

ANNEX 1: TABLE OVERVIEW OF THE IMPLEMENTATION OF THE ACTION PLAN

Report: Annual report on the implementation of the Strategic Framework Action Plan for Public Administration Reform in BiH 2018-2027

Reporting period: 1st January, - 31st December, 2023

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AREA 1 – POLICY DEVELOPMENT AND COORDINATION

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

TARGET INDICATORS		INDICATOR VALUES		
		BASELINE	TARGET	CURRENT
1.	<i>Information about laws and regulations (% of those who indicate full confidence and indicate confidence)</i>	43,00	60,00	43
2.	<i>Government effectiveness (Percentile rank)</i>	35,71	42,00	12,74
3.	<i>Regulatory Quality (Percentile Rank)</i>	48,57	56,00	45,75

MEASURE 1.1:

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

MEASURE INDICATORS		INDICATOR VALUES			
		BASELINE	TARGET	CURRENT	
1. The number of administrative levels that have established a legal and institutional framework for coordinating the content of policy proposals that are referred to decision makers for adoption Points	Bosnia and Herzegovina	0/1	4/4	0/4	
	<i>Institutions of BiH</i>	0/1	1/1	0/1	
	<i>FBiH</i>	0/1	1/1	0/1	
	<i>RS</i>	0/1	1/1	0/1	
	<i>BD BiH</i>	0/1	1/1	0/1	
2.	Consistency of government centers in setting and implementing procedures (points) – SIGMA	Bosnia and Herzegovina	1/4	4/4	2/4

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Points	<i>Institutions of BiH</i>	1/4	4/4	2/4
	<i>FBiH</i>	1/4	4/4	3/4
	<i>RS</i>	1/4	4/4	1/4
	<i>BD BiH</i>	1/4	4/4	3/4

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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.					
	<p>- 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</p> <p>- 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</p>		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●	
			INDICATORS	<i>INDICATOR VALUES:</i>					<i>Inst. BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
				An analysis with recommendations is made	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>			
					TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>			
					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			<p>No progress has been made.</p> <p>In the reporting period, there was no progress in the implementation of activities. The realization of this activity is planned through the EU4PAR project (EU support for public administration reform), which officially started its activities on October 9, 2023. The project was financed from the IPA 2019 funds and will last 30 months. 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.</p>										
Risks/Problems			There is no risk/problem.										
Next steps	Proposals for the next steps will be defined in the initial Report of the EU4PAR project (EU support for public administration reform).												

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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					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>
		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		No progress has been made. In the reporting period, there was no progress in the implementation of this activity, because the preconditions for its realization 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 the next steps will be defined in the Initial Report of the EU4PAR project (EU support for public administration reform).										

MEASURE 1.2:

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

MEASURE INDICATORS		INDICATOR VALUES		
		BASELINE	TARGET	CURRENT
1. Adequacy of the legal framework for policy planning at each administrative level - SIGMA	<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 the Republika Srpska, General Secretariat of the Government of the Republika Srpska, Secretariat of the Government of Brčko District Bosnia and Herzegovina					IIq2026.	
			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		Some progress were made. At the level of institutions of BiH, the Ministry of Finance and Treasury of BiH, in cooperation with the Directorate for Economic Planning of BiH, prepared a draft of the amended Decision on the procedure for medium-term planning, monitoring and reporting in the institutions of BiH. The new text of the aforementioned Decision was published on 11 December 2023 on the e-konsultacije.ba portal for mandatory public consultations.							

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	<p>The changes are to a certain extent harmonized with the recommendations of the Report on the Evaluation of the Medium-Term Planning Process and the Medium-Term Work Program of the Council of Ministers of BiH, which was adopted by the Council of Ministers of BiH. There was no progress on the drafting of the legal framework for long-term, that is, sectoral planning.</p> <p>The Ministry of Justice, in cooperation with the General Secretariat of the Council of Ministers, ministries and institutions, according to the adopted Decision on the annual planning of work and the method of monitoring and reporting in the institutions of BiH ("Official Gazette of Bosnia and Herzegovina", number 80/22), during the first half of the year, prepared Instructions on the preparation method of the annual work program and reports on work in the institutions of BiH, for which it conducted inter-institutional and public consultations, and then referred for adoption, which was done by the Council of Ministers of BiH at the 12th session held on 18 May 2023, and it was published in the Official Gazette of Bosnia and Herzegovina, 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. According to the Instructions, the preparation of the Report for 2023 will be done according to the old methodology, according to which the Work Programs of the institutions of BiH were prepared, while the Work Programs of the institutions of BiH for 2024 were prepared according to the new methodology, for which two workshops were held.</p> <p>No progress was recorded in the Federation of BiH, because no data for the reporting period were submitted.</p> <p>In Republika Srpska, the Law on Strategic Planning and Development Management ("Official Gazette of Republika Srpska", No. 63/21) was adopted, which significantly improved the system of strategic, mid-term and annual planning compared to the earlier Decision on the Planning Procedure which, before entering into force, the strategic planning system was regulated by the Act. On the basis of the law, the Government of the Republika Srpska adopted the Decree on Strategic Documents ("Official Gazette of Republika Srpska", No. 94/21) and the Decree on Implementation Documents ("Official Gazette of Republika Srpska", No. 8/22), which regulate the drafting process in more detail, monitoring and reporting on the implementation of strategic and implementation documents in the Republika Srpska. The quality of reporting documents has been improved by the new normative framework.</p> <p>There was no progress in Brčko District of BiH.</p>
<p>Risks/Problems</p>	<p>Level of BiH institutions:</p> <p>The risks/challenges relate to the segmented approach of mid-term and annual planning, which further complicates the entire process. Two different Decisions regulate the areas of medium-term and annual planning, and two different institutions (the Ministry of Finance and Treasury of BiH and the Ministry of Justice of BiH) are the proponents of the aforementioned Decisions (one Decision refers to annual planning in the institutions of BiH, and the other to medium-term planning in the institutions of BiH). It happens that the aforementioned Decisions are revised at different time intervals, which brings the risk of non-compliance because the Decision on Annual Planning was recently amended, while the amendment of the Decision on Medium-Term Planning is planned at the level of BiH institutions, where the proposed changes are of such a nature that they will be under urgent required harmonization of annual planning - ie. again a new amendment to the Decision on annual planning (and the Instructions accordingly). This complicates the process and introduces confusion into the planning system, where users - institutions of BiH have problems when planning and reporting. There are also many activity holders related to the implementation of the aforementioned Decisions. The Directorate for Economic Planning of BiH is in charge of drafting the mid-term work program of the Council of Ministers of BiH, and the General</p>

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	<p>Secretariat of the Council of Ministers of BiH is in charge of drafting the Annual Work Program of the Council of Ministers of BiH. The central harmonization unit is obliged to submit data on strategic risks. Due to inconsistencies in the definition of the legal framework, there is possibility for ambiguity and the impossibility of correct application of medium-term and annual planning, which as a result can lead to inefficiency and a reduction in the effects and quality of work plans and programs, as well as appropriate reporting, which makes it difficult to achieve the goals of better quality drafting and coordination of policies.</p>
<p>Next steps</p>	<p>The level of BiH institutions:</p> <p>Harmonize and simplify the planning system in the institutions of BiH. Use one regulation/Decision to regulate the planning system at the level of BiH institutions.</p> <p>Coordinate the work of the body on amending the legal framework for strategic, mid-term and annual planning with the adoption of a methodology for long-term planning, which is a prerequisite and precedes better regulation of the aforementioned legal framework.</p> <p>Connect the authorities for the adoption and implementation of the legal framework for strategic, medium-term and annual planning of the state, entity and Brčko District levels of government - the community of practitioners and the interdepartmental working body for harmonizing the legal framework for policies in BiH and with international standards, primarily the EU legal space.</p>

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ACTIVITY 1.2.2	<p>ACTIVITY:</p> <p>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.</p>	<p>RESPONSIBLE INSTITUTIONS:</p> <p>BiH Civil Service Agency, FBiH Civil Service Agency, Republika Srpska Civil Service Agency, the HR Sub-Division of Brčko District of Bosnia and Herzegovina</p>	<p>IMPLEMENTATION DEADLINE:</p> <p>IVq2026.</p>				
	<p>ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:</p>						
	INDICATORS	<p>Degree of maturity of institutions for the planning, monitoring and reporting processPossible values:</p> <p>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</p> <p>BLV: Phase 1 - establishment (cumulative for all levels - mean)</p> <p>TV: Phase 2 - the functions are performed</p>	<p>INDICATOR VALUES:</p> <p>BASELINE</p> <p>TARGET</p> <p>CURRENT</p>	<p><i>Inst.BiH</i></p> <p>1.phase</p> <p>2.phase</p> <p>1.phase</p>	<p><i>FBiH</i></p> <p>1.phase</p> <p>2.phase</p> <p>2.phase</p>	<p><i>RS</i></p> <p>1.phase</p> <p>2.phase</p> <p>2.phase</p>	<p><i>BD</i></p> <p>1.phase</p> <p>2.phase</p> <p>2.phase</p>
Description of achievements	<p>At the level of BiH institutions, not all preconditions for the implementation of this activity have been achieved, because the legal framework for long-term/sectoral planning, monitoring and reporting has not been established, the legal framework for medium-term planning, monitoring and reporting has not been improved, while the legal framework for annual planning, monitoring and reporting has been improved. After the Council of Ministers of BiH adopted the Instruction on how to prepare 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.</p> <p>In the Republika Srpska, in the first half of 2023, with the support of UNDP, mentoring support was provided to all ministries in the development of their Medium-Term Work Plans in accordance with the new normative framework. Mentoring involved the engagement of 4 consultants - experts in the field of strategic planning who worked with 4 ministries each, in such a way that at the beginning workshops were held in connection with the new normative framework for medium-term and annual planning, and after that work continued in the ministries on the specific document - Medium-term work plans for the period 2024-2026. The General Secretariat of the Government, as an institution in charge of quality control of these documents and providing opinions, has determined that these medium-term work plans are much better quality and more comprehensive</p>						

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	<p>than the previous ones and that the progress of the ministries when it comes to the preparation of these documents is obvious. Initial workshops - trainings were attended by 4 civil servants from each ministry, a total of about 64 civil servants.</p>
Risks/Problems	<p>Level of BiH institutions:</p> <p>Weak and insufficient capacities and resources of institutions for work planning. Inconsistency of planning methodologies.</p> <p>Republika Srpska:</p> <p>The challenge is the lack of funds for training maintenance.</p>
Next steps	<p>Level of BiH institutions:</p> <p>In cooperation with the Civil Service Agency, redefine the training program and create a new plan for programming, monitoring and reporting of work and start implementing the plan.</p> <p>Organize initial training for Reporting on work.</p> <p>Republika Srpska:</p> <p>In the coming period, continue with the continuous training of civil servants in the field of strategic planning, both medium-term and strategic, with a special emphasis on the evaluation of strategic documents.</p>

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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					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>		
		Document adopted		BASELINE		0/1	1/1	0/1	0/1	1/4		
				TARGET		1/1	1/1	1/1	1/1	4/4		
				CURRENT		0/1	1/1	1/1	1/1	3/4		
Description of achievements		There was no progress at the level of BiH institutions. In Republika Srpska, the Law on Strategic Planning was adopted as well as the Regulation on Strategic Documents ("Official Gazette of Republika Srpska", number 94/21). These regulations provide the basis for creating documents related to long-term/sectoral planning.										
Risks/Problems		Level of BiH institutions: 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. Republika Srpska: Untimely drafting of regulations related to sectoral planning.										
Next steps		Republika Srpska: Training of civil servants for the preparation of strategic documents.										

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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					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>		
		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		There was no progress in Brčko District of BiH. At the level of BiH institutions, in the Federation of BiH and Republika Srpska, no progress was recorded, because no data for the reporting period were submitted.										
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>77%</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>

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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>1q2026. + continuously by the end of 2027.</p>																							
	<p>ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:</p>		    																							
	INDICATORS	<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>Data for determining the value of indicators at the level of Measure 3 are available</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>no</i></td> <td><i>no</i></td> <td><i>yes</i></td> <td><i>no</i></td> <td><i>no</i></td> </tr> </tbody> </table>		Inst.BiH	FBiH	RS	BD	BiH	Data for determining the value of indicators at the level of Measure 3 are 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>yes</i>	<i>no</i>	<i>no</i>
	Inst.BiH	FBiH	RS	BD	BiH																					
Data for determining the value of indicators at the level of Measure 3 are 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>yes</i>	<i>no</i>	<i>no</i>																					
<p>Description of achievements</p>	<p>Some progress were made.</p> <p>In Republika Srpska, significant progress was made through the introduction of mandatory impact assessment on the by-laws that elaborate the formalities (permits, certificates, decisions). This was done through the new Decision on the Assessment of the Impact of Regulations ("Official Gazette of Republika Srpska", No. 8/23). In this way, a control mechanism was established for new formalities that are also introduced by secondary legal acts and it is one of the steps that was adopted after the implementation of the Optimization of administrative procedures project.</p> <p>For all laws, except for laws under urgent procedure, a regulatory impact assessment (RIA) was prepared and the control body's opinion on the RIA was given. A total of 32 laws were considered and RIA was prepared for all of them and opinions of the control body were given. As of the reporting date, 13 laws have been considered under the urgent procedure (some of them related to technical adjustments).</p> <p>From the beginning of 2023, the rules and regulations that elaborate formalities are also subject to RIA. As some by-laws of this type are adopted directly by the republic's administrative bodies (without reference to the Government of the Republika Srpska), and for the purpose of the</p>																									

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	<p>control mechanism, the cooperation has been established between the Ministry of Economy and Entrepreneurship (as a control body) and the Republican Secretariat for Legislation of the Government of Republika Srpska, which is a mandatory authority in the process of adopting by-laws from the middle of 2023. From that moment on, an RIA was made on all by-laws of this type and an opinion of the control body was given (a total of 12 by-laws of this type).</p> <p>There was no progress in Brčko District of BiH.</p> <p>At the level of the institutions of BiH and the Federation of BiH, no progress was recorded, because no data were submitted for the reporting period.</p>
<p>Risks/Problems</p>	<p>The availability of data necessary for determining the value of indicators that measure the scope of application of the assessment of the impact of regulations in the process of policy development.</p> <p>Republika Srpska:</p> <p>Regulatory impact assessment does not begin immediately during planning and during the drafting of regulations, but in the late stages.</p>
<p>Next steps</p>	<p>At the level of the institutions of BiH, in the Federation of BiH and the Brčko District of BiH, it is necessary to establish a mechanism for collecting and recording the data needed to determine the value of indicators that measure the extent of application of the assessment of the impact of regulations in the process of policy development.</p> <p>Republika Srpska:</p> <p>Monitoring the implementation of the Decision on regulatory impact assessment in practice.</p>

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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					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>
		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>yes</i>	<i>yes</i>	<i>no</i>	<i>no</i>
Description of achievements		<p>There was no progress at the level of BiH institutions.</p> <p>In the Federation of BiH, there is a Handbook on regulatory impact assessment.</p> <p>In Republika Srpska, there is a methodological manual for the regulatory impact assessment, and the drafting of a new one is in the final stage. The new Decision on regulatory impact assessment ("Official Gazette of Republika Srpska", number 08/23) prescribes two forms, namely form 1 of regulatory impact assessment of a draft/proposed law and form 2 of regulatory impact assessment of a proposal of a regulation/decree. With these forms, the methodological tools established by the Methodological Manual for the regulatory impact assessment 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 news are also the provisions related to the regulatory impact assessment that are harmonized with the legal acquis of the European Union, as well as the provision of the obligation to conduct a cost-benefit analysis, the introduction of standard cost models, and ex post analysis. In addition to the methodological steps, in practice, assistance is provided to the processors of regulations by the control authority in implementing the methodology, on specific regulations.</p> <p>There was no progress in Brčko District of BiH.</p>								
Risks/Problems		<p>Level of BiH institutions:</p> <p>Lack of capacity to create methodology, manuals or guidelines for regulatory impact assessment at the level of BiH institutions.</p> <p>Republika Srpska:</p> <p>Migration of staff who have undergone training on regulatory impact assessment.</p>								

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Next steps	Level of BiH institutions: Provide donor support for the development of methodology, manuals or guidelines for regulatory impact assessment. Establish a community of practitioners. Republika Srpska: Finalization of the modernized manual on regulatory impact assessment.
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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					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>		
		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	1/1	0/1	0/4		
Description of achievements		<p>Some progress was made.</p> <p>In Republika Srpska, the activity was realized through the adoption of several documents that regulate this area. The Rules for drafting laws and other regulations of the Republika Srpska ("Official Gazette of Republika Srpska", 24/14) were adopted, which regulate the principles and legal technique for the drafting of laws, by-laws and other general acts. The rules introduced uniformity in the process of drafting regulations, considering the obligation of their application for all administrative bodies and local self-government units and the possibility of application by public institutions, companies and other legal entities. With regard to strategies, medium-term and annual plans, action plans and other planning documents, with the adoption of the Law on Strategic Planning, the Regulation on Implementation Documents and the Regulation on Strategic Documents, a unique system of preparatory activities, analysis of the current situation, stages of preparation and public participation in the preparation process and adoption of the aforementioned documents was established. The Rules of Procedure of the Government and the National Assembly prescribe the procedures for drafting and adopting acts which are adopted by the Government and the National Assembly, as well as the obligation to carry out regulatory impact assessment and consultations with the public.</p> <p>There was no progress at the level of institutions of BiH and in Brčko District of BiH.</p> <p>No progress was recorded in the Federation of BiH, because no data for the reporting period were submitted.</p>										
Risks/Problems		Level of BiH institutions:										

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	<p>Lack of resources and capacity to carry out activities.</p> <p>Republika Srpska:</p> <p>By adopting the Rules for Drafting Laws and Other Regulations of Republika Srpska, the Law on Strategic Planning, the Regulation on Implementation Documents, the Regulation on Strategic Documents, the Rules of Procedure of the Government and the National Assembly, the risks of different actions and practices when drafting regulations and other general acts were reduced.</p>
<p>Next steps</p>	<p>Level of BiH institutions:</p> <p>Ensure donor support for the preparation of rules for the development of public policies and other general acts.</p> <p>Republika Srpska:</p> <p>Training of civil servants who work on the preparation of these documents.</p>

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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					IVq 2026. + 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>
Degree of the training plan implementation		BASELINE			0%	0%	0%	0%	0%	
		TARGET			90%	90%	90%	90%	90%	
		CURRENT			100%	0%	100%	0%	50%	
Description of achievements	<p>Some progress was made.</p> <p>At the level of BiH institutions, 2 trainings for 28 civil servants were planned and implemented.</p> <p>In the Federation of BiH, 1 training for 40 civil servants was implemented. Given that no information was provided on the number of planned trainings for the reporting period, the value of the relevant indicator could not be determined.</p> <p>In Republika Srpska, the training plan was implemented. Training is planned for civil servants who work in the control body (Ministry of Economy and Entrepreneurship). The training was implemented through ReSPA in September 2023. Civil servants from the level of institutions of BiH, from the Federation of BiH and the Brčko District of BiH participated in this workshop, and they control the implemented procedure for regulatory impact assessment.</p> <p>Training on regulatory impact assessment was organized for civil servants (processors of regulations) who work on the regulatory impact assessment on other republican administrative bodies, through the Agency for State Administration. The training was implemented by the Ministry of Economy and Entrepreneurship on November 16 and 17, 2023 (about 30 participants from Republika Srpska attended).</p> <p>There was no progress in Brčko District of BiH.</p> <p>With the support of SIGMA, on November 28 and 29, 2023, a workshop on regulatory impact assessment and public consultations "Improving Systems and Practices through stronger quality assurance" was organized. The goal of this workshop was to start a discussion on systems,</p>									

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	methods, tools and practices regarding further improvement of the quality of regulatory impact assessment and public consultations in BiH. The workshop was attended by key regulatory impact assessment institutions from all administrative levels.
Risks/Problems	/
Next steps	<p>With the support of the Civil Service Agency of BiH, the Civil Service Agency of the Federation of BiH, the State Administration Agency of Republika Srpska, the Human Resources Subdivision of the Brčko District of BiH and international organizations (SIGMA, ReSPA, EU4PAR), plan and organize trainings for civil servants in the field of regulatory impact assessment.</p> <p>Republika Srpska:</p> <p>Organize continuous training for all civil service of the institutions of Republika Srpska who process regulations, and for the control body ensure continuous monitoring and training on SIGMA, OECD principles and experiences from the environment and the EU.</p>

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ACTIVITY 1.3.5	ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:
	Establish a publicly available database of all legal regulations adopted by the authorities at all administrative levels in BiH (note: this activity is related to activity 4.2.25)	Legislative Office of the BiH Council of Ministers, FBiH Government Office for Legislation and Alignment with the EU Acquis, Secretariat for Legislation of the RS Government, Legislative Office of the Brčko District Mayor					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>	
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	<p>There was no progress at the level of institutions of BiH and in Brčko District of BiH.</p> <p>No progress was recorded in the Federation of BiH, because no data for the reporting period were submitted.</p> <p>At the level of Republika Srpska, a single publicly available database of all legal regulations was not established. However, all legal regulations adopted by both the legislative and executive authorities are available in the database of regulations maintained by the Official Gazette of the Republika Srpska, which as a database is available to the public under certain conditions. In addition to the above, also on the websites of the republic's administrative bodies, public institutions, local self-government units, as well as the National Assembly of Republika Srpska, the largest number of acts adopted by these entities are available, and in this way, the publicity of legal regulations is ensured.</p>						
Risks/Problems	The risk is reflected in the lack of financial resources for the implementation of the activity, in terms of providing technical conditions as well as in terms of human resources needed for its implementation. Failure to recognize the importance of this activity by the competent authorities is also one of the risks.						
Next steps	Perform an analysis of the institution that would be responsible for maintaining a publicly available database, as well as the legal framework that determined the authority for maintaining the database, perform an analysis of human resources for the implementation of this measure in terms of entering all acts adopted so far into this database, and its maintenance.						

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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					IVq2027.				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
			INDICATORS					INDICATOR VALUES:				
			Information system is operational					Inst.BiH	FBiH	RS	BD	BiH
							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 Brčko District of BiH, there was no progress. No progress was recorded in the Federation of BiH, because no data for the reporting period were submitted.											
Risks/Problems	Republika Srpska: Lack of financial resources and problems and the issue of the possibility of creating forms for the creation of laws and other regulations, bearing in mind the different areas that need to be covered. Training of personnel to work on this software is one of the risks and challenges.											
Next steps	Republika Srpska: It is necessary to update the existing analysis of the steps that need to be taken to implement this activity, including the process of drafting regulations and all the steps that are taken in that process, from the moment of making the decision to start drafting a regulation until its adoption. It is necessary to perform an analysis of all legal acts passed by individual bodies, as well as an analysis of the possibility of harmonizing the software with the Rules for Drafting Laws and other legal regulations of the Republika Srpska. In addition, it is necessary to create a detailed training plan for both IT civil servants and civil servants who work on drafting regulations, and to define who would be the owner of this software, and who would be in charge of its maintenance.											

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>	<i>0%</i>
	<i>FBiH</i>	<i>n/a</i>	<i>50%</i>	<i>0%</i>
	<i>RS</i>	<i>n/a</i>	<i>50%</i>	<i>0%</i>
	<i>BD BiH</i>	<i>n/a</i>	<i>50%</i>	<i>0%</i>
2. Quality assurance of the public consultation process - SIGMA	Bosnia and Herzegovina	0/3	3/3	0/3
	<i>Institutions of BiH</i>	<i>0/3</i>	<i>3/3</i>	<i>0/3</i>
	<i>FBiH</i>	<i>0/3</i>	<i>3/3</i>	<i>1/3</i>
	<i>RS</i>	<i>0/3</i>	<i>3/3</i>	<i>0/3</i>
	<i>BD BiH</i>	<i>0/3</i>	<i>3/3</i>	<i>0/3</i>

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ACTIVITY1.4.1	<p>ACTIVITY:</p> <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>RESPONSIBLE INSTITUTIONS:</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>	<p>IMPLEMENTATION DEADLINE:</p> <p>IIq2026.</p>				
	<p>ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:</p>						
	INDICATORS	<p>INDICATOR VALUES:</p>	<p><i>Inst.BiH</i></p>	<p><i>FBiH</i></p>	<p><i>RS</i></p>	<p><i>BD</i></p>	<p><i>BiH</i></p>
	<p>Adequacy of the regulatory framework for an effective public consultation process - SIGMA</p>	<p>BASELINE</p>	<p>3/10</p>	<p>3/10</p>	<p>3/10</p>	<p>3/10</p>	<p>3/10</p>
		<p>TARGET</p>	<p>10/10</p>	<p>10/10</p>	<p>10/10</p>	<p>10/10</p>	<p>10/10</p>
		<p>CURRENT</p>	<p>5/10</p>	<p>5/10</p>	<p>4/10</p>	<p>9/10</p>	<p>5/10</p>
<p>Description of achievement</p>	<p>Some progress was made.</p> <p>From 20 November 2023, at its 29th session at the level of BiH institutions, the Council of Ministers of BiH adopted the Rules on amendments and supplements to the Rules for Consultations in the drafting of legal regulations in order to more precisely define individual provisions and to improve the implementation of the consultation process with the interested public. The rules for consultations have been in force since 2017, and practice has shown the need for amendments in order to enable better cooperation with civil society and to continue harmonizing the legal and institutional framework and the practice of involving citizens and civil society organizations in the process of shaping public policies in BiH. The amendments harmonize the Rules for consultations in the drafting of legal regulations with the amendments to the Uniform Rules for the drafting of legal regulations in the institutions of BiH in the part of regulatory impact assessment. With the adoption of the Rules on amendments to the Rules for consultations in the drafting of legal regulations ("Official Gazette of BiH", number 87/23), the institutions of BiH are required to publish a report on the consultations carried out and the final text of the draft or proposal of regulations or other act on the eConsultation web application after the end of the consultation. In this way, the criterion from the SIGMA methodology, which assesses the existence of the obligation to make the report on the outcome of public consultations available to the public, is fulfilled.</p> <p>In Republika Srpska, in accordance with the Guidelines for consultations in the drafting of regulations and other general acts ("Official Gazette of Republika Srpska", number 86/22) an obligation is foreseen for the Government of the Republika Srpska and other republican administrative bodies to, when drafting regulations and other general acts to implement consultation with the public. In this way, the participation of the interested public in the process of drafting regulations and other general acts is ensured. Also, the Guidelines provide for the obligation to apply these guidelines in the sense of public participation during the drafting of legal regulations and general acts and for the authorities of local self-</p>						

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	<p>government units, institutions, business companies, public companies, civil society organizations and other legal entities, which ensures public participation for the widest a possible circle of entities that make regulations in all areas. The guidelines foresee the monitoring of the public consultation process in the drafting of regulations and through the e-consultation web application, which will further improve the consultation process and its control. The Decision on the Regulatory Impact Assessment ("Official Gazette of Republika Srpska", No. 8/23), point VII and the accompanying forms obliges processors to conduct consultations in accordance with the Guidelines for conducting consultations and to explain in the accompanying forms the manner of conducting them. The Regulation on implementing documents in the Republika Srpska ("Official Gazette of Republika Srpska", number 8/22) stipulates in Article 9, paragraph (7) the obligation to conduct a public consultation process for Medium-term work plans that last 15 days from the day of publication on the internet. Regulation on strategic documents in Republika Srpska ("Official Gazette of Republika Srpska", number 94/21) in Article 9, paragraph (14) prescribes the obligation to carry out the process of public consultations on the strategic platform, which last a minimum of 15 days, and Article 15 prescribes the obligation conducting public consultations on the strategic document, which also last a minimum 15 days.</p> <p>There was no progress in Brčko District of BiH.</p> <p>No progress was recorded in the Federation of BiH, because no data for the reporting period were submitted.</p>
<p>Risks/Problems</p>	<p>Level of BiH institutions: Insufficient training of civil servants on the importance and method of conducting public consultations, especially additional public and inter-institutional consultations (horizontal and vertical). Absence of a civil society development strategy.</p> <p>Republika Srpska: Capacity and interest of target groups to participate in consultations. The processor's capacity to carry out consultations on key segments of regulations. The capacity of processors to justify in detail the consultations carried out. Interest of target groups to participate.</p>
<p>Next steps</p>	<p>Improve the legal framework that regulates the area of public consultation and public participation at each administrative level in accordance with the SIGMA Principles.</p>

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ACTIVITY 1.4.2	<p>ACTIVITY:</p> <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>RESPONSIBLE INSTITUTIONS:</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>	<p>IMPLEMENTATION DEADLINE:</p> <p>IIq2026.</p>				
	<p>ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:</p>						
	INDICATORS	<p>INDICATOR VALUES:</p>	<p><i>Inst.BiH</i></p>	<p><i>FBiH</i></p>	<p><i>RS</i></p>	<p><i>BD</i></p>	<p><i>BiH</i></p>
	<p>Adequacy of the regulatory framework for an effective public consultation process - SIGMA</p>	<p>BASELINE</p>	<p>3/10</p>	<p>3/10</p>	<p>3/10</p>	<p>3/10</p>	<p>3/10</p>
		<p>TARGET</p>	<p>10/10</p>	<p>10/10</p>	<p>10/10</p>	<p>10/10</p>	<p>10/10</p>
		<p>CURRENT</p>	<p>5/10</p>	<p>5/10</p>	<p>4/10</p>	<p>9/10</p>	<p>5/10</p>
<p>Description of achievement</p>	<p>Some progress was made.</p> <p>From 20 November 2023 at its 29th session at the level of BiH institutions, the Council of Ministers of BiH adopted the Rules on amendments and supplements to the Rules for Consultations in the drafting of legal regulations in order to more precisely define individual provisions and to improve the implementation of the consultation process with the interested public. The rules for consultations have been in force since 2017, and practice has shown the need for amendments in order to enable better cooperation with civil society and to continue harmonizing the legal and institutional framework and the practice of involving citizens and civil society organizations in the process of shaping public policies in BiH. The amendments harmonize the Rules for consultations in the drafting of legal regulations with the amendments to the Uniform Rules for the drafting of legal regulations in the institutions of BiH in the part of regulatory impact assessment. With the adoption of the Rules on amendments to the Rules for Consultations in the Drafting of Legal Regulations ("Official Gazette of BiH", number 87/23), the institutions of BiH are required to publish a report on the consultations carried out and the final text of the draft or proposal of regulations or other act on the eConsultation web application after the end of the consultation. In this way, the criterion from the SIGMA methodology, which assesses the existence of the obligation to make the report on the outcome of public consultations available to the public, is fulfilled.</p> <p>In Republika Srpska, in accordance with the Guidelines for consultations in the drafting of regulations and other general acts ("Official Gazette of Republika Srpska", number 86/22), an obligation is foreseen that when drafting regulations and other general acts that the Government of the Republika Srpska and other republican administrative bodies implement consultation with the public. In this way, the participation of the interested public in the process of drafting regulations and other general acts is ensured. Also, the Guidelines foresee the obligation to apply these guidelines in the sense of public participation during the drafting of legal regulations and general acts and for the authorities of local self-government units,</p>						

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	<p>institutions, business companies, public companies, civil society organizations and other legal entities, which ensures public participation for the widest a possible circle of entities that make regulations in all areas. The guidelines foresee the monitoring of the public consultation process in the drafting of regulations and through the e-consultation web application, which will further improve the consultation process and its control. The decision on the regulatory impact assessment ("Official Gazette of Republika Srpska", no. 8/23), point VII and the accompanying forms obliges processors to conduct consultations in accordance with the Guidelines for conducting consultations and explain in the accompanying forms the manner of conducting them. The Regulation on implementing documents in Republika Srpska ("Official Gazette of Republika Srpska", number 8/22) stipulates in Article 9, paragraph (7) the obligation to carry out the process of public consultations for Medium-term work plans that last 15 days from the day of publication on the internet. Regulation on strategic documents in Republika Srpska ("Official Gazette of Republika Srpska", number 94/21) in Article 9, paragraph (14) prescribes the obligation to carry out the process of public consultations on the strategic platform, which last a minimum of 15 days, and Article 15 prescribes the obligation conducting public consultations on the strategic document, which also last a minimum 15 days.</p> <p>There was no progress in Brčko District of BiH.</p> <p>No progress was recorded in the Federation of BiH, because no data for the reporting period were submitted.</p>
<p>Risks/Problems</p>	<p>Level of BiH institutions: Insufficient training of civil servants on the importance and method of conducting public consultations, especially additional public and inter-institutional consultations (horizontal and vertical). Absence of a civil society development strategy.</p> <p>Republika Srpska: Kapacity and interest of target groups to participate in consultations. The processor's capacity to carry out consultations on key segments of regulations. The capacity of processors to justify in detail the consultations carried out. Interest of target groups to participate.</p>
<p>Next steps</p>	<p>Improve the legal framework that regulates the area of public consultation and public participation at each administrative level in accordance with the SIGMA Principles.</p>

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ACTIVITY 1.4.3	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Improve/establish an e-Consultation portal at each administrative level		BiH Ministry of Justice, FBiH Ministry of Justice, Secretariat for Legislation of the RS Government, Secretariat of the Government of Brčko District, Department for Technical and Administrative Affairs of Brčko District					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>		
		E-consultation portal operational at all administrative 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>yes</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>		
Description of achievements		<p>At the level of institutions of BiH, the Ministry of Justice of BiH previously established and improved the eConsultation web portal. The portal is in operation, and during the 2023 technical deficiencies were eliminated and an analysis of the portal's work was carried out, which will be an integral part of the Report on the Implementation of the Rules for Consultations in the Drafting of Legal Regulations for the 2023.</p> <p>No progress was recorded in the Federation of BiH, because no data for the reporting period were submitted.</p> <p>In 2022, the Government of Republika Srpska adopted the Guidelines for consultations in the drafting of regulations and other general acts ("Official Gazette of Republika Srpska", number 86/22), which was one of the prerequisites for establishing an e-consultation portal. When it comes to the development of software for e-consultations, the process of selecting the best bidder for the development of this software is underway. The signing of the contract and the start of activities on the development of the software is expected at the beginning of 2024.</p> <p>There was no progress in Brčko District of BiH.</p>										
Risks/Problems		<p>Level of BiH institutions:</p> <p>Capacities and resources.</p> <p>Public interest and expertise.</p> <p>Republika Srpska:</p> <p>Non-compliance with the stipulated deadlines for software development. Technical problems in usage.</p>										
Next steps		Level of BiH institutions:										

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Promote the e-consultation portal through open days and training for the public and institutions.
Invitation to institutions to use the portal as a place for public consultations and any other additional form of consultation.
Analyze and, if necessary, improve the portal.

Republika Srpska:

After creating the software, proceed with the development of a training plan for all civil servants who will enter data into the e-consultation application and to educate them about the obligation to use this portal in the consultation process when drafting regulations

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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>Iq2026. + continuously by the end of 2027.</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>
			INDICATORS	<p>Available data for determining the value of indicators at the level of Measure 4</p>	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	
				TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>		
				CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>		
Description of achievement	<p>At the level of the institutions of BiH and the Federation of BiH, no progress was recorded, because no data were submitted for the reporting period.</p> <p>In Republik Srpska, the mechanism for collecting, recording and submitting additional data is not fully established. Once the e-consultation portal is established, it will be possible to establish this mechanism.</p> <p>There was no progress in Brčko District of BiH.</p>											
Risks/Problems	<p>The availability of data needed to determine the value of indicators that measure the extent of public participation in the policy development process.</p> <p>Republika Srpska:</p> <p>Untimely software development.</p>											
Next steps	<p>At the level of institutions of BiH, in the Federation of BiH, in Republika Srpska and Brčko District of BiH, it is necessary to establish a mechanism for collecting and recording the data needed to determine the value of indicators that measure the extent of public participation in the policy development process.</p>											

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	<p>Republika Srpska:</p> <p>Establish an e-consultation portal and train the civil servants of the Republic Secretariat for Legislation and the civil servants of the ministries for its implementation, and after the establishment of this portal, consistently apply the Guidelines and perform analyzes to ensure the availability of data for the implementation of this measure.</p>
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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>

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ACTIVITY 1.5.1	<p>ACTIVITY:</p> <p>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</p>	<p>RESPONSIBLE INSTITUTIONS:</p> <p><i>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</i></p>	<p>IMPLEMENTATION DEADLINE:</p> <p><i>1q2027.</i></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>
	<p>Coordination of governmental and parliamentary decision-making processes - SIGMA</p>	<p>BASELINE</p> <p>TARGET</p> <p>CURRENT</p>	<p><i>1/2</i></p> <p><i>2/2</i></p> <p><i>0/2</i></p>	<p><i>1/2</i></p> <p><i>2/2</i></p> <p><i>1/2</i></p>	<p><i>1/2</i></p> <p><i>2/2</i></p> <p><i>1/2</i></p>	<p><i>1/2</i></p> <p><i>2/2</i></p> <p><i>1/2</i></p>	<p><i>1/2</i></p> <p><i>2/2</i></p> <p><i>1/2</i></p>
<p>Description of achievement</p>	<p>No progress was made.</p> <p>At the level of institutions of BiH, the Houses of the Parliamentary Assembly of BiH (hereinafter: PA BiH) ask the Presidency of BiH and the Council of Ministers of BiH to submit proposals and opinions before drafting the annual work plan, and after adopting the work plans, the Houses deliver them to the aforementioned institutions.</p> <p>The Council of Ministers of BiH submits to the PA BiH annual work program with the scheduled deadlines for submitting the draft law to the parliamentary procedure.</p> <p>If the Council of Ministers is not the proposer of the law, the PA BiH sends the proposal to the Council of Ministers, which is obliged to submit an opinion within 20 days from the day of receipt. The PA BiH submits amendments to the proposed laws to the Council of Ministers of BiH.</p> <p>If the proposer of the law is a deputy or delegate, the opinion of the Directorate for European Integration on the compliance of the law with EU legislation is obtained by the collegiums of the Houses of the PA BiH.</p> <p>No progress was recorded in the Federation of BiH, because no data for the reporting period were submitted.</p> <p>In Republika Srpska, the coordination of work between executive and legislative bodies is regulated by the Rules of Procedure of the National Assembly of Republika Srpska ("Official Gazette of the Republika Srpska", 66/20) and the Rules of Procedure of the Government of Republika Srpska ("Official Gazette of the Republika Srpska", 123/18).</p> <p>Government representatives attend the work of the Collegium of the National Assembly, as well as the work of committees and other working bodies. The Government submits to the National Assembly the Government's Work Program related to legislative activity and which is part of the National Assembly's Work Program</p>						

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	There was no progress in Brčko District of BiH.
Risks/Problems	<p>The level of BiH institutions: Untimely delivery of the Work Program of the Council of Ministers of BiH to the Parliamentary Assembly of BiH. Non-implementation of the Work Program of the Council of Ministers of BiH: The Council of Ministers of BiH submits to the Parliamentary Assembly of BiH a significantly smaller number of draft laws than the number foreseen by the program. Untimely delivery of the opinion of the Council of Ministers of BiH on the proposed law for which he is not the proposer. Non-compliance with the deadlines for submission of draft laws by the Council of Ministers of BiH according to their plan.</p>
Next steps	<p>Competent bodies of the Parliamentary Assembly of BiH/Parliament of the Federation of BiH/National Assembly of Republika Srpska/Assembly of the Brčko District of BiH and the Council of Ministers of BiH/government should plan and organize meetings in 2024 in order to improve their cooperation in the matter of better coordination of the process of planning and passing regulations and politics.</p> <p>Level of BiH institutions: Improve cooperation between the Secretariat of the Parliamentary Assembly of BiH and the General Secretariat of the Council of Ministers of BiH. Preparation of the annual session schedule of the houses of the Parliamentary Assembly of BiH.</p>

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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><i>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</i></p>	<p>IMPLEMENTATION DEADLINE:</p> <p><i>IIq2027.</i></p>					
	<p>ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:</p>		●	●	●	●	●	
	INDICATORS	<p>Use of the urgent procedure for the approval of laws proposed by the government - SIGMA</p>	<p>INDICATOR VALUES:</p> <p><i>Inst.BiH</i></p> <p><i>FBiH</i></p> <p><i>RS</i></p> <p><i>BD</i></p> <p><i>BiH</i></p>	<p>BASELINE</p> <p>TARGET</p> <p>CURRENT</p>	<p><i>0/5</i></p> <p><i>3/5</i></p> <p><i>0/5</i></p>	<p><i>0/5</i></p> <p><i>3/5</i></p> <p><i>0/5</i></p>	<p><i>0/5</i></p> <p><i>3/5</i></p> <p><i>0/5</i></p>	<p><i>0/5</i></p> <p><i>3/5</i></p> <p><i>2/5</i></p>
<p>Description of achievement</p>	<p>No progress was made.</p> <p>At the level of BiH institutions, the Rules of Procedure of both houses of the PA BiH (Rules of Procedure of the House of Representatives, Article 133, Rules of Procedure of the House of People, Article 124) stipulate that the houses decide on the request of the proposer, in this case the Council of Ministers of BiH, that the proposal of the law will be considered under an urgent procedure. If the Houses do not support the proposal of the Council of Ministers for consideration under the urgent procedure, the proposal of the law is considered under abbreviated or regular legislative procedure.</p> <p>In the reporting period, the Council of Ministers of BiH sent eight draft laws to the parliamentary procedure, out of which two draft laws were considered under the urgent procedure.</p> <p>No progress was recorded in the Federation of BiH, because no data for the reporting period were submitted.</p> <p>In the Republika Srpska, the Rules of Procedure of the National Assembly of the Republika Srpska prescribe the possibility of passing a law by emergency procedure, as well as the conditions under which a law can be passed by emergency procedure. The work program of the Government of Republika Srpska and the work program of the National Assembly of Republika Srpska strive to ensure the planned adoption of laws in the regular procedure and laws in the emergency procedure. Also, the Law on Strategic Planning prescribes the obligation to create planning documents through which planning is carried out for the adoption of regulations in the regular procedure and regulations that are adopted in an emergency procedure. The Republican Secretariat for Legislation, in its opinion, during the analysis of the regulations that are adopted under the urgent procedure, states whether the reasons for the adoption of the law under the urgent procedure have been determined, and also checks whether the provisions of the Rules of Procedure relating to the adoption of the law have been complied with in the</p>							

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	<p>explanation of the law which is under urgent procedure, i.e. whether the processor stated in the explanation of the law the reasons justifying the adoption of the law under urgent procedure.</p> <p>There was no progress in Brčko District of BiH.</p>
Risks/Problems	<p>Level of BiH institutions:</p> <p>Untimely preparation of the draft law by the Council of Ministers of BiH, and non-compliance with the planned deadlines for submitting the draft law to the parliamentary procedure.</p> <p>Republika Srpska:</p> <p>Inadequate planning of regulations to be passed in one calendar year, as well as unforeseen circumstances that can lead to the adoption of laws under emergency procedure, that is, these unforeseen circumstances can be eliminated by the adoption of laws under emergency procedure.</p>
Next steps	<p>Level of BiH institutions:</p> <p>Specify the provisions of the Rules of Procedure of the houses of the Parliamentary Assembly of BiH that refer to the conditions that a proposed law must meet in order to be considered under the urgent procedure.</p> <p>Republika Srpska:</p> <p>Improve the process of analysis of regulations which is enacted by starting the analysis of regulations in a timely manner in order to be able to comply with the regular procedure of passing laws, thereby reducing the number of laws that are adopted under an urgent procedure.</p>

ACTIVITY 1.5.3	<p>ACTIVITY:</p> <p>Establish a mechanism for collecting, recording and submitting data on:</p> <ul style="list-style-type: none"> - 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; <p>(Note for all data: The measurement will include strategic, planning, programming documents and legal acts that are submitted to decision makers for consideration).</p>	<p>RESPONSIBLE INSTITUTIONS:</p> <p>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</p>	<p>IMPLEMENTATION DEADLINE:</p> <p>Iq2026. + continuously by the end of 2027.</p>																										
	<p>ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:</p>		●	●	●	●	●																						
	INDICATOR	<p><i>INDICATOR VALUES:</i></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;"><i>Inst.BiH</i></th> <th style="text-align: center;"><i>FBiH</i></th> <th style="text-align: center;"><i>RS</i></th> <th style="text-align: center;"><i>BD</i></th> <th style="text-align: center;"><i>BiH</i></th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">BASELINE</td> <td style="text-align: center;"><i>no</i></td> <td style="text-align: center;"><i>no</i></td> <td style="text-align: center;"><i>no</i></td> <td style="text-align: center;"><i>no</i></td> <td style="text-align: center;"><i>no</i></td> </tr> <tr> <td style="text-align: center;">TARGET</td> <td style="text-align: center;"><i>yes</i></td> <td style="text-align: center;"><i>yes</i></td> <td style="text-align: center;"><i>yes</i></td> <td style="text-align: center;"><i>yes</i></td> <td style="text-align: center;"><i>yes</i></td> </tr> <tr> <td style="text-align: center;">CURRENT</td> <td style="text-align: center;"><i>no</i></td> <td style="text-align: center;"><i>no</i></td> <td style="text-align: center;"><i>no</i></td> <td style="text-align: center;"><i>no</i></td> <td style="text-align: center;"><i>no</i></td> </tr> </tbody> </table> <p>INDICATOR: Available data for determining the value of indicators at the level of Measure 5</p>			<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>		
	<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>																								
<p>Description of achievements</p>	<p>At the level of the institutions of BiH and the Federation of BiH, no progress was recorded, because no data was submitted for the reporting period.</p> <p>In Republika Srpska, this activity is not well formulated. In accordance with the Rules of Procedure of the Government ("Official Gazette of Republika Srpska", number 123/18), Article 19, paragraph (5), committees as permanent working bodies of the Government are obliged to return materials submitted without the necessary opinions to the proponents for revision. In this regard, all materials submitted to the General Secretariat of the Government for inclusion and consideration at the Government session already have all the necessary opinions. For the aforementioned reason, it was not possible to implement this activity.</p> <p>There was no progress in Brčko District of BiH.</p>																												

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Risks/Problems	Availability of data needed to determine the value of indicators that measure the degree of inter-institutional consultation in the process of policy development.
Next steps	<p>At the level of institutions of BiH, in the Federation of BiH, in Republika Srpska and Brčko District of BiH, it is necessary to establish a mechanism for collecting and recording the data needed to determine the value of indicators that measure the degree of inter-institutional consultation in the process of policy development.</p> <p>Republika Srpska:</p> <p>Consider the possibility of redefining this activity in the process of revising the PAR Action Plan.</p>

AREA 2 – PUBLIC SERVICE AND HUMAN RESOURCE MANAGEMENT

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

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

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	<i>Bosnia and Herzegovina</i>	<i>n/a</i>	80%	51.5%
	<i>Institutions of BiH</i>	<i>n/a</i>	80%	66%¹

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 determined HR function (department or workplace), which would indicate that at the level of BiH institutions, 65.96% of institutions have adequately determined this function.

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	<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	<i>Bosnia and Herzegovina</i>	<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%




² Calculated 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 dealing with human resources management.

³ Calculated 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 (ADS FBiH) has no data for this indicator.

⁵ No data provided.

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ACTIVITY 2.1.1.1	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			<i>INDICATOR VALUES:</i>			<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	Activity realized in the previous period.										
Risks/Problems											
Next steps											

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ACTIVITY 2.1.2	ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Establish inter-ministerial working groups (IMWGs) to draft the necessary reform regulations for each civil service structure in BiH and provide coordination in the work of the IMWGs through information sharing and concrete solutions	Council of Ministers/Governments, Key HRM institutions					1q2026.				
		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	1	1	1	1	3/4			
			TARGET	1	1	1	1	4/4			
			CURRENT	1	0	1	1	3/4			
		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>Little progress was made in this reporting period, with the fact that there was no change in the values of the aggregate indicators for BiH.</p> <p>A working group was formed to draft the Law on Amendments to the Law on Civil Service in Institutions of BiH⁶. The law was drafted and on 24 November 2023 and it was sent to the Council of Ministers of BiH for determination of the proposal.</p> <p>The Ministry of Justice of BiH announced its intention to send an emergency to the institutions that did not nominate their representatives for the interdepartmental working group according to their initiative from 2021. However, there is no information as to whether this emergency was sent, nor is there any feedback on it, so coordination in the work of working groups from different administrative levels is still not ensured.</p>										
Risks/Problems	<p>Coordination of work - lack of interest of certain administrative levels in BiH for the formation of IRG.</p> <p>Insufficient capacities and resources.</p> <p>The risk is the impossibility of fulfilling the requirements of EU integration in this matter within the stipulated time limits.</p>										

⁶ No documentary basis was provided to confirm this information.

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Next steps	Form working groups for reform regulations in coordination with the Integration Program for the field of democracy - public administration reforms.
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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		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>		
				CURRENT		<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>		
Description of achievements		Activity realized in the previous period. In addition, a preliminary impact assessment was prepared for the Law on Amendments to the Law on Civil Service, which is an integral part of the Work Program of the MP of BiH for the 2023.										
Risks/Problems												
Next steps												

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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:				
		Draft regulations (civil service laws and bylaws) prepared		BASELINE	<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>	
					0	0	0	0	0/4	
				TARGET	1	1	1	1	4/4	
				CURRENT	1	0	1⁷	1	3/4	
Description of achievements		<p>There was no progress in this reporting period in relation to the indicators.</p> <p>The Law on Amendments to the Law on Civil Service in the Institutions of BiH is part of the Work Program of the Ministry of Justice of BiH, which was drafted on November 24, 2023 and submitted to the Council of Ministers of BiH for adoption. According to the assessment of the BiH Ministry of Justice, in accordance with the common policy framework, there is no need to upgrade the legal basis for public service at the level of BiH institutions, and it should be made functional and common methodologies for data collection integrated into the Information System for Human Resources Management.</p> <p>At the FBiH level, there is no information regarding the draft of the new law on civil service. The proposal of the Regulation on the conditions, method and program of taking the general knowledge exam and professional exam for candidates for civil service in the Federation of BiH, which was sent to the Government of the Federation of BiH in this reporting period, was not adopted due to the withdrawal of the positive opinion of the Federal Ministry of Justice. The Regulation on professional development in the civil service bodies of the Federation of Bosnia and Herzegovina was drafted.</p> <p>At the level of RS and BD BiH, the activity was implemented in the previous period.</p>								
Risks/Problems		Insufficient monitoring of the application of the Law on Civil Service in BiH institutions and reporting.								

⁷ The indicator changed in the previous period 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, PARCO had no insight into the above-mentioned draft, so it was not possible to assess whether it is in accordance with the Principles of public administration.

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	<p>Withdrawn Opinion of the Federal Ministry of Justice after giving a positive opinion on the proposal of the Regulation on the conditions, method and program of taking the general knowledge exam and professional exam for candidates for the civil service in the Federation of BiH: Risk of a political unfavorable situation for the further development of the professional exam organization system and general knowledge test.</p> <p>Insufficient IT capacities, as well as resources for the implementation of activities</p> <p>Data security</p> <p>Insufficiently developed capacities of the Selection Committee for the application of the Framework of professional abilities for screening candidates at the interview.</p> <p>Formalism in the implementation of the rulebook on evaluation by evaluators.</p> <p>Slowness in obtaining opinions and adopting prepared acts by the Government.</p>
<p>Next steps</p>	<p>Monitor the adoption of the Law on Amendments to the Law on Civil Service of BiH.</p> <p>Adopt HRM methodologies for monitoring the implementation of the law on civil service and human resources management - improve the monitoring of the implementation of the law on civil service and improve reporting.</p> <p>At the FBiH level, correct the text of the regulations on the basis of the SIGMA comments.</p> <p>Procurement of IT equipment (CSA FBiH)</p> <p>To request the opinions of the competent authorities for the new content of the text of the Regulation on the conditions, method and program of taking the general knowledge exam and the professional exam for candidates for the civil service in the Federation of Bosnia and Herzegovina - Harmonize the relevant regulation with other acts that regulate the issue of conducting competition procedures.</p>

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	ACTIVITY:	RESPONSIBLE INSTITUTIONS:	IMPLEMENTATION DEADLINE:						
	Clearly define by regulations the roles and responsibilities of institutions in charge of civil service and HRM policy development, their implementation and supervision (link to activity 2.1.4)	Key HRM institutions, IMWG	Ilg2026.						
	ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:								
ACTIVITY 2.1.5	Description of achievements	INDICATORS	INDICATOR VALUES:	<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>	
			Prepared drafts of regulations (laws on civil service and by-laws)	BASELINE	0	0	0	0	0/4
				TARGET	1	1	1	1	4/4
				CURRENT	1	0	1	1	3/4
Risks/Problems	<p>There was no progress in this reporting period in relation to the indicators.</p> <p>At the level of BiH institutions, in cooperation with SIGMA, a methodology was developed for monitoring the implementation of the law on civil service and human resources management.</p> <p>At the FBiH level, there is still no information on drafting a new law on civil service. According to the current legislative framework, all CSL in FBiH contain provisions on human resources and personnel policy, the adoption of personnel policy guidelines (in K10, the general guidelines for conducting personnel policy differ from the strategic document entitled "Personnel Policy Guidelines") and the role of civil service agencies. The head of the body is, without distinction, the instance that decides on labor-legal status and management of resources, with the fact that this management in Tuzla can be entrusted to a special body or service, while Una-Sana and K10 have units for HRM or individual specialized civil servants/employees for these jobs. Una-Sana and Posavina allow the possibility of establishing a joint "Commission for the Development of Human Resources Management". FBiH and western Herzegovina also regulate the civil service mediator in the chapter on service management (while in some cantons, mediators appear as part of the disciplinary system).</p> <p>At the level of RS, the aforementioned roles are regulated by the Law on Republic Administration ("Official Gazette of Republika Srpska", number: 115/18, 111/21, 15/22, 56/22, 84/22, 132/22 and 90/23).</p>								
	<p>Insufficient capacities and resources</p> <p>The risk is possible disputes on issues of jurisdiction between the Ministry of Justice of BiH and the Agency for the Civil Service of BiH.</p> <p>Non-harmonization of regulations at the level of FBiH related to the function of HRM</p> <p>Insufficient political alignment and will to introduce HRM guidelines</p>								

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	<p>Development of the Action Plan and its adoption by the cantonal governments</p> <p>Insufficiently specified roles of HRM units in civil service bodies</p>
Next steps	<p>Adopt a methodology for monitoring the implementation of the civil service law</p> <p>Monitor the adoption of the Law on Amendments to the Law on Civil Service in BiH institutions</p> <p>If there is a large number of disputes about jurisdiction between the Ministry of Justice of BiH and the Agency for Civil Service of BiH, propose appropriate amendments to the Law on Civil Service in the Institutions of BiH.</p> <p>At the FBiH level, through the Network for the Development of Human Resources, strengthen the competences of civil servants who work on HRM jobs.</p> <p>Develop uniform principles for the legal framework for HRM in FBiH</p> <p>In accordance with the Action Plan of the Strategy for the Development of Human Resources in the Structures of the Civil Service (2022-2027), initiate the activity "Adopting Guidelines for Conducting Personnel Policy".</p> <p>Development of the Action Plan 2023-2025 for the level of the Federation of BiH</p> <p>Exchange of information with the cantons within the Network for the Development of Human Resources.</p>

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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					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>		
		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 achievement		<p>Activity realized in the previous period.</p> <p>Additionally, at the FBiH level, along with the Action Plan of the Strategy for the Development of Human Resources in the Civil Service Structures of the Federation of BiH for the period 2023-2025, an activity is planned to strengthen the competences of the Agency employees in the part related to:</p> <ul style="list-style-type: none"> - preparation of regulations on internal organization (analysis of workplaces and creation of a catalog of workplaces) - key performance indicators (KPI) related to "soft" indicators of HRM. <p>At the level of RS in the Agency for State Administration, 3 positions (University degree) were filled on December 12, 2023.</p>										
Risks/Problems		<p>Insufficient capacities of the Ministry of Justice of BiH for monitoring the implementation of the Law on Civil Service in the institutions of BiH.</p> <p>Insufficient number of employees in the Civil Service Agency of FBiH</p> <p>The burden of the employees of the Civil Service Agency of FBiH with the multitude of regulations that regulate the civil service system in the Federation of BiH.</p> <p>Insufficiently specified functions of HRM through the legislative framework.</p>										
Next ste		<p>Improve cooperation between the Ministry of Justice and CSA BiH regarding capacity building</p> <p>Initiate the drafting and adoption of the Human Resources Management Strategy at the level of BiH institutions</p> <p>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</p>										

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At the FBiH level, in cooperation with SIGMA, plan education for employees of the Civil Service Agency of FBiH; in cooperation with ReSPA plan Mobility Scheme (going to EU institutions); to work on further strengthening of HRM units and competences of employees of the Civil Service Agency of FBiH.

ACTIVITY 2.1.7	<p>ACTIVITY:</p> <p>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.)</p>	<p>RESPONSIBLE INSTITUTIONS:</p> <p>BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH</p>	<p>IMPLEMENTATION DEADLINE:</p> <p>1q2026.</p>				
	<p>ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:</p>		●	●	●	●	●
	INDICATORS	INDICATOR VALUES:	Inst.BiH	FBiH	RS	BD	BiH
	Reports of central HRM institutions are regularly (annually) published on the official websites	BASELINE	1	1	0	0	2/4
		TARGET	1	1	1	1	4/4
		CURRENT	1	1	0	0	2/4
Description of achievements	<p>The Agency for the Civil Service of BiH conducts a statistical survey of the number and structure of civil servants in the institutions of BiH, in order to be able to respond to the inquiries of the Council of Ministers of BiH, the Parliamentary Assembly of BiH, ministries and other administrative bodies, international and non-governmental organizations and representatives of the media, while fulfilling the obligation from Article 62, paragraph 2, point c) of the Law on Civil Service in BiH Institutions ("Official Gazette of BiH", no. 19/02, 35/03, 4/04, 17/04, 26/ 04, 37/04, 48/05, 2/06, 32/07, 43/09, 8/10 and 40/12), which concerns the examination of trends, needs and statistics in the civil service. Statistical research is carried out electronically through the Agency's official internet portal, through which summarized results are also displayed (https://ads.gov.ba/bs-Latn-BA/statistics).</p> <p>At the FBiH level, a new web platform was put into operation https://ekonkurs.adsfbih.gov.ba/ implemented by the Civil Service Agency in cooperation with the Regional School for Public Administration. On this platform, users can see all the information related to all stages of conducting the public tender. Another platform that is directly connected to the employee register and offers information about employees according to the specified categories is available on the site https://www.adsfbih.gov.ba/AgencyWorkPlan/StaffCondition. The third important step is the opening of the Employee Register to authorities that have the possibility to view information and the status of employees in their institution with the entry of the Employment Plan. Also, this year, the Agency for Civil Service of the Federation of BiH established a new platform</p>						

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	<p>for the management of professional training (TMS) with key results on the public display of the trend of the number of trainees in the current and previous year, and on the number of days of professional training.</p> <p>At the level of RS, the Agency for State Administration has undertaken the obligation that on December 31, 2023 will put all the required data on the website⁸. On December 10, 2023, 3,924 civil servants and 1,897 employees were employed in the administrative bodies of the Republika Srpska. In cooperation with the OSCE, the first phase of the improvement of the system of online tools for employment and work of the Agency was carried out. Cooperation with the OSCE is expected to continue in the coming period.</p>
<p>Risks/Problems</p>	<p>The FBiH</p> <ul style="list-style-type: none"> - Maintenance of software, network and hardware equipment - Availability of financial resources for the improvement of software solutions and equipment - Data protection - Insufficient personnel capacity - IT data security - Up-to-date data by civil service authorities <p>Regularity of submission and changes of data on the status of personnel from civil service bodies.</p> <p>Lack of financial, material and human capacities for independent maintenance of the Agency's information systems.</p> <p>The RS</p> <p>Insufficient resources if the OSCE does not continue the second phase of the started cooperation.</p>
<p>Next steps</p>	<p>The FBiH</p> <p>Improvement of software solutions and procurement of additional equipment for the development of IT infrastructure</p> <p>Filling vacant positions in the Agency for the Civil Service of FBiH</p> <p>Training and strengthening of human capacities and development of competences of employees in the Agency for Civil Service of the FBiH</p> <p>Additional system upgrade for displaying data from the Employee Register</p>

⁸ At the time of writing this report, this data had not yet been published.

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<p>Establish regular cooperation with the cantonal ministries of justice and administration and the Civil Service Agency of the Federation of BiH.</p> <p>Significant material and financial investments in the Civil Service Agency of the Federation of BiH.</p> <p>Improving the normative framework, and drafting amendments (new Regulation) to the Regulation on the content and method of keeping the register of employees in civil service bodies in the Federation of BiH.</p>
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ACTIVITY 2.1.8	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.	<i>BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH, PARCO</i>					<i>IIIq2025, thereafter continuously.</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>
	Number of meetings held per year	BASELINE					0	0	0	0	0
		TARGET					2	2	2	2	2
		CURRENT					1	1	1	1	1
Description of achievement	<p>Limited progress was made compared to the semi-annual report (when regression was recorded), so the value of the indicator returned to the level of the last annual report.</p> <p>In Sarajevo, on October 11 2023, organized by the Agency for Civil Service of BiH, a session of the Forum of Directors of Agencies for Civil Service/Administration in BiH was held, which also includes a representative of the Brčko District through the function of the head of the Human Resources Subdivision. At the Director's Forum, it was agreed that with the support of ReSPE, a Strategy for the development of HRM should be developed, and that with the support of SIGMA, a HRM Methodology for monitoring the implementation of the Law on State Administration and HRM will be developed.</p>										
Risks/Problems	<p>Political environment and change of leadership of civil service/administration agencies</p> <p>Implementation of the agreement and verification/confirmation by the decision makers (Council of Ministers of BiH, Government of FBiH and RS, Government of Brčko District of BiH)</p>										
Next steps	<p>Director's meeting planned with the coordination of CSAFBiH</p> <p>Create planning activities of the forum and prepare joint initiatives for decision-makers (Council of Ministers of BiH, Government of the Federation of BiH, Government of Republika Srpska, Government of Brčko District of BiH)</p>										

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ACTIVITY 2.1.1.9	ACTIVITY: 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		RESPONSIBLE INSTITUTIONS: Key HRM institutions, Individual institutions					IMPLEMENTATION DEADLINE: 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>		
		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>		
TARGET				80%	80%	80%	80%	80%				
CURRENT				66%	3.3%	90.3%	100%	51.5%				
Description of achievement	No progress was recorded in this reporting period. The activity was previously implemented at the level of RS and BD BiH. At the level of BiH institutions, data for this activity were submitted in 2023 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 position for HRM affairs. This indicates that at this level approximately 66% of institutions have an independently established HRM function. At other administrative levels, no changes were recorded compared to the previous reporting period.											
Risks/Problems	Capacities and resources (lack of financial resources for the introduction of new jobs, unfilled jobs, insufficient understanding of managers about the need to more adequately define the HRM function) Amendment and adoption of by-laws on systematization (slow adoption) Inaccuracies in the job descriptions of employees in HRM units related to key HRM tasks and competencies Establishing a plan for HRM in institutions individually											
Next steps	Development of a catalog of jobs for general joint jobs in the civil service. Training for civil servants in institutions of BiH responsible for HRM for the preparation of the HRM plan											

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ACTIVITY 2.1.1.10	<p>ACTIVITY:</p> <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>RESPONSIBLE INSTITUTIONS:</p> <p>BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH, Individual institutions</p>					<p>IMPLEMENTATION DEADLINE:</p> <p>IVq2026.</p>				
	<p>ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:</p>							●	●	●	●	●
	<p>INDICATORS</p>		<p>INDICATOR VALUES:</p>					Inst.BiH	FBiH	RS	BD	BiH
			<p>Share of administrative bodies/institutions that have an HRM plan</p>		<p>BASELINE</p>		n/a	n/a	n/a	n/a	n/a	
			<p>TARGET</p>		70%	70%	70%	70%	70%			
<p>CURRENT</p>			11%	0	0	0	0%					
Description of achievement	<p>There was no progress in this reporting period.</p> <p>There is no information on the engagement of central units for HRM in terms of support to individual institutions in the establishment of HRM plans. There is also no data on progress in individual institutions at the level of entities and BD BiH, while according to the data collected for the level of institutions of BiH, there was no progress compared to the previous period.</p>											
Risks/Problems	<p>Capacities and resources (lack and training of human resources, problems regarding the establishment of the HRM function in individual institutions)</p>											
Next steps	<p>Intensify the activities of agencies for the civil service/administration in initiating the establishment of HRM plans in individual institutions and provide expert assistance in that process</p> <p>Fill and train appropriate human resources.</p>											

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ACTIVITY 2.1.1.11	ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Establish and provide continuous support to the work of the network of HRM professionals that will include all four administrative structures in BiH	BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH					IIq2026, 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>
	The number of annual meetings of the network of HR professionals	BASELINE	0	0	0	0	0	0	0	0	
		TARGET	2	2	2	2	2	2	2	2	
		CURRENT	0	0	0	0	0	0	0	0	
	Description of achievements	<p>There was no progress in this reporting period.</p> <p>There were no activities to establish a joint network of HRM professionals, except for the meeting of the Forum of Directors of Civil Service/Administration Agencies in BiH, which includes representatives of all four administrative levels.</p> <p>At the level of BiH institutions, there is still a network of training managers (a total of 66 institutions at the BiH level have appointed training managers).</p> <p>At the FBiH level in 2023, the meetings of the Network for the Development of Human Resources in the civil service structures were held as follows:</p> <ol style="list-style-type: none"> 1. March 31, 2023. 2. June 9, 2023. 3. June 21, 2023. 4. July 13. and 14, 2023. 5. Meetings in cantons: - Travnik, October 30, 2023; Tuzla, November 01, 2023; Livno, November 13, 2023; Bihać, November 27, 2023. 									
	Risks/Problems	<p>The FBiH</p> <p>- turnover of employees, members of the Network</p>									

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	<ul style="list-style-type: none"> - insufficient financial resources for the further operation of the Network - insufficient political support for the further work of the Network - insufficient financial resources for event organization - insufficient interest of members of the Network (inconsistency of attendance at meetings of all members of the Network)
<p>Next steps</p>	<p>The FBIH</p> <ul style="list-style-type: none"> - hold meetings in the remaining cantons in connection with the implementation of the Action Plan Strategy for the development of human resources <p>Meeting in July with members of the Network and SIGMA</p> <p>Involve network members in all processes related to the promotion and initiatives of HRM standards</p>

MEASURE 2.2:

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

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

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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:									
		INDICATORS					INDICATOR VALUES:				
		Legally defined written and oral elements used for evaluation of candidates participating in the competition procedure (SIGMA)	BASELINE	/	/	/	/	0/1			
first-ranking candidate is appointed to the position (SIGMA)		BASELINE	/	/	/	/	0/2				

		Inst.BiH	FBiH	RS	BD	BiH
	TARGET	1/1	1/1	1/1	1/1	1/1
	CURRENT	1/1	0/1	0/1	1/1	0 ⁹ /1
	TARGET	2/2	2/2	2/2	2/2	2/2
	CURRENT	2/2	0/2	- ¹⁰	0/2	1 ¹¹ /2

Description of achievement	In the reporting period, there were no changes to the regulations in this area, and there was no progress in relation to the indicators. Previously, at the level of BiH institutions, by amending the Rulebook on procedures for advertising, candidate selection, transfer and appointment of civil servants in case of transfer or assumption of competence by BiH institutions (Official Gazette of BiH, number: 69/22), the interview was
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⁹ Taking into account the SIGMA methodology, this indicator was calculated as the average for level of institutions in BiH, FBiH and RS.

¹⁰ 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

¹¹ 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>optimized, which is conducted in accordance with Article 32a of the Law on Civil Service in BiH Institutions (documentation is submitted to the institution and it conducts the competition procedure) in such a way that three successful candidates who have achieved the highest number of points are invited to an interview. This made it possible to conduct a competency interview with the possible avoidance of pitfalls during the interview, such as fatigue, etc.</p>
Risks/Problems	<p>Insufficient capacities and resources of the Ministry of Justice of BiH</p> <p>Integrity of the members of commissions for the selection of civil servants</p>
Next steps	<p>Strengthen the capacities of institutions that work on the application and monitoring of the implementation of the Law on Civil Service.</p> <p>Strengthen the control of the application of the civil service integrity and strengthen the training and development of the awareness of the commissions' members for the selection of civil servants regarding the application of the principle of merit and the integrity of the members in the performance of their duties.</p>

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ACTIVITY 2.2.2	ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:	
	Strengthen the mechanisms for selecting the most competent candidate for the job:	<i>BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH</i>					IVq2027.	
	- modernize written tests,	ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:						
	- deliver training to members of competency interview committees,	● ● ● ● ●						
	- increase the degree of transparency in the work of recruitment committees,	INDICATOR VALUES:						
	- limit the possibility of test question manipulation,	INDICATORS	<i>Inst. BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>	
	- establish mechanisms to evaluate the tests based on anonymous and encrypted applications,	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>
	- increase the use of on-line recruitment tools, - ensure the selection of the best ranking candidate	TARGET	<i>70%</i>	<i>70%</i>	<i>70%</i>	<i>70%</i>	<i>70%</i>	<i>70%</i>
		CURRENT	<i>11%</i>	<i>0.8%</i>	<i>40%</i>	<i>0%</i>	<i>n/a¹²</i>	
		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>1¹³/1</i>		
Description of achievement	<p>There was no progress in this reporting period in relation to the indicators.</p> <p>At the level of BiH institutions, in the previous period, electronic application for candidates was enabled. The existing regulations determine the admission of the best-ranked candidate for non-management civil servants. Managerial civil servants are appointed from the list of successful candidates (which is submitted to the institution with an opinion on the appointment) and the most successful candidate does not have to be appointed. The list of successful candidates consists of the three candidates with the highest number of points.</p>							

¹² 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 BiH.

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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	<p>At the FBiH level, a new web platform was put into operation https://ekonkurs.adsfbih.gov.ba/ implemented by the Civil Service Agency in cooperation with the Regional School for public administration. On this platform, users can see all the information related to all stages of conducting the public tender.</p> <p>At the level of the RS, it is planned to improve online employment tools in cooperation with the OSCE after the adoption of the new Law on Civil Servants of Republika Srpska.</p>
Risks/Problems	<p>Lack of interest of decision-makers in introducing changes</p> <p>Insufficient financial resources for the training of committee members and the development of online tools.</p>
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 information about the activities in this reporting period and no progress was recorded.											
Risks/Problems												
Next steps												

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ACTIVITY 2.2.4	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Provide a legal framework for compliance with the principle of political neutrality in the work of civil servants, especially those with managerial powers:		Key HRM institutions					IIq2026.				
	- revise the provisions of regulations governing the recruitment and dismissal of senior civil servants to limit political influence (link to activity 2.1.4)		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
	- organize seminars/discussions on protection of the principle of political neutrality of the civil service and protection of individual rights from managers		<i>INDICATOR VALUES:</i>									
			INDICATORS		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>			
	Revised regulations		BASELINE	0/1	0/1	0/1	0/1	0/1	0/4			
			TARGET	1/1	1/1	1/1	1/1	1/1	4/4			
			CURRENT	0/1	0/1	0/1	0/1	0/1	0/4			
	Min. 3 seminars on political neutrality were held		BASELINE	0/3	0/3	0/3	0/3	0/3	0/3			
			TARGET	3/3	3/3	3/3	3/3	3/3	3/3			
		CURRENT	2/3	0/3	0/3	0/3	2/3	1/3				
Description of achievements		There were no changes compared to the previous reporting period. The activity was not implemented and is related to the implementation of the reform of civil service regulations.										
Risks/Problems		Insufficient capacities and resources of the Ministry of Justice of BiH. Failure to respect the political neutrality of civil servants in BiH institutions.										
Next steps		Monitoring of the political neutrality of civil servants by directly superior civil servants.										

MEASURE 2.3:

Establishing modern HR planning and professional development of staff

<i>MEASURE INDICATORS</i>		<i>INDICATOR VALUES</i>		
		<i>BASELINE</i>	<i>TARGET</i>	<i>CURRENT</i>
1. Percentage of institutions that effectively established and use one-year staffing plans relative to the total number of institutions at all administrative levels	<i>Bosnia and Herzegovina</i>	<i>n/a</i>	<i>70%</i>	<i>24,1%</i>
	<i>Institutions of BiH</i>	<i>n/a</i>	<i>70%</i>	<i>0%</i>
	<i>FBiH</i>	<i>n/a</i>	<i>70%</i>	<i>0%¹⁴</i>
	<i>RS</i>	<i>n/a</i>	<i>70%</i>	<i>100%</i>
	<i>BD BiH</i>	<i>n/a</i>	<i>70%</i>	<i>0%</i>
2. Development, implementation and monitoring of training plans (points) – SIGMA	<i>Bosnia and Herzegovina</i>	<i>1/3</i>	<i>3/3</i>	<i>2/3</i>
	<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)	<i>Bosnia and Herzegovina</i>	<i>0/4</i>	<i>2/4</i>	<i>0/4</i>
	<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>

¹⁴ The FBiH level stated that there is no data.

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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>

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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 was no progress in this reporting period in relation to the indicators.</p> <p>During 2023, amendments to the Law on Civil Service in BiH institutions were prepared. Jurisdiction is determined by the draft regulation, and with its adoption, this activity would be realized at the level of BiH institutions.</p>									
Risks/Problems	Inconsistent application of the provisions of the Law on Civil Service in BiH institutions regarding human resources planning (ability to implement regulations)									
Next steps	<p>Ensure monitoring of the application of regulations on civil service by strengthening capacities</p> <p>Carry out additional training of civil servants for HRM in the matter of human resources planning.</p>									

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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	<p>There was no progress in this reporting period in relation to the indicators.</p> <p>During 2023, a regulation on the civil service was prepared, which will enable the standardization of the personnel planning process at the level of BiH institutions.</p>											
Risks/Problems	<p>Insufficient resources and capacities</p> <p>Inconsistent application of human resources planning procedures</p>											
Next steps	<p>Create and pass by-laws foreseen in the amendments to the Law on Civil Service in BiH Institutions.</p> <p>Carry out training for the implementation of regulations, especially additional training of civil servants for HRM in the matter of HR planning</p> <p>Monitor the implementation of the civil service law</p> <p>With the FBiH Human Resources Development Strategy, continue to work on these activities</p> <p>Adopt an adequate legal solution at the BDBiH level</p>											

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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>
Description of achievements	<p>At the level of the institutions of BiH, FBiH and BD BiH, the activity is related to the adoption of regulations on the civil service and the standardization of the HRM function and personnel planning, and therefore there was no progress in its implementation.</p> <p>In the administrative bodies of Republika Srpska, together with the preparation of the budget for the next year, personnel plans are also being made. Each institution, when it agrees on the personnel plan with the Ministry of Finance, submits it to the Agency for State Administration, which consolidates all personnel plans and submits them to the Government of the Republika Srpska for adoption.</p>										
Risks/Problems	<p>Reform of public finances</p> <p>Ability for planning and budgeting processes</p> <p>Capacity building and committed leadership of institutions</p> <p>Implementation of activities to establish the HRM function in institutions</p> <p>Disapproval of new employment due to lack of financial resources</p>										
Next steps	<p>Analyze the status of the public finance reform in terms of the development of program budgets and make recommendations regarding the integration of HRM activities into plans and make connection with the budget</p> <p>To train civil servants for planning and management of human resources, budgeting</p> <p>Give more reasoned proposals in the budget regarding new employment</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	<i>BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH</i>					<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>
			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%¹⁵	100%	100%	58.1%		
Description of achievements	The activity was carried out individually at three administrative levels (FBiH, RS and BD BiH) in the previous period, while there was no progress at the level of BiH due to still existence of legal restrictions (the preliminary draft of the Law on Amendments to the Law on Civil Service in the Institutions of BiH contains provisions that would enable the existence of functional databases of human resources with data on civil service at the level of BiH institutions). There is no information on activities to ensure interoperability between individual information systems.											
Risks/Problems	Impossibility of providing the data required for the European integration process due to the lack of HRMIS at the level of BiH institutions, hindered development of human resources at this level due to inadequate data.											
Next steps	Through the Forum of Directors, competent agencies for civil service/administration should initiate a discussion on the establishment of interoperability between HRMIS at individual administrative levels.											

¹⁵ 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.

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ACTIVITY 2.3.5	ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Revise existing/prepare new strategic documents for professional development and provide funds in the budget to support the implementation of strategic documents (provide consolidated data on training courses financed from the budgets of central HRM units and individual institutions at each administrative level)	BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH					depending on the validity period of existing strategic documents				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
		<i>INDICATOR VALUES:</i>					<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
	INDICATORS	There are continuously valid strategic documents of professional development	BASELINE	1/1	1/1	1/1	1/1	1/1	4/4		
			TARGET	1/1	1/1	1/1	1/1	4/4			
			CURRENT	1/1	1/1	1/1	0/1	3/4			
		Established records of training courses financed from the budget	BASELINE	0/1	0/1	0/1	0/1	0/4			
			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	<p>There was no progress in this reporting period in relation to the indicators.</p> <p>At the level of BiH institutions, a training catalog is brought every year, while the elements of professional development are continuously integrated into the Mid-Term Work Plan of CSA BiH. At the FBiH level, there is already a valid Strategy for professional training in civil service bodies in the FBiH 2021-2027.</p> <p>At the RS level, the Government adopted the Training Strategy for employees in the republican administration bodies of the Republika Srpska for the period from 2023 to 2029 (Decision No. 04/1-012-2-318/23 of January 26, 2023). The Agency for State Administration manages the training management system (Training Management System - TMS), which is a web platform that contains consolidated data on trainings financed from the budget of the Agency for State Administration.</p> <p>There is still no information from any administrative level about the progress in establishing unified records of all trainings financed from the budget (including all individual institutions).</p>										
Risks/Problems	Insufficient financial resources for the implementation of training and professional development programs.										

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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). Increase funds from the training budget.
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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:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>			
		Performance appraisal completed for at least 70% of staff (SIGMA)		BASELINE				0/1				
				TARGET				1/1				
				CURRENT		0	1	1	1	1¹⁶/1		
Description of achievement		<p>The activity was collectively marked for BiH as realized in the previous period, and at the level of BiH there was still no progress in relation to the indicator.</p> <p>The draft of the new regulation on the civil service at the level of BiH institutions envisages a new category of civil servants "inspector", which will enable a greater number of interested persons to apply for competitions by facilitating the process of submitting documentation, access to the list of experts, and speeding up the recruitment process.</p> <p>The Council of Ministers of BiH tasked the Administrative Inspectorate of the Ministry of Justice of BiH to carry out detailed inspections in administrative bodies and institutions with public powers during 2023, which was done in accordance with the possibilities and for evaluating the work of civil servants.</p> <p>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 BiH Civil Service Agency, so that complete data for the evaluation of activity indicators are not available.</p> <p>At other administrative levels, the activity was realized in the previous reporting period.</p>										
Risks/Problems		Systematization of the Administrative Inspectorate according to the number of institutions and types of inspection supervision Capacities and resources (lack of staffing of the administrative inspectorate with a sufficient number of inspectors)										
Next steps		Analyze the workload of the Administrative Inspectorate and make recommendations for improvement										

¹⁶ 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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Implement the recommendations from the analysis Fill the vacant positions of the Administrative Inspectorate with administrative inspectors.

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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	FBiH	RS	BD	BiH
							BASELINE					0/1
							TARGET					1/1
							CURRENT	0/1	1/1	1/1	1/1	1¹⁷/1
Description of achievement	No progress was recorded in relation to the semi-annual report. In that period, at the FBiH level, training was organized on the topic "Online consultations - Application of the Rulebook 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 work goals within the given period. Failure to submit evaluation reports to ADS BiH by all BiH institutions Non-harmonization of regulations on work evaluation in the FBiH.											
Next steps												

¹⁷ 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 2.3.8	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	<i>BiH CSA, F BiH CSA, RS CSA, HR Sub-division of Brčko District of BiH</i>					<i>IIq2027.</i>
	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	3¹⁸/4
Description of achievements	<p>The activity was collectively marked for BiH as realized in the previous period, and at the level of BiH there was still no progress in relation to the indicator.</p> <p>At the level of BiH institutions, the link between evaluation and training has been formally established and included in the TNA process, but CSA BiH still does not have complete data on the implementation of evaluations in all individual institutions, so it is not possible to evaluate how many civil servants go through the evaluation process in practice.</p> <p>At other administrative levels, the activity was implemented in the previous period.</p> <p>At the level of RS, the Agency for State Administration conducts regular analysis of training needs on an annual basis. During June and July 2023, the Agency for State Administration conducted an analysis of training needs, foreseen in the Training Strategy for employees in the republican administration bodies of the Republika Srpska for the period 2023-2029. The goal of the analysis was to improve the quality and efficiency of the work of the institutions of the republic's administration through the development of knowledge, skills and abilities of civil servants. The analysis included the collection of responses to the Training Needs Assessment Questionnaire, through which all civil servants had the opportunity to express their needs and opinions on previous and future trainings organized by CSA. A total of 435 employees participated in the survey, and the results of their responses were published in the Training Management System (TMS).</p>						

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

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	<p>In accordance with the Rulebook on the procedure for evaluating and promoting civil servants and state employees ("Official Gazette of the Republika Srpska", no. 43/09, and 87/11), an integral part of the form for evaluating the performance of employees is also defining the training needs of the civil servant being evaluated.</p> <p>The Agency for State Administration carries out regular evaluation of the trainings it organizes. The evaluation is done electronically through the training management system (Training Management System - TMS). The participants of the training cannot download the certificate of completion of the training without completing the evaluation of the training.</p>
<p>Risks/Problems</p>	
<p>Next steps</p>	

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:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Define by regulation an obligation to carry out an analysis of jobs and make a comprehensive analytical assessment of jobs; methodology for analytical assessment, classification and grading of jobs (evaluate, and if need be, revise the existing regulations at the State level)		BiH MoJ, FBiH MoJ, RS Ministry of administration and local self-governance, and Department for technical and administrative affairs of Brčko District					Ily2026.				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY::									
			INDICATORS					INDICATOR VALUES:				
		The obligation to conduct a job analysis and the methodology for analytical assessment, classification and gradation of jobs prescribed		BASELINE		<i>Inst. BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>		
				TARGET		1/1	1/1	1/1	1/1	4/4		
				CURRENT		1/1	0/1	0/1	0/1	1/4		
Description of achievements		<p>There was no progress in this reporting period.</p> <p>During the year 2023, no activities were undertaken to evaluate the duties of job analysis foreseen by regulations, analytical evaluation of jobs, methodologies for analytical evaluation, classification and gradation of jobs at the level of BiH institutions.</p> <p>At other administrative levels, there have not yet been changes to the regulations that would introduce this obligation.</p>										
Risks/Problems		<p>Capacities and resources</p> <p>1) Lack of financial resources,</p> <p>2) Lack of human resources.</p> <p>Uncertainty about the adoption of regulations governing this area by competent authorities, as well as the absence of human resources civil servants/units in all institutions/administration bodies.</p>										
Next steps		<p>Initiate regulation evaluation activities at the level of BiH institutions</p> <p>1) Carry out a detailed financial projection of the necessary funds for the implementation of activities in the Ministry of Justice of BiH and accordingly plan funds in the budget and, if necessary, financing from other sources (donations),</p> <p>2) In accordance with the provided funds, fill up the appropriate human resources positions in the Ministry of Justice of BiH.</p> <p>Adoption of necessary regulations and capacity building for HRM in individual institutions.</p>										

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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	<i>BiH MoJ, FBiH MoJ, RS Ministry of administration and local self-governance, and Department for technical and administrative affairs of Brčko District</i>					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>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	
	TARGET		50%	50%	50%	50%	50%	50%	50%		
	CURRENT		48.8%¹⁹	0%	0%	0%	0%	19.2%²⁰			
Description of achievements	There was no progress in the implementation of this activity in this reporting period. According to information from the Ministry of Justice of BiH, during 2023 no analytical assessments and classifications of workplaces were conducted due to limited resources and capacities.										
Risks/Problems	Resources and capacities for job analysis and creation of job descriptions 1) Lack of financial resources, 2) Lack of human resources.										
Next steps	Investigate the possibility of conducting an analytical assessment and classification of workplaces and amending acts on systematization										

¹⁹ Calculated 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 BiH Council of Ministers, from which it follows that about 48% of institutions at the BiH level fulfilled this obligation.

²⁰ Calculated on the basis of estimated data for the BiH level.

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| <ol style="list-style-type: none">1) Carry out a detailed financial projection of the necessary funds for the implementation of activities in the Ministry of Justice of BiH and accordingly plan funds in the budget and, if necessary, financing from other sources (donations),2) In accordance with the provided funds, fill up the appropriate human resources positions in the Ministry of Justice of BiH. <p>Adoption of necessary regulations and capacity building for HRM in individual institutions.</p> |
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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	<i>BiH MoJ, FBiH MoJ, RS Ministry of administration and local self-governance, and Department for technical and administrative affairs of Brčko District</i>					<i>IIq2027.</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>		
			Basic salary allocation procedures comply with the principles of merits, fairness and equal treatment – SIGMA					BASELINE					0/1	
					TARGET					1/1				
					CURRENT					1/1	0/1	0/1	0/1	0/1
Description of achievements	The activity is related to the implementation of the activity of analytical assessment and classification of workplaces, and therefore there were no changes in this reporting period.													
Risks/Problems	<p>Analysis of jobs and descriptions</p> <p>Analytical evaluation and classification of jobs</p> <p>Capacities and resources</p> <p>1) Lack of financial resources,</p> <p>2) Lack of human resources.</p> <p>Uncertainty about the adoption of regulations by the competent authorities.</p>													
Next steps	<p>Advocate the implementation of job analysis and description, as well as analytical assessment and classification of jobs for the purpose of implementing activities.</p> <p>1) Carry out a detailed financial projection of the necessary funds for the implementation of activities in the Ministry of Justice of BiH and accordingly plan funds in the budget and, if necessary, financing from other sources (donations),</p> <p>2) In accordance with the provided funds, fill up the appropriate human resources positions in the Ministry of Justice of BiH.</p>													

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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					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	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	There were no changes in this reporting period. The Agency for State Administration of the RS will send a letter to all administrative bodies of this administrative level to state the salary for the specified position defined by the Law on Salaries of Employees in the Administrative Bodies of the Republika Srpska when requesting the publication of a competition.											
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 public sector integrity plans (points) – SIGMA	Bosnia and Herzegovina	0/4	4/4	1/4
	<i>Institutions of BiH</i>	0/4	1/4	0/4
	<i>FBiH</i>	0/4	1/4	0/4
	<i>RS</i>	0/4	1/4	1/4
	<i>BD BiH</i>	0/4	1/4	0/4

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ACTIVITY 2.5.1	ACTIVITY: Raising the awareness of the managerial staff about the need to sanction any misconduct in a fair and timely manner.		RESPONSIBLE INSTITUTIONS: BiH CSA, F BiH CSA, RS CSA, HR Sub-division of Brčko District of BiH					IMPLEMENTATION DEADLINE: 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 managerial staff does not use the legal opportunities given to them by the regulations. Lack of interest of managerial staff to attend these educations.											
Next steps	Plan these educations in training programs.											

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ACTIVITY 2.5.2	ACTIVITY:	RESPONSIBLE INSTITUTIONS:	IMPLEMENTATION DEADLINE:				
	<p>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)</p>	<p>Key HRM 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>
	<p>Share of disciplinary committee members who have undergone a specialised training on conducting disciplinary proceedings</p>	BASELINE	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
		TARGET	<i>50%</i>	<i>50%</i>	<i>50%</i>	<i>50%</i>	<i>50%</i>
		CURRENT	<i>20%</i>	<i>84.6²¹%</i>	<i>0%</i>	<i>0%</i>	<i>n/a²²</i>
	Description of achievements	<p>There is no information on progress in the implementation of this activity since the semi-annual report.</p> <p>In the reporting period, the Civil Service Agency of the FBiH conducted two trainings on topics in the field of disciplinary proceedings and mediation on May 17 and 18, 2023 in Mostar as part of the Special Professional Training Program.</p> <p>CSA BiH in its programs includes training on ethics in public administration, integrity, prevention of corruption, conflict of interest.</p>					
	Risks/Problems	<p>Institutions' interest in training</p> <p>Consistency in the implementation of civil service regulations</p> <p>Leadership</p> <p>1) Lack of financial resources,</p> <p>2) Lack of human resources.</p> <p>Non-harmonization of regulations in FBiH</p>					

²¹ 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.

²² Due to the lack of data, it is not possible to determine the total value for BiH.

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	<p>Lack of selection of mediators by civil service bodies</p> <ul style="list-style-type: none"> - Difficulties in selecting candidates for members of the disciplinary committee - Weak response for lists of expert members of disciplinary commissions - Stalls and obstructions in conducting disciplinary proceedings - Statute of limitations for disciplinary proceedings - Annulment of the decision on the established disciplinary responsibility and the imposed measure by the second-instance authority or court - Passive attitude of civil service bodies - lack of adequate communication with CSA FBIH
<p>Next steps</p>	<p>Initiate the improvement of disciplinary procedures in accordance with the recommendations of the project "Strengthening the management of human resources in BiH" (if necessary, additionally analyze the implementation of civil service regulations in connection with disciplinary procedures)</p> <p>Improve the monitoring of regulations and the actual application of the disciplinary procedure</p> <ol style="list-style-type: none"> 1) Carry out a detailed financial projection of the necessary funds for the implementation of activities in the Ministry of Justice of BiH and accordingly plan funds in the budget and, if necessary, financing from other sources (donations), 2) In accordance with the provided funds, fill up the appropriate human resources positions in the Ministry of Justice of BiH.

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ACTIVITY 2.5.3	ACTIVITY: 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		RESPONSIBLE INSTITUTIONS: <i>APIK, BiH MoJ, FBIH MoJ, RS MoJ, Department for technical and administrative affairs of Brčko District</i>					IMPLEMENTATION DEADLINE: <i>IVq2026.</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>		
		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	There is no data on progress in the implementation of this activity at any administrative level (the activity was previously implemented at the RS level).											
Risks/Problems												
Next steps												

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ACTIVITY 2.5.4	ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Ensure regular monitoring of the implementation of integrity plans	APIK, RS MoJ, anti-corruption bodies in the FBiH and Brčko District					IIq2027.				
	ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:										
	INDICATORS	INDICATOR VALUES:					Inst.BiH	FBiH	RS	BD	BiH
	Availability of integrity plan implementation reports at each administrative level	BASELINE					0	0	0	0	0/4
		TARGET									2/4
		CURRENT					0	0	0	0	0/4
Description of achievements	There is no data on progress in the implementation of this activity at any administrative level.										
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%	0%²³
	<i>Institutions of BiH</i>	<i>n/a</i>	90%	10%
	<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% ²⁴
	<i>RS</i>	<i>n/a</i>	90%	80%
	<i>BD BiH</i>	<i>n/a</i>	90%	100%

²³ According to the methodology established by the passport of indicators as in the total value for BiH, the value of the level with the lowest percentage of trained managerial civil servants is taken (unless it is Brčko District of BiH).

²⁴ The FBiH level stated that there is no data.

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ACTIVITY 2.6.1	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Conduct training courses for senior civil servants at all organisational levels on basic managerial knowledge and skills		BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH					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>	
				TARGET		90%	90%	90%	90%	90%		
				CURRENT		10²⁵%	9.3%	0%	92.2%	12.3%²⁶		
Description of achievements		<p>There has been little progress at the level of BiH and FBiH.</p> <p>In the period from January 1, 2023 to December 15, 2023 at the BiH level, 114 senior civil servants underwent training on managerial knowledge and skills. In addition, 427 civil servants who, according to the CSL BiH, do not have the status of a senior civil servant (such as the heads of internal organizational units). However, it is about different training modules for senior civil servants, and in the period 2021-2023 a total of 38 senior civil servants passed all 7 training modules.</p> <p>At the FBiH level, in this reporting period, 17 participants completed the training program for senior civil servants, so the total number of civil servants who completed this program is 105 (out of a total of 1124 senior civil servants in the FBiH).</p> <p>At the BD BiH level, the activity was implemented in the previous reporting period, while no progress was recorded at the RS level.</p>										
Risks/Problems		Ensuring the necessary funds for training.										
Next steps		Plan and implement the necessary training for senior civil servants.										

²⁵ Given that there is no personnel register at the level of BiH institutions, and accurate data on the total number of senior civil servants in institutions at this administrative level is not available, the value of the indicator is derived from statistical data available to CSA BiH (according to which there are a total of 378 senior civil servants), which are introduced by the institutions themselves and there are possible deviations from the real situation. The value of the indicator has been corrected in relation to the previous report in accordance with the data correction by CSA BiH.

²⁶ Aggregate value reduced due to correction of data for the level of BiH institutions.

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ACTIVITY 2.6.2	ACTIVITY:	RESPONSIBLE INSTITUTIONS:	IMPLEMENTATION DEADLINE:				
	Amend the existing/adopt new provisions of regulations governing the performance appraisal of senior civil servants based on the assessment of managerial skills (link with activity 2.1.4.)	BiH CSA, FBiH CSA, RS CSA, HR Sub-division of Brčko District of BiH	IVq2027.				
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					
	INDICATORS	INDICATOR VALUES:					
	The regulations provide for the verification of managerial competencies of senior civil servants through evaluation	<i>Inst. BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>	
	BASELINE	0	0	0	0	0/4	
	TARGET	1	1	1	1	4/4	
	CURRENT	0	1	0	0	1/4	
Description of achievements	No progress was recorded in the reporting period. The activity was previously implemented at the FBiH level, while there is no information on the progress in its implementation at the other administrative levels.						
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, check the work of senior civil servants based on the assessment of managerial skills.						

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ACTIVITY 2.6.3	ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Amend the existing/adopt new provisions of regulations governing the monitoring and evaluation of the work of heads of institutions/administrative organisations (link with activity 2.1.4.)	<i>BiH CSA, F BiH CSA, RS CSA, HR Sub-division of Brčko District of BiH</i>					<i>IVq2027.</i>				
		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>
	Adequately prescribed regular monitoring and evaluation of the work of heads of institutions / administrative organisations					BASELINE	0	0	0	0	0/4
						TARGET	1	1	1	1	4/4
						CURRENT	0	0	0	0	0/4
Description of achievements	<p>No progress was recorded in the reporting period.</p> <p>There were no changes to the regulations on the evaluation of the heads of institutions at any administrative level.</p> <p>The BiH Civil Service Agency does not have data on the evaluations of heads of BiH institutions. The commission of the BiH Council of Ministers, which, according to the knowledge of CSA BiH, has not yet been formed has the authority to evaluate the heads of institutions. Also, even if that commission were to be formed, data on heads' evaluations would not even be submitted to the Agency.</p> <p>According to the data of competent institutions from the level of the RS, in the administrative bodies of Republika Srpska and according to the existing regulations, over 90% of heads of institutions have always been evaluated in evaluation reports.</p>										
Risks/Problems											
Next steps											

AREA 3 - ACCOUNTABILITY

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

TARGET INDICATORS	INDICATOR VALUES		
	BASELINE	TARGET	CURRENT
1. <i>Public trust in administration (% of those who completely and somewhat trust) Balkans Barometer</i>	15%	40%	21%
2. <i>Requests for access to information in the possession of a government agency (institution) are accommodated in a timely manner (% of those who agree and those who fully agree) Balkans Barometer</i>	30%	55%	-

MEASURE 3.1:

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

TARGET 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

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2. Accountability in reporting between central government bodies and competent ministry at administrative levels (points) SIGMA	Bosnia and Herzegovina			0/4
	<i>Institutions of BiH</i>	0/4	2/4	0/4
	<i>FBiH</i>			0/4
	<i>RS</i>			0/4
	<i>BD BiH</i>			0/4

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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>
		TARGET	yes	yes	yes	yes	yes
		CURRENT					<i>no</i>
	Description of achievements	No progress was recorded in the reporting period. No data were submitted from any level of government. This activity is included in the technical support project financed from IPA II (IPA 2019), which is in the initial phase of implementation (implementation started in September 2023).					
	Risks/Problems	Lack of capacity in competent institutions can affect the quality of implementation of technical support activities.					
	Next steps	Ensure the full participation of representatives of all competent institutions in the technical support project and through the project strengthen human and material resources for further improvements.					

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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>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
			Analysis and a uniform typology developed		BASELINE		no	no	no	no	no
				TARGET		yes	yes	yes	yes	yes	
				CURRENT		no	no	no	yes	no	
Description of achievements		<p>No progress was made in the reporting period. No data were submitted on the implementation of the activity.</p> <p>In the previous reporting period, progress was made in the implementation of this activity in the BDBiH. 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 of the regulations that regulate the organization of public administration, and points to certain problems and inconsistencies when it comes to the functioning of public administration bodies and provides framework guidelines for its reorganization.</p> <p>This activity is included in the technical support project financed from IPA II (IPA 2019), which is in the initial phase of implementation (implementation started in September 2023).</p>									
Risks/Problems		Lack of capacity in competent institutions can affect the quality of implementation of technical support activities.									
Next steps		To ensure the full participation of representatives of all relevant institutions in the technical support project and through the project to strengthen human and material resources for further improvements.									

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ACTIVITY 3.1.1.3	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>
			Improvement plan prepared and adopted	BASELINE	no	no	no	no	no
				TARGET	yes	yes	yes	yes	yes
				CURRENT	no	no	no	no	no
			% of plan realization	BASELINE	0%	0%	0%	0%	0%
				TARGET	25%	25%	25%	25%	25%
		CURRENT		0%	0%	0%	0%	0%	
Description of achievements	No progress was made in the reporting period. No data was submitted or the data is not relevant for the assessment of progress (RS submitted data that cannot be evaluated in the context of the fulfillment of this activity) In the Republika Srpska, changes were made to the Law on Republic Administration, which enabled the establishment of the Agency for Information and Communication Technologies of the Republika Srpska. Amendments to this law create prerequisites for the implementation of adopted strategic solutions, as well as legal solutions in Republika Srpska and BiH, with a clearly emphasized need for systematic and operational action in terms of more efficient and economical application of information and communication technologies in various social segments with the aim of faster realization of a series of benefits from administrative bodies, business entities and citizens, but also the protection of the competences of Republika Srpska in BiH through the process of European integration and further digitalization of society. This activity is included in the technical support project financed from IPA II (IPA 2019), which is in the initial phase of implementation (implementation started in September 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 the full participation of representatives of all competent institutions in the technical support project and through the project strengthen human and material resources for further improvements.								

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ACTIVITY 3.1.4	ACTIVITY: Develop a guide/guidelines for conducting an ex-ante analysis for planning, changing and creating public administration bodies and organisations		RESPONSIBLE INSTITUTIONS: <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>					IMPLEMENTATION DEADLINE: <i>IVq2026.</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>		
		Guide/guidelines prepared and published on the website of the competent institution		BASELINE		no	no	no	no	no		
		TARGET		yes	yes	yes	yes	yes				
		CURRENT		no	no	no	no	no				
Description of achievements	No progress was recorded in the reporting period. No data were submitted from any level of government . This activity is included in the technical support project financed from IPA II (IPA 2019), which is in the initial phase of implementation (implementation started in September 2023).											
Risks/Problems	The lack of human and material resources for the implementation of activities in competent institutions can affect the implementation of activities.											
Next steps	Ensure the full participation of representatives of all competent institutions in the technical support project and through the project strengthen human and material resources for further improvements.											

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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					1q2026.				
			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		no	no	no	no	no		
				TARGET		yes	yes	yes	yes	yes		
				CURRENT		no	no	no	no	no		
Description of achievements		No progress was made in the reporting period. No data were submitted from any level of government.										
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.										

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ACTIVITY 3.1.6	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Improve the internal organisation and systematisation of administrative bodies in accordance with the improved regulations		All administrative bodies and organisations at all levels					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%				
		TARGET		35%	35%	35%	35%	35%				
		CURRENT		0%	0%	0%	0%	0%				
Description of achievements	<p>Considering that the previous activity 3.1.5. was not implemented, that is, the by-laws on internal organization were not improved, so this activity could not be implemented.</p> <p>In the reporting period in the Republika Srpska, 25 administrative bodies adopted rulebook on the internal organization and systematization of workplaces.</p> <p>In the previous reporting period at the state level, out of a total of 59 institutions, 17 submitted data on the compliance of the rulebook on internal organization with the valid by-law (28%). In some cases, the regulations of the institutions are not harmonized with the existing by-laws, while in most cases harmonization has been carried out and the institutions are working on improving the regulations on internal organization</p>											
Risks/Problems	<ul style="list-style-type: none"> - The implementation of the activity is conditioned by the implementation of 3.1.5. - Lack of capacity to implement activities in smaller institutions - The slow procedure of obtaining the opinions of competent institutions on the new proposal of the Rulebook on internal organization. 											
Next steps	Provide support for the implementation of the activity 3.1.5											

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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					I1q2026.					
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●	
	INDICATORS			INDICATOR VALUES:					<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
		Methodology prepared		BASELINE					no	no	no	no	no
		TARGET					yes	yes	yes	yes	yes		
		CURRENT					yes	yes	yes	yes	yes		
Description of achievement	Progress was made in the previous reporting period. A methodology was prepared within the project "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 were migrated (the data organized in Access were collected during 2011 and periodically updated). With the support of the project, the data was updated during 2020 and 2021.												
Risks/Problems	-												
Next steps	-												

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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		INDICATOR VALUES:			<i>Inst. BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
		Regulations drafted and adopted at all levels		BASELINE			<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	
				TARGET			<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	
				CURRENT			<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	
Description of achievement	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, which were presented at a workshop held in June 2021. Draft documents were prepared in cooperation with the technical support project "Support to public administration reform in Bosnia and Herzegovina" (IPA 2015).											
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	The accountable institutions should complete the drafting and adopt by-laws at all levels											

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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		no	no	no	no	no				
		TARGET		yes	yes	yes	yes	yes				
		CURRENT		no	no	no	no	no				
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, however, the Catalog is not yet operational.											
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.											

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ACTIVITY 3.1.1.10	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Make the registers accessible to the public		PARCO; BiH Ministry of Justice; FBiH Ministry of Justice; Ministry of Administration and Local Self-Government, BD Mayor's Office and BD BiH Department for technical and administrative affairs					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>
			Registers are accessible to public		BASELINE		no	no	no	no	no	
TARGET					yes	yes	yes	yes	yes			
CURRENT					no	no	no	no	no			
Description of achievement	No progress was made in the implementation of activities in the reporting period. 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.											

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ACTIVITY 3.1.11	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Analyze regulations and practices for improving the accountability of senior staff (managerial accountability) in public administration, and prepare recommendations to increase the accountability and submit them to the CoM/Governments.		PARCO; BiH Ministry of Justice; FBiH Ministry of Justice; Ministry of Administration and Local Self-Government, BD Mayor's Office and BD BiH Department for technical and administrative affairs					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		no	no	no	no	no	no	
				TARGET		yes	yes	yes	yes	yes	yes	
				CURRENT		no	no	no	no	no	no	
	INDICATORS		Governments at all levels informed about the recommendations	BASELINE		no	no	no	no	no	no	
				TARGET		yes	yes	yes	yes	yes	yes	
				CURRENT		no	no	no	no	no	no	
Description of achievement		In the reporting period, no activities were undertaken in order to realize the activities. Some progress was made in the previous 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 responsibility. This activity is included in the technical support project financed from IPA II (IPA 2019), which is in the initial phase of implementation (implementation started in September 2023).										
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 implementation of activities through technical support in order to increase the exchange of knowledge about the concept of managerial accountability										

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ACTIVITY 3.1.12	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:					●	●	●	●	●	
		INDICATORS	INDICATOR VALUES:					<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
			Training included in annual plans of CSAs at all levels:	BASELINE		no	no	no	no	<i>no</i>		
				TARGET		yes	yes	yes	yes	<i>yes</i>		
				CURRENT		no	no	no	no	<i>no</i>		
			Satisfaction of managers with the delivered training courses i.e., roundtable discussions:	BASELINE		no	no	no	no	<i>no</i>		
				TARGET		yes	yes	yes	yes	<i>yes</i>		
		CURRENT		no	no	no	no	<i>no</i>				
Description of achievement		There was no progress in the reporting period. The implementation of the activity is planned through the IPA 2019 project, which is in the initial phase of implementation. Trainings and increased awareness of managers and civil servants regarding the importance of accountability and increased knowledge about managerial accountability are planned.										
Risks/Problems	Lack of interest and insufficient participation of competent institutions, including CSA/A											
Next steps	Ensure the participation of the management staff of all relevant institutions (human resources, internal audit, management organization) in the implementation of activities through technical support in order to increase knowledge about the concept of managerial accountability											

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

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ACTIVITY 3.2.1	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Analyse the legal and institutional framework in the area of free access to public information to ensure compliance with SIGMA PAR principles (by ensuring legal review and remedies, and mechanisms for consistent application of regulations; by using the existing control mechanisms and institutional capacity to monitor enforcement, and stipulating sanctions)		BiH Ministry of Justice, FBiH Ministry of Justice and competent institution in RS					IIq2025.				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
			INDICATORS					INDICATOR VALUES:				
			Analysis developed and agreed					<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
		BASELINE					no	no	no	no	<i>no</i>	
		TARGET					yes	yes	yes	yes	<i>yes</i>	
		CURRENT					yes	yes	yes	yes	<i>yes</i>	
Description of achievement		The activity has been implemented. 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). In 2019, SIGMA created the document "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, the FBiH and Republika Srpska. ²⁷ Based on the analysis, a model of the law on freedom of access to information was created based on PAR principles and offered to all levels as a guide for drafting new laws. 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 FBiH was prepared, which is aligned with the SIGMA PAR principles.										
Risks/Problems		-										
Next steps		-										

²⁷ Given that the Law on Freedom of Access to Information of BiH was in force in the Brčko District of BiH at that time, this analysis applies analogously to the level of BD BiH (representatives of competent institutions of BD BiH were involved in the activities and prepared documents were delivered to them).

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ACTIVITY 3.2.2	ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Improve the protection of the right to access information by drafting and adopting aligned amended i.e., new laws on freedom of access to information at all levels (in line with the recommendations arising from the analysis)	BiH Ministry of Justice, FBiH Ministry of Justice and competent institution in RS					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>
New i.e., amended laws drafted in accordance with the ToR and referred to the procedure for adoption	BASELINE					no	no	no	no	<i>no</i>	
	TARGET					yes	yes	yes	yes	<i>yes</i>	
	CURRENT					no	no	no	no	<i>no</i>	
Description of achievement	At the state level, the new Law on Freedom of Access to Information of BiH ²⁸ was adopted. The law adopts the provisions of Directive (EU) 2019/1024 of the European Parliament and the Council from June 20, 2019 on open data and the reuse of public sector documents. The principles on which the proposed law is based are aimed, among other things, at strengthening the transparency and openness of public authorities, free of charge and free access to information with timeliness and accuracy in its publication, and increased accountability of BiH institutions in this process. The novelty in the proposed law is the electronic submission of requests and the introduction of a completely new model of proactive publication of certain information which are important for the work, organization, decision-making and financing of BiH institutions. However, at the stage of the proposal of the law, the EU Delegation in BiH stated in public statements that the law does not respect the recommendation given by the EU, OECD/SIGMA and TAIEX, regarding the establishment of an effective appeal 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 human rights ombudsman institution assessed 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 .										

²⁸ "Official Gazette of BiH" number: 61/23

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	<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 Republika Srpska during the reporting period.</p> <p>Taking into account that the new BiH law is not completely in accordance with the recommendations from the previously prepared analysis, as well as that due to the absence of other laws it is impossible to confirm the harmonization of the legislation, the score for the indicator has not changed.</p>
Risks/Problems	A non-harmonized approach to law making
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:							
ACTIVITY 3.2.3	Description of achievement	Implementing regulations adopted	INDICATOR VALUES:					
			<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>	
			BASELINE	no	no	no	no	no
			TARGET	yes	yes	yes	yes	yes
		CURRENT	yes	no	no	no	no	






Little progress was made. At the BiH level, 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. All institutions are accountable 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 accountable 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 the information (where applicable) in an open format on the official website pages.

In the previous reporting period, from the level of the FBiH, data was submitted that, with the aim of greater availability of information in 2023, in accordance with the "Communication Plan of the Government of FBiH for 2023 with the Communication Action Plan", on the website of the Government of FBiH, all current documents were comprehensively selected and published: Program of work of the Government of FBiH for 2023, Budget of the Federation of BiH for 2023, Report on the work of the Government of FBiH for 2022, Budget of the Federation of BiH for citizens for the 2023. "Budget of the FBiH for citizens for 2023" was prepared by the Federal Ministry of Finance with the intention of showing in a simple way how the budget is planned, drawn up, adopted and executed. 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.

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	<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 for the visually impaired persons. The website presents the Government of FBiH, all federal ministries, administrations and special bodies, offices and services, along 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 to today, as well as the FBiH Parliament, have been published and can be found in the Official Gazette of FBiH, 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 in a timely manner, with the aim of the highest degree of transparency. The text of the Law on Freedom of Access to Information is also available on the website, with the Guide to Access to Information, the Index Register of information under the control of the FBiH Government - the General Secretariat of the FBiH Government, as well as the Index Register of the FBiH Government Office for Public Relations. Through the official email (info@fbihvlada.gov.ba), dozens of questions from citizens and the media are answered daily or submitted to the 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 a section "Public invitations" with all the necessary information. The website is also a link to the FBiH E-Government (http://euprava.fbih.gov.ba/), where you can find the E-service for citizens, the Register of administrative procedures, the Register of valid technical and other regulations, E-consultations, and Executed regulatory impact assessment. In the reporting period, two more new communication channels of the Government of FBiH were opened - Twitter and LinkedIn, (in addition to the already 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 accessibility and interactivity with the public at the same time (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.</p>
Risks/Problems	Lack of personnel, technical and financial capacities.
Next steps	Adopt by-laws at levels where this has not been done so far.

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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:				
		On-line tool established and delivered to the competent Entity ministries				<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>		
				BASELINE		no	no	no	no	<i>no</i>		
				TARGET		yes	yes	yes	yes	<i>yes</i>		
				CURRENT		yes	no	no	no	<i>no</i>		
Description of achievement		Little progress was made. In the previous period, an online questionnaire was developed for the self-assessment of monitoring the standards of proactive transparency for BiH institutions. The research conducted by the Coordinator's Office among 65 institutions showed that the average fulfillment of proactive transparency standards is 72.27% (March-April 2023). 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 at the other three levels of FBiH, RS and BD BiH 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					Inst.BiH	FBiH	RS	BD	BiH
							BASELINE	no	no	no	no	no
							TARGET	yes	yes	yes	yes	yes
							CURRENT	no	no	no	no	no
Description of achievement		No progress was made in the implementation of activities in the reporting period. According to the data from the previous reporting period submitted by the Ministry of Justice of BiH, the new Law on Freedom of Access to Information regulates that the inspection supervision over the implementation of this law is carried out by the Administrative Inspectorate of the Ministry of Justice of BiH.										
Risks/Problems		-										
Next steps		-										

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ACTIVITY 3.2.6	ACTIVITY: 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.)	RESPONSIBLE INSTITUTIONS: <i>BiH Ministry of Justice, FBiH Ministry of Justice ,and competent institution in RS</i>					IMPLEMENTATION DEADLINE: <i>IIq2027.</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>	
		Legal framework aligned	BASELINE					no	no	no	no	no
			TARGET					yes	yes	yes	yes	yes
		CURRENT					no	no	no	no	no	
Description of achievement	In the reporting period, no steps were taken to implement this activity at any level.											
Risks/Problems	- Lack of funds and capacity											
Next steps	- Provide the necessary funds and capacities for the implementation of activity											

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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%	
				TARGET		45%	45%	45%	45%	45%		
				CURRENT		0%	0%	0%	0%	0%		
Description of achievement		No progress was made in the reporting period. Taking into account that the previous activity (3.2.6) has not been implemented, the preconditions for the implementation of this activity have not been created.										
Risks/Problems		Slowness in creating preconditions for the realization of activities.										
Next steps		Accelerate the creation of preconditions for the realization of this activity.										

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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>	<i>BiH</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	No progress was made in the implementation of this activity. At the state level, the new Law on Freedom of Access to Information contains provisions related to the obligations of public relations civil servants, however, aggregate data on the compliance of job descriptions of civil servants for information with the new law have not been submitted. According to the data submitted by state institutions in the previous reporting period (out of a total of 60 institutions, 16 submitted data on 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 current valid law on freedom of access to information; b) in some institutions, the positions of public relations civil servants are not envisaged 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 a civil servant 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	-												

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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		
		TARGET		yes	yes	yes	yes	yes				
		CURRENT		no	no	no	no	no				
Description of achievement	At the state level, the new 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. Due to the fact that a rulebook that prescribes the more detailed content and way of keeping the register has not yet been adopted, the value of the indicator for the BiH level remains unchanged. There was no progress in the entities and in the BDBiH.											
Risks/Problems	Risk of non-harmonised approach											
Next steps	Ensure compliance of solutions											

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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>	<i>BiH</i>
		IT solution developed and tested	BASELINE	no	no	no	no	no
TARGET			yes	yes	yes	yes	yes	
CURRENT			no	no	no	no	no	
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	-							

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ACTIVITY 3.2.11	ACTIVITY:	RESPONSIBLE INSTITUTIONS:	IMPLEMENTATION DEADLINE:					
	Establish uniform databases of 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	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 databases operational	BASELINE	no	no	no	no	no
TARGET			yes	yes	yes	yes	yes	
CURRENT			no	no	no	no	no	
Description of achievement	No progress has been made in the implementation of activity because the prerequisites (previous activities) have not been achieved at any level of administration.							
Risks/Problems	Lack of financial resources and capacity							
Next steps	Provide money and technical support for the implementation of activity							

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ACTIVITY 3.2.12	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:		
	Establish a single register of information access requests and replies (Human Rights Ombudsman) and statistical reports on the enforcement of FOIA.		The Institution of HR Ombudsman of BiH					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>
		The register is operational and publicly accessible		BASELINE		no				no
				TARGET		yes				yes
				CURRENT		no				no
Description of achievement		No progress was made in the reporting period. The human rights Ombudsman 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, related to the Law on Freedom of Access to Information, and they were sent to the Ombudsman Institution.								
Risks/Problems		- Lack of financial resources for the establishment of the register								
Next steps		- 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								

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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:				
			Analysis prepared			Inst.BiH	FBiH	RS	BD	BiH
					BASELINE	no	no	no	no	no
					TARGET	yes	yes	yes	yes	yes
					CURRENT	yes	yes	no	no	no
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 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 based on the World Bank methodology (World Bank methodology version 3.1). The assessment of readiness for open data in the FBiH was carried out 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	- Provide financial resources and support for the preparation of analysis for RS and BDBiH									

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ACTIVITY 3.2.14	ACTIVITY:	RESPONSIBLE INSTITUTIONS:	IMPLEMENTATION DEADLINE:					
	Develop an open format data policy	PARCO, BiH Ministry of Justice, Secretariat general of the FBiH Government, Secretariat General of the RS Government, Secretariat of the Government of BD BiH	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	no	no	no	no	no
TARGET			yes	yes	yes	yes	yes	
CURRENT			no	no	no	no	no	
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 financial resources and support for policy development							

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ACTIVITY 3.2.15	ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:					
	Develop an open format data guide	PARCO, BiH Ministry of Justice, Secretariat general of the FBiH Government, Secretariat General of the RS Government, Secretariat of the Government of BD BiH					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					no	no	no	no	no
		TARGET					yes	yes	yes	yes	yes	
		CURRENT					no	no	no	no	no	
Description of achievement	In the reporting period, no steps were taken to implement this activity.											
Risks/Problems	- Lack of funds and capacity											
Next steps	- Provide financial resources and support for the implementation of activities											

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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		no	no	no	no	no		
				TARGET		yes	yes	yes	yes	yes		
				CURRENT		no	no	no	no	no		
Description of achievement	No progress was made in the implementation of activity. According to the data from the semi-annual report, the Government of FBiH at its 303rd session adopted a Decision on the website and online channels of communication of the Government of FBiH. The decision was published in the Official Gazette of the FBiH 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. The decision is also available on the website of the Government of the FBiH (link: Government of the Federation of Bosnia and Herzegovina 82. Decision on the website and online channels of communication of the Government of the Federation of Bosnia and Herzegovina (fbihvlada.gov.ba). The Public Relations Office of the FBiH Government as the bearer of institutional communication is accountable for ensuring the maintenance of communication channels, as well as the administration and updating of all content. 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.											
Risks/Problems	Lack of resources (personnel, material and technical) in FBiH											
Next steps	Further improve regulations and capacitate resources in FBiH											

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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>					●	●	●	●	●					
			<p>INDICATORS</p>					<p>INDICATOR VALUES:</p>					Inst.BiH	FBiH	RS	BD	BiH
			<p>Communications plan implemented</p>					<p>BASELINE</p>					0%	0%	0%	0%	0%
		<p></p>					<p>TARGET</p>					50%	50%	50%	50%	50%	
		<p></p>					<p>CURRENT</p>					0%	0%	0%	0%	0%	
Description of achievement		<p>No information had been submitted confirming that progress was made in the implementation of this activity. In FBiH, the Government of FBiH is 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 activities.</p>															
Risks/Problems		<p>Lack of capacity and funds, and failure to enact an improved legal solution.</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>															

Annex 1: Tabular overview of the implementation of the Action Plan

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:					Inst. BiH	FBiH	RS	BD	BiH	
	- conduct at least 3 training events for staff acting under FOIA of all levels)		Trainings programmes incorporated in the annual training plans of CSAs i.e., Subdivision of BD		BASELINE	no	no	no	no	no	no		
					TARGET	yes	yes	yes	yes	yes	yes		
					CURRENT	no	no	no	no	no	no		
			Satisfaction of managers and staff with the delivered training programmes		BASELINE	0%	0%	0%	0%	0%	0%		
					TARGET	45%	45%	45%	45%	45%	45%		
					CURRENT	0%	0%	0%	0%	0%	0%		
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%	36,54%
	<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%	47%
	<i>Institutions of BiH</i>			
	<i>FBiH</i>			
	<i>RS</i>			
	<i>BD BiH</i>			

Annex 1: Tabular overview of the implementation of the Action Plan

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:		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>	
			The analysis discussed at sessions of parliaments/assemblies		BASELINE		no	no	no	no	no	
				TARGET		yes	yes	yes	yes	yes		
				CURRENT		no	no	no	no	no		
Description of achievement		No progress was made in the reporting period. 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 with recommendations, the value of the indicator is unchanged.										
Risks/Problems		Lack of funds to implement activities										
Next steps		Provide support for the preparation of the analysis and strengthening of public institutions' awareness of 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		Inst.BiH	FBiH	RS	BD	BiH	
				TARGET		no	no	no	no	no		
				CURRENT		yes	yes	yes	yes	yes		
						no	no	no	no	no		
Description of achievement		Little progress was made. The Law on amendments to the Law on the Ombudsman for Human Rights of BiH ²⁹ was adopted. However, the law does not ensure the complete financial independence of the Institution of the Ombudsman, but the functional independence of the Institution is guaranteed. Article 39 was amended by the law, which stipulates that the Institution prepares a draft budget that it submits to the Ministry of Finance and Treasury of Bosnia and Herzegovina for an opinion, and then, together with the opinion of the MFT BiH, submits its budget request to the Commission for Finance and Budget of the House of Representatives of the Parliamentary Assembly of BiH and to the Joint Commission for human rights of the Parliamentary Assembly of BiH. In accordance with the recommendations of the commissions, the MFT of BiH is obliged to include the budget of the Institution in the draft law on the budget of the institutions of BiH for the following year. Paragraph 5 of the Law states that "the approved budget must ensure the functional independence of the Institution and its functioning without additional conditions."										
Risks/Problems		-										
Next steps		-										

²⁹ "Official Gazette of BiH" number 61/23

Annex 1: Tabular overview of the implementation of the Action Plan

ACTIVITY 3.3.3	ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:					
	Produce a brochure for parliaments explaining the role and importance of public sector audit services	SA/s					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					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 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 SAls in the development of the public sector and the importance of compliance with their recommendations		The Institution of Human Rights Ombudsman of BiH, SAls					IIIq2026.				
			ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					●	●	●	●	●
			INDICATORS					INDICATOR VALUES:				
			4 round table discussions/workshops for heads of institutions held					Inst.BiH	FBiH	RS	BD	BiH
							BASELINE	no	no	no	no	no
							TARGET	yes	yes	yes	yes	yes
							CURRENT	no	no	no	no	no
Description of achievement	No progress was made in the reporting period.											
Risks/Problems	- Lack of financial resources											
Next steps	- Provide 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> <p>- develop syllabi for training,</p> <p>- hold at least three training events</p> <p>- include training programmes in the training plans of CSAs)</p>	CSA BiH, CSA FBiH, CSA RS and HR Sub-division of BD Government in cooperation with the Institution of the Human Rights Ombudsman of BiH and 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	0,5³⁰
		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	yes	yes	yes	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 an 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 BiH Institutions and at the activity level.												
Risks/Problems	- Lack of funds and capacity to organize trainings												
Next steps	- Provide support for the implementation of activities												

³⁰ 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 indicator 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	BiH Ministry of Justice; FBiH Ministry of Justice; RS Ministry of Administration and Local Self-Government, BiH Mayor's Office - Administrative Inspection					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>
			Analysis of function produced and adopted	BASELINE					no	no	no	no
TARGET					yes	yes	yes	yes	yes			
CURRENT					no	no	no	no	no			
Description of achievement	In the reporting period, no steps were taken to implement this activity at any level of government.											
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 activity											

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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:				
			The alignment plan prepared					<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
							BASELINE	no	no	no	no	no
							TARGET	yes	yes	yes	yes	yes
							CURRENT	no	no	no	no	no
Description of achievement	There was no progress at any level.											
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 activity											

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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	There was no progress at any level.										
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 activity										

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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					no	no	no	no	no
	TARGET					yes	yes	yes	yes	yes		
	CURRENT					no	no	no	no	no		
Description of achievement	There was no progress at any level.											
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 activity											

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ACTIVITY 3.3.10	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:					
	Make an analysis of regulations on administrative disputes with recommendations for improvement		BiH Ministry of Justice; FBiH Ministry of Justice; RS Ministry of Justice and Judicial Commission of BD BiH					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>	<i>no</i>		
		TARGET		<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>				
		CURRENT		<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>				
Description of achievement	There was no progress at any level.												
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 activity												

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ACTIVITY 3.3.11	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	Align the legal framework with the identified and agreed recommendations including:		BiH Ministry of Justice; FBiH Ministry of Justice; RS Ministry of Justice and Judicial Commission of BD BiH					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		INDICATORS		<i>INDICATOR VALUES:</i>			<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			80%	80%	80%	80%	80%	
				CURRENT			0%	0%	0%	0%	0%	
Description of achievement		There was no progress at any level.										
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 activity										

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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>INDICATORS</p>		<p><i>INDICATOR VALUES:</i></p>		<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
	<p>The register is operational, as per described functionalities</p>		BASELINE	no	no	no	no	no	
		TARGET	yes	yes	yes	yes	yes		
		CURRENT	no	no	no	no	no		
Description of achievement	There was no progress at any level.								
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 activity								

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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		<i>INDICATOR VALUES:</i>			<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
			Guidelines for monitoring and reporting approved		BASELINE			no	no	no	no	no
				TARGET			yes	yes	yes	yes	yes	
				CURRENT			no	no	no	no	no	
Description of achievement		There was no progress at any level.										
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 activity										

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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:				
			4 training courses held					<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
								BASELINE	0	0	0	0
							TARGET	1	1	1	1	4
							CURRENT	0	0	0	0	0
Description of achievement		There was no progress at any level.										
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 activity										

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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 were submitted. According to the data from the previous reporting period, the FBiH Education Center in the 2023 Training Program planned a seminar on "Court Practice in Administrative Disputes" and a seminar on "Current Issues in Area Administration", while the 2023 training program of the RS Education Center planned one training "Practice of the Supreme Court of Republika Srpska on administrative report".										
Risks/Problems	-										
Next steps	-										

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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			INDICATOR VALUES:					<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>
Analysis produced		BASELINE					no	no	no	no	no	
		TARGET					yes	yes	yes	yes	yes	
		CURRENT					no	no	no	no	no	
Description of achievement		There was no progress at any level.										
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 activity										

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ACTIVITY 3.3.17	ACTIVITY: Aligning regulations in accordance with the recommendations		RESPONSIBLE INSTITUTIONS: <i>BiH Ministry of Justice; FBiH Ministry of Justice; RS Ministry of Administration and Local Self-Government and RS Ministry of Justice, BD BiH Mayor's Office and BD BiH Department for technical and administrative affairs</i>					IMPLEMENTATION DEADLINE: 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		no	no	no	no	no		
				TARGET		yes	yes	yes	yes	yes		
		CURRENT		no	no	no	no	no				
Description of achievement	There was no progress at any level.											
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 activity											

GBHVGF

AREA 4 – SERVICE DELIVERY

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

TARGET INDICATORS		INDICATOR VALUES		
		BASELINE	TARGET	CURRENT
1.	<i>Citizens' perception of the transparency of public services (score 1 to 5) Balkan barometer</i>	2,5	3,5	N/A
2.	<i>General satisfaction with public services (% of those who are completely or mostly satisfied (Balkan opinion barometer))</i>	27%	40%	22%

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	0/3	3/3	0
	<i>Institutions of BiH</i>	0		0
	<i>FBiH</i>	0		0

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	<i>RS</i>	<i>0</i>		<i>0</i>
	<i>BD BiH</i>	<i>0</i>		<i>0</i>
2. % of services measured using customer satisfaction measurement tools at each administrative level	<i>Bosnia and Herzegovina</i>	<i>0%</i>	<i>50%</i>	
	<i>Institutions of BiH</i>	<i>0</i>		<i>0%</i>
	<i>FBiH</i>	<i>0</i>		<i>0%</i>
	<i>RS</i>	<i>0</i>		<i>0%</i>
	<i>BD BiH</i>	<i>0</i>		<i>0%</i>
3. % of institutions that have developed and apply the Customer Relationship Management (CRM) system at each administrative level	<i>Bosnia and Herzegovina</i>	<i>0%</i>	<i>40%</i>	
	<i>Institutions of BiH</i>	<i>0</i>		<i>0%</i>
	<i>FBiH</i>	<i>0</i>		<i>0%</i>
	<i>RS</i>	<i>0</i>		<i>0%</i>
	<i>BD BiH</i>	<i>0</i>		<i>0%</i>

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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 coordinate the approaches at different administrative levels (all administrative levels)</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>	IVq2027.					
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:	●	●	●	●	●	
		INDICATOR VALUES:	Inst.BiH	FBiH	RS	BD	BiH	
		Proposal of the Framework Policy for the introduction of the quality management system referred to the government at each administrative level	BASELINE	0	0	0	0	0/4
			TARGET	1	1	1	1	4/4
			CURRENT	0	0	0	0	0
		A planning document for the introduction of quality management per levels of government, including resource identification developed (FBiH, RS, BDBiH)	BASELINE	no	no	no	no	no
			TARGET	yes	yes	yes	yes	yes
			CURRENT	yes	yes	yes	yes	yes
		There is an act designating the lead institution	BASELINE	no	no	no	no	no
			TARGET	yes	yes	yes	yes	yes
			CURRENT	yes	yes	yes	no	no
		Percentage ³¹ of implemented activities from the Operational Plan	BASELINE	no	no	no	no	no
			TARGET	yes	yes	yes	yes	yes
			CURRENT	yes	no	no	no	no
			BASELINE	0%	0%	0%	0%	0%

³¹ An error was recorded in the name of this indicator. The title asks for the percentage of fulfillment of the operational plan, and the initial and target values are yes/no. The initial and target values are correctly defined, so in the following this indicator will read *whether the operational plan was implemented.

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<p>4.1.1.1 e Identifying the parties responsible for introducing QM building their capacities (FBiH, RS, BDBiH)</p> <p>4.1.1.1 f Defining the approach in the introduction of QM and preparing planning documents for each level of government, including identification of resources (FBiH, RS, BDBiH)</p> <p>4.1.1.1 g Implementing the Operational Plan for the introduction of quality management in BiH institutions for the period from 2016 to 2018 (BiH)</p> <p>4.1.1.1h Implementing the selected approaches and planning documents in institutions and bodies of Entities and BDBiH (FBiH, RS, BDBiH)</p> <p>4.1.1.1 i Evaluating the achievements and preparing a new planning document for QM for the level of BiH institutions for the next planning period (BiH)</p> <p>4.1.1.1 j Ensuring the continuity in the development and implementation of planning documents for QM at other administrative levels (FBiH, RS, BDBiH)</p> <p>4.1.1.1 k Ensuring coordination of the overall QM process at all administrative levels and cooperation in the field of QM at the regional level</p>	Percentage of implemented activities from planning doc.	TARGET	50%	50%	50%	50%	50%
		CURRENT	100%	1%	0%	0%	25%
	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
Description of achievement	In the reporting period, the implementation of activity at the level of the institutions of the Council of Ministers of BiH, the Federation of BiH and Republika Srpska was recorded.						

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	<p>At the level of institutions of BiH, activities on the implementation and promotion of the CAF tool for quality management, organized by the Public Administration Reform Coordinators Office and ReSPA, were recorded. The process of certification of the CAF mark in the Ministry of Civil Affairs of BiH has also started. Also, the Public Administration Reform Coordinator's Office contributed to the realization of CAF training for civil servants organized by the BiH Civil Service Agency. As part of the UNDP project of implementing the CAF tool in local self-government units throughout BiH, PARCO and the Agency for State Administration of the Republika Srpska contributed and supported the preparation of materials for the implementation of the project.</p> <p>At the level of the Federation of BiH, activities were recorded on the implementation of the Planning Document on the introduction of CAF standards for quality management in civil service bodies in the Federation of BiH, based on the decision of the Government of FBiH from November 3, 2022.</p> <p>At the level of Republika Srpska, the implementation of activities were recorded. The Agency for State Administration worked on the promotion and implementation of the CAF tool. With the mentoring support of the Agency for State Administration, and as part of the UNDP project, the CAF tool was implemented in two local self-government units, the City of Prijedor and the City of Prnjavor. A representative of the State Administration Agency, an effective user of the FBiH Civil Service Agency, the Agency for the Peaceful Resolution of Labor Disputes of Serbia and the Ministry of Civil Affairs of BiH participated in the CAF certification process.</p>
<p>Risks/Problems</p>	<p>Institutions' readiness (political support) to develop a comprehensive policy for quality management in BiH institutions;</p> <p>The long wait for the adoption of documents for the implementation of the public administration reform led to inactivity in the reporting period, and led to a delay in the implementation of activities.</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>
<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 Republika Srpska and the Ministry of Science and Technology Development, Higher Education and Information Society, and the institution which may be determined by the Brčko District Government of BiH should, during 2024, 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, the identification of possible donors and lobbying for support activities on the introduction of quality management in public administration.</p>

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ACTIVITY:	RESPONSIBLE INSTITUTIONS:		IMPLEMENTATION DEADLINE:				
	<p>ACTIVITY 4.1.1.2</p> <p>4.1.1.2 Establish an integrated CRM for each administrative level in BiH with defined sub-activities that represent the CRM development process:</p> <p>4.1.1.2i. Make an analysis of best practices in the region and the world regarding the best model for establishing a user needs assessment system</p> <p>4.1.1.2a. Develop a harmonized methodology for assessing customer needs and involve customers in service design and optimization in accordance with the quality policy/decision.</p> <p>4.1.1.2b. Develop technical, human and other capacities for the functioning of the user needs assessment system, including tools that would enable users of public administration services to easily give feedback on the services received, and identify expectations and priorities (outsourcing: engaging specialized commercial entities to design the system and perform needs assessment)</p> <p>4.1.1.2c. Promote the system, both within the public administration and in the public (as the success of the measure significantly depends on their interest, participation and quality of information provided)</p> <p>4.1.1.2d. Develop a CRM training program</p>	<p>4.1.2. 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>			
ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:		●	●	●	●	●	
INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH	
An analysis of best practices for assessing user needs performed		BASELINE	no	no	no	no	no
		TARGET	yes	yes	yes	yes	yes
		CURRENT	no	no	no	no	no
Information on the analysis of best practices sent to governments for adoption		BASELINE	no	no	no	no	no
		TARGET	yes	yes	yes	yes	yes
		CURRENT	no	no	no	no	no
A draft methodology for assessing user needs developed		BASELINE	no	no	no	no	no
		TARGET	yes	yes	yes	yes	yes
		CURRENT	no	no	no	no	no
The system is established and operational		BASELINE	no	no	no	no	no
		TARGET	yes	yes	yes	yes	yes
		CURRENT	no	no	no	no	no
Promotion activities are carried out each year	BASELINE	no	no	no	no	no	
	TARGET	yes	yes	yes	yes	yes	
	CURRENT	no	no	no	no	no	
Modalities for the establishment of a CRM system developed	BASELINE	no	no	no	no	no	
	TARGET	yes	yes	yes	yes	yes	
	CURRENT	no	no	no	no	no	

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<p>4.1.1.2e. Based on best practices, propose modalities for the establishment of a CRM system (including legal, institutional, technical and maintenance aspects of the CRM system)</p> <p>4.1.1.2f. Deliver CRM training courses</p> <p>4.1.2.2g. Designate a lead institution (one or more) at each of the four main administrative levels to be responsible for building and operating the system, and at a later stage for providing support and advice to other institutions in assessing the needs of service-users</p> <p>4.1.1.2h. Define the necessary institutional and material capacities of the institution that will be in charge of building the system;</p> <p>4.1.2.2j. Develop and harmonize the methodology for measuring the satisfaction of different segments of service users, both those who access the system electronically and others</p> <p>4.1.2.2k. Develop technical, human and other capacities for the functioning of customer satisfaction measurement system, including tools that would enable users of public administration services to easily give feedback on services provided (electronically or in some more traditional ways), and identify expectations and priorities.</p>	CRM System 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 programme 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>	
	CRM training courses delivered	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>	
	Government decision on the lead institution for measuring customer satisfaction	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>	
	Government decision on the lead institution or some other special act containing the provisions on the resources needed to build and maintain the system	BASELINE	<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>	
	Draft methodology for measuring customer satisfaction 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>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	
	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>	

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<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>	Activities to promote customer satisfaction measurement systems are carried out during each year	BASELINE	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>no</i>
		TARGET	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</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	In the reporting period, the implementation of activities was not recorded, so there was no progress in reaching the target value of the indicator.						
Risks/Problems	<p>Institutions' readiness (political support) to develop a comprehensive policy for quality management in institutions of BiH;</p> <p>The long wait for the adoption of documents for the implementation of the public administration reform led to inactivity in the reporting period, and led to a delay in the implementation of 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 the Council of Ministers of BiH, the Federation and 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 Republika Srpska and the Ministry of Science and Technology Development, Higher Education and Information Society, and the institution that may be determined by the Brčko District Government of Bosnia and Herzegovina should, during						

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2024, 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, identification of possible donors and lobbying for support activities on the introduction of quality management in public administration.

Determine the leading institution (one or more) at the level of the Council of Ministers of BiH, the Federation of BiH and the Brčko District of BiH, which will be in charge of continuing the development and functioning of the system;

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 ³²
	<i>Institutions of BiH</i>	0	2	0
	<i>FBiH</i>	2	2	2
	<i>RS</i>	2	2	2

³² 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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		BD BiH	0	2	0		
ACTIVITY 4.2.1.1	<p>ACTIVITY:</p> <p>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</p>	<p>RESPONSIBLE INSTITUTIONS:</p> <p>Institutions defined by implementing plans of administrative levels</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>
	Percentage of implemented activities from the implementing plans	BASELINE	0%	0%	0%	0%	0%
	TARGET	40%	40%	40%	40%	40%	
	CURRENT	0%	0%	0%	0%	0%	
Description of achievement	<p>Overall assessment of the implementation of activities of BiH: No progress, the value of the indicator has not changed.</p> <p>Institutions of BiH: No progress, indicator value unchanged. According to the information provided by the competent representatives of the GS CoM BiH, it was stated that one of the goals at this administrative level is: 1. strengthening the capacity of the Sector for e-government in terms of fulfilling the obligations from the Decision on Interoperability and other valid competences.</p> <p>Federation of BiH: No progress, indicator value unchanged</p> <p>Republika Srpska: No progress, indicator value unchanged</p> <p>Brčko District: There is no progress, the value of the indicator unchanged;</p>						
Risks/Problems	<p>1. risks of lack of capacity or lack of budget for outsourcing services of the e-Government Sector, risks of non-fulfillment of assumed and confirmed obligations from the Decision on Interoperability and other valid competences, risks of increased costs and lack of benefits due to the delay of digital transformation, risks associated with dissatisfaction of interest groups, especially citizens as end users, related risks of digital transformation</p>						

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	<p>delays such as emigration of young people, frustration and dissatisfaction of citizens, lag in compliance with EU regulations, increase in security risks, difficulty in planning and/or defining services due to the absence of unique services for all institutions that use them</p> <p>2. risks of lack of progress or regular monitoring and maintenance of semantic and technical interoperability documents (the missing ones are listed in the strategy, including changes to previously adopted ones) with a wider impact on execution, efficiency, security, compliance, legal and SLA conditions of current services</p> <p>The existing plans have not been updated, it is necessary to prioritize activities on the implementation of the Interoperability Framework in BiH.</p>
<p>Next steps</p>	<p>Update implementation plans with new deadlines; Intensify the activities of working groups for interoperability;</p>

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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>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>		
				BASELINE		<i>no</i>				<i>no</i>		
		TARGET		<i>yes</i>				<i>yes</i>				
		CURRENT		<i>yes</i>				<i>YES</i>				
Description of achievement	<p>Overall assessment of the implementation of activities of BiH: An interdepartmental working group has been formed.</p> <p>Institutions of BiH: An interdepartmental working group was formed, the target value of the indicator was achieved.</p>											
Risks/Problems	<p>The initial meeting of the interdepartmental working group was not held. No rules of procedure on the work of the interdepartmental working group were proposed. The risk is that due to the non-functioning of the interdepartmental working group, there is no coordination of actions on the issue of interoperability between individual administrative levels. There is no coordinated and directed exchange of information.</p>											
Next steps	<p>It is necessary for the MKT BiH to initiate a meeting of the working group with a proposal for the Rulebook on the work of the interdepartmental working group. Define the calendar of meetings of the interdepartmental working group.</p>											

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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>		
		TARGET	<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>		
Description of achievement	<p>Overall assessment of the implementation of activities: Partial progress was achieved in the earlier period, the value of the indicator was not realized due to missing data at one administrative level.</p> <p>Institutions of BiH: The activity has been implemented, the value of the indicator unchanged.</p> <p>Federation of BiH: The activity has been implemented, the value of the indicator unchanged.</p> <p>Republika Srpska: No data were provided on the establishment of this working group at this administrative level, the value of the indicator unchanged.</p> <p>Brčko District: The activity has been implemented, the value of the indicator unchanged.</p>							
Risks/Problems	<p>The coordination work for interoperability is of low intensity with no visible results.</p> <p>The non-functioning of the Interdepartmental Working Group affects the lack of coordination between Coordination for Interoperability at the administrative levels.</p>							
Next steps	<p>It is necessary for the MKT BiH to initiate a meeting of the Interdepartmental Working Group with a proposal for the Rules of Procedure for the work of the Interdepartmental Working Group. Define the calendar of meetings of the interdepartmental working group. It is necessary for the Government of Republika Srpska entity (hereinafter RS) to establish a working body at its administrative level.</p>							

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ACTIVITY 4.2.1.4	<p>ACTIVITY:</p> <p>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</p> <p>4.2.1.4a Establish an internal social network for public administration</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>IVq2026.</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							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>
	INDICATORS							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>
	INDICATORS							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>	
INDICATORS							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	<p>Overall assessment of the implementation of activities BiH: No progress, the value of the indicator unchanged</p> <p>Institutions of BiH: No progress, indicator value unchanged. According to the information provided by the competent representatives of the GS CoM BiH, it was stated that one of the goals at this administrative level is: 1. a legal act was passed which gives the central authority for digital transformation and public administration for the level of institutions of BiH the authority to approve and monitor all ICT projects which are implemented in the institutions of BiH.</p>													

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	<p>Federation of BiH: No progress in the reporting period 01-12 2023. In the earlier period, less progress was made at this administrative level, the value of the indicator did not change compared to the previous reporting period.</p> <p>Republika Srpska: No progress, indicator value unchanged.</p> <p>Brčko Distrikt: No progress, indicator value unchanged.</p>
<p>Risks/Problems</p>	<p>Risks from undefined, inconsistent, unaccepted or unenforceable legal and/or operational acts or established services that function without uniform operational, technical or security conditions or compliance frameworks or trust/audit control systems that slow down or prevent the direction of digital transformation for public administration at the level of institutions BiH, risks associated with the failure of projects, higher costs due to the absence of a common compliance framework, supplier selection and monitoring of supplier chains, security systems, management systems, control systems and monitoring of all ICT projects implemented in the institutions of BiH, prevention of project losses and delays through imposition technical and security requirements, compliance requirements and regular reporting, project management responsibilities and avoiding unsuccessful projects, defining strategic outsourcing partners and service levels according to the related conditions and expectations from the valid service catalog.</p> <p>Coordination between different levels of government and institutions within one level of government on activities and projects.</p>
<p>Next steps</p>	<p>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;</p>

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ACTIVITY 4.2.1.5	ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:	
	4.2.1.5 Upgrading Interoperability Repository	Semantic	<i>MCT BiH, Secretariat General of CoM BiH; RS: Institutions responsible for e-government; PAR Coordinator's Office BDBiH</i>					<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>		
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	<p>Overall assessment of the implementation of activities of BiH: No progress, the value of the indicator unchanged.</p> <p>Institutions of BiH: No progress, indicator value unchanged. According to the information provided by the competent representatives of the GS CoM BiH, it was stated that one of the goals at this administrative level is: 8. prepared and adopted the remaining documents of semantic and technical interoperability (missing ones are listed in the strategy, including changes to previously adopted ones).</p> <p>Federation of BiH: No progress, indicator value unchanged</p> <p>Republika Srpska: No progress, indicator value unchanged</p> <p>Brčko District: No progress, indicator value unchanged</p>							
Risks/Problems	<p>There is no clear information on how the segment of semantic interoperability is implemented during the establishment of different systems. There is a risk of inconsistent structures of registers and databases, which will later require new interventions and projects.</p>							
Next steps	<p>Institutions responsible for interoperability should initiate the establishment of the repository through designated working bodies. The interdepartmental working group should put the issue of semantic interoperability in the priorities of its activities.</p>							

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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>
			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	Overall assessment of the implementation of activities of BiH: No progress, the value of the indicator unchanged. Institutions of BiH: No progress, indicator value unchanged.						

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	<p>Federation of BiH: No progress, indicator value unchanged.</p> <p>Republika Srpska: No progress, indicator value unchanged.</p> <p>Brčko District: No progress, indicator value unchanged.</p>
Risks/Problems	BPR capacities have not been established. Without prior optimization of business processes, there is a risk of digitization of non-optimized services.
Next steps	Responsible institutions should initiate the establishment of the repository through appointed working bodies; It is necessary to decide through working groups on the choice of an adequate methodology for the optimization of business processes that would be used at all administrative levels and which would achieve interoperability at the process level.

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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		<p>Overall assessment of the implementation of activities of BiH: No progress, the value of the indicator unchanged.</p> <p>Institutions of BiH: No progress, the value of the indicator unchanged.</p> <p>Federation of BiH: No progress, the value of the indicator unchanged.</p> <p>Republika Srpska: No progress, the value of the indicator unchanged.</p> <p>Brčko District: No progress, the value of the indicator unchanged.</p>										
Risks/Problems		Implementation plans for the realization of the Interoperability Framework have not been defined or are not being implemented. Without a library of sw and hw components, there is a risk of unfixed use of resources, duplication of resources, the effects of reusing hw and sw resources which cannot be achieved.										
Next steps		The responsible institutions should initiate the establishment of the library through appointed working bodies.										

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ACTIVITY 4.2.1.8	ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:					
	4.2.1.8 Establish an Open Catalog of Technical Standards.	MCT BiH, Secretariat General of CoM BiH; RS: Institutions responsible for e-government; Department for technical and administrative affairs of BDBiH					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>	<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>Overall assessment of the implementation of activities of BiH: No progress, indicator values have not changed;</p> <p>Institutions of BiH: No progress, indicator values unchanged.</p> <p>Federation of BiH: There is no progress, the value of the indicator unchanged;</p> <p>Republika Srpska: There is no progress, the value of the indicator unchanged;</p> <p>Brčko District: There is no progress, the value of the indicator unchanged;</p>											
Risks/Problems	Implementation plans for the realization of the Interoperability Framework have not been defined or are not being implemented. Without a catalog of technical standards, there is a risk of continued development of mutually non-interoperable solutions.											
Next steps	The responsible institutions should initiate the establishment of the catalog through appointed working bodies.											

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ACTIVITY:	RESPONSIBLE INSTITUTIONS:	IMPLEMENTATION DEADLINE:						
ACTIVITY 4.2.2.1 4.2.2.1 Provide a secure environment for e-services delivery (protection and security of data owned by the administration, privacy of personal data and confidentiality of business data) 4.2.2.1a Develop regulations on the legal obligation to protect the information and communication infrastructure of electronic services 4.2.2.1b Analyse the minimum necessary security measures of the e-service; 4.2.2.1 c Adopt a risk analysis methodology in the institutions providing e-services in accordance with their responsibilities; 4.2.2.1 d Establish a risk register 4.2.2.1e Identify risk mitigation measures; 4.2.2.1f Implement the identified measures 4.2.2.1g Establish and continuously strengthen CERTs at each administrative level.	RESPONSIBLE INSTITUTIONS: <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>	IMPLEMENTATION DEADLINE: IVq2027.						
		ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:						
		INDICATORS Regulations for the legal obligation to protect ICT infrastructure and electronic services drafted	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>
		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>
		Establish and continuously strengthen CERTs at each administrative level.	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>

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	Percentage of implementation of established measures	<i>CURRENT</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>
	CERTs at each administrative level established and operational	<i>BASELINE</i>	<i>no</i>	<i>no</i>	<i>yes</i>	<i>no</i>	<i>no</i>
		<i>TARGET</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
		<i>CURRENT</i>	<i>no</i>	<i>no</i>	<i>yes</i>	<i>no</i>	<i>no</i>
Description of achievement	<p>Overall assessment of the implementation of activities of BiH: No progress, the value of the indicator unchanged.</p> <p>Institutions of BiH: No progress, indicator value unchanged. According to the information provided by the relevant representatives of the GS CoM BiH, the following goals are listed at this administrative level: 7. established and functional CERT for the level of BiH institutions.</p> <p>Federation of BiH: No progress, indicator value unchanged. The Federal Ministry of Transport and Communications has prepared and the Government of the Federation of BiH established and referred to the parliamentary procedure the Law on Information Security of the Federation of BiH, which is almost completely harmonized with the NIZ 2 Directive of the European Parliament, with the obligation to draft by-laws that will regulate the legal obligations and level of security of individual institutions and authorities. However, the FBiH Government in the new convocation withdrew all draft laws from the parliamentary procedure for further consideration. This Law establishes a CERT team for emergency action within the FMPIK, which will have the task of informative - preventive nature, i.e. to inform institutions and define the minimum legal obligations of all users in terms of preventive action in such a way that all institutions must meet the minimum technical security criteria. The law itself defines the competences, protection control, coordination and operation of the CERT team.</p> <p>Republika Srpska: No progress, indicator value unchanged. There is no new information on the implementation of activities and the value of the indicator has not changed in relation to the information from the annual report for 2022 when it was informed that there is a legislative basis for the protection of information and communication technology (Law on Information Security ("Official Gazette of Republika Srpska", number 70 /11) - Decree on information security measures ("Official Gazette of Republika Srpska", number 91/12) - Regulations on information security standards. Then it was also informed that there is a CERT at the level of this entity (Decision on establishment published in the "Official Gazette of Republika Srpska", number 70/11)</p> <p>Brčko District: No progress, indicator value unchanged. In relation to the 2020-2022 report, when information was provided on the initial activities on the formation of the CERT, the lack of a legislative framework, but also the existence of procedures and guidelines, resultet that there was no progress in the implementation of activities at this administrative level</p>						
Risks/Problems	<p>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. The issue of cyber security is treated ad-hoc without clear strategies and key documents (laws, guidelines, procedures). Inertia in the adoption of appropriate regulations, such as the untimely change of systematization with the aim of defining the CERT department. There is no information that there is political consent or a clear agreement on the</p>						

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	<p>manner of organizing and functioning of the cyber security system in BiH. The issue of cyber security is viewed in isolation by individual administrative levels. Risks associated with insecure identity and associated cyber risks, associated security risks due to the absence of fundamental/critical security measures, and delay in the use of e-ID (IDDEEA) which are planned as the most suitable candidate for using the service, since it is registered as a qualified certifier in the Office of supervision and accreditation.</p> <p>7. the absence of a timely, appropriate, coordinated and predefined response to cyber threats, the absence of the addition of branch competences and the effectiveness of current or new CERT services for BiH institutions, and the absence of trust and silo effects of incident response implementation, non-compliance with NIS/NIS2, the absence of application of knowledge from previous incidents, the absence of useful records of interest for forensic research. The problem is the lack or departure of IT personnel relevant to cyber security.</p>
<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>

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ACTIVITY 4.2.3.1	<p>ACTIVITY:</p> <p>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.</p>		<p>RESPONSIBLE INSTITUTIONS:</p> <p>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</p>					<p>IMPLEMENTATION DEADLINE:</p> <p>1q2026.</p>				
	<p>ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:</p>							●	●	●	●	●
	<p>INDICATORS</p>		<p>INDICATOR VALUES:</p>		Inst.BiH	FBiH	RS	BD	BiH			
			<p>Principles of electronic service design formally prescribed</p>		BASELINE	no	no	no	no	no		
			<p></p>		TARGET	yes	yes	yes	yes	yes		
<p></p>			CURRENT	no	no	no	no	no				
<p>Description of achievement</p>	<p>Overall assessment of the implementation of activities of BiH: No progress, indicator values unchanged;</p> <p>Institutions of BiH: No progress, A draft strategy for e-governance has been prepared for the level of the institutions of Bosnia and Herzegovina, which is in the phase of obtaining opinions. The value of the indicator unchanged.</p> <p>Federation of BiH: No progress, indicator values unchanged;</p> <p>Republika Srpska: There is no progress, the value of the indicator unchanged;</p> <p>Brčko District: There is no progress, the value of the indicator unchanged;</p>											
<p>Risks/Problems</p>	<p>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.</p>											
<p>Next steps</p>	<p>CoM BiH: adopt the Strategy for the development of e-government in the institutions of BiH for the period from 2024 to 2028.</p> <p>Government of FBiH: Define and adopt the Strategy for the development of eGovernment in accordance with AP SFPAR.</p> <p>Government of the RS: Update the e-government development strategy aligned with SFPAR in accordance with AP SFPAR;</p> <p>Government of BD BiH: Define and adopt the Strategy for the development of e-Government in accordance with AP SFPAR.</p>											

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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”</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	<i>INDICATOR VALUES:</i>						
			<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>
			BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>

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

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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
An operational infrastructure for electronic signature built	BASELINE	0	0	0	0	0/4
	TARGET	2	2	2	2	2/4
	CURRENT	0	0	0	0	0
	BASELINE	0	0	0	0	0/4

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	e-Inbox established and operational	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	<p>Overall assessment of the implementation of activities of BiH: No progress, the value of the indicator unchanged</p> <p>Institutions of BiH: No progress, indicator value unchanged. According to the information provided by the competent representatives of the GS CoM BiH, the priority of these activities as goals at this administrative level has been confirmed:</p> <p>4. Technical renovation of GSB and the complete associated infrastructure. By regulation, ideally by the Law on e-Government at the level of BiH institutions (difficult to implement in practice) or by the Decision of the Council of Ministers, impose on institutions at the level of BiH the publication of their web services on the GSB. Also, functional links between GSB instances with 4 levels of government in BiH so that cross-governance services could be implemented.</p> <p>5. Development and upgrading of shared services provided or would be provided by the e-Government Sector and imposition of unique requirements and obligations for the level of BiH institutions to use them (DMS, archive, etc.)</p> <p>9. Shared ICT infrastructure at the disposal of the institutions of the CoM BiH (use of SDH network, establishment of private cloud infrastructure for the level of institutions of BiH)</p> <p>10. In relation to GSB - a functional and sustainable e-government portal for the level of BiH institutions</p> <p>11. Establishment of an e-mailbox and e-payment service for the level of BiH institutions</p> <p>The Administration for Indirect Taxation of BiH has started implementing NCTS phase 5 at the national level, which is also the first electronic service with the use of a qualified electronic signature offered by the Administration for Indirect Taxation.</p> <p>Given that all the necessary conditions have been created for the submission of VAT application electronically with the use of a qualified electronic certificate, that is, in accordance with the Rulebook on Amendments to the Rulebook on the Application of the Value Added Tax Act, all taxpayers who have the status of "large payers of indirect taxes" are obliged to submit the application in this way from the tax period of June 2023.</p>						

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	<p>Federation of BiH: No progress, indicator value unchanged. The adoption of Amendments to the Law on Administrative Procedure of the FBiH ("Official Gazette of the FBiH", number: 61/22) created the prerequisites for the establishment of a single administrative place. The Rulebook on the Single Administrative Office is currently being drafted in the Federal Ministry of Justice.</p> <p>Republika Srpska: No progress, indicator value unchanged. Since the establishment of the one-stop shop system in 2013, the Ministry of Economy and Entrepreneurship has recognized the possibility of further improvement and simplification of the procedure for registering business entities in Republika Srpska, and in this context initiated online registration (E-registration) of business entities. In February 2021, the RS Government adopted information on the implementation of an online and integrated system of registration of business entities. For this purpose, around 12 million documents from the archives of the competent registry courts were digitized and legislative assumptions were established and relate to:</p> <ul style="list-style-type: none"> - Law on Registration of Business Entities ("Official Gazette of Republika Srpska", No. 67/13, 15/16 and 84/19), - Law on Business Companies (Official Gazette of Republika Srpska, No. 127/08, 58/09, 100/11, 67/13, 100/17, 82/19), - Law on Tax Procedure of the Republika Srpska (Official Gazette of Republika Srpska", No. 78/20, 37/22). <p>The single point of contact for business is a public portal available since September 2018 and is an improved version of the former Register of Approvals in the Economy. This contact point of the Ministry of Economy and Entrepreneurship is technically and content-wise a very advanced variant and is modeled after the contemporary Single point of contact countries in the region. Its electronic database contains about 954 formalities issued by the republic's administrative bodies, which can be searched by legal basis, authorized body and keyword. It enables citizens and business entities to quickly and easily access information on the legal form of registration for carrying out a specific economic activity in the Republika Srpska, as well as all pre-registration and post-registration formalities (consent, confirmation, approval, etc.) necessary for business. Through the "ask a question" option, interested parties can ask questions and make comments regarding the conditions and procedures for starting and conducting business activities, as well as propose measures for easier business. In this way, a significant interactive relationship is established between the public administration and the business community. A list of frequently asked questions with answers is also available on the portal. The content and management of the contact point are prescribed by the Regulation on records, analysis, examination and assessment of procedures and formalities for business in Republika Srpska ("Official Gazette of Republika Srpska", number 84/18). Also, this contact point serves as a starting point for simplifying administrative procedures and formalities. The Decree on Records, Analysis and Evaluation of Procedures and Formalities for Business in the Republika Srpska ("Official Gazette of Republika Srpska", No. 84/18) defines the provisions that provide mechanisms for maintaining and updating the content of the single contact point-service catalog.</p> <p>Brčko District: No progress, indicator value unchanged;</p>
Risks/Problems	<p>Certain sector systems develop their building blocks as separate silos for partial services. The absence of basic building blocks prevents the faster development of eServices. Lack of IT experts and lack of budget funds for this purpose. Establishing an IT system that does not support electronic services. Insufficient budget funds for the maintenance of the existing PKI infrastructure and the procurement of a sufficient number of Smart Card packages. Risks of delays in the technical renewal / maintenance of the GSB and the associated infrastructure in accordance with the development</p>

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	<p>of the service. Absence of regulations that regulate or oblige the publication of their web services on the GSB or minimal expectations on an annual level of interest in digital transformation. Also, the related risks of the functioning of links between GSB instances with 4 levels of government in BiH and the absence of cross-governance services. Risks associated with security, efficiency, capacity, compliance and other risks of the shared ICT infrastructure available to the institutions of the Ministry of the Interior of BiH and meeting the requirements of various regulators or the needs of interest groups of users (use of SDH network, establishment of private cloud infrastructure for the level of institutions of BiH, SD-WAN functionality, application firewall and other advanced functionalities. Risks associated with non-functional, insecure, non-compliant or ineffective GSB services GSB - and other needs of interest groups and other related risks with the sustainable operation of the e-government portal for the level of BiH institutions. The risk of falling behind in the digital transformation in the segment of communication services, including basic e-mailbox, e-payment, and later chat-bot and improved desk services for the level of BiH institutions (e.g. second level of support).</p>
<p>Next steps</p>	<p>Work to secure sources of funding for the fundamental building blocks. Actively work on the implementation of other electronic services with the use of a qualified electronic signature and, accordingly, make adjustments to information systems, acts and forms that regulate electronic business in certain domains of providing public administration services.</p> <p>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>

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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	INDICATOR VALUES:	<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
Description of achievement	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>	
Risks/Problems	<p>Overall assessment of the implementation of activities of BiH: No progress, the value of the indicator unchanged</p> <p>Institutions of BiH: No progress, indicator value unchanged. 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 proposal 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 realization of activities in the reporting period, so accordingly there was no change in the value of the indicator. According to the information provided by the competent representatives of the GS CoM BiH, it was stated that one of the goals at this administrative level 3 is to harmonize the Law on Electronic Signatures with the EIDAS regulation. Ensured interoperability and recognition among all trust service providers in BiH and enabled use of all accredited and qualified e-signatures for all services offered by public administrations in BiH. It is also stated: 2. start issuing e-ID since IDDEEA has fulfilled all technical and organizational requirements and is registered as a qualified certifier in the Office for Supervision and Accreditation.</p> <p>Federation of BiH: No progress, indicator value unchanged;</p> <p>Republika Srpska: No progress, indicator value unchanged;</p> <p>Brčko District: No progress, indicator value unchanged;</p> <p>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, but also to regulate the issue of trust services on the internal market in BiH. The risk of non-compliance of the current Electronic Signature Act with the EIDAS regulation and the avoidance of domestic certifiers and services, the risk of a lack of trust in interoperability and recognition among all trust service providers in BiH and the availability of the use of all accredited and qualified e-</p>							

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	signatures for all services offered by public administrations in BiH, the risks of increasing public administration costs due to the procurement of alternative solutions and delays in expected domestic solutions.
Next steps	Refer the Proposal of the Law on Electronic Identification and Trust Services for Electronic Transactions to a new procedure.

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ACTIVITY 4.2.6.1	<p>ACTIVITY:</p> <p>4.2.6.1 Promote available modern channels for PA service delivery</p>	<p>RESPONSIBLE INSTITUTIONS:</p> <p><i>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;</i></p>	<p>IMPLEMENTATION DEADLINE:</p> <p><i>IVq2027.</i></p>					
	<p>ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:</p>		●	●	●	●	●	
	<p>INDICATORS</p>		<p>INDICATOR VALUES:</p>	<i>Inst. BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
	<p>Budget funds are planned for the promotion of modern channels for the PA service delivery</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>Number of promotional campaigns being conducted</p>		<p>BASELINE</p> <p>TARGET</p> <p>CURRENT</p>	<p><i>0</i></p> <p><i>8</i></p> <p><i>0</i></p>	<p><i>0</i></p> <p><i>8</i></p> <p><i>0</i></p>	<p><i>0</i></p> <p><i>8</i></p> <p><i>0</i></p>	<p><i>0</i></p> <p><i>8</i></p> <p><i>0</i></p>	<p><i>0</i></p> <p><i>8</i></p> <p><i>0</i></p>	
<p>Description of achievement</p>	<p>Overall assessment of the implementation of activities of BiH: No progress, the value of the indicator unchanged.</p> <p>Institutions of BiH: No progress, indicator value unchanged. Certain institutions, as part of their regular activities and individual projects, implement the promotion of their activities and services. Positive examples are the campaigns conducted by the Directorate for Indirect Taxation of BiH related to educational campaigns for excise taxes, the introduction of the eVAT system and electronic VAT declarations using a qualified signature. Information was provided by direct means and communication, through media campaigns, notifications through the user inbox to registered users of the system. The Agency for Labor and Employment carries out continuous promotion of advertisements for employment abroad and participation in employment programs, the Agency for the Promotion of Foreign Investments uses social media, the agency's website to inform the public and investors about investment locations and projects, this agency also conducts promotion campaigns at trade fairs , conferences and other events. The Veterinary Office conducts promotional and educational activities through the following channels: personal contact, media, online, publishing, public event and research. A special twinning project was implemented with the aim of education in the field of work of this Office. Through these channels, interested parties are informed and educated about the possibilities and functionalities of registers in the field of veterinary medicine. The Agency for Forensic Examinations and Expertises has informed all relevant participants about the services and competences provided by this Agency through a brochure.</p>							

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	<p>Federation of Bosnia and Herzegovina: No progress, indicator value unchanged;</p> <p>Republika Srpska: No progress, indicator value unchanged;</p> <p>Brčko Distrikt: No progress, indicator value unchanged;</p>
Risks/Problems	<p>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.</p> <p>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.</p>
Next steps	<p>Plan budget funds at the level of institutions for the promotion of modern channels for the realization of public administration services. For institutions that are responsible as bearers of digitization activities at certain administrative levels, plan more significant budget funds for promotion. When applying for projects, provide funds for promotion through the project.</p>

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ACTIVITY 4.2.7.1	ACTIVITY:	RESPONSIBLE INSTITUTIONS:	IMPLEMENTATION DEADLINE:					
	4.2.7.1 Define mechanisms for adapting the services provided to different groups of users who find it impossible or difficult to use electronic or traditional means of communication (people with special needs, residents of remote areas, etc.)	<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>					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>
		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	Overall assessment of the implementation of activities of BiH: No progress, indicator values unchanged; Institutions of BiH: No progress, indicator value unchanged; Federation of BiH: No progress, indicator value unchanged; Republika Srpska: No progress, indicator value unchanged; Brčko District: No progress, indicator value unchanged;							
Risks/Problems	No mechanisms have been established to analyze the needs of end users. There is no legislative obligation to adapt electronic channels to special groups of users. The lack of mechanisms for providing services to different groups of users for whom it is difficult or impossible to use electronic or traditional means of communication may result in discrimination of certain groups of users.							
Next steps	Create a short-term plan for the realization of these activities.							

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ACTIVITY 4.2.7.2	<p>ACTIVITY:</p> <p>4.2.7.2 Build web services for exchanging data, messages and documents.</p> <p>4.2.27a Implementation of an advanced DMS system</p>		<p>RESPONSIBLE INSTITUTIONS:</p> <p>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)</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		
		Web services established		BASELINE		no	no	no	no	no		
				TARGET		yes	yes	yes	yes	yes		
				CURRENT		no	no	no	no	no		
		Service catalogues operational		BASELINE		no	no	no	no	no		
				TARGET		yes	yes	yes	yes	yes		
				CURRENT		no	no	no	no	no		
		Advanced DMS system implemented		BASELINE		no	no	no	no	no		
TARGET				yes	yes	yes	yes	yes				
CURRENT				no	no	no	no	no				
Description of achievement	<p>Overall assessment of the implementation of activities of BiH: No progress, indicator value unchanged;</p> <p>Institutions of BiH: No progress, indicator values unchanged;</p> <p>Federation of BiH: No progress, indicator value unchanged. For a long time, they have been trying to secure funds for the establishment of a DMS system within the ministry, and finally, for the next year, an item is planned in the budget for the establishment of the FMPIK DMS system, and ultimately the connection via the government bus to the GSB of the Government of the Federation.</p> <p>Republika Srpska: No progress, indicator value unchanged. In the reporting period, the Ministry of Administration and Local Self-Government established a new web service from the Ministry of Internal Affairs of the Republika Srpska, through which the electronic exchange of data on residence in the process of registration in the Register of birth and another service is enabling the automatic verification of data from the Register of births in the process of issuing personal documents. The eUpis service was implemented, which allows elementary schools in the Republika</p>											

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	<p>Srpska to submit lists of children for enrollment in 1st grade, as well as to parents so that they do not have to submit birth certificates, citizenship certificates and certificates of residence in printed form, because it can be obtained through the IS web service of the Ministry of Administration and Local Self-Government and the MIA of the Republika Srpska, if they agree. The service is available at the link: https://eupis.skolers.org</p> <p>Brčko District: No progress, indicator value unchanged.</p>
<p>Risks/Problems</p>	<p>Non-existence of a web service for data exchange between key registries. Various DMS solutions at individual administrative levels and within institutions. Without developed web services, end users and institutions will continue to be burdened with the classic way of delivering data (by issuing documents by physical means). Without standardized DMS solutions, the risk and cost of connecting eOffices of individual administrative levels, that is, between institutions, increases.</p>
<p>Next steps</p>	<p>Define a list of priority services with the greatest impact on citizens' lives. Based on that, create a priority list of web services that need to be developed. Continuous and additional training of civil servants for the use of the above services and DMS system.</p> <p>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.</p> <p>For BD BiH Government of BD BiH: define clear institutional responsibility and authority for managing the DMS system; Analyze the most optimal model of the DMS system for BD BiH based on the optimal TCO model.</p>

Annex 1: Tabular overview of the implementation of the Action Plan

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:		●	●	●	●	●
			INDICATOR VALUES:	<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>
INDICATORS	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>

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		Common structure of public registers defined	<i>CURRENT</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
Description of achievement	<p>Overall assessment of the implementation of activities of BiH: No progress, indicator values have not changed. In the earlier report for the year 2022, it was informed that there are certain basic registers that are necessary for the establishment of eServices, such as Civil registers, tax registers, registers of business entities and the like, but no complete information has been submitted about which of all the basic original registers have been digitized. Regarding the security aspect of key registers at the entity level of the Republika Srpska, as part of the Law on the Security of Critical Infrastructures in the Republika Srpska ("Sl.gl. RS" no. 58/19), IC infrastructure is defined (Article 3, paragraph 19, point (2)) as a sector from which critical infrastructures are determined.</p> <p>Institutions of Bosnia and Herzegovina: No progress, indicator values unchanged;</p> <p>Federation of BiH: No progress, indicator values unchanged;</p> <p>Republika Srpska: No progress, indicator values unchanged;</p> <p>Brčko District: No progress, indicator values unchanged;</p>							
Risks/Problems	<p>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 eservices; There is no strategic approach to register development; The absence of a common structure of the catalog of public registers can make it difficult to implement the automated exchange of electronic data in order to provide reliable e-services; The absence of legal regulations for the Metaregistry can result in legally binding court judgments that can challenge certain procedures during which data from the Metaregistry established without a valid legal basis (legal regulations) were used; The absence of a legal obligation to protect the ICT infrastructure of key registers at those administrative levels where the necessary regulation 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.</p>							
Next steps	<p>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.</p>							

ACTIVITY 4.2.8.2	ACTIVITY:	RESPONSIBLE INSTITUTIONS:	IMPLEMENTATION DEADLINE:					
	4.2.8.2. Registers of business entities and legal entities	Line ministries, FIA FBiH; RS: Institutions responsible for e-government and institutions responsible for keeping registers of business entities, Public Registry Department of BD BiH/Basic Court of Brčko District of BiH	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	<p>Overall assessment of the implementation of activities of BiH: No progress, the value of the indicator unchanged. Registers of business entities have been established in both BiH entities and in BD BiH. There is no unified register of business entities;</p> <p>Institutions of BiH: No progress, indicator value unchanged;</p> <p>Federation of BiH: No progress, indicator value unchanged;</p> <p>Republika Srpska:; No progress, indicator value unchanged;</p> <p>Brčko District: No progress, indicator value unchanged;</p>							
Risks/Problems								
Next steps	Work on improving registers. Create web services of registers of business entities that will enable data exchange.							

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ACTIVITY 4.2.8.3	ACTIVITY:	RESPONSIBLE INSTITUTIONS:	IMPLEMENTATION DEADLINE:				
	4.2.8.3. Population and other registers	Line ministries; RS: Institutions responsible for e-government and institutions responsible for keeping registers of citizens, Competent departments of BD BiH	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	<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>Overall assessment of the implementation of activities of BiH: No progress, indicator values have not changed. At the level of both entities in BiH, there are central registers of birth books. In the FBiH under the jurisdiction of the Federal Ministry of Internal Affairs, in the RS under the jurisdiction of the Ministry of Local Administration and Self-Government. In the context of the relevant registers, the IDDEEA within the system of issuing personal documents to the citizens of BiH has established electronic services that electronically exchange data between competent authorities (MIAs in registry offices).</p> <p>In the Republika Srpska, the Ministry of Internal Affairs of the Republika Srpska, as the competent authority for issuing personal documents to the citizens of the Republika Srpska, has established web services for accessing data from residence records for the institutions of the Republika Srpska, such as the Ministry of Administration and Local Self-Government, the Ministry of Education and Culture, the Fund of Health, the Republic Administration for Geodetic and Property Legal Affairs, the Ministry of Scientific and Technological Development, Higher Education and Information Society and many other institutions in the RS;</p> <p>Institutions of Bosnia and Herzegovina: No progress, indicator values unchanged;</p> <p>Federation of BiH: No progress, indicator values unchanged;</p> <p>Republika Srpska: No progress, indicator values unchanged;</p> <p>Brčko District: No progress, indicator values unchanged;</p>						

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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; Improve the infrastructure of the existing registers, which will enable the exchange of data through web services. Enable the exchange of data between central registers books through an interoperability platform.

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ACTIVITY 4.2.8.4	<p>ACTIVITY:</p> <p>4.2.8.4 Data on space, facilities and GIS maps</p> <p>4.2.8.4.a Establish a national geospatial data infrastructure (technical and legal steps)</p> <p>4.2.8.4.c Establish a geoportal in accordance with the INSPIRE Directive“</p>		<p>RESPONSIBLE INSTITUTIONS:</p> <p>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</p>					<p>IMPLEMENTATION DEADLINE:</p> <p>IVq2027.</p>				
	<p>ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:</p>							●	●	●	●	●
			INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH			
	INDICATORS	National geospatial data infrastructure established		BASELINE		-	no	no	no	no		
				TARGET		-	yes	yes	yes	yes		
				CURRENT		-	yes	yes	no	no		
		Geospatial data portal compliant with the INSPIRE directive		BASELINE		-	no	no	no	no		
				TARGET		-	yes	yes	yes	yes		
				CURRENT		-	yes	yes	no	no		
	Description of achievement		<p>Overall assessment of the implementation of activities of BiH: No progress, indicator values have not changed. There is a developed spatial data infrastructure in both entities in BiH, which is managed and maintained by the Federal and Republic Geodetic Administration. Geoportals have been established as a target place for the display of geospatial data, their review, modification and search;</p> <p>Federation of BiH: Activities were fully implemented in the earlier period.</p> <p>Republika Srpska: Activities were fully implemented in the earlier period.</p> <p>Brčko District: There is no progress, the value of the indicator unchanged;</p>									
Risks/Problems		<p>Partial compliance of spatial data with the INSPIRE directive.</p>										
Next steps		<p>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.</p>										

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ACTIVITY 4.2.8.5	ACTIVITY:	RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	4.2.8.5 Modernisation of statistical registers	Line ministries, Competent department of BD BiH					IVq2027.				
	ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:										
	INDICATORS	INDICATOR VALUES:									
		Statistical registers modernised	<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	<p>Overall assessment of the implementation of activities of BiH: No progress, the indicator values have not changed. In the annual report for 2022, it was stated that there are developed registers on statistics at all administrative levels, however, no data on modernization activities were submitted.</p> <p>Institutions of BiH: No progress, indicator value unchanged;</p> <p>Federation of BiH: No progress, indicator value unchanged;</p> <p>Republika Srpska: Little progress, the value of the indicator has not changed. Since 2019, a web service has been established with the Republic Institute of Statistics, which electronically downloads the data from the Registry Office necessary for the preparation of statistical reports in the field of demographic policy (DEM-forms). This relieved the Registry Offices in that manual filling in of statistical data and sending them by post office was replaced by electronic communication, and at the same time greater accuracy was achieved in the data they submit for statistical records.</p> <p>Brčko District: No progress, indicator value unchanged;</p>										
Risks/Problems	<p>REPUBLIKA SRPSKA</p> <p>Interruption of communication link between institutions or unsatisfactory quality of equipment.</p>										
Next steps	Renewal and development of the equipment used.										

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ACTIVITY 4.2.9.1	<p>ACTIVITY:</p> <p>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</p>	<p>RESPONSIBLE INSTITUTIONS:</p> <p>Line ministries for BD BiH, institutions responsible for individual services and PAR Coordinator's Office of BD BiH</p>	<p>IMPLEMENTATION DEADLINE:</p> <p>IVq2027.</p>								
	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	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	<p>Overall assessment of the implementation of activities of BiH: No progress, indicator values have not changed. There was no progress in the operationalization of the Open Data pilot portal for BiH Institutions;</p> <p>Institutions of BiH: No progress, indicator values unchanged;</p> <p>Federation of BiH: No progress, indicator values unchanged;</p> <p>Republika Srpska: No progress, indicator values unchanged;</p> <p>Brčko District: No progress, indicator values unchanged;</p>										

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Risks/Problems	The operation of the portal is related to 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 by-laws 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.

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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>				
	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>
	<p>Functionality of the system developed (e-Inbox, Single point of contact) that allows users to make correction of their own data</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>
Description of achievement	<p>Overall assessment of the implementation of activities of BiH: No progress, indicator values unchanged;</p> <p>Institutions of BiH: No progress, indicator values unchanged;</p> <p>Federation of BiH: No progress, indicator values unchanged;</p> <p>Republika Srpska: No progress, indicator values unchanged;</p> <p>Brčko District: No progress, indicator values unchanged;</p>						
Risks/Problems	<p>The key prerequisites as a basis for implementing the activity in question have not been implemented.</p>						
Next steps	<p>Implement prerequisites - key building blocks.</p>						

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ACTIVITY 4.2.9.3	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	4.2.9.3 Establishment and modernisation of registers of strategies and decisions a link to policy making		MCT BiH and Secretariat General of CoM BiH, RS: Institutions responsible for e-government and institutions responsible for keeping registers of strategies and decisions, Line ministries Federal Institute for Development Programming, Legislative Office of the BD BiH Mayor, Government of Brčko District					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	Digital registers of strategies and decisions established	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>			
			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	Overall assessment of the implementation of activities of BiH: No progress, indicator values unchanged; Institutions of BiH: No progress, indicator values unchanged; Federation of BiH: No progress, indicator values unchanged; Republika Srpska: No progress, indicator values unchanged; Brčko District: No progress, indicator values unchanged;											
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.											

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ACTIVITY 4.2.9.4	<p>ACTIVITY:</p> <p>4.2.9.4 Set the priorities for the development of electronic services</p> <p>4.2.9.4 a Develop a methodology and criteria for prioritisation of electronic services.</p> <p>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</p>		<p>RESPONSIBLE INSTITUTIONS:</p> <p>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</p>					<p>IMPLEMENTATION DEADLINE:</p> <p>IIq2026.</p>				
	<p>ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:</p>							●	●	●	●	●
	INDICATORS			INDICATOR VALUES:		Inst.BiH	FBiH	RS	BD	BiH		
		Priorities for the development of electronic services determined by the eGovernment strategy or other acts		BASELINE		no	no	no	no	no		
				TARGET		yes	yes	yes	yes	yes		
				CURRENT		no	no	no	no	no		
		Methodology and criteria for prioritization of electronic services developed		BASELINE		no	no	no	no	no		
				TARGET		yes	yes	yes	yes	yes		
				CURRENT		no	no	no	no	no		
		Priority services implemented in accordance with the planning documents		BASELINE		0%	0%	0%	0%	0%		
TARGET				50%	50%	50%	50%	50%				
CURRENT				0%	0%	0%	0%	0%				
Description of achievement		<p>Overall assessment of the implementation of activities of BiH: No progress, the value of the indicator unchanged. The eGovernment strategy draft for the institutions of BiH envisages the definition of principles for prioritization.</p> <p>Institutions of BiH: No progress, indicator value unchanged;</p> <p>Federation of BiH: No progress, indicator value unchanged;</p> <p>Republika Srpska: No progress, indicator value unchanged;</p> <p>Brčko District: No progress, indicator value unchanged ;</p>										
Risks/Problems		<p>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; Spontaneous approach to digitization, construction of information silos.</p>										

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Next steps	Create an analysis of the greatest benefit and impact on the lives of citizens of electronic services; Create an analysis of legal and other obstacles with proposals for the establishment of e-services; Create a road map for the implementation of each service.
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ACTIVITY 4.2.9.5	ACTIVITY: 4.2.9.5 Creating a positive business climate for unavailable IT staff related to the service delivery by developing and proposing measures		RESPONSIBLE INSTITUTIONS: Line ministries					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>
			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>	<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	Overall assessment of the implementation of activities of BiH: No progress, indicator values unchanged; Institutions of BiH: No progress, indicator value unchanged; Federation of BiH: No progress, indicator value unchanged; Republika Srpska: No progress, indicator value unchanged;; Brčko District: No progress, indicator value unchanged;																
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. Establish better cooperation with academic institutions where IT personnel are trained. Involve students in projects and try to keep IT students in the administration at least for a while with scholarships during their studies																

MEASURE 4.3:

Harmonized improvement of the administrative and legal framework

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

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ACTIVITY 4.3.1.1	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	<p>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</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)</i></p>					<p>IVq2027.</p>				
			INDICATORS		Catalogue structure defined		<i>INDICATOR VALUES:</i>			<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</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	<p>In the reporting period, there was no progress in reaching the target value of the indicator, but at the level of the institutions of the Council of Ministers of BiH, the Federation of BiH, Republika Srpska and Brčko District of BiH, activities were recorded that contribute to establishing a unified structure of the catalog of services.</p> <p>In cooperation with SIGMA and competent institutions of the Council of Ministers of BiH, the Federation of BiH, Republika Srpska and Brčko District of BiH, the Public Administration Reform Coordinator's Office organized a <i>Round Table on June 8, 2023 to support the implementation of the activities of measure 4.3. Coordinated improvement of the administrative-legal framework.</i> The round table resulted in the conclusions that all levels of government (state level, FBiH, RS and BD BiH) are committed to creating a catalog of services and simplifying administrative procedures, including eliminating unnecessary formalities and digitization. The Public Administration Reform Coordinator's Office and SIGMA then held bilateral online meetings with representatives of all levels of government where the planned next steps and corresponding needs for support in their implementation were discussed in more detail. Meetings were also held with the USAID e-Government project and UNDP representatives. One of the agreements from the bilateral meetings referred to the need for SIGMA to prepare a note on catalogs of administrative services, including structure, establishment process, updating, etc. After the note on catalogs is completed, it will be shared with the competent institutions of all four administrative levels.</p>											
Risks/Problems	<p>The long wait for the adoption of documents for the implementation of the public administration reform led to inactivity in the reporting period, and led to 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>											

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Next steps	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 determining the structure of the catalog of services during 2024, based on the pre-established methodology for creating the catalog of services.
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ACTIVITY 4.3.1.2	ACTIVITY:	RESPONSIBLE INSTITUTIONS:	IMPLEMENTATION DEADLINE:				
	4.3.1.2 Establish a uniform methodology for reducing formalities and burden	BiH Ministry of Justice, FBiH Ministry of Justice, RS Ministry of Administration and Local Self-Government, Government of BD BiH (Institution designated as the lead institution for simplification of administrative procedures), Line ministries	IVq2027.				
	4.3.1.2a Baseline analysis						
	4.3.1.2b Cost benefit analysis	ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:					
	4.3.1.2c Recommendations for reducing formalities and burden						
	INDICATORS	INDICATOR VALUES:	<i>Inst.BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
	Draft methodology for reducing formalities and burden	BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>
		TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>
		CURRENT	<i>no</i>	<i>no</i>	<i>yes</i>	<i>no</i>	<i>no</i>
	Description of achievement	<p>In the reporting period, progress was recorded in reaching the target value of the indicator at the level of Republika Srpska.</p> <p>The Government of 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 dated April 20, 2023).</p> <p>The project for the optimization of administrative procedures at the republican level includes an analysis of the procedures identified in the unified register of all permits, certificates, decisions (so-called formalities) issued by republican administrative bodies (publicly available on the portal pscsrpska.vladars.net), from the point of view of their justification, the justification of requesting necessary documentation, analysis of costs and time in obtaining them. The goal of the project is to simplify certain administrative procedures and reduce costs and time for the business community. The project is implemented with domestic resources and without financial costs. In accordance with the adopted methodology and dynamic plan, which also includes a broader invitation to the business community to join the project with concrete comments, the Government of the Republic of Srpska adopted an Action Plan, which stated which formalities (permits, certificates, solutions) will be abolished or simplified. The number of formalities proposed for abolition is 42, which is 4.40%, the number of formalities proposed for simplification is 243, which is</p>					

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	<p>25.47%, the other formalities do not need to be changed. 95% of the cancellation plan has been implemented, and the simplification of procedures is proceeding according to the dynamics of changes in regulations.</p> <p>Examples of implemented simplifications are listed below:</p> <ul style="list-style-type: none"> * The parties will not have to submit a decision on registration (from the court or municipality), but the institutions will check that data automatically by looking at the official database (already available now on the bizreg.esrpska.com portal). The legal basis for the aforementioned was created through amendments to the Rulebook on the conditions, manner and procedure of providing services of the Agency for Mediation, Information and Financial Services ("Official Gazette of Republika Srpska", number 102/13, 70/22) and the Rulebook on the content and manner keeping the central register of entrepreneurs ("Official Gazette of 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 statements, but to foresee the possibility of obtaining these documents through the inspection of official databases and through changes to their individual regulations. * The technical adjustment of the information system of the Tax Administration has been completed and it has been made possible that the confirmation of settlement of tax obligations is not submitted by the parties, but it will also be done automatically through a web service between institutions. Currently, the pilot phase of using this service is underway, in which the Ministry of Economy and Entrepreneurship and the Ministry of Trade and Tourism participate. 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>Data from the Single Contact Point, in addition to the basic function of providing information to citizens and the economy, also serve the republic's administration bodies as a database from which it is possible to analyze the justification of procedures, formalities and their costs. This provided the starting point for launching the Project for the Optimization of Administrative Procedures and Formalities in 2021 with the aim of simplifying administrative procedures, in terms of shortening the duration and reducing costs for the business community.</p> <p>Also, as part of the Methodological Manual for assessing the impact of regulations, there is also a part that refers to cost benefit analysis, and the Regulation on records, analysis, examination and assessment of procedures and formalities for business in Republika Srpska ("Official Gazette of Republika Srpska", number 84 /17) in Article 10, it is stipulated that the competent authority, with the aim of reducing the administrative burden on the economy, is obliged to analyze and evaluate procedures and formalities that directly affect the performance of business activities, and, if found justified, take measures to simplify them. In this process of analysis and assessment of procedures and formalities, the competent authority applies SCM measurements.</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>It is known that the application of the SCM model for the calculation of direct and indirect costs burdening the business entity is particularly important for assessing the cost of the administrative burden, but that the training of civil servants who should apply this model is not at a</p>

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	<p>satisfactory level. Also, there are no adequate statistical data that would percentageally show the percentage of administrative formalities and burdens on which the SCM model was implemented.</p> <p>Adaptation of civil servants to the new way of collecting documents on official duty through the use of JIS and the application of the Tax Administration of the RS. Adaptation of civil servants to the new way of collecting documents through direct insight into the official database of APIF (bizreg.esrpska.com), modification of special regulations by competent institutions, within a reasonable time, which should prescribe the collection of documents by official duty through the use of JIS- and the applications of the Tax Administration of the Republika Srpska, and in this way free the parties from the obligation to submit those documents.</p>
<p>Next steps</p>	<p>Competent institutions at the level of the Council of Ministers of BiH, the Federation of BiH and the Brčko District of BiH should take appropriate steps during 2024 in order to establish a unique methodology for reducing formalities and burdens.</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> <p>Organize trainings on the application of the SCM model for regulations processors and for civil servants who would perform quality control of the implemented SCM models.</p> <p>Promotion of the Project for the Optimization of Administrative Procedures and Formalities at the Level of Local Self-Government Units in the Republika Srpska.</p> <p>During 2024, 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 financing from other sources (donations).</p>

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ACTIVITY 4.3.1.3	<p>ACTIVITY:</p> <p>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)</p> <p>Link to 4.2.4.1</p>		<p>RESPONSIBLE INSTITUTIONS:</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)</i></p>					<p>IMPLEMENTATION DEADLINE:</p> <p>IVq2027.</p>				
	<p>ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:</p>							●	●	●	●	●
	INDICATORS			<i>INDICATOR VALUES:</i>		<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	In the reporting period, the implementation of activities was not recorded, so there was no progress in reaching the target value of the indicator.											
Risks/Problems	<p>The long wait for the adoption of documents for the implementation of the public administration reform led to inactivity in the reporting period, and led to a delay in the implementation of activities.</p> <p>The lack of financial resources and human resources for the implementation of activities indicates the need for the functioning of the Public Administration Reform Fund and the activation of donor funds.</p>											
Next steps	<p>Competent institutions at the level of the Council of Ministers of BiH, the Federation of BiH, Republika Srpska and Brčko District of BiH should take appropriate steps during 2024 for the purpose of creating registers/catalogues of special administrative procedures.</p> <p>During 2024, 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 financing from other sources (donations).</p>											

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ACTIVITY 4.3.1.4	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	4.3.1.4 Assess the necessity/justification of special procedural provisions (with simultaneous consideration of the catalogue of services under measure 2)		BiH Ministry of Justice, FBiH Ministry of Justice, RS Ministry of Administration and Local Self-Government, Government of BD BiH, line ministries (Institution designated as the lead institution for simplification of administrative procedures)					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			INDICATOR VALUES:		<i>Inst. BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>		
An analysis of the justification of special procedural provisions completed		BASELINE	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>				
		TARGET	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>	<i>yes</i>				
			CURRENT	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>	<i>no</i>			
Description of achievement	In the reporting period, the implementation of activities was not recorded, so there was no progress in reaching the target value of the indicator.											
Risks/Problems	<p>The long wait for the adoption of documents for the implementation of the public administration reform led to inactivity in the reporting period, and led to a delay in the implementation of activities.</p> <p>The lack of financial resources and human resources for the implementation of activities indicates the need for the functioning of the Public Administration Reform Fund and the activation of donor funds.</p>											
Next steps	During 2024, 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, Republika Srpska and Brčko District of BiH, and accordingly plan funds in the budget and, if necessary, do financing from other sources (donations).											

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ACTIVITY 4.3.1.5	<p>ACTIVITY:</p> <p>4.3.1.5 Establish a continuous process of simplification of certain administrative procedures, i.e. procedural provisions</p>	<p>RESPONSIBLE INSTITUTIONS:</p> <p><i>BiH Council of Ministers, Entity governments and Government of BD BiH</i></p>	<p>IMPLEMENTATION DEADLINE:</p> <p><i>IVq2027.</i></p>				
	<p>ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:</p>		●	●	●	●	●
	INDICATORS	<p>% of regulation repealed/simplified</p>	<p>INDICATOR VALUES:</p>	<p><i>Inst. BiH</i></p>	<p><i>FBiH</i></p>	<p><i>RS</i></p>	<p><i>BD</i></p>
		BASELINE	0%	0%	0%	0%	0%
		TARGET	10%	10%	10%	10%	10%
		CURRENT	0	0	0	0	0
<p>Description of achievement</p>	<p>In the reporting period, there was no progress in reaching the target value of the indicator, considering that the assessment of progress 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 about the content of what is included in 10% of abolished/simplified regulations.</p> <p>Although there was no progress in changing the value of the indicator, at the level of the institutions of the Council of Ministers of BiH, the Federation of BiH, Republika Srpska and Brčko District of BiH, activities were recorded that contribute to the establishment of a continuous process of simplifying administrative procedures.</p> <p>In cooperation with SIGMA and competent institutions of the Council of Ministers of BiH, the Federation of BiH, Republika Srpska and Brčko District of BiH, the Office of the Public Administration Reform Coordinator's Office organized a <i>Round Table on June 8, 2023 to support the implementation of the activities of measure 4.3. Coordinated improvement of the administrative-legal framework</i>. The round table resulted in the conclusions that all levels of government (state level, FBiH, RS and BD BiH) are committed to simplifying administrative procedures, including eliminating unnecessary formalities and digitization. The Public Administration Reform Coordinator's Office and SIGMA then held bilateral online meetings with representatives of all levels of government where the planned next steps and corresponding needs for support in implementation were discussed in more detail. Meetings were also held with the USAID e-Government project and UNDP representatives. One of the agreements from the bilateral meetings referred to the need for SIGMA to analyze one of the more complex administrative procedures, in order to identify ways for its possible simplification. Land registration and vehicle registration procedures were discussed, and the vehicle registration procedure (initial registration and registration that is mandatory every year) was taken as an example of an administrative procedure that SIGMA will analyze in detail, and offer suggestions for possible simplifications.</p> <p>In the reporting period, the realization of activities at the level of Republika Srpska was recorded.</p>						

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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).

The project for the optimization of administrative procedures at the republican level includes an analysis of the procedures identified in the unified register of all permits, certificates, decisions (so-called formalities) issued by republican administrative bodies (publicly available on the portal pscsrpska.vladars.net), from the point of view of their justification, the justification of requesting necessary documentation, analysis of costs and time in obtaining them. The goal of the project is to simplify certain administrative procedures and reduce costs and time for the business community. The project is implemented with domestic resources and without financial costs. In accordance with the adopted methodology and dynamic plan, which also includes a broader invitation to the business community to join the project with concrete comments, the Government of the Republika Srpska adopted an Action Plan, in which stated which formalities (permits, certificates, solutions) will be abolished or simplified. The number of formalities proposed for abolition is 42, which is 4.40%, the number of formalities proposed for simplification is 243, which is 25.47%, other formalities do not need to be changed. 95% of the cancellation plan has been implemented, and the simplification of procedures is proceeding according to the dynamics of changes in regulations.

In order to simplify the procedure for obtaining formalities, as it was envisaged in the Action Plan, all institutions at the republican level are provided with access to the current overview of data from the register of business entities (legal entities and entrepreneurs) through 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 Republika Srpska", number 102/13, 70/22) and the Rulebook on the content and manner of keeping the central register entrepreneurs ("Official Gazette of Republika Srpska", number 102/13, 70/22). This enables the institutions to no longer require the parties in administrative proceedings to submit a decision on the registration of business entities (legal entities and entrepreneurs) or current statements, but to foresee the possibility of obtaining these documents through changes to their individual regulations by inspecting official databases.

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 Republika Srpska.

The Ministry of Economy and Entrepreneurship represents the control body that gives opinions regarding the manner and quality of the carried out impact assessment of laws and by-laws (ordinances and regulations that elaborate the formalities) applying the methodological steps specified in the Decision on the RIA ("Official Gazette of Republika Srpska ", number 8/23) in which the need to analyze the costs and benefits of the application of the regulations was recognized as one of the basic goals of implementing the PUP process. In this sense, PUP forms were prepared, in which, in the part related to administrative procedures, special attention was paid to obtaining answers on the justification of the introduction of administrative costs, as well as other issues related to determining the degree of administrative burden on business entities. The above represents a continuous activity that is carried out on all laws (except those that are adopted under urgent procedure, which refer to technical

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	standards, which are made technical corrections, which are related to the adoption of the budget of Republika Srpska), as well as on decrees and regulations with which the formalities are worked out. In this context, during 2023, the Decision on the regulatory impact assessment was adopted ("Official Gazette of Republika Srpska", number 8/23).
Risks/Problems	<p>The long wait for the adoption of documents for the implementation of the public administration reform led to inactivity in the reporting period, and led to a delay in the implementation of activities.</p> <p>The lack of financial resources and human resources for the implementation of activities indicates the need for the functioning of the Public Administration Reform Fund and the activation of donor funds.</p> <p>Adaptation of civil servants to the new way of collecting documents on official duty through the use of JIS and the application of the Tax Administration of Republika Srpska.</p>
Next steps	<p>The Public Administration Reform Coordinator's Office and SIGMA, in cooperation with the competent institutions of the Council of Ministers of BiH, the Federation of BiH, Republika Srpska and Brčko District of BiH, will organize the next round table at the beginning of 2024, where possible simplifications of certain administrative procedures will continue to be discussed, where focus will be placed on simplifying the vehicle registration procedure.</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 envisaged 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 Republika Srpska.</p>

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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:				
			Number of proposed measures for amending and improving the LAP, including digital transformation					Inst.BiH	FBiH	RS	BD	BiH
							BASELINE	0	0	0	0	0
							TARGET	7	7	7	7	7
							CURRENT	0	0	0	0	0
Description of achievement	In the reporting period, the implementation of activities was not recorded, so there was no progress in reaching the target value of the indicator. Also, 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 for change and improvement of the Law on Administrative Procedure, including digital transformation.											
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	During 2024, 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, Republika Srpska and Brčko District of BiH, and accordingly plan funds in the budget and, if necessary, do financing from other sources (donations).											

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ACTIVITY 4.3.2.2	ACTIVITY:	RESPONSIBLE INSTITUTIONS:	IMPLEMENTATION DEADLINE:					
	Implement an IT platform for monitoring the implementation of LAPs	RS Ministry of Science and Technology; MCT FBiH; Ministry of Justice of BiH, Ministry of Justice of FBiH, Ministry of Administration and Local Self-Government of RS, Government of BD BiH, Resource centers for shared infrastructure: Government IT Sectors, Mayor's Office (Legislative Office, Administrative Inspection, Department for Technical and Administrative Affairs)	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	In the reporting period, the implementation of activities was not recorded, so there was no progress in reaching the target value of the indicator.							
Risks/Problems	<p>The long wait for the adoption of documents for the implementation of the public administration reform led to inactivity in the reporting period, and led to a delay in the implementation of activities.</p> <p>The lack of financial resources and human resources for the implementation of activities indicates the need for the functioning of the Public Administration Reform Fund and the activation of donor funds.</p>							
Next steps	During 2024, 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, Republika Srpska and Brčko District of BiH, and accordingly plan funds in the budget and, if necessary, do financing from other sources (donations).							

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ACTIVITY 4.3.3.2	ACTIVITY:		RESPONSIBLE INSTITUTIONS:					IMPLEMENTATION DEADLINE:				
	4.3.3.2 Implement continuous training programs to improve the administrative legal framework, including improvement for the purpose of digital transformation		<i>BiH Ministry of Justice; FBiH Ministry of Justice; RS Ministry of Administration and Local Self-Government, Government of BD BiH</i>					IVq2027.				
	Description of achievement		INDICATORS		INDICATOR VALUES:			<i>Inst. BiH</i>	<i>FBiH</i>	<i>RS</i>	<i>BD</i>	<i>BiH</i>
Number of civil servants attending the training program					BASELINE		0	0	0	0	0	
					TARGET		500	500	500	500³³	500	
					CURRENT		334	500+	21	0	214	
		<p>In the reporting period, the implementation of activities at the level of the Council of Ministers of BiH, the Federation of BiH and the Republika Srpska was recorded.</p> <p>The BiH Civil Service Agency submitted an overview of the trainings held during 2023. The trainings include the following topics: Digital transformation, Disciplinary procedure in administrative bodies, E-consultations (training of coordinators, deputy coordinators and consultation leaders via the e-Consultation web platform), Training for newly employed civil servants (<i>modules Labor relations</i> of civil servants (Law on Civil services in institutions of BiH; Law on work in institutions of BiH); <i>Basics of administration in BiH</i> (Law on Administration; Law on the Council of Ministers of BiH; Law on Ministries and other bodies of administration of BiH); <i>Administrative procedure and administrative dispute</i> (Law on Administrative Procedure; Law on administrative disputes of BiH), Application of regulations on inspection supervision, Assessment of effects and drafting of regulations in the institutions of Bosnia and Herzegovina, Assessment of the impact of regulations (e-course) Administrative procedure and administrative disputes. The total number of participants is 334.</p> <p>The Civil Service Agency of the Federation of BiH submitted an overview of the trainings held for the year 2023, where the following topics are listed: Office operations and its connection with the administrative procedure, Cyber security for civil servants of the FBiH, Inspection supervision, Cybersecurity Essentials, Agile management projects, Delivery of public services - realization of benefits from digitization, Regulatory impact</p>										

³³ In accordance with the agreement at the level of the Thematic Working Group for the development of the Strategic Framework for Public Administration Reform in BiH 2018-2022 for the field of Service Delivery, the target value for this activity is 500 civil servants per administrative level. 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.

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	<p>assessment and compliance with EU regulations, School of administrative law, and Harmonization of procedures and practices of inspection supervision in FBiH. The total number of training participants is 737.</p> <p>The Agency for State Administration of Republika Srpska submitted information about the training on the topic "Regulatory impact assessment", organized for 21 participants.</p>
Risks/Problems	<p>Insufficient number of trainings for specific topics and insufficient availability of civil servants to attend the required number of trainings;</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>Failure to implement training programs;</p>
Next steps	<p>If they do not currently exist, it is necessary to include in the regular training programs of the agencies for the civil service of BiH and FBiH/the administration of the RS and the Human Resources Subdivision of the BD of BiH specialized in the topic of improving the administrative-legal framework and digital transformation.</p> <p>It is necessary that the Supervisory Team for better service delivery and quality during 2024 agree on the principle of calculating indicators, considering that the level of Brčko District of BiH cannot have the same target value as the other three administrative levels.</p>

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>	IVq2020. (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	The activity was realized in 2021. The Council of Ministers of BiH adopted at the 27th regular session, held on February 18, 2021. of the year, the Strategy for improving the management of public finances in the institutions of BiH for the period 2021 - 2025, with the aim of increasing transparency and harmonization with international and European Union standards. During 2023, the implementation of the activities defined by the Public Finance Management Strategy in the institutions of BiH continued, as foreseen in the Action Plan. Also, the Annual Report on the Implementation of the Strategy for the Improvement of Public Finance Management in the Institutions of BiH for 2022, with the Action Plan for 2023 ³⁴ , was prepared, which was adopted by the Council of Ministers of BiH at the 23rd session held on September 14, 2023..							
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.							
Additional information	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							

³⁴ The report for 2022 is available at the following link: <https://www.mft.gov.ba/Content/OpenAttachment?id=ffc50777-0554-4653-9895-9a903b1312b8&lang=bs>

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	<p>and other management documents. Annual reporting on the implementation of the Action Plan is also foreseen, and the report is prepared by the end of February for the previous year. For the purposes of monitoring and reporting, indicators are used at the level of activity output results and at the level of pillar results. Information, for the purposes of reporting, is collected from the annual reports on the work of institutions that are listed as bearers of the measure and other documents that are listed as sources of verification through the logical framework of the strategy.</p> <p>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 BiH (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 Office for the Audit of BiH Institutions, contributed to the development of the Strategy BiH.</p>
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ACTIVITY 5.0.2	ACTIVITY: Draft and adopt the PFM reform strategy of FBiH for up to 2026.		RESPONSIBLE INSTITUTIONS: <i>drafting: FBiH Ministry of Finance; adoption: FBiH Government</i>				IMPLEMENTATION DEADLINE: <i>IIIq2020. (2025)</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>
		Document adopted		BASELINE		-	no	-	-	-
				TARGET		-	yes	-	-	-
				CURRENT		-	yes	-	-	-
Description of achievement	The activity was realized in 2021. 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). During 2023, the implementation of the activities defined by the FBiH Public Finance Management Strategy continued, as foreseen in the Action Plan.									
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	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. The Government of the Federation of BiH, by Conclusion V No. 1507/2022 of October 27, 2022 adopted the Annual Report on the Implementation of the Public Finance Management Reform Strategy 2021-2025. FBiH for the period January. 1.- December 31, 2021 ³⁵ prepared by the Federal Ministry of Finance.									

³⁵ the report for 2021 is available at the following link: <https://parlamentfbih.gov.ba/v2/bs/propis.php?id=957>

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ACTIVITY 5.0.3	ACTIVITY: Draft and adopt the PFM reform strategy of the RS for up to 2026.	RESPONSIBLE INSTITUTIONS: drafting: RS Ministry of Finance, adoption: RS Government and RS Assembly				IMPLEMENTATION DEADLINE: IIIq2020 (2025)				
	ASSESSMENT OF THE CURRENT STATE OF THE ACTIVITY:									
	INDICATORS	INDICATOR VALUES:			Inst.BiH	FBiH	RS	BD	BiH	
		Document adopted			BASELINE	-	-	no	-	-
					TARGET	-	-	yes	-	-
					CURRENT	-	-	yes	-	-
Description of achievement	The activity was realized in 2021. At the 124 th regular session, held on June 3, 2021, the Government of Republika Srpska adopted the Strategy for the Management of Public Finances of Republika Srpska for the period 2021-2025 with the corresponding Action Plan (hereinafter: SPFM RS). 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. During 2023, the implementation of the activities defined by the RSPFM continued, and the Report on the implementation of the Public Finance Management Strategy of republika Srpska for the period 2021-2025, for the year 2022 ³⁶ was prepared, which was adopted by the Government of Republika Srpska at the 27th session, held on 29 June 2023.									
Risks/Problems	/									
Next steps	Realization of activities within the Public Finance Management Strategy of Republika Srpska 2021-2025 according to plan, and regular monitoring and reporting.									
Additional information	SPFM RS serves as the main guideline for strengthening the legal and institutional framework and system for managing public finances of Republika Srpska, in accordance with EU requirements and international standards in a defined time frame. It is aimed at strengthening the public finance management system by promoting transparency, accountability, fiscal discipline and efficiency in the management and use of public resources for economic development and improved delivery of services. SPFM 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.									

³⁶ the report for 2022 is available at the following link: Report on the Implementation of the Public Finance Management Strategy of the Republika Srpska for 2022 [332926233.pdf \(vladars.rs\)](#)

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	<p>Although the National Assembly of Republika Srpska is listed as the responsible institution for the adoption of the Public Finance Management Strategy of Republika Srpska in the Action Plan of the SF for Public Administration Reform 2018-2022, according to the new Law on Strategic Planning and Management of Development in Republika Srpska (Official Gazette RS No. 63 /21) The National Assembly of the Republika Srpska adopts the Development Strategy of 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. The report on the implementation of the Public Finance Management Strategy of Republika Srpska (2021-2025), for the year 2021, was adopted by the Government of Republika Srpska at the 185th session held on September 1, 2022.</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	The activity was implemented in 2020. The Government of the Brčko District of BiH at December 17, 2020 adopted the Strategy for the reform of Public Finance Management of the Brčko District of BiH for the period 2021-2025. During 2023, the implementation of the activities defined by the Strategy and Action Plan continued, and the Report on the Implementation of the Public Finance Management Strategy of Brčko District BiH (2021-2025) for 2022 with the Annual Action Plan for 2023 was prepared, which the Government of Brčko of the District of BiH adopted at the 25th session, held on November 3, 2023.							
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 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. 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.							

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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> <p style="text-align: right;">● ● ● ● ●</p>			
	INDICATORS	<p>INDICATOR VALUES:</p> <p>Document adopted</p>	<p><i>Inst.BiH</i></p> <p><i>FBiH</i></p> <p><i>RS</i></p> <p><i>BD</i></p> <p><i>BiH</i></p>	<p>BASELINE</p> <p>TARGET</p> <p>CURRENT</p>
<p>Description of achievement</p>	<p>The activity was realized during 2022. The Council of Ministers of BiH, the Government of the Federation of BiH, the Government of 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 for Public Finance Management of the Republika Srpska 2021-2025; Strategy for the Reform of Public Finance Management of the Brčko District of BiH 2021-2025; Strategy for the Improvement of Public Finance 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, the level of government responsible for it, as well as the bearers of the measures and activities, is specified. The CPFMS in BiH does not contain 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</p>			

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	<p>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 CPFMS 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 execution of public finance management reforms in BiH. The Annual Action Plan (AAP) and the Annual Implementation Report (AIR) must be reviewed and approved by the Implementation Monitoring Working Group before being submitted for approval.</p> <p>During 2023, the implementation of the activities foreseen in the Comprehensive Strategy for the Management of Public Finances in BiH 2021-2025 continued, as foreseen in the Action Plans. A Consolidated report on the implementation of the Comprehensive Strategy of Public Finance Management in BiH for 2022 with a Consolidated Action Plan for 2023 was prepared and sent to the Council of Ministers of BiH for the adoption procedure. The Consolidated Annual Implementation Report (K-AIR) for 2022 presents an overview of the implementation of measures and achieved results within the Comprehensive Strategy of Public Finance Management in BiH 2021-2025. The Consolidated Annual Action Plan (K-AAP) for 2023 presents an overview of the activities planned for implementation in this calendar year.</p> <p>The consolidated AAP and AIR were prepared by the Working Group for Monitoring the Implementation of the Comprehensive Strategy³⁷ on the basis of information from the individual annual reports on the realization of strategies (AIR) submitted by the Ministry of Finance and Treasury of BiH, the Federal Ministry of Finance, the Ministry of Finance of Republika Srpska and the Finance Directorate of Brčko District of BiH .</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 reform of the public administration 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 Republika Srpska adopted a Decision ³⁸ on the appointment of a representative of Republika Srpska to participate in the development of a comprehensive strategy for the management of public finances in BiH for the period 2021–2025 and the

³⁷ In accordance with Chapter III of the Comprehensive Strategy of Public Finance Management in BiH 2021-2025.

³⁸ 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.

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	Decision ³⁹ on the appointment of a representative of the Republika Srpska to monitor the implementation of the Comprehensive Public Finance Management Strategy 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 which is financed by the European Union (EU) and the State Secretariat for Economic Affairs of Switzerland (SECO).
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³⁹ Decision on the appointment of a representative of the Republika Srpska to monitor the implementation of the Comprehensive Strategy for the Management of Public Finances in BiH for the period 2021-2025, number 04/1-012-2-2293/22 from June 30, 2022.