

Public financial management

Public financial management reform programmes have been adopted at all levels of government, except in *Republika Srpska* entity. A country-wide reform strategy remains to be developed.

Considerable shortcomings exist regarding institutions' internal control mechanisms at all levels, rendering the system vulnerable to inefficiency and waste, particularly in the area of public procurement. Ministries of Finance at various levels lack administrative capacity for further implementation of reforms in public finance management.

Bosnia and Herzegovina has not yet achieved sufficient **budget transparency**. Annual budgets are published, but no consolidated monthly reports exist at any level of administration. The lack of harmonisation on the charts of accounts at state and entity level hampers access to consolidated data. Follow-up on external audit findings needs improvement. There have been initiatives to prepare and plan a citizens' budget, especially for some institutions at the level of the Council of Ministers, but their development needs still to be followed through.

Accountability of the administration

The organisation and the typology of public administration bodies remains unclear, with no detailed functional criteria for differentiating between independent bodies and bodies which are subordinated to ministries. Also, there are no clear procedures for establishing, merging or abolishing administrative bodies. Clear **lines of accountability** are not ensured among institutions. Also, decision-making is very centralised, with little delegation from political level to senior civil servants. Performance management is not developed.

The financial independence of the Ombudsman from the executive remains a concern and the implementation of its recommendations remains low, thus affecting **citizens' right to good administration**. The **right to access public information** is not ensured uniformly across government levels due to shortfalls in legislation and inconsistent implementation at all levels. Mechanisms for monitoring implementation remain weak. Efficiency of courts in dealing with administrative cases has improved, thus strengthening **citizens' right to administrative justice**. The **citizens' right to seek compensation** in cases of wrongdoing is regulated at all levels, but implementation cannot be verified due to lack of data on practical implementation.

Service Delivery to citizens and business

The legal framework for a **user-oriented administration** has been improved. The Office for Supervision and Accreditation has been set up through the necessary adoption of a series of rulebooks, and made operational through finalisation of recruitment procedures as of January 2018. A new Law on Electronic Identification and Trust Services has been developed and is in the phase of opinion obtaining, after which it will be referred to the adoption procedure. Ensuring its adoption and the operability of the Office for Supervision and Accreditation is needed, in order to meet all conditions for the functional use of the e-signature in the open system. The current legal framework at different levels enshrines the key principles of good administrative behaviour. Harmonisation between laws on **administrative procedures** and their legislative amendments needs to be ensured. Special administrative procedures still need to be reviewed and either abolished or brought in line with the law on administrative procedure at various administrative levels.