

ANNEX: TABLE OVERVIEW OF THE IMPLEMENTATION OF THE ACTION PLAN

Report: Report on the implementation of the Action Plan of the Strategic Framework for Public Administration Reform in BiH 2018-2022 (2027)

Reporting period: January-June 2023

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AREA 1 – POLICY DEVELOPMENT AND COORDINATION

MEASURE 1.1:

Enhancing capacities of decision-makers at administrative levels in Bosnia and Herzegovina to develop 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 the policy proposals that are sent to decision-makers for adoption Points	<i>Bosnia and Herzegovina</i>	<i>0/4</i>	<i>4/4</i>	<i>0/4</i>
	<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 the CoG in setting and enforcing procedures – SIGMA Points	<i>Bosnia and Herzegovina</i>	<i>1/4</i>	<i>4/4</i>	<i>2/4</i>
	<i>Institutions of BiH</i>	<i>1/4</i>	<i>4/4</i>	<i>2/4</i>
	<i>FBiH</i>	<i>1/4</i>	<i>4/4</i>	<i>3/4</i>
	<i>RS</i>	<i>1/4</i>	<i>4/4</i>	<i>1/4</i>
	<i>BD BiH</i>	<i>1/4</i>	<i>4/4</i>	<i>3/4</i>

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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:		BiH Council of Ministers, FBiH Government, RS Government, BD BiH Government					Iq2027				
	- 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		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
	- 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		INDICATOR VALUES:					<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
	INDICATORS	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>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>				
		Legal frameworks for coordinating the content of policy proposals are established i.e., improved	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. The implementation of this activity is planned through a project IPA II 2019 which is in the public procurement procedure. Long-term IPA procedures related to the preparation and approval of the project, including the approval of financial resources, and the implementation of public procurement affected the beginning of the implementation of this activity.											
Risks/Problems	The risk is related to the outcome of the public procurement procedure of the project from IPA II 2019, within which the implementation of this activity is planned.											
Next steps	Proposals for next steps will be defined if/when the project from IPA II 2019 starts implementation.											

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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	4q2027				
		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.						
Next steps	Proposals for next steps will be defined if/when the project from IPA II 2019 starts implementation.						

MEASURE 1.2:

Improving the system of strategic, medium-term and annual planning in Bosnia and Herzegovina at each administrative level through inter-institutional cooperation and harmonization with the budgeting process and available public financial resources and EU integration requirements, respecting the constitutional and legal set-up of Bosnia and Herzegovina

MEASURE INDICATORS		INDICATOR VALUES		
		BASELINE	TARGET	CURRENT
1. Adequacy of the legal framework of policy planning at each administrative level - SIGMA	<i>Bosnia and Herzegovina</i>	<i>3/7</i>	<i>7/7</i>	<i>6/7</i>
	<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	<i>Bosnia and Herzegovina</i>	<i>3/8</i>	<i>8/8</i>	<i>4/8</i>
	<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>

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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 Republika Srpska, General Secretariat of the Government of Republika Srpska, Secretariat of the Government of Brčko District Bosnia and Herzegovina					2q2026	
		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>
		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	BASELINE	<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	At the level of institutions of BiH, the Council of Ministers of BiH adopted the Instruction on the method of preparation of the annual work program and work report in the institutions of BiH ("Official Gazette of BiH", number 48/23). This simplified and improved the legal framework for annual policy planning in the institutions of BiH, which will enable good monitoring and annual reporting on the implementation of planned activities in the institutions of BiH. There was no progress on the drafting of the legal framework for long-term, that is, sectoral planning. No information							

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	related to the improvement of the legal framework for medium-term planning, monitoring and reporting at the level of BiH institutions were submitted. Information on the implementation of activities in the reporting period has not been submitted for the Federation of Bosnia and Herzegovina. In Republika Srpska and Brčko District of BiH, there was no progress in the reporting period.
Risks/Problems	Correct application of the Instructions on how to prepare the annual work program and work report in the institutions of BiH when preparing the annual work program of the institutions of BiH for the year 2024.
Next steps	Enable the preparation of the annual work program and work report in the institutions of Bosnia and Herzegovina in a shared document through the Microsoft 365 license.

ACTIVITY 1.2.2	ACTIVITY: 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.	RESPONSIBLE INSTITUTIONS: <i>BiH Civil Service Agency, FBiH Civil Service Agency, Republika Srpska Civil Service Agency, the HR Sub-Division of Brčko District of Bosnia and Herzegovina</i>					IMPLEMENTATION DEADLINE: 4q2026	
	ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:						●	
	INDICATOR VALUES:						●	
	INDICATORS						●	
		Degree of maturity of institutions for the planning, monitoring and reporting process	BASELINE	1.phase	1.phase	1.phase	1.phase	1.phase
		Possible values: 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	TARGET	2.phase	2.phase	2.phase	2.phase	2.phase
		BLV: Phase 1 - establishment (cumulative for all levels - mean)	CURRENT	1.phase	2.phase	2.phase	2.phase	1.phase
		TV: Phase 2 - the functions are performed						●
Description of achievements	After the Council of Ministers of BiH adopted the Instruction on the method of preparation of the annual work program and work report in the institutions of BiH, the Ministry of Justice of BiH conducted two one-day trainings for all ministries and administrative organizations of BiH.							
Risks/Problems	/							
Next steps	Further training of human capacities for the implementation of the new legal framework for annual planning, monitoring and reporting at the level of BiH institutions.							

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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					2q2026		
			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>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>
Description of achievements		At the level of BiH institutions, there was no progress in the reporting period.								
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		/								






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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					4q2026				
			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 Republika Srpska and Brčko District of BiH, there was no progress in the reporting period. Information on the implementation of activities at the level of institutions of BiH and in the Federation of BiH were not submitted in the reporting period, and there was no change in the value of the indicator.										
Risks/Problems		/										
Next steps		/										

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>

ACTIVITY 1.3.1	<p>ACTIVITY:</p> <p>Establish a mechanism for collecting, recording and submitting data on:</p> <ul style="list-style-type: none"> - 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; - 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. 	<p>RESPONSIBLE INSTITUTIONS:</p> <p>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</p>	<p>IMPLEMENTATION DEADLINE:</p> <p>Iq2026 + continuously by the end of 2027</p>																							
	<p>ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:</p>		    																							
	INDICATORS	<p>Data for determining the value of indicators at the level of Measure 3 are available</p>	<p><i>INDICATOR VALUES:</i></p> <table border="1"> <thead> <tr> <th></th> <th><i>Inst.BiH</i></th> <th><i>FBiH</i></th> <th><i>RS</i></th> <th><i>BD</i></th> <th><i>BiH</i></th> </tr> </thead> <tbody> <tr> <td>BASELINE</td> <td><i>no</i></td> <td><i>no</i></td> <td><i>no</i></td> <td><i>no</i></td> <td><i>no</i></td> </tr> <tr> <td>TARGET</td> <td><i>yes</i></td> <td><i>yes</i></td> <td><i>yes</i></td> <td><i>yes</i></td> <td><i>yes</i></td> </tr> <tr> <td>CURRENT</td> <td><i>no</i></td> <td><i>no</i></td> <td><i>no</i></td> <td><i>no</i></td> <td><i>no</i></td> </tr> </tbody> </table>		<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>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>																					
Description of achievements	To determine the value of the indicator in question, data for the entire calendar year is taken into account, so there was no change in the value of this indicator.																									
Risks/Problems	/																									
Next steps	/																									

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ACTIVITY 1.3.2	ACTIVITY:		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					2q2026		
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:			●	●	●	●	●
			INDICATORS		INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</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	At the level of the institutions of BiH and in the Brčko District of BiH, there was no progress in the reporting period. Information on the implementation of activities in the reporting period has not been submitted for the Federation of BiH. In the Republika Srpska, the new Decision on the impact assessment of regulations ("Official Gazette of the Republika Srpska", number 08/23), prescribes two forms, namely form 1 of the impact assessment of the draft/proposed law and form 2 of the impact assessment of the proposed regulation. With these forms, the methodological tools established in the Methodological manual for the assessment of the impact of regulations have been updated, as well as the more detailed questions on the basis of which the analysis is performed and the expected impacts are assessed. In addition to refreshing the methodological tools through the forms prescribed by the new Decision, important novelties are also the provisions related to the assessment of the impact of regulations that are harmonized with the legal acquis of the European Union, as well as the prediction of the obligation to conduct a cost-benefit analysis, the introduction of standard cost models, and ex post analysis.									
Risks/Problems	Lack of capacity to develop methodology, manuals or guidelines for assessing the impact of regulations at the level of BiH institutions. In the Republika Srpska, a constant change of civil servants who fill out the forms when drafting/proposal laws, i.e. by-laws (regulations and rules of procedure that elaborate formalities).									
Next steps	Ensure donor support for the development of methodology, manuals or guidelines for assessing the impact of regulations at the level of BiH institutions.									

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ACTIVITY 1.3.3	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Develop rules for the development of public policies and other general acts at all administrative levels in BiH		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					1q2026				
			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>
		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		At the level of BiH institutions, in the Republika Srpska and in the Brčko District of BiH, there was no progress in the reporting period. Information on the implementation of activities in the reporting period were not submitted for the Federation of BiH.										
Risks/Problems		Lack of resources and capacity to carry out activities at the level of BiH institutions.										
Next steps		Ensure donor support for the rules development, for the public policies development and other general acts at the level of BiH institutions.										

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					4q2026 + continuously by the end of 2027					
			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%	0%	0%	
		TARGET		90%	90%	90%	90%	90%	90%	90%			
		CURRENT		0%	0%	0%	0%	0%	0%	0%			
Description of achievements	Data on planned and realized trainings in the area of regulatory impact assessment were not submitted for the reporting period. For this reason, the rating of the indicator value is zero for all levels.												
Risks/Problems	Resources and capacities for carrying out activities at the level of the institutions of BiH and in the Republika Srpska.												
Next steps	<p>The BiH Civil Service Agency should conduct research with the institutions on the needs for education and create a comprehensive training plan and program.</p> <p>With the support of the Civil Service Agency of BiH, the Civil Service Agency of the Federation of BiH, the Agency for State Administration of the Republika Srpska, the Human Resources Subdivision of the Brčko District of BiH and international organizations (SIGMA, ReSPA), plan and organize trainings for civil servants in the area of regulatory impact assessment.</p>												

Annex: Tabular overview of the implementation of the Action plan

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, F BiH Government Office for Legislation and Alignment with the EU Acquis, Secretariat for Legislation of the RS Government, Legislative Office of the Brčko District Mayor	4q2026				
	ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:		●	●	●	●	●
	INDICATORS	INCATOR VALUES:	<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
Regulations database is operational and publically available	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	There was no progress in the reporting period.						
Risks/Problems	Availability of financial resources for the implementation of activities.						
Next steps	/						

Annex: Tabular overview of the implementation of the Action plan

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					4q2027				
			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>
			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>				
Description of achievements	At the level of BiH institutions, in the Republika Srpska and in the Brčko District of BiH, there was no progress in the reporting period. Information on the implementation of activities in the Federation of BiH were not submitted in the reporting period.											
Risks/Problems	Availability of financial resources for the implementation of activities.											
Next steps	/											

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	<i>n/a</i>	50%	0%
	<i>Institutions of BiH</i>	<i>n/a</i>	<i>50%</i>	0%
	<i>FBiH</i>	<i>n/a</i>	<i>50%</i>	0%
	<i>RS</i>	<i>n/a</i>	<i>50%</i>	0%
	<i>BD BiH</i>	<i>n/a</i>	<i>50%</i>	0%
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>

Annex: Tabular overview of the implementation of the Action plan

ACTIVITY 1.4.1	ACTIVITY:	RESPONSIBLE INSTITUTIONS:	IMPLEMENTATION DEADLINE:								
	<p>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)</p>	<p><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></p>					<p>2q2026</p>				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
		INDICATORS	INDICATOR VALUES:					<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>
<p>Adequacy of the regulatory framework for an effective public consultation process - SIGMA</p>		BASELINE	3/10	3/10	3/10	3/10	3/10	3/10			
		TARGET	10/10	10/10	10/10	10/10	10/10	10/10			
		CURRENT	5/10	5/10	4/10	9/10	5/10				
Description of achievements	<p>At the level of BiH institutions, there was no progress in improving the Rules for consultations in the drafting of legal regulations. In the Republika Srpska and Brčko District of BiH, there was no progress in the reporting period. Information on the implementation of activities in the Federation of BiH were not submitted in the reporting period.</p>										
Risks/Problems	<p>Insufficient training of civil servants at the level of BiH institutions on the importance and method of conducting public consultations, especially additional public and inter-institutional consultations (horizontal and vertical). Insufficient public interest in online consultations through the web platform e-Consultation.</p>										
Next steps	<p>Complete the initiated amendments to the Rules for consultations in the drafting of legal regulations.</p>										

Annex: Tabular overview of the implementation of the Action plan

ACTIVITY 1.4.2	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:		
	<p>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)</p>		<p>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</p>					2q2026		
			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	3/10	3/10	3/10	3/10	3/10	3/10
				TARGET	10/10	10/10	10/10	10/10	10/10	10/10
			CURRENT	5/10	5/10	4/10	9/10	5/10		
Description of achievements	At the level of BiH institutions, there was no progress in improving the Rules for consultations in the drafting of legal regulations. In Republika Srpska and Brčko District of BiH, there was no progress in the reporting period. Information on the implementation of activities in the Federation of BiH were not submitted in the reporting period.									
Risks/Problems	<p>Insufficient training of civil servants at the level of BiH institutions on the importance and method of conducting public consultations, especially additional public and inter-institutional consultations (horizontal and vertical).</p> <p>Insufficient public interest in online consultations through the web platform e-Consultation.</p>									
Next steps	Complete the initiated amendments to the Rules for consultations in the drafting of legal regulations.									

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					3q2026				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
			INDICATORS					INDICATOR VALUES:				
		E-consultation portal operational at all administrative levels				<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>yes</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>		
Description of achievements		At the level of BiH institutions, the Ministry of Justice of BiH previously established and improved the e-Consultation web portal. In Republika Srpska and Brčko District of BiH, there was no progress in the reporting period. Information on the implementation of activities in the Federation of BiH were not submitted in the reporting period.										
Risks/Problems		/										
Next steps		/										

ACTIVITY 1.4.4	<p>ACTIVITY:</p> <p>Establish a mechanism for collecting, recording and submitting data on:</p> <ul style="list-style-type: none"> - 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) - <i>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;</i> <p><i>(Note for all data: The measurement will include strategic, planning, programming documents and legal acts that are submitted to decision makers for consideration).</i></p>		<p>RESPONSIBLE INSTITUTIONS:</p> <p>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</p>			<p>IMPLEMENTATION DEADLINE:</p> <p>1q2026+ continuously by the end of 2027</p>																									
			<p>ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:</p>																												
			<p>INDICATOR VALUES:</p>																												
			<table border="1"> <thead> <tr> <th></th> <th>Inst.BiH</th> <th>FBiH</th> <th>RS</th> <th>BD</th> <th>BiH</th> </tr> </thead> <tbody> <tr> <td rowspan="3" style="vertical-align: middle;">INDICATORS</td> <td>Available data for determining the value of indicators at the level of Measure 4</td> <td>BASELINE</td> <td>no</td> <td>no</td> <td>no</td> <td>no</td> </tr> <tr> <td></td> <td>TARGET</td> <td>yes</td> <td>yes</td> <td>yes</td> <td>yes</td> </tr> <tr> <td></td> <td>CURRENT</td> <td>no</td> <td>no</td> <td>no</td> <td>no</td> </tr> </tbody> </table>						Inst.BiH	FBiH	RS	BD	BiH	INDICATORS	Available data for determining the value of indicators at the level of Measure 4	BASELINE	no	no	no	no		TARGET	yes	yes	yes	yes		CURRENT	no	no	no
	Inst.BiH	FBiH	RS	BD	BiH																										
INDICATORS	Available data for determining the value of indicators at the level of Measure 4	BASELINE	no	no	no	no																									
		TARGET	yes	yes	yes	yes																									
		CURRENT	no	no	no	no																									
Description of achievements	To determine the value of the indicator in question, data for the entire calendar year are taken into account, so there was no change in the value of this indicator.																														
Risks/Problems	/																														
Next steps	/																														

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>	<i>0/12</i>	<i>8/12</i>	<i>5/12</i>
	<i>FBiH</i>	<i>0/12</i>	<i>8/12</i>	<i>4/12</i>
	<i>RS</i>	<i>0/12</i>	<i>8/12</i>	<i>4/12</i>
	<i>BD BiH</i>	<i>0/12</i>	<i>8/12</i>	<i>9/12</i>
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>	<i>n/a</i>	<i>20%</i>	<i>0%</i>
	<i>FBiH</i>	<i>n/a</i>	<i>20%</i>	<i>0%</i>
	<i>RS</i>	<i>n/a</i>	<i>20%</i>	<i>0%</i>
	<i>BD BiH</i>	<i>n/a</i>	<i>20%</i>	<i>0%</i>

Annex: Tabular overview of the implementation of the Action plan

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					1q2027		
			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		At the level of BiH institutions, in the Republika Srpska and in the Brčko District of BiH, there was no progress in the reporting period. Information on the implementation of activities in the Federation of BiH were not submitted in the reporting period.								
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 the number predicted in the program.</p> <p>Untimely delivery of the opinion of the Council of Ministers of BiH on the proposed law for which he is not the proposer.</p>								
Next steps		Improve cooperation between the Secretariat of the Parliamentary Assembly of BiH and the General Secretariat of the Council of Ministers of BiH.								

ACTIVITY 1.5.2	<p>ACTIVITY:</p> <p>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</p>		<p>RESPONSIBLE INSTITUTIONS:</p> <p>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</p>					<p>IMPLEMENTATION DEADLINE:</p> <p>2q2027</p>				
	<p>ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:</p>							●	●	●	●	●
	INDICATORS		<p>INDICATOR VALUES:</p>					<i>Inst. BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
			<p>Use of the urgent procedure for the approval of laws proposed by the government - SIGMA</p>		BASELINE		<i>0/5</i>	<i>0/5</i>	<i>0/5</i>	<i>0/5</i>	<i>0/5</i>	
TARGET					<i>3/5</i>	<i>3/5</i>	<i>3/5</i>	<i>3/5</i>	<i>3/5</i>			
CURRENT					<i>0/5</i>	<i>0/5</i>	<i>0/5</i>	<i>2/5</i>	<i>0/5</i>			
Description of achievement		<p>At the level of institutions of BiH, the Council of Ministers of BiH sent three draft laws to the parliamentary procedure in the reporting period, and not a single draft law was proposed for consideration under the urgent procedure. In the Republika Srpska and Brčko District of BiH, there was no progress in the reporting period. Information on the implementation of activities in the Federation of BiH were not submitted in the reporting period.</p>										
Risks/Problems		<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>Specify the provisions of the Rules of Procedure of the Chambers of the BiH Parliamentary Assembly that refer to the conditions that a proposed law must meet in order to be considered under the urgent procedure.</p>										

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:

1q2026+ continuously by the end of 2027

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

INDICATOR: Available data for determining the value of indicators at the level of Measure 5

Description of achievements	To determine the value of the indicator in question, data for the entire calendar year are taken into account, so there was no change in the value of this indicator.
Risks/Problems	/
Next steps	/

AREA 2 – PUBLIC SERVICE AND HUMAN RESOURCE MANAGEMENT

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%	57.9%
	<i>Institutions of BiH</i>	<i>n/a</i>	80%	66%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 Calculated on the basis of the responses of 47 institutions out of a total of 66 that were covered by the methodology determined by the corresponding passport of indicators. Of these, 31 institutions state that they have an independently established HRM function (department or workplace), which would indicate that at the level of BiH institutions, 65.96% 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 a civil servant/department/sector that is dealing with human resource management.

³ Calculation based on the responses of 45 institutions that submitted data. Of these, 12 institutions have some kind of HRM plans (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). Given 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 No data provided.

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			IVq2025			
	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>
		Agreed Policy Framework adopted	BASELINE	/	/	no	no	no
		TARGET	/	/	yes	yes	yes	
		CURRENT	/	/	yes	yes	yes	
Description of achievements	Realized in the previous reporting period at the levels responsible for the implementation of this activity. In addition, in this reporting period, the Government of Zenica-Doboj Canton adopted the Human Resource Management policy.							
Risks/Problems								
Next steps								

ACTIVITY 2.1.1.2	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, PARCO					Iq2026				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
			<i>INDICATOR VALUES:</i>					<i>Inst. BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
	INDICATORS		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		<p>There were no changes in the reporting period.</p> <p>In 2021, the Ministry of Justice of BiH initiated the formation of the IMWGs, but the proposals of members for the IMWGs, apart from the Ministry, were sent only by the Civil Service Agencies of BiH and FBiH. The Ministry of Justice of BiH believes that due to not formation of the IMWGs, activities 2.1.3, 2.1.4, 2.1.5, 2.1.6, 2.1.9 and 2.1.10 were not implemented.</p> <p>During the previous period, the coordination of the work of working groups of all administrative levels in BiH was carried out through the project activities of the project Strengthening Human Resources Management in BiH. After the end of the project (January 2022), no coordination and information exchange activities on the work of the working groups were recorded.</p>										
Risks/Problems		Lack of interest of certain administrative levels in BiH for the formation of IMWGs										
Next steps		The Ministry of Justice of BiH will send an urgent request for the appointment of IMWG members to the institutions that have not yet done so.										

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					IIIq2025				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
			INDICATORS					INDICATOR VALUES:				
			Analysis with recommendations is made					<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>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	
Description of achievements	Activity realized in the previous reporting period at all administrative levels (as part of the project "Strengthening Human Resource Management in BiH", analyzes of civil service regulations at all administrative levels in BiH (including Cantons) were prepared in relation to the SIGMA Principles, PAR Strategic framework and main evaluation criteria. As part of the project, a proposal was also made for areas where coordination between different administrative levels is necessary and possible. 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 resource in the civil service structures of the Federation of BiH.											
Risks/Problems	The risk that the recommendations from the analysis in question will not be implemented in the new civil service laws.											
Next steps	Take the recommendations from the analysis in question as a starting point when drafting new laws on civil service.											

ACTIVITY 2.1.1.4	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	IIq2026				
	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 regulations (civil service laws and bylaws) prepared	BASELINE	0	0	0	0	0/4
		TARGET	1	1	1	1	4/4
		CURRENT	1	0	1*	1	3/4
Description of achievements	<p>According to the assessment of the Ministry of Justice of BiH, in accordance with the common policy framework, there is no need to upgrade the legal basis for the public service at the level of the institutions of BiH, and it should be made functional and common methodologies for data collection should be integrated into the Information System for Human Resources Management, while at the same time should ensure uniformity and interoperability of data at all levels, which has not been done. However, given the recommendations from the 2022 SIGMA report, certain changes to the regulations are still desirable. Consultations are underway with SIGMA on the draft law on amendments to the law on the civil service of BiH previously prepared with the support of the project "Strengthening Human Resources Management in BiH".</p> <p>In this reporting period, the Government of the Federation of Bosnia and Herzegovina received a proposal for a Regulation on the conditions, method and program of taking the general knowledge exam and professional exam for civil service candidates in the Federation of BiH.</p> <p>*The indicator changed based on information from the competent authorities of the Republika Srpska that the working group for drafting the Law on civil servants of the Republika Srpska prepared a working version of the Law on Civil Servants in April 2023 and submitted it to the Minister of the Ministry of Administration and Local Self-Government for reference in the adoption procedure. However, Public Administration Reform Coordinator's Office did not have access to the above-mentioned draft, so it was not possible to assess whether it is in accordance with the Principles of Public Administration.</p> <p>At the level of the RS and BD BiH, no changes were recorded in this activity.</p>						
Risks/Problems	<p>Insufficient monitoring of the implementation of the Law on Civil Service in BiH institutions and reporting.</p> <p>Slowness in obtaining opinions and adopting prepared acts by the Government at the level of the Federation of BiH.</p>						
Next steps	Create and adopt regulations in accordance with the recommendations of SIGMA and the project "Strengthening Human Resources Management in BiH"						

ACTIVITY 2.1.5	ACTIVITY: 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)		RESPONSIBLE INSTITUTIONS: Key HRM institutions, IMWG			IMPLEMENTATION DEADLINE: IIq2026		
	ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	
	INDICATORS	INDICATOR VALUES:					Inst.BiH	FBiH
		BASELINE					0	0
TARGET					1	1		
CURRENT					1	0		
Description of achievements		<p>There was no progress in implementation of this activity.</p> <p>According to the assessment of the Ministry of Justice of BiH, the competences of the Ministry of Justice of BiH and the Agency for the Civil Service of BiH, in matters of development of the civil service and development of HRM policies, their implementation and supervision over it, are clearly delimited. However, previously conducted analyses, as well as the SIGMA report from 2022, indicate certain shortcomings in the regulations in this regard, which need to be eliminated in the coming period.</p> <p>*The indicator changed on a basis of information from the competent authorities of the Republika Srpska that the working group for drafting the Law on Civil Servants of the Republika Srpska prepared a working version of the Law on Civil Servants in April 2023 and submitted it to the Minister of the Ministry of Administration and Local Self-Government for reference in the adoption procedure. However, the Public Administration Reform Coordinator's Office did not have access to the above-mentioned draft, so it was not possible to assess whether it is in accordance with the Principles of Public Administration.</p>						
Risks/Problems								
Next steps		Create and adopt regulations in accordance with the analyzes and recommendations of SIGMA and the project "Strengthening Human Resource Management in BiH"						

ACTIVITY 2.1.1.6	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					Ilg2021				
			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>		
		Capacity building program of key HRM institutions implemented		BASELINE	0	0	0	0	0	0/4		
				TARGET	1	1	1	1	1	4/4		
				CURRENT	1	1	1	1	1	4/4		
Description of achievements		Activity realized in the previous reporting period (as part of the project "Strengthening Human Resources Management in BiH", an assessment of capacity needs and training needs of key institutions was carried out, and a plan for the development of their capacities was drafted. In accordance with the mentioned plan, during 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 also underwent a series of trainings organized by CSA BiH, as well as by other organizers, while CSA FBiH, as part of a special professional development program for 2021 and 2022, planned and implemented training for human resources units in civil service bodies in the Federation of BiH).										
Risks/Problems		Insufficient capacities of the Ministry of Justice of BiH for monitoring the implementation of the Law on Civil Service in the institutions of BiH. The burden of the employees of CSA FBiH with the multitude of regulations that regulate the civil service system in the Federation of BiH. Insufficiently specified HRM functions through the legislative framework. Absence of legal regulations for the implementation of recommendations from the Capacity Analysis of CSA RS.										
Next steps		Strengthen the capacity of the Ministry of Justice of BiH to monitor the implementation of the Law on Civil Service in the institutions of BiH. Work on further strengthening of the units for HRM and the competencies of CSA FBiH employees. Implementation of recommendations from the subject Analysis.										

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					Iq2026				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
			INDICATORS					INDICATOR VALUES:				
		Reports of central HRM institutions are regularly (annually) published on the official websites		BASELINE		Inst.BiH	FBiH	RS	BD	BiH		
				TARGET		1	1	1	1	4/4		
				CURRENT		1	1	0	0	2/4		
Description of achievements		<p>In the reporting period, the Agency for Civil Service of the Federation of Bosnia and Herzegovina established a new platform for the management of professional training (TMS) with key outcomes on the public display of the number of participants trend in the current and previous year, and on the number of days of professional training. The TMS platform is integrated through the HRMIS system for HRM. Also, at its 5th session, the Government of the Federation of BiH adopted a report on the state of personnel for 2022 with a tentative employment plan for 2023 (which contains the number of civil servants, their division by category, age, gender and ethnic structure, data on the implemented trainings, recruitment procedures, evaluation and planning).</p> <p>At the level of RS and BD BiH, no progress was recorded on this activity in this reporting period.</p>										
Risks/Problems												
Next steps		<p>In the previous reporting period, the Agency for State Administration of the RS obtained the initial approval for the financing and implementation of this activity by the OSCE BiH. The plan was that, with funding from the OSCE, this activity would begin implementation in the first half of 2023, and this activity should be realized in accordance with the previously mentioned plan.</p> <p>In BD BiH, this obligation is stipulated by the proposal of a new law.</p>										

ACTIVITY 2.1.1.8	ACTIVITY:		RESPONSIBLE 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 2025, 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>
Number of meetings held per year		BASELINE		0	0	0	0	0	0			
		TARGET		2	2	2	2	2				
		CURRENT		0	0	0	0	0				
Description of achievements	After the initial meeting of the Forum of Directors of Civil Service/Administration Agencies in BiH (May 31, 2022), no formal meeting of this Forum was held. In the reporting period, the directors of the Civil Service/Administration Agencies agreed on meetings of the Forum of Directors for September 2023 (hosted by CSA BIH, Sarajevo) and March 2024 (hosted by CSA FBiH, Sarajevo).											
Risks/Problems	Lack of continuous cooperation.											
Next steps	Ensure the sustainability of the Forum of Directors, plan activities of the forum and prepare joint initiatives for decision-makers, and strengthen cooperation and coordination between Civil Service Agencies through continuous activities of cooperation and exchange of experiences.											

ACTIVITY 2.1.1.9	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					IVq2026				
			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		BASELINE	<i>n/a</i>	<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%	80%		
				CURRENT	66%	3.3%	90.3%	100%	51.5%			
Description of achievements	At the level of BiH institutions, data for this activity was submitted by a total of 47 institutions (out of 66 included in the methodology), of which 31 institutions state that they have an established department or workplace for HRM affairs. This indicates that at this level approximately 66% of institutions have an independently established HRM function. At other administrative levels, there were no changes compared to the previous reporting period.											
Risks/Problems	Lack of financial resources for the introduction of new working places, lack of capacity (unfilled working places), slow adoption of amendments to the rulebook on systematization, insufficient understanding by managers of the need to more adequately determine the HRM function, especially at the FBiH level.											
Next steps	Development of a catalog of working places for general joint jobs in the civil service.											

ACTIVITY 2.1.1.10	ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	<p>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</p>	<p>BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH, Individual institutions</p>					<p>IVq2026</p>				
		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 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%	0	0	0	0				
Description of achievements	In this reporting period, there was no progress in this activity at any administrative level.										
Risks/Problems	<p>Lack of training of human resources.</p> <p>Non-harmonization of the system in the Federation of BiH.</p>										
Next steps	It is necessary for the agencies of the civil service/administration to familiarize the institutions with the model of the institutional strategic plan for human resources management, which was developed as part of the project "Strengthening the Human Resources Management in BiH", and, as necessary, organize training for the HRM units for the development of this plan.										






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ACTIVITY 2.1.1.11	ACTIVITY: Establish and provide continuous support to the work of the network of HRM professionals that will include all four administrative structures in BiH		RESPONSIBLE INSTITUTIONS: <i>BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH</i>					IMPLEMENTATION DEADLINE: <i>IIq2026, thereafter continuously</i>				
			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		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	0	0	0		
Description of achievements		At the FBiH level, two meetings of the Network for the development of human resources were held in the reporting period, in March and June 2023. There were no activities for establishment of a joint network of HRM professionals for all four administrative structures in BiH.										
Risks/Problems		Lack of initiative to establish a common network, the problem of ensuring sustainability.										
Next steps												

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

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					IIq2026				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
		<i>INDICATOR VALUES:</i>					<i>Inst. BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
		INDICATORS	Legally defined written and oral elements used for evaluation of candidates participating in the competition procedure (SIGMA)	BASELINE	/	/	/	/	0/1		
TARGET	1/1			1/1	1/1	1/1	1/1				
CURRENT	1/1			0/1	0/1	1/1	0 ⁶ /1				
The first-ranking candidate is appointed to the position (SIGMA)	BASELINE		/	/	/	/	0/2				
	TARGET		2/2	2/2	2/2	2/2	2/2				
	CURRENT		2/2	0/2	- ⁷	0/2	1 ⁸ /2				
Description of achievements	At the level of BiH institutions, this activity was realized in the previous reporting period. The Ministry of Justice of BiH believes that the Law on Civil Service in the Institutions of BiH represents an adequate legal framework for meritorious employment for positions in the civil service, and that the recruitment procedures for positions in the civil service are similar, with the possibility of improving the procedures. Therefore, they										

⁶ Taking into account the SIGMA methodology, this indicator was calculated as the average level of institutions in BiH, FBiH and RS.

⁷ 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.

⁸ Taking into account the SIGMA methodology, this indicator was calculated as the average level of institutions in BiH, FBiH and RS.

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	<p>believe that at the BiH level there is no need to amend regulations in the field of civil service because the existing regulations ensure the application of the above principles.</p> <p>At the FBiH level, there were no changes to the regulations, but the proposal for the text of the new Regulation on the method of passing general knowledge exams and professional exams, which was sent to the Government of the Federation of BiH, foresees certain innovations in accordance with the recommendations of the European Commission related to the fulfillment of the principle of "merit". This, among other things, refers to the structure of the written part of the professional exam, and the introduction of written work for senior civil servants, which would ensure that the most professional candidates are on the list of successful candidates. In order to achieve this, it is necessary to conduct training for the members of the selection commissions through professional development programs, the content of which is determined by the Agency for the Civil Service of the FBiH. Furthermore, the proposal envisages the possibility for persons with disabilities to take the general knowledge exam and the professional exam in a simplified manner in accordance with their expressed needs. Anonymity in the preparation of the written work would significantly improve the objectivity of the results of the professional examination and would achieve greater transparency and less possibility of appeals by candidates to public competitions.</p> <p>At the level of RS and BD BiH, there was no progress in this activity compared to the previous reporting period.</p>
<p>Risks/Problems</p>	<p>Inconsistent application of civil service regulations at the BiH level, which could reduce the application of the principles.</p> <p>Insufficient readiness to introduce changes related to the way of conducting the professional exam at the FBiH level, as well as insufficient IT equipment in the detached services of the FBiH Civil Service Agency for the complete digitization of the selection process.</p>
<p>Next steps</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 HRM which will be 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 Prime Minister of FBiH. The Council of Ministers of BiH should revise the obligation to request approval for each competition. 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 it is applicable.</p>

ACTIVITY 2.2.2	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Strengthen the mechanisms for selecting the most competent candidate for the job:		BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH					IVq2027				
	- modernize written tests,		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
	- deliver training to members of competency interview committees,		<i>INDICATOR VALUES:</i>									
	- increase the degree of transparency in the work of recruitment committees,		<i>Inst. BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>					
	- limit the possibility of test question manipulation,		INDICATORS	Number of potential committee members who have been trained		BASELINE	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
	- establish mechanisms to evaluate the tests based on anonymous and encrypted applications,			TARGET	<i>70%</i>	<i>70%</i>	<i>70%</i>	<i>70%</i>	<i>70%</i>	<i>70%</i>	<i>70%</i>	
	- increase the use of on-line recruitment tools,			CURRENT	<i>11%</i>	<i>0.8%</i>	<i>40%</i>	<i>0%</i>	<i>0%</i>	<i>n/a⁹</i>		
	- ensure the selection of the best ranking candidate			Written tests are anonymous (SIGMA)		BASELINE	<i>0/1</i>	<i>0/1</i>	<i>0/1</i>	<i>0/1</i>	<i>0/1</i>	
				TARGET	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>		
		CURRENT		<i>0/1</i>	<i>0/1</i>	<i>0/1</i>	<i>0/1</i>	<i>0/1</i>	<i>0/1</i>			
			Web-portal used for publishing vacancies is easy to use and allows filtering function by vacancy or application to new vacancies		BASELINE	<i>/</i>	<i>/</i>	<i>/</i>	<i>/</i>	<i>0/1</i>		
			TARGET	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>			
			CURRENT	<i>1/1</i>	<i>1/1</i>	<i>0/1</i>	<i>0/1</i>	<i>0/1</i>	<i>1¹⁰/1</i>			
Description of achievements		There was no progress in the implementation of this activity in this reporting period at any administrative level. Partial progress is expected at the level of the FBiH in the case of the adoption of the Regulation on the manner of passing the general knowledge and professional exams, which was sent to the Government of the FBiH.										
Risks/Problems												

⁹ 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 of Bosnia and Herzegovina.

¹⁰ Taking into account the SIGMA methodology, this indicator was calculated as the average level of institutions in BiH, FBiH and RS.

Next steps	
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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					IVq2026		
			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>
		Capacity building programme for Appeals Boards implemented		BASELINE	0/1	0/1	0/1	0/1	0/1	0/4
		TARGET	1/1	1/1	1/1	1/1	1/1	2/4		
		CURRENT	0/1	0/1	0/1	0/1	0/1	0/4		
Description of achievements	There was no progress in the implementation of this activity at any administrative level in this reporting period.									
Risks/Problems	Insufficient financial resources. Non-implementation of recommendations for strengthening the capacity of authorities that supervise the application of regulations in the civil service system prepared as part of the project "Strengthening the Human Resources Management in BiH".									
Next steps	Plan the necessary funds in the budget. Implement the recommendations of the mentioned project.									

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					IIq2026				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
							<i>INDICATOR VALUES:</i>				
							<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
		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	<p>There was no progress at any level compared to the previous reporting period.</p> <p>The BiH Ministry of Justice believes that at the level of BiH there is no need to amend the regulations for respecting the principle of political neutrality in the work of civil servants, especially those with managerial powers, because the existing regulations ensure the application of the aforementioned principles.</p>										
Risks/Problems	Inconsistent application of civil service regulations at the BiH level, which could reduce the application of the principles.										
Next steps											

MEASURE 2.3:

Establishing modern HR planning and professional development of staff

MEASURE 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%¹¹</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>

¹¹ The FBiH level stated that there is no data.

Annex: Tabular overview of the implementation of the Action plan

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

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				IIq2026			
			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>There were no changes in this reporting period.</p> <p>At the level of BiH institutions, it was previously agreed between representatives of the BiH Civil Service Agency and the BiH Ministry of Justice to propose an amendment to Article 59 of the current Law on Civil Service in BiH institutions in order to establish the obligation for BiH institutions to draw up personnel plans and the competence of the ADS BiH for coordination of drafting of institutional personnel plans, and for the preparation of the central personnel plan as a summary of institutional plans. This would respond to the request from the Methodological framework for assessing the fulfillment of the SIGMA Principles of public administration. Currently, the Ministry of Justice of BiH considers that this issue is resolved by the Law on the financing of BiH Institutions, which stipulates that each BiH institution, along with the annual budget proposal, also submits the annual employment proposal.</p>									
Risks/Problems	<p>Failure to adopt adequate legal solutions at the level of BiH institutions and inconsistent application of the provisions of the Civil Service Law in BiH institutions regarding human resources planning.</p> <p>A long wait for the approval of documents by the Government of the Federation of BiH. Vertical coordination with cantonal ministries of justice and administration slows down the process of implementing activities.</p>									
Next steps	<p>The Ministry of Justice of BiH should intensify activities on the previously agreed amendments to the Law on Civil Service in the institutions of BiH.</p> <p>Development of an Action plan along with the Human Resources Development Strategy of FBiH for the period 2023-2025, which will also cover this issue.</p>									

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					IIq2027			
			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 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 was no progress in the implementation of this activity in the reporting period. The Ministry of Justice of BiH believes that the issue of personnel planning has been resolved through the preparation of annual budget planning.									
Risks/Problems		Failure to adopt adequate legal solutions. Inconsistent application of human resources planning procedures. Absence of units for human resources management in civil service bodies at the FBiH level.									
Next steps		Amend the Law on Civil Service in BiH Institutions and prescribe a standardized method of personnel planning by means of a by-law. Carry out additional training of civil servants for HRM in the matter of human resources planning. With the Human Resources Development Strategy of FBiH, continue to work on these activities. Adopt an adequate legal solution at the BDBiH level.									

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					IVq2027		
			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>There was no progress on this activity in the reporting period.</p> <p>The Ministry of Justice of BiH believes that this was introduced earlier at the level of BiH, that is, that the human resources planning system is connected to the annual and program budget. Namely, 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 the planned dynamics of employment in the next year).</p>									
Risks/Problems	<p>Insufficiently developed awareness of the advantages of personnel planning.</p> <p>Disapproval of new employment due to lack of financial resources.</p> <p>Work place optimization is not binding.</p>									
Next steps	<p>Give more elaborated proposals on the budget regarding new employment.</p> <p>Strengthen the capacities of HRM units in civil service bodies.</p>									

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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					IVq2027					
		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 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	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
					TARGET	70%	70%	70%	70%	70%		
					CURRENT	0%	90%¹²	100%	100%	58.1%		
Description of achievements	The Ministry of Justice of BiH is in the final consultations on the prepared draft of the law on amendments to the Law on Civil Service in the institutions of BiH, which enables the existence of functional databases of human resources with data on civil service at the level of BiH.											
Risks/Problems	Failure to adopt the necessary amendments to the civil service law.											
Next steps	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 maintain a register of civil servants.											

¹² The data represents an estimate of the CSA FBiH 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 input and further processing and control of data, while civil service authorities have authorized access to the Register. Data is provided on a daily basis. All authorities at the federal level have access to the register, and there are plans to enable them to enter data directly in the future.

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)	<i>BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH</i>	<i>depending on the validity period of existing strategic documents</i>				
	ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:		●	●	●	●	●
	INDICATORS		<i>INDICATOR VALUES: Inst.BiH FBiH RS BD BiH</i>				
	There are continuously valid strategic documents of professional development	BASELINE	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>4/4</i>
	TARGET	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>4/4</i>	
	CURRENT	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>0/1</i>	<i>3/4</i>	
Established records of training courses financed from the budget	BASELINE	<i>0/1</i>	<i>0/1</i>	<i>0/1</i>	<i>0/1</i>	<i>0/4</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>0/1</i>	<i>0/1</i>	<i>0/1</i>	<i>0/4</i>	
Description of achievements	<p>In the reporting period, the Civil Service Agency of FBiH signed agreements on co-financing with all cantons, except Posavina Canton, on the basis of the model of co-financing professional development at the cantonal level. Additionally, the HRMIS application is connected to the TMS system so that training/professional development data is created for each employee's file.</p> <p>On the website of the Agency for State Administration of the RS, the training strategy for employees in the republican administration bodies of the RS for the period 2023-2029 has been published, as well as the Action plan for the implementation of the training strategy for employees in the republican administration bodies of the RS for the period 2023-2025.</p> <p>There was no progress at any administrative level regarding the establishment of unified records of all trainings financed from the budget.</p>						
Risks/Problems	Insufficient financial resources for the implementation of training and professional development programs.						
Next steps	Civil service/administration agencies at all levels should as soon as possible initiate activities to unify data on trainings financed from the budget (of central HRM units and individual institutions at each administrative level).						

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					IIq2026				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
			INDICATORS					INDICATOR VALUES:				
			Performance appraisal completed for at least 70% of staff (SIGMA)					Inst.BiH	FBiH	RS	BD	BiH
							BASELINE					0/1
							TARGET					1/1
							CURRENT	0	1	1	1	1¹³/1
Description of achievements	<p>No progress was recorded at the level of BiH institutions. The problem continues to be that a large number of institutions, despite the prescribed obligation, do not submit reports on the conducted evaluation to the Civil Service Agency of BiH, so that complete data for the evaluation of activity indicators are not available.</p> <p>The Ministry of Justice of BiH conducts inspection supervision at the initiative of an interested civil servant, but believes that this problem should be solved more systematically by applying other procedures prescribed by the Law on Civil Service in the institutions of BiH and by accompanying by-laws.</p>											
Risks/Problems	Incompleteness of the administrative inspectorate with a insufficient number of inspectors.											
Next steps												

¹³ Taking into account the SIGMA methodology, this indicator was calculated as the average level of institutions in BiH, FBiH and RS.

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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, F BiH CSA, RS CSA, HR Sub-division of Brčko District of BiH					IIq2026		
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:			●	●	●	●	●
			INDICATORS		INDICATOR VALUES:					
			Performance appraisal completed for at least 70% of staff (SIGMA)		Inst.BiH	F BiH	RS	BD	BiH	
				BASELINE					0/1	
				TARGET					1/1	
				CURRENT	0/1	1/1	1/1	1/1	1¹⁴/1	
Description of achievements		In the reporting period at the F BiH level, training was organized on the topic "Online consultations - Application of the Rules of Procedure on the evaluation of the work of civil servants" for 70 civil servants, direct evaluators.								
Risks/Problems		Inadequately developed practice of civil service bodies for formulating operational goals within the given deadline. Non-harmonization of regulations on work evaluation in the Federation of BiH.								
Next steps										

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

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, F BiH CSA, RS CSA, HR Sub-division of Brčko District of BiH					IIq2027					
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●	
		INDICATORS	INDICATOR VALUES:	<i>Inst. BiH</i>	<i>F BiH</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	3¹⁵/4					
	Description of achievements	The activity was previously implemented at the F BiH, RS and BD BiH levels. At the level of BiH institutions, no progress was recorded in this reporting period (problem of unavailability of data for indicator evaluation).										
	Risks/Problems											
	Next steps											

¹⁵ Taking into account the SIGMA methodology, this indicator was calculated as the average level of institutions in BiH, F BiH and RS

MEASURE 2.4:

Establish a fair and transparent remuneration system

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

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ACTIVITY 2.4.1	ACTIVITY: 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)		RESPONSIBLE INTITUTIONS: <i>BiH MoJ, FBIH MoJ, RS Ministry of administration and local self-governance, and Department for technical and administrative affairs of Brčko District</i>					IMPLEMENTATION DEADLINE: <i>IIq2026</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>	<i>BiH</i>
		The obligation to conduct a job analysis and the methodology for analytical assessment, classification and gradation of jobs prescribed					BASELINE	<i>1/1</i>	<i>0/1</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>1/1</i>	<i>0/1</i>	<i>0/1</i>	<i>0/1</i>	<i>1/4</i>
Description of achievements	The activity was previously carried out at the level of BiH institutions, with the fact that there was no revision of the existing regulations. No progress was recorded at other administrative levels in this reporting period.											
Risks/Problems	The risk is the uncertainty of the adoption of regulations that regulate this area by the competent authorities, as well as the absence of civil servants/units for human resources in all institutions/administrative bodies.											
Next steps	Adoption of necessary regulations and strengthening of HRM capacity in individual institutions.											

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					IIq2027					
		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 administrative bodies that conducted a job analysis and prepared job descriptions in accordance with the improved methodology for job analysis and job description	BASELINE					<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
TARGET					50%	50%	50%	50%	50%			
CURRENT					48.8%¹⁶	0%	0%	0%	19.2%¹⁷			
Description of achievements	No progress was recorded at any administrative level compared to the previous reporting period.											
Risks/Problems	Absence of regulations which are establishing the obligation to analyze jobs. Absence of civil servants/units for human resources in all institutions/administration bodies.											
Next steps	Adoption of necessary regulations and strengthening of HRM capacity in individual institutions.											

¹⁶ Calculation based on the responses of 43 institutions, which represents a sample of about 57% of institutions at the BiH level. According to the submitted answers, 21 institutions conducted job analysis and created job descriptions in accordance with the valid decisions of the Council of Ministers of BiH, from which it follows that about 48% of institutions at the BiH level fulfilled this obligation.

¹⁷ Calculated on the basis of estimated data for the BiH level.

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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	IIq2027						
		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>
			Basic salary allocation procedures comply with the principles of merits, fairness and equal treatment – SIGMA	BASELINE					
TARGET								1/1	
	CURRENT		1/1	0/1	0/1	0/1	0/1		
Description of achievements	At the level of BiH institutions, the activity was previously implemented. No progress was recorded at other administrative levels.								
Risks/Problems	Uncertainty about the adoption of regulations by competent authorities.								
Next steps	The improvement of the salary system depends primarily on the comprehensive and high-quality analysis of workplaces in all administrative institutions/bodies.								

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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					11q2026					
	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	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	No changes were recorded compared to the previous reporting period.											
Risks/Problems												
Next steps												

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 integrity plans in civil service (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

Annex: Tabular overview of the implementation of the Action plan

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, F BiH CSA, RS CSA, HR Sub-division of Brčko District of BiH	IIq2026				
	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>
	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	No changes were recorded compared to the previous reporting period.						
Risks/Problems	Due to political influence, the management staff does not use the legal opportunities given to them by the regulations. Lack of interest of managers to attend these education sessions.						
Next steps	Plan these educations in training programs.						

Annex: Tabular overview of the implementation of the Action plan

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					IVq2026					
		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 disciplinary committee members who have undergone a specialised training on conducting disciplinary proceedings					BASELINE	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
					TARGET	50%	50%	50%	50%	50%		
					CURRENT	20%	84.6¹⁸%	0%	0%	n/a¹⁹		
Description of achievements	In the reporting period, on May 17 and 18, 2023 in Mostar the Civil Service Agency of the Federation of BiH conducted two trainings on topics in the field of disciplinary proceedings and mediation as part of the Special Professional Training Program.											
Risks/Problems	<ul style="list-style-type: none"> - Non-harmonization of regulations in FBiH - Lack of selection of mediators by civil service bodies - Difficulties in selecting candidates for members of the disciplinary committee - Weak response for lists of expert members of disciplinary commissions - Waitings and obstructions in conducting disciplinary proceedings - Obsolescence of the disciplinary procedure - Annulment of the decision on the established disciplinary accountability and the imposed measure by the second-instance authority or court - Passive attitude of civil service bodies - lack of adequate communication with CSA FBiH 											

¹⁸ The value of the indicator was taken from the previous reporting period, considering that the number of participants was not submitted for the trainings held in this reporting period, nor were they on the list of experts from which the members of the disciplinary commissions are appointed.

¹⁹ Due to the lack of data, it is not possible to determine the total value for BiH.

Next steps	Initiate the improvement of disciplinary procedures in accordance with the recommendations of the project "Strengthening the Human Resources Management in Bosnia and Herzegovina".
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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					IVq2026				
			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 institutions that have adopted integrity plans at each administrative level		BASELINE					<i>n/a</i>					
		TARGET					80%					
		CURRENT		34.8%	60%	98%	0%	58.3%				
Description of achievements	<p>The Ministry of Justice of BiH believes that there is a legal framework for the adoption of integrity plans, but that it is necessary to strengthen the capacities for their preparation.</p> <p>At the FBiH level, in the reporting period, training was held on the topic "Development, implementation and monitoring of the implementation of integrity plans" at the level of the institutions of the Federation of BiH. 53 participants took part.</p> <p>No changes were recorded in the percentage of institutions that adopted integrity plans.</p>											
Risks/Problems	Insufficient training of civil servants for drafting, monitoring and reporting on the implementation of integrity plans.											
Next step												

Annex: Tabular overview of the implementation of the Action plan

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	IIq2027					
	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
		TARGET					2/4	
		CURRENT	0	0	0	0	0/4	
Description of achievements	Regarding this activity, no progress was recorded at any administrative level in this reporting period.							
Risks/Problems								
Next steps	Competent institutions should remind institutions of the obligation to send periodic reports on the implementation of measures/recommendations from the adopted plans of integration, and based on the submitted reports, compile a summary report.							

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% ²⁰
	<i>RS</i>	<i>n/a</i>	90%	80%
	<i>BD BiH</i>	<i>n/a</i>	90%	100%

²⁰ The FBiH level stated that there is no data.

Annex: Tabular overview of the implementation of the Action plan

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					IIq2026			
			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>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	
		TARGET	90%	90%	90%	90%	90%	90%	90%		
		CURRENT	49.8%	7.8%	0%	92.2%	26.1%				
Description of achievements	No progress has been recorded on this activity at any administrative level. The activity was carried out at the BD BiH level in the previous reporting period.										
Risks/Problems	Ensuring the necessary funds for trainings.										
Next steps	Plan and implement the necessary trainings for senior civil servants.										

Annex: Tabular overview of the implementation of the Action plan

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, F BiH CSA, RS CSA, HR Sub-division of Brčko District of BiH					IVq2027					
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●	
		INDICATORS	<i>INDICATOR VALUES:</i>					<i>Inst. BiH</i>	<i>F BiH</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
					TARGET	1	1	1	1	4/4		
					CURRENT	0	1	0	0	1/4		
Description of achievements	No progress has been recorded on this activity at any administrative level. The activity was realized at the F BiH level in the previous reporting period.											
Risks/Problems	Failure to adopt the necessary regulations.											
Next steps	Strengthen awareness of the importance of competency assessment as an integral part of the performance evaluation of civil servants. After the adoption of new regulations, do verification of the work of managerial civil servants based on the assessment of managerial skills.											

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					IVq2027					
		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>
			Adequately prescribed regular monitoring and evaluation of the work of heads of institutions / administrative organisations					BASELINE	0	0	0	0
					TARGET	1	1	1	1	4/4		
					CURRENT	0	0	0	0	0/4		
Description of achievements	In the reporting period, there were no changes in regulations at any administrative level.											
Risks/Problems												
Next steps	Improve the regulations that regulate the monitoring and evaluation of heads of institutions.											

AREA 3 - ACCOUNTABILITY

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

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				IIIq2026			
			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 developed		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	No progress was made in the reporting period. The Ministry of Justice of BiH reported that it did not undertake any activities due to the lack of capacity, nor the competent institutions of the entity and BDBiH. 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. The project should start in the first quarter of 2023.									
Risks/Problems	Lack of capacity in competent institutions can affect the ability to absorb technical support.									
Next steps	Ensure full participation in the technical support project of all competent institutions and through the project strengthen human and material resources for further improvements.									

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				IVq2026	
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:		●	●	●	●
			INDICATORS		INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>
			Analysis and a uniform typology 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>no</i>	
Description of achievements		No progress was made in the reporting period. The Ministry of Justice of BiH did not undertake any activities due to the lack of capacity, nor did the competent entity institutions. Progress was made in the BDBiH in the previous reporting period. At the end of 2019, SIGMA prepared the scenario for the reorganization of the administration of the Brčko District of BiH, which represents a kind of analysis of the current situation in public administration, and therefore 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 also provides framework guidelines for its reorganization. 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. The project should start in the last quarter of 2023.						
Risks/Problems		Lack of capacity in competent institutions can affect the ability to absorb technical support.						
Next steps		Ensure full participation in the technical support project of all competent institutions and through the project strengthen human and material resources for further improvements.						

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;					IIIq2027	
		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>
		Improvement plan prepared and 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>
		% of plan realization	BASELINE	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>
			TARGET	<i>25%</i>	<i>25%</i>	<i>25%</i>	<i>25%</i>	<i>25%</i>
			CURRENT	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>
Description of achievements	No progress was made in the reporting period. The Ministry of Justice of BiH did not undertake any activities due to the lack of capacity, nor did the competent institutions of the entity and BDBiH. 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. The project should start in the last quarter of 2023.							
Risks/Problems	Lack of human and material resources for the implementation of activities in competent institutions can affect the implementation of activities.							
Next steps	Ensure full participation in the technical support project of all competent institutions and through the project strengthen human and material resources for further improvements.							

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					IVq2026				
			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		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	No progress was made in the reporting period. The Ministry of Justice of BiH did not undertake any activities due to the lack of capacity, nor did the competent institutions of the entity and BDBiH. 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. The project should start in the last quarter of 2023.											
Risks/Problems	Lack of human and material resources for the implementation of activities in competent institutions can affect the implementation of activities.											
Next steps	Ensure full participation in the technical support project of all competent institutions and through the project strengthen human and material resources for further improvements.											

ACTIVITY 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					1q2027				
			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 governing the internal organisation amended		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	No progress was made in the reporting period. The Ministry of Justice of Bosnia and Herzegovina did not undertake any activities due to the lack of capacity, nor did the competent institutions of the entity and BDBIH											
Risks/Problems	Lack of human and material resources for the implementation of activities in competent institutions can affect the implementation of activities.											
Next steps	Ensure support for the implementation of activities and strengthen the capacities of competent institutions for further reforms.											

Annex: Tabular overview of the implementation of the Action plan

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					IVq2027					
			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>
		Internal organisation improved		BASELINE		0%	0%	0%	0%	0%	0%	0%	
		TARGET		35%	35%	35%	35%	35%	35%	35%			
		CURRENT		0%	0%	0%	0%	0%	0%	0%			
Description of achievement	Considering that the previous activity 3.1.5. was not implemented, that is, the by-laws on internal organization were not improved, and due to that this activity could not be implemented. The Ministry of Justice of BiH did not undertake any activities due to the lack of capacity, nor did the competent institutions of the entity and BDBiH. At the state level, out of a total of 59 institutions, 17 submitted data on the harmonization of the rules of procedure on internal organization with the valid by-law (28%). In some cases, the rules of procedure of the institutions are not aligned with the existing by-laws, while in most cases harmonization has been carried out and the institutions are working on improvement of the rules of procedure on internal organization.												
Risks/Problems	<ul style="list-style-type: none"> - Lack of capacity to implement activities in smaller institutions - The implementation of the activity is conditioned by the implementation of 3.1.5 - The slow procedure of obtaining the opinions of competent institutions on the new proposal of the rules of procedure on internal organization 												
Next steps	- Provide support for the implementation of activities 3.1.5												

Annex: Tabular overview of the implementation of the Action plan

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					IIq2026				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
	INDICATORS			INDICATOR VALUES:					<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>
Methodology prepared		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>	<i>yes</i>		
		CURRENT		<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>		
Description of achievement	Progress was made in the previous reporting period. A methodology within the project was prepared "Support to public administration reform in BiH" (IPA 2015) - "Database analysis and design"/"DATABASE ANALYSIS AND DESIGN FOR 4.2.1 ACTIVITY", which analyzed the existing Access catalogs of public administration (according to levels), and the proposed design solution. The design software is based on the MariaDB relational database management system (RDBMS). Based on the design, the existing data was migrated (the data organized in Access was collected during 2011 and periodically updated). With the support of the project, the data was updated during 2020 and 2021.											
Risks/Problems	-											
Next steps	-											

Annex: Tabular overview of the implementation of the Action plan

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					IIq2026				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
	INDICATORS		Regulations drafted and adopted 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>			
Description of achievement		There were no developments in the reporting period. Some progress was achieved in the previous period when drafts of four decisions on the establishment of an electronic catalog of public institutions of BiH, FBiH, RS and BDBiH were prepared, and 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).										
Risks/Problems		<ul style="list-style-type: none"> - Existence of technical and financial obstacles for establishing/maintaining the registry - Unclear roles of relevant institutions 										
Next steps		- Complete drafting and adopt by-laws at all levels										

Annex: Tabular overview of the implementation of the Action plan

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					IIIq2026					
			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>	
Software solutions at all administrative levels developed 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	No activities were undertaken that would lead to the implementation of 3.1.9. In the previous period, through 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.												
Risks/Problems	- Absence of the PAR structure necessary to complete the activity												
Next steps	Establish a PAR structure, taking into account the achieved progress, and complete the activity as a priority.												

ACTIVITY 3.1.1.10	ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:					
	Make the registers accessible to the public	<i>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</i>					IVq2026					
	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	No progress was made in the implementation of activity in the reporting period. In the previous period, a software solution was developed, but the catalog of institutions is not operational, nor publicly available.											
Risks/Problems	Absence of the PAR structure necessary to complete the activity.											
Next steps	Establish a PAR structure and, taking into account the achieved progress, complete the activity as a priority.											

ACTIVITY 3.1.1.11	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					IIq2026				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
			<i>INDICATOR VALUES:</i>					<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
	INDICATORS		Analysis developed and agreed 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>			
			Governments at all levels informed about the recommendations	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 activities were undertaken in the reporting period. Some progress was made in the previous 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.											
Risks/Problems	- Lack of knowledge about the concept of managerial accountability											
Next steps	- 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											

ACTIVITY 3.1.1.12	ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:					
	<p>Promote the concept of executive staff accountability (managerial accountability) and accountability in public administration</p> <p>- hold at least 3 workshops/roundtable discussions for executives (managers)</p> <p>- prepare curricula and train the trainers on the managerial accountability subject</p>	<p>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</p>					<p>IIIq2026</p>					
	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						Training included in annual plans of CSAs 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>	
BASELINE							<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						
						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	There were no developments in the reporting period. The implementation of the activity 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 the last quarter of 2023.											
Risks/Problems	- Insufficient participation of competent institutions, including CSA/A											
Next steps	- Anticipate measures to find missing resources.											

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

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, F BiH Ministry of Justice and competent institution in RS				IIq2025		
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:						
	INDICATORS			INDICATOR VALUES:		<i>Inst. BiH</i>	<i>F BiH</i>	<i>RS</i>	<i>BD</i>
		Analysis developed and agreed		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>yes</i>	<i>yes</i>	<i>no</i>	<i>no</i>		
Description of achievement	No progress was made in the reporting period. At the state level, an analysis of the legislation on freedom of access to information was prepared in the previous period (Expert report "Improving the right to access information in Bosnia and Herzegovina" from February 19, 2018 and SIGMA "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 BiH at the level of BiH, in the Federation of BiH and the Republika Srpska. In the Federation of BiH in the previous reporting period, an analysis was also 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 F BiH was prepared, which is aligned with the SIGMA PAR principles.								
Risks/Problems	There are no significant risks								
Next steps	-								

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	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					11q2026				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
		INDICATORS	INDICATOR VALUES:					<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</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>
	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 3.2.2	Description of achievement	<p>At the state level, in the previous reporting period, a new 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 from June 20, 2019 on open data and the reuse of public sector documents. In the reporting period, the Ministry of Justice of BiH submitted the new Law on Freedom of Access to Information at the level of BiH to the adoption procedure in the Parliamentary Assembly of BiH. The EU delegation in Bosnia and Herzegovina stated in public statements that the Draft Law does not respect the recommendation given by the EU, OECD/SIGMA and TAIEX, regarding the establishment of an effective appeals mechanism and supervisory function https://index.ba/sattler-pisao-parlamentarcima-zakon-o-slobodi-pristupa-informacijama-uskladiti-sa-eu/ because "the proposed model, according to which appeal procedures would be carried out by the Appeals Council at the Council of Ministers of BiH, does not meet the criteria of independence and specialization of the second instance body and would not guarantee efficiency and quick handling of appeals". The Ombudsman Human Rights institution assesses that "It is questionable whether the Appeals Council at the BiH Council of Ministers is an independent mechanism, especially if it is taken into account that the members of the Appeals Council are appointed by the Council of Ministers of BiH, on the proposal of the Minister of Justice of BiH, as stated in the Report on the State of Human Rights for 2022 https://ombudsmen.gov.ba/documents/obmudsmen_doc2023042110381041bos.pdf</p> <p>In the Federation of BiH in the previous reporting period, 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 FBiH was prepared, which is harmonized with the SIGMA PAR principles, but the law was not referred to the procedure. The competent FBiH institutions did not provide information on possible progress. No progress was made in the Republika Srpska during the reporting period.</p> <p>Taking into account that it is not possible to confirm that the new BiH law is in accordance with the recommendations from the analyzes prepared previously, as well as that due to the absence of other laws it is impossible to confirm the harmonization of the legislation, the rating for the indicator has not changed.</p>									

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Risks/Problems	A non-harmonized approach to drafting laws
Next steps	Ensure a coordinated approach to the drafting of legislation in order to ensure harmonized provisions and ways of exercising rights.

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	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	IIq2027				
	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>
ACTIVITY 3.2.3	Description of achievement	<p>The activity has not been completed, because the prerequisites - adoption of new/amended laws on freedom of access to information have not been achieved. The new Law on Freedom of Access to Information for BiH contains provisions on proactive transparency, as well as a list of information that should be published proactively. Also, the BiH Council of Ministers adopted the Policy and Standards of Proactive Transparency at the 60th session held on December 3, 2018. The Council of Ministers of Bosnia and Herzegovina at its 56th session held on October 26, 2022. adopted the Information on the third conducted on-line research on the application of the Policy and Standards of Proactive Transparency. All institutions are responsible for continuously implementing standards of proactive transparency, and regularly update documents and information published on official websites; to submit data to the Office once a year on the implementation of the Policy and Standards of Proactive Transparency for the purposes of regular reporting. Also, the institutions are responsible for drafting an internal act on the implementation of proactive transparency standards, no later than three months from the adoption of the information, as well as in accordance with the Proactive Transparency Policy, to publish information (where applicable) in an open format on the official website pages. However, these documents need to be made binding.</p> <p>In the FBiH, with the aim of greater availability of information in 2023, in accordance with the "Communication Plan of the Government of the FBiH for 2023 with the Communication Action Plan", all current documents have been selected and published in an overview on the website of the Government of the FBiH: Work Program of the Government of the FBiH for 2023, Budget of the Federation of BiH for the year 2023, Report on the work of the Government of the FBiH for 2022, Budget of the Federation of BiH for citizens for the year 2023. The "Budget of the FBiH for the Citizens for the year 2023" was prepared by the Federal Ministry of Finance with the intention of showing in a simple way how to plan, prepare, adopt and execute the budget. Along with the document, the FBiH Government Office made a video presentation that visually presents the budget for 2023 to the citizens in the simplest way. The FBiH Government proactively published in the reporting period: Register of regulations of the FBiH Government: A publication consisting of 7,271 regulations based on which the reforms were implemented (with video presentation). This is the first publication of this kind that was adopted and made available to the public by publishing it on the website of the Government of FBiH; All sessions of the FBiH Government, with the agenda, immediately after adoption, all press releases immediately after holding the session.</p> <p>In accordance with the new Decision on the website and online channels of the Government of FBiH, the new website of the Government of FBiH, which annually records more than 1,000,000 visitors, has been innovated and adapted to mobile devices, and includes tools that enable access to all content and information to the visually impaired persons. The website presents the Government of FBiH, all federal ministries, administrations and special bodies, offices and services, along</p>					

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	<p>with descriptions of responsibilities and contacts. Work programs, reports, strategic, reform and other documents, all regulations, which include laws, decrees, decisions and solutions adopted and/or determined by the FBiH Government in the period from 1996 till today, as well as the FBiH Parliament, have been published. They were published in the Official Gazette of FBiH, and are available on the website of the Government of FBiH https://fbihvlada.gov.ba/ in the "Regulations" section.</p> <p>The website of the Government of FBiH is the only one that, in addition to other current events and announcements, data and information about the Government, federal ministries and other federal administrative bodies and administrative organizations, as well as expert services of the Government, contains chronologically ordered all regulations of the Government and Parliament of the Federation of BiH. They are regularly updated and in this way provide content for the public to see it in a timely manner, with the aim of the highest degree of transparency. The text of the Law on Freedom of Access to Information, with the Guide to Access to Information, the Index Register of Information under the control of the Government of FBiH - the General Secretariat of the Government of FBiH, as well as the Index Register of the Public Relations Office of the Government of FBiH are available to citizens on the website. Via official email (info@fbihvlada.gov.ba) dozens of questions from citizens and the media are answered daily or submitted to competent authorities, in accordance with this law. 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 authorities for competent action. The office regularly provides the media with information about the work of the FBiH Government and publishes it on the website of the FBiH Government, including monitoring and reporting to the public on the activities of the FBiH Government, federal ministries and other federal bodies in the field. On the website, with the aim of greater transparency and accessibility, there is a special tab "Public procurement", which contains regularly updated documents from this area (https://fbihvlada.gov.ba/bs/javne-nabavke), as well as the "Public Calls" section with all the necessary information. The website is also a link to 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 the carried out assessment of the impact of regulations. In the reporting period, two more new communication channels of the Government of FBiH were opened - Twitter and LinkedIn, (in addition to the three new communication channels of the Government of FBiH in the past year - these are three online channels on social networks, Facebook, Instagram and YouTube channel). Communication channels on social networks have proven to be extremely proactive, enabling at the same time accessibility and interactivity with the public (in just over a year, the Government of FBiH Facebook page has more than 35,000 followers, and the account is also verified). Significant activities were also undertaken in the area of using and innovating other communication tools, which proactively increase the availability of public administration information. Thus, the mailing list for the delivery of information to the media and other interested public was expanded.</p> <p>At other levels, no progress was recorded in the reporting period. Taking into account that there is no sub-legal act at any level that prescribes the obligation of proactive publication of information for all institutions, the validity of the indicators remains unchanged.</p>
Risks/Problems	Lack of personnel, technical and financial capacities.
Next steps	Strengthen competent institutions and continue to develop communication channels, innovative approach in creating information content and information visualization process suitable for the channel and its regular publication.

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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					IIIq2027					
		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>
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 recorded at the state level. In the previous period, an online questionnaire was developed for self-assessment of monitoring proactive transparency standards. The research conducted by the Coordinator's Office among 65 institutions showed that the average fulfillment of proactive transparency standards is 72.27% (in 2022). Considering that until the adoption of the Law on Freedom of Access to Information and the corresponding by-law, it is not possible to confirm that this tool will be applicable, then the value of the indicator remains unchanged. At other levels, no progress was recorded in the reporting period.											
Risks/Problems	- The slow preparation and adoption of the law on freedom of access to information affects the implementation of activities											
Next steps	- Speed up the drafting of the law on freedom of access to information											

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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					Iq2027				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
			INDICATORS					INDICATOR VALUES:				
			Ex ante assessment prepared					<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>
Description of achievement	No progress was made in the implementation of activities in the reporting period. The Ministry of Justice of BiH stated that with the proposal of the new Law on Freedom of Access to Information, it is planned that inspection supervision over the implementation of this law will be carried out by the Administrative Inspectorate of the Ministry of Justice of BiH. Competent FBiH institutions did not provide information, while no progress was made in RS and BD, and the indicator remains unchanged.											
Risks/Problems	-											
Next steps	-											

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					IIq2027				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
			INDICATORS					INDICATOR VALUES:				
			Legal framework aligned					<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>	
Description of achievement		In the reporting period, no steps were taken to implement this activity at any level.										
Risks/Problems		- Lack of funds and capacity										
Next step		- Provide the necessary funds and capacities for the implementation of activities										

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ACTIVITY 3.2.7	ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:	
	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	BiH Ministry of Justice, FBiH Ministry of Justice ,and competent institution in RS					IIIq2027	
		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>	
	Capacities of staff working on supervision tasks strengthened through trainings	BASELINE	0%	0%	0%	0%	0%	0%
	TARGET	45%	45%	45%	45%	45%	45%	
	CURRENT	0%	0%	0%	0%	0%	0%	
Description of achievement	Taking into account that the previous activity (3.2.6) was not implemented, the preconditions for the implementation of this activity were not created. There was no progress in the reporting period.							
Risks/Problems	Slowness in creating preconditions for the realization of activities.							
Next steps	Accelerate the creation of preconditions for the realization of this activity.							

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					IIIq2027				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
	INDICATORS			INDICATOR VALUES:					<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>
Rulebooks on internal organisation aligned with the law		BASELINE		0%	0%	0%	0%	0%	0%	0%		
		TARGET		50%	50%	50%	50%	50%	50%	50%		
		CURRENT		0%	0%	0%	0%	0%	0%	0%		
Description of achievement	At the state level, the new Draft Law on Freedom of Access to Information contains provisions related to the obligations of public relations civil servants, but the law is in the parliamentary procedure, and therefore no preconditions have been created for the implementation of activity 3.2.8. - harmonization of the job description with the law. According to the data submitted by the state institutions (out of a total of 60 institutions, 16 submitted data on the compliance of the position of public relations civil servants with the current Law on Freedom of Access to Information), the current status indicates different solutions: a) not all positions of public relations civil servants are aligned with the existing valid law on freedom of access to information; b) in some institutions, the positions of public relations civil servants are not provided for by systematization at all c) part of the positions of public relations civil servants are not filled even though they are in compliance with the current law on freedom of access to information d) some institutions do not have systematized positions but they have determined by internal acts civil servants who are in charge of acting in accordance with the FOIA. No progress has been confirmed in the entities and BDBIH in the reporting period.											
Risks/Problems	-											
Next steps	-											

Annex: Tabular overview of the implementation of the Action plan

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					11q2027		
			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>
Standard data document agreed		BASELINE	NO	NO	NO	NO	NO	no		
		TARGET	yes	yes	yes	yes	yes	yes		
		CURRENT	no	no	no	no	no	no		
Description of achievement	At the state level, the Draft Law on Freedom of Access to Information foresees the establishment of a register of requests for access to information, which is published on the websites of institutions, and which contains entries on procedural steps, on the resolution of requests, as well as data on appeals and court proceedings. The law is in the form of a proposal. There was no progress in the entities and in the BDBiH.									
Risks/Problems	Risk of non-harmonised approach.									
Next steps	Ensure harmonization of solutions.									

Annex: Tabular overview of the implementation of the Action plan

ACTIVITY 3.2.10	ACTIVITY:	RESPONSIBLE INSTITUTIONS:	IMPLEMENTATION DEADLINE:				
	Develop an IT solution for databases on information access requests	BiH Ministry of Justice; F BiH Ministry of Justice; Competent institution in RS; and all administrative bodies and organisations at all levels	IIIq2027				
	ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:		●	●	●	●	●
	INDICATORS	INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</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	The realization of the activity is conditioned by the completion of the previous activity 3.2.9. No progress was made in the reporting period.						
Risks/Problems	-						
Next steps	-						

Annex: Tabular overview of the implementation of the Action plan

ACTIVITY 3.2.11	ACTIVITY:	RESPONSIBLE INSTITUTIONS:	IMPLEMENTATION DEADLINE:				
	Establish uniform databases of information access requests	<i>BiH Ministry of Justice; FBiH Ministry of Justice; Competent institution in RS; and all administrative bodies and organisations at all levels</i>	IVq2027				
	ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:		●	●	●	●	●
	INDICATORS	INDICATOR VALUES:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>
The databases 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	No progress was made in the implementation of activities because the prerequisites (previous activities) were not achieved at any level of administration.						
Risks/Problems	Lack of financial resources and capacity.						
Next steps	Ensure money and technical support for the implementation of activities.						

ACTIVITY 3.2.12	ACTIVITY: Establish a single register of information access requests and replies (Human Rights Ombudsman) and statistical reports on the enforcement of FOIA.		RESPONSIBLE INSTITUTIONS: <i>The Institution of HR Ombudsman of BiH</i>				IMPLEMENTATION DEADLINE: <i>1q2027</i>	
	ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:						●	●
	INDICATORS			INDICATOR VALUES: <i>Inst.BiH</i>				BiH
		The register is operational and publicly accessible		BASELINE		<i>no</i>		<i>no</i>
TARGET				<i>yes</i>		<i>yes</i>		
CURRENT				<i>no</i>		<i>no</i>		
Description of achievement	No progress was made in the reporting period. The Ombudsman Human Rights Institution does not have an established register of requests for access to information and responses, it only has through its database the number of complaints received, which are related to the Law on Freedom of Access to Information and which are sent to the Ombudsman Institution.							
Risks/Problems	<ul style="list-style-type: none"> - Lack of financial resources for the establishment of the registry - 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 							
Next steps	- Provide money and expert support for the implementation of activities							

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				IVq2026				
			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 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>no</i>	<i>no</i>	<i>no</i>	
Description of achievement	In the reporting period, no progress was made in RS and BDBiH. In the previous period, progress was achieved at the level of the state institutions and institutions of FBiH. As part of the SPI Public Institutions Strengthening Program, funded by the German GiZ, an open data readiness assessment was conducted. The Open Data Readiness Assessment (ODRA) was prepared for the BiH level and it is based on the World Bank methodology (World Bank methodology version 3.1). ODRA in the Federation of BiH was made in May 2021. The analysis showed that 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.										
Risks/Problems	- Lack of funds for the preparation of ODRA for other levels										
Next steps	- Ensure financial resources and support for the preparation of analysis for RS and BDBiH										

Annex: Tabular overview of the implementation of the Action plan

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				IIIq2027			
			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>	<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	There was no progress in the reporting period.									
Risks/Problems	- Lack of resources to prepare an open data policy									
Next steps	- Ensure completion of ODRA for RS and BD and ensure financial resources and support for policy development									

Annex: Tabular overview of the implementation of the Action plan

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					IVq2027					
	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 funds and capacity											
Next steps	- Ensure financial resources and support for the implementation of activity											

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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					IVq2026				
			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>		
		Procedures published in official journals		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>At the 303rd session, the FBiH Government adopted the Decision on the website and online communication channels of the FBiH Government. The decision was published in the Official Gazette of the Federation of BiH No. 14/22. The decision improved the website maintenance procedures, but also improved, innovated and expanded communication channels, and made them more accessible to the entire public. The decision determined the channels of communication, the content of the website and online communication channels, the administration and updating of content, the method of delivering and publishing content, and technical standards.</p> <p>The decision is also available on the website of the Government of FBiH (link: Government of FBiH 82. Decision on the website and online communication channels of the Government of the Federation of BiH (fbihvlada.gov.ba). To ensure the maintenance of communication channels and the administration and updating of all content, the FBiH Government Office for Public Relations is responsible and represents the bearer of institutional communication. Although the adoption of the document represents progress, taking into account that proactive transparency standards are not defined by regulations in FBiH, as well as that the Decision refers to the website of the Government of FBiH, but does not include other federal institutions, the validity of the indicators remains the same. At other levels, there was no progress in the implementation of activity.</p>										
Risks/Problems		Lack of resources (personnel, material and technical) in FBiH.										
Next steps		Further improve regulations and capacitate resources in FBiH.										

ACTIVITY 3.2.17	<p>ACTIVITY:</p> <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> <ul style="list-style-type: none"> - hold at least 2 roundtable discussions with representatives of the non-governmental sector; - hold at least one regional conference on freedom of access, proactive transparency and open data to facilitate experience exchange) 		<p>RESPONSIBLE INSTITUTIONS:</p> <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)</p>					<p>IMPLEMENTATION DEADLINE:</p> <p>IVq2027</p>				
	<p>ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:</p>							●	●	●	●	●
	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 information were submitted confirming that progress had been made in the implementation of this activity. The Government of FBiH at its 348th session on January 26, 2023 adopted the document "Communication Plan of the Government of the Federation of Bosnia and Herzegovina for the year 2023, with the Communication Action plan". With the adopted conclusion, among other things, all federal ministries were obliged to harmonize their communication plans, with the aim of greater availability of information. At other levels, there was no progress in the implementation of activity.</p>											
Risks/Problems	<p>Lack of capacity and funds, and failure to adopt improved legislation.</p>											
Next steps	<p>Implement the plan in the FBiH, and cooperate and participate in the organization of gatherings in cooperation with other competent and relevant institutions and organizations.</p>											

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					Iiq2027						
	(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		INDICATOR VALUES:											
	- conduct at least 3 training events for staff acting under FOIA of all levels)		INDICATORS	Trainings programmes incorporated in the annual training plans of CSAs i.e., Subdivision of BD	Inst.BiH	FBiH	RS	BD	BiH					
				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>					
				Satisfaction of managers and staff with the delivered training programmes	BASELINE	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	
					TARGET	<i>45%</i>	<i>45%</i>	<i>45%</i>	<i>45%</i>	<i>45%</i>	<i>45%</i>	<i>45%</i>	<i>45%</i>	
				CURRENT	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>		
Description of achievement	No progress was made in the reporting period, so the value of the indicator remains unchanged.													
Risks/Problems	-													
Next steps	-													

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>			

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)					IIq2026				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
			INDICATORS					INDICATOR VALUES:				
			The analysis discussed at sessions of parliaments/assemblies					<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>	
Description of achievement	No progress was made in the reporting period. Every year, in the annual report, the institution of the Ombudsman for Human Rights creates comprehensive statistics of the number of recommendations issued, implemented recommendations, recommendations in which cooperation was achieved and unrealized recommendations. Audit institutions keep records on the fulfillment of recommendations and they analyze the findings. Despite the existence of the report, and taking into account that no comprehensive discussion was organized and no analysis was prepared on the reasons why public administration institutions do not sufficiently implement the recommendations of public bodies, and due to that the value of the indicator is unchanged with the recommendations.											
Risks/Problems	Lack of money to implement activities.											
Next steps	Provide support for the preparation of the analysis and strengthening of public institutions' awareness on the importance of following the recommendations of independent institutions.											

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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					Iq2027				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
			INDICATORS					INDICATOR VALUES:				
			Financial independence of supervisory institutions established by law		BASELINE	<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>		
				TARGET	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>		
				CURRENT	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>		
					<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>		
Description of achievement	The draft law on amendments to the Law on the Institution of Ombudsman for Human Rights has been submitted to the parliamentary procedure. One of the reasons for initiating the procedure for amending the law is to ensure financial independence. The proposed provisions envisage the inclusion of competent parliamentary commissions in the budget preparation process of the Ombudsman Institution for the purpose of ensuring financial independence, with the obligation of the MFT to act in accordance with these recommendations. In the explanation of the law, it is stated that this is in accordance with the recommendations of the Subcommittee for Accreditation of the International Coordinating Committee. These recommendations require that the institution enjoy "complete independence in defining its budget".											
Risks/Problems	-											
Next steps	-											

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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					IVq2026					
		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>
			A brochure for parliaments produced	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>	<i>yes</i>		
	CURRENT					<i>yes</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 previous reporting period at the state level, as part of the Public Institutions Strengthening Program, a brochure was prepared for the old convocation of the Parliamentary Assembly of BiH.											
Risks/Problems	-											
Next steps	-											

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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 SAs in the development of the public sector and the importance of compliance with their recommendations		The Institution of Human Rights Ombudsman of BiH, SAs					IIIq2026				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
			INDICATORS					INDICATOR VALUES:				
			4 round table discussions/workshops for heads of institutions held					<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>	
Description of achievement	No progress was made in the reporting period.											
Risks/Problems	- Lack of financial resources											
Next steps	- Ensure financial resources and support for the implementation of activities											

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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> <ul style="list-style-type: none"> - develop syllabi for training, - hold at least three training events - include training programmes in the training plans of CSAs) 	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 SAIs					IIIq2026					
		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	2	0	0	0	0,5 ²¹			
			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	No progress was made in the reporting period. In the previous 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 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 at the other levels, which affected the value of the indicator for institutions of BiH and at the activity level.											
Risks/Problems	- Lack of money and capacity to organize trainings											
Next steps	- Ensure support for the implementation of activities											

²¹ Taking into account that the trainings were held only for state-level civil servants, the average number of trainings was given in the calculation for the total value of the indicators at the BiH level.

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ACTIVITY 3.3.6	ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:					
	Develop an analysis of administrative inspections function with recommendations for improvements	<i>BiH Ministry of Justice; FBiH Ministry of Justice; RS Ministry of Administration and Local Self-Government, BiH Mayor's Office - Administrative Inspection</i>					<i>1q2027</i>					
		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>
			Analysis of function produced 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>	<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, in the reporting period, no steps were taken to implement this activity due to a lack of capacity. There was no progress on other levels either.											
Risks/Problems	- Lack of human resources and lack of financial resources											
Next steps	- It is necessary to ensure funds for personnel strengthening and support for the implementation of activities											

Annex: Tabular overview of the implementation of the Action plan

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)	BiH Ministry of Justice; FBiH Ministry of Justice; RS Ministry of Administration and Local Self-Government, BiH Mayor's Office - Administrative Inspection				IIq2027				
		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	At the state level, in the reporting period, no steps were taken to implement this activity due to a lack of capacity. There was no progress on other levels either.									
Risks/Problems	- Lack of human resources and lack of financial resources									
Next steps	- It is necessary to provide funds for personnel strengthening and support for the implementation of activities									

Annex: Tabular overview of the implementation of the Action plan

ACTIVITY 3.3.8	ACTIVITY: Align and organise the work of the administrative inspection as per recommendations (implementation of the plan)	RESPONSIBLE INSTITUTIONS: <i>BiH Ministry of Justice; FBiH Ministry of Justice; RS Ministry of Administration and Local Self-Government, BiH Mayor's Office - Administrative Inspection</i>			IMPLEMENTATION DEADLINE: <i>IIIq2027</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>	<i>BiH</i>
		% of implemented recommendations	BASELINE	0%	0%	0%	0%	0%
			TARGET	75%	75%	75%	75%	75%
CURRENT			0%	0%	0%	0%	0%	
Description of achievement	At the state level, in the reporting period, no steps were taken to implement this activity due to a lack of capacity. There was no progress on other levels either.							
Risks/Problems	- Lack of human resources and lack of financial resources							
Next steps	- It is necessary to ensure funds for personnel strengthening and support for the implementation of activity							

Annex: Tabular overview of the implementation of the Action plan

ACTIVITY 3.3.9	ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Build the capacities of administrative inspection at all levels (through training programmes relevant to their competence, study visits to the relevant country, etc.)	<i>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</i>					IVq2027				
	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>
	3 training events for administrative inspectors held, plus one study visit					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, in the reporting period, no steps were taken to implement this activity due to a lack of capacity. There was no progress on other levels either.										
Risks/Problems	- Lack of human resources and lack of financial resources										
Next steps	- It is necessary to ensure funds for personnel strengthening and support for the implementation of activity										

Annex: Tabular overview of the implementation of the Action plan

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	IIq2026					
	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	At the state level, in the reporting period, no steps were taken to implement this activity due to a lack of capacity. There was no progress on other levels either.							
Risks/Problems	- Lack of human resources and lack of financial resources							
Next steps	- It is necessary to ensure funds for personnel strengthening and support for the implementation of activity							

Annex: Tabular overview of the implementation of the Action plan

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					11q2027				
	- Reduce fees for initiating litigation by amending the regulations and aligning them with the European practice		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
	- Review and improve the effectiveness of legal remedies against excessive length of judicial administrative proceedings by amending the legal framework		INDICATOR VALUES:					<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
			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	At the state level, in the reporting period, no steps were taken to implement this activity due to a lack of capacity. There was no progress on other levels either.											
Risks/Problems	- Lack of human resources and lack of financial resources											
Next steps	- It is necessary to ensure funds for personnel strengthening and support for the implementation of activity											

ACTIVITY 3.3.12

<p>ACTIVITY:</p> <p>Establish electronic records/registers of administrative decisions, including data on administrative disputes (at all levels of public administration) containing at least:</p> <ul style="list-style-type: none"> - 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 	<p>RESPONSIBLE INSTITUTIONS:</p> <p><i>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</i></p>		<p>IMPLEMENTATION DEADLINE:</p> <p><i>1q2027</i></p>				
	<p>ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:</p>		●	●	●	●	●
	<p>INDICATOR VALUES:</p>		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
	<p>INDICATORS</p> <p>The register is operational, as per described functionalities</p>	<p>BASELINE</p> <p>TARGET</p> <p>CURRENT</p>	<p><i>no</i></p> <p><i>yes</i></p> <p><i>no</i></p>	<p><i>no</i></p> <p><i>yes</i></p> <p><i>no</i></p>	<p><i>no</i></p> <p><i>yes</i></p> <p><i>no</i></p>	<p><i>no</i></p> <p><i>yes</i></p> <p><i>no</i></p>	<p><i>no</i></p> <p><i>yes</i></p> <p><i>no</i></p>
<p>Description of achievement</p>	<p>At the state level, in the reporting period, no steps were taken to implement this activity due to a lack of capacity. There was no progress on other levels either.</p>						
<p>Risks/Problems</p>	<p>- Lack of human resources and lack of financial resources</p>						
<p>Next steps</p>	<p>- It is necessary to ensure funds for personnel strengthening and support for the implementation of activity</p>						

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					IIIq2027																												
			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>													
		Guidelines for monitoring and reporting approved					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, in the reporting period, no steps were taken to implement this activity due to a lack of capacity. There was no progress on other levels either.																																		
Risks/Problems		- Lack of human resources and lack of financial resources																																		
Next steps		- It is necessary to ensure funds for personnel strengthening and support for the implementation of activity																																		

Annex: Tabular overview of the implementation of the Action plan

ACTIVITY 3.3.14	ACTIVITY: Strengthen the capacity of competent institutions for record keeping, monitoring and reporting (training, etc.)	RESPONSIBLE INSTITUTIONS: <i>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</i>					IMPLEMENTATION DEADLINE: IVq2027				
	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 training courses held					BASELINE	0	0	0	0
					TARGET	1	1	1	1	4	
					CURRENT	0	0	0	0	0	
Description of achievement	At the state level, in the reporting period, no steps were taken to implement this activity due to a lack of capacity. There was no progress on other levels either.										
Risks/Problems	- Lack of human resources and lack of financial resources										
Next steps	- It is necessary to ensure funds for personnel strengthening and support for the implementation of activity										

Annex: Tabular overview of the implementation of the Action plan

ACTIVITY 3.3.15	ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Education of judges deciding administrative disputes	Judicial training centres					IVq2027				
	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 indicating progress in the reporting period have been submitted. The Education Center of FBiH in the Training Program for 2023 includes a planned seminar on "Court Practice in Administrative Disputes" and a seminar on "Current Issues in Area of Administration", while in the program is a training for 2023. The Center for Education of the RS has planned a training course "Practice of the Supreme Court of the Republika Srpska on administrative reports".										
Risks/Problems	-										
Next steps	-										

Annex: Tabular overview of the implementation of the Action plan

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					IIIq2026				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
	INDICATORS		Analysis produced		<i>INDICATOR VALUES:</i>		<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>			
Description of achievement	At the state level, in the reporting period, no steps were taken to implement this activity due to a lack of capacity. There was no progress on other levels either.											
Risks/Problems	- Lack of human resources and lack of financial resources											
Next steps	- It is necessary to ensure funds for personnel strengthening and support for the implementation of activity											

Annex: Tabular overview of the implementation of the Action plan

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					Iq2027					
	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 aligned		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, in the reporting period, no steps were taken to implement this activity due to a lack of capacity. There was no progress on other levels either.											
Risks/Problems	- Lack of human resources and lack of financial resources											
Next steps	- It is necessary to ensure funds for personnel strengthening and support for the implementation of activity											

AREA 4 – SERVICE DELIVERY

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%

ACTIVITY 4.1.1.1	ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:					
	<p>4.1.1.1 Define the quality management method (for policies, decisions etc.)</p> <p>4.1.1.1 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.</p> <p>4.1.1.1 b Defining the necessary institutional and material capacities of the institution in charge of building the system;</p> <p>4.1.1.1 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</p> <p>4.1.1.1 d Determining a framework policy for the introduction of quality management system in public administration institutions (QM) and</p>	<p>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</p>					<p>IVq2027</p>					
	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>	
	<p>INDICATORS</p> <p>Proposal of the Framework Policy for the introduction of the quality management system referred to the government at each administrative level</p>						BASELINE	0	0	0	0	0/4
							TARGET	1	1	1	1	4/4
							CURRENT	0	0	0	0	0
	<p>A planning document for the introduction of quality management per levels of government, including resource identification developed (FBiH, RS, BDBiH)</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>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
<p>There is an act designating the lead institution</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>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>no</i>	
<p>Percentage²²of implemented activities from Oper.plan</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>	

²² An error was recorded in the name of this indicator. The title asks for the percentage of fulfillment of the operational plan, and the baseline and target values are yes/no. The baseline and target values are correctly defined, so in the following this indicator will be *whether the operational plan has been implemented.

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coordinate the approaches at different administrative levels (all administrative levels)

4.1.1.1 e Identifying the parties responsible for introducing QM building their capacities (FBiH, RS, BDBiH)

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)

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)

4.1.1.1h Implementing the selected approaches and planning documents in institutions and bodies of Entities and BDBiH (FBiH, RS, BDBiH)

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)

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)

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

	CURRENT	no	no	no	no	no
Percentage of implemented activities from planning doc.	BASELINE	0%	0%	0%	0%	0%
	TARGET	50%	50%	50%	50%	50%
	CURRENT	0%	0%	0%	0%	0%
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).	BASELINE	no	no	no	no	no
	TARGET	yes	yes	yes	yes	yes
	CURRENT	yes	yes	yes	yes	yes
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.	BASELINE	no	no	no	no	no
	TARGET	yes	yes	yes	yes	yes
	CURRENT	no	no	yes	no	no

Annex: Tabular overview of the implementation of the Action plan

Description of achievement	According to the available data, no progress was made in the implementation of activities at the level of the institutions of the Council of Ministers of BiH, Republika Srpska and Brčko District of BiH in the reporting period. No information was provided for the Federation of Bosnia and Herzegovina, so there were no changes in the value of the indicator.
Risks/Problems	<p>Institutions' readiness (political support) to develop a comprehensive policy for quality management in BiH institutions; 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 activity.</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 (human capacities for the application of various tools for quality management are still insufficiently developed and there are financial challenges for the introduction of various tools for quality management - IT information support systems - procurement, training and maintenance).</p> <p>The absence of an institution at the level of Brčko District of BiH with adequate authority for the implementation of this measure.</p>
Next steps	The Public Administration Reform Coordinator's Office, the Agency for Civil Service of BiH, the Agency for Civil Service of the Federation of BiH, the Agency for State Administration of the Republika Srpska, the Ministry of Science and Technology Development, Higher Education and Information Society, and the institution to be determined by the Brčko District Government of BiH, should by the end of 2023 begin to actively work on the implementation of activities from the Planning Document for Quality Management, the promotion of quality management tools in public administration organizations, capacity building for the use of various quality management tools, and the identification of possible donors and lobbying for support for activities on the introduction of quality management in public administration.

ACTIVITY:	RESPONSIBLE INSTITUTIONS:		IMPLEMENTATION DEADLINE:								
	<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</p>	<p>4.1.2. Governments of administrative levels, Institutions appointed from Activity 4.1.2.2g for BD BiH, the Government of BD BiH at the proposal of the PAR Coordinator's Office of BD BiH</p>		<p>IVq2027*</p>							
ACTIVITY 4.1.1.2	ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:						●	●	●	●	●
			INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH		
	INDICATORS	An analysis of best practices for assessing user needs performed	BASELINE	no	no	no	no	no	no		
			TARGET	yes	yes	yes	yes	yes	yes		
			CURRENT	no	no	no	no	no	no		
		Information on the analysis of best practices sent to governments for adoption	BASELINE	no	no	no	no	no	no		
			TARGET	yes	yes	yes	yes	yes	yes		
			CURRENT	no	no	no	no	no	no		
		A draft methodology for assessing user needs developed	BASELINE	no	no	no	no	no	no		
			TARGET	yes	yes	yes	yes	yes	yes		
			CURRENT	no	no	no	no	no	no		
	The system is established and operational	BASELINE	no	no	no	no	no	no			
		TARGET	yes	yes	yes	yes	yes	yes			
		CURRENT	no	no	no	no	no	no			

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<p>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 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</p>	Promotion activities are carried out each year	<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>	
	Modalities for the establishment of a CRM system developed	<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>	
	CRM System established and operational	<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>	
	CRM programme developed	<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>	
	CRM training courses delivered	<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>	
	Government decision on the lead institution for measuring customer satisfaction	<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>yes</i>	<i>no</i>	<i>no</i>	
	Government decision on the lead institution or some other special act containing the provisions on the resources needed to build and maintain the system	<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>yes</i>	<i>no</i>	<i>no</i>	
	Draft methodology for measuring customer satisfaction developed	<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>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	

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<p>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 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>	System for measuring customer satisfaction with services 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>	
	CRM system promotion activities are carried out during each year	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>	
	Activities to promote customer satisfaction measurement systems are carried out during each year	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>	
	Quality standards of public administration services developed	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>	
	Quality standards tested on a selected sample of services	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>	
Apply public administration service quality standards to the prioritized sample of services	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	According to the available data, no progress was made in the implementation of activities at the level of the institutions of the Council of Ministers of BiH, Republika Srpska and Brčko District of BiH during the reporting period. No information were delivered for the Federation of BiH, so there were no changes in the value of the indicator.						
Risks/Problems	Institutions' readiness (political support) to develop a comprehensive policy for quality management in BiH institutions; 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 activity.						

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	<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 (human capacities for the application of various tools for quality management are still insufficiently developed and there are financial challenges for the introduction of various tools for quality management - IT information support systems - procurement, training and maintenance).</p> <p>The absence of an institution at the level of Brčko District of BiH with adequate authority for the implementation of this measure.</p>
<p>Next steps</p>	<p>The Public Administration Reform Coordinator’s Office, the Agency for Civil Service of BiH, the Agency for Civil Service of the Federation of BiH, the Agency for State Administration of the Republika Srpska, the Ministry of Science and Technology Development, Higher Education and Information Society, and the institution to be determined by the Brčko District Government of BiH, should by the end of 2023 begin to actively work on the implementation of activities from the Planning Document for Quality Management, the promotion of quality management tools in public administration organizations, capacity building for the use of various quality management tools, and the identification of possible donors and lobbying for support for activities on the introduction of quality management in public administration.</p>

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 ²³

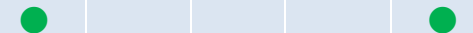
²³ To calculate the value of the indicator for the whole country, the lowest/worst value of the indicator of the administrative level is taken, unless it is BD BiH. In that case, the indicator value of the next administrative level is taken. This methodology is applied to all other overall indicators.

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	<i>Institutions of BiH</i>	0	2	
	<i>FBiH</i>	2	2	
	<i>RS</i>	2	2	
	<i>BD BiH</i>	0	2	

Description of achievement	There was no progress in the indicator values of this measure in relation to the target values in the period January - July 2023
Risks/Problems	Key building blocks - prerequisites for eServices - have not been implemented. eServices are not prioritized; An adequate cyber security framework is lacking;. Measures related to IT personnel in the civil service have not been established 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; Complete 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					IVq2027			
			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>
			Percentage of implemented activities from the implementing plans		BASELINE	0%	0%	0%	0%	0%	0%
					TARGET	40%	40%	40%	40%	40%	40%
				CURRENT	0%	0%	0%	0%	0%	0%	
Description of achievement		No data were submitted on the implementation of activities in the reporting period, and accordingly there was no change in the value of the indicator.									
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				Iq2026	
	ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:						
							
	INDICATORS	INDICATOR VALUES:		<i>Inst. BiH</i>			
	Decision on the establishment of the Interdepartmental Working Group for Interoperability	BASELINE	<i>no</i>				<i>no</i>
		TARGET	<i>yes</i>				<i>yes</i>
		CURRENT	<i>yes</i>				<i>YES</i>
Description of achievement	No data were provided on the implementation of activity in the reporting period, i.e. that steps were taken as suggested by the previous report.						
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 was proposed. The risk is that due to the non-functioning of the interdepartmental working group, there is no coordination of actions on the issue of interoperability between individual administrative levels. There is no coordinated and directed 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 rules of procedure 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;					Iq2026				
			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>no</i>	<i>yes</i>	<i>no</i>	
Description of achievement		No data were submitted on the implementation of activity in the reporting period at the administrative levels where this activity was not implemented, and accordingly there was no change in the value of the indicator.										
Risks/Problems		The non-functioning of the interdepartmental working group affects the lack of coordination between 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 of 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	MCT BiH, Secretariat General of CoM BiH; RS: Institutions responsible for e-government; PAR Coordinator's Office BDBiH					IVq2026	
	4.2.1.4a Establish an internal social network for public administration	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>	
		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	No data were submitted on the implementation of activity in the reporting period, so there was no change in the value of the indicator.							
Risks/Problems	Coordination between different levels of government and institutions within one level of government on activities and projects.							
Next steps	Establish the 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 interdepartmental working group for interoperability;							

Additional information				
ACTIVITY 4.2.1.5	<p>ACTIVITY:</p> <p>4.2.1.5 Upgrading Interoperability Repository</p> <p>Semantic</p>	<p>RESPONSIBLE INSTITUTIONS:</p> <p>MCT BiH, Secretariat General of CoM BiH; RS: Institutions responsible for e-government; PAR Coordinator's Office BDBiH</p>	<p>IMPLEMENTATION DEADLINE:</p> <p>IVq2027</p>	
	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 repository 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	The activity was not implemented. No data were submitted on the implementation of the activity in the reporting period, so there was no change in the value of the indicator.			
Risks/Problems	Implementation plans for the realization of the interoperability framework are not implemented. It is necessary to strengthen awareness of the need for semantic interoperability in order to enable efficient data exchange and user-friendly eServices.			
Next steps	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					IVq2027	
	ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:		●	●	●	●	●	
	4.2.1.6a Establish the necessary capacity for BPR	<i>INDICATOR VALUES:</i>						
	4.2.1.6b Re-engineering and optimizing business processes		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>	
	4.2.1.6 c Develop guidelines/manual for standardisation of business processes	The repository established and operational	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	
	4.2.1.6d Define standard operating procedures (protocols) to determine the complexity of the tasks for providing each service individually		TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	
	INDICATORS		CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	
			Capacities for BPR established (methodology adopted, the finding for business process modeling implemented, training courses delivered)	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>	
		Percentage of business processes entered in the repository	BASELINE	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	
			TARGET	<i>10%</i>	<i>10%</i>	<i>10%</i>	<i>10%</i>	
			CURRENT	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	
		Guidelines/manual for standardisation of business processes developed	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>	
	Implementation of a pilot project for re-engineering and optimization of business processes	BASELINE	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>		
		TARGET	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>		
		CURRENT	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>		
Description of achievement	The activity was not implemented. No data were submitted on the implementation of activity in the reporting period, so there was no change in the value of the indicator.							

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Risks/Problems	Implementation plans for the realization of the interoperability framework are not implemented
Next steps	Accountable institutions should initiate the establishment of the repository through appointed working bodies; It is necessary through working groups to decide 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	

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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					IVq2027				
			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>		
		Establish a library of software and hardware components		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 implemented. No data were submitted on the implementation of activity in the reporting period, so there was no change in the value of the indicator.											
Risks/Problems	Implementation plans for the realization of the interoperability framework are not implemented.											
Next steps	The accountable institutions should initiate the establishment of the library through appointed working bodies.											
Additional information												

Annex: Tabular overview of the implementation of the Action plan

ACTIVITY 4.2.1.8	ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:					
	4.2.1.8 Establish an Open Catalog of Technical Standards.	<i>MCT BiH, Secretariat General of CoM BiH; RS: Institutions responsible for e-government; Department for technical and administrative affairs of BDBiH</i>					IVq2027					
	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 established	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>	<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 implemented. No data were submitted on the implementation of activity in the reporting period, so there was no change in the value of the indicator.											
Risks/Problems	Implementation plans for the realization of the interoperability framework are not implemented.											
Next steps	The accountable institutions should initiate the establishment of the catalog through appointed working bodies.											
Additional information												

ACTIVITY:	RESPONSIBLE INSTITUTIONS:		IMPLEMENTATION DEADLINE:								
	<p>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)</p> <p>4.2.2.1a Develop regulations on the legal obligation to protect the information and communication infrastructure of electronic services</p> <p>4.2.2.1b Analyse the minimum necessary security measures of the e-service;</p> <p>4.2.2.1 c Adopt a risk analysis methodology in the institutions providing e-services in accordance with their responsibilities;</p> <p>4.2.2.1 d Establish a risk register</p> <p>4.2.2.1e Identify risk mitigation measures;</p> <p>4.2.2.1f Implement the identified measures</p> <p>4.2.2.1g Establish and continuously strengthen CERTs at each administrative level.</p>	<p><i>IT Sectors at the Secretariats General of respective governments, BiH Ministry of Security, Agency for Personal Data Protection, RS: Institutions responsible for e-government and Information Security</i></p>		<p>IVq2027</p>							
ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:							●	●	●	●	●
ACTIVITY 4.2.2.1	INDICATORS	<i>INDICATOR VALUES:</i>		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>			
		Regulations for the legal obligation to protect ICT infrastructure and electronic services drafted	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>yes</i>	<i>no</i>			
		An analysis of the minimum required security measures of e-Services 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>yes</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>			
		Methodology of risk analysis in institutions providing e-services in accordance with their competencies 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>yes</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>			
		Establish a risk register	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>no</i>	<i>no</i>	<i>no</i>	<i>no</i>			
		Risk mitigation measures identified	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>no</i>	<i>no</i>	<i>no</i>	<i>no</i>			
			BASELINE	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>			
			TARGET	<i>10%</i>	<i>10%</i>	<i>10%</i>	<i>10%</i>	<i>10%</i>			

Annex: Tabular overview of the implementation of the Action plan

	Percentage of implementation of established measures	CURRENT	0%	0%	0%	0%	0%
	CERTs at each administrative level established and operational	BASELINE	<i>no</i>	<i>no</i>	<i>yes</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>yes</i>	<i>no</i>
Description of achievement	No data were submitted on progress in the implementation of activity in the reporting period, so there was no change in the value of the indicator.						
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 drafting 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 importance 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 the wrong prioritization of measures to mitigate such risk; Keeping a risk register in an electronic excel form without an adequate backup of the data can lead to the loss of the file and thus irreversibly to the loss of all defined risks; A bad methodology can lead to wrong identification of risks and a 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, • inertia in 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, 						

Annex: Tabular overview of the implementation of the Action plan

	<ul style="list-style-type: none"> • 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 BiH. The issue of cyber security is viewed in isolation by individual administrative levels.
<p>Next steps</p>	<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 related to the definition and referral 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 BiH) 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 BiH in accordance with NIS directives;</p> <p>Development of criteria for determining critical ICT infrastructure in the institutions of BiH;</p> <p>Drafting of the law on information security;</p> <p>Development of cyber security strategy in BiH.</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 more sensitive risk level scaling.</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 the implementation of 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 thereof.</p>
<p>Additional information</p>	

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					Iq2026				
			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>		
			Principles of electronic service design formally prescribed		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 data were submitted on the implementation of activity in the reporting period, so there was no change in the value of the indicator.										
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 BiH for the period from 2022 to 2026. Government of FBiH: Define and adopt the strategy for the development of eGovernment. Government of the RS: Update the e-Government development strategy aligned with SF PAR; The Government of the BD BiH: Define and adopt the strategy for the development of eGovernment.										
Additional information												

ACTIVITY:	RESPONSIBLE INSTITUTIONS:	IMPLEMENTATION DEADLINE:						
		<p>4.2.4.1 Meet the necessary assumptions and build necessary building blocks for e-Services:</p> <p>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)</p> <p>2. Establish and strengthen the Center for Shared Services at each administrative level (Establish one-stop-shop system that includes a large number of services, which are territorially and/or electronically accessible, based on “all in one place” and “no wrong door” principles; Define institutional, technical, organisational, and financial aspects of sustainability of one-stop-shop system.</p> <p>Establish a single point for businesses for each administrative level, as the primary entry point for obtaining information and receiving 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</p>	<p><i>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</i></p>	IVq2027				
ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:		●	●	●	●	●		
ACTIVITY 4.2.4.1	INDICATORS	INDICATOR VALUES:						
			<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>	
		A service 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>
		There is an act by which the responsibilities for the management and maintenance of the service catalogue are assigned to the institutions	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>
		Provisions governing the mechanisms for maintaining and updating the content of the service catalogue 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>
		Legal preconditions for electronic identification met	BASELINE	-	-	-	-	<i>no</i>
			TARGET	-	-	-	-	<i>yes</i>
			CURRENT	-	-	-	-	<i>yes</i>
			POČETNA	<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>		

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<p>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	CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
	Legal preconditions for electronic signature met	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>
	Operational infrastructure for electronic signature built 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>
	Shared services center established at each administrative level	BASELINE	<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	BASELINE	<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	BASELINE	<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	BASELINE	<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	BASELINE	<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>
		BASELINE	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0/4</i>

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One-stop shop system/single contact point for business entities established at each administrative level - mobile version	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
	BASELINE	0	0	0	0	0/4

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	An operational infrastructure for electronic signature built	TARGET	2	2	2	2	2/4
		CURRENT	0	0	0	0	0
	e-Inbox established and operational	BASELINE	0	0	0	0	0/4
		TARGET	2	2	2	2	2/4
		CURRENT	0	0	0	0	0
	e-Payment established and operational	BASELINE	0	0	0	0	0/4
		TARGET	2	2	2	2	2/4
		CURRENT	0	0	0	0	0
	e-Cloud established and operational	BASELINE	0	0	0	0	0/4
		TARGET	2	2	2	2	2/4
		CURRENT	0	0	0	0	0
	Description of achievement	No data were submitted on the implementation of any new activities in the reporting period, so there was no change in the value of the indicator.					
Risks/Problems	The absence of basic building blocks prevents the faster development of eServices.						
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 eInbox and catalog of services; 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 and by-laws acts.</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 delivery.</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					IVq2027				
			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>			
				Legislation governing electronic signatures in BiH is mutually agreed and harmonised		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 implemented. 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 BiH, and which is fully harmonized with the eIDAS regulation of the EU, was not adopted by the Parliamentary Assembly of BiH. No data were submitted on the implementation of activities in the reporting period, so there was no change in the value of the indicator.										
Risks/Problems		The inconsistency of 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 a new 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;					IVq2027				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
			<i>INDICATOR VALUES:</i>					<i>Inst. BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
	INDICATORS	Budget funds are planned for the promotion of modern channels for the PA service delivery	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>				
		Number of promotional campaigns being conducted	BASELINE	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>				
			TARGET	<i>8</i>	<i>8</i>	<i>8</i>	<i>8</i>	<i>8</i>				
			CURRENT	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>				
Description of achievement	Certain institutions promote their activities and services as part of their regular activities and individual projects There is no systematic approach at any administrative level that would continuously promote the services and benefits of modern channels for the realization of public administration services. The existence of budget funds for the promotion of modern channels for the provision of public administration services has not been confirmed.											
Risks/Problems	Without promotional campaigns, end users will not be adequately familiar with modern channels for providing public administration services, and thus the full potential of digitization of services will not be used.											
Next steps	Plan budget funds for the promotion of modern channels for the realization of public administration services. When applying for projects, envisage funds for promotion through the project.											
Additional information												

ACTIVITY 4.2.7.1	ACTIVITY: 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.)		RESPONSIBLE INSTITUTIONS: <i>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)</i>					IMPLEMENTATION DEADLINE: <i>IVq2027</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>	<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 was not implemented. No data were submitted on the implementation of any new activities in the reporting period, so there was no change in the value of the indicator.										
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 can result in discrimination of certain groups of users.										
Next steps		Create a short-term plan for the implementation of these activities.										
Additional information												

ACTIVITY 4.2.7.2	ACTIVITY: 4.2.7.2 Build web services for exchanging data, messages and documents. 4.2.27a Implementation of an advanced DMS system		RESPONSIBLE INSTITUTIONS: 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)					IMPLEMENTATION DEADLINE: IVq2027				
	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>		
		Web services 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>		
		Service catalogues 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>		
		Advanced DMS system implemented		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 data were submitted on the implementation of any new activities in the reporting period, so there was no change in the value of the indicator.											
Risks/Problems												
Next steps	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. Create a model of a 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.											

Annex: Tabular overview of the implementation of the Action plan

	For BD BiH Government: 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.
Additional information	


ACTIVITY:	RESPONSIBLE INSTITUTIONS:		IMPLEMENTATION DEADLINE:				
	<p>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</p> <p>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)</p> <p>4.2.8.1b Develop legislation for the Meta-register</p> <p>4.2.8.1 c Develop regulations on the legal obligation to protect the information and communication infrastructure of key data registers</p>	<p>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</p>		<p>IVq2027</p>			
ACTIVITY 4.2.8.1	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>
	Public registers digitized	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>
	Percentage of digitized public registers	BASELINE	<i>n/a</i>	<i>n/a</i>	<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>	<i>n/a</i>	<i>n/a</i>
		CURRENT	<i>n/a</i>	<i>n/a</i>	<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>	<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>
	Legislation developed for the Metaregister	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>
	Regulations on the legal obligation to protect the IC infrastructure of key registers developed	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>
		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>

Annex: Tabular overview of the implementation of the Action plan

		Common structure of public registers defined	CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
Description of achievement	No data were submitted on the implementation of any new activities in the reporting period, so there was no change in the value of the indicator.							
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 registries to track priority e-services; 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 in the field 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	Based on priority services, map all necessary registers; Analyze the existing registers and the existing and required level of digitization; Follow new technological trends and, in accordance with them, renew and upgrade existing equipment and software, and promote and enable the use of mobile applications; Create a standard of the common structure of the registry catalog with the definition of the mandatory content of each registry; 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	<i>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</i>					IVq2027					
	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	No data were submitted on the implementation of any new activities in the reporting period, so there was no change in the value of the indicator. 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	<i>Line ministries; RS: Institutions responsible for e-government and institutions responsible for keeping registers of citizens, Competent departments of BD BiH</i>					IVq2027					
	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
						TARGET	-	yes	yes	yes		
						CURRENT	-	no	no	no		
Description of achievement	No data were submitted on the implementation of any new activities in the reporting period, so there was no change in the value of the indicator.											
Risks/Problems	Budget 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 registry books 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	<i>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</i>					IVq2027						
	4.2.8.4.a Establish a national geospatial data infrastructure (technical and legal steps)	ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:											
	4.2.8.4.c Establish a geoportal in accordance with the INSPIRE Directive“												
	INDICATORS	INDICATOR VALUES:											
				<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>					
		National geospatial data infrastructure 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>yes</i>	<i>yes</i>	<i>no</i>	<i>no</i>	<i>no</i>			
		Geospatial data portal compliant with the INSPIRE directive		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>no</i>	<i>no</i>	<i>no</i>					
Description of achievement	No data were provided on the implementation of any new activities in the reporting period at the administrative levels where this activity was not implemented, so there was no change in the value of the indicator.												
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													

Annex: Tabular overview of the implementation of the Action plan

ACTIVITY 4.2.8.5	ACTIVITY: 4.2.8.5 Modernisation of statistical registers		RESPONSIBLE INSTITUTIONS: <i>Line ministries, Competent department of BD BiH</i>					IMPLEMENTATION DEADLINE: <i>IVq2027</i>				
			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>		
		Statistical registers modernised		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 data were submitted on the implementation of any new activities in the reporting period, so there was no change in the value of the indicator.											
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	IVq2027					
	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>
		Data are published in OP format	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>
		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>
			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>
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>	
		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 activities were implemented in the reporting period, so there was no change in the value of the indicator.							
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 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	<p>ACTIVITY:</p> <p>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.</p>		<p>RESPONSIBLE INSTITUTIONS:</p> <p>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</p>					<p>IMPLEMENTATION DEADLINE:</p> <p>IVq2027</p>					
	<p>ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:</p>							●	●	●	●	●	
	INDICATORS	INDICATOR VALUES:						Inst.BiH	FBiH	RS	BD	BiH	
		Functionality of the system developed (e-Inbox, Single point of contact) that allows users to make correction of their own data						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 implemented. No data were submitted on the implementation of any new activities in the reporting period, so there was no change in the value of the indicator.												
Risks/Problems	The key prerequisites as a basis for implementing the activity in question were not 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	<i>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.</i>					IVq2027					
	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>
		Digital registers of strategies and decisions 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>				
		Web services of registers of strategies and decisions 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	The activity was not implemented. No data were submitted on the implementation of any new activities in the reporting period, so there was no change in the value of the indicator.											
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					IIq2021		
	4.2.9.4 a Develop a methodology and criteria for prioritisation of electronic services.							ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:		●
	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		INDICATORS	<i>INDICATOR VALUES:</i>		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
	Priorities for the development of electronic services determined by the eGovernment strategy or other acts			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>
	Methodology and criteria for prioritization of electronic services developed			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>
Priority services implemented in accordance with the planning documents		BASELINE		<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>		
		TARGET		<i>50%</i>	<i>50%</i>	<i>50%</i>	<i>50%</i>	<i>50%</i>		
		CURRENT		<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>		
Description of achievement	No data were submitted on the implementation of any new activities in the reporting period, so there was no change in the value of the indicator.									
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 roadmap for the implementation of each service.									
Additional information										

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					IVq2022					
	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>					
Proposals to amend the law on civil service and thus provide incentive packages for scarce IT staff developed		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>
		CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>					
Description of achievement	No data were submitted on the implementation of any new activities or the continuation of those started in the reporting period, so there was no change in the value of the indicator.											
Risks/Problems	The departure of personnel is a permanent problem for the successful implementation of all strategic activities. The public administration cannot offer and follow the salaries that quality IT experts can and do get outside the administration and outside the state.											
Next steps	Make changes/additions to the civil service law, 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. Initiate better cooperation with academic institutions where IT personnel are educated. 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

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

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		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)					IVq2027				
			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 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 made in the implementation of activities at the level of the institutions of the Council of Ministers of BiH, Republika Srpska and Brčko District of BiH in the reporting period. No information were provided for the Federation of BiH, so there were no changes in the value of the indicator.											
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 delays in 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	By the end of 2023, competent institutions of the Council of Ministers of BiH, the Federation of BiH, Republika Srpska and Brčko District of BiH should continue to work on establishing the structure of the service catalog, which will be based on the pre-established methodology for creating the service catalog.											

ACTIVITY 4.3.1.2	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	<p>4.3.1.2 Establish a uniform methodology for reducing formalities and burden</p> <p>4.3.1.2a Baseline analysis</p> <p>4.3.1.2b Cost benefit analysis</p> <p>4.3.1.2c Recommendations for reducing formalities and burden</p>		<p><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), Line ministries</i></p>					<p>IVq2027</p>				
			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>			
Description of achievement		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>		
		<p>According to available data, progress in the implementation of activities was recorded at the level of Republika Srpska during the reporting period. At the level of the institutions of the Council of Ministers of BiH and Brčko District of BiH, there was no implementation of activities. No information was provided for the Federation of BiH, so there were no changes in the value of the indicator.</p> <p>The Government of the Republika Srpska at its 17th session, held on April 20, 2023 adopted the information on the implementation of the project for the Optimization of administrative procedures and formalities at the Republic level (Conclusion of the Government of the Republika Srpska, number: 04/1-012-2-1335/23 from April 20, 2023).</p> <p>The Government of the Republika Srpska made the decision on the implementation of the project for the Optimization of administrative procedures and formalities in 2021, and in the same year adopted the Action plan for the implementation of this project. During the analysis of procedures and formalities issued by the republic's administrative bodies, and according to the adopted Action plan, the number of formalities proposed for abolition is 42 (4.40%), and the number of formalities proposed for simplification is 243 (25.47%). Almost all planned formalities for abolition have been abolished, and formalities planned for simplification are ongoing. It was found that the following documents are attached to the largest number of formalities: registration decision, proof of settled tax obligations, proof of the number of employees, extract from the register of fines and misdemeanor records and proof of (non)conviction and proof of (non)punishment , as well as proof that no criminal proceedings are being conducted.</p> <p>In order to simplify the procedure for obtaining formalities, as envisaged in the Action plan, all institutions at the republican level were given access to the current overview of data from the register of business entities (legal entities and entrepreneurs) via the official web portal bizreg.esrpska.com, for which a legal basis was created through amendments to the Rulebook on the conditions, manner and procedure of performing the services of the Agency for Mediation, Information and Financial Services ("Official Gazette of the Republika Srpska", number</p>										

Annex: Tabular overview of the implementation of the Action plan

	<p>102/13, 70/22) and the Rulebook on the content and manner of keeping the central register entrepreneurs ("Official Gazette of the Republika Srpska", number 102/13, 70/22). This enables the institutions to no longer require the parties in administrative procedures to submit a decision on the registration of business entities (legal entities and entrepreneurs) or current excerpt, but to foresee the possibility of obtaining these documents through the insight of official databases and through changes of their individual regulations.</p> <p>The Action plan also foresees that one of the key activities is the automatic exchange of data on settled tax obligations between the Tax Administration and other competent institutions in the process of issuing formalities, and for these needs the Tax Administration has technically refined its information system. Also, it was agreed that this possibility will be implemented in phases, and that the Ministry of Economy and Entrepreneurship and the Ministry of Trade and Tourism will participate in the first test phase (which has already started), and then other competent authorities would use this possibility. In connection with the above, the Ministry of Economy and Entrepreneurship has appointed authorized persons for access to the information system of the Tax Administration of the Republika Srpska.</p>
<p>Risks/Problems</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 delays in 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> <p>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.</p>
<p>Next steps</p>	<p>Competent institutions at the level of the Council of Ministers of BiH and Brčko District of BiH should take appropriate steps by the end of 2023 for the purpose of establishing a unique methodology for reducing formalities and burdens.</p> <p>By the end of 2023, it is necessary to carry out a detailed financial projection of the necessary funds for the implementation of activities within the competent institutions at the level of the Council of Ministers of BiH and the Brčko District of BiH, and accordingly plan funds in the budget and, if necessary, do financing from other sources (donations).</p> <p>Entry of all competent institutions at the level of Republika Srpska that conduct 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 adjust (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>

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)					IVq2027*				
			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 available data, no progress was made in the implementation of activities at the level of the institutions of the Council of Ministers of BiH, Republika Srpska and Brčko District of BiH in the reporting period. No information were provided for the Federation of BiH, so there were no changes in the value of the indicator.											
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	By the end of 2023, it is necessary to carry out a detailed financial projection of the necessary funds for the implementation of activities within the competent institutions at the level of the Council of Ministers of BiH, Republika Srpska and Brčko District of BiH, and accordingly plan funds in the budget and, if necessary ,do funding from other sources (donations).											

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)					IVq2027*				
	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		<i>INDICATOR VALUES:</i>		<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 available data, no progress was made in the implementation of activities at the level of the institutions of the Council of Ministers of BiH, Republika Srpska and Brčko District of BiH in the reporting period. No information were provided for the Federation of BiH, so there were no changes in the value of the indicator.											
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	By the end of 2023, it is necessary to carry out a detailed financial projection of the necessary funds for the implementation of activities within the competent institutions at the level of the Council of Ministers of BiH, Republika Srpska and Brčko District of BiH, and accordingly plan funds in the budget and, if necessary ,do funding from other sources (donations).											

ACTIVITY 4.3.1.5	ACTIVITY: 4.3.1.5 Establish a continuous process of simplification of certain administrative procedures, i.e. procedural provisions	RESPONSIBLE INSTITUTIONS: <i>BiH Council of Ministers, Entity governments and Government of BD BiH</i>					IMPLEMENTATION DEADLINE: <i>IVq2027</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>	<i>BiH</i>
Description of achievement	<p>It will be possible to calculate the progress assessment for the fulfillment of this indicator after the Supervisory team for better service provision and quality agrees on the principle of calculating this indicator, that is, when an agreement is reached for each administrative level about the content of what is included in the 10% of repealed/simplified regulations.</p> <p>According to the available data, in the reporting period, progress was made in the implementation of activities at the level of Republika Srpska.</p> <p>The Government of the Republika Srpska at its 17th session, held on April 20, 2023 adopted the information on the Implementation of the project for the Optimization of administrative procedures and formalities at the Republic level (Conclusion of the Government of the Republika Srpska, number: 04/1-012-2-1335/23 from April 20, 2023).</p> <p>The Government of Republika Srpska made the decision on the implementation of the project for the Optimization of administrative procedures and formalities in 2021, and in the same year adopted the Action plan for the implementation of this project. During the analysis of procedures and formalities issued by the republic's administrative bodies, and according to the adopted Action plan, the number of formalities proposed for abolition is 42 (4.40%), and the number of formalities proposed for simplification is 243 (25.47%). Almost all planned formalities for abolition have been abolished, and the formalities planned for simplification are ongoing. It was found that the following documents are attached to the largest number of formalities: registration decision, proof of settled tax obligations, proof of the number of employees, extract from the register of fines and misdemeanor records and proof of (non)conviction and proof of (non)punishment , as well as proof that no criminal proceedings are being conducted.</p> <p>In order to simplify the procedure for obtaining formalities, as envisaged in the Action plan, all institutions at the republican level were given access to the current overview of data from the register of business entities (legal entities and entrepreneurs) via the official web portal</p>						

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	<p>bizreg.esrpska.com, for which a legal basis was created through amendments to the Rulebook on the conditions, manner and procedure of performing the services of the Agency for Mediation, Information and Financial Services ("Official Gazette of the Republika Srpska", number 102/13, 70/22) and the Rulebook on the content and manner of keeping the central register entrepreneurs ("Official Gazette of the Republika Srpska", number 102/13, 70/22). This enables the institutions to no longer require the parties in administrative procedures to submit a decision on the registration of business entities (legal entities and entrepreneurs) or current excerpts, but to foresee the possibility of obtaining these documents through the insight of official databases and through changes to their individual regulations.</p> <p>The Action plan also foresees that one of the key activities is the automatic exchange of data on settled tax obligations between the Tax Administration and other competent institutions in the process of issuing formalities, and for these needs the Tax Administration has technically refined its information system. Also, it was agreed that this possibility will be implemented in phases, and that the Ministry of Economy and Entrepreneurship and the Ministry of Trade and Tourism will participate in the first test phase (which has already started), and then other competent authorities would use this possibility. In connection with the above, the Ministry of Economy and Entrepreneurship has appointed authorized persons for access to the information system of the Tax Administration of the Republika Srpska.</p>
<p>Risks/Problems</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 delays in 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>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.</p>
<p>Next steps</p>	<p>It is necessary that the Council of Ministers of BiH and the Government of Republika Srpska adopt documents for the implementation of public administration reform by the end of 2023, including decisions on the formation of supervisory teams.</p> <p>Entry of all competent institutions at the level of Republika Srpska that conduct 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 adjust (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>

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)					IVq2027					
			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 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	The assessment of progress for the fulfillment of this indicator will be possible to calculate after the Supervisory team for better service delivery and quality agrees on the principle of calculating this indicator, i.e. when agreement is reached for each administrative level on the content of what is included in the 7 proposals of measures to amend and improve the law on administrative procedure, including digital transformation. According to the available data, no progress was made in the implementation of activities in 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 delays in 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	It is necessary that the Council of Ministers of BiH and the Government of Republika Srpska adopt documents for the implementation of public administration reform by the end of 2023, including decisions on the formation of supervisory teams.												

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)					IVq2027*					
	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 available data, no progress was made in the implementation of activities at the level of the institutions of the Council of Ministers of BiH, Republika Srpska and Brčko District of BiH in the reporting period. No information were submitted for the Federation of BiH, so there were no changes in the value of the indicator.											
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 delays in 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	By the end of 2023, it is necessary to carry out a detailed financial projection of the necessary funds for the implementation of activities within the competent institutions at the level of the Council of Ministers of BiH, the Federation of BiH, the Republika Srpska and the Brčko District of BiH, and according to that plan funds in the budget and, if necessary, do financing from other sources (donations).											


Annex: Tabular overview of the implementation of the Action plan

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		BiH Ministry of Justice; FBiH Ministry of Justice; RS Ministry of Administration and Local Self-Government, Government of BD BiH					IVq2027	
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:						
	INDICATORS		INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH
		Number of civil servants attending the training program		BASELINE	0	0	0	0	0
				TARGET	500	500	500	500* ²⁴	500
				CURRENT	/	/	/	/	/
Description of achievement		To determine the value of the indicator in question, the data on the completed trainings for the entire calendar year are taken into account, so the value of this indicator cannot be measured for the semi-annual reporting period.							
Risks/Problems		<p>Insufficient number of trainings for specific topics and insufficient availability of civil servants to attend the required number of trainings, and non-implementation of training programs;</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>If they do not currently exist, 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 the Republika Srpska and the Human Resources Subdivision of the Brčko District of BiH should by the end of 2023 include in their regular training programs training specialized in the topic of improving administrative legal framework and digital transformation.</p> <p>It is necessary that the Council of Ministers of Bosnia and Herzegovina and the Government of Republika Srpska adopt documents for the implementation of public administration reform by the end of 2023, including decisions on the formation of supervisory teams.</p>							

²⁴ The agreement is that the principle of calculating the indicators will be subsequently agreed with the Supervisory team for better service delivery and quality, considering that the level of 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

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>IVq2020 (2025)</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>	<i>BiH</i>
	Document adopted	BASLINE	<i>no</i>	-	-	-	
		TARGET	<i>yes</i>	-	-	-	
		CURRENT	<i>yes</i>	-	-	-	
Description of achievement	<p>The activity was implemented in the previous reporting period.</p> <p>The Council of Ministers of BiH at the 27th regular session, held on February 18, 2021, adopted 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 budgeting, 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 are 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	Implementation of activities within the strategy for the Improvement of Public Finance Management in BiH Institutions 2021-2025 according to plan, 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 (CHJ BiH), the Administration for Indirect Taxation of Bosnia and Herzegovina (UIO BiH), the Agency for Public Procurement in BiH (AJN), the Department for Macroeconomic Analysis at the Management Board of the Indirect Tax Administration (OMA), the Directorate for Economic Planning of BiH (DEP BiH) and the Audit office of BiH Institutions, gave their contribution to the creation of the strategy.
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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					IIIq2020 (2025)				
			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	<p>The activity was implemented in the previous reporting period.</p> <p>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 from March 25, 2021).</p> <p>This Strategy 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. 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.</p>											
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 from October 27, 2022. adopted the Annual Report on the Implementation of the Public Finance Management Reform Strategy 2021-2025 for the period January 1 – December 31, 2021 which was prepared by the Federal Ministry of Finance.											

ACTIVITY 5.0.3	ACTIVITY: Draft and adopt the PFM reform strategy of the RS for up to 2026.	RESPONSIBLE INSTITUTIONS: <i>drafting: RS Ministry of Finance, adoption: RS Government and RS Assembly</i>				IMPLEMENTATION DEADLINE: <i>IIIq2020 (2025)</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>	<i>BiH</i>
	Document adopted	BASELINE		-	-	no	-	-
	TARGET		-	-	yes	-	-	
	CURRENT		-	-	yes	-	-	
Description of achievement	<p>The activity was implemented in the previous reporting period.</p> <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 corresponding Action plan (hereinafter: SPFM RS). SPFM 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 the requirements of the EU and international standards within the 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 in use of public resources for economic development and improved delivery of services. SUJF 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 realization 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>SPFM 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 year 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 Public Administration Reform 2018-2022 the National Assembly of the Republika Srpska is 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					IIIq2020 (2025)			
			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		<p>The activity was implemented in the previous reporting period.</p> <p>On December 12, the Government of the Brčko District of BiH adopted the strategy for the reform of Public Finance Management of the Brčko District of BiH for the period 2021-2025.</p> <p>The reform strategy of the PFM BD BiH is aimed at strengthening the PFM system by promoting transparency, responsibility, 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 the key functions of the PFM system, namely: Pillar I - fiscal framework; Pillar II - public revenues; Pillar III – budget planning and preparation; Pillar IV – budget execution; Pillar V – internal control; Pillar VI – external audit.</p>									
Risks/Problems		/									
Next steps		Implementation 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 on 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 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. For pillar V - internal control, the established framework for monitoring and reporting on the Internal Financial Control System Development Strategy 2021-2025 will be applied.									

ACTIVITY 5.0.5	<p>ACTIVITY:</p> <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>RESPONSIBLE INSTITUTIONS:</p> <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>IMPLEMENTATION DEADLINE:</p> <p><i>1q2021 (2026)</i></p>																							
	<p>ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:</p>		    																							
	INDICATORS	<p>INDICATOR VALUES:</p> <table border="1"> <thead> <tr> <th></th> <th><i>Inst.BiH</i></th> <th><i>FBiH</i></th> <th><i>RS</i></th> <th><i>BD</i></th> <th><i>BiH</i></th> </tr> </thead> <tbody> <tr> <td>Document adopted</td> <td>BASELINE <i>no</i></td> <td><i>no</i></td> <td><i>no</i></td> <td><i>no</i></td> <td><i>no</i></td> </tr> <tr> <td></td> <td>TARGET <i>yes</i></td> <td><i>yes</i></td> <td><i>yes</i></td> <td><i>yes</i></td> <td><i>yes</i></td> </tr> <tr> <td></td> <td>CURRENT <i>yes</i></td> <td><i>yes</i></td> <td><i>yes</i></td> <td><i>yes</i></td> <td><i>yes</i></td> </tr> </tbody> </table>		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>	Document 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>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
	<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>																					
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	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>																					
<p>Description of achievement</p>	<p>. The activity was implemented in the previous reporting period. After the adoption of individual PFM strategies at all levels, the Comprehensive Public Finance Management Strategy in BiH 2021-2025 was prepared. The Council of Ministers of BiH, the Government of the Federation of BiH, the Government of the Republika Srpska and the Government of the Brčko District of BiH, during 2022, approved the Comprehensive Public Finance Management Strategy (CPFMS) in BiH for the period 2021-2025.</p> <p>The CPFMS in BiH presents a content and time overview of the strategies of four levels of government in a harmonized structure, while the individual strategies of all levels of government (Strategy of Public Finance Management of the Republika Srpska 2021-2025; Strategy of Reform of Public Finance Management of the Brčko District of BiH 2021-2025; Strategy of Improvement of Public Finances Management 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 CPFMS in BiH are classified into six pillars: 1) Fiscal framework, 2) Public revenues, 3) Budget planning and preparation, 4) Budget execution, 5) Internal control and 6) External audit. The six pillars include 30 measures, with a defined comprehensive 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, and there are also specified bearers of the measures and activities. The CPFMS in BiH does not contain</p>																									

Annex: Tabular overview of the implementation of the Action plan

	<p>new activities in relation to individual strategies and covers 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 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 CPFMS 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 CPFMS 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 SSUJF 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. The deadlines for the development of AAP and AIR of individual strategies are harmonized with individual strategies, while the consolidated AAP and AIR for CPFMS in BiH will be adopted by September 15. The purpose of monitoring and reporting is to provide 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), before being submitted for approval, must be reviewed and approved by the implementation monitoring working group.</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	Bearing in mind that the Action plan for the public administration reform of BiH 2020–2022 foresees the formation of an intergovernmental body for the development of a consolidated strategic framework for this activity, activities on the development of a comprehensive strategy for managing public finances in BiH began with the appointment of two representatives of all levels of government to the intergovernmental working body. In this regard, the Government of the Republic of Srpska adopted a Decision ²⁵ on the appointment of a representative of Republika Srpska to participate in the development of a comprehensive strategy for managing public finances in BiH for the period 2021–2025 and Decision ²⁶ on the appointment of a representative of Republika Srpska to monitor the implementation of the Comprehensive Strategy for Public Finances Management in BiH for the period 2021-2025. The activity was implemented with the technical support of the Department for Fiscal Affairs of the International Monetary Fund (IMF) through the project Reform of tax administration and management of public finances in Southeast Europe financed by the European Union (EU) and the State Secretariat for Economic Affairs of Switzerland (SECO).

²⁵ 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

²⁶ Decision on the appointment of a representative of the Republika Srpska to monitor the implementation of the Comprehensive Strategy for the Public Finances Management in BiH for the period 2021-2025, number 04/1-012-2-2293/22 from June 30, 2022

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