



Accountability, Technology and Institutional Openness Network in SEE

# ROADMAP ON GOOD GOVERNANCE FOR STATE INSTITUTIONS IN BOSNIA AND HERZEGOVINA

*On the basis of the Regional Index of Openness of state institutions*

*Based on the measurements for 2017*



This project is funded by the European Union



The "Accountability, Technology and Institutional Openness Network in South East Europe - ACTION SEE" project is implemented by Metamorphosis Foundation, Westminster Foundation for Democracy, CRTA – Center for Research, Transparency and Accountability, Citizens Association Why not?, Center for Democratic Transition, Open Data Kosovo (ODK) and Levizija Mjaft!.





# Road Map

on Good governance  
for state institutions in  
Bosnia and Herzegovina

*Based on the  
measurements for 2017*

Sarajevo, December 2018

## Citizens Association *Why not?*

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**ACTION SEE – Accountability, Technology and Institutional Openness Network in SEE** project aims to increase the inclusion of civic society and media organisations in decision making processes and the creation of public opinion and policies, as well as to raise the capacity of civic societies to address sensitive issues.

This publication has been produced with the assistance of the European Union. The contents of this publication are the sole responsibility of ACTION SEE project partners and can in no way be taken to reflect the views of the European Union.



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# 1. GENERAL INFORMATION

Openness represents a key condition for democracy - since it allows citizens to receive information and knowledge necessary for equal participation in political life, effective decision-making and holding institutions accountable for policies which they conduct. Institutions worldwide undertake specific activities with the aim to enhance their transparency and accountability before the citizens.

Open governance is based on four organizational principles: transparency, accessibility, integrity and awareness. These principles apply to all branches and levels of power, from the central executive power to the local self-government, the Parliaments and the judiciary.

The Index of Openness is a composite indicator that measures the degree to which governments in the Western Balkan countries are open to citizens and society and is designed in order to define to which degree citizens of the Western Balkans receive opportune and understandable information from their institutions.

In order to measure the degree of institutional openness, the ACTION SEE partners, adhering to international standards, recommendations as well as examples of good practice, assessed the institutions through special quantitative and qualitative indicators, which conduct the assessment on the basis of: access to information on official websites of institutions, quality of the legal framework for individual cases, other sources of public informing and questionnaires delivered to the institutions.

The responsiveness of the institutions to the questionnaires was an additional indicator of their openness. A substantial number of institutions scored negatively on the indicators due to their non-responsiveness, which is also important to mention for two reasons: first, that institutional responsiveness is an indicator of openness itself, and second, that institutions' non-responsiveness has affected their index scores negatively, because they were automatically assessed with 0. Additionally, some of the indicators could have been assessed positively only if the existing laws were implemented.

The assessment was conducted in the period from December 2017 to the end of February 2018. On the basis of the monitoring of data and the findings, a set of recommendations and guidelines dedicated to institutions was developed based on the research results. The recommended steps made for each category of institutions were based on the indicators that were not entirely fulfilled. Additionally, for some of the categories of institutions assessed, i.e. executive agencies, local self-governments, courts and public prosecution offices, the recommendations and action steps are general and they apply to all of the institutions in the group.

Readers can find the methodology and general information about the project at the end of this paper.



## **2. LEGISLATIVE BODIES IN BOSNIA AND HERZEGOVINA**

### **PARLIAMENTS IN BiH**

The research conducted in BiH covered the Parliaments at state and entity level (both Houses of the Parliamentary Assembly of BiH, both Houses of the Parliament of FBiH and National Assembly of RS). The research on openness of the public institutions showed that their practices in publishing the relevant documents, informing the public and communicating with the citizens are highly irregular. In spite of the differences between individual legislative bodies, there is room for improvement within all of them. Recommendations for improvement set out in this document are general in character and they refer to all Parliaments in BiH which were included in this research.

### **GENERAL CONCLUSIONS**

Legislative bodies in Bosnia and Herzegovina on average meet slightly less than 46% of the indicators of openness in the areas of transparency, accessibility, awareness and integrity. Compared to other countries in the region, Parliaments in BiH are at the bottom of the list when it comes to fulfilling the above-mentioned indicators, which raises concerns about the low level of openness of the legislative power in BiH.

In the Parliamentary Assembly of BiH and the Parliament of FBiH both of which consist of the House of Representatives and the House of Peoples, indicators were followed for each House respectively, due to the fact that the Houses are organized individually in their communication practices, publishing of information, documents and materials on their respective websites. The National Assembly of RS has the best single result (57%) in fulfilling all the monitored indicators, while the lowest result was achieved by the House of Representatives of the Parliament of FBiH (33%).

### **ACTION STEPS**

#### **ACCESSIBILITY**

The principle of accessibility in the legislative bodies in BiH in the last research was fulfilled with just 39% of the indicators. In terms of access to information, the fulfillment of this segment is 47%. Interaction with citizens, which was rated the lowest last year - with 37% of indicators fulfilled, has fallen to 14%. Public consultations are the best evaluated segment of the accessibility principle, and the percentage of fulfillment in this case is 49% of monitored indicators of openness.



Public involvement in activities of legislative bodies in BiH is also very low. Communication mechanisms are usually one-way and they include only the contact forms and the contact information on the official sites of the Parliaments. Parliaments in BiH do not use the available channels of two-way communication with citizens, such as social networks and online petitions.

In order to improve the situation in the mentioned area, legislative bodies in BiH should implement the following recommendations:

- Continuous implementation of the laws on freedom of access to information in the manner that each legislative body should:
  - Consistently publish the register of information in possession, in accordance with the Law on Freedom of Access to Information.
  - Appoint the person responsible for requests for access to information and publish their contact information on the official website of each legislative body.
- Prepare adequate guidelines and establish a system of education for employees in order to enable them to perform adequate assessment of the archives of documents and other information and also to successfully process all the applications and perform other duties in line with the Law on Freedom of Access to Information.
- Strengthen the regulations in the area of freedom of access to information by establishing stronger mechanisms of supervision over the implementation of the Law on Freedom of Access to Information including the independent body whose decisions would be of mandatory character.
- Publish responses on received requests for access to information.
- Use the available channels of two-way communication with the citizens via social networks and online petitions.
- Develop, use and actively promote the mechanisms of citizen and expert public involvement in the work of the Parliament with emphasis on participation of public in consultation on legislation in the parliamentary procedure.
- Regularly and consistently publish the overall information gathered in the process of public consultation on the official web sites.
- Publish the information in open data format to make them available and searchable.



## **AWARENESS**

Regarding the principle of awareness, legislative powers in BiH have 54% of fulfilled indicators, and comparing to the previous year, it is in stagnation. Parliaments in BiH meet 60% of the indicators of openness in the field of parliamentary monitoring, while in the field of strategic planning, where the impact assessment of the regulations is examined, the indicator's coverage is close to 20%.

Parliaments in BiH should establish systematic mechanisms for assessing the impact of the regulations they adopt. These processes should be controlled by regulations that would guarantee their effectiveness, transparency, and ensure the participation and expertise of interested and professional public in evaluating the impact of laws and other acts in the parliamentary procedure before their adoption.

In order to improve the situation in the area of awareness, legislative bodies in BiH should implement the following recommendations:

- Create, use and actively promote mechanisms for the participation of citizens and professionals in the work of the Parliament, with emphasis on public involvement in consultation on legislation in parliamentary procedures.
- Ensure the participation and expertise of the interested professional public in the evaluation of the impact of laws and other acts in the parliamentary procedure prior to their adoption.
- Regularly and consistently publish all relevant information collected during the public consultation, on the official websites of the parliaments.
- Perform consistent and continuous impact assessment of the adopted regulations through the implementation of the following steps:
  - Establish unique methods and impact assessment procedures and consistently apply them in their activities in order to guarantee that the adopted legislation is purposeful and efficient.
  - Ensure the participation and expertise of the interested and expert public in the impact evaluation of laws and other legislation in the parliamentary procedure prior to their adoption.

## **INTEGRITY**

Regarding the integrity of the legislative power in BiH, it meets 46% of the indicators. None of the Parliaments in the country meet the set of indicators regarding the regulations about lobbying, since the issue of lobbying is not regulated by law at any level of government. Adoption and publication of ethical codes of Parliaments is also unsatisfactory, and Parliaments in BiH fulfill 49% of indicators.

The National Assembly of RS and both houses of the State Parliaments have ethical codes for parliamentarians that are published on official websites, while the ethical codes of the Parliament of FBiH have not been published. However, none of the existing ethical codes oblige Parliaments to publish the results of investigations initiated based on violations of ethical codes.

In order to improve the situation in this area it is necessary to implement the following recommendations in the legislative bodies in BiH:

- All the legislative bodies should adopt ethical codes with specified supervision procedures over the implementation of the code.
- Ethical codes must be published on the official websites of the legislative bodies together with the information on monitoring the implementation of the ethical code and any investigations in case of code violation.
- Existing ethical codes must be revised, harmonized and consistently implemented.
- Asset cards of the members of parliaments must be publicly available at the official websites regardless of the fact that they are not published on the website of the Central Election Commission of BiH.
- Legislative bodies of BiH must adopt the regulation concerning lobbying in the legislative institutions in line with the international standards.



## **TRANSPARENCY**

Legislative bodies in BiH meet 48% of the indicators of openness according to the criteria of transparency. The best result achieved in this criteria concerns the transparency of public procurements - 60% of indicators satisfied. But in this segment there was a downward trend compared to last year when the percentage of satisfied indicators was 63%.

On the other hand, budget transparency indicators of the Parliaments in BiH have had a significant decline compared to last year's results - from 33% to 24%. As in the previous research, Parliaments in BiH have very uneven practices in publishing the budget and reports on their execution.

As it was the case in the results for 2016, the "Budget for Citizens" is still not published by any Parliament in BiH.

Parliaments in BiH are not transparent enough in terms of reporting on their annual work plans and their implementation, with extremely uneven practices in this field. The work programs for the previous three years were published on the pages of both houses of the Parliamentary Assembly of BiH, while on the web page of the National Assembly of RS there were only two. On the websites of the federal parliamentary houses only one work program has been published in the last three years.

In order to improve the transparency in general, the legislative bodies in BiH should implement the following recommendations:

- Legislative bodies in BiH should continuously and consistently publish their work programs and reports on activities for the minimum of previous three years.
- All the legislative bodies in BiH should publish the annual plans of public procurement on their official websites.
- Parliaments should make the information on the names and positions of their employees available on their official websites, including the names and contact details of the civil servants.
- It is also necessary to establish the practice of reporting on the activities of the parliamentary representatives and monitoring mechanisms, documenting the sessions of the Parliamentary assemblies, such as audio and video transmissions and recordings, continuously keeping the record on all the following documentation (agenda, documents revised at the sessions, session transcripts, data on voting etc.) which have to be searchable and available to the public. The same principle has to be applied on all the sessions of all the parliamentary bodies, including the permanent and ad hoc commissions.

- Legislative bodies in BiH also have to ensure that the public is continuously and consistently informed on their work by maintaining the archives of content on their official web sites, including:
- Announcements, records, reports and conclusions from the sessions; records on activities of representatives; documentation on the legislative procedure such as documentation for sessions of the parliamentary bodies.
- Legislative bodies in BiH should ensure that all the budget documents are published continuously and consistently, especially quarter and annual reports on the execution of the budget for the minimum of the past three years.
- Parliaments should publish the “Budget for Citizens” in order to provide simple and accessible insight into budgets.
- Published data should be in open data format in order to make the information more accessible and searchable.



### **3. INSTITUTIONS OF EXECUTIVE POWER IN BIH**

#### **COUNCIL OF MINISTERS OF BOSNIA AND HERZEGOVINA, GOVERNMENT OF FEDERATION OF BOSNIA AND HERZEGOVINA, GOVERNMENT OF REPUBLIKA SRPSKA**

Mentioned research of executive authorities in Bosnia and Herzegovina included the institutions at the state and entity level, i.e. the Council of Ministers of BiH, Government of FBiH and Government of Republika Srpska. The research showed that, compared to the previous year, institutions did not make any progress in improving the level of openness.

#### **GENERAL CONCLUSIONS**

The executive power in BiH meets a total of 45% of openness indicators in analyzed areas of transparency, accessibility, integrity and awareness. Bosnia and Herzegovina is thus at the fifth, penultimate place in the region when it comes to the openness of the governments, only by a few percent higher than Kosovo which is last on the list.

The differences between the three observed institutions of executive power are significant. Thus, the Council of Ministers of BiH had the best result, with 57% of the indicators fulfilled in all areas, the Government of Republika Srpska is second with 44% of the indicators fulfilled, while Government of FBiH takes the third place with only 37% of the indicators fulfilled.

It is clear that there is a significant number of institutions which resist the introduction of the concept of openness and that the issue has to be systematically resolved with the engagement of management structures in all the institutions. What is needed is a swift reaction and dedicated efforts in order to avoid the negative practice of not adopting the important documents which address this issue. State and entity development strategies and openness promotion should be prepared and adopted and the action plans implemented.

#### **ACTION STEPS**

##### **ACCESSIBILITY**

The principle of accessibility, with an emphasis on access to information, interaction with citizens, and conducting public consultations with executive authorities, is met with 39 % of the fulfilled indicators in BiH.

In order to improve the situation in the area it is necessary to implement the following recommendations:

- Executive powers in BiH should consistently implement the following laws on access to information in the manner that each institution should:
  - Publish the register of documents in possession on the official website.
  - Respect legal deadlines in the proceedings involving access to information.
  - Prepare adequate guidelines and establish a system of education for employees in order to enable them to perform adequate assessment of the archives of documents and other information in order to successfully process all the applications and perform other duties in line with the Law on Freedom of Access to Information.
  - Governments should prepare amendments to the laws regarding the freedom of access to information in the manner that the decisions of the body competent for monitoring the implementation of the law are binding for institutions.
  - Publish information for which free access is granted (replies to requests for access to information).
- Executive power in BiH should use contemporary ways of communication with the citizens and provide the public with online consultations. State ministries could use the existing eKonsultacije website for that purpose, whose capacities are not sufficiently used. Entity governments should develop a similar online consulting model for their respective ministries.
- Information and data collected in the process of public consultations have to be regularly, consistently and completely published on official websites of the institutions.
- Reports and evaluations adopted after the public consultations have to be available to the public, i.e. published on the official websites of the institutions.
- The published information should be in open data format, in order to make the data more easily available and searchable.

## **AWARENESS**

The awareness principle meets 45% of the set indicators. In this area, the Council of Ministers (99%) has a very good result, while the Government of FBiH (12%) and the Government of Republika Srpska have achieved much lower results.

The issues of reporting, strategic planning, monitoring and evaluation of the activities of the ministries are regulated by laws and bylaws for each level separately. Nevertheless, it is necessary to move towards the harmonization of laws and bylaws in this area in order to meet all the international standards prescribed by the Open Government Partnership (OGP) which was joined by BiH in 2014.

Reporting, strategic planning, monitoring and evaluating the activities, as building blocks of this principle, can be improved by the following steps:

- It is necessary to establish a single method and procedures for quality planning and control of the performance policies and their consistent implementation.
- It is necessary to establish a single method of reporting to the government on the operations of ministries annually.
- Authorities of the executive power should develop adequate monitoring indicators that measure the efficiency of their programs, policies and regular activities in order to perform the follow-up of the effects of their policies.

## **INTEGRITY**

When it comes to the integrity of the executive authorities in BiH, it meets 43% of the indicators and it includes areas such as Code of Ethics, prevention of conflict of interest and the rules and laws on lobbying. One of the major issues in this area is the fact that CEC (Central Election Commission) was asked to remove the asset cards from their official website and they have not been available to the public since. CEC issues the cards upon request and they can be inspected only in their offices.

In order to improve the situation in this area it is necessary to implement the following recommendations:

- Asset cards should be available to the public on the official websites of the institutions, regardless of the above stated problem of the Central Election Commission of BiH.
- It is necessary to establish the procedures for storing the asset cards in electronic form and make sure they are saved in one of the open data formats.



- Governments should initiate the necessary amendments to the laws which would provide for the obligation of publishing the information related to gifts and it is also necessary to introduce sanctions for the persons who provide false information for their asset card.
- Governments should initiate establishment of implementation mechanisms for the Ethical Codes and define the procedures for the cases of breaching the codes.
- Governments should initiate the passing of the legislation which regulates lobbying practices.

## **TRANSPARENCY**

The principle of transparency meets 49% of the indicators, and includes the organization of information, public procurement as well as the budget transparency.

One of the dominant problems with transparency of the institutions is the lack of complete transparency of government sessions on all levels in BiH. Although there are always some limits to the coverage of the government sessions, the public in BiH does not have insight into some elements which should be easily available (key points of discussion at the session, for example). The website of the Council of Ministers of BiH does not provide the materials discussed at its session, publishing only the agenda, conclusions and a press release after the session. Official minutes from the sessions are not published either, so the citizens are denied a complete insight into the dynamics and approach to policies and issues which influence the standards and the quality of their lives. The same issues arise with the sessions of the entity governments. This aspect of the executive's work needs to be significantly improved.

The budget transparency is met with 47% of the indicators, which is a significant decline compared to last year's 58%. The budgets are not entirely searchable, making it harder to conduct budget analysis, comparisons, or utilizing the budget data. The citizens are not given an opportunity to analyze budgets through narrative and graphic clarifications which should be available through documents such as the "Budget for Citizens", or similar forms which represent the budgets in a way that is simple and easy to understand.

In order to improve the area of transparency in the institutions of executive power in BiH, it is necessary to implement the following recommendations:

- Reports on activities must be published on the official websites for the period of the past three years.
- Documents for the sessions of the governments should be available to the public. Governments should make them available on their official websites. Therefore, the citizens would have an insight into discussion topics of the sessions.



- Minutes and/or transcripts of the sessions of the government should be available to the public. Governments should make them available on their official websites.
- Official websites should include the information on the organizational structure of the institutions of executive power such as: organogram, competencies of the government and its organizational units and basic biographical information about the Prime Minister.
- Institutions of the executive power should publish the data on the names and positions of the employees, the civil servants and other employees respectively, as well as the name and contact of the public service employees on the official websites.
- Institutions of executive power should publish annual plans for public procurement on their official websites.
- Public calls, decisions, contracts and other documents on public procurements should also be available on the official websites of the institutions of executive power. Even though there is a website containing information about the public procurements which unifies the process of public procurement for all the levels of government, transparency standard is that all the financial documents related to the public procurement procedure should be published on the official websites in order to fulfill the right of the public to be informed about the public procurement procedure and be transparent.
- Data on the budget (for the period of minimum past three years) should be available to the public on the official websites.
- It is necessary to publish the quarterly and annual reports on the execution of the budget, for the period of minimum past three years.
- It is necessary to develop the “Budget for Citizens” in order to provide the citizens with insight into the expenditures of their own funds.
- It is necessary to keep the archives of old content on the official websites.
- The published data should be in open data format, in order to make the data more easily available and searchable.

## **4. MINISTRIES**

The research in Bosnia and Herzegovina included all the ministries at state and entity level, 41 in total. The research has shown that there are significant discrepancies in openness among the ministries but also that there is room for improvement in all of the mentioned institutions. The recommendations stated in this document are general and relate to all the ministries which took part in the research.

### **GENERAL CONCLUSIONS**

Ministries in Bosnia and Herzegovina meet 27% of the indicators, on average, analyzed in the area of transparency, accessibility, efficiency and integrity, which indicates very low level of openness of the executive power in BiH.

### **ACTION STEPS**

#### **ACCESSIBILITY**

When it comes to the principle of accessibility, which includes access to information, interaction with citizens and the mechanism of public consultations, the Bosnian-Herzegovinian ministries meet only 15% of the criteria that were analyzed. A small number of questionnaires returned by the ministries of Bosnia and Herzegovina, including questions about trainings, seminars and similar activities with the aim of educating and increasing the accessibility of institutions, additionally contributed to the poor result in this field.

When it comes to public consultation and interaction with citizens, this year's results are identical to last year's. Only 9% of the BiH ministries carried out some kind of public consultations and interactions with citizens, which is a devastating fact considering that public consultations represent the main and fundamental way of civic participation in decision-making processes.

In order to improve the situation in the area it is necessary to introduce the following recommendations:

- Ministries must consistently enforce the laws in the area of freedom of access to information in the manner that each ministry should:
  - Publish the register of information in possession on the official website.
  - Publish the Guide on access to information on the official website which would contain the contact details of the person responsible for proceedings regarding the access to information.
  - All the ministries should respect the legal deadlines in the proceedings involving requests for access to information.
  - Each ministry should prepare adequate guidelines and establish a system of education for employees in order to enable them to perform adequate assessment of the archives of documents and other information and in order to successfully process all the applications and perform other duties in line with the Law on Freedom of Access to Information.
  - Publish information for which free access is granted (replies to requests for access to information).
- Ministries should use contemporary ways of communication with the citizens and provide public consultations online. State ministries could use the existing website “eKonsultacije” for that purpose, whose capacities are not sufficiently used. Entity governments should develop a similar online consulting model for their respective ministries.
- Information and data gathered in the process of public consultations should be regularly and consistently published in full on the official websites of the ministries.
- Reports and evaluations adopted after the public consultations should be publicly available – published on the official websites of ministries.
- The published data should be in open data format, in order to make the data more easily available and searchable.

## **AWARENESS**

The criteria of awareness is unsatisfactory and BiH ministries have met only 17% of the indicators. However, 27% of the ministries publish their work programs online, while the number of the ministries which published their work reports for the past three years is almost half of that (15%).

Reporting, strategic planning, monitoring and evaluating the activities of the ministries can be improved using the following steps:

- It is necessary to establish a single method and procedures for quality planning and control of the performance policies and their consistent implementation.
- Ministries should develop adequate monitoring indicators for measuring the efficiency of their programs, policies and regular activities in order to perform the follow-up of the effects of their policies.
- It is necessary that the ministries initiate, together with the competent governments, a single bylaw which would regulate the inter-ministerial consultations.
- There should be an obligation of reporting on inter-ministerial consultations and those reports should be available to the public.

## **INTEGRITY**

The integrity of all the analyzed ministries is at 17, 53%, since asset cards of the ministers are not publicly available on any of the ministries' websites. In addition to questions about the availability of assets cards, two new questions have been included in this year's research, relating to anti-corruption policies, the adoption and publication of the Integrity Plan, which, in addition to being legally binding, has only 36% of monitored institutions.

- Asset cards of the ministers should be publicly available on official websites of the ministries.
- Each ministry should adopt and publish the Integrity Plan on its official website, and implement it consistently.
- Educate employees on topics such as conflict of interest, prevention of corruption and whistleblowers.





- Data on the budgets of ministries should be publicly available on their official websites for the minimum period of past three years.
- Ministries must publish quarterly and annual reports on the execution of the budget for the minimum period of past three years.
- Ministries should keep the archives of the old content on their official websites.
- Published information should be in open data format to make it easily available and searchable.

## **5. OTHER ADMINISTRATIVE BODIES IN BIH**

Administrative bodies in BiH (45 administrative bodies have entered the survey sample) achieved a modest result of 23% of the openness indicators fulfilled.

Recommendations for the improvement of the situation presented in this document are of general character and concern all the authorities involved in the research.

### **GENERAL CONCLUSIONS**

Significant deviations in the results of the governing bodies are noticeable, which is why certain institutions have much better results than others. The achieved 23% is certainly not commendable, it is not unexpected and is in line with previous openness measurements at the regional level, but there was also a decline in the level of openness compared to the previous year.

Promotion of openness takes place rarely or not at all. Certain bodies even show disrespect to legal obligations and principles of good management practices without any consequences. This created significant discrepancies regarding the openness of the administrative bodies in BiH.

The issue of openness is still treated as a matter of personal attitude of the head of the institution or their team and not a subject of straightforward policies. It is clear that there is a significant number of institutions which resist the introduction of the concept of openness and that the issue needs to be approached systematically with the engagement of the management structures of the institutions.

## ACTION STEPS

### ACCESSIBILITY

The principle of accessibility, which is focused on access to information, interaction with citizens, and the implementation of public consultations, is met with 16% of the fulfilled indicators by the executive bodies in BiH.

In order to improve the accessibility of the administrative bodies it is necessary to implement the following recommendations:

- Institutions should consistently enforce the laws in the area of freedom of access to information in the manner that each ministry should:
  - Publish the register of information in possession on the official website.
  - Publish the Guide on access to information on the official website which would contain the contact details of the person responsible for proceedings regarding the access to information.
  - All the ministries should respect the legal deadlines in the proceedings involving requests for access to information.
  - Each ministry should prepare adequate guidelines and establish a system of education for employees in order to enable them to perform adequate assessment of the archives of documents and other information and in order to successfully process all the applications and perform other duties in line with the Law on Freedom of Access to Information.
  - Publish information for which free access is granted (replies to requests for access to information).
- Institutions should use contemporary ways of communication with the citizens and offer public consultations online.
- Information and data gathered in the process of public consultation should be regularly and consistently published in full on the official websites.
- Reports and evaluations adopted after the published public consultations should be publicly available – published on the official websites.
- The published data should be in open data format, in order to make the data more easily available and searchable.



## **AWARENESS**

The efficiency of the work of the administrative bodies in BiH meets 30% of the set indicators. Only 33% of the administrative bodies publish an annual work program on their official website, and 27% of their work reports. These results represent a regressive change compared to the last year.

The administrative authorities are not sufficiently committed to informing the public about their work. The survey showed that the authorities do not have a uniform practice of submitting and publishing both quarterly and annual financial reports.

In order to improve the efficiency of the institutions it is necessary to implement the following recommendations:

- Administrative authorities should provide quarterly and annual financial reports in a uniform, continuous and legal manner to the competent ministry.
- All authorities need to develop adequate indicators to monitor the effectiveness of their programs, policies and regular activities.

## **TRANSPARENCY**

The integrity of all the analyzed ministries is at 17, 53%, since asset cards of the ministers are not publicly available on any of the ministries' websites. In addition to questions about the availability of assets cards, two new questions have been included in this year's research, relating to anti-corruption policies, the adoption and publication of the Integrity Plan, which, in addition to being legally binding, has only 36% of monitored institutions.

The transparency of the administrative bodies on state and entity levels is at only 24%. Almost 93% of the institutions don't publish their budgets. Adding to that an even weaker result in publishing final budget accounts and semi-annual reports on budget execution, we get the full scope of the low budget transparency in these institutions. About 64% of the institutions don't publish the public procurement plans.

Regarding the publication of the list of employees, the results show that nearly 60% of the authorities deprive the public of basic information about who their public officials are, how much they earn and what their contact information is, which means no progress has been made compared with the previous year.

In order to improve the transparency of administrative bodies, it is necessary to follow the recommendations for improving the situation:

- All the administrative bodies should regularly update their official websites.
- Every official website of the institutions should contain a functional search tool which would allow the users to easily find the required information.
- Since the administrative bodies are not dedicated enough to informing the public on their activities, which is in accordance with the international standards, they should publish their agenda on the official websites for the period of minimum past three years.
- Reports on the activities of the executive bodies for the period of past three years should also be published on their official websites.
- The official websites of the executive bodies should contain basic organizational information about the administrative body, such as: organogram, competencies and its organizational units and basic biographical data of the head.
- Names and positions of the employees, both civil servants and other employees, should also be available on the official websites of the administrative bodies, as well as the information on contact details of public service employees.
- Executive bodies should publish the annual plans for public procurement on their official websites.
- Public calls, decisions, contracts and other documents on public procurements should also be available on the official websites of the administrative bodies.
- Data on the budget of the administrative bodies (for the period of previous three years) should also be available on their official websites.
- Administrative bodies should make quarterly and annual reports on the execution of budget available for the period of minimum past three years.
- All the administrative bodies should publish the registers of documents in their possession on their official websites.
- The published data should be in open data format, in order to make the data more easily available and searchable.

## **INTEGRITY**

The integrity of all administrative bodies (at state and entity levels in BiH) is 27%, given that the asset cards of the heads of administrative bodies are not publicly available for any administrative body in BiH.

In order to improve the integrity of administrative bodies, it is necessary to follow recommendations for improving the situation:

- Asset cards of the heads of administrative bodies should be publicly available on the official websites of the administrative body.
- Every institution should adopt and publish the Integrity Plan on their official website, and implement it consistently.
- Educate employees on topics such as conflict of interest, prevention of corruption and whistleblowers.

## **6. LOCAL SELF-GOVERNMENTS IN BOSNIA AND HERZEGOVINA**

The monitoring of four principles: Transparency, accessibility, integrity, awareness has shown several critical points and key obstacles in the area of openness of Local self-governments (LSG) in Bosnia and Herzegovina. In 2017, we measured and analyzed the openness of 36 Local self-governments through approximately 80 indicators.

### **GENERAL CONCLUSIONS**

Local self-governments in Bosnia and Herzegovina met 27% of the indicators of openness in 2017 while the institutions of LSG in BiH achieved even lower results in comparison to the previous year.

Analyses of numerous indicators in the second year of measurements and monitoring showed significant discrepancies compared with last year's results. On the one hand, the new indicators made the research for LSG more demanding, but on the other hand no improvements were seen when it comes to strengthening the most important role the Local self-governments have in BiH.

## **HF 5BGD5F 9B7M**

When it comes to the principle of transparency, Local self-governments of Bosnia and Herzegovina meet 28% of the indicators of openness. LSGs are not sufficiently transparent in terms of their budgets, organizational information and public procurement procedures. Only a few local self-governments possess the “Budget for Citizens”.

Furthermore, only 36% of municipalities and cities carried out some form of public consultation regarding the drafting of the budget in 2017. Only a few LSGs have published certain data concerning names of civil servants and organizational information. The information on held sessions, and decisions made by municipal and city councils are not transparent enough.

The annual work programs of municipal and city administration are publicly available only in 5% of LSGs. Rules of procedure of municipal and city councils are available on 50% of the websites of the LSGs.

In order to improve the transparency of the Local self-governments it is necessary to:

- Pay particular attention to financial transparency due to the fact that municipal and city administrations do not have a unique practice of publishing information and documents related to finance.
- Introduce the practice of publishing the “Budget for Citizens”.
- Respecting the principles of proactive transparency, LSGs should establish a consistent practice of publishing the reports on budget spending.
- Public procurement plans, calls, decisions and contracts should be publicly available on the official websites of LSGs.
- According to international standards all documents should be in open data format.
- Information regarding the internal organization of LSG administrations as well as contact information and names of civil servants should be available on the official websites of LSGs.

## **ACCESSIBILITY**

The principle of accessibility meets only 10% of the indicators set in the research. This is a drop of 30% compared to the previous years' results. When talking about this principle, the research has shown some critical points, such as a lack of reports on the official websites from the public consultation.

Furthermore, the reports from the public consultations do not contain written explanations and provided answers, nor the information for which free access is approved (responses to FOI request). Lack of a strategic approach to openness is evident with the fact that the data published on their websites is mostly not in open data format. The official websites of municipalities and cities are not regularly updated and the necessary information are not available on the websites.

In order to improve the situation in this area it is necessary to introduce the following recommendations:

- Local self-governments in BiH should establish adequate and effective mechanisms of accessibility and consistently implement their legal obligation to conduct public consultations.
- The official websites of the municipalities should be regularly updated with all the necessary information.
- It is necessary to establish control over the implementation of the Law on Free Access to Information, including the establishment of independent bodies whose decisions would be binding.
- The officials who are in charge of acting upon requests for access to information should be indicated on all official websites of municipalities and cities.
- An official guide for access to information should be updated and available on official websites of LSGs, as well as all information for which the access has been already granted.
- The local governments need to use more sophisticated ways to communicate with citizens like online communication, e-consultations, Facebook, Twitter etc.
- Each municipality / city should have an official website, and it should be regularly updated.



## **INTEGRITY**

Local self-governments do not have sufficiently developed mechanisms to raise awareness of the importance of the prevention of corruption and conflicts of interest in their administrations. Only a few local self-governments possess some sort of anti-corruption policies. There are no instructions nor adequate guides for citizens when they are filing complaints against officials. Additionally, the officials in municipalities and cities are not educated enough about preventing corruptions and conflicts of interest.

Municipalities and cities do not possess nor publish the Integrity Plan, which implies measures to prevent and eliminate various forms of corruption and unethical behavior within the institution.

In order to improve the situation in the area it is necessary to introduce the following recommendations:

- Municipalities and cities should continuously organize and participate in training or workshops that deal with anti-corruption policies and topics.
- Official websites of LSGs should have direct online communication channels through which citizens can express concern or submit complaints against civil servants.
- The Integrity Plan should be published on the official website of municipalities and cities.
- LSGs should have clearly defined internal anti-corruption policies, which imply measures to prevent and eliminate various forms of corruption and unethical behavior within the institution.

## **AWARENESS**

The principle of awareness in LSG meets 69% of the indicators and some progress has been made in comparison to the previous year. The regular annual reporting was respected in all local self-governments covered by the research. Strategic planning and development strategy is also at a satisfactory level in LSGs.

However, the alarming data is that only 10% of LSGs use performing indicators when drawing up their annual work programs.

In order to improve the situation in this area, it is necessary to introduce the following recommendations:

- The administrative services of the LSGs should be more efficient and available to their citizens. Their working procedures should be based on openness and with as little expenses as possible.

- The evaluations and work reports should be available on the websites for the period of the last three years, with the possibility of searching and comparing with the previous years.
- The preparation of the annual work programs of LSGs needs to be made in accordance with the performance indicators.
- Development strategies should be prepared and adopted in all municipalities and cities, and the Action plans implemented.

## **7. OPENNESS OF JUDICIARY IN BOSNIA AND HERZEGOVINA**

The judicial system in Bosnia and Herzegovina is significantly different than judiciary systems in other countries of the region. In order to make a comparison between them a unique methodological approach is required.

Since Bosnia and Herzegovina, due to its specific structure does not have a unique judicial system on state level, like other countries of the region, this research was conducted by examining chosen courts and prosecutors' offices of state and entity level, with the addition of High Judicial and Prosecutorial Council of Bosnia and Herzegovina.

### **PROSECUTOR'S OFFICES**

In this years' analysis we gathered data on eleven Prosecutors' Offices in total: 5 Cantonal Prosecutors' Offices, three District Prosecutors' Offices, both Entity Prosecutor's' Offices, and the Prosecutors' Office of Bosnia and Herzegovina. The research showed that there are significant differences when it comes to the degree of openness of these institutions.

Cantonal Prosecutors' Offices fulfilled 30% of required indicators, Entity Prosecutors' Offices fulfilled 49%, District Prosecutors' Offices fulfilled 35% while the Prosecutors' Office of Bosnia and Herzegovina fulfilled 56 % of said indicators.



## **GENERAL CONCLUSIONS**

In total, the Prosecutor's Offices in Bosnia and Herzegovina fulfill 41% of the indicators, and are third in the region, behind Montenegro (65%) and Kosovo (46%). If we look at the average score in the region, Prosecutors' Offices in Bosnia and Herzegovina are significantly above the average score, which is 24%.

However, although there are differences between institutions, there are also similarities between them, so we could extrapolate recommendations which can apply to all the institutions. There are four basic principles through which the institutions are monitored: Accessibility, Awareness, Transparency and Integrity.

## **ACTION STEPS**

### **ACCESSIBILITY**

When it comes to the Accessibility principle, Prosecutors' Offices in Bosnia and Herzegovina fulfill 44% of set indicators. The most problematic is the area of Freedom of Access to Information.

In order to improve this result, institutions need to implement some of the following recommendations:

- Institutions need to publish FOI approved requests, and the Register of information they have in their possession.
- Data that is being published needs to be in open data format, and appropriate training needs to be conducted for persons who are responsible for publishing the data in open formats.
- FOI guides need to be published, as well as contacts of person or persons who are responsible for handling these requests.

### **AWARENESS**

Indicators for the Awareness principle were fulfilled at a rate of 52%, which is the highest percentage of all openness principles. Since this principle is comprised mostly of indicators related to reports on performance, it has been noted that these reports are not delivered to the competent authorities in a timely manner. These reports should also include data on disciplinary measures and complaints against prosecutors.

Some of the recommendations are as follows:

- Yearly reports need to be delivered to the competent authorities in a timely manner.
- Yearly reports need to include data on disciplinary measures and complaints against prosecutors.
- Yearly reports need to include data on solved cases, verdicts etc.



## **INTEGRITY**

The Integrity principle was fulfilled with 38% success rate, and key problems that were identified are a lack of Integrity plans and non-publishing of codes of ethics.

Recommendations are as follows:

- Publish the Code of Ethics for prosecutors on the websites of the Prosecutors' Offices.
- Compose and publish the Integrity plan for prosecutors (a document which clearly outlines measures for prevention and elimination of different forms of corrupt and unethical behavior within the institution).

## **TRANSPARENCY**

In the area of transparency, the Prosecutors' Offices in BiH fulfilled 38% of the set indicators.

One of the positive findings in this area is that the Prosecutors' Offices regularly publish news and other content on their websites, and the fact that more than a half of the Prosecutors' Offices publish names and contacts of prosecutors on their websites.

However, there is still a significant number of flaws that were noted during the monitoring, and in order to improve the score, institutions should implement the following recommendations:

- Publish the data on salaries of the prosecutors on the websites.
- Publish current strategies by which the prosecutors' office is acting.
- Publish yearly Work programs on websites for the period of at least three years.
- Publish organograms of institutions on the websites.
- Set up online notice board on the websites.



## **8. COURTS**

### **GENERAL CONCLUSIONS**

In this years' research we gathered data on 18 Courts in total: four Basic Courts in Republika Srpska, two District Courts in Republika Srpska, eight Municipality Courts in Federation of Bosnia and Herzegovina, two Commercial District Courts, and Supreme Courts of the Federation of Bosnia and Herzegovina, and Republika Srpska.

When total results of the Courts in BiH are concerned, only 26% of indicators were fulfilled, which puts Bosnia and Herzegovina in the last place in the region. Montenegro had the best score, with 57%. Courts in BiH are also well behind the regional average, which is 40%.

Discrepancies were observed in different types of courts, the lowest result achieved by the Commercial District Courts (21%) followed by the District Courts (25%), Basic Courts (26%), Municipal Courts (26%), and finally the Supreme Courts with 31 % of fulfilled indicators.

However, although there are differences between institutions, there are also similarities, so we could extrapolate recommendations which can apply to all the institutions. There are four basic principles through which the institutions are monitored: Accessibility, Awareness, Transparency and Integrity.

### **ACTION STEPS**

#### **ACCESSIBILITY**

In the area of accessibility, the Courts in Bosnia and Herzegovina fulfilled 24% of the set indicators. The problems observed mainly relate to not publishing the verdicts with explanations, not publishing FOI approved information, non-existence of separate departments for communicating with the public, non-existence of electronic databases of court verdicts etc. Additionally, the fact that there are no departments for communication with the public significantly complicates access to information, as well as the fact there are no hotlines set up for citizen's complaints.

In order to improve the result in this area, the following recommendations need to be implemented:

- Set up electronic databases of court verdicts.
- Publish verdicts, together with explanations.
- Update FOI guides once a year, and make them accessible on the Court's official websites.
- Set up hotlines for citizens' complaints.
- Set up departments for communication with the public.
- Organize trainings for persons who are responsible for publishing the data, in order to get them acquainted with open data formats, and in order for them to adopt the practices of publishing said data in machine readable formats.

## **AWARENESS**

Concerning the Awareness principle, court institutions in Bosnia and Herzegovina have a miserable output of only 8% of indicators fulfilled.

Key problems observed relate to a lack of information about disciplinary measures and complaints against judges, not publishing statistics about the number of cases, duration of the processes, and number of verdicts etc. The fact that the reports to relevant institutions are not being sent on time pose an additional problem.

The recommendations are as follows:

- Work reports need to be delivered to relevant institutions on time.
- Work reports need to contain information on disciplinary measures and complaints about the judges.
- Statistics on number of cases, duration of the processes and number of verdicts need to be published.

## **INTEGRITY**

In the area of integrity, Courts in BiH fulfilled 23% of the set indicators. The major problems in this area are non-existence of integrity plans, which would clearly indicate measures for prevention and elimination of different forms of corrupt and unethical behavior within the institution and the fact that the ethical code for judges is not published.

In order to improve the result, institutions need to implement the following recommendations:

- Compose and publish the Integrity plan (a document which clearly outlines measures for prevention and elimination of different forms of corrupt and unethical behavior within the institution).
- Publish the Code of Ethics for judges on official websites of the Courts.

## **TRANSPARENCY**

The Courts in Bosnia and Herzegovina achieved the best result in the area of transparency, with 36% of indicators fulfilled, but there is still a lot of room for improvement. Work programs of institutions are not being published, as well as current strategies under which the courts operate. There are no documents written to ensure transparency, nor are judges' salaries or organograms of institutions published.

The following recommendations should be implemented:

- Publish yearly Work programs for the period of at least last three years
- Publish current strategies under which the courts operate
- Publish judges' salaries
- Publish data from notice boards on websites
- Set up strategies which ensure openness and transparency

## **9. HIGH JUDICIAL AND PROSECUTORIAL COUNCIL OF BIH**

Unlike other countries in the region, which have separate judicial and court councils, Bosnia and Herzegovina has only one body in charge of ensuring independent, unbiased and professional judiciary in Bosnia and Herzegovina, and that body is the High Judicial and Prosecutorial Council of Bosnia and Herzegovina.

In order for the results of the research to be comparable with regional results, the methodological approach required the assessment of different indicators in relation to courts and prosecution.

## **OPENNESS OF HIGH JUDICIAL AND PROSECUTORIAL COUNCIL OF BIH (JUDICIAL INDICATORS)**

HJPC BiH fulfills 65% of judicial indicators, and holds the second place among the institutions in the region, right after Montenegro (79%). HJPC is significantly better than the regional average (48%).

As with the other institutions, there are four basic principles included in the research: Accessibility, Awareness, Transparency and Integrity.

### **ACCESSIBILITY**

When it comes to the accessibility principle, HJPC fulfills 72% of the indicators. However, there are certain problems when it comes to the area of access to information: FOI approved requests are not published, nor is the FOI guide published and updated. Additionally, there is a need to set up guidelines for cooperation with the media in regards to monitoring the work of the Council.

The aforementioned indicators are the only ones observed as negative, so the recommendations are as follows:

- Update FOI guides once a year, and make them available on the Council's website.
- Publish approved FOI requests.
- Set up guidelines for cooperation with the media in regards to monitoring the work of the Council.

### **AWARENESS**

HJPC has fulfilled 100% of the indicators from the Awareness principle. Mechanisms for assignment of cases were established, yearly reports include information on disciplinary measures and complaints, and documents which determine the content of yearly work reports sent to the Council by other judicial institutions also exist.

### **INTEGRITY**

Concerning the Integrity principle, the Council fulfilled 69% of the indicators. Although this is a solid result, the Council needs to establish mechanisms for monitoring of implementation of the Code of Ethics, as well as procedures to sanction the cases of violations of said code. As with other judicial institutions, there is a need to establish an Integrity plan.

Recommendations are as follows:

- Establish mechanisms for monitoring the implementation of the Code of Ethics
- Establish procedures to sanction the cases of violations of the Code of Ethics
- Create and publish an Integrity plan (a document which clearly outlines measures for prevention and elimination of different forms of corrupt and unethical behaviour within the institution)

## **TRANSPARENCY**

In this area, the HJPC achieved the lowest result by fulfilling only 53% of indicators. Biggest objections are related to the budget of the institution, since the budgets are not available on the website, and reports on budget spending are not published regularly. Current strategies under which the Council acts and data on salaries also need to be published. Transparency in regards to the process of public procurement also needs improvement.

The following recommendations should be implemented:

- Publish yearly budgets on the official website for the period of at least three years.
- Publish reports on budget spending on the official website for the period of at least three years.
- Publish yearly work programs on the official website for the period of at least three years.
- Publish strategies under which the council acts on the official website.
- Publish data on salaries of Council members on the official website.
- Publish the contracts on public procurement on the official website.

## **OPENNESS OF HIGH JUDICIAL AND PROSECUTORIAL COUNCIL OF BIH (PROSECUTORIAL INDICATORS)**

The HJPC BiH fulfills 62% of prosecutorial indicators, and holds the second place among the institutions in the region, right after Montenegro (62%). The HJPC is significantly better than the regional average (41%).

As with the other institutions, there are four basic principles which were researched: Accessibility, Awareness, Transparency and Integrity.

## **ACCESSIBILITY**

When it comes to the Accessibility principle, the HJPC fulfils 70% of the indicators. However, there are certain problems when it comes to the area of access to information: FOI approved requests are not published, nor is the FOI guide published and updated. Additionally, there is a need to set up guidelines for cooperation with the media in regards to monitoring the work of the council.

The aforementioned indicators are the only ones observed as negative, so the recommendations are as follows:

- Update FOI guides once a year, and make them available on the Council's website.
- Publish approved FOI requests.
- Set up guidelines for cooperation with the media in regards to monitoring the work of the Council.

## **AWARNESS**

The HJPC has fulfilled 100% of the indicators from the Awareness principle. Mechanisms for assignment of cases were established, yearly report include information on disciplinary measures and complaints, and documents which determine the content of yearly work reports sent to the Council by other judicial institutions also exist.

## **INTEGRITY**

When it comes to the Integrity principle, the Council fulfilled 64% of the indicators. Although this is a solid result, the Council needs to establish mechanisms for monitoring of implementation of the Code of Ethics, as well as procedures to sanction the cases of violations of said code. As with other judicial institutions, there is a need to establish an Integrity plan.

Recommendations are as follows:

- Establish mechanisms for monitoring of implementation of the Code of Ethics.
- Establish procedures to sanction the cases of violations of the Code of Ethics.
- Create and publish an Integrity plan (a document which clearly outlines measures for prevention and elimination of different forms of corrupt and unethical behavior within the institution).

## **TRANSPARENCY**

In this area, the HJPC achieved the worst result by fulfilling only 49% of indicators. Biggest objections are related to the budget of the institution, since the budgets are not available on the website, and reports on budget spending are not published regularly. Current strategies under which the Council acts and data on salaries also need to be published. Transparency in regards to the process of public procurement also needs improvement.

The recommendations for improving in this area, are as follows:

- Publish yearly budgets on the official website for the period of at least three years.
- Publish reports on budget spending on the official website for the period of at least three years.
- Publish yearly work programs on the official website for the period of at least three years.
- Publish strategies under which the council acts on the official website.
- Publish data on salaries of Council members on the official website.
- Publish the contracts on public procurement on the official website.
- Create documents related to openness and transparency of the institution.
- Publish data on employees (names, positions and contacts) on the website.

## **10. METODOLOGY**

The Regional Index of Openness is a composite indicator that measures the degree to which governments in the Western Balkan countries are open to citizens and society. Openness is a key condition for democracy because it enables citizens to obtain the information and knowledge they need to equally participate in public debates, to take enlightened decisions and to hold governments accountable. Openness also supports good governance because it allows governing elites to reconsider and draw on ideas and expertise dispersed in society.

The Regional Index of Openness measures the extent of institutions' openness to citizens and society based on the following four principles: Transparency, Accessibility, Integrity and Awareness.

The principle of transparency means that a government provides clear and relevant public information on its work. This information relates to the organization and work of government institutions, mostly to budgeting and public procurement procedures.

Accessibility is related to ensuring and adhering to procedures on free access to information as well as strengthening interaction with citizens. Integrity includes mechanisms for preventing corruption, adopting codes of conduct and regulating lobbying activities. The last principle, awareness, is related to monitoring and assessment of policies which are conducted. Awareness denotes the availability and provision of information and knowledge within the government.



The four principles are further disaggregated into individual questions that are assessed on the basis of the information availability on official websites, legal framework's quality for specific questions, and other sources of public informing and questionnaires delivered to institutions. The Openness Index assesses how these four principles are realized in the following institutions or sets of institutions: core executive; line ministries; executive agencies; parliament; local self-government; courts; public prosecution. Since these institutions perform different functions in the process of governing or policy-making, individual questions are adapted to match the profiles of the respective institutions.

## **METHODOLOGICAL CONSTRAINTS**

Research methodology provides a formal insight into the achieved level of institutional openness in the region. However, in certain cases, its conclusions on how the institutional openness functions on the ground are limited. The very existence of the legal framework on institutional openness is not a guarantee that good governance principles are implemented in practice. This research provides a space for further, in-depth policy analyses of particular segments of openness and good governance principles implementation, which would be valuable for obtaining a comprehensive and clear picture of the openness of public institutions in the region.

Moreover, differences in governance structure and territorial organization between Western Balkans countries limit, to a certain extent, the comparative assessment of the achieved levels of institutional openness. In that regard, results of executive, legislative and judicial openness sometimes do not reflect actual relations between different institutions at both, national and regional levels.

Members of the Action SEE network undertook improvements and modifications of the research methodology and its indicators on the basis of the results and findings from the monitoring conducted in 2016, hoping that the new information obtained would contribute to better project results. The goal to use new and improved indicators is adding a new dimension to the research and more efficient approach to improvement of openness of institutions in the region.

Possessing the knowledge, concrete results and analysis of regional openness, and believing that the institutions of executive power would work on improvements in the area led by simply presented steps for making the improvements, we decided to advocate for the higher level of openness of institutions of government in the region. Therefore, this year's research is upgraded by indicators advocating for higher standards in proactive transparency.

Through about 80 indicators per institution, we measured and analyzed the openness of 645 government institutions through 30,000 indicators. After the monitoring was carried out, a control phase followed that showed a standard measurement error of +/- 3%.



## 11. PROJECT

Good governance is key to the rule of law. While corruption, transparency, rule of law and good governance are always in the spotlight, the understanding of systematic problems, which hardly receive sufficient coverage, remains very limited. The “ACCOUNTABILITY, TECHNOLOGY AND INSTITUTIONAL OPENNESS NETWORK IN SOUTHEASTERN EUROPE - ACTION SEE” project aims to raise awareness of such challenges by facilitating cooperation among civic organizations and consolidated strategic efforts for representation.

ACTION SEE provides a platform for dialogue and a concrete tool for measuring the degree to which state institutions uphold principles and standards of open governance (Index of Openness). The project aims to increase the inclusion of civic society and media organizations in decision making processes and the creation of public opinion and policies, as well as to raise the capacity of civic societies to address sensitive issues.

Specific project goals:

- Promote a dynamic civic society which effectively mobilizes citizens for active participation in issues related to the rule of law and good governance and affects policies and decision making processes at a national and regional level.
- Strengthen mechanisms for dialogue between civic organizations and government institutions and influence good governance and public administration reforms.

Stimulate civic and media organization networking at local and EU level, allowing the exchange of know-how, skills and connections, as well as increase the influence of their representation efforts. Action SEE is a network of civil society organizations that jointly work on promoting and ensuring government accountability and transparency in the region of Southeastern Europe, raising the potential for civic activism and civic participation, promoting and protecting human rights and freedoms on the Internet and building capacities and interests within civil society organizations and individuals in the region in using technology in democracy promotion.

*ACTION SEE project, funded by the European Union, is implemented by Metamorphosis Foundation, Westminster Foundation for Democracy, CRTA – Center for Research, Transparency and Accountability, Citizens Association Why not?, Center for Democratic Transition, Open Data Kosovo (ODK) and Levizja Mjaft!.*

## **12. READ MORE**

**Proposals for the improvement of the current state - Openness of institutions of executive power in the region and Bosnia and Herzegovina:**

<https://goo.gl/Xusswm>

**Parliament openness in the region and Bosnia and Herzegovina:**

<https://goo.gl/gZtn7n>

**Analysis of the openness of local self-governments in Bosnia and Herzegovina and the region:**

<https://goo.gl/LY2bC5>

**Openness of judicial bodies in the region and Bosnia and Herzegovina:**

<https://goo.gl/z5bmDu>



