysis was carried out for all four administrative levels, training was held, and tools were prepared for the standardization of personnel planning. Adequate legal and sub-legal solutions have also been prepared for the BiH level, but they have not been adopted, so there is still no obligation to coordinate the creation of personnel plans or a central employment plan. At the FBiH level, the Government of FBiH expressed its commitment to the realization of this activity by the Decision on the adoption of the Strategy for the Development of Human Resources in Civil Service Structures in the Federation of BiH, where CSA FBiH is recognized as the key carrier of the activity, but the necessary regulations have not yet been adopted. At the RS level, personnel planning is carried out in accordance with previously adopted regulations (human resources planning through the use of personnel plans was introduced in the republican administration of Republika Srpska in 2008 with the adoption of the Law on Civil Servants ("Official Gazette of Republika Srpska" number 118/2008, 117 /2011, 37/2012 and 57/2016), and elaborated in more detail in 2009 with the adoption of the Rulebook on the manner and content of the personnel plan in the republic's administrative bodies ("Official Gazette of the Republika Srpska" No. 43/2009)). At the level of the BD BiH, the Law on Civil Service in the Public Administration Bodies of the Brčko District of Bosnia and Herzegovina (Official Gazette of the Brčko District of Bosnia and Herzegovina, No. 17/22 - revised text) already stipulated the obligation of all bodies to adopt an annual plan for filling vacant positions and submit it to the authority responsible for human resources, but there is currently no personnel plan.</p> <p>At the level of FBiH, RS and BD BiH, information systems for HRM have been established, but they are not interoperable. At the level of BiH institutions, due to legal restrictions, there is still no reliable information system for HRM.</p> <p>According to SIGMA's assessment, training plans are being prepared (with the exception of the BD BiH level) and professional development is partially realized in accordance with them, but the funds for training are still insufficient (for centrally organized training), while the records of all trainings financed from the budget individual institutions have not yet been established at any administrative level. Grading is carried out regularly (with the fact that at the BiH level, not all institutions still provide complete data on grading to CSA BiH), but the application of this tool in practice is questionable given the large percentage of the highest grades. Progress has been made in the area of linking training needs analysis with performance evaluation.</p>
<p>Risks/Problems</p>	<p>BOSNIA AND HERZEGOVINA</p> <p>Failure to adopt the necessary amendments to the Law on Civil Service in the institutions of Bosnia and Herzegovina</p> <p>FEDERATION OF BOSNIA AND HERZEGOVINA</p>

The Federal Ministry of Justice does not have a sufficient number of enforcers, which is foreseen by the Rulebook on the Internal Organization of the Federal Ministry of Justice, number: 09-49-2258/2012 from September 4, 2012, 03-49-2310/13 from June 5, 2013, 09-49-2310/13 from June 5, 2013, 3984/13 from October 4, 2013, 01-02-3-5087/17 from January 29, 2018, 09-49-2783/19 from December 17, 2019 and 01-02-2-938/22 from May 25, 2022, who could carry out the work of public administration reform. The Rulebook on the Internal Organization of the Federal Ministry of Justice in the Institute for Public Administration systematizes 14 positions, of which one position is a director and two positions are civil servants. In the Institute for Public Administration, a basic organizational unit "Sector for Coordination of Public Administration Reform" was established, which has no employees. The Federal Ministry of Justice requested the strengthening of staffing of the Institute for Public Administration, and the Government of the Federation of Bosnia and Herzegovina adopted Conclusion V. No. 1373/2020 from October 8, 2020, by which the FBiH Government tasked the Federal Ministry of Finance to provide funds in the Budget of the Federation of BiH for 2021 for staffing the Institute for Public Administration, which was not implemented, i.e. the funds were not provided.

BRČKO DISTRICT OF BOSNIA AND HERZEGOVINA

There is no any.

Next steps

BOSNIA AND HERZEGOVINA

The Ministry of Justice of Bosnia and Herzegovina should urgently take the necessary steps to amend the Law on Civil Service in the Institutions of Bosnia and Herzegovina.

The BiH Civil Service Agency should take steps to establish a record of all training that are financed from the budget.

FEDERATION OF BOSNIA AND HERZEGOVINA

It is necessary to provide funds for personnel strengthening in the FBiH Budget for 2023.

CSAFBiH: Within the framework of activities from the Strategy for the Development of Human Resources in the Structures of the State Service in the Federation of BiH, implementation is planned in 2023 and 2024.





REPUBLIKA SRPSKA

A new strategy that will cover the period from 2023-2029.

BRČKO DISTRICT OF BOSNIA AND HERZEGOVINA

The proposal of the new law on civil service prescribes the obligation to establish a personnel plan in the public administration bodies of the BDBiH.

Additional information

ACTIVITY 2.3.1	ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:				
	Amendments to the regulations governing the competencies of the institutions responsible for the HR planning process at the level of BiH and FBiH		Council of Ministers, FBiH Government				II 2021. 				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:								
			INDICATORS	INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>	
				Competence of HR planning institutions established	BASELINE	0/1	0/1	/	/	2/4	
	TARGET	1/1			1/1	/	/	4/4			
		CURRENT	0/1	0/1	/	/	2/4				
Description of achievements		<p>At the workshop organized with the support of the project "Strengthening the management of human resources in BiH" in July 2021, representatives of the BiH Civil Service Agency and the BiH Ministry of Justice proposed an amendment to Article 59 of the current Law on Civil Service in the Institutions of BiH in order to determine the obligation that institutions of BiH prepare personnel plans and the competence of CSA BiH for the coordination of the creation of institutional personnel plans, and for the preparation of the central personnel plan as a summary of institutional plans. The proposed additions would respond to the request from the Methodological framework for assessing the fulfillment of the SIGMA Principles of Public Administration. This decision was included in the draft of the Law on Amendments to the Law on Civil Service in BiH Institutions, which was considered in the Parliamentary Assembly in August 2022, but its adoption is still uncertain.</p> <p>At the FBiH level, there were no changes to the regulations regarding personnel planning. The Government of the Federation of Bosnia and Herzegovina is at its 341st session from December 8, 2022, adopted the Decision on the adoption of the Strategy for the Development of Human Resources, where this issue is further elaborated within the strategic focus and will be planned through the Action Plan of the Strategy.</p> <p>At the level of RS and BD BiH, this issue was already resolved earlier, and these levels had no obligations regarding this activity.</p>									
Risks/Problems		<p>BOSNIA AND HERZEGOVINA</p> <p>Failure to adopt adequate legal solutions.</p> <p>FEDERATION OF BOSNIA AND HERZEGOVINA</p> <p>Insufficiently favorable political environment for the realization of this activity.</p> <p>A long wait for the approval of documents by the Government of the Federation of Bosnia and Herzegovina.</p> <p>Vertical coordination with cantonal ministries for justice and administration slows down the process of implementing activities.</p>									

Annex: Tabular overview of the implementation of the Action Plan

Next steps	<p>BOSNIA AND HERZEGOVINA</p> <p>The Ministry of Justice of Bosnia and Herzegovina needs to intensify activities on the previously agreed amendments to the Law on Civil Service in the Institutions of Bosnia and Herzegovina</p> <p>FEDERATION OF BOSNIA AND HERZEGOVINA</p> <p>Creation of the Action Plan along with the Human Resources Development Strategy for the period 2023-2025</p>
Additional information	

ACTIVITY 2.3.2	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:					
	Standardise the HR planning process (for each level separately by adopting new or amending existing regulations, taking into account the optimisation of necessary resources) and provide training for HR staff from individual institutions (this activity in RS and BD BiH should be focused on improving the existing planning processes)		Institutions in charge of HR planning					II 2022					
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:										
			INDICATORS	INDICATOR VALUES:					Inst.BiH	FBiH	RS	BD	BiH
				HR planning improved through the use of HR plans	BASELINE		0/1	0/1	1/1	1/1	2/4		
	TARGET				1/1	1/1	1/1	1/1	4/4				
		CURRENT		0/1	0/1	1/1	0/1	1/4					
Description of achievements	There were no changes to regulations in terms of standardization of personnel planning												
	At the BiH level, according to the proposed amendments to the Law on Civil Service in the Institutions of BiH, CSA BiH was supposed to establish the method of drafting and the content of personnel plans in individual institutions by means of a by-law. Given that the considered amendments to the law were not adopted, CSA BiH did not have a basis for the adoption of the mentioned sub-legal act.												
	Training on this topic was held only at the FBiH level in 2022 within the framework of the HR Academy.												
Risks/Problems	In the BD BiH, there is an employment plan that is adopted by the heads of the bodies every calendar year, while the creation of a personnel plan (in a broader sense) is planned after the adoption of the new law on civil service.												
	BOSNIA AND HERZEGOVINA												
	Failure to adopt adequate legal solutions.												
Next steps	Inconsistent application of human resources planning procedures.												
	FEDERATION OF BOSNIA AND HERZEGOVINA												
	Absence of human resource management units in civil service bodies.												

Annex: Tabular overview of the implementation of the Action Plan

	<p>Carry out additional training of civil servants for human resources planning.</p> <p>FEDERATION OF BOSNIA AND HERZEGOVINA</p> <p>Continue to work on these activities with the Human Resources Development Strategy</p>
Additional information	

ACTIVITY 2.3.3	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Link the HR planning system with budget plans and programming budgeting system, as well as with the general effort to optimise the number of staff in administrative structures		Institutions in charge of HR planning, Finance Ministries					IV 2022				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
			INDICATORS	INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>		
				HR planning harmonised with the time frame for the preparation of the Budget Law	BASELINE	0	0	1	1	2/4		
					TARGET	1	1	1	1	4/4		
					CURRENT	0	0	1	0	1/4		
Description of achievements	<p>At the BiH level, institutions do not have a formal obligation to plan the necessary human resources. Employment planning is somewhat related to the annual and program budget (according to the law on the budget of BiH institutions and international obligations, the BiH budget includes, among other things, an overview of employees with planned employment dynamics in the following year).</p> <p>At the level of the FBiH, there are no achievements in this activity, except that personnel are planned through the Framework Budget Document, but which do not represent a part of personnel planning. Regarding optimization, ADS FBiH presented a tool for measuring the workload of workplaces as a basis for personnel planning. However, the non-binding tool does not guarantee its application in practice.</p> <p>At the level of the RS, the Personnel Plan is drawn up simultaneously with the preparation of the budget for the following year in accordance with the Rulebook on Personnel Planning and the Law on Civil Servants.</p> <p>BD BiH states that there is no personnel plan.</p>											
Risks/Problems	<p>BOSNIA AND HERZEGOVINA</p> <p>Disapproval of new employment due to lack of financial resources.</p> <p>FEDERATION OF BOSNIA AND HERZEGOVINA</p> <p>Insufficiently developed awareness of the advantages of personnel planning.</p> <p>Job optimization is not binding.</p>											
Next steps	BOSNIA AND HERZEGOVINA											

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	<p>Give more reasoned proposals in the budget regarding new employment.</p> <p>FEDERATION OF BOSNIA AND HERZEGOVINA</p> <p>Strengthen the capacities of the HRM units in the civil service bodies.</p>
Additional information	

ACTIVITY 2.3.4

ACTIVITY 2.3.4	ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:					
	Establish functional and reliable HRM software systems and ensure their interoperability	BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH					IV 2022					
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:										
		INDICATORS	INDICATOR VALUES:					Inst.BiH	FBiH	RS	BD	BiH
			Percentage of administrative bodies/institutions that regularly (on a monthly basis) feed the data into the HRM information system in relation to the total number of administrative bodies/institutions	BASELINE	n/a	n/a	n/a	n/a	n/a			
TARGET	70%			70%	70%	70%	70%					
		CURRENT	0%	90% ²⁰	100%	100%	58.1%					
	Description of achievements	Information systems for HRM have been established at the level of FBiH, RS and BD BiH, but they are not interoperable. Data in the systems are regularly updated. At the level of BiH institutions, due to legal restrictions, there is still no reliable information system for HRM. The Council of Ministers of Bosnia and Herzegovina at its 38th session held on May 26, 2021, tasked the Ministry of Justice of BiH to, in cooperation with the Civil Service Agency of BiH, submit for harmonization the proposal of the Law on Amendments to the Law on Civil Service in the Institutions of BiH, which will legally enable the CSA of BiH to keep a register of civil servants, but this law has not yet been adopted.										
	Risks/Problems	BOSNIA AND HERZEGOVINA Failure to adopt the necessary amendments to the civil service law. FEDERATION OF BOSNIA AND HERZEGOVINA The content of the special category of personal data and the non-existent provisions on the content of the register in the Law on Civil Service in the Federation of Bosnia and Herzegovina.										

²⁰ The data represents the CSA FBiH assessment of the percentage of bodies that regularly submit up-to-date data, given that in accordance with the Regulation on the Content and Method of Keeping the Register of Employees in Civil Service Bodies in the Federation of BiH "Official Gazette of the Federation of BiH" 51/20 (Article 3) CSA FBiH performs data entry and further processing and control, while civil service authorities have authorized access to the Register. Data is delivered on a daily basis. All bodies at the federal level have access to the register, and there are plans to allow them to enter data directly in the future.

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	<p>Insufficient expertise of the body for independent data entry</p> <p>BRČKO DISTRIKT OF BIH</p> <p>Provision of funds for the maintenance of the HRMIS IT system.</p>
Next steps	<p>BOSNIA AND HERZEGOVINA</p> <p>The Ministry of Justice of BiH should act as soon as possible on the conclusion of the Council of Ministers and, in cooperation with the CSA BiH, submit for harmonization the proposal of the Law on Amendments to the Law on Civil Service in the Institutions of BiH, which will legally enable the CSA BiH to keep a register of civil servants</p> <p>FEDERATION OF BOSNIA AND HERZEGOVINA</p> <p>Opening individual modules of HRMIS to authorities in order to:</p> <ul style="list-style-type: none"> - direct entry of the rulebook on internal organization - direct entry of individual evaluations on work - monitoring of personnel status in the system <p>HR Sub-Division of Brčko District of BiH</p> <p>Improvement of IS in the field of HRM.</p>
Additional information	<p>REPUBLIKA SRPSKA</p> <p>The Law on Civil Servants ("Official Gazette of the Republika Srpska", No. 118/08, 117/11, 37/12 and 57/16), among other things, prescribes the obligation of the Agency for State Administration to maintain personnel records through the Central Personnel Register, which serves for personnel management and other needs in the field of labor relations.</p> <p>The Decree on the Content, Use and Maintenance of the Central Personnel Register ("Official Gazette of the Republika Srpska", No. 20/07) - precisely regulates the content, as well as the manner of operation and maintenance of the Central Personnel Register. The Department for Data Registers, in accordance with the Law on Civil Servants and the Regulation on the Content, Use and Maintenance of the Central Personnel Register, performs regular work on the daily control of the up-to-dateness of the Central Personnel Register.</p> <p>The Department for Data Registers, in accordance with the Law on Civil Servants and the Regulation on Content, Use of the CRK, performs regular work on the daily control of the CRK's up-to-dateness.</p> <p>All of the total of 45 republican bodies submit data regularly, and 38 administrative bodies achieve daily up-to-dateness.</p>

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ACTIVITY 2.3.5

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
Revise existing/prepare new strategic documents for professional development and provide funds in the budget to support the implementation of strategic documents (provide consolidated data on training courses financed from the budgets of central HRM units and individual institutions at each administrative level)		BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH					depending on the validity period of existing strategic documents				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
		INDICATOR VALUES:					<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
		INDICATORS	There are continuously valid strategic documents of professional development	BASELINE	1/1	1/1	1/1	1/1	1/1	4/4	
				TARGET	1/1	1/1	1/1	1/1	1/1	4/4	
CURRENT	1/1			1/1	1/1	0/1	3/4				
Established records of training courses financed from the budget	BASELINE	0/1	0/1	0/1	0/1	0/1	0/4				
	TARGET	1/1	1/1	1/1	1/1	1/1	4/4				
	CURRENT	0/1	0/1	0/1	0/1	0/4					
Description of achievements	At the BiH level, no special strategies for professional development are adopted, but the elements of professional development are continuously integrated into the Medium-term work plan of CSA BiH. At the FBiH level, there is a valid Strategy for professional development in civil service bodies in the Federation of BiH 2021-2027 (Official Gazette of the FBiH, number 17/21) and continuity has been achieved in relation to the previous Strategy for the training of employees in the administrative bodies of the FBiH from 2016. At the RS level, there is a framework training plan for employees in the republican administration bodies of the Republika Srpska for the period 2019-2022. (Official Gazette of the Republika Srpska, number 23/19), and a new strategy is being prepared that will cover the period from 2023-2029. At the BD BiH level, a new professional development strategy for the period 2023-2025 is also being prepared, and funds are planned in the budget for its implementation. However, continuity in the adoption of documents after the expiration of the Professional Development Strategy for the period 2018 - 2020 is not ensured. At no administrative level have training records been established that are financed from the budget of individual institutions, that is, administrative bodies.										
Risks/Problems	FEDERATION OF BOSNIA AND HERCEGOVINA										

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	<p>Insufficient financial resources for the realization of professional development programs</p> <p>Insufficient number of implementers in specific areas</p> <p>HR Sub-Division of Brčko District of BiH</p> <p>Insurance of funds.</p>
Next steps	<p>FEDERATION OD BOSNIA AND HERZEGOVINA</p> <p>Introduce a co-financing system for the cantonal level of government</p> <p>Promotion of the Agency's call for adequate selection of implementers</p> <p>REPUBLIKA SRPSKA</p> <p>A new training strategy that will cover the period from 2023-2029.</p> <p>HR Sub-Division of Brčko District of BiH</p> <p>Adopting a strategy and establishing records on trainings that are financed from the budget.</p>
Additional information	

ACTIVITY 2.3.6

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:							
Intensify inspection and other types of supervisions over the implementation of regulations on performance appraisal of civil servants		BiH MoJ, FBIH MoJ, RS Ministry of administration and local self-governance, and Department for technical and administrative affairs of Brčko District					II 2021							
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:												
		INDICATORS	INDICATOR VALUES:					Inst.BiH	FBiH	RS	BD		BiH	
			Performance appraisal completed for at least 70% of staff (SIGMA)					BASELINE					0/1	
					TARGET									1/1
					CURRENT					0	1	1	1	1 ²¹ /1
Description of achievements		BOSNIA AND HERZEGOVINA The administrative inspection of the Ministry of Justice of Bosnia and Herzegovina, within the limits of its capacities, performs inspection supervision over the implementation of regulations on the evaluation of the work of civil servants. At the FBIH level, the Work Plan of the Federal Ministry of Justice-Administrative Inspectorate also provides for continuous supervision over the implementation of regulations on the evaluation of the work of civil servants. In the RS, in accordance with the prescribed competences, the Administrative Inspection supervises the application of regulations on the evaluation of the work of civil servants (in the past period, no regular inspections were carried out, but petitions related to the evaluation of the work of civil servants were acted upon). However, all these levels indicate the need to increase the number of administrative inspectors.												
Risks/Problems		BOSNIA AND HERZEGOVINA Incompleteness of the administrative inspectorate with a sufficient number of inspectors. FEDERATION OF BOSNIA AND HERZEGOVINA Insufficient number of administrative inspectors. REPUBLIKA SRPSKA												

²¹ Taking into account the SIGMA methodology, this indicator was calculated as the average level of the institutions of BiH, FBIH and RS.

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	The impossibility of performing regular inspection controls related to the evaluation of the work of civil servants due to the lack of the number of administrative inspectors.
Next steps	<p>BOSNIA AND HERZEGOVINA</p> <p>Fill the vacant positions of the Administrative Inspectorate with administrative inspectors.</p> <p>FEDERATION OF BOSNIA AND HERZEGOVINA</p> <p>It is necessary to ensure the staffing of the administrative inspectorate in the coming period.</p> <p>REPUBLIKA SRPSKA</p> <p>Increase the number of inspections and the number of administrative inspectors.</p>
Additional information	<p>REPUBLIKA SRPSKA</p> <p>Performance evaluation in 2021 was carried out for a total of 87% of civil servants and employees at the level of the republican administration of the Republika Srpska, on which the Summary reports on the evaluation of civil servants and employees employed in the republican administration bodies of the Republika Srpska for the period January 1 – June 30 2021 were compiled, and for the period July 1 – December 31 2021, which were adopted by the Conclusion of the Government of the Republika Srpska. Reports published on the official website of ADURS.</p>

ACTIVITY 2.3.7

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
Conduct training courses for managers (evaluators) on monitoring and appraising the work (with emphasis on formulating work objectives)		BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH					II 2021				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
		INDICATORS	INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH		
			Performance appraisal completed for at least 70% of staff (SIGMA)		BASELINE		0/1				
			TARGET						1/1		
		CURRENT		0/1	1/1	1/1	1/1	1 ²² /1			
Description of achievements	At the BiH level, from 2018 to 2022, training on performance management (evaluation) was conducted for 81 civil servants. For the FBiH level, the Agency for Civil Service of the Federation continuously conducts education related to the application of the Rulebook on the Evaluation of the Work of Civil Servants as part of the Professional Development Program for Managerial Civil Servants and online consultations for immediate evaluators. The emphasis is on the formulation of goals and the explanation of competence, which are an integral part of the work evaluation process.										
	At the level of RS, trainings were not conducted due to lack of financial resources.										
	At the level of BD BiH, training for evaluators is regularly conducted before each employee evaluation period.										
Risks/Problems	FEDERATION OF BOSNIA AND HERZEGOVINA										
	Non-harmonization of regulations on work evaluation in the Federation of Bosnia and Herzegovina.										
	REPUBLIKA SRPSKA										
	Insufficient financial resources for training in the ADU budget.										
	BRČKO DISTRIKT OF BiH										
	Consistent application of the assessment process.										

²² Taking into account the SIGMA methodology, this indicator was calculated as the average level of the institutions of BiH, FBiH and RS

Next steps	<p>FEDERATION OF BOSNIA AND HERZEGOVINA</p> <p>Continue with activities and plan them with professional development programs.</p> <p>BRČKO DISTRIKT BIH</p> <p>Improvement of the performance evaluation process.</p>
Additional information	<p>REPUBLIKA SRPSKA</p> <p>Performance evaluation in 2021 was carried out for a total of 87% of civil servants and employees at the level of the republican administration of the Republika Srpska, on which the Summary reports on the evaluation of civil servants and employees employed in the republican administration bodies of the Republika Srpska for the period January 1 – June 30 2021 were compiled, and for the period July 1 – December 31 2021, when they were adopted by the Conclusion of the Government of the Republika Srpska. Reports were published on the official website of Agency for State Administration of RS.</p>

ACTIVITY 2.3.8	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:					
	Ensure the implementation of an enhanced training needs analysis process related to performance appraisal and introduce regular evaluation of the impact of training on performance		BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH					II 2022					
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:										
			INDICATORS	INDICATOR VALUES:					<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
				Linkage between performance appraisals and measures designed to enhance professional achievement (SIGMA)					BASELINE		0/4		
									TARGET		2/4		
	CURRENT								0/4	4/4	4/4	4/4	3²³/4
Description of achievements	<p>At the BiH level, an integral part of the civil servant evaluation form is the proposal for professional training and development of the civil servant, which is proposed by the civil servant and the immediate superior who evaluates him.</p> <p>The Government of the FBiH adopted the Regulation on Professional Training in Civil Service Bodies ("Official Gazette of the Federation of BiH" No. 26/21), on the basis of which the CSA of the FBiH adopted the Methodology for evaluating the success of the professional training program (from April 2021) and the Methodology for conducting an analysis of the needs for professional training (from October 2022). A report on the evaluation of the success of the professional development program for 2021 was also prepared, which included an assessment of the effects of training on work performance.</p> <p>At the RS level, the analysis of training needs is an integral part of the employee performance evaluation form. The immediate superior manager, with the consent of the evaluated civil servant, enters the training needs of the employee in the performance evaluation form.</p> <p>At the BD BiH level, the training needs analysis is performed by an evaluator based on the performance evaluation.</p>												
Risks/Problems	<p>FEDERATION OF BOSNIA AND HERZEGOVINA</p> <p>Civil service authorities do not independently carry out the process of analyzing the needs for professional training.</p> <p>Civil service authorities have insufficient knowledge about the expediency of adequate evaluation of professional training programs.</p>												

²³ Taking into account the SIGMA methodology, this indicator was calculated as the average level of the institutions of BiH, FBiH and RS.

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	BRČKO DISTRIKT OF BIH Monitoring the work performance of officials and adequate analysis of training needs.
Next steps	FEDERATION OF BOSNIA AND HERZEGOVINA Continue activities with strengthening the capacity of contact persons to participate in the process. BRČKO DISTRIKT OF BIH Improve training needs analysis processes and introduce regular evaluation of training effects on work performance.
Additional information	

MEASURE 2.4:

Establish a fair and transparent remuneration system

MEASURE INDICATORS		INDICATOR VALUES:		
		BASELINE	TARGET	CURRENT
1. Fairness in the allocation of base salaries in the job classification system (points) - (SIGMA)	Bosnia and Herzegovina	1/4	3/4	1/4
	<i>Institutions of BiH</i>			1/4
	<i>FBiH</i>			0/4
	<i>RS</i>			1/4
	<i>BD BiH</i>			1/4
2. Availability of salary information (points) - (SIGMA)	Bosnia and Herzegovina	0/3	2/3	1/3
	<i>Institutions of BiH</i>			1/3
	<i>FBiH</i>			1/3
	<i>RS</i>			0/3
	<i>BD BiH</i>			3/3

Description of achievements







According to the information provided by the competent institutions, there was no activity on the implementation of this measure. However, according to SIGMA's assessment, partial progress has been achieved with regard to the greater availability of data. As part of the project "Strengthening the system for human resources management in BiH", an analytical review of the pay systems of civil servants in BiH was prepared in relation to the SIGMA principles of public administration, and recommendations were made for improving legislation in this area.

As a prerequisite for the adoption of new laws on wages, a job analysis is cited, which was partially carried out only at the level of BiH institutions, while the other levels have not yet adopted the necessary regulations for its implementation.







Regarding the transparency of the system, salary data is published in job advertisements at all levels except RS. However, according to SIGMA's assessment, data on salaries of civil servants are still not sufficiently transparent (they are not easily available online, and employee registers do not contain information on salaries), with the exception of the BD BiH level, where data on individual salaries is publicly available online.

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<i>Risks/Problems</i>	
<i>Next steps</i>	BRČKO DISTRICT OF BIH Carry out an analytical assessment of jobs and establish a new salary system.
<i>Additional information</i>	

ACTIVITY 2.4.1	ACTIVITY:		RESPONSIBLE INTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Define by regulation an obligation to carry out an analysis of jobs and make a comprehensive analytical assessment of jobs; methodology for analytical assessment, classification and grading of jobs (evaluate, and if need be, revise the existing regulations at the State level)		BiH MoJ, FBIH MoJ, RS Ministry of administration and local self-governance, and Department for technical and administrative affairs of Brčko District					II 2021				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
			INDICATORS	INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>		
	The obligation to conduct a job analysis and the methodology for analytical assessment, classification and gradation of jobs prescribed	BASELINE		1/1	0/1	0/1	0/1	1/4				
		TARGET		1/1	1/1	1/1	1/1	4/4				
		CURRENT	1/1	0/1	0/1	0/1	1/4					
Description of achievements	No regulations have been passed at any administrative level regarding the introduction of the obligation to analyze jobs and analytical evaluation of jobs, as well as the methodology for analytical evaluation, classification and gradation of jobs. At the BiH level, where this obligation and methodology already exist, no steps have been taken to evaluate or revise the previously adopted regulations (Decision on the principles for determining the internal organization of the administrative bodies of Bosnia and Herzegovina (Official Gazette of BiH, number 30/13) and Decision on classification of jobs and criteria for job description of jobs in the institutions of Bosnia and Herzegovina ("Official Gazette of BiH", no. 30/13, 67/15 and 51/18).											
Risks/Problems	BOSNIA AND HERZEGOVINA Lack of financial resources. Lack of human resources. FEDERATION OF BOSNIA AND HERZEGOVINA The risk is the uncertainty of the adoption of regulations governing this area by the competent authorities.											
Next steps	BOSNIA AND HERZEGOVINA Carry out a detailed financial projection of the necessary funds for the implementation of activities in the Ministry of Justice of BiH and accordingly plan funds in the budget and, if necessary, financing from other sources (donations). In accordance with the provided funds, fill up the appropriate human resources in the Ministry of Justice of Bosnia and Herzegovina. FEDERATION OF BOSNIA AND HERZEGOVINA											

	It is necessary to analyze the regulations which are governing this area.
Additional information	






ACTIVITY 2.4.2	ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:	
	Carry out analytical assessment and classification of jobs as a basis for a new remuneration system and amend acts on systematisation and organisation of jobs	BiH MoJ, FBiH MoJ, RS Ministry of administration and local self-governance, and Department for technical and administrative affairs of Brčko District					II 2021	
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:						
								
								
		INDICATORS		INDICATOR VALUES:				
				<i>Inst. BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
				<i>BASELINE</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
				<i>TARGET</i>	<i>50%</i>	<i>50%</i>	<i>50%</i>	<i>50%</i>
				<i>CURRENT</i>	<i>48.8²⁴%</i>	<i>0%</i>	<i>0%</i>	<i>19.2²⁵%</i>
Description of achievements		For the level of Bosnia and Herzegovina, complete data for all institutions have not been submitted. The partial data that were collected during the preparation of the report on the implementation of the PAR Strategic Framework indicate that about 48% of the institutions conducted the analysis of their jobs in accordance with the applicable regulations, which almost reached the target value. At other administrative levels, no job analysis was conducted.						
Risks/Problems		BOSNIA AND HERZEGOVINA MINISTRY OF JUSTICE OF BIH Lack of financial resources. Lack of human resources. FEDERATION OF BOSNIA AND HERZEGOVINA						

²⁴ Calculated based on the responses of 43 institutions, which represents a sample of about 57% of institutions at the level of BiH. According to the submitted answers, 21 institutions conducted job analysis and created job descriptions in accordance with the valid decisions of the BiH Council of Ministers, from which it follows that about 48% of institutions at the BiH level have fulfilled this obligation.

²⁵ Calculated on the basis of estimated data for the BiH level.

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	Lack of personnel in the Institute for Public Administration, which is responsible for the organization and improvement of civil service bodies in FBiH.
Next steps	<p>BOSNIA AND HERZEGOVINA</p> <p>Carry out a detailed financial projection of the necessary funds for the implementation of activities in the Ministry of Justice of BiH and accordingly plan funds in the budget and, if necessary, financing from other sources (donations).</p> <p>In accordance with the provided funds, fill up the appropriate human resources in the Ministry of Justice of Bosnia and Herzegovina.</p> <p>FEDERATION OF BOSNIA AND HERZEGOVINA</p> <p>It is necessary to secure financial resources for personnel strengthening.</p>
Additional information	<p>REPUBLIKA SRPSKA</p> <p>After the Law on Civil Servants and accompanying by-laws are passed, the analysis of workplaces will be started, which is the basis for drafting the new Law on Wages. After that, the procedure for enacting the new Law on Wages will begin.</p>

ACTIVITY 2.4.3	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Amend regulations to allow for the establishment of a remuneration system based on the appropriate analytical assessment and classification of jobs		BiH MoJ, FBiH MoJ, RS Ministry of administration and local self-governance, and Department for technical and administrative affairs of Brčko District					II 2022				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
			INDICATORS	INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>		
				BASELINE						0/1		
				TARGET						1/1		
	CURRENT			1/1	0/1	0/1	0/1	0/1				
	Description of achievements	As part of the project "Strengthening the management of human resources in BiH", an analytical review of the pay systems of civil servants in BiH was prepared in relation to the SIGMA principles of public administration, and recommendations were made for improving legislation in this area. Regulations have not yet been adopted.										
	Risks/Problems	BOSNIA AND HERZEGOVINA Lack of financial resources. Lack of human resources. FEDERATION OF BOSNIA AND HERZEGOVINA Uncertainty about the adoption of regulations by the competent authorities.										
	Next steps	BOSNIA AND HERZEGOVINA Carry out a detailed financial projection of the necessary funds for the implementation of activities in the Ministry of Justice of BiH and accordingly plan funds in the budget and, if necessary, financing from other sources (donations). In accordance with the provided funds, fill up the appropriate human resources in the Ministry of Justice of Bosnia and Herzegovina. FEDERATION OF BOSNIA AND HERZEGOVINA In order to start drafting regulations, it is necessary to carry out the aforementioned job analysis. REPUBLIKA SRPSKA										

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	The improvement of the salary system will depend primarily on the comprehensive and high-quality analysis of workplaces in all administrative bodies of the Republika Srpska.
Additional information	<p>FEDERATION OF BOSNIA AND HERZEGOVINA</p> <p>After the job analysis and analytical evaluation of jobs, and the methodology for analytical evaluation, classification and gradation of jobs, the regulations will be amended in accordance with the analytical evaluation and classification.</p>

ACTIVITY 2.4.4

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:							
Ensure the availability of data on the salary and remuneration system		BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH					II 2021							
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:												
		INDICATOR VALUES:					Inst.BiH	FBiH	RS	BD	BiH			
		INDICATORS	Information on the salary is available in the job vacancy (SIGMA)	BASELINE					0/1					
				TARGET					1/1					
CURRENT					1	1	0	1	1/1					
General information on pay grades are easily accessible on the website (SIGMA)	BASELINE					0/1								
	TARGET					1/1								
	CURRENT					0	0	0	1	0/1				
Description of achievements	Salary information is published in job advertisements at all levels except RS. However, according to SIGMA's assessment, data on civil servants' salaries are still not sufficiently transparent (they are not easily available online, and employee registers do not contain information on salaries). The exception is BD BiH, where data on individual salaries are publicly available online.													
Risks/Problems	BRČKO DISTRIKT OF BIH. There is no any.													
Next steps	BRČKO DISTRIKT OF BIH. Continuous publication of data on wages and benefits.													
Additional information	REPUBLIKA SRPSKA Salaries of employees in administrative bodies are determined by the Law on Salaries of Employees in Administrative Bodies of the Republika Srpska. The same law is available on the website of the Ministry of Administration and Local Self-Government of the Republika Srpska.													

MEASURE 2.5:

Ensuring compliance with the norms of code of ethical conduct for staff in administrative structures

MEASURE INDICATORS		INDICATOR VALUES		
		BASELINE	TARGET	CURRENT
1. Disciplinary decisions confirmed by the courts (%) - SIGMA	Bosnia and Herzegovina	0/4	2/4	4/4
	<i>Institutions of BiH</i>			4/4
	<i>FBiH</i>			4/4
	<i>RS</i>			4/4
	<i>BD BiH</i>			4/4
2. Existence of legal frameworks for public sector integrity (points) – SIGMA	Bosnia and Herzegovina	0/5	3/5	0/5
	<i>Institutions of BiH</i>			1/5
	<i>FBiH</i>			0/5
	<i>RS</i>			0/5
	<i>BD BiH</i>			0/5
3. Established public sector integrity plans (points) – SIGMA	Bosnia and Herzegovina	0/4	4/4	1/4
	<i>Institutions of BiH</i>	0/4	1/4	0/4
	<i>FBiH</i>	0/4	1/4	0/4
	<i>RS</i>	0/4	1/4	1/4
	<i>BD BiH</i>	0/4	1/4	0/4







Description of achievements

At the level of BiH institutions, the management staff is obliged by the current regulations to sanction failures in the work of civil servants in the prescribed manner, both through disciplinary procedures and through the evaluation of the work of civil servants. However, in practice, he does not always use the legal

	<p>options given to him by the regulations, even though activities have been undertaken to increase awareness of this issue. Disciplinary procedures are carried out in accordance with the current regulations, which are relatively outdated. With project support, analyzes of regulations in this area were made and recommendations for improvements were made, but they were not adopted. In the meantime, CSA BiH managed to further develop this legal branch through practice and opinion. At the FBiH level, trainings on disciplinary procedures are regularly held, and the main problems are difficulties in selecting candidates for members of disciplinary commissions, weak response to lists of expert members of disciplinary commissions, delays and obstructions in the conduct of disciplinary proceedings, statutes of limitations, and the passive attitude of civil service bodies. At the BD BiH level, compliance with the ethical norm of employee behavior is ensured through the competence of the ethics officer. According to the SIGMA assessment, the valid regulations at all levels contain basic principles on the disciplinary procedure, but have significant shortcomings.</p> <p>Regarding integrity plans, there is still no explicit legal provision that prescribes the obligation to prepare them. At the BiH level, it is derived to some extent from the Law on the Agency for the Prevention of Corruption and Coordination of the Fight Against Corruption, at the RS level it is prescribed by the Strategy for the fight against corruption in the Republika Srpska and the accompanying Action Plan, and at the FBiH level by the Action Plan for the fight against corruption²⁶. At the level of BiH, about 34% of institutions have adopted an integrity plan, in FBiH 60%, while this percentage is significantly higher in RS and amounts to 98%. Integrity plans have not been adopted at the BD BiH level.</p> <p>There is still no data on the implementation of integrity plans in practice. The situation at the FBiH level is particularly worrying, where there is no clearly established body responsible for coordination in the fight against corruption.</p>
Risks/Problems	<p>BOSNIA AND HERZEGOVINA</p> <p>The non-binding nature of ethical codes.</p> <p>REPUBLIKA SRPSKA</p> <p>Improvement of the disciplinary procedure is possible after more advanced solutions in this area are prescribed in the new Law on Civil Servants.</p> <p>Monitoring the implementation of adopted integrity plans and regular reporting on the implementation of prescribed measures.</p> <p>DISTRIKT BRČKO OF BOSNIA AND HERZEGOVINA</p> <p>There is no any.</p>
Next steps	<p>ALL LEVELS.</p> <p>Improve the legal framework in accordance with the findings of the analyzes and the SIGMA monitoring report from 2022.</p>







²⁶ On November 11, 2021, the FBiH Government enacted Conclusion V. number: 1694/2021 by which it adopted the Action Plan for the fight against corruption for the period 2021 until the adoption of the Strategy for the fight against corruption in the Federation of Bosnia and Herzegovina (in chapter 1.1.1. activity on the creation and updating of integrity plans is foreseen).

<i>Additional information</i>	BOSNIA AND HERZEGOVINA
	Strengthening awareness of the obligation to comply with the norms from the code of ethics.
	REPUBLIKA SRPSKA
	In the procedure for drafting the new Law on Civil Servants, a special chapter will be devoted to the improvement of the disciplinary procedure.
	FEDERATION OF BOSNIA AND HERZEGOVINA
	Ensure coordination in the fight against corruption.
	BRČKO DISTRICT OF BOSNIA AND HERZEGOVINA
	Strengthening employee awareness in order to ensure compliance with ethical behavior.

ACTIVITY 2.5.1	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Raising the awareness of the managerial staff about the need to sanction any misconduct in a fair and timely manner.		BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH					II 2021				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
			INDICATORS	INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH		
				Min. 2 workshops held	BASELINE	0	0	0	0	0/2		
	TARGET	2			2	2	2	2/2				
		CURRENT	1	1	1	0	1/2					
Description of achievements	At the BiH level, the management staff is obliged by the current regulations to sanction work failures in the prescribed manner and on the basis of the regulations governing disciplinary responsibility.Current regulations, through the evaluation system of civil servants, also enable and stimulate the management staff to sanction violations of official duties through reduced or negative evaluations, which affects the advancement of civil servants within the pay grade.											
	As part of the project "Support for Public Administration Reform in BiH" on December 23, 2020, a workshop was held on effective and fair sanctioning of omissions in the work of employees in the administration with the participation of representatives of BiH institutions and entities. In addition, at the FBiH level, in 2022, the FBiH CSA organized one training on the topic "Disciplinary procedure", and at the RS level, in cooperation with Transparency International in BiH, 3 workshops were held in 2021 on the topic "Training on the prevention of abuse of public resources" " and in cooperation with the OSCE BiH in 2022 training held on the topic “Training of police and civil servants on the topic of integrity, professional and ethical behavior, risks of corruption and negligent performance of work”, “Law on freedom of access to information – a mechanism in the prevention of corruption”, "Open data", and 2 trainings on the topic "Practical application of the Law on Public Procurement in order to prevent corruption in public procurement". At the BD BiH level, no workshops were held on raising the awareness of management staff, and compliance with the ethical norm of employee behavior is ensured through the competence of the ethics officer.											
Risks/Problems	BOSNIA AND HERZEGOVINA											
	Due to political influence, the management staff does not use the legal options given to them by the regulations.											
	FEDERATION OD BOSNIA AND HERZEGOVINA											
	Lack of interest of management officers to attend these trainings.											
BRČKO DISTRIKT OF BiH												

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	There is no any.
Next steps	<p>FEDERATION OF BOSNIA AND HERZEGOVINA</p> <p>Plan this education in the training program for management officers.</p> <p>BRČKO DISTRIKT OF BIH</p> <p>Plan trainings on the implementation of disciplinary procedures in public administration bodies.</p>
Additional information	

ACTIVITY 2.5.2	ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:					
	Improve the implementation of disciplinary procedures and ensure the implementation of the code of ethical conduct for staff (through amendments to the regulations and training)		Key HRM institutions				IV 2021					
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
			INDICATORS	INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD		BiH	
				Share of disciplinary committee members who have undergone a specialised training on conducting disciplinary proceedings	BASELINE	n/a	n/a	n/a	n/a		n/a	
					TARGET	50%	50%	50%	50%		50%	
	CURRENT	20 ²⁷ %			84.6 ²⁸ %	0%	0%	0 ²⁹ %				
Description of achievements		At the BiH level, according to the assessment of CSA BiH, the valid Code of Conduct prescribes everything necessary, and its application depends on the management staff of the institution. The disciplinary procedure is carried out in accordance with the norms of the Law on Civil Service in the Institutions of Bosnia and Herzegovina and the Rulebook on Disciplinary Responsibility of Civil Servants in the Institutions of Bosnia and Herzegovina. Although these regulations are relatively outdated, CSA BiH managed to further develop this legal branch through practice and opinion. As part of the "Support to Public Administration Reform in BiH" project, an initial analysis of the regulations on the disciplinary responsibility of civil servants was made in December 2020 as a basis for improving the regulations. Also, within the framework of the project "Strengthening the management of human resources in BiH", a report on the analysis of disciplinary procedures was prepared and recommendations for improvement were given. The draft Law on Amendments to the Law on Civil Service in the Institutions of BiH, which was considered in the Parliamentary Assembly of BiH in										

²⁷ There are no exact data on the total number of members of disciplinary commissions, given that they are ad hoc bodies. According to the estimate of the ADS BiH, about 20% of the members of the disciplinary commissions have undergone the mentioned training.

²⁸ The value of the indicator was estimated on the basis of data for 2021 and 2022, considering that after the amendment of the Regulation on the rules of disciplinary procedure for the disciplinary responsibility of civil servants in civil service bodies in the Federation of Bosnia and Herzegovina, "Official Gazette of Bosnia and Herzegovina", no. 72/04, 75/09, 17/21, 55/21) established the List of experts from which the members of the disciplinary commissions are appointed, which includes a total of 26 members of the disciplinary commissions, while previously their number was higher.

²⁹ Due to the lack of data, it is not possible to determine the total value for BiH.







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	<p>August 2022, also contained provisions related to improvements in this area, but was not adopted at the session of the House of Representatives. A training by CSA BiH in the period 2018-2022 is organized for 1048 civil servants in the field of disciplinary responsibility and code of ethics.</p> <p>At the FBiH level, in the period 2018-2022 training on disciplinary procedure was held for a total of 155 participants (of which 68% of the participants are members of disciplinary commissions, and the rest of the participants are mediators), while there were no trainings or list changes at the level of RS and BD BiH.</p>
Risks/Problems	<p>BOSNIA AND HERZEGOVINA</p> <p>The influence of external factors.</p> <p>Vis major.</p> <p>Lack of financial resources.</p> <p>Lack of human resources.</p> <p>FEDERATION OF BOSNIA AND HERZEGOVINA</p> <p>Lack of selection of mediators by civil service bodies.</p> <p>Difficulties in selecting candidates for members of the disciplinary commission.</p> <p>Weak response for lists of expert members of disciplinary commissions.</p> <p>Stalls and obstructions in conducting disciplinary proceedings.</p> <p>Old disciplinary procedure.</p> <p>Annulment of the decision on the established disciplinary responsibility and the imposed measure by the second-instance body or court.</p> <p>Passive attitude of civil service bodies - lack of adequate communication with the Agency.</p>
Next steps	<p>BOSNIA AND HERZEGOVINA</p> <p>Further development of the branch of law through constant completion of practice which is supported by opinions.</p> <p>Carry out a detailed financial projection of the necessary funds for the implementation of activities in the Ministry of Justice of BiH and accordingly plan funds in the budget and, if necessary, financing from other sources (donations).</p> <p>In accordance with the provided funds, fill up the appropriate human resources in the Ministry of Justice of Bosnia and Herzegovina.</p> <p>FEDERATION OF BOSNIA AND HERZEGOVINA</p> <p>An initiative to change the regulations governing the selection and work of mediators.</p>

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	Amendment of the Decision on criteria for determining the amount of compensation for members of disciplinary commissions appointed by the Agency for Civil Service of the Federation of Bosnia and Herzegovina.	
Additional information	FEDERATION OF BOSNIA AND HERZEGOVINA	
	Training - number of participants in the period from 2018-2022 (below)	
	Year	Disciplinary procedure
	2018.	19
	2019.	54
	2020.	16
	2021.	33
	2022.	33
	totally	155

ACTIVITY 2.5.3

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
Provide a legal basis for the adoption of integrity plans (through regulations or strategic documents) and build capacities for their development at the level of individual institutions		APIK, BiH MoJ, FBIH MoJ, RS MoJ, Department for technical and administrative affairs of Brčko District					IV 2021				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
		INDICATORS	INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH		
			Percentage of institutions that have adopted integrity plans at each administrative level		BASELINE				n/a		
		TARGET						80%			
		CURRENT		34.8%	60%	98%	0%	58.3%			

Description of achievements	<p>At the BiH level, the Agency for the Prevention of Corruption and Coordination of the Fight Against Corruption, in obliging institutions to prepare integrity plans, refers to Article 10, paragraph (1) item r) prescribing a unique methodology and guidelines for preparing integrity plans and providing assistance to all public institutions in their implementation and Article 24 Paragraph (2) of the Act on the Agency for Prevention of Corruption and Coordination of the Fight Against Corruption, as well as audit requirements for institutions to prepare plans. A total of 23 institutions have completed the preparation of integrity plans, while 46 institutions have started activities on the preparation of integrity plans.</p> <p>At the FBiH level, the Federal Ministry of Justice did not conduct activities on this issue, and the CSA FBiH organized training on the topic "Development of integrity plans" in 2022, 36 federal institutions have drawn up integrity plans out of a total of 60 covered by the Law on Civil Service (that is, 42 institutions out of a total of 98 institutions at the FBiH level that have this obligation).</p> <p>At the level of the RS, the Strategy for the fight against corruption in Republika Srpska and the accompanying Action Plan prescribe the obligation for institutions in Republika Srpska to adopt integrity plans, and 98% of institutions have adopted them.³⁰. Each institution's integrity plans are publicly available and published on each institution's website.</p>
Risks/Problems	<p>BOSNIA AND HERZEGOVINA</p> <p>In the absence of an explicit legal provision prescribing the obligation to create integrity plans, institutions often need to be reminded of this obligation.</p>

³⁰ Of the 62 institutions that have this obligation, 60 have adopted an integrity plan.

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	Lack of human resources and their training.
Next steps	<p>BOSNIA AND HERZEGOVINA</p> <p>Initiate amendments to the Law on the Agency for the Prevention of Corruption and Coordination of Anti-Corruption Investigations in terms of including a provision that will provide for the obligation to create integrity plans, initiate the adoption of the Strategy for the Fight against Corruption, which, among other things, contains the strategic goal of strengthening integrity and creating integrity plans.</p> <p>Fill out and train appropriate human resources in the Ministry of Justice of Bosnia and Herzegovina.</p> <p>FEDERATION OF BOSNIA AND HERZEGOVINA</p> <p>It is necessary to strengthen the personnel of the Federal Ministry of Justice.</p>
Additional information	

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ACTIVITY 2.5.4

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
Ensure regular monitoring of the implementation of integrity plans		APIK, RS MoJ, anti-corruption bodies in the FBiH and Brčko District					II 2022				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
INDICATORS		INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>			
	Availability of integrity plan implementation reports at each administrative level	BASELINE		0	0	0	0	0/4			
		TARGET						2/4			
		CURRENT		0	0	0	0	0/4			
Description of achievements	At the BiH level, the institutions once a year submit reports on the implementation of measures/recommendations from the adopted integrity plans of the Agency for Prevention of Corruption and Coordination of the Fight Against Corruption. The Agency's summary report with an overview of the implementation of the integrity plans has not yet been prepared and will be available next year after the analysis of the situation. At the RS level, the integrity plans of each institution are publicly available and published on the website of each institution, but there is no summary report on their implementation.										
Risks/Problems	BOSNIA AND HERZEGOVINA It is often necessary to remind institutions of the obligation to send periodic reports.										
Next steps	BOSNIA AND HERZEGOVINA To remind institutions of the obligation to send periodic reports on the implementation of measures/recommendations from the adopted plans of integration, to compile a summary report based on the submitted reports.										
Additional information											

MEASURE 2.6:

Improving the quality of general management in civil service structures

MEASURE INDICATORS		INDICATOR VALUES		
		BASELINE	TARGET	CURRENT
1. Number of senior civil servants who received training on managerial knowledge and skills at all administrative levels	Bosnia and Herzegovina	<i>n/a</i>	90%	26.1%
	<i>Institutions of BiH</i>	<i>n/a</i>	90%	49.8%
	<i>FBiH</i>	<i>n/a</i>	90%	7.8%
	<i>RS</i>	<i>n/a</i>	90%	0%
	<i>BD BiH</i>	<i>n/a</i>	90%	92.2%
2. Percentage of managers whose performance was appraised by the competent bodies	Bosnia and Herzegovina	<i>n/a</i>	90%	25%
	<i>Institutions of BiH</i>	<i>n/a</i>	90%	0%
	<i>FBiH</i>	<i>n/a</i>	90%	0% ³¹
	<i>RS</i>	<i>n/a</i>	90%	80%
	<i>BD BiH</i>	<i>n/a</i>	90%	100%

Description of achievements

Managerial trainings are conducted at all levels except in the RS, and at the levels of BiH and FBiH, by-laws stipulate the obligation of managerial civil servants to attend these trainings.

Adequate evaluation of the work of managerial civil servants is prescribed only at the FBiH level, where the new Rulebook on the evaluation of the work of civil servants in civil service bodies of the FBiH (Official Gazette of the FBiH, number: 30/20) was adopted, which introduced the verification of managerial competencies during evaluation.

³¹ The FBiH level stated that there is no data.

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	At no administrative level were there any changes to the regulations regarding the evaluation of the work of the managers of institutions.				
	At the level of the RS, it is planned that the changes will be foreseen by the new law on civil service.				
	The highest achievement according to this measure is at the level of BD BiH, where over 90% of senior civil servants have undergone training and all managers of administrative bodies have been evaluated.				
Risks/Problems	FEDERATION OF BOSNIA AND HERZEGOVINA				
	Financial resources for the implementation of the program.				
	DISTRIKT BRČKO OF BIH				
	There is no any.				
Next steps	FEDERATION OF BOSNIA AND HERZEGOVINA				
	Continue with the program cycle for senior civil servants in the coming period.				
	BRČKO DISTRIKT OF BIH				
	There is no any.				
Additional information	The Agency is planning a professional training program for senior civil servants starting in 2017. Data analysis				
	On	Year	number of participants-successfully completed	Number of participants - followed occasionally	Number of participants per day
	1	2017	16	0	226
	2	2018	14	42	267
	3	2019	14	24	226
	4	2020	23	10	330
	5	2021	21	0	189
	TOTAL		88	76	1238

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ACTIVITY 2.6.1	ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:	
	Conduct training courses for senior civil servants at all organisational levels on basic managerial knowledge and skills		BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH				II 2021	
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					
	INDICATORS	INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
		Percentage of senior civil servants who have undergone management training		BASELINE	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
				TARGET	90%	90%	90%	90%
				CURRENT	49.8%	7.8%	0%	92.2%
	Description of achievements	<p>At the BiH level, with the aim of improving managerial skills, the Instruction on training for managerial civil servants in the institutions of Bosnia and Herzegovina was adopted (Official Gazette of Bosnia and Herzegovina, number 26/21), and the obligation of managerial civil servants to undergo managerial training was prescribed. The implementation of managerial trainings organized by the BiH Civil Service Agency is in progress, and in 2021 and 2022, 410 managerial civil servants underwent at least one training for managerial civil servants, which is about 49.8% of the total number of managerial civil servants. At the FBiH level, ADS FBiH implements a professional training program for leading civil servants in accordance with the Decision of the Government of the Federation of BiH ("Official Gazette of the Federation of BiH" number 29/17). At the level of RS, there were no such trainings, while at the level of BD BiH, trainings were conducted for managerial civil servants, and out of a total of 77 managerial civil servants, 71 of them passed the training.</p> <p>In addition, within the framework of the project "Strengthening the management of human resources in BiH" during 2021, activities were undertaken to strengthen general management capacities in the civil service and a training cycle was conducted for senior civil servants.</p>						
	Risks/Problems	<p>BOSNIA AND HERZEGOVINA</p> <p>The decision for the training of managerial civil servants is in force from 2021, so the activity is in the first phase.</p> <p>FEDERATION OF BOSNIA AND HERZEGOVINA</p> <p>The provision in the Decision stating that managers of institutions are not obliged to attend the professional development program for managerial civil servants, only managerial civil servants.</p> <p>BRČKO DISTRIKT OF BIH</p> <p>Provision of funds for training.</p>						

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Next steps	<p>FEDERATION OF BOSNIA AND HERZEGOVINA</p> <p>Continue with activities in accordance with the Work Program that the Agency designs on an annual basis.</p> <p>BRČKO DISTRIKT OF BIH</p> <p>Planning of additional trainings</p>
Additional information	

ACTIVITY 2.6.2	ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Amend the existing/adopt new provisions of regulations governing the performance appraisal of senior civil servants based on the assessment of managerial skills (link with activity 2.1.4.)	BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH					IV 2022				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
	INDICATORS	INDICATOR VALUES:					<i>Inst. BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
	The regulations provide for the verification of managerial competencies of senior civil servants through evaluation	BASELINE					0	0	0	0	0/4
		TARGET					1	1	1	1	4/4
		CURRENT					0	1	0	0	1/4
ACTIVITY 2.6.2	Description of achievements	The regulations were changed only at the level of the FBiH, where the new Rulebook on performance evaluation specially processed the forms for the performance evaluation of managerial civil servants, and they include a special part of the behavioral competence check. At the level of the RS, it is planned that the aforementioned check will be provided for in the new law on civil service, and at the level of the BD BiH, the preparation of new regulations has been announced.									
	Risks/Problems	BOSNIA AND HERZEGOVINA Lack of interest in changes to current regulations. FEDERATION OF BOSNIA AND HERZEGOVINA Insufficient harmonization of regulations in the Federation of BiH. BRČKO DISTRIKT OF BIH Adoption of new regulations.									
	Next steps	FEDERATION OF BOSNIA AND HERZEGOVINA Strengthen awareness of the importance of competence assessment as an integral part of the performance evaluation of civil servants. BRČKO DISTRIKT OF BIH After the adoption of new regulations, check the performance of managerial civil servants based on the assessment of managerial skills.									

Additional information	
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ACTIVITY 2.6.3	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Amend the existing/adopt new provisions of regulations governing the monitoring and evaluation of the work of heads of institutions/administrative organisations (link with activity 2.1.4.)		BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH					IV 2022				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
			INDICATORS	Adequately prescribed regular monitoring and evaluation of the work of heads of institutions / administrative organisations		INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH
						BASELINE		0	0	0	0	0/4
	TARGET					1	1	1	1	4/4		
			CURRENT		0	0	0	0	0/4			
	Description of achievements		There were no changes in regulations at any administrative level in the area of evaluation of institution heads either. At the BiH level, in the implementing act of the Law on Civil Service in the Institutions of BiH, which refers to evaluation, there is a norm that refers to the evaluation of the work of managers of institutions by a special commission appointed by the Council of Ministers of BiH, which the Council of Ministers has never formed. The assessment of these management officers can be established with the existing regulations through audit reports, reports sent to the Council of Ministers and reports related to the work of the institution they manage in some other segments, for example the report of the Administrative Inspection. At the FBiH level, the existing regulation is in force but not applied (Decree of the Government of the Federation of BiH on the criteria, procedure and method of evaluating the work of heads of civil service bodies set by the Government of the Federation of BiH, "Official Gazette of the Federation of BiH" number 5/13, 80/13 and 24/14). At the level of RS, heads of institutions/administrative organizations are leading civil servants, as prescribed by Article 26 of the Law on Civil Servants. Work monitoring and evaluation of all civil servants, including managerial civil servants, is prescribed by the Rulebook on the Procedure for the evaluation and promotion of civil servants and state employees. Article 5 of the Rulebook in question stipulates that the work of civil servants is evaluated every six months. At the BDBiH level, the work of manager civil servants is monitored and evaluated according to the valid regulations of public administration bodies.									
	Risks/Problems											
Next steps		FEDERATION OF BOSNIA AND HERZEGOVINA										

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	<p>Submit a new draft Regulation to the Government of the Federation.</p> <p>BRČKO DISTRIKT OF BIH</p> <p>Improve the regulations that regulate the monitoring and evaluation of managerial civil servants.</p>
Additional information	

AREA 3 – ACCOUNTABILITY

OBJECTIVE: Organisationally and functionally aligned and transparent public administration system, with improved internal and external supervision over the work of public administration.

TARGET INDICATORS	INDICATOR VALUES		
	BASELINE	TARGET	CURRENT
1. <i>Public trust in administration (% of those who completely and somewhat trust) Balkans Barometer</i>	15%	40%	25%
2. <i>Requests for access to information in the possession of a government agency (institution) are accommodated in a timely manner (% of those who agree and those who fully agree) Balkans Barometer</i>	30%	55%	40%

Description of achievements	<p>Although the implementation of reform activities took place slowly in the previous period, a certain progress was achieved at the level of the performance. Citizens' confidence in the work of the Government has increased compared to the initial year of measurement by 10 percent and is now 25%. However, this is less than in 2021, when the percentage of citizens who fully believe or are prone to believe the Government was 26%, and significantly less than in 2019, when the trust in the Government was the largest and was 35%.</p> <p>Certain progress can also be observed in the perception of citizens on the transparency of government bodies. Of the initial 30% (2017 value), the proportion of citizens who believed that the government bodies in a timely manner submitted information in accordance with the Laws on Freedom of Access to information increased to 40 percent in 2021.</p>
Risks/Problems	Slow implementation of reform can affect the indicator values, but considering that it is a perception, it is possible to for other influences on the opinion of citizens to exist.
Next steps	Accelerate the implementation of reform activities, especially activities related to increasing the transparency and accountability of the Government.
Additional information	The indicator "Requirements for information available to the Government Agency (institution) shall be approved in a timely manner (% of those who agree or completely agree)" is not included in the Balkometer measurement for 2022.

MEASURE 3.1:

Improving the organisational structure of the public administration system at all administrative levels:







MEASURE INDICATORS		INDICATOR VALUES		
		BASELINE	TARGET	CURRENT
1. Adequacy of the policy and regulatory framework to manage central government institutions (points) SIGMA	Bosnia and Herzegovina	1/5	3/5	2/5
	<i>Institutions of BiH</i>			2/5
	<i>FBiH</i>			2/5
	<i>RS</i>			2/5
	<i>BD BiH</i>			2/5
2. Accountability in reporting between central government bodies and competent ministry at administrative levels (points) SIGMA	Bosnia and Herzegovina	0/4	2/4	0/4
	<i>Institutions of BiH</i>			0/4
	<i>FBiH</i>			0/4
	<i>RS</i>			0/4
	<i>BD BiH</i>			0/4

Description of achievements

The measure is aimed at improving the entire organization of the Central Government. The measurement made Sigma (<https://sigmaweb.org/publications/Monitoring-Report-Bosnia-and-Herzegovina-May-2022.pdf>) The conclusion from the SIGMA report is that at all levels, the organization of the administrative apparatus is determined by the Laws on Public Administration, and that the laws establish official administrative organ typologies (except in BDBiH), specify their legal status and give a formal organizational hierarchy. Sigma measurement shows that laws lack clear criteria for distinguishing different types of institutions and the degree of their autonomy. In addition, there are no mechanisms that provide control over the creation of new institutions, although, according to Sigma, there were very few new institutions created in 2020 (the year for which the measurement was carried out). The relationship between the ministries and the agency follows a similar pattern. Agencies are autonomous in planning their goals, targetes and activities, according to a horizontal legal framework for planning and reporting. Plans and reports generally follow the format determined by the regulations of each level, but these plans are more based on activities than on results, focusing more on delivery of specific results than to achieve the outcome of politics. The ministries are only informed of the planned activities and receive reports on their implementation. The formal approval of the annual plans and reports are doing

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


	<p>corresponding government and the Council of Ministers. However, governments do not provide any guidelines, instructions or feedback to agencies. This practice leads to what could be called "management vacuum", in which the line ministries refrain from performing any management activities, such as setting or negotiating goals and targetes, monitoring the effect of subordinate agencies or providing structured feedback on the effect. Sigma also adds that decision-making in ministries is highly centralized, which is harmful to managerial strengthening and strategic role of ministers.</p> <p>Total observed, a small progress was made in the reporting period in the implementation of the measure. Part of the activity will be realized through IPA II support in the coming period, while activities related to the establishment of the register of administrative organs and organizations, and the identification of key obstacles to the development of manager responsibilities are partially realized through the IPA project "Support to Public Administration Reform in Bosnia and Herzegovina "(IPA 2015). Republika Srpska held training that contributes to strengthening awareness of managerial accountability, but it takes further work on the education of officials and executives.</p> <p>In the Brčko District of BiH, a software solution was created for the establishment of an eRegister, as a module of the website of the Government of the Brčko District of BiH. A decision was prepared to make the existence of this solution official, but the decision was not adopted. The software solution for the establishment of the eRegistrar contributes above all to better and more transparent operations of the Government of Brčko District of BiH and its institutions. The eRegistrar module enables the creation of an electronic register, the creation of forms for entry and updating, and grids for displaying data from the registers. The module enables the register to be kept internally and not available to the public in any form, as well as to make the entry into the register and the printout of data available to the public if necessary (related to activities from 3.1.8 - 3.1.10). The decision envisages the establishment and use of a module on the official website of the Government of the Brčko District of BiH called eRegistrar, which enables the creation and use of registers, whether they are internal registers of certain institutions or registers available to the public. The public part of the existing registers is available at http://registri.bdcentral.net It is a test installation that is still in the development phase but is already in use.</p>
Risks/Problems	<ul style="list-style-type: none"> - Government support to create change. - Lack of absorption capacities for accepting IPA support for the implementation of activities.
Next steps	<ul style="list-style-type: none"> - Strengthen coordination between PAR coordinators at all levels and the political level in order to ensure support for the implementation of planned measures. - In cooperation with the DEU in BiH, ensure the full participation of institutions in the realization of activities through a support project. - In the BDBiH adopt the decision and present the solution made. - in the BDBiH perform an analysis of legal obligations and needs for the establishment and management of the eRegister, prepare generic by-laws that would be used by the administration bodies in the preparation of their acts, prepare and adopt acts, and prepare and maintain up-to-date registers. - Continuous work on the refinement of the software solution and the way of using electronic registers in other systems.
Additional information	

ACTIVITY 3.1.1	ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:				
	Prepare a methodology for carrying out the analysis of regulations on the public administration organisation against the requirements of SIGMA Principles of Public Administration		Lead (responsible) institution: PARCO; BiH Ministry of Justice; FBiH Ministry of Justice; RS Ministry of Administration and Local Self-Government, BiH Mayor's Office				III 2021				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:								
			INDICATORS	INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH	
				Methodology developed	BASELINE	no	no	no	no	no	
	TARGET	yes			yes	yes	yes	yes			
		CURRENT	NO	NO	NO	NO	NO				
Description of achievements		<p>No progress has been made in the implementation of activities. This activity is included in the technical support project financed from IPA II (IPA 2019), which is in the public procurement procedure and will cover all levels of government. At the end of 2019, SIGMA prepared a Scenario for the reorganization of the Brčko District administration of BiH. This document represents a kind of analysis of the current situation in public administration, and thus of the regulations that regulate the organization of public administration, and points to certain problems and inconsistencies when it comes to the functioning of public administration bodies and provides framework guidelines for reorganization. After this analysis was presented to the Government of the Brčko District of BiH, a Working Group was formed to carry out an assessment of the impact of regulations and draft the Law on Public Administration of the Brčko District of BiH. The activities of the working group began at the beginning of 2020, and by the time of reporting, work on the draft of the new Law had reached the stage of approval of the Guidelines by the Government of the Brčko District of BiH. At the 71st regular session held on September 7, 2022, the Government of the BDBiH adopted the Decision on the approval of the Guidelines for drafting the Law on Public Administration of the BDBiH.</p> <p>The working group completed the preliminary draft of the Law on Public Administration, which was submitted for comments to the competent institutions in accordance with the provisions of Article 87 of the Decision on the Adoption of Uniform Rules and Procedures for the Drafting of Laws and Regulations of the Brčko District of Bosnia and Herzegovina ("Official Gazette of the Brčko District of Bosnia and Herzegovina", no. : 1/12) and Article 6 of the Decision on the procedure for drafting laws and other regulations ("Official Gazette of Brčko District BiH", number: 33/20).</p> <p>Activities on the drafting of the new Law on Public Administration rely on the SIGMA principles of public administration and the methodological framework. At the beginning of 2022, the Concept of Public Administration Reform in the Brčko District of BiH was drafted, which elaborates in more detail potential solutions that would be incorporated into the new Law on Public Administration of the Brčko District of BiH</p> <p>In the Federation of BiH, given the objective delays in the implementation of the Strategic Framework and the Action Plan, and that the Government of the Federation of BiH passed the Decision on the amendment of the Decision on the Adoption of the Action Plan for Public Administration</p>									

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	<p>Reform V. number: 1302/2022 from September 1, 2022, and by which the deadlines for the implementation of the activities specified in the Action Plan were linearly moved for a period of five years, the Federal Ministry of Justice will take the necessary actions for the implementation of this activity in the upcoming period.</p> <p>In Republika Srpska, no methodology has been prepared for the analysis of regulations on the organization of public administration. Every change in the regulations governing the organization of the administration in the Republika Srpska, primarily the Law on the Administration of the Republic, was preceded by the analysis and work of an interdepartmental working group whose work was not based on a predetermined methodology.</p>
Risks/Problems	<ul style="list-style-type: none"> - Support for the implementation of project activities and full participation of beneficiary institutions in the activities - Amendment and harmonization of all horizontal, i.e. complementary regulations in the Brčko District of BiH that indirectly regulate public administration, as well as the adoption of new laws. - Lack of capacity to absorb technical support. - Lack of financial resources and lack of human resources
Next steps	<ul style="list-style-type: none"> - Ensure the maximum involvement of competent institutions in the implementation of the project. - Further work on the draft of the Law on Public Administration - the phase of preparing theses and identification of EU law, and proceeding to the preparation of the preliminary draft in accordance with the Decision on the procedure for drafting laws and other regulations ("Official Gazette of the Brčko District of BiH", number 33/20) and the Uniform Rules and procedures for drafting laws and other regulations of the Brčko District of BiH ("Official Gazette of the Brčko District of BiH", number 01/12). - Personnel strengthening of key institutions
Additional information	https://etendering.ted.europa.eu/cft/cft-display.html?cftId=12751

ACTIVITY 3.1.2

ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:				
Develop a systematic analysis of the organisational structure of public administration with recommendations for improving the situation, including the development of a uniform typology of administrative bodies and organizations		PARCO; BiH Ministry of Justice; FBiH Ministry of Justice; RS Ministry of Administration and Local Self-Government, and BiH Mayor's Office				IV 2021				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:								
		INDICATORS	INDICATOR VLAUES:		Inst.BiH	FBiH	RS	BD	BiH	
			Analysis and a uniform typology developed	BASELINE	no	no	no	no	no	
				TARGET	yes	yes	yes	yes	yes	
CURRENT	no			no	no	yes	NO			
Description of achievements	<p>No significant progress has been achieved in the implementation of activities, except in the Brčko District of BiH. The activity is included in the technical support project financed from IPA II (IPA 2019), which is in the public procurement procedure and will cover all levels of government. At the end of 2019, SIGMA in the BDBiH prepared a Scenario for the reorganization of the administration of the Brčko District of BiH. This document represents a kind of analysis of the current situation in public administration, and thus of the regulations regulating the organization of public administration, and points to certain problems and inconsistencies when it comes to the functioning of public administration bodies and provides framework guidelines for its reorganization. After this analysis was presented to the Government of the Brčko District of BiH, a Working Group was formed to carry out an assessment of the impact of regulations and draft the Law on Public Administration of the Brčko District of BiH. The activities of the working group started at the beginning of 2020. Guidelines for the drafting of laws approved by the Government of the Brčko District of Bosnia and Herzegovina have been prepared. The working group completed the preliminary draft of the Law on Public Administration, which was submitted for comments to the competent institutions in accordance with the provisions of Article 87 of the Decision on the Adoption of Uniform Rules and Procedures for the Drafting of Laws and Regulations of the Brčko District of Bosnia and Herzegovina ("Official Gazette of the Brčko District of Bosnia and Herzegovina", no. : 1/12) and Article 6 of the Decision on the procedure for drafting laws and other regulations ("Official Gazette of Brčko District BiH", number: 33/20).</p> <p>Activities on the drafting of the new Law on Public Administration rely on the SIGMA principles of public administration and the Methodological Framework. At the beginning of 2022, the Concept of Public Administration Reform in the Brčko District of BiH was drafted, which elaborates in more detail potential solutions that would be incorporated into the new Law on Public Administration of the Brčko District of BiH.</p> <p>In FBiH, in 2019, the Federal Ministry of Justice initiated activities regarding the analysis of the organizational structure of public administration, in such a way that data was collected from federal administrative bodies, but this data was not processed due to a lack of personnel. At other levels, no steps have been taken towards the realization of activities.</p>									

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Risks/Problems	<ul style="list-style-type: none"> - Support for the implementation of project activities – drafting analysis - Amendment and harmonization of all horizontal, i.e. complementary regulations in the BDBiH that indirectly regulate public administration, as well as the adoption of new laws. - Lack of financial resources and human resources.
Next steps	<ul style="list-style-type: none"> - Ensure the full participation of competent institutions in the preparation of the analysis and prepare the analysis - Further work on the draft of the Law on Public Administration of the BDBiH - the phase of preparing theses and identification of EU law, and proceeding to the preparation of the preliminary draft in accordance with the Decision on the Procedure for Drafting Laws and Other Regulations ("Official Gazette of the Brčko District of BiH", number 33/20) and Uniform Rules and procedures for drafting laws and other regulations of the Brčko District of BiH ("Official Gazette of the Brčko District of BiH", number 01/12). - Strengthen key institutions in terms of personnel - Carry out a detailed financial projection of the necessary funds for the implementation of activities in the Ministry of Justice of BiH and accordingly plan funds in the budget and, if necessary, financing from other sources (donations), and in accordance with the provided funds, fill the appropriate human resources in the Ministry of Justice of BiH.
Additional information	https://etendering.ted.europa.eu/cft/cft-display.html?cftId=12751

ACTIVITY 3.1.3	ACTIVITY:		RESPONSIBLE INSTITUTIONS:			IMPLEMENTATION DEADLINE:		
	Prepare a plan for further improvement of the public administration organisation and institutional development and align the organisation with the identified model and typology (including amendments to the organisational regulations)		PARCO; BiH Ministry of Justice; FBiH Ministry of Justice; Ministry of Administration and Local Self-Government, BD Mayor's Office and BD BiH Department for technical and administrative affairs;			III 2022		
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:			●	●	●
	INDICATORS	Improvement plan prepared and adopted	INDICATOR VALUES	Inst.BiH	FBiH	RS	BD	BiH
			BASELINE	no	no	no	no	no
			TARGET	yes	yes	yes	yes	yes
			CURRENT	no	no	no	no	no
		% of plan realization	BASELINE	0%	0%	0%	0%	0%
			TARGET	25%	25%	25%	25%	25%
			CURRENT	0%	0%	0%	0%	0%
	Description of achievements	No progress was made in the implementation of activities in the previous period at any level. The realization of this activity is planned through a support project financed from IPA II, which is in the stage of public procurement and should start during 2023. The SIGMA assessment of the state of public administration (May 2022) assigns 0 points for the criterion that implies the creation of a plan. The implementation of this activity depends on the implementation of the activities from point 3.1.1. and 3.1.2.						
	Risks/Problems	<ul style="list-style-type: none"> - Absence of support for creating a plan. - Lack of capacity in institutions which are benefiting from the project. -The prerequisite for carrying out this activity is the adoption of the new Law on Public Administration of the BDBiH and the harmonization of complementary regulations. 						
	Next steps	<ul style="list-style-type: none"> - Ensure the full participation of competent institutions in project activities related to the development of the plan. - Adopt the methodology, and then the plan in the RS - Proceed with the creation of a plan for improving the organization of public administration and institutional development and harmonization of the organization of public administration in accordance with the identified model and typology (including changes to organizational regulations), after the new Law on Public Administration of the BDBiH and complementary regulations are adopted. 						

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	- Strengthen the capacities of competent institutions
Additional information	https://etendering.ted.europa.eu/cft/cft-display.html?cftId=12751

ACTIVITY 3.1.4

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
Develop a guide/guidelines for conducting an ex-ante analysis for planning, changing and creating public administration bodies and organisations		PARCO; BiH Ministry of Justice; FBiH Ministry of Justice; Ministry of Administration and Local Self-Government, BD Mayor's Office and BD BiH Department for technical and administrative affairs					Q4-2021				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
INDICATORS			INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>		
	Guide/guidelines prepared and published on the website of the competent institution		BASELINE		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>		
			TARGET		<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>		
			CURRENT		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>No</i>		
Description of achievements	In the reporting period, there was no progress in the implementation of activities. Through the IPA 2019 project, which is in the public procurement phase, it is planned to create guidelines/methodologies and other documents for the preparation of cost-benefit analyses. According to SIGMA findings, at all levels of government, the regulatory impact assessment procedure is applied to all initiatives to create new bodies created by the government. Both primary and secondary legislation require an RIA. RIA includes the need to specify alternative options and assess the impact on the budget.										
Risks/Problems	<div>- Lack of capacity</div> <div>- The prerequisite for carrying out this activity is the adoption of the new Law on Public Administration of the BDBiH and the harmonization of complementary regulations, as well as the creation of a Plan for further improvement of the organization of public administration, institutional development and harmonization of the organization of public administration in accordance with the identified model and typology.</div>										
Next steps	<div>- Identify needs and develop the necessary guidelines (and capacities) for their application</div> <div>- Create and adopt a guide in the RS</div> <div>- Begin creating guides/guidelines for conducting ex-ante analysis for planning, changing and creating public administration bodies and organizations, after the new Law on Public Administration of the BD BiH and complementary regulations are adopted, and the Plan for further improvement of the public administration organization, for institutional development and for harmonization of public administration organizations is drafted</div> <div>- Strengthen capacities in key institutions</div>										

Additional information	https://etendering.ted.europa.eu/cft/cft-display.html?cftId=12751
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CTIVITY 3.1.5

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
Improve regulations on the internal organisation of administrative bodies, including clear criteria for the formation of new internal units, critical requirements for the establishment of new units, minimum number of staff		BiH Ministry of Justice; FBiH Ministry of Justice; Ministry of Administration and Local Self-Government, BD Mayor's Office and BD BiH Department for technical and administrative affairs					Q1-2021				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
		INDICATORS	INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH		
			Regulations governing the internal organisation amended	BASELINE	no	no	no	no	no		
		TARGET	yes	yes	yes	yes	yes				
		CURRENT	no	no	no	no	No				
Description of achievements	By-laws on internal organization have not been improved at any level. At the state level, there is a Decision on the principles for determining the internal organization of administrative bodies of BiH (Official Gazette of BiH 30/13), as well as a Decision on the classification of workplaces and criteria for job description of workplaces in institutions of BiH (Official Gazette of BiH, 30/13,67 /15 and 51/18). In the Republika Srpska, the internal organization of administrative bodies is done in accordance with the Regulation on criteria for internal organization and systematization of workplaces in the administrative bodies of the Republika Srpska. ("Official Gazette of the Republika Srpska 109/19). In the Federation of BiH, the internal organization is defined by the Law on the Organization of Administrative Bodies in the Federation of BiH (Official Gazette of FBiH, 35/05) and the Decree on Principles for Establishing the Internal Organization of Federal Administrative Bodies and Federal Administrative Organizations (Official Gazette of FBiH, 36/06 and 9/ 16). The existing by-laws prescribe the criteria for the formation of internal organizational units, when the required analyzes of the organizational structures of administrative bodies and the identified needs are carried out, then activities will be undertaken for improvement. In the BDBiH, the Law on Public Administration of the Brčko District of BiH prescribes that the internal organization and structure of the administrative bodies shall be determined by the Organizational Plan (Article 8 of the Law on Public Administration of the Brčko District of BiH). The organizational plan is adopted by the mayor, which is prescribed by Article 46, paragraph (2) of the Statute of Brčko District of BiH. The tendency of the new Law on Public Administration is to more clearly define and foresee the procedures for the establishment of new administrative bodies and internal organizational units within the framework of administrative bodies.										
Risks/Problems	<div>- First of all, it is necessary to adopt the new Law on Public Administration of the BDBiH and to harmonize complementary regulations, as well as to draw up a Plan for the further improvement of the organization of public administration, institutional development and harmonization of the organization of public administration.</div> <div>- Lack of personnel capacity in the competent ministries</div>										

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Next steps	<ul style="list-style-type: none"> - Improve bylaws on the internal organization of administrative bodies in accordance with the newly adopted Law on Public Administration of the BDBiH and the Plan for Improving the Organization of Public Administration. - It is necessary to strengthen the personnel of the Federal Ministry of Justice and the Ministry of Justice of Bosnia and Herzegovina
Additional information	







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ACTIVITY 3.1.6	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:					
	Improve the internal organisation and systematisation of administrative bodies in accordance with the improved regulations		All administrative bodies and organisations at all levels					Q4-2022					
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:										
			INDICATORS	INDICATOR VALUES		Inst.BiH	FBiH	RS	BD	BiH			
				Internal organisation improved	BASELINE	0%	0%	0%	0%	0%			
	TARGET	35%			35%	35%	35%	35%					
	CURRENT	0%	0%	0%	0%	0%							
Description of achievement	Considering that the previous activity 3.1.5. was not implemented, i.e. if the by-laws on internal organization had not been improved, this activity could not have been implemented. In the Republika Srpska, all republican administrative bodies created acts on internal organization and systematization, which were published in the Official Gazette of the Republika Srpska. The number of administrative bodies that harmonized acts on the internal organization and systematization of workplaces in the Republika Srpska is 60. Article 30 of the Regulation on criteria for the internal organization and systematization of workplaces in the republican administration bodies of the Republika Srpska ("Official Gazette of Republika Srpska" number 109/19) among other things, it is prescribed that the head of the administrative body, before referring the rulebook to the Government for approval, submits the rulebook to the Ministry of Administration and Local Self-Government and the Ministry of Finance for an opinion. Article 31 stipulates that the Ministry of Administration and Local Self-Government is obliged to propose to the Government in its opinion that it does not approve the rulebook if the rulebook is not harmonized with the law or other regulation in the field of the organization of the republic's administration. As a condition for the adoption of the rulebook, it is necessary to obtain a positive opinion from the competent ministry and the consent of the Government												
	At the state level, there is a Decision on the principles for determining the internal organization of administrative bodies of BiH (Official Gazette of BiH 30/13), as well as a Decision on the classification of workplaces and criteria for job description of workplaces in institutions of BiH (Official Gazette of BiH, 30/13,67 /15 and 51/18). Out of a total of 59 institutions from which information on the status of the rulebook on internal organization and systematization of workplaces was requested, 24 submitted a response (40.6%). 10 institutions confirmed that the regulations are harmonized with the existing by-laws, while 11 institutions are currently preparing regulations (new or amended). Other institutions confirmed that they have a rulebook, but not its compliance with the current by-laws. In general, there are institutions whose regulations are not harmonized with existing acts on internal organization.												
	In the FBiH, the existing acts prescribe the criteria for the formation of an internal organization.												







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Risks/Problems	<ul style="list-style-type: none"> - Lack of capacity to implement activities - The prerequisite for carrying out this activity is the implementation of activity 3.1.5. - The slow procedure of obtaining the opinions of competent institutions on the new proposal of the Rulebook on internal organization
Next steps	<ul style="list-style-type: none"> - Prepare and adopt by-laws on internal organization (activity 3.1.5) - Provide support for the implementation of activities - Analyze the capacities in the competent institutions and fill the missing capacities
Additional information	

ACTIVITY 3.1.7

ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:		
Develop and adopt a methodology for the development of electronic registers of administrative bodies and organisations		PARCO; BiH Ministry of Justice; FBiH Ministry of Justice; Ministry of Administration and Local Self-Government, BD Mayor's Office and BD BiH Department for technical and administrative affairs				Q2-2021		
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:						
INDICATORS		INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
	Methodology prepared	BASELINE		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
		TARGET		<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
		CURRENT		<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
Description of achievement	Some progress has been made. A methodology was prepared within the framework of the project "Support to Public Administration Reform in BiH" (IPA 2015) - "DATABASE ANALYSIS AND DESIGN FOR 4.2.1 ACTIVITY", which analyzed the existing Access catalogs of public administration (according levels), and the proposed design solution. The design software is based on the MariaDB relational database management system (RDBMS). Based on the design, existing data was migrated (data organized in Access was collected during 2011 and updated periodically). With the support of the project, the data was updated during 2020 and 2021.							
Risks/Problems	- Impossibility of providing technical assumptions and financial resources for the establishment/completion of the registry.							
Next steps	- The work plan foresees the adoption of the methodology.							
Additional information								

ACTIVITY 3.1.8

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:		
Draft and adopt regulations on the establishment of electronic registers of administrative bodies and organisations at all levels, which will regulate the obligation to regularly update the registers		PARCO; BiH Ministry of Justice; FBiH Ministry of Justice; Ministry of Administration and Local Self-Government, BD Mayor's Office and BD BiH Department for technical and administrative affairs					Q2-2021		
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:							
INDICATORS		INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>	
	Regulations drafted and adopted at all levels	BASELINE		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	
		TARGET		<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	
		CURRENT		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>No</i>	
Description of achievement	In the reporting period, drafts of four decisions on the establishment of an electronic catalog of public institutions of BiH, FBiH, RS and BDBiH were prepared, which were presented at a workshop held in June 2021. Draft documents were prepared in cooperation with the technical support project "Support to public administration reform in Bosnia and Herzegovina" (IPA 2015). The catalog of institutions, according to draft decisions, is an electronic collection of data on public administration bodies and organizations in Bosnia and Herzegovina and consists of the following special catalogs: 1) Catalog of public administration institutions at the level of Bosnia and Herzegovina, 2) Catalog of public administration institutions of the Federation of Bosnia and Herzegovina, 3) Catalog of public administration institutions in the Republika Srpska and 4) Catalog of public administration institutions of the Brčko District of Bosnia and Herzegovina. Taking into account that the documents have not been completed, nor adopted - the indicator cannot be considered fulfilled, and the activity is still not completed. The draft decisions foresee the establishment of the catalog, content, method of data collection, data storage and updating, as well as database maintenance.								
Risks/Problems	<div>- Absence of support for the establishment of the register</div> <div>- Existence of technical and financial obstacles for establishing the registry</div> <div>- Unclear roles of relevant institutions</div>								
Next steps	<div>- Provide support for the establishment of the registry</div> <div>- Complete the drafting and adoption of by-laws at all levels</div>								
Additional information									

ACTIVITY 3.1.9

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:					
Develop software solutions at all administrative levels and make them operational		PARCO; BiH Ministry of Justice; FBiH Ministry of Justice; Ministry of Administration and Local Self-Government, BD Mayor's Office and BD BiH Department for technical and administrative affairs					Q3-2021					
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					<div></div>					
INDICATORS	INDICATOR VALUES:		Inst.BiH		FBiH		RS		BD		BiH	
	Software solutions at all administrative levels developed and operational	BASELINE	no		no		no		no		no	
		TARGET	yes		yes		yes		yes		yes	
		CURRENT	no		no		no		no		NO	
Description of achievement	Some progress was achieved in the reporting period, but the target value of the indicator was not achieved. Within the framework of the project "Support to Public Administration Reform in BiH" (IIPA 2015), a software solution was prepared and a Catalog of public administration institutions in BiH was created, but this Catalog is not yet operational. The form of the Catalog is such that it represents an electronic database, which consists of functionally separate but mutually compatible public administration catalogs (for the institutions of BiH, the Federation of BiH, Republika Srpska and Brčko District of BiH), in order to facilitate the integration of data and overviews for BiH as a whole, but also enables the division of responsibility (and costs) for the creation and maintenance of the Catalog. It is planned that part of the data from the Catalog will be publicly available to citizens and researchers in the field of public administration. Competent institutions at each administrative level should be responsible for maintaining the part of the Public Administration Catalog that refers to the individual level of administration, including updating and maintenance (draft decisions prescribing the powers and obligations of individual levels have been prepared, but these acts have not been completed). During the period, workshops were held where the Catalog was presented, as well as the legal acts that would ensure its establishment, as well as maintenance/updating at all administrative levels.											
Risks/Problems	<div>- Provide legal and financial obstacles for the establishment of the software</div> <div>- Lack of financial resources to maintain the Catalog and human resources for updating</div>											
Next steps	<div>- Install the software</div>											

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	- Perform a financial projection of the necessary funds for the implementation of activities and plan funds in the budget and, if necessary, financing from other sources (donations), and plan the necessary resources for maintenance
Additional information	







ACTIVITY 3.1.10

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
Make the registers accessible to the public		PARCO; BiH Ministry of Justice; FBiH Ministry of Justice; Ministry of Administration and Local Self-Government, BD Mayor's Office and BD BiH Department for technical and administrative affairs					Q4-2021				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
INDICATORS		INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>			
	Registers are accessible to public	BASELINE		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>			
		TARGET		<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>			
		CURRENT		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>NO</i>			
Description of achievement	<p>No progress has been made in the implementation of activities. Although the software solution has been developed, the Catalog of Institutions is not operational or publicly available. The publication of the Catalog will support the increase in transparency and openness of public administration at all levels of government in Bosnia and Herzegovina, and enable citizens and, above all, researchers in the field of public administration, more information about public administration bodies in one place. Within the framework of the project "Support to Public Administration Reform in BiH" (IIPA 205), a software solution was prepared and a Catalog of public administration institutions in BiH was created, but this Catalog is not yet operational. It is planned that part of the data from the Catalog will be publicly available to citizens and researchers in the field of public administration. Competent institutions at each administrative level should be responsible for maintaining the part of the Public Administration Catalog that refers to the individual level of administration, including updating and maintenance (draft decisions prescribing the authority and obligations of individual levels have been prepared, but these acts have not been completed). During the period of time, workshops were held where the Catalog was presented, as well as the legal acts that would ensure its establishment, as well as maintenance/updating at all administrative levels. Considering that the Catalog is not operational, citizens cannot access the application.</p> <p>The eRegister module has been established in the BDBiH, which enables the creation of an electronic register, the creation of forms for entry and updating, and grids for displaying data from the registers. A decision on the establishment of a register has been prepared, which foresees the establishment and use of a module on the official website of the Government of the Brčko District of BiH, called eRegistry, which enables the creation and use of registers, whether they are internal registers of certain institutions or registers available to the public. The public part of the existing registers is available at http://registri.bdcentral.net It is a test installation that is still in the development phase but is already in use. In the future, it will be necessary to link the Catalog to this page.</p>										
Risks/Problems	- Support for registry establishment and data opening										

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	<ul style="list-style-type: none"> - Outdated data due to non-adoption of acts that prescribe establishment, maintenance and updating - Lack of consent of all participants in the process (other levels of government) to make the Catalog operational and publicly available
Next steps	<ul style="list-style-type: none"> - Establish a register and make it available to the public. - Adopt by-laws on establishment, cancellation and updating at all levels of administration - Open the Catalog to the public and contribute in a subtle way to increasing the transparency of public administration
Additional information	

ACTIVITY 3.1.11

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:					
Analyze regulations and practices for improving the accountability of senior staff (managerial accountability) in public administration, and prepare recommendations to increase the accountability and submit them to the CoM/Governments.		PARCO; BiH Ministry of Justice; FBiH Ministry of Justice; Ministry of Administration and Local Self-Government, BD Mayor's Office and BD BiH Department for technical and administrative affairs					Q2-2021					
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:										
		INDICATORS	INDICATOR VALUES:					Inst.BiH	FBiH	RS	BD	BiH
			Analysis developed and agreed at all levels	BASELINE	no	no	no	No	no			
				TARGET	yes	yes	yes	yes	yes			
				CURRENT	no	no	no	No	No			
			Governments at all levels informed about the recommendations	BASELINE	no	no	no	No	no			
				TARGET	yes	yes	yes	yes	yes			
		CURRENT		no	no	no	no	No				
		Description of achievement	Some progress was made in the reporting period within the framework of the technical assistance project "Support to Public Administration Reform in BiH" (IPA 2015). Three workshops were held and a "Policy Proposal for Necessary Reforms to Improve Managerial Accountability in BiH" was prepared, which contains fundamental recommendations for improving managerial accountability. In the Republika Srpska, as part of the activities of the Strengthening Human Resource Management in Bosnia and Herzegovina (IPA 2019) project, an Analysis of the Law on Civil Servants of the Republika Srpska was made, which covered the subject area. Document Analysis of the compliance of regulations on civil service at the administrative level of the Republika Srpska with the objectives of the Strategic Framework for Public Administration Reform in BiH and the SIGMA Principles of Public Administration - the field of Civil Service and Human Resources Management. The following activities are planned for the IPA 2019 project, which is in the tender procedure phase.									
Risks/Problems	- Lack of knowledge about the concept of managerial accountability - The risk that the recommendations from the Analysis of the Law on Civil Servants of the Republika Srpska will not be applied in the drafting of regulations - Lack of personnel capacity.											

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	<ul style="list-style-type: none"> - Insufficient knowledge of managerial accountability - Insufficient involvement of relevant institutions
Next steps	<ul style="list-style-type: none"> - Ensure the involvement of all relevant institutions (human resources, internal audit, management organization) in the activities in order to increase the exchange of knowledge about the concept of managerial accountability - Drafting of regulations that will include the recommendations from the subject Analysis of the Law on Civil Servants of the Republika Srpska - Increase the level of knowledge about managerial accountability through training
Additional information	https://etendering.ted.europa.eu/cft/cft-display.html?cftId=12751

ACTIVITY 3.1.12

ACTIVITY:	RESPONSIBLE INSTITUTIONS::					IMPLEMENTATION DEADLINE:				
Promote the concept of executive staff accountability (managerial accountability) and accountability in public administration - hold at least 3 workshops/roundtable discussions for executives (managers) - prepare curricula and train the trainers on the managerial accountability subject	PARCO, BiH Ministry of Justice, FBiH Ministry of Justice; Ministry of Administration and Local Self-Government, BD Mayor's Office and BD BiH Department for technical and administrative affairs, CSA BiH, FBiH CSA, RS CSA, HR Sub-division					Q3-2021				
	ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
	INDICATORS	Training included in annual plans of CSAs at all levels:	INDICATOR VALUES:	<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>		
			BASELINE	<i>No</i>	<i>No</i>	<i>no</i>	<i>No</i>	<i>no</i>		
			TARGET	<i>yes</i>	<i>yes</i>	<i>Yes</i>	<i>Yes</i>	<i>yes</i>		
		CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>No</i>	<i>No</i>			
		Satisfaction of managers with the delivered training courses i.e., roundtable discussions:	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>No</i>	<i>No</i>		
			TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>		
CURRENT	<i>No</i>		<i>no</i>	<i>no</i>	<i>no</i>	<i>NO</i>				
Description of achievement	The activity has not been implemented, but its implementation is planned through the IPA 2019 project, which is in the public procurement phase. Trainings and increased awareness of managers and civil servants about the importance of accountability and increased knowledge about managerial accountability are planned. The project should start in 2023. In the Republika Srpska, trainings were held that contribute to the development of awareness and the promotion of managerial accountability: in cooperation with Transparency International in Bosnia and Herzegovina, in 2021, 3 workshops were held on the topic "Training on the prevention of misuse of public resources"; in cooperation with OSCE BiH, in 2022, a training was held on the topic "Training of police and civil servants on the topic of integrity, professional and ethical behavior, risks of corruption and negligent performance of work"; in cooperation with OSCE BiH, in 2022, a training was held on the topic "Law on Freedom of Access to Information - a mechanism in the prevention of corruption", in cooperation with OSCE BiH, in 2022, 2 trainings were held on the topic "Practical application of the Law on Public Procurement in order to prevent corruption in public procurement", and in cooperation with the OSCE BiH, in 2022, training on the topic "Open data" was held.									
Risks/Problems	- Insufficient involvement of institutions in project activities - Lack of domestic resources for preparing curricula and training of trainers in the area of managerial responsibilities (managerial responsibilities) - Lack of financial resources and human resources.									

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Next steps	<ul style="list-style-type: none"> - Ensure full participation of competent institutions, including CSA, and plan training activities for trainers - Consideration of modalities for finding missing resources. - Carry out a detailed financial projection of the necessary funds for the implementation of activities and, if necessary, financing from other sources (donations), and in accordance with the provided funds, fill up the appropriate human resources
Additional information	https://etendering.ted.europa.eu/cft/cft-display.html?cftId=12751

MEASURE 3.2:

Increasing the accessibility of information held by public administration:

MEASURE INDICATORS		INDICATOR VALUES		
		BASELINE	TARGET	CURRENT
1. Comprehensiveness of monitoring on the implementation of legislation on access to public information (points) SIGMA	Bosnia and Herzegovina	0/5	3/5	0/5
	<i>Institutions of BiH</i>			1/5
	<i>FBiH</i>			0/5
	<i>RS</i>			0/5
	<i>BD BiH</i>			0/5
2. Proactivity in disclosure of information by state administration bodies on their websites (points)	Bosnia and Herzegovina	2/5	4/5	2/5
	<i>Institutions of BiH</i>			3/5
	<i>FBiH</i>			2/5
	<i>RS</i>			1/5
	<i>BD BiH</i>			1/5

Description of achievement

The indicators were measured by SIGMA through the Monitoring report (May 2022). SIGMA points out that the legal framework for the right to access public information is similar at all levels and formally guarantees access to information to all interested applicants without discrimination. The catalog of restrictions on the right to access information is compatible with important international standards in this area, primarily the Council of Europe Convention on Access to Official Documents (Tromsø Convention), which BiH signed and ratified. In practice, according to SIGMA findings, there are a number of problems. Bosnia and Herzegovina has not established a specialized body (commission or commissioner) in charge of monitoring compliance of public institutions with transparency requirements. Not a single institution is competent to consider appeals for refusal of access to information, conduct inspection, impose sanctions and collect statistical data that illustrate the situation in this area. Some functions are assigned to the Ombudsman Institution. The mandate of the Ombudsman Institution in this segment refers to the creation and distribution of guidelines and general non-binding recommendations on the application of the law on access to information, describing activities in the field of public information in a special part of the Ombudsman's annual report and proposing instructions on the application of the law on freedom of information, as well as considering individual citizens' complaints about the violation of the right to freedom of access to

information. According to laws on freedom of access to information, institutions must submit statistical data to the ombudsman about, for example, the number of requests received, the types of data requested and the decisions made, but in practice there is no mechanism that ensures compliance with this obligation and most institutions do not submit data. The situation is worst in Republika Srpska where, according to SIGMA findings, only 10 institutions submitted data for 2020. There were no ministries among those who did it.

At the state level, the Administrative Inspectorate has a mandate to check the compliance of public bodies with the law on public information. However, in 2020, according to SIGMA findings, only four inspections were carried out, which is why no sanction was imposed for violating the right to access to information. In the Federation of BiH, Republika Srpska and Brčko District of BiH, there are no institutions that have inspection records in this area.

At the state level, a draft of the new Law on Freedom of Access to Information has been prepared, but no activities have been registered at other levels.

SIGMA recognizes the voluntary efforts of institutions, ostensibly at the state level, to proactively release information, but points out that these efforts do not compensate for the lack of external oversight. According to SIGMA's review of the websites of selected institutions at all levels, public bodies do not share even basic organizational documents (eg annual plans, reports and budgets). The low level of proactive transparency can be partially attributed to the lack of a catalog of information that would be proactively published, but this activity from the PAR Action Plan has not yet been realized.

At the state level, the Council of Ministers adopted the Standards of Proactive Transparency in Public Administration in BiH. This document provides a comprehensive catalog of information that is proactively published on the websites of state-level bodies. However, this does not represent binding standards for all information holders who could be subject to audit and sanctions, SIGMA points out. At the state level, an online guide was created and measurement of proactive transparency was ensured in accordance with the conclusion of the CoM BiH. The CoM BiH at its 56th session held on October 26, 2022, adopted the Information on the third conducted on-line survey on the application of proactive transparency policy and standards. Institutions are, among other things, responsible for continuously implementing the standards of proactive transparency and within 3 months to draw up internal acts on the implementation of the standards of proactive transparency. As part of the Public Institutions Strengthening Program SPI, which was financed by the German GiZ, an assessment of readiness for open data was carried out. The assessment was made by PricewaterhouseCoopers in cooperation with Transparency International in BiH and ProPuh Zagreb. The Open Data Readiness Assessment (ODRA) was prepared for the BiH level based on the World Bank methodology (World Bank methodology version 3.1). The ODRA was done through the SPI Program for the level of the Federation of Bosnia and Herzegovina, but a similar analysis needs to be prepared for the other two levels - the Republika Srpska and the Brčko District of Bosnia and Herzegovina.







The Government of the Brčko District of BiH strives to make all information that is important to the public available to everyone. When it comes to the field of public policies, there is no adequate legal framework, which represents an obstacle for the further implementation of all activities in that field, including informing the public. The adopted Communications Strategy of the Government of BD BiH for the period 2022-2024, in which a significant place is given to strengthening awareness and promoting freedom of access to information, including promoting proactive transparency and openness of data, as indicated by the data for the first nine months of the current year. Fully active in publishing information of state administration bodies on the Government web portal as well as other local websites.

In the FBiH, the Government of the Federation of BiH at its 301st session held on February 3, 2022, adopted the Communication Plan of the FBiH Government for 2022 with the Communication Action Plan. This plan stems from the fact that it enables the achievement of broader communication goals highlighted in the Strategic Communication Plan of the FBiH Government for the period 2020-2022. It also relies on the key activities of the FBiH Government contained in its Work Program for 2022, as well as on other strategic documents and projects whose implementation is planned in 2022. At the 303rd session held on February

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	<p>17, 2022, the FBiH Government adopted a Decision on the website and online communication channels of the FBiH Government (https://fbihvlada.gov.ba/bs/82-odluka-o-web-stranici-i-online-kanalima-komunikacije-vlade-federacije-Bosnia-and-Herzegovina).</p> <p>In accordance with this decision and the Communication Plan, a new website of the Government of FBiH was created, innovated and made available on mobile devices, and includes tools that enable use by visually impaired people. The website presents the FBiH Government, all federal ministries, administrations and special bodies, offices and services, along with descriptions of jurisdiction and contacts. Work programs, reports, strategic, reform and other documents were also published. A chronological overview of all laws, decrees, decisions and solutions proposed or adopted by the Government of FBiH from 1996 to the present day is also given (as an illustration, a total of 1,069 federal laws have been enacted till today). The text of the Law on Access to Information is also available on the website, with the Guide to Access to Information, the Index register of information under the control of the FBiH Government - the General Secretariat of the FBiH Government, as well as the Index register of the FBiH Government Office for Public Relations. The FBiH Government Office for Public Relations responds to inquiries from the media and citizens on a daily basis, or forwards their inquiries to appropriate federal bodies for competent action. It also regularly delivers information to the media about the work of the FBiH Government and publishes it on the website of the FBiH Government, including monitoring and reporting to the public about the activities of the FBiH Government, federal ministries and other federal bodies in the field. The website also contains the "Publication of the FBiH Government: Transfers of federal ministries in the mandate 2015-2022" (https://fbihvlada.gov.ba/bs/publikacija-vlade-fbih-transferi-federalnih-ministarstava-u-mandatu-2015-2022), and there is also a link for the FBiH E-Government (http://euprava.fbih.gov.ba/), which contains the E-service for citizens, the Register of administrative procedures, the Register of valid technical and other regulations, E consultations, and carried out assessment of the impact of regulations. In 2022, the FBiH Government's accounts were opened on four social networks, and the FBiH Government has more than 32,500 followers on Facebook alone. With the aim of increasing proactivity, the mailing list for delivering information to the media and other interested public has been expanded.</p>
Risks/Problems	<ul style="list-style-type: none"> - Delay in amending/creating the legal framework - Lack of money and capacity to implement activities
Next steps	<ul style="list-style-type: none"> - Establish a legal framework for freedom of access to information as soon as possible, so that the remaining activities can be implemented - Provide expert support and money for the implementation of activities
Additional information	




ACTIVITY 3.2.1

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:					
Analyse the legal and institutional framework in the area of free access to public information to ensure compliance with SIGMA PAR principles (by ensuring legal review and remedies, and mechanisms for consistent application of regulations; by using the existing control mechanisms and institutional capacity to monitor enforcement, and stipulating sanctions)		BiH Ministry of Justice, FBiH Ministry of Justice and competent institution in RS					Q2-2020					
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:										
		INDICATORS	INDICATOR VLAUES:		Inst.BiH	FBiH	RS	BD	BiH			
			Analysis developed and agreed	BASELINE	no	no	no	No	no			
				TARGET	yes	yes	yes	yes	yes			
CURRENT	yes			yes	no	no	no					

Description of achievement	<p>At the state level, a preliminary assessment of the effects of amendments to the Law on Freedom of Access to Information of BiH was carried out, and then a new Law on Freedom of Access to Information was prepared, which is in the form of a draft. Previously through the IPA, ENI - Taiex expert mission on the topic "Improving the right to access to information in Bosnia and Herzegovina" held in the period from 7-9 February 2018, the Expert Report "Improving the right to access information in Bosnia and Herzegovina" was prepared, in February 19, 2018, and was submitted to the Ministry of Justice of Bosnia and Herzegovina. The TAIEX mission made the following recommendations: as follows:</p> <ul style="list-style-type: none">Recommendation number 1 proposed the adoption of a new Law on the right to freedom of access to information with a clear and well-structured text, which should include the provisions of EU Directives;In recommendation number 2, it was proposed to define principles;In recommendation number 3, it was proposed to remove from the provisions of the current Law all the provisions on requests related to personal information, because the Law on the Protection of Personal Data, which regulates this matter, is in force;In recommendation number 4, it was proposed to ensure that the proactive publication of information on the official websites of public authorities is the main way of distributing information, as it is an international standard, and that it is in accordance with EU regulations. It was especially pointed out that a proactive approach to the publication of information by public authorities saves both human resources and time, as well as additional material costs, and especially treats citizens in an equal and non-discriminatory manner. It was also proposed that through the provisions of the Law, short deadlines for the proactive publication of information should be defined, for the sake of their effectiveness, as well as for the acceptance of key international standards, which should be followed through proactive publication, i.e. that the information should be: relevant, understandable, available, free, timely , up-to-date and published in an accessible manner;In recommendation number 5, it was proposed to create a definition of information in accordance with international standards;
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Annex: Tabular overview of the implementation of the Action Plan

	<ul style="list-style-type: none"> • In recommendation number 6, it was proposed to draw up a list of exceptions and to establish damage and public interest tests in accordance with international standards; • In recommendation number 7, it was proposed to include mechanisms to improve the efficiency of the application submission process, to ensure that the decision on the right of access to information is carried out without delay, as well as to ensure that the right to access information is effective and efficient; • In recommendation number 8, it is proposed to regulate issues related to costs in detail, and to ensure in the provision that this issue will be precisely defined by a by-law; • In recommendation number 9, it was proposed to strengthen the role of the information officer through provisions; • In recommendation number 10, it was proposed that the provisions of this law ensure the protection of the right to access information through the second instance procedure, which should be exclusively decided by an independent body. • Recommendation number 11 proposed the establishment of a supervisory body according to international standards. <p>In January 2019, SIGMA published a document entitled "Improving the legislative framework for access to public information in Bosnia and Herzegovina", which contains a comprehensive analysis of the legislation on access to public information in Bosnia and Herzegovina, at the level of Bosnia and Herzegovina, in the Federation of Bosnia and Herzegovina and the Republika Srpska. The analysis is focused on the compliance of relevant laws with international standards and best international practices in this area, followed by recommendations on possible amendments that increase the transparency of public bodies and harmonize the standards of access to information throughout the country. The issued recommendations refer to the lack of provisions governing the proactive publication of information, a weak institutional framework for monitoring the application of legislation on access to public information, as well as deficiencies in the process of obtaining access to information on request, etc.</p> <p>In the Federation of BiH, the analysis was carried out (the analysis of the law on freedom of access was prepared by SIGMA), and the text of the new Law on Freedom of Access to Information of the FBiH was prepared, which is harmonized with the SIGMA PAR principles. In the coming period, it will be sent to the FBiH Government for consideration.</p> <p>Republika Srpska has not submitted data confirming that progress has been made.</p>
Risks/Problems	- No significant risks have been identified
Next steps	- Adoption of the law by the FBiH Government and its referral to the parliamentary procedure.
Additional information	

ACTIVITY 3.2.2	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:											
	Improve the protection of the right to access information by drafting and adopting aligned amended i.e., new laws on freedom of access to information at all levels (in line with the recommendations arising from the analysis)		BiH Ministry of Justice, FBiH Ministry of Justice and competent institution in RS					Q2-2021											
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:																
			INDICATORS	INDICATOR VALUES:					<i>Inst.BiH</i>		<i>FBiH</i>		<i>RS</i>		<i>BD</i>		<i>BiH</i>		
				New i.e., amended laws drafted in accordance with the ToR and referred to the procedure for adoption	BASELINE					<i>no</i>		<i>no</i>		<i>no</i>		<i>no</i>		<i>no</i>	
					TARGET					<i>yes</i>		<i>yes</i>		<i>yes</i>		<i>yes</i>		<i>yes</i>	
					CURRENT					<i>no</i>		<i>no</i>		<i>no</i>		<i>no</i>		<i>NO</i>	
Description of achievement		At the state level, a new Law on Freedom of Access to Information of BiH was drafted. It is a new text that takes over the provisions of Directive (EU) 2019/1024 of the European Parliament and the Council from June 20, 2019 on open data and the reuse of public sector documents. The law prescribes freedom of access to information in a comprehensive manner, using clear, consistent and precise terminology. Among the basic characteristics of the draft law, the establishment of a special institute, i.e. "proactive access to information", which aims to strengthen democratization in terms of enabling access to data of public importance held by the institutions of BiH, which contributes to strengthening trust in public bodies, then reuse documents and the Single Information Portal of BiH institutions. The law has not yet been introduced into the adoption procedure, so the indicator cannot be considered fulfilled. In the Federation of BiH, in accordance with the recommendations derived from the Analysis prepared by SIGMA, the text of the new Law on Freedom of Access to Information of the FBiH was prepared, which is harmonized with the SIGMA PAR principles, but the law has not yet been submitted to the procedure. In the coming period, it will be sent to the FBiH Government for consideration. According to the data submitted by the Institution of the Ombudsman for Human Rights of BiH in the Federation of BiH, the Committee for Information of the House of Representatives of the Parliamentary Assembly of BiH at its 6th session held on April 23, 2021, considered the Special Report of the Ombudsman and in connection with it adopted conclusions by which the Federal Ministry Justice is invited to begin drafting the new Law, the competent authority to appoint an information officer and the Government of the Federation of Bosnia and Herzegovina to draft a Plan and training program for officials and employees. The institution of the ombudsman reported that no concrete changes have taken place, indicating that the conclusions and recommendations of the ombudsman have been implemented. Additionally, the Ombudsman Institution reported that no changes occurred in the Republika Srpska in 2021 with the aim of amending the existing or adopting a new Law. The institutions of the Republika Srpska did not submit data confirming that the progress was carried out.																	
Risks/Problems		- Adoption at the session of the Council of Ministers of BiH and the Parliamentary Assembly of BiH - A non-harmonized approach to law making																	

Annex: Tabular overview of the implementation of the Action Plan






Next steps	<ul style="list-style-type: none"> - Monitor the adoption of laws at the sessions of the Council of Ministers of BiH and the Parliamentary Assembly of BiH - Adoption of the law by the FBiH Government and its referral to the parliamentary procedure - Ensure compliance with legislation
Additional information	

Annex: Tabular overview of the implementation of the Action Plan






ACTIVITY 3.2.3

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
Draft, based on the adopted laws on freedom of access to information, and adopt implementing regulations on proactive transparency standards		BiH Ministry of Justice, FBiH Ministry of Justice and competent institution in RS					Q2-2022				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
INDICATORS		INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>			
	Implementing regulations adopted	BASELINE		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>			
		TARGET		<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>			
		CURRENT		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>NO</i>			
Description of achievement	The activity has not been completed, because the prerequisites - adoption of new/amended laws on freedom of access to information have not been achieved. Some progress has been made and recognized through the SIGMA report at the national level. The Council of Ministers of Bosnia and Herzegovina at the 160th session of the Council of Ministers of Bosnia and Herzegovina, held on December 3, 2018, adopted the Policy and Standards of Proactive Transparency and in this regard tasked all institutions of the Council of Ministers of Bosnia and Herzegovina to regularly update documents and information published on their official websites.The standards on proactive transparency represent 38 standard pieces of information that institutions should publish on their official websites.The standards were created within the framework of the Program for Strengthening Public Institutions in BiH through the joint efforts and professional contributions of representatives of government institutions and civil society organizations. The standards are divided into three levels and seven areas (financial information, public consultations, organizational information, public procurement, strategic information, freedom of access to information, operational information). At other levels, no activities were registered that contribute to strengthening proactive transparency.										
Risks/Problems	- Adoption of the Law on Freedom of Access to Information of BiH at the session of the Council of Ministers of BiH and the Parliamentary Assembly of BiH.										
Next steps	- Adoption of the law by the FBiH government and its referral and parliamentary procedure. - Monitor the adoption of the Law on Freedom of Access to Information of BiH at the session of the Council of Ministers of BiH and the Parliamentary Assembly of BiH. - Use to the greatest extent the already developed set of procatative transparency standards.										
Additional information											

ACTIVITY 3.2.4

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:		
Develop mechanisms to monitor proactive transparency by establishing on-line tool for monitoring the level of compliance with the proactive transparency standards		PARCO , Statistics Agency in BiH, Ministry of Justice of FBiH, competent institution in RS					Q3-2022		
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:							
INDICATORS	INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>		
	On-line tool established and delivered to the competent Entity ministries	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>		
		TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>		
		CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>		
Description of achievement	At the state level, an online questionnaire was developed for self-assessment of monitoring proactive transparency standards (the system was developed by the BiH Statistics Agency in cooperation with PARCO). This questionnaire follows 38 standards of proactive transparency that were developed within the SPI Program for Strengthening Public Institutions (GIZ) and in cooperation with the non-governmental sector. The Council of Ministers of Bosnia and Herzegovina at the session held on December 3, 2018, adopted the Policy and Standards of Proactive Transparency and tasked all state institutions to update information and documents on their websites, and PARCO to regularly submit data on the fulfillment of these standards. Taking into account the planned enactment of new/amended laws and the enactment of by-laws, the online tool will need to be adapted to the needs of the new legislation, and the activity cannot be considered fully fulfilled. In the FBiH and at other levels, no activities were conducted to establish an online tool								
Risks/Problems	- The danger that the existing IT system is not compliant with the new legal framework - slow preparation and adoption of the law on freedom of access to information								
Next steps	- After the adoption of the new law, harmonize the system with the new framework - Use the existing solution for other levels of government in Bosnia and Herzegovina								
Additional information									

ACTIVITY 3.2.5

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
Make an ex ante assessment of the rationale for establishing a new body or assigning functions to an existing body with the aim of establishing/strengthening a supervisory i.e., inspection function in accordance with the laws on freedom of access to information		Ministry of Justice of BiH, Ministry of Justice of FBiH ,and competent institution in RS					Q1-2022				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
INDICATORS		INDICATOR VALUES:			<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>		
	Ex ante assessment prepared	BASELINE		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>		
		TARGET		<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>		
		CURRENT		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>NO</i>		
Description of achievement	No progress has been made in the implementation of activities. The TAIEX mission concluded that "the functions of the supervisory body are currently divided between several institutions or are not implemented at all (training, guidelines, comprehensive reporting)". As for inspection supervision, at the state level, the SIGMA report confirms that the Administrative Inspection has a special mandate to verify the compliance of the work of public bodies with the law on freedom of access to information. However, in 2020, it carried out only four inspections, and no sanction was imposed for violating the right to access to information. In the Federation of BiH, supervision is continuously carried out by the Federal Administrative Inspection under the existing Law on Freedom of Access to Information of the FBiH. SIGMA points out that in FBiH, RS and BD there are no institutions with inspection records in this area, that is, that the corresponding administrative inspection has not reported any inspection activities aimed at monitoring the compliance of public institutions with laws on transparency. In FBiH, according to SIGMA's findings, there is no body that has been specifically assigned this role and has sufficient capacity to perform these functions. In particular, there is no express mandate of the Administrative Inspectorate to conduct inspections in the field of freedom of information. In Republika Srpska, according to SIGMA's findings, the Administrative Inspectorate within the Ministry of Administration and Local Self-Government can carry out inspection supervision over the implementation of laws relating to state administration and officials of administrative bodies, administrative procedure, and special administrative procedures.This creates a mandate to carry out inspections on violations of the procedure for access to information of public importance. However, during the SIGMA measurement, no evidence was provided for conducting inspections aimed at access to public information. SIGMA also assessed that such a body does not exist even in the BDBiH.										
Risks/Problems	<div>- The danger that the laws will not be harmonized and consulted with the Human Rights Ombudsman Institution</div> <div>- Lack of personnel in the administrative inspection.</div>										

Annex: Tabular overview of the implementation of the Action Plan

	- Lack of financial resources and capacity in the Ministry of Justice of BiH and competent ministries
Next steps	<ul style="list-style-type: none"> - Ensure a synchronized approach to the drafting of laws and appropriate consultations with the Ombudsman Institution - Strengthen inspection bodies at all levels - It is necessary to fill the vacant positions of the Federal Administrative Inspection, which currently employs three inspectors out of the systematized five, after which it is necessary to expand its systematization. - Perform a detailed financial projection of the necessary funds for the implementation of activities in the Ministry of Justice of BiH and accordingly plan funds in the budget and, if necessary, financing from other sources (donations) and, in accordance with the provided funds, fill the appropriate human resources in the Ministry of Justice of BiH.
Additional information	

ACTIVITY 3.2.6	ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:					
	Align the legal framework governing the function of a new i.e., existing supervisory body with FOIA (an act on the establishment of a new i.e., existing supervisory body, rulebook on internal organisation, etc.)		BiH Ministry of Justice, FBiH Ministry of Justice ,and competent institution in RS				Q2-2022					
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:				●	●	●	●	●	
			INDICATORS	INDICATOR VALUES:				Inst.BiH	FBiH	RS	BD	BiH
				Legal framework aligned		BASELINE	no	no	no	no	no	
	TARGET	yes				yes	yes	yes	yes			
			CURRENT	no	no	no	no	NO				
	Description of achievement		No steps have been taken to implement this activity at any level.									
Risks/Problems		- Lack of resources and capacity.										
Next steps		- Provide the necessary funds and capacities for the implementation of activities.										
Additional information												

ACTIVITY 3.2.7	ACTIVITY: Strengthen the capacity of staff through the implementation of at least two training events on standards for monitoring the implementation of FOIA in EU countries		RESPONSIBLE INSTITUTIONS: BiH Ministry of Justice, FBiH Ministry of Justice ,and competent institution in RS				IMPLEMENTATION DEADLINE: Q3-2022		
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:		●	●	●	●	●
	INDICATORS		INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH
		Capacities of staff working on supervision tasks strengthened through trainings	BASELINE	0%	0%	0%	0%	0%	
			TARGET	45%	45%	45%	45%	45%	
		CURRENT	0	0	0	0	0%		
	Description of achievement		Taking into account that the previous activity (3.2.6) has not been implemented, the preconditions for the implementation of this activity have not been created.						
Risks/Problems		Slowness in creating preconditions for the realization of activities							
Next steps		- Accelerate the creation of prerequisites for the realization of this activity							
Additional information									

ACTIVITY 3.2.8	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:						
	Align job descriptions of information officers with the provisions of the new i.e., amended laws on freedom of access to information at all levels through amendments to the rulebook on internal organisation and job systematisation		All administrative bodies and organisations at all levels					Q3-2022						
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●		
			INDICATORS			INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH		
				Rulebooks on internal organisation aligned with the law		BASELINE		0%	0%	0%	0%	0%		
	TARGET					50%	50%	50%	50%	50%				
		CURRENT		0	0	0	0	0%						
Description of achievement		<p>Considering that the new Law on Freedom of Access to Information has not yet been adopted, this activity could not even be realized. The special report on experiences in the application of the law on freedom of access to information in Bosnia and Herzegovina (December 2019) prepared by the Institution of the Ombudsman for Human Rights shows that some institutions do not provide the Ombudsman with information about appointed officials (although this is a legal obligation), even 19 years after its adoption of the law. Among the observed shortcomings are: because most often the jobs and tasks of the information officer are added to some other jobs and tasks to which the employee is assigned in accordance with the general act on internal organization and systematization, and the jobs performed by the information officer are not included in this systematization , but are considered some additional jobs that are not separately evaluated as such. The most common practice is that the spokesperson of a public body is also considered an information officer.</p> <p>The public bodies included in the research, and according to the submitted answers, have a divided opinion regarding the question of whether information officers are sufficiently educated for the efficient application of the law on freedom of access to information in Bosnia and Herzegovina. A significant number of public bodies consider that education is desirable, not only for information officers, but for all civil servants and persons exercising public authority who are in possession of information.</p> <p>At the state level, out of a total of 59 institutions from which information on the implementation of the measure was requested, 22 institutions provided an overview of the current situation (37.2%). Of these, 8 institutions have confirmed that the descriptions are in line with the FOIA, 7 institutions have not harmonized the jobs, and for 7 institutions it is not possible to confirm whether the jobs are aligned, that is, some of them do not have an civil servant in charge of responding in accordance with the FOIA. In the FBiH, job descriptions can be harmonized after the adoption of a new law and by-laws. For the other levels, no information on the current situation has been provided.</p>												
Risks/Problems		<p>- Slow amendment of the Law on Freedom of Access to Information and repeated inconsistent application</p> <p>- Lack of capacity and incompetent staff</p>												

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	- Slow adoption of the rulebook on internal organization
Next steps	<ul style="list-style-type: none"> - Adopt the Law on Freedom of Access with clear provisions - Strengthen the mechanism of supervision over the implementation of the law - Strengthen capacities in institutions
Additional information	

ACTIVITY 3.2.9

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:		
Define standard data for uniform databases of information access requests		BiH Ministry of Justice; FBiH Ministry of Justice; Competent institution in RS; and all administrative bodies and organisations at all levels					Q2-2022		
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:							
INDICATORS		INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH	
	Standard data document agreed	BASELINE		NO	NO	NO	NO	no	
		TARGET		yes	yes	yes	yes	yes	
		CURRENT		NO	NO	NO	NO	NO	
Description of achievement	No progress has been made in the implementation of activities. The special report of the ombudsman (December 2019) shows that the majority of public bodies in Bosnia and Herzegovina, at all levels of government, do not submit statistical indicators on submitted requests for access to information to legislative bodies and the Ombudsman Institution. In general, the methodology of keeping records is also questionable, in the sense that records of submitted requests for access to information are kept separately from other requests. When public bodies were asked whether they act in accordance with the provisions of Article 20, paragraph 1 point c), that is, whether they submit statistical data, according to a quarterly report, to the Parliamentary Assembly of Bosnia and Herzegovina and the Institution of Ombudsman for Human Rights of Bosnia and Herzegovina, less than half of the surveyed public bodies stated in the answers that they deliver the above data regularly. In both entities, there is a certain number of public bodies that do not submit data to the entity Parliament/Assembly. In the process of collecting data for the purposes of this report, 24 institutions (40.6%) submitted data from 59 state institutions from which information on the current status was requested. Of the institutions that submitted data, some of them reported that they publish answers to all received requests in accordance with the FOIA on the website (2), while four institutions confirmed that they keep records in the form of the AP1 workbook, and that they submit the data to the Ministry of Justice of BiH. For the other levels, no information on the current state has been provided.								
Risks/Problems	- Postponement of the adoption of the law on freedom of access to information								
Next steps	- Harmonize standard data with laws on freedom of access to information and in consultation with the Institution of Human Rights Ombudsman of Bosnia and Herzegovina								
Additional information									

ACTIVITY 3.2.10

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:		
Develop an IT solution for databases on information access requests		BiH Ministry of Justice; FBiH Ministry of Justice; Competent institution in RS; and all administrative bodies and organisations at all levels					Q3-2022		
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:							
INDICATORS		INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>	
	IT solution developed and tested	BASELINE		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	
		TARGET		<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	
		CURRENT		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	
Description of achievement	No progress has been made in the implementation of activities at any administrative level. As part of the preparation of reports at the state level, six institutions confirmed that they have data in electronic form (two institutions publish all requests on the website, two institutions have all requests in DMS, one institution confirmed that it has a database but did not specify in which form, while one institution stated that it maintains a tabular representation that it regularly submits to the Human Rights Ombudsman Institution (BiH Institute for Intellectual Property). There is no information on the current situation on the other levels.								
Risks/Problems	<div>- It is necessary to secure financial resources.</div> <div>- Non-cooperation with the Ombudsman Institution</div> <div>- Lack of human and financial capacity</div>								
Next steps	<div>- Provide support for creating a software solution</div>								
Additional information									







ACTIVITY 3.2.11

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:		
Establish uniform databases of information access requests		BiH Ministry of Justice; FBiH Ministry of Justice; Competent institution in RS; and all administrative bodies and organisations at all levels					Q4-2022		
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:			●	●	●	●	●
INDICATORS	INDICATOR VALUES:			Inst.BiH	FBiH	RS	BD	BiH	
	The databases operational			BASELINE	no	no	no	no	no
				TARGET	yes	yes	yes	yes	yes
				CURRENT	no	no	no	no	no
Description of achievement	No progress has been made in the implementation of activities because the prerequisites (previous activities) have not been achieved even at one level of administration. At the state level, out of a total of 59 institutions from which information on the current situation was requested, two submitted information to publish all requests on a website that acts as a kind of database, while one institution reported that it is preparing an open data portal, which will also contain a database requests for access to information. There is no data on current solutions at other levels.								
Risks/Problems	- Lack of financial resources. - Lack of capacity.								
Next steps	Provide money and technical support for the implementation of activities.								
Additional information									

ACTIVITY 3.2.12

ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:					
Establish a single register of information access requests and replies (Human Rights Ombudsman) and statistical reports on the enforcement of FOIA.		The Institution of HR Ombudsman of BiH				Q1-2022					
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:				●				●	
INDICATORS	INDICATOR VALUES: Inst.BiH										BiH
	The register is operational and publicly accessible	BASELINE		no						no	
		TARGET		yes						yes	
		CURRENT		no						no	
Description of achievement	The activity was not realized. The Human Rights Ombudsman institution does not have an established register of requests for access to information and responses in the Human Rights Ombudsman institution of Bosnia and Herzegovina. The number of received requests for access to information is submitted periodically (every 3 months) from various authorities. The Institution of the Ombudsmen, through its database, only has the number of received complaints related to the Law on Freedom of Access to Information, which were addressed to the Institution of the Ombudsmen. The Ombudsmen institution has no information that such a register exists.										
Risks/Problems	<div>- Lack of financial resources for the establishment of the register.</div> <div>- The method of establishing the register of personnel, budgetary and IT support, i.e. possible amendments to the Law on Freedom of Access to Information in BiH.</div> <div>- Possible amendments to the Law on Freedom of Access to Information in Bosnia and Herzegovina.</div>										
Next steps	<div>- Provide money and expert support for the implementation of activities.</div> <div>- Competent authorities and institutions to consider the possibility on the basis of which a single register will be established.</div>										
Additional information											






ACTIVITY 3.2.13

ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:					
Analyse the level of readiness of public administration to disclose open format data (define the starting position, the existing legal framework, possible obstacles to the publication of open format data, etc.)		PARCO, BiH Ministry of Justice, Secretariat general of the FBiH Government, Secretariat General of the RS Government, Secretariat of the Government of BD BiH				Q4-2021					
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
		INDICATORS	INDICATOR VALUES:				Inst.BiH	FBiH	RS	BD	BiH
			Analysis prepared	BASELINE				no	no	no	no
TARGET				yes	yes	yes	yes	yes			
		CURRENT				yes	yes	no	no	no	
Description of achievement	Progress has been achieved at the level of state and FBiH institutions As part of the Public Institutions Strengthening Program SPI, which was financed by the German GiZ, an assessment of readiness for open data was carried out. The assessment was made by PricewaterhouseCoopers in cooperation with Transparency International in BiH and ProPuh Zagreb. The Open Data Readiness Assessment (ODRA) was prepared for the BiH level based on the World Bank methodology (World Bank methodology version 3.1). The assessment of readiness for open data in the Federation of Bosnia and Herzegovina was made in May 2021. The analysis showed that the FBiH is in a very early stage of readiness for opening data, which at the same time presents certain challenges, but also opens up opportunities for a systematic approach to planning the process of opening data. No data confirming the existence of ODRA was submitted for RS and BDBiH. Considering that ODRA is not prepared for all four levels, the activity cannot be considered fulfilled.										
Risks/Problems	<div>- Lack of funds for the preparation of ODRA for other levels</div> <div>- Lack of capacity</div>										
Next steps	<div>- Provide financial resources and support for the preparation of analysis for RS and BDBiH</div> <div>- Provide technical support</div>										
Additional information											







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ACTIVITY 3.2.14	ACTIVITY:		RESPONSIBLE INSTITUTIONS:			IMPLEMENTATION DEADLINE:		
	Develop an open format data policy		PARCO, BiH Ministry of Justice, Secretariat general of the FBiH Government, Secretariat General of the RS Government, Secretariat of the Government of BD BiH			Q3-2022		
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:			●	●	●
	INDICATORS			INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>
						<i>BD</i>	<i>BiH</i>	
		Policy developed and adopted		BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
				TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
				CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
	Description of achievement	In general, little progress has been made in the implementation of activities. At the state level, the new law on access to information, which is in the form of a draft, contains provisions that represent harmonization with EU Directive 2019/1024, and talks about open data, but this law is in the form of a draft.						
	Risks/Problems	<ul style="list-style-type: none"> - Lack of resources to prepare an open data policy - Unpreparedness of ODRA for all levels 						
	Next steps	<ul style="list-style-type: none"> - Ensure completion of ODRA for RS and BD - Provide financial resources and support for policy development 						
	Additional information							

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ACTIVITY 3.2.15	ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:			
	Develop an open format data guide		PARCO, BiH Ministry of Justice, Secretariat general of the FBiH Government, Secretariat General of the RS Government, Secretariat of the Government of BD BiH				Q4-2022			
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:							
	INDICATORS			INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
		A guide prepared		BASELINE		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
				TARGET		<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
				CURRENT		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
	Description of achievement		In the reporting period, no steps were taken to implement this activity.							
	Risks/Problems		- Lack of resources and capacity							
	Next steps		- Provide financial resources and support for the implementation of activities							
Additional information										

ACTIVITY 3.2.16

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
Improve and adopt the improved website maintenance procedures that will incorporate technical standards of proactive transparency		BiH Ministry of Transport and Communications; Secretariat General of the BiH CoM (e-Government), Secretariat General of the FBiH Government, Secretariat General of the RS Government, Secretariat of the Government of BD BiH					Q4-2021				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
INDICATORS	INDICATOR VALUES:			Inst.BiH	FBiH	RS	BD	BiH			
	Procedures published in official journals	BASELINE			no	no	no	no	no		
		TARGET			yes	yes	yes	yes	yes		
		CURRENT			no	no	no	no	no		
Description of achievement	<p>Certain activities were carried out, but the activity was not realized. At the state level, website maintenance is defined by the valid Instruction on the creation and maintenance of official websites of BiH institutions from 2009 (Official Gazette of BiH, No. 21/09). No information on currently valid acts at other levels has been submitted. In the Brčko District of BiH, the Decision on the official portal of the Government of the Brčko District of BiH is in force www.vlada.bdcentral.net, number: 01.1-05-024063/09 from July 27, 2009. This Decision establishes who and in what form uploads content to the portal, which content must be found on the portal, when certain content must be found on the portal, and the obligations, duties and responsibilities of those in charge of updating the portal.</p> <p>Given that the aforementioned Decision dates from 2009, a new Decision on the official portal of the Government of Brčko District of BiH was drafted in 2022, however, this decision has not yet been adopted by the Government of Brčko District of BiH and it is expected that the Decision will be adopted in 2023.</p> <p>In the Federation of BiH at the 241st session, held on October 22, 2020, the FBiH adopted the Strategic Communication Plan of the FBiH Government for the period 2020-2022 by Conclusion V. number: 1445/2020. Strategic Communication Plan of the FBiH Government for the period 2020-2022 is a document that was created in accordance with the commitment of the FBiH Government to improve transparency in the work and realize the function of public relations as a two-way process in full capacity, as well as by innovating and strengthening the communication channels of the FBiH Government and multimedia content for communication. With this, the FBiH Government introduced online communication into regular communication activities for the first time. The document planned for the period in question the creation of a new website and the establishment of the basic channels of the FBiH Government on social networks, as well as the networking of the website with channels on social networks. All these planned activities, which were fully realized, meant strengthening the communication capacity of the FBiH Government and the FBiH Government Office for Public Relations as the bearer of institutional communication. The strategic plan included the obligation to create</p>										

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	<p>annual communication action plans, which specifically define all specific goals in accordance with the work plan and program of the FBiH Government for that year. Action plans also enable measurement and analysis of the effectiveness of the realization of set goals. For the sake of more efficient communication, as well as the structure of the executive power in the Federation of Bosnia and Herzegovina, mandatory coordination with public relations services and officers in ministries and other federal administrative bodies and administrative organizations, as well as professional services, is foreseen. An integral part of this document are two instructions, Rules of communication on the online channels of the FBiH Government and Guidelines for measurement and reporting. Based on the Strategic Plan of the Government of FBiH, a Decision on the website and online channels of the Government of FBiH was prepared as optimal technical solutions for the establishment of new communication channels, which was adopted by the Government of FBiH. The Government of FBiH at the 303rd session, held on February 17, 2022. adopted the Decision on the website and online channels of communication of the Government of FBiH (Official Gazette of FBiH, number: 14/22 from February 23, 2022.)</p> <p>The decision improved, innovated and expanded communication channels and made them more accessible to the entire public. The decision determined: communication channels, content of the website and online communication channels, administration and updating of content, method of delivering and publishing content, and technical standards. The decision, like all other regulations established by the Government, is available on the website of the FBiH Government (link: Government of the Federation of Bosnia and Herzegovina - Decision on the website and online communication channels of the FBiH Government (fbihvlada.gov.ba)). The FBiH Government Office for Public Relations is responsible for ensuring the maintenance of communication channels, as well as the administration and updating of all content, as the bearer of institutional communication.</p>
Risks/Problems	- Vaguely defined technical standards of proactive transparency, absence of legal regulation and lack of human resources.
Next steps	Replenishment and training of human resources, upon adoption of the appropriate legislative framework.
Additional information	

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ACTIVITY 3.2.17

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
<p>Develop a communication plan to raise awareness and promote freedom of access to information, including the promotion of proactive transparency and data openness. As part of the promotion effort:</p> <p>- hold at least 2 roundtable discussions with representatives of the non-governmental sector;</p> <p>- hold at least one regional conference on freedom of access, proactive transparency and open data to facilitate experience exchange)</p>		PARCO; the Institution of the Human Rights Ombudsman of BiH; Secretariat General of the BiH CoM (Information Service), Secretariat General of the FBiH Government (PR Office of the FBiH Government), Secretariat General of the RS Government (PR Office of the RS Government), Secretariat of the Government of the BD BiH (Information Sector of the BH BiH Government)					Q4-2022				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
		INDICATORS	INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH		
			Communications plan implemented		BASELINE	0%	0%	0%	0%	0%	
					TARGET	50%	50%	50%	50%	50%	
			CURRENT	0%	0%	0%	0%	0%			
Description of achievement	<p>No progress has been made in the implementation of activities. The Federation of BiH has confirmed that the Government of FBiH has adopted the Communication Plan of the Government of FBiH for 2022 with a communication action plan that contains a section on freedom of access to information and foresees the activities of updating the Information Access Guide, regularly responding to requests in accordance with the Law on Freedom of Access to Information in FBiH , and submits the reports to the Ombudsman and tp the FBiH Parliament.On October 22, 2020, the Government of FBiH by conclusion V. number: 1445/2020 adopted the Strategic Communication Plan of the Government of FBiH for the period 2020-2022. The strategic plan is a document that was created in accordance with the commitment of the FBiH Government to improve transparency in the work and realize the function of public relations as a two-way process in full capacity, as well as by innovating and strengthening the FBiH Government's communication channels and multimedia content for communication. With this, the FBiH Government introduced online communication into regular communication activities for the first time. For the period in question the document planned the creation of a new website and the establishment of the basic channels of the FBiH Government on social networks, as well as the networking of the website with channels on social networks. All these planned activities, which were fully realized, meant strengthening the communication capacity of the FBiH Government and the FBiH Government Office for Public Relations as the bearer of institutional communication.</p> <p>The strategic plan included the obligation to create annual communication action plans, which specifically define all specific goals in accordance with the work plan and program of the FBiH Government for that year. Action plans also enable measurement and analysis of the effectiveness of the realization of set goals. For the sake of more efficient communication, as well as the structure of the executive power in the Federation of Bosnia and Herzegovina, mandatory coordination with public relations services and officers in ministries and other federal administrative bodies and administrative organizations, as well as professional services, is foreseen. An integral part of this document are two instructions. Rules of</p>										

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	<p>communication on the online channels of the FBiH Government and Guidelines for measurement and reporting. Based on the Strategic Plan of the Government of FBiH, a Decision on the website and online channels of the Government of FBiH was prepared as optimal technical solutions for the establishment of new communication channels, which was adopted by the Government of FBiH.</p> <p>The Government of FBiH at the 303rd session, held on February 17, 2022, passed the Decision on the website and online communication channels of the Government of FBiH (Official Gazette of FBiH, number: 14/22 from February 23, 2022). The decision improved, innovated and expanded communication channels and made them more accessible to the entire public. The decision determined: communication channels, content of the website and online communication channels, administration and updating of content, method of delivering and publishing content, and technical standards. The decision, like all other regulations established by the Government, is available on the FBiH Government website. To ensure the maintenance of communication channels, and the administration and updating of all content, the FBiH Government Office for Public Relations is responsible for institutional communication.</p> <p>Based on the Strategic Communications Plan, annual communication plans were drawn up and adopted at the session of the FBiH Government, namely the Annual Communication Plan of the FBiH Government for 2021, with an action plan for implementation at the 301st session, held on February 3, 2022, and the Communication Plan of the FBiH Government for 2021 with the Communication Action Plan (251st session held on February 14, 2021).</p> <p>With the aim of improving transparency in work and availability of information, in 2021 the Government adopted the Program - "Transparency of the work of the Government of the Federation of BiH in the implementation of reform processes" ("Official Gazette of the Federation of BiH", no. 61/21 and 63/21), which was implemented in 2022. The purpose of the program is to improve the transparency of the FBiH Government's work in the implementation of reform processes by strengthening communication activities in order to objectively, truthfully, timely and proactively inform the public about the implementation of reform processes and the activities and measures undertaken by the FBiH Government in all areas of activity.</p> <p>In BDBiH, the communication plan has not been completed, but the Communication Strategy of the Government of BD BiH for the period 2022-2024 has been adopted, in which a significant place is given to the strengthening of awareness and the promotion of freedom of access to information, including the promotion of proactive transparency and openness of data, as indicated by the data for the first nine months of the current year. The civil servant for ethics and freedom of access to information of the BD BiH Government received 38 requests for freedom of access to information in the indicated period, of which 35 were fully resolved, three remain in the resolution phase. One of the goals of strategic communication in BDBiH is to increase the application of the Law on Freedom of Access to Information from 90% (according to estimates) to a higher level.</p>
Risks/Problems	<ul style="list-style-type: none"> - Possible amendments to the law - Financial resources
Next steps	<ul style="list-style-type: none"> - Joint meeting of competent institutions
Additional information	

ACTIVITY 3.2.18

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
Build the capacity of public administration through training of managers and staff handling requests under FOIA:		BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH					Q2-2022				
(develop a training programme on the right of access to information, proactive transparency and open format data and include such programmes in training plans of CSAs at all levels		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
- conduct at least one training event for heads of institutions at all four administrative levels		INDICATORS	INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH		
- conduct at least 3 training events for staff acting under FOIA of all levels)			Trainings programmes incorporated in the annual training plans of CSAs i.e., Subdivision of BD		BASELINE	no	no	no	no	no	
					TARGET	yes	yes	yes	yes	yes	
					CURRENT	no	no	no	no	no	
			Satisfaction of managers and staff with the delivered training programmes		BASELINE	0%	0%	0%	0%	0%	
					TARGET	45%	45%	45%	45%	45%	
				CURRENT	0%	0%	0%	0%	0%		
Description of achievement	Some progress was made at individual levels in the reporting period, but the activity was not implemented. In the Republika Srpska, in cooperation with the OSCE BiH, in 2022, training was held on the topic "Open data" and training on the topic "Law on freedom of access to information - a mechanism in the prevention of corruption". Training on freedom of access to information is included in the Public Administration Plan (2021) of the Agency for State Administration of the RS. At the state level, training related to the Law on Freedom of Access to Information is included in the Training Catalog for 2022. Taking into account that legislative changes are planned at all levels, and that the legislation should contain provisions on proactive transparency and open data, it is necessary to note the efforts of the civil service/administration agencies to ensure continuous training in this segment, and to work on the preparation of new plans training, and training materials in accordance with the new legislation.										
Risks/Problems	- Lack of resources, a greater volume of training, on a greater number of topics and the development of training programs in the RS and at other levels.										
Next steps	- Consideration of modalities for finding missing resources.										

Additional information	
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MEASURE 3.3:







Improve the mechanism for protection of the right of the individual to good administration and the public interest

MEASURE INDICATORS		INDICATOR VALUES		
		BASELINE	TARGET	CURRENT
1. Rate of implementation of Ombudsman recommendations	Bosnia and Herzegovina	45,12%	55%	31%
	<i>Institutions of BiH</i>			
	<i>FBiH</i>			
	<i>RS</i>			
	<i>BD BiH</i>			
2. Number of public administration cases (administrative acts) confirmed by the competent court	Bosnia and Herzegovina	53%	61%	48,1%
	<i>Institutions of BiH</i>			
	<i>FBiH</i>			
	<i>RS</i>			
	<i>BD BiH</i>			

Description of achievement	<p>SIGMA stated in the Monitoring report that despite the relatively good legislative framework, the overall performance of the monitoring system is not adequate. The level of implementation of the Ombudsman Institution's recommendations by public bodies is low. Only 31% of the recommendations of the Ombudsman Institution in 2020 were fully implemented (the measurement refers to the entire country), which is the same percentage as in 2016. Of particular concern is the large number of recommendations to which public institutions have not responded (over a quarter of recommendations issued in 2020), despite the clear legal obligation to inform the Ombudsman Institution about the measures taken after the Ombudsman Institution's investigation. However, none of the legislative bodies issued statements or resolutions calling on public bodies to improve the implementation of the Ombudsman's recommendations or to ensure adequate communication with this institution. Otherwise, this indicator contributes to the implementation of the principle that requires the establishment of functional mechanisms to protect the individual's right to good administration and public interest.</p> <p>According to the data of the High Judicial and Prosecutorial Council (HJPC), in 2022, 48.1% of judgments conducted in accordance with the laws on administrative procedure were confirmed, which practically confirmed the quality of administrative decision-making by administrative bodies at all levels in BiH. In 51.8% of</p>
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	<p>proceedings, administrative acts were contested or annulled, or judgments were passed due to the previous silence of the administration (0.6% in 2022). In 2021, the percentage of confirmed administrative acts was higher and amounted to 51.6%, while in 2020, according to HJPC data, it was 56.6%. Observing the entire period, 52.1% of administrative acts were confirmed in administrative disputes before the courts in BiH, in the period 2020-2022. In this case too, the measured value of the indicator is lower than the initial value (measured in 2017).</p> <p>The SIGMA assessment (Monitoring report for Bosnia and Herzegovina, May 2022) says that the legal status of the Institution of Ombudsman and Supreme Audit Institutions largely corresponds to international standards. However, in the case of the Ombudsman Institution, some shortcomings of the legislative framework have still not been resolved, despite attempts to amend the law. SIGMA is of the opinion that the functional, operational and financial independence, mandate and organization of the audit office are regulated only by laws. State institutions have made progress in the preparation of guides on the importance and role of independent bodies, as well as in the holding of trainings, but progress needs to be made at other levels as well.</p> <p>In the Republika Srpska, a new Law on Administrative Inspection was adopted (Official Gazette of RS, 99/20). The Law on Administrative Inspection ensures integrity in the performance of administrative duties, supervision of the work of republican administrative bodies and holders of public authority, protection and guarantee of the position of these bodies in the performance of administrative duties and ensuring the legality, timeliness and efficiency of performing administrative duties. The novelties in relation to the previously valid law are reflected in the fact that the adoption of the new law expanded the scope of bodies over which the administrative inspection supervises (the office of the Vice President of Republika Srpska), then defined the concepts of extraordinary and control inspection supervision, which was not the case until now. The conditions for performing the duties of the chief administrative inspector and administrative inspectors have also been changed, with regard to the required work experience. Systematic strengthening of administrative inspection at all levels is necessary.</p> <p>The SIGMA Monitoring report (May 2022) shows that the existing laws on administrative disputes are in line with the SIGMA Principles of Public Administration, and a rating of 6/6 was assigned. The relatively high court fee (approximately 7% of the average monthly gross salary) makes it difficult to access administrative justice for initiating administrative disputes, but SIGMA notes that this is to some extent offset by free legal aid (including representation in court) available to low-income citizens at all levels. In the Republika Srpska, the Law on the Protection of the Right to a Trial within a Reasonable Time (Official Gazette of the RS, 99/2020) was adopted, and in BD BiH the Law on the Protection of the Right to a Trial within a Reasonable Time (Official Gazette of the RS, 2/2021).</p> <p>The right to compensation according to SIGMA measurement is uniquely regulated by the Yugoslav Law on Obligations (Official Gazette of FBiH 29/03; Official Gazette of BiH 2/92; Official Gazette of RS 17/93 and 74/04) and ensures the right of everyone, regardless of legal status and nationality, to seek compensation for damages caused by illegal actions of public authorities. SIGMA gave the highest rating to the legislation, but it is necessary to establish an efficient monitoring system in order to verify the application of the law in practice.</p>
Risks/Problems	
Next steps	
Additional information	

ACTIVITY 3.3.1	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:					
	Analyse the rate of fulfillment of recommendations issued by supervisory institutions and trends and propose a set of measures to increase the rate of implementation		The Institution of Ombudsman, SAIs (Supreme Audit Institutions)					Q2-2021					
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:										
			INDICATORS	INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>			
				The analysis discussed at sessions of parliaments/assemblies	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>			
	TARGET	<i>yes</i>			<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>					
		CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>						
Description of achievement	<p>Every year, in its Annual Report, the institution of the Human Rights Ombudsman creates comprehensive statistics of the number of recommendations issued, recommendations implemented, recommendations in which cooperation was achieved, and recommendations not implemented. In the Brčko District of BiH, every audit report of the financial audit includes a chapter "Overview of recommendations from the previous audit" according to the criteria: Fully, partially implemented recommendations and unimplemented recommendations from the previous year and unimplemented recommendations in the last three years. Audit reports are considered at the Assembly sessions. The SAI of the Brčko District of BiH created the Register of Financial Audit and Compliance Audit Recommendations covering the period from 2016, which is updated annually and is available to the public via the website.</p> <p>The Main Service for Auditing the Public Sector of the Republika Srpska also has a register of recommendations with statistical data https://gsr-rs.org/registar-preporuka-finansijske-revizije/</p> <p>In the Federation of BiH, referral registers are also available on the website https://www.vrifbih.ba/registri-preporuka/ The Audit Office in FBiH has prepared an Audit Report on the most important findings and recommendations for 2021/2022, and contains data on the performed revisions https://www.vrifbih.ba/wp-content/uploads/2022/12/BOS_Revi_izvj_o_najvaznijim_nalazima_i_prep_za_2021-2022.pdf</p> <p>At the state level, the registers of financial and performance audit recommendations are updated and are available on the website (the financial audit register is currently being updated, which is why it has been temporarily removed from the site). Analysis of the degree of implementation of financial audit recommendations is carried out regularly on an annual basis through financial audit reports for each institution, for example, chapter 2 at the link http://www.revizija.gov.ba/Content/OpenAttachment?Id=e9787ced-710c-4036-b0e8-0d33b7fcced9&langTag=bs</p> <p>Analysis of the level of implementation of performance audit recommendations is carried out after a certain period has passed (e.g. 5 years from the publication of the report) by publishing a separate report (performance audit follow-up) in which detailed information is given on the</p>												

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	<p>activities undertaken and the level of implementation of each given recommendation, e.g. http://www.revizija.gov.ba/Content/OpenAttachment?Id=0fe801e7-f99d-4f22-90b2-99ca49d5b092&langTag=bs</p> <p>Despite the existence of certain reports, and taking into account that no comprehensive discussion and prepared analysis was organized on the reasons why public administration institutions do not sufficiently implement the recommendations of public bodies, with recommendations for further steps that will lead to greater implementation of the recommendations of supervisory bodies, the initial value was retained indicator value.</p>
Risks/Problems	<ul style="list-style-type: none"> - Lack of interest of the authorities in the Ombudsmen's recommendations. - Failure to consider the Ombudsman's recommendations. - Non-cooperation with Ombudsmen. - The SAI of BD has acquired the prerequisites to perform an analysis of the degree of implementation of financial audit and compliance audit recommendations in the coming period and to submit the aforementioned analysis to the Assembly of BD in the form of information. - Regarding monitoring the implementation of performance audit recommendations, SAI BD had the challenge of adequately monitoring the recommendations until 2022, when the performance audit team was completed for the first time.
Next steps	<ul style="list-style-type: none"> - In 2023, the SAI of BD will submit information to the Assembly of BD on the analysis of the degree of implementation of the recommendations of the financial audit and compliance audit, so that it can adopt measures for a higher degree of implementation of the recommendations. - In 2023, the performance audit team will begin creating a register of recommendations, and adequately monitoring their implementation, so that in the coming period it can analyze the implementation of recommendations and submit information to the Assembly of BD. - Work on the improvement of greater implementation of the Ombudsman's recommendations
Additional information	






ACTIVITY 3.3.2	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Strengthen the independence of supervisory institutions (the Institution of Ombudsman, SAIs) by amending and harmonising legislation		The Institution of Human Rights Ombudsman of BiH, SAIs					Q1-2022				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
			INDICATORS	INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH		
				Financial independence of supervisory institutions established by law	BASELINE	no	no	no	no	no		
	TARGET	yes			yes	yes	yes	yes				
		CURRENT	no	no	no	no	NO					
Description of achievement	<p>Adequate progress has not been made. The SIGMA assessment (Monitoring report for Bosnia and Herzegovina, May 2022) is that the legal status of the Institution of Ombudsman and Supreme Audit Institutions largely corresponds to international standards. However, in the case of the Ombudsman Institution, some shortcomings of the legislative framework have still not been resolved, despite attempts to amend the law. The Institution of the Ombudsman of BiH is the only ombudsman institution in the region that does not have a mandate to initiate the evaluation of the constitutionality of laws before the Constitutional Court, and in addition, the financial independence of the institution is hampered by the arrangement that requires the Institution of the Ombudsman to forward the budget proposal to the Ministry of Finance for approval, and not directly to the Parliamentary Assembly of BiH. On the other hand, the Ombudsman Institution stands out among European ombudsman institutions because of its extensive mandate and instruments for achieving its mission. In the case of the Office for the Audit of BiH Institutions, SIGMA is of the opinion that the functional, operational and financial independence, mandate and organization of the SAI are regulated only by the Law on the Audit of BiH Institutions (2006), as in the case of other audit institutions, but not in the Constitution. The SIGMA rating for the indicators that evaluate the independence of the Ombudsman Institution is 7/10, while the rating for the independence of the audit institutions is 9/10. SIGMA - Professional evaluation of the work (Peer Review) of supreme auditing institutions from 2020. He points out that, generally speaking, SAI laws are fairly well drafted, and to the extent possible for simple laws, they give audit offices a satisfactory independent status, audit mandate, audit subject and powers. There are areas that could be improved and clarified, and in practice there are issues that affect or may affect the independence and autonomy of the audit office.</p> <p>In the Brčko District of BiH, according to the Report on the collegial control of SIGMA from December 2020, a measure was proposed that requires the Law on Audit to be amended, in order to harmonize the provisions on the financing of this office with the provisions for SAI BiH, SAI FBiH and SAO RS, which would ensure that the SAI of BD has the right to directly apply for the necessary financial resources to the competent parliamentary body. SAI BD submitted the Report on the conducted collegial control of SIGMA to the Assembly as information. The SAI of BD has created a Strategic Plan that includes the mentioned measure with a deadline for implementation until the end of 2024.</p>											

Annex: Tabular overview of the implementation of the Action Plan

Risks/Problems	<ul style="list-style-type: none"> - In order to implement the measure, SAI BD can direct initiatives and act to raise awareness of the need to strengthen the financial independence of SAI BD. - Lack of political will to ensure the independence of supervisory bodies
Next steps	<ul style="list-style-type: none"> - In the coming period, the SAI of BD will intensify cooperation with the competent Parliamentary commissions, with the aim of initiating procedures that will result in the implementation of the recommendation of SIGMA from December 2020. - Consistent application of current legislation and harmonization of legislation related to the Ombudsman Institution
Additional information	







Annex: Tabular overview of the implementation of the Action Plan

ACTIVITY 3.3.3	ACTIVITY:		RESPONSIBLE INSTITUTIONS:			IMPLEMENTATION DEADLINE:				
	Produce a brochure for parliaments explaining the role and importance of public sector audit services		SAIs			Q4-2021				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:							
	INDICATORS			INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
		A brochure for parliaments produced		BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
				TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
				CURRENT	<i>yes</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>NO</i>
	Description of achievement	At the state level, as part of the Public Institutions Strengthening Program funded by the German GIZ, a brochure was created for the old convocation of the Parliamentary Assembly of Bosnia and Herzegovina. In Brčko District, SAI BD had no activities on the implementation of the mentioned measure. For the RS and FBiH, no data has been submitted confirming that steps have been taken to implement the activities.								
	Risks/Problems	- Parliamentary commissions in the old convocation were limited in scope due to political events.								
	Next steps	- SAI BD will apply to KOVRI in BiH the need to create a unique brochure for parliaments of all levels in BiH. - The communication strategy of the Office for the Audit of BiH Institutions defines activities aimed at improving communication and cooperation with competent parliamentary commissions.								
	Additional information									

ACTIVITY 3.3.4	ACTIVITY:		RESPONSIBLE INSTITUTIONS:			IMPLEMENTATION DEADLINE:		
	Hold roundtable discussions/workshops for heads of institutions on the importance and role of the Institution of Ombudsman and SAIs in the development of the public sector and the importance of compliance with their recommendations		The Institution of Human Rights Ombudsman of BiH, SAIs			Q3-2021 		
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					
	INDICATORS	INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
		4 round table discussions/workshops for heads of institutions held	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
			TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
			CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
	Description of achievement	No progress was made in the reporting period. In the Brčko district of BiH, the SAI BD, with the aim of increasing the degree of implementation of recommendations, strengthened cooperation with the Assembly (through the commission responsible for auditing) in terms of forming and reaching conclusions in order to increase the accountability of audited entities in the implementation of recommendations. The mentioned activity is a prerequisite for the intensification of activities in terms of organizing work tables/workshops.						
	Risks/Problems	- Lack of financial resources						
	Next steps	- Provide financial resources and support for the implementation of activities - The SAI of BD, in further cooperation with the Parliamentary Commission, will determine the modalities of holding plenary meetings on the topic of the importance and role of the audit office in the development of the public sector and the importance of complying with the given recommendations.						
	Additional information							

Annex: Tabular overview of the implementation of the Action Plan

ACTIVITY 3.3.5

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:		
<p>Raise awareness and knowledge of civil servants, including senior civil servants, on relevant regulations, the role and importance of implementing the recommendations of independent bodies</p> <p>- develop syllabi for training,</p> <p>- hold at least three training events</p> <p>- include training programmes in the training plans of CSAs)</p>		CSA BiH, CSA FBiH, CSA RS and HR Sub-division of BD Government in cooperation with the Institution of the Human Rights Ombudsman of BiH and SAls					Q3-2021		
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:							
		INDICATOR VALUES:			Inst.BiH	FBiH	RS	BD	BiH
		INDICATORS	Number of training courses held	BASELINE	0	0	0	0	0
				TARGET	3	3	3	3	3
CURRENT	2			0	0	0	0,5 ³²		
Brochures on the role and importance of audit/Ombudsman Institution produced and published on the websites of these institutions	BASELINE		no	no	no	no	no		
	TARGET		yes	yes	yes	yes	yes		
	CURRENT		yes	no	no	no	NO		
Description of achievement	In the reporting period, two trainings were held on a) the role and importance of the Ombudsman Institution and b) the role and importance of audit institutions. The trainings were organized within the framework of the GIZ SPI program, in cooperation with the BiH Civil Service Agency. Syllabus and training materials were developed. The trainings were held in online format, and there were 56 participants (December 9, 2020) and 50 participants (December 11, 2020) - from state institutions. The target value of the indicator was not, however, reached. No activities were recorded on the other levels.								
Risks/Problems	- Lack of money and capacity								
Next steps	- provide support for the implementation of activities								
	- Include training in regular training programs of ADSBiH, as well as in training programs at other levels								
Additional information									

³² Taking into account that the trainings were held only for state-level officials, the average number of trainings was given in the calculation for the total value of the indicator at the BiH level.

ACTIVITY 3.3.6

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
Develop an analysis of administrative inspections function with recommendations for improvements		BiH Ministry of Justice; FBiH Ministry of Justice; RS Ministry of Administration and Local Self-Government, BiH Mayor's Office - Administrative Inspection					Q1-2022				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
		INDICATORS	INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH		
			Analysis of function produced and adopted		BASELINE	no	no	no	no	no	
			TARGET	yes	yes	yes	yes	yes			
			CURRENT	no	no	no	no	NO			
Description of achievement	In the reporting period, no steps were taken to implement this activity. In the Republika Srpska, prior to the adoption of the new Law on Administrative Inspection in the Republika Srpska, the administrative inspector performed an internal analysis of the legal framework-law. Since this analysis is not a functional analysis in the full sense (with an overview of all functions, including missing ones, an overview of the institutional framework and capacities), the activity cannot be considered fulfilled at this administrative level.										
Risks/Problems	- Lack of personnel capacity. - Lack of financial resources										
Next steps	- It is necessary to provide funds for personnel strengthening. - Provide support for the implementation of activities										
Additional information											

ACTIVITY 3.3.7	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:						
	Prepare a plan for aligning the organisation and work of administrative inspections with the recommendations (including amendments to the legislative framework and strengthening of the functions)		<i>BiH Ministry of Justice; FBiH Ministry of Justice; RS Ministry of Administration and Local Self-Government, BiH Mayor's Office - Administrative Inspection</i>					Q2-2022						
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●		
			INDICATORS	INDICATOR VALUES::					<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>	
				The alignment plan prepared					BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
									TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
CURRENT	<i>no</i>	<i>no</i>							<i>no</i>	<i>no</i>	<i>NO</i>			
Description of achievement		<p>The activity was not realized, because no activities were undertaken at most administrative levels. In the Republika Srpska, a new Law on Administrative Inspection was adopted in 2020, which was adopted by the National Assembly of the Republika Srpska on October 6, 2020 (Official Gazette of the Republika Srpska No. 99/20). The adoption of the Law on Administrative Inspection in 2020 and its publication in the Official Gazette of the RS, 99/20 of October 6, 2020, regulates the organization and competence of the Administrative Inspection in the Republika Srpska, the way of working, authorizations, conditions for performing work, rights, obligations and the accountability of the administrative inspector, the manner and procedure of inspection supervision, as well as other matters of importance for the performance of inspection supervision.</p> <p>The Law on Administrative Inspection ensures integrity in the performance of administrative duties, supervision of the work of republican administrative bodies and holders of public authority, protection and guarantee of the position of these bodies in the performance of administrative duties and ensuring the legality, timeliness and efficiency of performing administrative duties. The novelties in relation to the previously valid law are reflected in the fact that the adoption of the new law expanded the scope of bodies over which the administrative inspection supervises (the office of the vice president of the Republika Srpska), then defined the terms of extraordinary and control inspection supervision, which was not the case until now.</p> <p>Bearing in mind the scope of work of the administrative inspection, and the complexity and specificity of the regulations over which the administrative inspection supervises, the conditions for performing the duties of the chief administrative inspector and administrative inspectors have been changed, in terms of the required work experience. The draft law stipulates that a person who has completed a four-year study with the title of law graduate or the first cycle of studies - a law graduate with at least 240 ESTS points or equivalent, who has passed the professional exam for work in administration and at least five years of work can be appointed as the chief administrative inspector, and also experience in the required level of education, of which at least one year as an administrative inspector. An administrative inspector can be a person who has completed a four-year study with the title of law graduate or a person who has completed the first cycle of studies - a law graduate with at least</p>												

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	<p>240 ESTS points or equivalent, passed the professional exam for work in the republic's administrative bodies and at least three years of work experience in the required degree of education, of which at least one year in administrative bodies, local self-government, courts, prosecutor's offices, the Attorney General's Office of the Republika Srpska and public institutions. The method of drawing up minutes and making decisions should be regulated more precisely, due to more efficient handling of administrative inspectors and elimination of ambiguities, due to which decisions were "failed" in court proceedings. Also, the relevant subjects are harmonized with the laws over which the Administrative Inspection performs administrative supervision (regulations on registers, seals and emblems) as well as with the provisions of the Law on Inspections of the Republika Srpska ("Official Gazette of the Republika Srpska", number 18/20). After the entry into force of the Law on Administrative Inspection, the by-laws provided for that law were adopted: Rulebook on official identification of the administrative inspector ("Official Gazette of the Republika Srpska", number 119/20) and Rulebook on records of the performed inspection supervision of the administrative inspector ("Official Gazette of the Republika Srpska", number 119/20). Taking into account that no functional analysis has been made in Republika Srpska, as well as that there is no plan for harmonizing with the recommendations/further strengthening of the administrative inspection which is resulting from the analysis, the indicator cannot be considered fulfilled.</p> <p>At other levels, no activities were undertaken to strengthen inspection bodies.</p>
Risks/Problems	<ul style="list-style-type: none"> - No risks/problems have been identified in Republika Srpska regarding the application of the Law on Administrative Inspection. The problem is harmonizing the work of all administrative inspections because the work organization and functional organization of administrative inspections at all administrative levels is based on special regulations that apply to each level of government separately. - Lack of capacity and funds for the implementation of activities at other levels
Next steps	<ul style="list-style-type: none"> - Provide support for the implementation of activities - Exchange of experiences of administrative inspections from all levels of government in order to improve the work of administrative inspections at all administrative levels
Additional information	







ACTIVITY 3.3.8	ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:			
	Align and organise the work of the administrative inspection as per recommendations (implementation of the plan)		BiH Ministry of Justice; FBiH Ministry of Justice; RS Ministry of Administration and Local Self-Government, BiH Mayor's Office - Administrative Inspection				Q3-2022			
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:			●	●	●	●	●
			INDICATORS	INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH
				% of implemented recommendations	BASELINE	0%	0%	0%	0%	0%
					TARGET	75%	75%	75%	75%	75%
	CURRENT	0%			0%	0%	0%	0%		
	Description of achievement	No progress has been made in the implementation of activities.								
Risks/Problems	- Long duration of the procedure - Lack of financial resources, and lack of human resources.									
Next steps	- Provide support for the implementation of activities - Each administrative inspection should adopt its work plan and improve its work									
Additional information										

ACTIVITY 3.3.9

ACTIVITY: Build the capacities of administrative inspection at all levels (through training programmes relevant to their competence, study visits to the relevant country, etc.)		RESPONSIBLE INSTITUTIONS: BiH Ministry of Justice; FBiH Ministry of Justice; RS Ministry of Administration and Local Self-Government; Office of the BD Mayor - Administrative Inspection of BD; in cooperation with the Entity CSAs and HR Subdivision of BD BiH					IMPLEMENTATION DEADLINE: Q4-2022				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:			●	●	●	●	●		
INDICATORS		INDICATOR VALUES:			Inst.BiH	FBiH	RS	BD	BiH		
	3 training events for administrative inspectors held, plus one study visit	BASELINE			no	no	no	no	no		
		TARGET			yes	yes	yes	yes	yes		
		CURRENT			no	no	no	no	no		
Description of achievement	No progress was made in the implementation of activities in the reporting period. A little progress was made in the Republika Srpska based on the Memorandum on Cooperation between the Ministry of State Administration and Local Self-Government of the Republika Serbia and the Ministry of Administration and Local Self-Government of the Republika Srpska, the administrative inspectorates held online meetings on the improvement of mutual cooperation between these two inspectorates in terms of the exchange of good practice and normative solutions. In addition to the aforementioned meetings, there were no other activities (training). Taking into account that the indicator envisages the holding of three trainings and one study visit, as well as that it is a binary indicator whose value can be no or yes, as well as the fact that the capacities of the administrative inspection in RS have not been strengthened by holding a total of 3 trainings and one study visit, the value of the indicator remains no, and consequently the semaphore remains unchanged, taking into account the nature of the binary indicator.										
Risks/Problems	REPUBLICA SRPSKA - Coordinating time for organization of trainings and study visit. - Lack of resources for training implementation.										
Next steps	- Provide financial resources and support for the implementation of activities. - Intensification of cooperation between administrative inspections. - Consideration of modalities for finding missing training resources. - Strengthen the capacities of competent institutions										

Additional information	
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ACTIVITY 3.3.10

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:			
Make an analysis of regulations on administrative disputes with recommendations for improvement		BiH Ministry of Justice; FBiH Ministry of Justice; RS Ministry of Justice and Judicial Commission of BD BiH					Q2-2021			
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:								
INDICATORS		INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>		
	Analysis produced	BASELINE		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>		
		TARGET		<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>		
		CURRENT		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>		
Description of achievement	<p>The activity was not realized through the work of domestic institutions. The SIGMA Monitoring report (May 2022) shows that existing laws on administrative disputes are aligned with the SIGMA Principles of Public Administration. SIGMA asked whether laws ensure that a) individuals have the right to challenge the legality of administrative acts and actions (including inaction and delay) in court to protect their rights; b) The general deadline for contesting an administrative act in court is at least three weeks from the delivery of the act to the person; c) The court has the legal powers necessary to correct an illegal act or action of the administration; d) Judgments of the first-instance administrative court can be contested in a higher court and e) protective measures are established in the legislation to ensure that court decisions are executed efficiently and without delay, including sanctions for non-compliance. At the state level, there is the Law on Administrative Disputes of Bosnia and Herzegovina (Official Gazette of Bosnia and Herzegovina, 19/02, 88/07, 83/08 and 74/10) whose articles 8, 19, 37, 49, 62-66, 83 ensure the mentioned criteria . In the Federation of BiH, Articles 8, 18, 36, 41, 57-59, 73 of the Law on Administrative Disputes of the FBiH (Official Gazette 11/05) are the answer to the set criteria. In the Republika Srpska, it is about Articles 7, 15, 31, 35, 50-52, 65 of the Law on Administrative Disputes of the RS, Official Gazette 109/5. The Law on Administrative Disputes BD (Official Gazette 19/02 also through articles 6-8, 17, 31, 49 and 33-37, 49) recognizes these principles, and SIGMA grade 6/6 was assigned.</p> <p>The relatively high court fee (approximately 7% of the average monthly gross salary) makes it difficult to access administrative justice for initiating administrative disputes, but SIGMA notes that this is to some extent offset by free legal aid (including representation in court) available to low-income citizens at all levels.</p>									
Risks/Problems	Lack of capacity									
Next steps	Strengthen the capacities of competent institutions									

Additional information	
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ACTIVITY 3.3.11

ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:				
Align the legal framework with the identified and agreed recommendations including:		BiH Ministry of Justice; FBiH Ministry of Justice; RS Ministry of Justice and Judicial Commission of BD BiH				Q2-2022				
<div>- Reduce fees for initiating litigation by amending the regulations and aligning them with the European practice</div> <div>- Review and improve the effectiveness of legal remedies against excessive length of judicial administrative proceedings by amending the legal framework</div>		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:			<div></div>	<div></div>	<div></div>			
		INDICATOR VALUES:			Inst.BiH	FBiH	RS	BD	BiH	
		INDICATORS	% of implemented recommendations	BASELINE		0%	0%	0%	0%	0%
				TARGET		80%	80%	80%	80%	80%
				CURRENT		0%	0%	0%	0%	0%
Description of achievement	<p>The activity was not realized, but the SIGMA Monitoring report (May 2022) shows that the existing laws on administrative disputes are aligned with the SIGMA Principles of Public Administration. SIGMA asked whether laws ensure that a) individuals have the right to challenge the legality of administrative acts and actions (including inaction and delay) in court to protect their rights; b) The general deadline for contesting an administrative act in court is at least three weeks from the delivery of the act to the person; c) The court has the legal powers necessary to correct an illegal act or action of the administration; d) Judgments of the first-instance administrative court can be challenged in a higher court and e) protective measures are established in the legislation to ensure that court decisions are executed efficiently and without delay, including sanctions for non-compliance. At the state level, there is the Law on Administrative Disputes of Bosnia and Herzegovina (Official Gazette of Bosnia and Herzegovina, 19/02, 88/07, 83/08 and 74/10) whose articles 8, 19, 37, 49, 62-66, 83 ensure the mentioned criteria . In the Federation of BiH, Articles 8, 18, 36, 41, 57-59, 73 of the Law on Administrative Disputes of the FBiH (Official Gazette 11/05) are the answer to the set criteria. In the Republika Srpska, it is about Articles 7, 15, 31, 35, 50-52, 65 of the Law on Administrative Disputes of the RS, Official Gazette 109/5. The Law on Administrative Disputes BD (Official Gazette 19/02 also through articles 6-8, 17, 31, 49 and 33-37, 49) recognizes these principles, and SIGMA grade 6/6 was assigned. In the 2017 report, the assigned value was 5/6.</p> <p>SIGMA's assessment is that the relatively high court fee (approximately 7% of the average monthly gross salary) makes it difficult to access administrative justice for the initiation of administrative disputes, but SIGMA states that this is compensated to some extent by the free legal aid (including representation in court) available to citizens with low incomes at all levels. According to the report, the excessively long duration of proceedings shows the need for the development of mechanisms so that citizens can gain their right to a trial within a reasonable time. As of 2020, citizens have received new legal instruments on this issue. In the RS, the Law on Protection of the Right to a Trial within a Reasonable Time (Official Gazette of the RS, 99/2020) was adopted, and in BD BiH the Law on Protection of the Right to a Trial within a Reasonable Time (Official Gazette of</p>									

Annex: Tabular overview of the implementation of the Action Plan

	<p>the RS, 2/2021). These laws regulate the procedure for requesting compensation for the excessive duration of the procedure. According to SIGMA Information, similar laws are being drafted at the state level and in FBiH. Until their adoption, the parties could submit complaints to the Constitutional Court of Bosnia and Herzegovina, which resolved them by directly applying the European Convention on Human Rights. When accepting the appeal, the Constitutional Court sets a deadline for the competent court to resolve the case and approves monetary compensation to the party. However, this procedure was not entirely effective and efficient. The Constitutional Court does not have the capacity to efficiently resolve all appeals from the entire country.</p> <p>Taking into account the amount of fees, as well as the fact that no laws have been passed on the protection of the right to trial within a reasonable time at all levels, that is, that the effective application of the laws that have been adopted has not been confirmed, and observing the nature of the indicator that requires the preparation of an analysis with recommendations and measures percentage of fulfillment of those recommendations, this indicator cannot be assigned a positive rating. In the coming period, it is necessary to prepare an analysis of the legislative framework with consideration of the possibility of additional improvement, and the efficiency of application in practice.</p>
Risks/Problems	Imprecise formulation of the activity
Next steps	Review the activity within the supervisory team and update it as necessary
Additional information	

ACTIVITY: Establish electronic records/registers of administrative decisions, including data on administrative disputes (at all levels of public administration) containing at least: - number of submitted requests in administrative procedure, number of initiated proceedings ex officio, manner and deadlines for resolving administrative matters in first- and second-instance proceedings, number of annulled and revoked administrative acts, number of rejected requests and number of suspended proceedings. - number of administrative disputes initiated under final administrative acts (decisions and conclusions), number of administrative disputes in which the court rejected the request of the parties and upheld the administrative act, number of annulled administrative acts in administrative dispute, number of administrative disputes in which the court ordered an administrative body to compensate the parties for the damage and the amount of damage paid by the administrative bodies on the basis of judgments in administrative disputes		RESPONSIBLE INSTITUTIONS: BiH Ministry of Justice; FBiH Ministry of Justice; RS Ministry of Administration and Local Self-Government, BD BiH Mayor's Office - Appellate Commission of BD BiH			IMPLEMENTATION DEADLINE: Q1-2022			
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:						
		INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH
INDICATORS		The register is operational, as per described functionalities	BASELINE	no	no	no	no	no
			TARGET	yes	yes	yes	yes	yes
			CURRENT	no	no	no	no	NO

Description of achievement	The activity was not realized. There is no mechanism for monitoring administrative and judicial practice in public liability cases. As a result, it is impossible to assess the actual application of legal guarantees of the right to compensation. The absence of monitoring mechanisms also makes it difficult to identify and mitigate the most common cases of mismanagement that result in harm to citizens. In the Republika Srpska, Article 276v. The Law on General Administrative Procedure ("Official Gazette of the Republika Srpska" no. 13/02, 07/07, 50/10 and 66/18) stipulates that official records are kept on the resolution of administrative matters and that they contain data on the number of submitted requests , the number of proceedings initiated ex officio, the method and deadlines for resolving administrative matters in first and second instance proceedings, the number of annulled and revoked administrative acts, the number of dismissed requests and the number of suspended proceedings. It is stipulated that the method of presenting the above data is prescribed by the Ministry of Administration Affairs. Drafting of a by-law related to the way of keeping records is in progress, as well as the establishment of technical solutions for the realization of the mentioned activity.
Risks/Problems	- Lack of money and capacity to implement activities
Next steps	- Provide support for the implementation of activities -Implement the provisions of the Law on General Administrative Procedure of the RS that refer to administrative resolution records.






	- Establish electronic records of administrative resolution.
Additional information	

ACTIVITY 3.3.13







ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
Prepare guidelines for monitoring and reporting on administrative decisions and the status of judicial reviews, with quantitative and qualitative analysis and reasons for revoking the challenged administrative acts, etc. in order to eliminate errors in administrative procedures and harmonise the practice of administrative decision-making, and ultimately, reduce the number of administrative disputes.		BiH Ministry of Justice; FBiH Ministry of Justice; RS Ministry of Administration and Local Self-Government, BD BiH Mayor's Office and Appellate Commission of BD BiH					Q3-2022				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
		INDICATORS	INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH		
			Guidelines for monitoring and reporting approved	BASELINE	no	no	no	no	no		
				TARGET	yes	yes	yes	yes	yes		
CURRENT	No			no	no	no	NO				
Description of achievement	No progress was made in the reporting period. All levels have reported that no steps have been taken to implement activities, that is, no guidelines have been prepared for monitoring and reporting on administrative resolution and the state of judicial control of the administration with quantitative and qualitative analysis, as well with reference to the reason for the invalidity of administrative acts.										
Risks/Problems	- Lack of financial resources and capacity to implement activities										
Next steps	- Provide financial and technical support for the implementation of activities - Prepare guidelines for all administrative levels										
Additional information											

ACTIVITY 3.3.14	ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:			
	Strengthen the capacity of competent institutions for record keeping, monitoring and reporting (training, etc.)		BiH Ministry of Justice; FBiH Ministry of Justice; RS Ministry of Administration and Local Self-Government, BD BiH Mayor's Office and Appellate Commission of BD BiH				Q4-2022			
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:				●	●	●	●
	INDICATORS			INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH
		4 training courses held		BASELINE		0	0	0	0	0
				TARGET		1	1	1	1	4
				CURRENT		0	0	0	0	0
Description of achievement		No progress has been made in the implementation of activities at any level. Considering that records were not established, capacities could not be strengthened. Initial activities have been undertaken in Republika Srpska, and after the by-laws related to the establishment of the register have been passed, the creation of both material assumptions and the strengthening of human capacities will be started, which will be responsible for the establishment and management of the register of administrative resolution.								
Risks/Problems		- Lack of money and technical support for the implementation of activities								
Next steps		- Make a financial projection of the necessary funds and plan support for the implementation of activities								
Additional information										







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ACTIVITY 3.3.15	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:		
	Education of judges deciding administrative disputes		Judicial training centres					IV 2022		
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:							
	INDICATORS			INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
		Number of training courses held		BASELINE		0	0	0	0	0
				TARGET		3	3	3	3	3
				CURRENT		0	0	0	0	0
Description of achievement	No data was provided to confirm the realization of this activity.									
Risks/Problems	- No risks have been identified									
Next steps	- Accelerate the implementation of activities.									
Additional information										

ACTIVITY 3.3.16

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:			
Make an analysis of the legal framework governing indemnification of citizens in case of improper work of administrative bodies, with recommendations for improvement		BiH Ministry of Justice; FBiH Ministry of Justice; RS Ministry of Administration and Local Self-Government and RS Ministry of Justice, BD BiH Mayor's Office and BD BiH Department for technical and administrative affairs					III 2021			
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:								
INDICATORS				INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
	Analysis produced	BASELINE			<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	
		TARGET			<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	
		CURRENT			<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	
Description of achievement	The activity was not realized. According to SIGMA's measurement of the situation in the public administration of Bosnia and Herzegovina (SIGMA Monitoring report) in relation to the Principles of Public Administration, the unique regulation of this matter is based on the Yugoslav Law on Obligations (Official Gazette of FBiH 29/03; Official Gazette of BiH 2/92; Official Gazette RS 17/93 and 74/04 - Article 172 of the Law from 1978) and ensures the right of everyone, regardless of legal status and nationality, to claim compensation for damage caused by illegal actions of public authorities. For this purpose, the provision relating to the liability of a legal entity for damage caused by its organs shall be applied. SIGMA points out that the principle of public accountability is embedded in the relevant laws that regulate the organization of public administration (Law on Administration of BiH, Article 8, Law on Republic Administration of RS, Article 10 and Law on Administration of BD, Article 6). SIGMA awarded the highest score for indicators related to this matter. SIGMA states that the Law on Obligations provides formal guarantees for seeking compensation for mismanagement that caused harm to citizens and other persons, but points out that it is not possible to evaluate these procedures due to the lack of monitoring of administrative and judicial practice in these matters, and thus reliable statistics. As part of the analysis of the state of administrative resolution, special attention will be paid to this area related to compensation for damages to citizens in case of irregularities in the work of administrative bodies in the Republika Srpska. Taking into account that it is necessary to analyze the entire legislation that regulates the issue of indemnification of citizens, as well as to establish records, it will be necessary to make an analysis of the legislative framework and its application in practice, and the activity cannot be considered fulfilled.									
Risks/Problems										
Next steps	Design further measures to ensure the implementation of existing regulations									
Additional information										

ACTIVITY 3.3.17

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:					
Aligning regulations in accordance with the recommendations		BiH Ministry of Justice; FBiH Ministry of Justice; RS Ministry of Administration and Local Self-Government and RS Ministry of Justice, BD BiH Mayor's Office and BD BiH Department for technical and administrative affairs					I 2022					
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:										
INDICATORS		INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH				
	Regulations aligned	BASELINE		no	no	no	no	no				
		TARGET		yes	yes	yes	yes	yes				
		CURRENT		no	no	no	no	no				
Description of achievement	<p>The activity was not implemented in accordance with the way foreseen in the Action Plan, but the SIGMA evaluation shows the compliance of the legislation with the SIGMA Principles of Public Administration. According to SIGMA's measurement of the situation in the public administration of Bosnia and Herzegovina (SIGMA Monitoring report) in relation to the Principles of Public Administration, the unique regulation of this matter is based on the Yugoslav Law on Obligations (Official Gazette of FBiH 29/03; Official Gazette of BiH 2/92; Official Gazette RS 17/93 and 74/04) and ensures the right of everyone, regardless of legal status and nationality, to seek compensation for damage caused by illegal actions of public authorities. For this purpose, the provision relating to the liability of a legal entity for damage caused by its organs shall be applied. SIGMA points out that the principle of public accountability is embedded in the relevant laws that regulate the organization of public administration (Law on Administration of BiH, Article 8, Law on Republic Administration of RS, Article 10 and Law on Administration of BD, Article 6). SIGMA awarded the highest score for indicators related to this matter. SIGMA states that the Law on Obligations provides formal guarantees for seeking compensation for mismanagement that caused harm to citizens and other persons, but points out that it is not possible to evaluate these procedures due to the lack of monitoring of administrative and judicial practice in these matters, and thus reliable statistics.</p> <p>Otherwise, the SIGMA measurement included questioning the comprehensiveness of the scope of public accountability in the laws, then checking whether all bodies who perform public authority are subject to accountability, including private bodies performing public functions, as well as assessing whether the right to compensation is given to anyone who suffers damage, without any discrimination. For each of the mentioned indicators, the highest value of points was assigned, and it can be concluded that the existing legislation is harmonized with the SIGMA Principles. Even though the activity was not implemented in the manner foreseen by the Action Plan, due to SIGMA's confirmation of compliance with the Principles of Public Administration, the highest grade was awarded.</p>											

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	In the Republika Srpska, in addition to the above regulations, the liability of civil servants for damage caused to the republic's administrative body, legal entity or natural person at work or in connection with work, intentionally or due to gross negligence, is regulated by the Law on Civil Servants ("Official Gazette of the Republika Srpska", no. 118/08, 117/11, 37/12 and 57/16), by the Decree on disciplinary and material accountability in the republican administration bodies of the Republika Srpska ("Official Gazette of the Republika Srpska", no. 104/09 and 77/12), the Law on General Administrative Procedure ("Official Gazette of the Republika Srpska", No. 13/02, 87/07, 50/10 and 66/18), the Law on Notaries ("Official Gazette of the Republika Srpska" No. 86/04, 2 /05, 74/05, 76/05, 91/06, 37/07, 50/10, 78/11 and 20/14). After the analysis, in accordance with the SIGMA recommendations, activities will begin to draft other legislation that regulates the subject area.
Risks/Problems	- Possible changes of laws in the future, including laws on administration
Next steps	- Ensure retention of provisions on compensation when amending the law on administration
Additional information	

AREA 4 – SERVICE DELIVERY

OBJECTIVE: Public administration in BiH is user-oriented and it professionally follows and understands their needs and expectations, based on which it improves its business processes and administrative procedures, reduces administrative burdens, provides access to services through various communication channels, while ensuring high quality service at a reduced costs.

INDICATORS		INDICATOR VALUES		
		BASELINE	TARGET	CURRENT
1.	<i>Citizens' perception of the transparency of public services (score 1 to 5) Balkan barometer</i>	2,5	3,5	NA
2.	<i>General satisfaction with public services (% of those who are completely or mostly satisfied (Balkan opinion barometer)</i>	27%	40%	27%

Description of achievement	There has been stagnation in terms of the level of satisfaction with public services compared to the initial value. In 2022, 2% of respondents confirmed that they were completely satisfied and 25% were partially satisfied, compared to the initial values from 2017, when 4% of respondents confirmed that they were completely satisfied and 23% were partially satisfied.
Risks/Problems	Key building blocks - prerequisites for eServices - have not been implemented. eServices are not prioritized; An adequate framework for cyber security is missing; Measures related to IT personnel in the civil service have not been determined and are not being implemented.
Next steps	Provide financial resources for the implementation of key building blocks-preconditions; Completing Supervisory teams for the area; More active work of working groups for interoperability;
Additional information	

MEASURE 4.1:

Identifying service quality instruments provided by public administration and service-user orientation

MEASURE INDICATORS		INDICATOR VALUES		
		BASELINE	TARGET	CURRENT
1. There is a policy framework for quality management at each administrative level in BiH	Bosnia and Herzegovina	0/4	4/4	0
	<i>Institutions of BiH</i>	0		0
	<i>FBiH</i>	0		0
	<i>RS</i>	0		0
	<i>BD BiH</i>	0		0
2. % of services measured using customer satisfaction measurement tools at each administrative level	Bosnia and Herzegovina	0%	50%	
	<i>Institutions of BiH</i>	0		0%
	<i>FBiH</i>	0		0%
	<i>RS</i>	0		0%
	<i>BD BiH</i>	0		0%
3. % of institutions that have developed and apply the Customer Relationship Management (CRM) system at each administrative level	Bosnia and Herzegovina	0%	40%	0%
	<i>Institutions of BiH</i>	0		0%
	<i>FBiH</i>	0		0%
	<i>RS</i>	0		0%
	<i>BD BiH</i>	0		0%

Description of achievement

The area of quality management in public administration is for the first time part of the strategic and implementation documents of the public administration reform in Bosnia and Herzegovina, and in the introduction it is necessary to give a brief overview of the activities in this area that were carried out before the

reporting period covered this report (2020-2022). In the past period, Bosnia and Herzegovina worked a lot on the introduction of quality management in public administration. A comparative analysis of the quality management model in the public administration of BiH was made, and a set of activities was created that were implemented as prerequisites for the introduction of the Common Assessment Framework (CAF) tool in the institutions of BiH, such as: translating the tool into the languages of BiH, training, piloting, promotion (web, print, events). The bearers of the activity were the Public Administration Reform Coordinator's Office, the BiH Civil Service Agency and the BiH Standardization Institute. The Council of Ministers of Bosnia and Herzegovina held its 91st session on February 8, 2017, on the occasion of consideration of the Information of the Public Administration Reform Coordinator's Office on activities on the development of the Operational Plan for the introduction of quality management in the institutions of BiH for the period 2016-2018, and adopted conclusions regarding the implemented and planned activities in the field of quality management in the institutions of BiH. These conclusions support further activities on the introduction of the proposed quality management models in the institutions of BiH (the Common Assessment Framework - CAF and models based on the ISO 9001 standard) through the promotion of the use of these models, their further adaptation and the building of the necessary capacities of employees in the institutions of BiH, and through the framework planning document Operational plan for the introduction of quality management in the institutions of Bosnia and Herzegovina for the period from 2016 to 2018. Also, a draft document called Methodological framework for measuring the satisfaction of users of public administration services was created.

Observing the achievements from the point of view of the indicators of this measure, the sporadic implementation of activities at the level of the Council of Ministers of BiH, the Federation of BiH and the Republika Srpska was recorded. The current situation is that the CAF tool has been introduced in ten institutions at the level of Bosnia and Herzegovina, while it has been implemented in more than 22 organizations throughout Bosnia and Herzegovina. According to SIGMA Reports and the reports of the Regional School of Public Administration (ReSPA), Bosnia and Herzegovina, together with North Macedonia, is considered a leader in this field.







At the BiH level, there is no specific policy (document) that would include quality management. The adopted Operational Plan for the introduction of quality management in BiH institutions in 2016-2018 is not a real policy (policy paper), and in the coming period it is necessary to create a quality management policy that will have all the elements that this type of document should have. With the creation and adoption of a concrete policy for quality management, the institutions for its implementation will be defined.

By the conclusion of the Government of the Federation of Bosnia and Herzegovina No. V No. 1314/2016 dated 16.6.2016. and the Conclusion of the Government of the Federation of BiH V. number 975/2022 from June 23, 2022, the Government obliged the Civil Service Agency of the Federation of Bosnia and Herzegovina to undertake activities in the process of introducing the CAF model as a special tool for full quality management in the civil service, which is in accordance with Measure 4.1 of the Action Plan of the Strategy for Public Administration Reform 2018-2022, within which key activities related to the determination of quality instruments of services provided by the public administration are identified, which, among other things, refer to a) determination of quality management (QM) policy, b) institutional and material capacities for building a quality system c) development of approaches and planning documents on the introduction of QM. In accordance with the planned activities from the Action Plan, the Government of the Federation of Bosnia and Herzegovina undertakes, among other things, to adopt the Planning Document and ensure continuity in its implementation in cooperation with other administrative levels and at the regional level, especially in cooperation with the Regional School for Public Administration - ReSPA, as a departmental regional center for quality management in public administration.

By the conclusion of the Government of Republika Srpska No. 04/1-012-2-2017/17 from August 3, 2017, the Agency for State Administration received approval to actively work on the improvement of quality management and the implementation of the CAF tool for quality in the republic's administration.. By

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	<p>the conclusion of the Government of the Republika Srpska No. 04/1-012-2-360/22 from October 2, 2022, the Ministry of Administration and Local Self-Government and the Agency for State Administration undertake to actively work on the promotion and improvement of quality management and the implementation of the CAF tool for quality in local self-government units in the Republika Srpska. The Rulebook on the internal organization and systematization of positions in the Agency for State Administration defines positions that are exclusively dedicated to the "introduction of quality management standards in the administration". The implementation of the CAF tool for quality in the republic's administrative bodies is part of the annual and medium-term work plans of the Agency for State Administration. In this regard, the Agency annually reports to the Government of Republika Srpska on the execution of work plans.</p> <p>At the level of the Brčko District of BiH, no activities of this measure have been recorded so far, but they are foreseen in the Action Plan for the Implementation of the Strategic Framework for Public Administration Reform in BiH 2018-2022.</p>
Risks/Problems	<p>When creating and referring to the adoption of a policy that will include quality management, and accompanying tools such as satisfaction measurement, needs assessment, CRM, etc... a high willingness to cooperate with all institutions to which these issues relate is required.</p> <p>Another challenge is financial support for some of the tools (information systems - procurement, training and maintenance).</p> <p>The third challenge is human resources, that is, the capacity of institutions to implement the above-mentioned policy (are there people who have the competence to carry out these tasks, capacity building, etc.).</p> <p>Ignoring proposals for taking the initial steps of preparing and adopting policies and plans and defining the leading institution and its capacities can stop the entire process.</p>
Next steps	<p>Preparation of a comprehensive analysis on the subject of quality management, and preparation and submission for adoption of a policy for quality management;</p> <p>Consider the possibility of revising some of the activities from the current Action Plan for Public Administration Reform, in terms of combining certain very similar activities (researching needs and measuring user satisfaction is a very similar activity and methodology);</p> <p>To clearly position, according to the competences of the institutions, the activities of preparation and adoption of policies and the creation of plans, as well as the leading institution and its capacities necessary for the implementation of the plans. This requires a clear and unequivocal political decision and a political initiative by decision-makers at the highest level.</p>
Additional information	

ACTIVITY 4.1.1.1	ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:					
	4.1.1.1.1 Define the quality management method (for policies, decisions etc.)	4.1.1.1.a Governments of administrative levels Institutions from the initial activity appointed by decisions and acts of governments for BD BiH, the Government of BD BiH at the proposal of the PAR Coordinator's Office of BD BiH					4qt 2022					
	4.1.1.1.1 a Designate a lead institution (one or more) at each of the four main administrative levels to be responsible for building and operating the system, and subsequently for providing support and advice to other institutions in assessing the needs of service-users.	ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:										
	4.1.1.1.1 b Defining the necessary institutional and material capacities of the institution in charge of building the system;	INDICATORS	INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH			
	4.1.1.1.1 c Developing an analysis of best practices in the region and the world regarding the best model for establishing a system for user needs assessment		Proposal of the Framework Policy for the introduction of the quality management system referred to the government at each administrative level	BASELINE	0	0	0	0	0/4			
			TARGET	1	1	1	1	4/4				
			CURRENT	0	0	0	0	0				
	4.1.1.1.1 d Determining a framework policy for the introduction of quality management system in public administration institutions (QM) and coordinate the approaches at different administrative levels (all administrative levels)		A planning document for the introduction of quality management per levels of government, including resource identification developed (FBiH, RS, BDBiH)	BASELINE	no	no	no	no	no			
			TARGET	yes	yes	yes	yes	yes				
			CURRENT	yes	yes	yes	yes	yes				
	Percentage* ³³ of implemented activities from the Operational Plan		There is an act designating the lead institution	BASELINE	no	no	no	no	no			
			TARGET	yes	yes	yes	yes	yes				
			CURRENT	yes	yes	yes	no	no				
	Percentage of implemented activities from planning doc.		Percentage* ³³ of implemented activities from the Operational Plan	BASELINE	no	no	no	no	no			
			TARGET	yes	yes	yes	yes	yes				
			CURRENT	yes	no	no	no	no				
Percentage of implemented activities from planning doc.	Percentage of implemented activities from planning doc.		BASELINE	0%	0%	0%	0%	0%				
	TARGET		50%	50%	50%	50%	50%					

³³ An error was recorded in the name of this indicator. The title asks for the percentage of fulfillment of the operational plan, and the initial and target values are yes/no. The initial and target values are correctly defined, so in the following this indicator will read *whether the operational plan has been implemented.

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<p>4.1.1.1 e Identifying the parties responsible for introducing QM building their capacities (FBiH, RS, BDBiH)</p> <p>4.1.1.1 f Defining the approach in the introduction of QM and preparing planning documents for each level of government, including identification of resources (FBiH, RS, BDBiH)</p> <p>4.1.1.1 g Implementing the Operational Plan for the introduction of quality management in BiH institutions for the period from 2016 to 2018 (BiH)</p> <p>4.1.1.1h Implementing the selected approaches and planning documents in institutions and bodies of Entities and BDBiH (FBiH, RS, BDBiH)</p> <p>4.1.1.1 i Evaluating the achievements and preparing a new planning document for QM for the level of BiH institutions for the next planning period (BiH)</p> <p>4.1.1.1 j Ensuring the continuity in the development and implementation of planning documents for QM at other administrative levels (FBiH, RS, BDBiH)</p> <p>4.1.1.1 k Ensuring coordination of the overall QM process at all administrative levels and cooperation in the field of QM at the regional level</p>	<p>After the previous version of the planning document was completed, the next version of the planning document for quality management was prepared at the level of BiH institutions for the next planning period (BiH).</p> <p>Government decision on the lead institution for determining the needs of users or some other special act containing the provisions on the resources needed to build and maintain the system.</p>	CURRENT	0%	0%	0%	0%	0%
		BASELINE	no	no	no	no	no
		TARGET	yes	yes	yes	yes	yes
		CURRENT	yes	yes	yes	yes	yes
		BASELINE	no	no	no	no	no
		TARGET	yes	yes	yes	yes	yes
		CURRENT	no	no	yes	no	no
Description of achievement	In the past period, the CAF tool was introduced in ten institutions at the BiH level, while it was implemented in more than 22 organizations throughout BiH. By the conclusion of the Government of the Federation of Bosnia and Herzegovina No. V No. 1314/2016 from June 16, 2016, and the Conclusion of the Government of the Federation of BiH V. number 975/2022 from June 23, 2022, the Government obliged the Civil Service						

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	<p>Agency of the Federation of Bosnia and Herzegovina to undertake activities in the process of introducing the CAF model as a special tool for full quality management in the civil service, which is in accordance with Measure 4.1 of the Action Plan of the Strategy for Public Administration Reform 2018-2022, within which key activities related to the determination of quality instruments of services provided by the public administration are identified, which, among other things, refer to a) determination of quality management (QM) policy, b) institutional and material capacities for building a quality system c) development of approaches and planning documents on the introduction of QM. In accordance with the planned activities from the Action Plan, the Government of the Federation of Bosnia and Herzegovina undertakes, among other things, to adopt the Planning Document and ensure continuity in its implementation in cooperation with other administrative levels and at the regional level, especially in cooperation with the Regional School for Public Administration - ReSPA, as a departmental regional center for quality management in public administration.</p> <p>By the conclusion of the Government of Republika Srpska No. 04/1-012-2-2017/17 from August 3, 2017, the Agency for State Administration received approval to actively work on the improvement of quality management and the implementation of the CAF tool for quality in the republic's administration. By the conclusion of the Government of the Republika Srpska No. 04/1-012-2-360/22 from October 2, 2022, the Ministry of Administration and Local Self-Government and the Agency for State Administration undertake to actively work on the promotion and improvement of quality management and the implementation of the CAF tool for quality in local self-government units in the Republika Srpska. The Rulebook on the internal organization and systematization of positions in the Agency for State Administration defines positions that are exclusively dedicated to the "introduction of quality management standards in the administration". The implementation of the CAF tool for quality in the republic's administrative bodies is part of the annual and medium-term work plans of the Agency for State Administration. In this regard, the Agency annually reports to the Government of Republika Srpska on the execution of work plans.</p> <p>At the level of the Brčko District of BiH, no activities have been recorded so far, but they are foreseen in the Action Plan for the Implementation of the Strategic Framework for Public Administration Reform in BiH 2018-2022. When defining the holders of activities in Decision 05-000459/16, file number 01.11-0377MB-079/22 from July, 28,2022, the bearers of activities at the level of Brčko District of BiH are not well defined. Department for general affairs and strategic planning - The department for strategic planning should be involved in and carry out activities a), b), c), e), f) because they are dealing with strategic and operational planning, the result of which should, among other things, determine the leading institution for quality management and define the institutional and material capacities of the institution. Government Secretariat - Department for Policy Coordination and Legal Affairs - The Department for Policy Coordination should be involved and carry out the activities d) After the completion of these first six activities, the institution that is recognized as a leader in quality management in policies and plans should also be involved in carrying activities g), h), i), j), k).</p>
Risks/Problems	<p>Readiness of the institutions (politically) to create a comprehensive policy for quality management in BiH institutions;</p> <p>Financial challenges for the introduction of various tools for quality management (IT information systems for support - procurement, training and maintenance);</p> <p>Human capacities are still insufficiently developed in all institutions for the application of various tools for quality management;</p> <p>Ignoring the recommendations for changing the activity holders in terms of creating policies and planning for the field of service quality management can stop the entire process of establishing a service quality management system. Without the adoption of clear strategic and</p>

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	planning documents and a specific institution for managing the quality of services, the activities will not be implemented. Repetition of a similar problem from the previous PAR Action Plan.
Next steps	<p>Preparation of a comprehensive analysis for the introduction of quality management, and preparation and submission for adoption of the policy for quality management in BiH institutions;</p> <p>Identification of possible donors and lobbying for them to support activities on the introduction of quality management in public administration;</p> <p>Continued capacity building for the use of various quality management tools;</p> <p>Continuation of activities on the promotion of quality management tools in public administration organizations;</p> <p>Work on the implementation of activities from the Planning Document, and initiate/propose certain actions related to the implementation of this measure;</p> <p>In the Action Plan for the implementation of the CAF tool for quality in the Agency for State Administration for the period 2022 - 2024, the State Administration Agency has foreseen the adoption of the policy of introducing a quality management system;</p> <p>Assign the Department for Strategic Planning and the Department for Policy Coordination of the BD BiH to implement the first six activities and determine a realistic deadline;</p>
Additional information	

ACTIVITY:	RESPONSIBLE INSTITUTIONS:	IMPLEMENTATION DEADLINE:					
		4q 2022* 					
ACTIVITY 4.1.1.2	<p>4.1.1.2 Establish an integrated CRM for each administrative level in BiH with defined sub-activities that represent the CRM development process:</p> <p>4.1.1.2i. Make an analysis of best practices in the region and the world regarding the best model for establishing a user needs assessment system</p> <p>4.1.1.2a. Develop a harmonized methodology for assessing customer needs and involve customers in service design and optimization in accordance with the quality policy/decision.</p> <p>4.1.1.2b. Develop technical, human and other capacities for the functioning of the user needs assessment system, including tools that would enable users of public administration services to easily give feedback on the services received, and identify expectations and priorities (outsourcing: engaging specialized commercial entities to design the system and perform needs assessment)</p> <p>4.1.1.2c. Promote the system, both within the public administration and in the public (as the success of the measure significantly</p>	ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					
		INDICATOR VALUES:					
			Inst.BiH	FBiH	RS	BD	BiH
		An analysis of best practices for assessing user needs performed	BASELINE	no	no	no	no
			TARGET	yes	yes	yes	yes
			CURRENT	no	no	no	no
		Information on the analysis of best practices sent to governments for adoption	BASELINE	no	no	no	no
			TARGET	yes	yes	yes	yes
			CURRENT	no	no	no	no
		A draft methodology for assessing user needs developed	BASELINE	no	no	no	no
			TARGET	yes	yes	yes	yes
			CURRENT	no	no	no	no
		The system is established and operational	BASELINE	no	no	no	no
			TARGET	yes	yes	yes	yes
			CURRENT	no	no	no	no
		Promotion activities are carried out each year	BASELINE	no	no	no	no
			TARGET	yes	yes	yes	yes
			CURRENT	no	no	no	no

* It is certain that the activity will be started, but will not be completed until the end of 2022.

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<p>depends on their interest, participation and quality of information provided)</p> <p>4.1.1.2d. Develop a CRM training program</p> <p>4.1.1.2e. Based on best practices, propose modalities for the establishment of a CRM system (including legal, institutional, technical and maintenance aspects of the CRM system)</p> <p>4.1.1.2f. Deliver CRM training courses</p> <p>4.1.2.2g. Designate a lead institution (one or more) at each of the four main administrative levels to be responsible for building and operating the system, and at a later stage for providing support and advice to other institutions in assessing the needs of service-users</p> <p>4.1.1.2h. Define the necessary institutional and material capacities of the institution that will be in charge of building the system;</p> <p>4.1.2.2j. Develop and harmonize the methodology for measuring the satisfaction of different segments of service users, both those who access the system electronically and others</p> <p>4.1.2.2k. Develop technical, human and other capacities for the functioning of customer satisfaction measurement system, including tools that would enable users of public administration services to easily give feedback on services provided (electronically or in some more traditional</p>	Modalities for the establishment of a CRM system developed	BASELINE	no	no	no	no	no
		TARGET	yes	yes	yes	yes	yes
		CURRENT	no	no	no	no	no
	CRM System established and operational	BASELINE	no	no	no	no	no
		TARGET	yes	yes	yes	yes	yes
		CURRENT	no	no	no	no	no
	CRM programme developed	BASELINE	no	no	no	no	no
		TARGET	yes	yes	yes	yes	yes
		CURRENT	no	no	no	no	no
	CRM training courses delivered	BASELINE	no	no	no	no	no
		TARGET	yes	yes	yes	yes	yes
		CURRENT	no	no	no	no	no
	Government decision on the lead institution for measuring customer satisfaction	BASELINE	no	no	no	no	no
		TARGET	yes	yes	yes	yes	yes
		CURRENT	no	no	yes	no	no
	Government decision on the lead institution or some other special act containing the provisions on the resources needed to build and maintain the system	BASELINE	no	no	no	no	no
		TARGET	yes	yes	yes	yes	yes
		CURRENT	no	no	yes	no	no
	Draft methodology for measuring customer satisfaction developed	BASELINE	no	no	no	no	no
		TARGET	yes	yes	yes	yes	yes
		CURRENT	yes	yes	yes	yes	yes
	System for measuring customer satisfaction with services established and operational	BASELINE	no	no	no	no	no
		TARGET	yes	yes	yes	yes	yes
		CURRENT	no	no	no	no	no

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<p>ways), and identify expectations and priorities.</p> <p>4.1.2.2l. Promote the system, both within the public administration and in the public (whose interest, participation and quality of information provided significantly affects the success of the measure, and the final design of services and the way of delivery)</p> <p>4.1.2.2m Develop, test and fully apply public administration service quality standards</p> <p>4.1.2o Apply quality standards of public administration services based on the prioritisation of services that have the greatest impact.</p>	<p>CRM system promotion activities are carried out during each year</p>	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
		TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
		CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
	<p>Activities to promote customer satisfaction measurement systems are carried out during each year</p>	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
		TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
		CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
	<p>Quality standards of public administration services developed</p>	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
		TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
		CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
	<p>Quality standards tested on a selected sample of services</p>	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
		TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
		CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
	<p>Apply public administration service quality standards to the prioritized sample of services</p>	BASELINE	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
		TARGET	<i>4</i>	<i>4</i>	<i>4</i>	<i>4</i>	<i>4</i>
		CURRENT	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Description of achievement	<p>Slight progress in implementation has been recorded, but there is still a significant number of activities that have yet to be implemented.</p> <p>Within the framework of the Program for Strengthening Public Institutions of BiH - implementer GIZ, a Methodological framework for measuring the satisfaction of users of public administration services was developed. The document was prepared by Transparency International BiH experts in cooperation with the Public Administration Reform Coordinator's Office and other partners from all administrative levels in BiH. Also, before the methodology itself, a Systemic Analysis of the current situation in the field of measuring the satisfaction of users of services provided by administrative bodies in BiH was made. The same documents were not intended for adoption by the BiH Council of Ministers/governments at other administrative levels.</p> <p>In the Federation of BiH, on the initiative of the Agency for the Civil Service of BiH, the Government of the Federation (at its 337th session of November 3, 2022) adopted the Planning document on the introduction of CAF standards for quality management in civil service bodies in the Federation of BiH, (Activity 1.12 Presentation of the procedure and guidelines for measuring the satisfaction of service users).</p>						

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	<p>At the level of the Republika Srpska, the Ministry of Science and Technology Development, Higher Education and Information Society and the Agency for State Administration will start working on the framework/policy for the systematic introduction of CRM in the public administration of the Republika Srpska and the implementation of CRM in the public administration of the Republika Srpska in 2023. In the Action Plan for the Implementation of the CAF Tool for Quality in the Agency for State Administration for the period 2022 - 2024, the Agency for State Administration has foreseen the following activity in 2023: "The Agency will define and send to the Government a policy for improving the provision of services and management quality in the public administration of Republika Srpska (CAF & user satisfaction survey)."</p> <p>At the level of the Government of the Brčko District of BiH, there is no institution designated as the leader for the implementation of these activities.</p>
Risks/Problems	<p>When drafting and referring to the adoption of a policy that will include quality management, and accompanying tools such as satisfaction measurement, needs testing, CRM, etc... a high willingness to cooperate with all institutions to which these issues relate is required. Another challenge is financial support for some of the tools (information systems - procurement, training and maintenance). The third challenge is human resources, that is, the capacity of institutions to implement the above-mentioned policy (are there people who have the competence to carry out these tasks, capacity building, etc.).</p> <p>The long wait for the adoption of documents for the implementation of the public administration reform led to inactivity in the reporting period, and led to a delay in the implementation of activities. The lack of financial resources and human resources for the implementation of activities indicates the need for the functioning of the Public Administration Reform Fund and the activation of donor funds.</p> <p>The absence of an institution at the level of the Federation and Brčko District of BiH with adequate competence for the implementation of this measure.</p>
Next steps	<p>Preparation of a comprehensive analysis on the subject of quality management, and preparation and submission of a quality management policy for adoption;</p> <p>Consider the possibility of revising some of the activities from the current Action Plan for Public Administration Reform, in terms of combining certain very similar activities (researching needs and measuring user satisfaction is a very similar activity and methodology);</p> <p>Determine the leading institution (one or more) at each of the four main administrative levels that will be in charge of continuing the construction and functioning of the System;</p> <p>In 2023, the Ministry of Scientific and Technological Development, Higher Education and Information Society and the Agency for State Administration will begin work on the development of a framework/policy for the systematic introduction of CRM in the public administration of the Republika Srpska and the implementation of CRM in the public administration of the Republika Srpska. In the Action Plan for the Implementation of the CAF Tool for Quality in the Agency for State Administration for the period 2022 - 2024, the Agency for State Administration has foreseen the following activity in 2023: "The Agency will define and send to the Government a policy for improving the provision of services and management quality in the public administration of Republika Srpska (CAF & user satisfaction survey)."</p> <p>Accelerate activities 4.1.1.1 by assigning clear deadlines to the institutions that are responsible for these activities;</p>
Additional information	

MEASURE 4.2:

Improving the availability of services through various communication channels




MEASURE INDICATORS		INDICATOR VALUES		
		BASELINE	TARGET	CURRENT
1. % of priority services provided through several channels (3rd or 4th level transactions) at each administrative level	Bosnia and Herzegovina	0%	40%	0%
	<i>Institutions of BiH</i>	0%	40%	0%
	<i>FBiH</i>	0%	40%	0%
	<i>RS</i>	0%	40%	0%
	<i>BD BiH</i>	0%	40%	0%
2. % of time reduction for service delivery: (registration of business entities, building permit, renewal of personal documents, taxes for companies, tax) at each administrative level	Bosnia and Herzegovina	0%	40%	0%
	<i>Institutions of BiH</i>	0%	40%	0%
	<i>FBiH</i>	0%	40%	0%
	<i>RS</i>	0%	40%	0%
	<i>BD BiH</i>	0%	40%	0%
3. The number of services offered through one-stop-shop at each administrative level	Bosnia and Herzegovina	4	8	2 ³⁴
	<i>Institutions of BiH</i>	0	2	
	<i>FBiH</i>	2	2	







³⁴ To calculate the value of the indicator for the whole country, the lowest/worst value of the indicator of the administrative level is taken, unless it is BD BiH. In this case, the indicator value of the next administrative level is taken. This methodology is applied to all other overall indicators.







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		<i>RS</i>	<i>2</i>	<i>2</i>	
		<i>BD BiH</i>	<i>0</i>	<i>2</i>	
Description of achievement	There was no progress in the indicator values of this measure in relation to the target values.				
Risks/Problems	Key building blocks - prerequisites for eServices - have not been implemented. eServices are not prioritized; An adequate framework for cyber security is missing; Measures related to IT personnel in the civil service have not been determined and are not being implemented. Slow dynamics of digitization of public registers and implementation of web services for data exchange through an interoperable platform.				
Next steps	Provide financial resources for the implementation of key building blocks-preconditions; Completing Supervisory teams for the area; More active work of working groups for interoperability; Create and adopt strategies for eGovernment/eAdministration with priority eServices at individual administrative levels. Adopt regulation for electronic signature aligned with eIDAS regulation;				
Additional information					

ACTIVITY 4.2.1.1	ACTIVITY:		RESPONSIBLE INSTITUTIONS:			IMPLEMENTATION DEADLINE:		
	4.2.1.1 Implement all remaining activities until the full interoperability of the Interoperability Framework is achieved according to the implementation plans of administrative levels, and update the interoperability framework according to the current EIF to ensure formal, institutional and technical capacities to internally re-use information available electronically within the AU thus complying with the “once-only principle” and relieving citizens of the administrative burden		Institutions defined by implementing plans of administrative levels			4qt 2022		
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					
	INDICATORS	INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
		Percentage of implemented activities from the implementing plans	BASELINE	0%	0%	0%	0%	0%
			TARGET	40%	40%	40%	40%	40%
			CURRENT	0%	0%	0%	0%	0%
	Description of achievement	An activity has been launched in the Ministry of Transport and Communications of BiH and the PARCO related to the improvement of Interoperability in the semantic segment with the support of the Regional Council for Cooperation RCC. This project intends to build the capacities of key business operators in the field of Interoperability related to modeling business processes and public administration services. The CPSV-AP semantic standard, on which semantic interoperability in the EU is based, was presented at the consultations held so far, to which representatives of working groups for interoperability and representatives of key institutions were invited. No information was provided on the implementation of activities from the implementation plans of the administrative levels.						
	Risks/Problems	The existing plans have not been updated, it is necessary to prioritize activities on the implementation of the Interoperability Framework in BiH.						
	Next steps	Update implementation plans with new deadlines; Intensify the activities of working groups for interoperability;						
	Additional information							






ACTIVITY 4.2.1.2	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:			
	4.2.1.2 Establish an Interdepartmental Working Group on Interoperability		MCT BiH					1qt 2021 			
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:								
	INDICATORS	INDICATOR VALUES:					Inst.BiH		BiH		
		Decision on the establishment of the Interdepartmental Working Group for Interoperability		BASELINE		no		no			
				TARGET		yes				yes	
				CURRENT		yes		YES			
	Description of achievement		An interdepartmental working group for interoperability was established, representatives of administrative levels in Bosnia and Herzegovina were nominated in front of the relevant institutions.								
	Risks/Problems		The initial meeting of the interdepartmental working group was not held. No rules of procedure on the work of the interdepartmental working group were proposed. The risk is that due to the non-functioning of the interdepartmental working group, there is no coordination of action on the issue of interoperability between individual administrative levels. There is no coordinated and focused exchange of information.								
	Next steps		It is necessary for the MCT BiH to initiate a meeting of the working group with a proposal for the Rulebook on the work of the interdepartmental working group. Define the calendar of meetings of the interdepartmental working group.								
Additional information		Official Gazette of BiH No. 42/21									

ACTIVITY 4.2.1.3	ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:		
	4.2.1.3 Establish coordination for interoperability at each administrative level		MCT BiH, Secretariat General of CoM BiH; RS: Institutions responsible for e-government;				1qt 2021 		
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:						
	INDICATORS	INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>	
		Decision on the establishment of the coordination for Interoperability		BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
				TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
				CURRENT	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>no</i>
	Description of achievement	The Council of Ministers of BiH, the governments of FBiH and BD BiH have established coordination for Interoperability.							
	Risks/Problems	The non-functioning of the Interdepartmental Working Group affects the lack of coordination between the Coordinations for Interoperability at the administrative levels.							
	Next steps	It is necessary for the MCT BiH to initiate a meeting of the Interdepartmental Working Group with a proposal for the Rules of Procedure for the work of the Interdepartmental Working Group. Define the calendar of meetings of the interdepartmental working group. It is necessary for the Government of the Republika Srpska entity (hereinafter RS) to establish a working body at its administrative level.							
	Additional information								

ACTIVITY 4.2.1.4	ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:			
	4.2.1.4 Establish the exchange of practices and experiences between different administrative levels and between different institutions in the operationalization of interoperability, with a catalogue of IT projects for the purpose of coordination and rationalization of investments 4.2.1.4a Establish an internal social network for public administration		MCT BiH, Secretariat General of CoM BiH; RS: Institutions responsible for e-government; PAR Coordinator's Office BDBiH				4qt 2021 			
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:							
			INDICATOR VALUES:			<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
	INDICATORS		Catalogue of IT projects established	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	
				TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	
				CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	
			Platform for exchange of experiences and practices established	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	
				TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	
				CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>yes</i>	
			Number of meetings of the Interdepartmental Working Group held	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>0</i>	
				TARGET	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>4</i>	
				CURRENT	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>0</i>	
	Number of Interoperability Coordination meetings held	BASELINE	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>			
		TARGET	<i>4</i>	<i>4</i>	<i>4</i>	<i>4</i>	<i>4</i>			
CURRENT		<i>0</i>	<i>10</i>	<i>0</i>	<i>0</i>	<i>1</i>				
Description of achievement		The pilot system Catalog of IT projects for the Ministry of the Interior of Bosnia and Herzegovina was created, which is located on the eGovernment system of the General Secretariat of the Ministry of the Interior of the Ministry of Bosnia and Herzegovina. The United Nations Development Program-UNDP has implemented a platform for the Community of Practitioners for Digital Transformation. The main goal of the Community platform is networking and knowledge sharing between all employees in public administration, as well as the promotion of best practices and of digital transformation projects in Bosnia and Herzegovina.								
Risks/Problems		Coordination between different levels of government and institutions within one level of government on activities and projects.								

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Next steps	Establish an exchange of practices and experiences between different administrative levels and between different institutions in the operationalization of interoperability, with a catalog of IT projects; The social network model for public administration at all levels should be the same; Holding meetings of the stakeholder working group for interoperability;
Additional information	






ACTIVITY 4.2.1.5	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:			
	4.2.1.5	Upgrading Interoperability Repository	Semantic	MCT BiH, Secretariat General of CoM BiH; RS: Institutions responsible for e-government; PAR Coordinator's Office BDBiH					4qt 2022		
				ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:							
	INDICATORS				INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH
		The repository established and operational			BASELINE		no	no	no	no	no
					TARGET		yes	yes	yes	yes	yes
					CURRENT		no	no	no	no	no
	Description of achievement		The activity was not realized								
Risks/Problems		Implementation plans for the implementation of the Interoperability Framework are not implemented. It is necessary to strengthen awareness of the need for semantic and interoperability in order to enable efficient data exchange and user-friendly eServices.									
Next steps		The responsible institutions should initiate the establishment of the repository through appointed working bodies.									
Additional information											

ACTIVITY 4.2.1.6	ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	4.2.1.6 Establish a repository of generic business processes of public administration, and actual business processes of institutions of each administrative level	MCT BiH, Secretariat General of CoM BiH; RS: Institutions responsible for e-government; PAR Coordinator's Office BDBiH					4qt 2022*				
	4.2.1.6a Establish the necessary capacity for BPR	ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
	4.2.1.6b Re-engineering and optimizing business processes	INDICATOR VALUES:					Inst.BiH	FBiH	RS	BD	BiH
	4.2.1.6 c Develop guidelines/manual for standardisation of business processes	INDICATORS	The repository established and operational	BASELINE	no	no	no	no	no	no	no
	4.2.1.6d Define standard operating procedures (protocols) to determine the complexity of the tasks for providing each service individually			TARGET	yes	yes	yes	yes	yes	yes	yes
				CURRENT	no	no	no	no	no	no	no
			Capacities for BPR established (methodology adopted, the finding for business process modeling implemented, training courses delivered)	BASELINE	no	no	no	no	no	no	no
				TARGET	yes	yes	yes	yes	yes	yes	yes
				CURRENT	no	no	no	no	no	no	no
			Percentage of business processes entered in the repository	BASELINE	0%	0%	0%	0%	0%	0%	0%
				TARGET	10%	10%	10%	10%	10%	10%	10%
				CURRENT	0%	0%	0%	0%	0%	0%	0%
			Guidelines/manual for standardisation of business processes developed	BASELINE	no	no	no	no	no	no	no
				TARGET	yes	yes	yes	yes	yes	yes	yes
				CURRENT	no	no	no	no	no	no	no
			Implementation of a pilot project for re-engineering and optimization of business processes	BASELINE	0	0	0	0	0	0	0
				TARGET	1	1	1	1	1	1	1
				CURRENT	0	0	0	0	0	0	0




* It is certain that the activity will be started, but will not be completed until the end of 2022.

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Description of achievement	The activity is not realized.
Risks/Problems	Implementation plans for the implementation of the Interoperability Framework are not implemented.
Next steps	Responsible institutions should initiate the establishment of the repository through appointed working bodies; It is necessary to decide through working groups on the choice of an adequate methodology for the optimization of business processes that would be used at all administrative levels and which would achieve interoperability at the process level.
Additional information	

ACTIVITY 4.2.1.7	ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:			
	4.2.1.7 Establish a library of software and hardware components		MCT BiH, Secretariat General of CoM BiH; RS: Institutions responsible for e-government; Department for technical and administrative affairs of BDBiH				4qt 2022*			
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:							
	INDICATORS			INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH
		Establish a library of software and hardware components		BASELINE		no	no	no	no	no
				TARGET		yes	yes	yes	yes	yes
				CURRENT		no	no	no	no	no
Description of achievement	The activity was not realized.									
Risks/Problems	Implementation plans for the realization of the Interoperability Framework are not implemented.									
Next steps	The responsible institutions should initiate the establishment of the library through appointed working bodies.									
Additional information										

* It is certain that the activity will be started, but will not be completed until the end of 2022.

ACTIVITY 4.2.1.8	ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:		
	4.2.1.8 Establish an Open Catalog of Technical Standards.		MCT BiH, Secretariat General of CoM BiH; RS: Institutions responsible for e-government; Department for technical and administrative affairs of BDBiH				4qt 2022		
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:						
	INDICATORS			INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>
		Catalogue established		BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
				TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
				CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
	Description of achievement	The activity is not realized.							
	Risks/Problems	Implementation plans for the realization of the Interoperability Framework are not implemented.							
	Next steps	The responsible institutions should initiate the establishment of the catalog through appointed working bodies.							
	Additional information								

ACTIVITY:	RESPONSIBLE INSTITUTIONS:	IMPLEMENTATION DEADLINE:				
		4q4 2022				
ACTIVITY 4.2.2.1	4.2.2.1 Provide a secure environment for e-services delivery (protection and security of data owned by the administration, privacy of personal data and confidentiality of business data)	ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:				
	4.2.2.1a Develop regulations on the legal obligation to protect the information and communication infrastructure of electronic services	INDICATOR VALUES:				
		Inst.BiH	FBiH	RS	BD	BiH
	4.2.2.1b Analyse the minimum necessary security measures of the e-service;	BASELINE				
		no	no	no	no	no
	4.2.2.1 c Adopt a risk analysis methodology in the institutions providing e-services in accordance with their responsibilities;	TARGET				
		yes	yes	yes	yes	yes
	4.2.2.1 d Establish a risk register	CURRENT				
		no	no	yes	yes	no
	4.2.2.1 e Identify risk mitigation measures;	BASELINE				
		no	no	no	no	no
	4.2.2.1f Implement the identified measures	TARGET				
		yes	yes	yes	yes	yes
	4.2.2.1g Establish and continuously strengthen CERTs at each administrative level.	CURRENT				
		yes	no	no	no	no
	INDICATORS	BASELINE				
		no	no	no	no	no
	Establish a risk register	TARGET				
		yes	yes	yes	yes	yes
	Risk mitigation measures identified	CURRENT				
		yes	no	no	no	no
		BASELINE				
		0%	0%	0%	0%	0%
		TARGET				
		10%	10%	10%	10%	10%

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	Percentage of implementation of established measures	<i>CURRENT</i>	0%	0%	0%	0%	0%
		<i>BASELINE</i>	<i>no</i>	<i>no</i>	<i>yes</i>	<i>no</i>	<i>no</i>
		<i>TARGET</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
		<i>CURRENT</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>yes</i>	<i>no</i>
Description of achievement	<p>There is no law on information security at the BiH level, nor is there a law on the protection of critical infrastructure, which are crucial when it comes to the legal obligation to protect the ICT infrastructure of e-services. Currently, there are only internal regulations that derive their legal basis from other general legal solutions. Also, the conclusion of the Ministry of the Interior of BiH from 2018 on the obligation to develop a strategy for cyber security of BiH has not yet been implemented.</p> <p>The Ministry of Communications and Transport of Bosnia and Herzegovina planned to draft the Law on Information Security and Security of Network and Information Systems in Bosnia and Herzegovina, which was included in the Work Program of the Council of Ministers, as well as the Ministry of Communications and Transport of Bosnia and Herzegovina. The Ministry of Communications and Transport of Bosnia and Herzegovina initiated the procedure and requested the delegation of members for the Working Group for Drafting the Law, from all levels of government and from all actors affected by this law. From the RS level, there is no agreement on the formation of the Working Group.</p> <p>During the process of collecting comments on the draft Annex, a representative of the Ministry of Internal Affairs of the RS submitted a comment and opinion that there is no constitutional and legal authority to draft the Law on Information Security and Security of Network and Information Systems in Bosnia and Herzegovina.</p> <p>An analysis of the minimum necessary security measures for the establishment of e-services has been done, and it contains specific recommendations for improving existing security measures. There is a methodology for risk analysis of the complete ICT system and therefore for e-services in accordance with the competences of the Ministry of Security of BiH. A risk register has been established and periodically updated. Necessary measures for risk reduction are determined and partially implemented, but there is no supervision and control over the implementation of these measures.</p> <p>At the proposal of the Ministry of Security of Bosnia and Herzegovina, the Council of Ministers of Bosnia and Herzegovina at its 93rd session held on March 8, 2017, adopted the Decision on Designating the Computer Incident Response Team for the Institutions of Bosnia and Herzegovina (CERT), which was published in the "Official Gazette of Bosnia and Herzegovina" no. 25/17, whereby CERT was located in the Ministry of Security of Bosnia and Herzegovina, Sector for IT and Telecommunication Systems.</p> <p>The Ministry of Security of Bosnia and Herzegovina is planning operational, institutional and technical strengthening of CERT with the aim of achieving the strategic goals of that body:</p>						

	<ul style="list-style-type: none"> • coordination and cooperation with relevant bodies in Bosnia and Herzegovina, • elimination and reduction of the consequences of security incidents caused by unauthorized intrusion into ICT systems in the institutions of Bosnia and Herzegovina, • increasing the reliability of the ICT system in the institutions of Bosnia and Herzegovina through constant dedication, work on the prevention and minimization of the possibility of security incidents, • providing assistance to administrators in applying proactive measures to reduce the risk of security incidents, • providing assistance in preventing the consequences of security incidents <p>The body is still in the process of being established, since the Rulebook on the internal organization and systematization of the Ministry of Security of BiH has not yet been amended.</p> <p>In addition, in accordance with the Information Security Management Policy for BiH Institutions 2017-2022 and in cooperation with the Ministry of Communications and Transport of BiH, the Ministry of Security of BiH created a set of guidelines for achieving information security, namely:</p> <ul style="list-style-type: none"> • Guidelines on workplace IT security, • Guidelines on the classification of information resources, • Security incident management guidelines, • Security patch management guidelines, • Guidelines on the use of portable devices, • Guidelines on the physical protection of information, • Guidelines on access control and event logging, • Guidelines on user accounts and access rights, • Backup guidelines, • Guidelines on employment and termination of employment, • Guidelines for creating a risk assessment methodology.
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	<p>In addition, in accordance with the Information Security Management Policy for BiH Institutions 2017-2022 and in cooperation with the Ministry of Communications and Transport of BiH, the Ministry of Security of BiH created a set of guidelines for achieving information security, namely:</p> <ul style="list-style-type: none"> • Guidelines on workplace IT security, • Guidelines on the classification of information resources, • Security incident management guidelines, • Security patch management guidelines, • Guidelines on the use of portable devices, • Guidelines on the physical protection of information, • Guidelines on access control and event logging, • Guidelines on user accounts and access rights, • Backup guidelines, • Guidelines on employment and termination of employment, • Guidelines for creating a risk assessment methodology. <p>The BiH Ministry of Security coordinates the implementation of several regional and international projects (iPROCEEDS2, Eu Fight 4 Cyber, etc.) aimed at strengthening all bodies and units in Bosnia and Herzegovina and working to strengthen cyber security capacities (including CERT teams).</p> <p>The importance of cyber security is emphasized in the BiH Reform Program adopted by the Presidency of BiH in November 2019, and one of the goals is the implementation of cyber security in BiH through the development of a strategic framework for cyber security, and through the definition of methods of communication and coordination between relevant institutions for cyber security and CERT teams in BiH.</p> <p>Republika Srpska, the first in Bosnia and Herzegovina (hereinafter: BiH), established the legal framework for information security in 2011 by passing the Law on Information Security of the Republika Srpska. In the period after that, several by-laws, professional guidelines, instructions and opinions were adopted for the institutions that regulate the field of information security in the Republika Srpska. Therefore, the legal framework of the Republika Srpska in the field of information security consists of:</p> <ul style="list-style-type: none"> - Law on Information Security ("Official Gazette of the Republika Srpska", number 70/11) - Regulation on information security measures ("Official Gazette of the Republika Srpska", number 91/12)
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	<p>- Rulebook on information security standards</p> <p>The Agency for Information Society was responsible for the implementation of acts in the period from 2011 to the end of 2018, in which CERT RS operates as an organizational unit.</p> <p>Currently, there is only one CERT operating in the Republika Srpska, CERT RS, which has the role of the national CERT of the Republika Srpska. CERT RS was established in 2011 with the adoption of the Law on Information Security ("Official Gazette of the Republika Srpska", number 70/11) as an organizational unit of the Agency for Information Society. CERT RS became functional in 2015. At the end of 2018, with the adoption of the new Law on Republic Administration ("Official Gazette of the Republika Srpska", number 115/18), a new Ministry for Scientific and Technological Development, Higher Education and Information Society was formed. The Information Society Agency will stop to operate in February 2019, and CERT RS will become an organizational unit of the Ministry for Scientific and Technological Development, Higher Education and Information Society.</p> <p>In BD BiH, there are procedures and plans on the security of the IT system of the Government of BD BiH, the necessary upgrading of procedures and policies, as well as the adoption of legal and by-laws related to eServices. Initial activities related to the establishment of CERT at the level of BD BiH.</p> <p>In BD BiH, there are procedures and plans on the security of the IT system of the Government of BD BiH, the necessary upgrading of procedures and policies, as well as the adoption of legal and by-laws related to eServices. Initial activities related to the establishment of CERT at the level of the BD BiH in terms of the organizational positioning of the CERT body. Thus, it was stated that the proposal of the BD BiH Police is that the most optimal solution is for this administrative level is to join the CERT body at the Ministry of Security of BiH.</p>
Risks/Problems	<p>Untimely harmonization of the law on electronic signature of BiH with the eIDAS EU regulation and non-harmonization of the law on taxes of BiH will significantly limit the provision of future e-services and devalue existing efforts to establish a secure environment; The untimely establishment of government and the lack of political will can slow down the adoption of necessary laws and, therefore, the creation and harmonization of related regulations; Failure to approve the budget can be an obstacle in the procurement of necessary equipment and services, and therefore an obstacle to the implementation of recommendations, which would ultimately reduce the significance of the conducted analysis; Inadequate assessment of the probability of occurrence and consequences of the resulting risk can lead to an inadequate ranking of risk intensity, and result in incorrect prioritization of measures to mitigate such risk; Keeping a risk register in an electronic excel form without an adequate data backup can lead to the loss of the file and thus irreversibly to the loss of all defined risks; Bad methodology can lead to wrong identification of risks and rough ranking of risk intensity, and therefore to wrong determination of measures and poor prioritization of the implementation of measures; The lack of clearly established supervision and control over the implementation of the established measures and the lack of defined sanctions for responsible persons can lead to a weaker implementation of the established measures;</p> <p>The risks and challenges faced by PA are:</p> <ul style="list-style-type: none"> • insufficient awareness of decision-makers about the importance of legal regulation of this area and the establishment of bodies and regulations for the security and protection of the information and communication infrastructure,

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	<ul style="list-style-type: none"> • inertia in the enacting and adoption of appropriate regulations, such as the untimely change of systematization with the aim of defining the CERT department, • lack of IT staff, • insufficient stimulation and investment in IT personnel. There is no political consent or clear agreement on the way of organizing and functioning of the cyber security system in Bosnia and Herzegovina. The issue of cyber security is viewed in isolation by individual administrative levels.
Next steps	<p>It is necessary for the MCT BiH to draft and refer to the further procedure the Law on Cyber Security. The Ministry of Security of BiH should make a clear plan with deadlines for defining and referring to the further procedure of the Cyber Security Strategy.</p> <p>The Council of Ministers of BiH should adopt the Rulebook on the internal organization and systematization of workplaces in the Ministry of Security of BiH (in accordance with Article 6 of the Decision on the Designation of the Computer Incident Response Team for the Institutions of Bosnia and Herzegovina) in order to establish a CERT department.</p> <p>Strengthening cyber capacity in order to provide a quality response to computer incidents (human and material resources);</p> <p>Drafting of the Decision on the establishment of a network of Computer Incident Response Teams in Bosnia and Herzegovina in accordance with NIS directives;</p> <p>Development of criteria for determining critical ICT infrastructure in the institutions of Bosnia and Herzegovina;</p> <p>Drafting of the Law on Information Security;</p> <p>Creation of cyber security strategy in Bosnia and Herzegovina.</p> <p>Conducting periodic certified penetration testing with the aim of timely detection of system vulnerabilities.</p> <p>Implement advanced IPS/IDS security solutions for system prevention and detection of intrusions from outside.</p> <p>Conduct an in-depth analysis of existing security measures with detailed and comprehensive recommendations for their improvement.</p> <p>Improve the existing risk analysis methodology by introducing a more sensitive risk level.</p> <p>Improve the risk register by creating an application-software tool through which it will be possible to automate certain procedures for determining risk intensity and notification of deadlines for implementing defined measures.</p> <p>Enact a regulation with a clear procedure for determining measures to reduce identified risks.</p> <p>To prescribe the manner of conducting supervision over the implementation of established measures, as well as sanctions in case of non-implementation</p>
Additional information	

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ACTIVITY 4.2.3.1

ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:							
4.2.3.1 Developed strategy for eGovernment at each administrative level that will ensure compliance with basic principles of electronic services design such as easy access through organisational silos relying on the free flow of data in accordance with the Interoperability Framework, technological neutrality, integrity, security control, privacy, identity and security requirements.		MCT BiH and Secretariat General of CoM BiH, Line ministries for BD BiH, the Government of BD BiH upon a proposal by the PAR Coordinator's Office of BD BiH				1qt 2021							
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:											
		INDICATORS	INDICATOR VALUES:				Inst.BiH		FBiH	RS	BD	BiH	
			Principles of electronic service design formally prescribed				BASELINE		no	no	no	no	no
							TARGET		yes	yes	yes	yes	yes
				CURRENT	no	no	no	no	no				
Description of achievement	The MCT BiH prepared a draft decision on the adoption of the Strategy for the development of e-government in the institutions of Bosnia and Herzegovina for the period from 2022 to 2026.												
	The Ministry of Scientific and Technological Development, Higher Education and Information Society adopted the e-government development strategy of the Republika of Srpska for the period 2019-2022.												
	The Office for Public Administration Reform will, in accordance with the Decision of the Government of BD BiH on competences for certain measures from AP, undertake activities related to the drafting of the Strategy for the Development of eServices in the Brčko District, through which priority eServices would be identified, but this activity depends exclusively on the recognition of the importance of this strategic document by the Government of BD BiH and the provision of financial resources necessary for the implementation of this project.												
Risks/Problems	Non-existence of strategies for eGovernment at all administrative levels. Non-compliance of the strategies of individual administrative levels with the Strategy for Public Administration Reform. Mutual inconsistency of strategies at administrative levels, which stimulates uneven development.												
Next steps	CoM BiH: adopt the Strategy for the development of e-government in the institutions of Bosnia and Herzegovina for the period from 2022 to 2026. Government of FBiH: Define and adopt the Strategy for the development of eGovernment. Government of RS: Update the e-government development strategy aligned with SFPAR; The Government of BD BiH: Define and adopt the Strategy for the development of eGovernment.												
Additional information													

ACTIVITY 4.2.4.1	ACTIVITY:	RESPONSIBLE INSTITUTIONS:			IMPLEMENTATION DEADLINE:		
	4.2.4.1 Meet the necessary assumptions and build necessary building blocks for e-Services:	MCT BiH, Line ministries, BiH Ministry of Justice, FBiH Ministry of Justice, RS Ministry of Administration and Local Self-Government: Institutions responsible for e-government, PAR Coordinator's Office of BD BiH, BD BiH Finance Directorate; The Government of the Brčko District of BiH will designate an institution responsible for the implementation of activities upon a proposal of the PAR Coordinator's Office, Main Court of Brčko District of BiH			4qt 2022*		
	1. Establish a Catalogue of Services (Define the institutional capacities of the institutions responsible for the management and maintenance of the service catalogue; Define and propose mechanisms for maintaining and updating the content of the service catalogue)	ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:			●	●	●
	INDICATORS	INDICATOR VALUES:			Inst.BiH	FBiH	RS
		A service catalogue established	BASELINE	no	no	no	no
			TARGET	yes	yes	yes	yes
			CURRENT	no	no	no	no
		There is an act by which the responsibilities for the management and maintenance of the service catalogue are assigned to the institutions	BASELINE	no	no	no	no
			TARGET	yes	yes	yes	yes
			CURRENT	no	no	no	no
		Provisions governing the mechanisms for maintaining and updating the content of the service catalogue defined	BASELINE	no	no	no	no
			TARGET	yes	yes	yes	yes
			CURRENT	no	no	no	No
		Legal preconditions for electronic identification met	BASELINE	-	-	-	no
			TARGET	-	-	-	yes
			CURRENT	-	-	-	yes

* It is certain that the activity will be started, but will not be completed until the end of 2022.

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<p>electronic and physical points based on “all in one place” and “no wrong doors” principles, and electronic and mobile versions. Establish a single point (institution or commercial entity, e.g. Post) for citizens for each administrative level, as a primary entry point for citizens to obtain information and receive services provided by institutions, organised around life events, including electronic and physical points based on “all in one place” and “no wrong doors” principles, and electronic and mobile versions.</p> <p>3. Establish the following services:</p> <p>4. e-Payments</p> <p>5. CA</p> <p>6. GSB-Government Service Bus (upgrade the Public Administration GSB with the Metaregister)</p> <p>7. e-Inbox</p> <p>8. Cloud (data classification)</p>	Operational infrastructure for electronic identification	BASILINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
		TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
		CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
	Legal preconditions for electronic signature met	BASILINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
		TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
		CURRENT	<i>yes</i>	<i>no</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
	Operational infrastructure for electronic signature built and operational	BASILINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>No</i>
		TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>Yes</i>
		CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
	Shared services center established at each administrative level	BASILINE	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0/4</i>
		TARGET	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>2/4</i>
		CURRENT	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0/4</i>
	One-stop-shop systems that include a large number of services established and are territorially or electronically accessible	BASILINE	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0/4</i>
		TARGET	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2/4</i>
		CURRENT	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
	There is an act that regulates the institutional, technical, organisational and financial aspects of the one-stop shop system	BASILINE	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0/4</i>
		TARGET	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2/4</i>
		CURRENT	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
	One-stop shop system/single contact point for business entities established at each administrative level - physically	BASILINE	<i>0</i>	<i>0</i>	<i>1</i>	<i>0</i>	<i>1/4</i>
		TARGET	<i>0</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>2/4</i>
		CURRENT	<i>0</i>	<i>0</i>	<i>1</i>	<i>1</i>	<i>2/4</i>
	One-stop shop system/single contact point for business entities established at each administrative level - electronic	BASILINE	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0/4</i>
		TARGET	<i>0</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>2/4</i>
		CURRENT	<i>0</i>	<i>0</i>	<i>1</i>	<i>1</i>	<i>2/4</i>

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	One-stop shop system/single contact point for business entities established at each administrative level - mobile version	BASELINE	0	0	0	0	0/4
		TARGET	0	1	1	0	2/4
		CURRENT	0	0	0	0	0/4
	One-stop shop system/single contact point for citizens established at each administrative level - physically	BASELINE	0	0	0	0	0/4
		TARGET	0	1	1	0	2/4
		CURRENT	0	0	0	0	0/4
	One-stop shop system/single contact point for citizens established at each administrative level - electronic	BASELINE	0	0	0	0	0/4
		TARGET	0	1	1	0	2/4
		CURRENT	0	0	0	0	0/4
	One-stop shop system/single contact point for business entities established at each administrative level - mobile version	BASELINE	0	0	0	0	0/4
		TARGET	0	1	1	0	2/4
		CURRENT	0	0	0	0	0/4
	GSB Bus established and operational	BASELINE	0	0	0	0	0/4
		TARGET	1	1	1	1	2/4
		CURRENT	0	0	0	0	0/4
	GSB Bus upgraded with meta-register	BASELINE	0	0	0	0	0/4
		TARGET	1	1	1	1	2/4
		CURRENT	0	0	0	0	0
	CA body established and operational	BASELINE	0	0	0	0	0/4
		TARGET	1	0	0	1	2/4
		CURRENT	1	0	0	1	2/4

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	An operational infrastructure for electronic signature built	BASLINE	0	0	0	0	0/4
		TARGET	2	2	2	2	2/4
		CURRENT	0	0	0	0	0
	e-Inbox established and operational	BASLINE	0	0	0	0	0/4
		TARGET	2	2	2	2	2/4
		CURRENT	0	0	0	0	0
	e-Payment established and operational	BASLINE	0	0	0	0	0/4
		TARGET	2	2	2	2	2/4
		CURRENT	0	0	0	0	0
	e-Cloud established and operational	BASLINE	0	0	0	0	0/4
		TARGET	2	2	2	2	2/4
		CURRENT	0	0	0	0	0
Description of achievement	<p>In cooperation with ResPA, analyzes were prepared and a "Roadmap for creating the necessary preconditions for the introduction of electronic services" was prepared (activities planned by the Action Plan for the reform of public administration in the field of service provision). These prerequisites relate to the establishment of service catalogs, shared service centers, ePayment, CA, GSB-Government service bus, elnboxes, Cloud (classification of data).</p> <p>IDDEEA has become an accredited CA body. IDDEEA has built and owns the operational infrastructure for electronic identification and electronic signature. The SIQ certificate of compliance with EU Regulation 910/2014 "eIDAS" was issued on September 30, 2021, and IDDEEA is accredited and registered as a qualified certifier in the Register of Certifiers maintained by the Ministry of Communications and Transport of Bosnia and Herzegovina, starting from April 15, 2022, under serial number 3. Pursuant to the Law on the Identity Card of Citizens of BiH, a citizen of BiH may be issued an identity card containing a qualified IDDEEA certificate as a competent certifier upon request. The qualified certificate contains information prescribed by the Law on Electronic Signature of BiH ("Official Gazette of BiH", number 91/06) and the regulations adopted on the basis of that law. The IDDEEA will begin the process of entering qualified certificates into the electronic memory element of the identity card of BiH citizens after the last condition is met, which is the adoption of a Decision on the amount of the fee for issuing a qualified certificate that will enable the use of a secure electronic signature.</p> <p>During the process of consolidating the information that was initially collected, the opinion of the Ministry of Internal Affairs of the RS is that prior to the start of entering qualified certificates into the electronic memory element of the ID card, it is necessary to define cooperation with the RA</p>						

	<p>body (authorities responsible for issuing personal documents) and harmonize the process of issuing a digital signature with Article 13 of the Law on Identity Cards.</p> <p>The opinion received from the ST BD BiH for the relevant area related to the identity card is that by adopting the Decision on the amount of fees for issuing qualified certificates at the level of the Council of Ministers of BiH, the legal conditions for the implementation of all eServices and at the level of the BD BiH using IDDEEA qualified certificates would be obtained i.e. electronic signature.</p> <p>The Government of FBiH decided by conclusion that the Financial Information Agency FIA is responsible for the registration of business entities and, at the same time, it is the single point of contact for the registration of business entities.</p> <p>A one-stop system was established in RS in 2013. The Ministry of Economy and Entrepreneurship has recognized the possibility of further improvement and simplification of the procedure of registration of business entities in Republika Srpska and in this context initiated online registration (E-registration) of business entities. In February 2021, the RS Government adopted information on the implementation of an online and integrated system of registration of business entities. For this purpose, about 12 million documents from the archives of the competent registry courts were digitized and legislative assumptions were established, that relate to:</p> <ul style="list-style-type: none"> - Law on Registration of Business Entities ("Official Gazette of the Republika Srpska", No. 67/13, 15/16 and 84/19), - Law on Business Companies (Official Gazette of Republika Srpska", number 127/08, 58/09, 100/11, 67/13, 100/17, 82/19), - Law on tax procedure of the Republika Srpska (Official Gazette of the Republika Srpska", number 78/20, 37/22). <p>The single point of contact for business is a public portal available since September 2018 and represents an improved version of the former Register of Approvals in the Economy. This contact point of the Ministry of Economy and Entrepreneurship is technically and content-wise a very advanced variant and is modeled after the modern Single point of contact countries in the region. Its electronic database contains about 940 formalities issued by the republic's administrative bodies, which can be searched by legal basis, authorized body and keyword. It enables citizens and business entities to quickly and easily access information on the legal form of registration for carrying out a specific economic activity in the Republika Srpska, as well as all pre-registration and post-registration formalities (consent, confirmation, approval, etc.) necessary for business. Through the "ask a question" option, interested parties can ask questions and make comments regarding the conditions and procedures for starting and conducting business activities, as well as propose measures for easier business. In this way, a significant interactive relationship is established between the public administration and the business community. A list of frequently asked questions with answers is also available on the portal. The content and management of the contact point are prescribed by the Ordinance on records, analysis, examination and assessment of procedures and formalities for doing business in the Republika Srpska ("Official Gazette of the Republika Srpska", number 84/18). Also, this contact point serves as a starting point for simplifying administrative procedures and formalities.</p> <p>https://pscsrcpska.vladars.net/sr</p> <p>In the BD BiH, a one-stop business system was established during the registration of business entities</p> <p>https://bizreg.osbd.ba/Identity/Account/Login .</p>
Risks/Problems	The absence of basic building blocks prevents a faster development of eServices.

Annex: Tabular overview of the implementation of the Action Plan

Next steps	<p>Work on securing funding sources for basic building blocks; In BD BiH, the continuation of activities on the development of the eUprava.bdcentral.net portal, including the redesign of the portal and the development of the service elnbox and service catalog; After analyzing the usefulness of the solution obtained in the previous period, create a legal basis for the existence of common services for eServices, which would clearly define the obligations and responsibilities of both institutions and citizens. Adoption of the necessary legal acts and by-laws.</p> <p>In FBiH, amend the necessary regulations; Strengthen the institutional capacities of the FIA for the establishment of the eServices system, including the registration of business entities. It is recommended that the FBiH government appoints FIA representatives to the Digitalization Supervisory Team in the field of service provision.</p>
Additional information	

ACTIVITY 4.2.5.1	ACTIVITY:		RESPONSIBLE INSTITUTIONS:			IMPLEMENTATION DEADLINE:		
	4.2.5.1 Ensure interoperability and recognition among all accredited certification bodies in BiH by harmonising legislation with the eIDAS Regulation		MCT BiH, BiH Council of Ministers; Government and Assembly of BD BiH			4qt 2022		
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					
	INDICATORS			<i>INDICATOR VALUES:</i>		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>
						<i>BD</i>	<i>BiH</i>	
		Legislation governing electronic signatures in BiH is mutually agreed and harmonised		BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
				TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
				CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
	Description of achievement	The activity was not realized. The proposal of the Law on electronic identification and trust services for electronic transactions, which was prepared by the Ministry of Communications and Transport of Bosnia and Herzegovina, and which proposal is fully harmonized with the eIDAS regulation of the EU, was not adopted by the Parliamentary Assembly of Bosnia and Herzegovina.						
	Risks/Problems	The non-compliance of the existing legal regulations according to the eIDAS regulation makes it impossible to legally recognize a qualified signature in BiH according to the EU.						
	Next steps	Refer the Proposal of the Law on Electronic Identification and Trust Services for Electronic Transactions to the re-procedure.						
	Additional information							

ACTIVITY 4.2.6.1

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:		
4.2.6.1 Promote available modern channels for PA service delivery		Shared service centers,Institutions/line ministries responsible for service delivery. RS: For BD BiH, Institutions responsible for e-government. Institutions responsible for each individual service, Mayor's Office-Information Sector; BD BiH Public Administration Reform Coordinator's Office;					4qt 2022		
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:			●	●	●	●	●
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ACTIVITY 4.2.7.1

ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:				
4.2.7.1 Define mechanisms for adapting the services provided to different groups of users who find it impossible or difficult to use electronic or traditional means of communication (people with special needs, residents of remote areas, etc.)		MCT BiH, CoM BiH, Line ministries, Entity governments and BD BiH, RS: Institutions responsible for e-government, BD BiH (for BD BiH, institutions responsible for individual services and PAR Coordinator's Office of BD BiH)				4qt 2022				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:								
INDICATORS			INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>	
	Platform for adapting services to different groups of users with special needs operational		BASELINE		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	
			TARGET		<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	
			CURRENT		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	
Description of achievement	The activity is not realized									
Risks/Problems	The lack of mechanisms for providing services to different groups of users for whom it is difficult or impossible to use electronic or traditional means of communication may result in discrimination of certain groups of users.									
Next steps	Create a short-term plan for the realization of these activities.									
Additional information										

ACTIVITY 4.2.7.2	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	4.2.7.2 Build web services for exchanging data, messages and documents.		MCT BiH and Secretariat General of CoM BiH, Line ministries, RS: Institutions responsible for e-government, BD BiH (for BD BiH, institutions responsible for individual services and PAR Coordinator's Office of BD BiH)					4qt 2022*				
	4.2.27a Implementation of an advanced DMS system		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
	INDICATORS		INDICATOR VALUES:					Inst.BiH	FBiH	RS	BD	BiH
			Web services established	BASELINE		no	no	no	no	no	no	
				TARGET		yes	yes	yes	yes	yes	yes	
				CURRENT		no	no	no	no	no	no	
			Service catalogues operational	BASELINE		no	no	no	no	no	no	
				TARGET		yes	yes	yes	yes	yes	yes	
				CURRENT		no	no	no	no	no	no	
			Advanced DMS system implemented	BASELINE		no	no	no	no	no	no	
				TARGET		yes	yes	yes	yes	yes	yes	
				CURRENT		no	no	no	no	no	no	
Description of achievement		The Ministry of Internal Affairs of the Republika Srpska created a web service for checking the residence of citizens of the Republika Srpska and made available 4 institutions in the Republika Srpska for the needs of their projects. A Cooperation Agreement was signed with each of the institutions, that is, agreements were signed with the Ministry of Administration and Local Self-Government, the Ministry of Scientific and Technological Development, Higher Education and Information Society, the Republic Administration for Geodetic and Property-Legal Relations and the Health Fund.										

* It is certain that the activity will be started, but will not be completed until the end of 2022.

Annex: Tabular overview of the implementation of the Action Plan

	<p>The Ministry of Administration and Local Self-Government of the Republika Srpska has established web services for data exchange with the Ministry of Internal Affairs of the Republika Srpska, the Ministry of Education and Culture of the Republika Srpska, the Republic Fund for Pension and Disability Insurance, the Republic Fund for Health Insurance and the Republic Institute of Statistics. An Agreement on data exchange was signed with each of the aforementioned institutions.</p> <p>For the purposes of creating the eBeba system, 10 basic web services with different purposes (from 3 institutions) were recognized and integrated into the eBeba information system.</p> <ul style="list-style-type: none"> • web service with MALS, (Ministry of Administration and Local Self-Government) • web service with MIA, (Ministry of Internal Affairs) • web service with HIF. (Republika Srpska Health Insurance Fund) <p>The implementation of the e-office started in 2009, and in accordance with Article 16 of the Law on Republic Administration (Official Gazette of the Republic, number: 115/18, 111/21, 15/22 and 56/22), it is located in the Ministry of Administration and local governments. The e-office includes and binds over twenty institutions with a tendency to bind all republican administrations and administrative organizations. As part of the improvement of this system, the e-Office information system was acquired and implemented during 2020, but initially on a trial basis only for the Ministry of Administration and local self-government in order to ensure the smooth functioning of the electronic business of other administrative bodies that are still connected through the system of the previous system. During 2020/2021 additional components of the software solution - the e-Office Information System - were acquired in order to further develop and implement this system, which is necessary to achieve its full purpose and use, i.e. the further development of this system.</p> <p>In BD BiH, the ICIS portal of the Government of BD BiH has been implemented for the exchange of data.</p>
Risks/Problems	
Next steps	<p>Define a list of priority services with the greatest impact on citizens' lives. Based on that, create a priority list of web services that need to be developed.</p> <p>Create a model of a standard DMS system for public administrations in BiH, at each administrative level in accordance with the competences and with the principles of interoperability, which could be applicable as a standard solution in all public administration bodies.</p> <p>For BD BiH Government of BD BiH: define clear institutional responsibility and competence for managing the DMS system; Analyze the most optimal model of the DMS system for BD BiH based on the optimal TCO model.</p>
Additional information	





ACTIVITY 4.2.8.1	ACTIVITY:	RESPONSIBLE INSTITUTIONS:			IMPLEMENTATION DEADLINE:		
	4.2.8.1 Modernise (digitize) public registers and ensure the availability of data for all users with the help of web or mobile applications	MCT BiH and Secretariat General of CoM BiH, Line ministries, RS: Institutions responsible for e-government, For BD BiH, institutions responsible for individual services and PAR Coordinator's Office of BD BiH			4qt 2022*		
	4.2.8.1a Establish a common structure of catalogues of public registers, the institutions that keep them and underpinning regulations, the content of registers as per regulations in a transparent manner. (based on the previously made Service Catalogue)	ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:			●	●	●
	4.2.8.1b Develop legislation for the Meta-register	INDICATOR VALUES:			<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>
	4.2.8.1 c Develop regulations on the legal obligation to protect the information and communication infrastructure of key data registers	INDICATORS	Public registers digitized	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>
				TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>
				CURRENT	<i>no</i>	<i>no</i>	<i>no</i>
			Percentage of digitized public registers	BASELINE	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
				TARGET	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
				CURRENT	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
			Data available via web or mobile applications	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>
				TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>
				CURRENT	<i>no</i>	<i>no</i>	<i>no</i>
			Legislation developed for the Metaregister	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>
				TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>
				CURRENT	<i>no</i>	<i>no</i>	<i>no</i>
			Regulations on the legal obligation to protect the IC infrastructure of key registers developed	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>
				TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>
				CURRENT	<i>no</i>	<i>no</i>	<i>yes</i>

* It is certain that the activity will be started, but will not be completed until the end of 2022.

Annex: Tabular overview of the implementation of the Action Plan






		Common structure of public registers defined	<i>BASELINE</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
			<i>TARGET</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
			<i>CURRENT</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
Description of achievement	There are certain basic registers that are necessary for the establishment of eServices, such as civil registers, tax registers, registers of business entities and the like, but no complete information has been provided about which basic original registers have been digitized. Regarding the security aspect of key registers at the entity level of the Republika Srpska, as part of the Law on the Security of Critical Infrastructures in the Republika Srpska (Official Gazette of the RS No. 58/19), IC infrastructure is defined (Article 3, Paragraph 2, Point (1)) as a sector from which critical infrastructures, including information systems, are determined.							
Risks/Problems	Registries are viewed sectorally as data silos without a clear vision of the need for data exchange between registries; There is no catalog of registers to track priority eservices; There is no strategic approach to register development; The absence of a common structure of the catalog of public registers can make it difficult to implement the automated exchange of electronic data in order to provide reliable e-services; The absence of legal regulations for the Metaregistry can result in legally binding court judgments that can challenge certain procedures during which data from the Metaregistry established without a valid legal basis (legal regulations) were used; The absence of a legal obligation to protect the ICT infrastructure of key registers at those administrative levels where the necessary regulation from the domain of Cybersecurity has not been adopted, may lead to operational inaction in a specific case, which may further lead to the compromise of key data registers; Incompatibility of equipment and software on different platforms can cause problems with electronic and automated data exchange, which is the basic functionality and key prerequisite for the introduction of e-services.							
Next steps	On the basis of priority services, map all necessary registers; Analyze the existing registers and the existing and necessary level of digitization; Follow new technological trends and, in accordance with them, innovate and upgrade existing equipment and software, and promote and enable the use of mobile applications; Create a standard of the common structure of the catalog of registers with the definition of the mandatory content of each register; Create a proposal for legislation for Metaregistries and conduct an adequate public discussion with key participants; Prepare proposals and submit to the adoption procedure the Law on Information Security, the Law on the Protection of Critical Infrastructure with corresponding strategies, action plans and by-laws.							
Additional information								

ACTIVITY 4.2.8.2	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	4.2.8.2. Registers of business entities and legal entities		Line ministries, FIA FBIH; RS: Institutions responsible for e-government and institutions responsible for keeping registers of business entities, Public Registry Department of BD BiH/Basic Court of Brčko District of BiH					4qt 2022				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
	INDICATORS			INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>		
		Digital registers of business entities established		BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>			
				TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>			
				CURRENT	<i>no</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>			
		Web services of business registers published		BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>			
				TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>			
	CURRENT			<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>				
Description of achievement		Registers of business entities have been established in both BiH entities and in BD BiH. There is no unified register of business entities.										
Risks/Problems												
Next steps		Work on improving registers. Create web services for registers of business entities that will enable data exchange.										
Additional information												

ACTIVITY 4.2.8.3	ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:	
	4.2.8.3. Population and other registers		Line ministries; RS: Institutions responsible for e-government and institutions responsible for keeping registers of citizens, Competent departments of BD BiH				4qt 2022	
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					
	INDICATORS	INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
		Web services of population registers and registry books published	BASELINE	-	no	no	no	no
			TARGET	-	yes	yes	yes	yes
			CURRENT	-	no	no	no	no
ACTIVITY 4.2.8.3	Description of achievement	At the level of both entities in BiH, there are central registers of birth books. In the FBiH under the jurisdiction of the Federal Ministry of Internal Affairs, in the RS under the jurisdiction of the Ministry of Local Administration and Self-Government. In the context of the registries in question, IDDEEA, within the system of issuing personal documents to citizens of BiH, has established electronic services that electronically exchange data between competent authorities (MIAs in registry offices). In the Republika Srpska, the Ministry of Internal Affairs of the Republika Srpska, as the competent authority for issuing personal documents to the citizens of the Republika Srpska, has established web services for accessing data from the residence records for the institutions of the Republika Srpska, such as the Ministry of Administration and Local Self-Government, the Ministry of Education and Culture, the Fund of Health, the Republic Administration for Geodetic and Property Legal Affairs, the Ministry of Scientific and Technological Development, Higher Education and Information Society and many other institutions in the RS.						
	Risks/Problems	Budgetary funds needed for infrastructure development and maintenance, qualified personnel; Application availability; dilapidated equipment in some registry offices.						
	Next steps	It is necessary to constantly improve the existing data exchange system through investment in infrastructure and raising standards; Enable the exchange of data between central registers of civil registers through an interoperability platform.						
	Additional information							





ACTIVITY 4.2.8.4	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:						
	4.2.8.4 Data on space, facilities and GIS maps		Line ministries; RS: Institutions responsible for e-government and institutions responsible for keeping registers of immovable property, Competent departments of BD BiH, Department for spatial planning and proprietary and legal affairs					4qt 2022						
	4.2.8.4.a Establish a national geospatial data infrastructure (technical and legal steps)													
	4.2.8.4.c Establish a geoportal in accordance with the INSPIRE Directive“		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:											
	INDICATORS	National geospatial data infrastructure established	INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH					
			BASELINE		-	no	no	no	no					
			TARGET		-	yes	yes	yes	yes					
		Geospatial data portal compliant with the INSPIRE directive	CURRENT		-	yes	yes	no	no					
			BASELINE		-	no	no	no	no					
			TARGET		-	yes	yes	yes	yes					
CURRENT		-	yes	yes	no	no								
Description of achievement		There is a developed spatial data infrastructure in both entities in BiH, which is managed and maintained by the Federal and Republic Geodetic Administration. Geoportals have been established as a target place for the display of geospatial data, their review, modification and search.												
Risks/Problems		Partial compliance of spatial data with the INSPIRE directive.												
Next steps		The institutions responsible for spatial data should further develop the technological architecture of spatial data; increase the availability of spatial data through e-services; continuously improve capacities and project management needs for successful implementation of activities.												
Additional information														

ACTIVITY 4.2.8.5	ACTIVITY:		RESPONSIBLE INSTITUTIONS:			IMPLEMENTATION DEADLINE:		
	4.2.8.5 Modernisation of statistical registers		Line ministries, Competent department of BD BiH			4qt 2022		
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					
	INDICATORS			INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>
						<i>BD</i>	<i>BiH</i>	
		Statistical registers modernised		BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
				TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
				CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
	Description of achievement	There are developed registers on statistics at all administrative levels, however, no information on modernization activities has been submitted, except for the information that the Ministry of Administration and Local Self-Government signed an Agreement on Data Exchange with the Republic Statistical Office, thereby automating the service of data exchange between registry offices in Republika Srpska and the Republic Institute of Statistics.						
	Risks/Problems							
	Next steps							
	Additional information							

ACTIVITY 4.2.9.1	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	4.2.9.1 Enable the publication of a public data good for commercial and social re-use (open administration), in full compliance with the legal framework for the protection of personal data and privacy		Line ministries for BD BiH, institutions responsible for individual services and PAR Coordinator's Office of BD BiH					4qt 2022				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
			INDICATOR VALUES:					<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
	INDICATORS	Data are published in OP format	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
			TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
			CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
		Open data portal established in accordance with EU standards	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
			TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
			CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
		Proposals for amending the Law on Personal Data Protection developed in order to enable optimal and efficient provision of services, electronically and physically	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
			TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
			CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
	Description of achievement	A pilot project for the Ministry of BiH "Open Data Portal" was implemented, which enables the availability of public data through public administration infrastructure, modeled on the European Open Data Portal as part of the project "Support to Public Administration Reform in Bosnia and Herzegovina" (IPA 2015); In order to support the development of the process of proactive transparency and open data, we conducted a survey on the readiness of institutions in the Republika Srpska for open data.										
	Risks/Problems	The operation of the portal is conditioned by the adoption of the new law on freedom of access to information and the adoption of by-laws. Availability of funds for maintenance of ODP CoM of BiH.										
	Next steps	Adoption of the Law on Freedom of Access to Information at the level of BiH institutions; Adoption of relevant decisions related to the sustainability of the Open Data Portal, including the obligation to publish open data by the institutions of the CoM of BiH.										
	Additional information											

ACTIVITY 4.2.9.2	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	4.2.9.2 Ensure that citizens and the business community can make correction of their own data by implementing all identified key prerequisites through online authentication and access.		<i>MCT BiH and Secretariat General of CoM BiH, Line ministries, RS: Institutions responsible for e-government and institutions responsible for keeping registers of citizens, business entities and real estate For BD BiH, institutions responsible for individual services and PAR Coordinator’s Office of BD BiH</i>					4qt 2022				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
			INDICATORS	INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>		
	Functionality of the system developed (e-Inbox, Single point of contact) that allows users to make correction of their own data			BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	
TARGET				<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>			
CURRENT				<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>			
Description of achievement		The activity is not realized.										
Risks/Problems		The key prerequisites as a basis for implementing the activity in question have not been implemented.										
Next steps		Implement prerequisites - key building blocks.										
Additional information												

ACTIVITY 4.2.9.3	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:			
	4.2.9.3 Establishment and modernisation of registers of strategies and decisions a link to policy making		MCT BiH and Secretariat General of CoM BiH, RS: Institutions responsible for e-government and institutions responsible for keeping registers of strategies and decisions, Line ministries Federal Institute for Development Programming, Legislative Office of the BD BiH Mayor, Government of Brčko District.					4qt 2022			
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:								
	INDICATORS	Digital registers of strategies and decisions established	INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH		
			BASELINE		no	no	no	no	no		
			TARGET		yes	yes	yes	yes	yes		
			CURRENT		no	no	no	no	no		
			Web services of registers of strategies and decisions published	BASELINE		no	no	no	no	no	
				TARGET		yes	yes	yes	yes	yes	
	CURRENT			no	no	no	no	no			
Description of achievement		The activity is not realized									
Risks/Problems											
Next steps		Form a mixed working group made up of ST members from the field of Policy Making and Digitization of Services in order to initiate this activity.									
Additional information											

ACTIVITY 4.2.9.4	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	4.2.9.4 Set the priorities for the development of electronic services		Line ministries, Institutions responsible for selected priority services, RS: Institutions responsible for e-government, Government of BD BiH upon a proposal of the Department for Technical and Administrative Affairs of the PAR Coordinator's Office of BD BiH					2qt 2021				
	4.2.9.4 a Develop a methodology and criteria for prioritisation of electronic services.											
	4.2.9.4 b Based on the methodology and criteria of prioritisation and fulfilled key preconditions, adopt a time plan and implement the priority services		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
	INDICATORS	Priorities for the development of electronic services determined by the eGovernment strategy or other acts	INDICATOR VALUES:	Inst.BiH	FBiH	RS	BD	BiH				
			BASELINE	no	no	no	no	no				
			TARGET	yes	yes	yes	yes	yes				
		Methodology and criteria for prioritization of electronic services developed	CURRENT	no	no	no	no	no				
			BASELINE	no	no	no	no	no				
			TARGET	yes	yes	yes	yes	yes				
		Priority services implemented in accordance with the planning documents	CURRENT	no	no	no	no	no				
			BASELINE	0%	0%	0%	0%	0%				
			TARGET	50%	50%	50%	50%	50%				
		CURRENT	0%	0%	0%	0%	0%					
Description of achievement	There is an announcement of activities as part of the creation of strategies for the development of e-government at the administrative levels, but no data on the priority list of services that will be digitized have been submitted for any administrative level. For the RS level, information on the priorities that are needed as supporting services for the eServices system has been submitted. At the level of BD BiH, it was stated that in accordance with the Decision of the Government of BD BiH, the Public Administration Office will initiate the creation of the corresponding strategy, which will cover the priorities of the development of electronic services.											
Risks/Problems	Non-existence of a strategic decision on priorities for the development of electronic services; Spontaneous approach to investments of budget funds; The donor funds that are invested do not achieve optimal results;											
Next steps	Create an analysis of the greatest benefit and impact on the lives of citizens of electronic services; Create an analysis of legal and other obstacles with proposals for the establishment of e-services; Create a road map for the implementation of each service.											

Additional information	
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ACTIVITY 4.2.9.5

ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
4.2.9.5 Creating a positive business climate for unavailable IT staff related to the service delivery by developing and proposing measures		Line ministries					4qt 2022				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
INDICATORS			INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH		
	Proposals to amend the law on civil service and thus provide incentive packages for scarce IT staff developed		BASELINE	no	no	no	no	no	no		
			TARGET	yes	yes	yes	yes	yes	yes		
			CURRENT	no	no	no	no	no	no		
Description of achievement	The activity has not been implemented, there are good examples such as the Decision on the criteria for determining the salary supplement based on the performance of complex IT-application jobs in the institutions of Bosnia and Herzegovina, which enabled a slightly more favorable status for employees who work on complex IT-application jobs. At the same time, at the same administrative level, amendments to the Law on Civil Service in the institutions of BiH are planned during 2023, but the previous assessment of the impact of the regulations does not include incentive packages for deficit IT personnel. Also, with the new Law on Civil Servants in the Republika Srpska, through the analysis and analytical evaluation of jobs, attention will be paid to the creation of special conditions for deficit occupations, and especially IT personnel who should occupy a significant position in the republic's administration in the processes of digitalization of public administration.										
Risks/Problems	The departure of personnel is a permanent problem for the successful implementation of all strategic activities. The public administration cannot offer and monitor the salaries that quality IT experts can and do get outside the administration and outside the state										
Next steps	Make changes/additions to the law on civil service, which would specifically regulate the status of the necessary IT personnel, both those who are the direct bearers of development and those who manage the project and participate in reform activities. Establish better cooperation with academic institutions where IT personnel are trained. Involve students in projects and try to keep IT students in the administration at least for a while with scholarships during their studies.										
Additional information											

MEASURE 4.3:

Harmonized improvement of the administrative and legal framework

MEASURE INDICATORS		INDICATOR VALUES		
		BASELINE	TARGET	CURRENT
1. % of reduced special procedural norms that proved to be unjustified and complicated for end users of services each administrative level	Bosnia and Herzegovina	0%	10%	
	<i>Institutions of BiH</i>	0		0
	<i>FBiH</i>	0		0
	<i>RS</i>	0		0
	<i>BD BiH</i>	0		0

Description of achievement

According to the available and submitted data, in the 2020-2022 reporting period, progress was recorded at the level of the Federation of BiH and Republika Srpska.







The Parliament of the Federation of Bosnia and Herzegovina is in session of the House of Representatives from June 28, 2022, and at the session of the House of Peoples from July 7, 2022, adopted the Law on Amendments to the Law on Administrative Procedure. In the Law on Amendments to the Law on Administrative Procedure ("Official Gazette of the Federation of Bosnia and Herzegovina", no. 61/22) in Article 4, it is explained that Article 63 paragraph (2) of the Law on Administrative Procedure (Official Gazette of the Federation of Bosnia and Herzegovina no. 2/98 and 48/99), after the word "in writing", adds the words: "or in the form of an electronic document created in accordance with a special law". After paragraph (2), new paragraphs (3) and (4) are added, which read: Authorities and parties, i.e. persons authorized to represent the parties may communicate with each other in electronic form, if the parties, i.e. persons authorized to represent the parties, agree to it (paragraph 3). Submissions submitted in electronic form with an electronic signature will be considered a handwritten signature in accordance with special regulations (paragraph 4). Also, Article 11 of the Law on Amendments to the Law on Administrative Procedure ("Official Gazette of the Federation of Bosnia and Herzegovina", No. 61/22) provides that Article 158 of the Law on Administrative Procedure (Official Gazette of the Federation of Bosnia and Herzegovina No. 2/ 98 and 48/99) adds a new paragraph (4) which reads: "During the settlement in the administrative procedure, the parties may not be required to obtain certificates and other public documents about the facts about which the administrative bodies and institutions referred to in Article (1) paragraph (3.) of this law, official records are kept. Information on these facts is obtained ex officio".







The Law on Amendments to the Law on General Administrative Procedure ("Official Gazette of the Republika Srpska", number: 13/02, 87/07, 50/10 and 66/18), improved the existing administrative procedure and enabled the creation of a compatible, consistent and safe system that should ensure more complete protection of the rights of all natural and legal persons as parties in administrative proceedings, while establishing the maximum speed of "reaction", economy and efficiency. In the context of public administration reform, the electronic communication of bodies and parties, the adoption and submission of decisions electronically, and specific deadlines are regulated in more detail. This law has made it possible for the administrative procedure to be more efficient, functional, effective, transparent and aimed at citizens as end users of the services of the bodies that apply this law when deciding on their rights, obligations and legal interests. The law in question improves business processes within the body, which act in accordance with certain procedural rules, and which achieves more favorable conditions for the development of the business environment. The amendments to the law in question simplified the procedures, introducing a single administrative office and introducing the right to waive the appeal, which affects the shortening of the duration of the procedure and the faster implementation of decisions, within the framework of special administrative procedures. The single administrative place is regulated as a certain type of "mail box" in which the parties can "insert" their claims, with a note that administrative proceedings are still conducted in front of the actual and locally competent authorities. Deadlines have also been introduced for the actions of the authorities that relate to determining the incompleteness of the request or the existence of other formal deficiencies, which prevent the processing of the request. This made it possible for the parties to familiarize themselves with the actions of the authorities, from the moment of submission of the request to the final decision. This introduces the "reaction time" of the authority that received the request, which was not the case until now, within the framework of the deadlines provided so far. In this way, the legal certainty and knowledge of the party about the course of the procedure is increased, which harmonizes, specifies and adjusts the administrative procedure according to the needs of the parties. Given the specificity of the deadlines, more precisely their determination of the start time - from when the deadlines and endings are calculated - the deadline by which something must be done, an amendment was made in terms of this "control point" in order to improve the course of procedures and consistently implement the principle of economy and efficiency and increase of legal security of the parties. The electronic communication of bodies and parties is regulated in more detail, with the aim of faster, more economical and simpler management of the administrative procedure, which is a consequence of the modern tendencies of public administration in the surrounding area and beyond. Conditions have been created for the introduction of new systems of electronic communication between authorities and parties, which makes progressive action as a concept of development towards e-government, and keeps pace with time and modern technologies. Electronic communication and electronic delivery are set as a possibility, not as an obligation, because it depends on the will of the parties whether they will use these methods and whether the business systems and processes of the authorities have this option enabled. By introducing the possibility of using sign language and Braille in the procedure, participation in the procedure is facilitated for persons with this type of disability, who are full participants in administrative procedures and who should be enabled to participate equally in all procedures in which their rights or obligations are decided.

Also, the project to optimize administrative procedures and formalities in 2021 in Republika Srpska aimed to simplify administrative procedures in terms of shortening the duration and reducing costs for the business community. All competent institutions and representatives of the business community participated in the project. Out of a total of 954 formalities, it was proposed to abolish 42 formalities (4.4%) and simplify 243 formalities (25.47%). The procedure would be simplified in terms of economy (reduction of fees for issuing formalities) and complexity (acquiring documents ex officio using web services, simplifying the form of documents in the form of copies without the obligation of certification, prescribing and availability of the request form for issuing formalities). The project was implemented within the planned period and should contribute to the simplification of business, digitization of the administration and greater transparency.

Annex: Tabular overview of the implementation of the Action Plan







	<p>On May 12, 2022, the Public Administration Reform Coordinator's Office in cooperation with the legal experts of SIGMA organized a round table in Sarajevo on the application and challenges in the application of the law on administrative procedure in Bosnia and Herzegovina. The held round table was an opportunity to discuss with the participants the challenges in the application of these laws at each administrative level, which led to the common conclusions of the round table relating to the need to harmonize (based on a comprehensive analysis) special legislation with the general need to improve capacities administration for the implementation of administrative procedures, and the need to monitor administrative procedures and reporting. The participants of the round table were representatives of the Ministry of Justice of BiH, the Federal Ministry of Justice, the Ministry of Administration and Local Self-Government of the Republika Srpska, the Ministry of Justice and Administration of Sarajevo Canton, the Appeals Commission of the Brčko District of BiH, the Administrative Inspection of BiH, the Administrative Inspection of the RS, the Administrative Inspection of the Brčko District of BiH, the Appeals councils at the Council of Ministers of Bosnia and Herzegovina, the Board of Appeals of the RS, as well as businesses and civil society organizations. In agreement with the representatives of the EU Delegation to Bosnia and Herzegovina and the European Commission, SIGMA expressed its readiness to support certain activities on the modernization of the law on administrative procedure in Bosnia and Herzegovina, and during the round table presented and offered possible next steps in this area that it could represent a support in the coming period (assessment of the need for special procedural provisions, support for the development of the structure of the catalog of services/registry of administrative procedures, support for the development of a specially designed methodology for BiH, support for improving the supervision of administrative procedures, support for continuous training in this area).</p>
Risks/Problems	<p>The long wait for the adoption of documents for the implementation of the public administration reform led to inactivity in the reporting period, and led to a delay in the implementation of activities. The lack of financial resources and human resources for the implementation of activities indicates the need for the functioning of the Public Administration Reform Fund and the activation of donor funds.</p>
Next steps	<p>Regularly prepare high-quality preliminary assessments of the impact of regulations;</p> <p>Involvement of competent institutions in creating reports and further undertaking activities based on measure 4.3 and monitoring progress;</p> <p>Carry out a detailed financial projection of the necessary funds for the implementation of activities within the competent institutions and accordingly plan funds in the budget and, if necessary, financing from other sources (donations);</p> <p>In accordance with the provided funds, fill in the appropriate and missing human resources in the relevant institutions;</p>
Additional information	

ACTIVITY 4.3.1.1	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:						
	4.3.1.1 Determine the unified structure of the service catalogue, which also contains exceptions to the application of the provisions of the general administrative procedure, based on a pre-conceived methodology for the preparation of the service catalogue		<i>BiH Ministry of Justice, FBiH Ministry of Justice, RS Ministry of Administration and Local Self-Government, Government of BD BiH, (Institution designated as the lead institution for simplification of administrative procedures)</i>					4qt 2022						
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:											
			INDICATORS			INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>		
				Catalogue structure defined		BASELINE		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>		
	TARGET					<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>				
	CURRENT					<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>				
	Description of achievement		According to the available data, no progress was recorded in this activity during the reporting period.											
	Risks/Problems		The long wait for the adoption of documents for the implementation of the public administration reform led to inactivity in the reporting period, and led to a delay in the implementation of activities; The lack of financial resources and human resources for the implementation of activities indicates the need for the functioning of the Public Administration Reform Fund and the activation of donor funds;											
Next steps		Determine the unified structure of the catalog of services on the basis of the pre-established methodology for creating the catalog of services; Carry out a detailed financial projection of the necessary funds for the implementation of activities within the competent institutions and accordingly plan funds in the budget and, if necessary, financing from other sources (donations); In accordance with the provided funds, fill in the appropriate and missing human resources positions in the relevant institutions;												
Additional information														

ACTIVITY 4.3.1.2	ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:				
	4.3.1.2 Establish a uniform methodology for reducing formalities and burden		BiH Ministry of Justice, FBiH Ministry of Justice, RS Ministry of Administration and Local Self-Government, Government of BD BiH (Institution designated as the lead institution for simplification of administrative procedures), Line ministries				4qt 2022				
	4.3.1.2a Baseline analysis										
	4.3.1.2b Cost benefit analysis										
	4.3.1.2c Recommendations for reducing formalities and burden										
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:								
	INDICATORS			INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>	
		Draft methodology for reducing formalities and burden	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>			
			TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>			
			CURRENT	<i>no</i>	<i>no</i>	<i>yes</i>	<i>no</i>	<i>no</i>			
Description of achievement	According to the submitted information, during the reporting period, activities of this type were recorded at the level of the Republika Srpska.										
	Data from the Single Contact Point, in addition to the basic function of providing information to citizens and the economy, also serve the republic's administration bodies as a database from which it is possible to analyze the justification of procedures, formalities and their costs. This provided the basis for launching the Project for the Optimization of Administrative Procedures and Formalities in 2021 with the aim of simplifying administrative procedures, in terms of shortening the duration and reducing costs for the business community. All competent institutions and representatives of the business community participated in the project. Out of a total of 954 formalities, it was proposed to abolish 42 formalities (4.4%) and simplify 243 formalities (25.47%). The procedure would be simplified in terms of economy (reduction of fees for issuing formalities) and complexity (acquiring documents ex officio using web services, simplifying the form of documents in the form of copies without the obligation of certification, prescribing and availability of the request form for issuing formalities). The project was implemented within the planned period and should contribute to the simplification of business, digitization of the administration and greater transparency.										
Risks/Problems	The long wait for the adoption of documents for the implementation of the public administration reform led to inactivity in the reporting period, and led to a delay in the implementation of activities;										
	The lack of financial resources and human resources for the implementation of activities indicates the need for the functioning of the Public Administration Reform Fund and the activation of donor funds;										
	Adaptation of officials to the new way of collecting documents on official duty through the use of JIS and the application of the Tax Administration of the Republika Srpska;										




Annex: Tabular overview of the implementation of the Action Plan

Next steps	<p>Responsible institutions at the level of BiH, FBiH and BD BiH should take appropriate steps in order to establish a unique methodology for reducing formalities and burdens;</p> <p>Carry out a detailed financial projection of the necessary funds for the implementation of activities within the competent institutions and accordingly plan funds in the budget and, if necessary, financing from other sources (donations);</p> <p>In accordance with the provided funds, fill in the appropriate and missing human resources positions in the relevant institutions;</p> <p>Entry of all competent institutions that carry out administrative procedures and issue formalities in the procedure of obtaining documentation related to registration and settlement of tax obligations, through the provided applications;</p> <p>Institutions at the republican level, which are responsible for issuing formalities, are obliged to adapt (amend or supplement) the regulations under their jurisdiction with the Action Plan for the Optimization of Procedures and Formalities adopted by the Government of the Republika Srpska;</p>
Additional information	

ACTIVITY 4.3.1.3	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	4.3.1.3 Establish registers/catalogues of special administrative procedures (i.e. special procedural norms in laws governing the exercise of specific rights or realization of obligations) Link to 4.2.4.1		BiH Ministry of Justice, FBiH Ministry of Justice, RS Ministry of Administration and Local Self-Government, Government of BD BiH (Institution designated as the lead institution for simplification of administrative procedures)					4qt 2022*				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
			INDICATORS			INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
	The catalogue established and operational			BASELINE		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>		
				TARGET		<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>		
				CURRENT		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>		
	Description of achievement		According to the submitted information, no progress was recorded in the implementation of this activity in the past period.									
Risks/Problems		The long wait for the adoption of documents for the implementation of the public administration reform led to inactivity in the reporting period, and led to a delay in the implementation of activities; The lack of financial resources and human resources for the implementation of activities indicates the need for the functioning of the Public Administration Reform Fund and the activation of donor funds;										
Next steps		Responsible institutions should take appropriate steps for the purpose of creating registers/catalogues of special administrative procedures; Carry out a detailed financial projection of the necessary funds for the implementation of activities within the competent institutions and accordingly plan funds in the budget and, if necessary, financing from other sources (donations); In accordance with the provided funds, fill in the appropriate and missing human resources in the relevant institutions;										







* It is certain that the activity will be started, but will not be completed until the end of 2022.

Additional information	
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ACTIVITY 4.3.1.4	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:	
	4.3.1.4 Assess the necessity/justification of special procedural provisions (with simultaneous consideration of the catalogue of services under measure 2)		BiH Ministry of Justice, FBiH Ministry of Justice, RS Ministry of Administration and Local Self-Government, Government of BD BiH, line ministries (Institution designated as the lead institution for simplification of administrative procedures)					4qt 2022*	
	4.3.1.4a Develop criteria for assessing the justifiability of special procedural provisions and develop a guide for the procedure of assessing the justifiability of special procedural provisions;		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:						
	INDICATORS	INDICATOR VALUES:		<i>Inst. BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>	
		An analysis of the justification of special procedural provisions completed	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	
			TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	
			CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	
	Description of achievement	According to the submitted information, no progress was recorded in the implementation of this activity in the reporting period.							
	Risks/Problems	<p>The long wait for the adoption of documents for the implementation of the public administration reform led to inactivity in the reporting period, and led to a delay in the implementation of activities;</p> <p>The lack of financial resources and human resources for the implementation of activities indicates the need for the functioning of the Public Administration Reform Fund and the activation of donor funds;</p>							
	Next steps	<p>Responsible institutions should take appropriate steps to assess the necessity/justification of special procedural provisions;</p> <p>Carry out a detailed financial projection of the necessary funds for the implementation of activities within the competent institutions and accordingly plan funds in the budget and, if necessary, financing from other sources (donations);</p> <p>In accordance with the provided funds, fill in the appropriate and missing human resources positions in the relevant institutions;</p>							
	Additional information								

* It is certain that the activity will be started, but will not be completed until the end of 2022.

ACTIVITY 4.3.1.5







ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:		
4.3.1.5 Establish a continuous process of simplification of certain administrative procedures, i.e. procedural provisions		BiH Council of Ministers, Entity governments and Government of BD BiH					4qt 2022		
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:							
INDICATORS	INDICATOR VALUES:			Inst.BiH	FBiH	RS	BD	BiH	
	% of regulation repealed/simplified	BASELINE	0%	0%	0%	0%	0%		
		TARGET	10%	10%	10%	10%	10%		
		CURRENT	0	0	0	0	0		
Description of achievement	<p>According to the submitted information, during the reporting period, activities of this type were recorded at the level of the Federation of BiH and Republika Srpska.</p> <p>The Parliament of the Federation of Bosnia and Herzegovina at the session of the House of Representatives from June 28, 2022, and at the session of the House of Peoples from July 7, 2022, adopted the Law on Amendments to the Law on Administrative Procedure. In the Law on Amendments to the Law on Administrative Procedure ("Official Gazette of the Federation of Bosnia and Herzegovina", no. 61/22) in Article 4, it is explained that Article 63 paragraph (2) of the Law on Administrative Procedure (Official Gazette of the Federation of Bosnia and Herzegovina no. 2/98 and 48/99), after the word "in writing", adds the words: "or in the form of an electronic document created in accordance with a special law". After paragraph (2), new paragraphs (3) and (4) are added, which read: Authorities and parties, i.e. persons authorized to represent the parties may communicate with each other in electronic form, if the parties, i.e. persons authorized to represent the parties, agree to it (paragraph 3). Submissions submitted in electronic form with an electronic signature will be considered a handwritten signature in accordance with special regulations (paragraph 4). Also, Article 11 of the Law on Amendments to the Law on Administrative Procedure ("Official Gazette of the Federation of Bosnia and Herzegovina", No. 61/22) provides that Article 158 of the Law on Administrative Procedure (Official Gazette of the Federation of Bosnia and Herzegovina No. 2/ 98 and 48/99) adds a new paragraph (4) which reads: "During the settlement in the administrative procedure, the parties may not be required to obtain certificates and other public documents about the facts about which the administrative bodies and institutions referred to in Article (1) paragraph (3.) of this law. Information on these facts are obtained ex officio".</p> <p>The Law on Amendments to the Law on General Administrative Procedure ("Official Gazette of the Republika Srpska", number: 13/02, 87/07, 50/10 and 66/18), improved the existing administrative procedure and enabled the creation of a compatible, consistent and safe system that</p>								

	<p>should ensure more complete protection of the rights of all natural and legal persons as parties in administrative proceedings, while establishing the maximum speed of "reaction", economy and efficiency. In the context of public administration reform, the electronic communication of bodies and parties, the adoption and submission of decisions electronically, and specific deadlines are regulated in more detail. This law has made it possible for the administrative procedure to be more efficient, functional, effective, transparent and aimed at citizens as end users of the services of the bodies that apply this law when deciding on their rights, obligations and legal interests. The law in question improves business processes within the body, which act in accordance with certain procedural rules, and which achieves more favorable conditions for the development of the business environment. The amendments to the law in question simplified the procedures, introducing a single administrative office and introducing the right to waive the appeal, which affects the shortening of the duration of the procedure and the faster implementation of decisions, within the framework of special administrative procedures. The single administrative place is regulated as a certain type of "mailbox" in which the parties can "insert" their requests, with a note that administrative proceedings are still conducted in front of the actual and locally competent authorities". Deadlines have also been introduced for the actions of the authorities that relate to determining the incompleteness of the request or the existence of other formal deficiencies, which prevent the processing of the request. This made it possible for the parties to familiarize themselves with the actions of the authorities, from the moment of submission of the request to the final decision. This introduces the "reaction time" of the authority that received the request, which was not the case until now, within the framework of the deadlines provided so far. In this way, the legal certainty and knowledge of the party about the course of the procedure is increased, which harmonizes, specifies and adjusts the administrative procedure according to the needs of the parties. Given the specificity of the deadlines, more precisely their determination of the start time - from when the deadlines and endings are calculated - the deadline by which something must be done, an amendment was made in terms of this "control point" in order to improve the course of procedures and consistently implement the principle of economy and efficiency and increase of legal security of the parties. The electronic communication of bodies and parties is regulated in more detail, with the aim of faster, more economical and simpler management of the administrative procedure, which is a consequence of the modern tendencies of public administration in the surrounding area and beyond. The conditions have been created for the introduction of new systems of electronic communication between authorities and parties, which makes progressive action as a concept of development towards e-government, and keeps pace with time and modern technologies. Electronic communication and electronic delivery are set as a possibility, not as an obligation, because it depends on the will of the parties whether they will use these methods and whether the business systems and processes of the authorities have this option enabled. By introducing the possibility of using sign language and Braille in the procedure, participation in the procedure is facilitated for persons with this type of disability, who are full participants in administrative procedures and who should be enabled to participate equally in all procedures in which their rights or obligations are decided.</p> <p>The project of the administrative procedures optimization and formalities in 2021 in Republika Srpska aimed to simplify administrative procedures in terms of shortening the duration and reducing costs for the business community. All competent institutions and representatives of the business community participated in the project. Out of a total of 954 formalities, it was proposed to abolish 42 formalities (4.4%) and simplify 243 formalities (25.47%). The procedure would be simplified in terms of economy (reduction of fees for issuing formalities) and complexity (acquiring documents ex officio using web services, simplifying the form of documents in the form of copies without the obligation of certification, prescribing and availability of the request form for issuing formalities). The project was implemented within the planned period and should contribute to the simplification of business, digitization of the administration and greater transparency. The Government of Republika Srpska has</p>
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Annex: Tabular overview of the implementation of the Action Plan

	<p>adopted an Action Plan for the optimization of administrative procedures and formalities that the competent institutions must follow. The key simplifications relate to: obtaining documents ex officio related to the registration of business entities using the Unified Information System for the Registration of Business Entities (JIS) at the competent registration courts and applications for the registration of craft-entrepreneurial activities at the competent bodies of local self-government units. For this purpose, the Rulebook on Amendments to the Rulebook on the Conditions, Method and Procedure of Performing the Services of the Agency for Intermediary, IT and Financial Services and the Rulebook on Amending and Amending the Rulebook on the Content and Method of Keeping the Central Register of Entrepreneurs were adopted, which create a legal basis for review and download currently valid data (current review) from the register of business entities and the central register of entrepreneurs. In this way, all administrative procedures are simplified in which the party is required to submit a decision on registration; obtaining a certificate of settlement of tax obligations ex officio using the application of the tax administration, accepting the proposal that parties are no longer required to submit evidence (documents) issued by the institutions where the request is submitted and other formalities are issued, reduction of individual fees, simplification of the form of documents (e.g. . instead of a certified copy in some cases only a copy of the document is required), prescribing the content of the request forms and their availability. Applying the Model of Standard Costs, an analysis of procedures and formalities was performed, on the basis of which a project to optimize administrative procedures and formalities was launched.</p> <p>Note: Given that the indicator of this activity refers to the percentage of repealed or simplified regulations, and not to the percentage of proposed simplifications, and that no appropriate data has been submitted, the value of the indicator for all administrative levels remains 0.</p>
Risks/Problems	<p>Consistent application of regulations in practice;</p> <p>The long wait for the adoption of documents for the implementation of the public administration reform led to inactivity in the reporting period at some administrative levels, and led to delays in the implementation of activities;</p> <p>The lack of financial resources and human resources for the implementation of activities indicates the need for the functioning of the Public Administration Reform Fund and the activation of donor funds;</p>
Next steps	<p>Responsible institutions at the level of BiH, FBiH and BD BiH should take appropriate steps in order to establish a continuous process of simplification of certain administrative procedures, i.e. procedural provisions;</p> <p>Carry out a detailed financial projection of the necessary funds for the implementation of activities within the competent institutions and accordingly plan funds in the budget and, if necessary, financing from other sources (donations);</p> <p>In accordance with the provided funds, fill in the appropriate and missing human resources in the relevant institutions;</p>
Additional information	

ACTIVITY 4.3.2.1

ACTIVITY 4.3.2.1	ACTIVITY:	RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:			
	4.3.2.1 Continuous improvement of the LAP (in accordance with the results of user needs and best practices including digital transformation)	BiH Ministry of Justice, Entity governments and Government of BD BiH (Institution designated as the lead institution for simplification of administrative procedures)				4qt 2022			
	ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:								
	INDICATORS	INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH	
		Number of proposed measures for amending and improving the LAP, including digital transformation	BASELINE	0	0	0	0	0	
TARGET			7	7	7	7	7		
CURRENT			0	0	0	0	0		
Description of achievement	<p>In the reporting period, activities of this type were recorded at the level of the Federation of BiH and Republika Srpska.</p> <p>The Parliament of the Federation of Bosnia and Herzegovina at the session of the House of Representatives from June 28, 2022, and at the session of the House of Peoples from July 7, 2022, adopted the Law on Amendments to the Law on Administrative Procedure. In the Law on Amendments to the Law on Administrative Procedure ("Official Gazette of the Federation of Bosnia and Herzegovina", no. 61/22) in Article 4, it is explained that Article 63 paragraph (2) of the Law on Administrative Procedure (Official Gazette of the Federation of Bosnia and Herzegovina no. 2/98 and 48/99), after the word "in writing", adds the words: "or in the form of an electronic document created in accordance with a special law". After paragraph (2), new paragraphs (3) and (4) are added, which read: Authorities and parties, i.e. persons authorized to represent the parties may communicate with each other in electronic form, if the parties, i.e. persons authorized to represent the parties, agree to it (paragraph 3). Submissions submitted in electronic form with an electronic signature will be considered a handwritten signature in accordance with special regulations (paragraph 4). Also, Article 11 of the Law on Amendments to the Law on Administrative Procedure ("Official Gazette of the Federation of Bosnia and Herzegovina", No. 61/22) provides that Article 158 of the Law on Administrative Procedure (Official Gazette of the Federation of Bosnia and Herzegovina No. 2/ 98 and 48/99) adds a new paragraph (4) which reads: "During the settlement in the administrative procedure, the parties may not be required to obtain certificates and other public documents about the facts about which the administrative bodies and institutions referred to in Article (1) paragraph (3.) of this law. Information on these facts is obtained ex officio".</p> <p>The Law on Amendments to the Law on General Administrative Procedure ("Official Gazette of the Republika Srpska", number: 13/02, 87/07, 50/10 and 66/18) improved the existing administrative procedure and enabled the creation of a compatible, consistent and secure system which should ensure more complete protection of the rights of all physical and legal persons as parties in administrative proceedings, while establishing the</p>								






Annex: Tabular overview of the implementation of the Action Plan

	<p>maximum speed of "reaction", economy and efficiency. In the context of public administration reform, the electronic communication of bodies and parties, the adoption and submission of decisions electronically, and specific deadlines are regulated in more detail. This law has made it possible for the administrative procedure to be more efficient, functional, effective, transparent and aimed at citizens as end users of the services of the bodies that apply this law when deciding on their rights, obligations and legal interests. The law in question improves business processes within the body, which act in accordance with certain procedural rules, and which achieves more favorable conditions for the development of the business environment. The amendments to the relevant law simplified the procedures, introducing a single administrative office and introducing the right to waive the appeal, which affects the shortening of the duration of the procedure and the faster implementation of decisions, within the framework of special administrative procedures. The single administrative place is regulated as a certain type of "mailbox" in which the parties can "insert" their requests, with a note that administrative proceedings are still conducted before the actual and locally competent authorities". Deadlines have also been introduced for the actions of the authorities that relate to determining the incompleteness of the request or the existence of other formal deficiencies, which prevent the processing of the request. This made it possible for the parties to familiarize themselves with the actions of the authorities, from the moment of submission of the request to the final decision. This introduces the "reaction time" of the authority that received the request, which was not the case until now, within the framework of the deadlines provided so far. In this way, the legal certainty and knowledge of the party about the course of the procedure is increased, which harmonizes, specifies and adjusts the administrative procedure according to the needs of the parties. Given the specificity of the deadlines, more precisely their determination of the start time - from when the deadlines and endings are calculated - the deadline by which something must be done, an amendment was made in terms of this "control point" in order to improve the course of procedures and consistently implement the principle of economy and efficiency and increase of legal security of the parties. The electronic communication of bodies and parties is regulated in more detail, with the aim of faster, more economical and simpler management of the administrative procedure, which is a consequence of the modern tendencies of public administration in the surrounding area and beyond. Conditions have been created for the introduction of new systems of electronic communication between authorities and parties, which makes progressive action as a concept of development towards e-government, and keeps pace with time and modern technologies. Electronic communication and electronic delivery are set as a possibility, not as an obligation, because it depends on the will of the parties whether they will use these methods and whether the business systems and processes of the authorities have this option enabled. By introducing the possibility of using sign language and Braille in the procedure, participation in the procedure is facilitated for persons with this type of disability, who are full participants in administrative procedures and who should be enabled to participate equally in all procedures in which their rights or obligations are decided.</p>
Risks/Problems	<p>Consistent application of regulations in practice;</p> <p>The long wait for the adoption of documents for the implementation of the public administration reform led to inactivity in the reporting period at the other three administrative levels, leading to a delay in the implementation of activities;</p> <p>The lack of financial resources and human resources for the implementation of activities indicates the need for the functioning of the Public Administration Reform Fund and the activation of donor funds.</p>
Next steps	Continuously work on the creation of assumptions for the implementation of the provisions in question, and supervision over their application;

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	<p>Carry out a detailed financial projection of the necessary funds for the implementation of activities within the competent institutions and accordingly plan funds in the budget and, if necessary, financing from other sources (donations);</p> <p>In accordance with the provided funds, fill in the appropriate and missing human resources positions in the relevant institutions;</p>
Additional information	







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ACTIVITY 4.3.2.2	ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:	
	Implement an IT platform for monitoring the implementation of LAPs		RS Ministry of Science and Technology; MCT FBiH; Ministry of Justice of BiH, Ministry of Justice of FBiH, Ministry of Administration and Local Self-Government of RS, Government of BD BiH, Resource centers for shared infrastructure: Government IT Sectors, Mayor's Office (Legislative Office, Administrative Inspection, Department for Technical and Administrative Affairs)				4qt 2022*	
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					
	INDICATORS	INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
		The platform established and operational	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
			TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
			CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
	Description of achievement	According to the submitted information, no progress was recorded in this activity in the reporting period.						
	Risks/Problems	<p>The long wait for the adoption of documents for the implementation of the public administration reform led to inactivity in the reporting period, and led to a delay in the implementation of activities;</p> <p>The lack of financial resources and human resources for the implementation of activities indicates the need for the functioning of the Public Administration Reform Fund and the activation of donor funds.</p>						
	Next steps	<p>In order to ensure the uniform application of the law on administrative procedure, the responsible institutions at each administrative level should take appropriate steps towards the establishment of an IT platform for monitoring the implementation of the law on administrative procedure at each administrative level.</p> <p>Carry out a detailed financial projection of the necessary funds for the implementation of activities within the competent institutions and accordingly plan funds in the budget and, if necessary, financing from other sources (donations);</p>						

* It is certain that the activity will be started, but will not be completed until the end of 2022

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	In accordance with the provided funds, fill in the appropriate and missing human resources positions in the relevant institutions;
Additional information	



ACTIVITY 4.3.3.2	ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:				
	4.3.3.2 Implement continuous training programs to improve the administrative legal framework, including improvement for the purpose of digital transformation		<i>BiH Ministry of Justice; FBiH Ministry of Justice; RS Ministry of Administration and Local Self-Government, Government of BD BiH</i>				4qt 2022				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:								
			INDICATORS	INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>	
				Number of civil servants attending the training program	BASELINE	0	0	0	0	0	
	TARGET	500			500	500	500*³⁵	500			
		CURRENT	500+	500+	122	0	280				
Description of achievement	<p>According to the submitted data, during the reporting period, activities of this type were recorded at the level of the Council of Ministers of BiH, the Federation of BiH and the Republika Srpska. In accordance with the agreement at the level of the Thematic Working Group for the development of the Strategic Framework for Public Administration Reform in BiH 2018-2022 for the area of Service Provision, the target value for this activity is 500 civil servants per administrative level.</p> <p>The Agency for the Civil Service of Bosnia and Herzegovina submitted an overview of the trainings held for the period 2020-2022, where the trainings on the assessment of the impact of regulations, administrative procedure and administrative dispute, preparation and control of the preliminary assessment of the impact of regulations for normative-legal regulations that are proposed in the activity plan in the institution of BiH, application of regulations in inspection supervision, and digital transformation training. The total number of employees who underwent the aforementioned trainings in the reporting period is 565.</p> <p>The Civil Service Agency of the Federation of Bosnia and Herzegovina submitted an overview of the trainings held for the period 2020-2022, and the trainings on administrative procedure with elements of office business, rules and procedures for drafting laws, grammatical and stylistic rules for drafting regulations, administrative procedure - procedure of civil service bodies, digitization of services at the local level, practical application of the Law on Administrative Procedure for the FBiH Tax Administration, the Law on Administrative Procedure - changes for employees of the Civil Service Agency of the Federation of Bosnia and Herzegovina, and the school of administrative law. The total number of employees who underwent the aforementioned training in the reporting period is 510, and over 3,000 students of the school of administrative law.</p>										

³⁵ It is also agreed that the principle of calculating the indicators will be subsequently agreed with the Supervisory Team for better service provision and quality, given that the level of the Brčko District of BiH cannot have the same target value as the other three administrative levels.

Annex: Tabular overview of the implementation of the Action Plan

	The Agency for Civil Service of the Republika Srpska submitted an overview of the conducted trainings and the number of participants, which includes the trainings held on the assessment of the impact of regulations, trainings on harmonization of domestic legislation with EU regulations, open data, annual school on digital transformation, trainings on the use of information technologies - work from home , digitization of data and processes related to human resource management in the Western Balkans, and training on the Law on Freedom of Access to Information. The total number of employees who underwent the aforementioned trainings in the reporting period is 122.
Risks/Problems	Insufficient number of trainings for specific topics and insufficient availability of civil servants to attend the required number of trainings; Failure to implement training programs;
Next steps	If they do not currently exist, it is necessary to include specialized training for this topic in the regular training programs of the agencies for the civil service of BiH and FBiH/the administration of the RS and the Human Resources Subdivision of the BD BiH. The organization of a regular academy for digital transformation is needed, as a regular capacity building program for civil servants.
Additional information	



AREA 5 – PUBLIC FINANCE MANAGEMENT

ACTIVITY 5.0.1	ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:				
	Draft and adopt the PFM reform strategy in BiH institutions for up to 2026.		<i>drafting: BiH Ministry of Finance and Treasury; adoption: BiH Council of Minister</i>				<i>IV quarter 2020</i> 				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:								
			INDICATORS			INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>
	Document adopted			BASELINE	<i>no</i>	-	-	-	-		
				TARGET	<i>yes</i>	-	-	-	-		
				CURRENT	<i>yes</i>	-	-	-	-		
	Description of achievement	<p>The Council of Ministers of Bosnia and Herzegovina adopted at the 27th regular session, held on February 18, 2021, the Strategy for the improvement of public finance management in the institutions of BiH for the period 2021 - 2025, with the aim of increasing transparency and harmonization with international and European Union standards.</p> <p>The strategy relies on six pillars and includes the fiscal framework, revenues from indirect taxes, planning and budget, budget execution, internal control and external audit. This Strategy envisages the creation of annual Action Plans for its implementation. The annual Action plan contains more precise deadlines and details about the activities that will be carried out in order to implement the planned measures. Institutions are obliged to ensure that the activities from the Strategy and each annual Action plan of the Strategy are integrated into medium-term and annual work plans and other management documents. Annual reporting on the implementation of the Action Plan is also foreseen, and the report is prepared by the end of February for the previous year. For the purposes of monitoring and reporting, indicators are used at the level of activity output results and at the level of pillar results. Information for the purposes of reporting is collected from the annual reports on the work of institutions that are listed as bearers of the measure and other documents that are listed as sources of verification through the logical framework of the strategy.</p>									
	Risks/Problems	/									
Next steps	According to plan, implementation of activities within the Strategy for the Improvement of Public Finance Management in BiH Institutions 2021-2025, and regular monitoring and reporting.										



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Additional information	In addition to the Ministry of Finance and Treasury of BiH (MFT BiH), the Central Harmonization Unit of the Ministry of Finance and Treasury of BiH (CHU BiH), the Administration for Indirect Taxation of Bosnia and Herzegovina (AIT BiH), the Agency for Public Procurement in BiH (APP) , the Department for Macroeconomic Analysis at the Management Board of the Indirect Taxation Administration (DMA), the Directorate for Economic Planning of BiH (DEP BiH) and the Office for the Audit of BiH Institutions.
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ACTIVITY 5.0.2

ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:		
Draft and adopt the PFM reform strategy of FBiH for up to 2026.		drafting: FBiH Ministry of Finance;adoption: FBiH Government				III quarter 2020 		
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:						
INDICATORS		INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
	Document adopted	BASELINE		-	no	-	-	-
		TARGET		-	yes	-	-	-
		CURRENT		-	yes	-	-	-
Description of achievement	Public Finance Management Reform Strategy 2021-2025 adopted by the Government of the Federation of BiH at the 260th Government Session held in March 2021 (Conclusion of the Government of FBiH V. No. 504/2021 from March 25, 2021). This Strategy is aimed at strengthening the public finance management system by promoting transparency, accountability, fiscal discipline and efficiency in the management and in use of public resources for economic development and improved delivery of services. The strategy is organized into 6 pillars that cover all key functions of the public finance management system, namely: Fiscal Framework, Public Revenues, Planning and Budgeting, Budget Execution, Internal Control and External Audit. Through the measures and activities in the pillars, the FBiH Public Finance Management Strategy 2021-2025 foresees improvements in public finance management functions that are directly or indirectly the subject of future negotiation chapters, namely chapters 16: Taxation, 17: Economic and monetary policy, 29: Customs Union, 32: Financial supervision and 33: Financial and budgetary provisions. Of importance for the EU accession process, the Strategy will support dialogue with the EU on reform priorities for this area and enable more efficient use of EU pre-accession aid funds.							
Risks/Problems	/							
Next steps	Implementation of activities within the FBiH Public Finance Management Strategy 2021-2025, according to plan, and regular monitoring and reporting.							
Additional information	The Government of the Federation of Bosnia and Herzegovina, by Conclusion V No. 1507/2022 of October 27, 2022, adopted the Annual Report on the Implementation of the Public Finance Management Reform Strategy 2021-2025. FBiH for the period January 1. – December 31, 2021, prepared by the Federal Ministry of Finance.							



ACTIVITY 5.0.3






ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:		
Draft and adopt the PFM reform strategy of the RS for up to 2026.		<i>drafting: RS Ministry of Finance, adoption: RS Government and RS Assembly</i>				<i>III quarter 2020</i>		
								
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:						
		INDICATORS	INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>
Document adopted	BASELINE		-	-	no	-	-	
	TARGET		-	-	yes	-	-	
	CURRENT		-	-	yes	-	-	
Description of achievement	<p>At the 124th regular session, held on June 3, 2021, the Government of the Republika Srpska adopted the Strategy for the Management of Public Finances of the Republika Srpska for the period 2021-2025 with the associated Action Plan (hereinafter: SMPF RS). The SMPF RS serves as the main guideline for strengthening the legal and institutional framework and system for public finance management of the Republika Srpska, in accordance with EU requirements and international standards in a defined time frame. It is aimed at strengthening the public finance management system by promoting transparency, accountability, fiscal discipline and efficiency in the management and use of public resources for economic development and improved delivery of services. SMPF RS is organized into 6 pillars that cover all key functions of the public finance management system, namely: Fiscal Framework, Public Revenues, Planning and Budgeting, Budget Execution, Internal Control and External Audit. This Strategy represents a comprehensive and integrated framework for planning, coordination and implementation of a set of sustainable and interconnected reform activities, which in the long term should ensure the achievement of the following key goals: Improvement of fiscal and macroeconomic stability; Development of a good system and practice of public finance management; Increasing the efficiency of public resource management; Improving the efficiency of service provision; and Increasing the transparency of public finances and accountability.</p> <p>SMPF RS defined that the degree of realization of measures and activities planned in the period 2021-2025 is monitored through annual reports on the implementation of the Strategy.</p>							
Risks/Problems	/							
Next steps	Implementation of activities within the Public Finance Management Strategy of the Republika Srpska 2021-2025 according to plan, and regular monitoring and reporting.							

Annex: Tabular overview of the implementation of the Action Plan

Additional information	<p>The report on the implementation of the Public Finance Management Strategy of the Republika Srpska (2021-2025), for the 2021, was adopted by the Government of the Republika Srpska at the 185th session held on September 1, 2022.</p> <p>Although in the Action Plan of the Strategic Framework for the Reform of Public Administration 2018-2022 the National Assembly of the Republika Srpska is also listed as the responsible institution for the adoption of the Public Finance Management Strategy of the Republika Srpska, according to the new Law on Strategic Planning and Management of Development in the Republika Srpska (Official Gazette RS no. 63/21) The National Assembly of the Republika Srpska adopts the Development Strategy of the Republika Srpska, and the Government of the Republika Srpska adopts the sectoral strategies of the Republika Srpska on the proposal of the competent republican administrative body.</p>
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ACTIVITY 5.0.4

ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:			
Draft and adopt the PFM reform strategy of BDBiH for up to 2026.		drafting: BD Finance Directorate, adoption: BD Government				III quarter 2020 			
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:							
INDICATORS		INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>	
	Document adopted	BASELINE		-	-	-	no	-	
		TARGET		-	-	-	yes	-	
		CURRENT		-	-	-	yes	-	
Description of achievement	On December 17, 2020 the Government of Brčko District BiH adopted the Strategy for the Reform of Public Finance Management of the Brčko District of BiH for the period 2021-2025. The PFM reform strategy of the BD BiH is aimed at strengthening the PFM system by promoting transparency, accountability, fiscal discipline and efficiency in the management and use of public resources for economic development and improved service delivery. It is organized into six pillars that cover all key functions of the PFM system, namely: Pillar I - fiscal framework; Pillar II - public revenues; Pillar III – Planning and budget preparation; Pillar IV – Budget execution; Pillar V – Internal control; Pillar VI – external audit.								
Risks/Problems	/								
Next steps	Realization of activities within the BD BiH Public Finance Management Reform Strategy 2021-2025 according to plan, and regular monitoring and reporting.								
Additional information	The strategy envisages the adoption of Annual Action Plans, which will contain more precise deadlines and details of the activities that will be carried out for the purpose of realizing the foreseen measures. Also, monitoring and annual reporting on the implementation of Annual Action Plans is foreseen. For the purposes of monitoring and reporting, it is planned to use indicators at the level of output results of activities and at the level of pillar results. Information for the purposes of reporting is collected from the annual reports on the work of institutions that are listed as bearers of the measure and from other documents that are listed as sources of verification through the logical framework of the Strategy. For pillar V - internal control, the established framework for monitoring and reporting on the Strategy for the Development of the Internal Financial Control System 2021-2025 will be applied.								

ACTIVITY 5.0.5	ACTIVITY:		RESPONSIBLE INSTITUTIONS:				IMPLEMENTATION DEADLINE:				
	<p>Draft and adopt a consolidated SF PAR for up to 2026, in line with the SF PFM, in such a way to:</p> <ul style="list-style-type: none">- ensure expert and technical support for drafting the consolidated SF- form an inter-governmental working body for drafting the consolidated SF- define and agree on a methodological framework for drafting the consolidated SF- define and agree on coordination mechanisms for drafting, implementing and monitoring the implementation of the consolidated SF- draft and agree on a consolidated strategic document for improving PFM- draft and agree on an operative document (action plan) for improving PFM- develop a framework for M&E- adopt a consolidated strategic framework for PFM reform		<p><i>drafting: BiH MFT; FBiH MF; RS MF; BD FD; PARCO; Inter-governmental working body for drafting the consolidated SF; adoption: CoMBiH, FBiH Government, RS Government and RS Assembly, BDBiH Governmen</i></p>				<p>I quarter 2021</p>				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:								
			INDICATORS		INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH
			Document adopted		BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
				TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	
				CURRENT	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	
Description of achievement		<p>During 2022, the Council of Ministers of BiH, the Government of the Federation of BiH, the Government of Republika Srpska and the Government of Brčko District of BiH approved the Comprehensive Strategy for the Management of Public Finances (CSMPF) in BiH for the period 2021-2025.</p> <p>The CSMPF in BiH presents a content and time overview of the strategies of four levels of government in a harmonized structure, while individual strategies of all levels of government (Strategy of Public Finance Management of the Republika Srpska 2021-2025; Strategy of Public Finance Management Reform of the Brčko District of BiH 2021-2025; Strategy of Improvement of Management public finances of BiH institutions 2021–2025 and the Strategy for the reform of public finance management of the Federation of BiH 2021–2025) form an integral part of the Comprehensive Strategy (annexes). The objectives, measures and indicators of the CSMPF in BiH are classified into six pillars: 1) Fiscal framework, 2) Public revenues, 3) Planning and budget preparation, 4) Budget execution, 5) Internal control and 6) External audit. The six pillars include 30 measures, with a defined overall goal of the measure, and 278 activities, in such a way that for each measure, goal and activity, there is the level of government responsible for it, as well as the bearers of the measures and activities. CSMPF in BiH does not contain new activities in relation to individual strategies and includes the period of validity of individual strategies. Out of 278 activities, 11 activities (4%) were identified as horizontally dependent activities, i.e. activities whose implementation requires the cooperation of at least two levels of government. Management and</p>									

Annex: Tabular overview of the implementation of the Action Plan

	<p>implementation coordination are, in accordance with the constitutional competences and institutional responsibilities in the field of public finances, conditioned by individual public finance management strategies, which are an integral part of the CSMPF in BiH. The overall strategy does not focus on the costs of implementing the activities and they are assessed at the level of individual strategies.</p> <p>By giving consent to the Proposal of the CSMPF in BiH, consent was also given to the framework for monitoring and reporting, which includes the consolidated annual action plan (AAP) and the annual implementation report (AIR). As part of the preparation of the Proposal for the CSMPF in BiH, forms for the Annual Action Plan (AAP) and the Annual Implementation Report (AIR) were prepared for monitoring and reporting on individual strategies, as well as for consolidated planning and reporting. Deadlines for creating AAP and AIR of individual strategies are aligned with individual strategies, while consolidated AAP and AIR for CSMPF in BiH will be adopted by September 15th. The purpose of monitoring and reporting is to ensure timely and relevant consolidation of information on the degree of implementation of public finance management reforms in BiH. The Annual Action Plan (AAP) and the Annual Implementation Report (AIR) must be reviewed and approved by the Implementation Monitoring Working Group before being submitted for approval.</p>
Risks/Problems	/
Next steps	Realization of the Comprehensive Public Finance Management Strategy in BiH 2021-2025, regular monitoring and reporting, and its evaluation.
Additional information	<p>Bearing in mind that the Action Plan of the Public Administration Reform of BiH 2020-2022 foresees the formation of an intergovernmental body for the creation of a consolidated strategic framework for this activity, activities on the development of a comprehensive public finance management strategy in BiH began with the appointment of two representatives from all levels of government to the intergovernmental working body. In this regard, the Government of Republika Srpska adopted a Decision ³⁶ on the appointment of a representative of the Republika Srpska to participate in the development of a comprehensive strategy for the management of public finances in BiH for the period 2021–2025 and Decision ³⁷ on the appointment of a representative of Republika Srpska to monitor the implementation of the Comprehensive Strategy for the Management of Public Finances in BiH for the period 2021-2025. The activity was realized with the technical support of the Department for Fiscal Affairs of the International Monetary Fund (IMF) through the project Reform of Tax Administration and Public Finance Management in Southeastern Europe financed by the European Union (EU) and the State Secretariat for Economic Affairs of Switzerland (SECO).</p>

³⁶ Decision of the Government of the Republika Srpska on the appointment of a representative of the Republika Srpska to participate in the development of a Comprehensive Public Finance Management Strategy in BiH for the period 2021–2025, number: 04/1-012-2-2040/21 from July 8, 2021.

³⁷ Decision on the appointment of a representative of Republika Srpska to monitor the implementation of the Comprehensive Public Finance Management Strategy in BiH for the period 2021-2025 number 04/1-012-2-2293/22 from June 30, 2022.