



Bosnia and Herzegovina
AGENCY FOR STATISTICS
OF BOSNIA AND HERZEGOVINA

Mid-term Work Plan of the Agency for Statistics of Bosnia and Herzegovina 2026-2028

The document was prepared in accordance with the Decision on the procedure of medium-term planning, monitoring and reporting in the institutions of BiH (Official Gazette of BiH, 48/24).

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a) DESCRIPTIVE PART

STRATEGIC FRAMEWORK

The Mid-term Work Plan of the Agency for Statistics of Bosnia and Herzegovina 2026 – 2028 is based on the program budget of the Agency for Statistics of Bosnia and Herzegovina (Agency for Statistics of BiH), the public investment program, the Mid-Term Work Program of the Council of Ministers of BiH, and the Strategic Framework for Bosnia and Herzegovina up to 2030, as well as:

- Law on Statistics of Bosnia and Herzegovina
- Strategy for integrating BiH into the EU
- Stabilization and Association Agreement
- Framework for the realization of Sustainable development goals for Bosnia and Herzegovina, 2030
- Statistical Programme of Bosnia and Herzegovina 2025-2028
- Strategic directions of development of BiH Statistics 2030

The purpose of the Mid-term Work Plan is bidirectional. On the one hand, mid-term planning allows for the planning, implementation, and monitoring of measures established in strategic documents and projects from the Public Investment Program of BiH institutions, in accordance with the priorities of the Council of Ministers of BiH and available resources. On the other hand, the Mid-term Work Plan provides an up-to-date overview of all planned activities (current and developmental/reform) and results, estimated costs, and sources of financing for the next three years, thus serving as a mechanism for better resource prioritization within the institution and results-oriented management.

In accordance with the Strategic Framework of BiH institutions 2030, the mandate of the Agency for Statistics of BiH contributes to the strategic goal of a Transparent, Efficient, and Responsible Public Sector. Effective public institutions are the foundation of economic and social development of Bosnia and Herzegovina, and the work of BiH institutions is based on legality, efficiency, and transparency. The work of the Agency for Statistics of BiH is based on legality, efficiency, and transparency.

The priority of the Agency for Statistics of BiH, which derives from the strategic goal Transparent, efficient and responsible public sector, is to improve the functionality, transparency, efficiency and responsibility in institutions through a focus on reform processes that will transform, that is, orient the Agency for Statistics of BiH towards users, in such a way that it will put end users in focus by expertly monitoring their needs and expectations, and based on this, improve business processes, reduce the administrative burden, enable the availability of statistical services through different communication channels, while ensuring high quality.

Mid-term Work Plan 2026-2028 defines the priorities and long-term goals and needs, as well as a vision of key segments of work and activities in the next three-

year period, referring to the Statistical Program of Bosnia and Herzegovina for the period 2025 – 2028.

MANDATE, VISION AND MISSION

Mandates

The Agency for Statistics of BiH is an independent administrative organization, responsible for the processing, distribution and determination of statistical data of Bosnia and Herzegovina, as well as its international representation before European and international bodies in matters of statistics.

The Law on Statistics of BiH (Official Gazette of BiH, 26/04, 42/004) provides a legal framework for all the activities related to the preparation, collection, storage, processing, compilation, analysis and distribution of statistical data for BiH. According to the Law, statistical data for BiH are produced by the Agency for Statistics of BiH and entity statistical institutes. Program and planning documents are prepared by the Agency for Statistics of BiH in consultation with the entity statistical institutes. The Agency also establishes statistical standards for the implementation of the Program, which are used by all statistical authorities both at the state and entity levels, in this way contributing to the production of BiH statistics.

Mission

Our mission is to prepare and disseminate credible, reliable, timely and high-quality official statistics needed for decision making and informing the public about the important matters for Bosnia and Herzegovina.

Vision

By strengthening professional and infrastructural capacities and by adopting and implementing the best statistical practice, statistics of Bosnia and Herzegovina will achieve full compliance with international statistical standards and principles.

PARTICIPANTS AND PARTNERS

Participants and partners in achieving the statistical goals, program goals and activities in the field of statistics are:

- Authorities and institutions at the level of Bosnia and Herzegovina,
- Institute for Statistics of the Federation of Bosnia and Herzegovina and the Republika Srpska Institute of Statistics (entity statistical institutes)
- Central Bank of Bosnia and Herzegovina (CBBH)
- International organizations and donors

CBBH is responsible for production and distribution of monetary and financial statistics, balance of payment and international investment position, direct

investment statistics as well as government finance statistics and financial accounts.

Due to its scope and complexity, the realization of the goals requires significant financial resources and professional assistance from international organizations and donors.

BASIC PROGRAM ORIENTATIONS

In accordance with the defined strategic goal and priority, the program structure of the Agency for Statistics of BiH was determined. Our goal is to ensure the availability of unbiased statistical data for Bosnia and Herzegovina's society and economy through the provision of high-quality, harmonized and timely official statistical data.

Program structure

The program is based on key legal jurisdictions and mandates of the Agency for Statistics of BiH and on the goals through which the mandates contribute to the realization of our vision and mission. Development, production and dissemination of statistical data are based on prescribed methodologies, the best international standards and on transparently documented procedures according to quality criteria. The system of collecting, processing and publishing statistical data will be based on the best practices applied by the most developed statistical systems and on introducing technological advancements that will simplify the requirements towards the reporting units and increase the flexibility of the statistical system and its adaptation to new requests, paying attention to not increasing the burden on reporting units. Sustainability and development of the official statistics system is achieved through timely and continued development of human potential through professional training, the establishment of a positive organizational structure and efficient organization in accordance with the user needs and requirements.

Program: Production and dissemination of official statistics

The goal of the program is to produce and disseminate official statistics of good quality, harmonized with the user needs and requirements of the European statistical system.

The program goal is realized through the implementation of the following program activities and projects:

Program activity 1: Implementation of statistical surveys/activities

Program activity 2: Administrative and infrastructural support

Project: IPA 2019 Twinning/TA national project, EU support to statistics

RESOURCES AND CAPACITIES FOR ACHIEVING GOALS

Predicted sources of financing

Financial stability is of key importance for the professional and independent work of statistical institutions in BiH. In order to carry out activities established by law, the Agency for Statistics of BiH is provided with funds from the budget of institutions in accordance with the established multi-year budget framework and annual financial plan. However, if the ambitions in terms of harmonization and adherence to EU requirements are taken into account, the available financial resources cannot ensure their implementation in the field of statistics.

Numerous development activities depend on financial support provided by donors, and without the continuation of their support and/or budget increase, the process of harmonization to EU requirements will go very slowly.

The existing structure of statistical institutions in BiH is also prone to risks, considering that the development and implementation of statistical surveys depend on the availability of resources and possibilities of participation to all three statistical institutions. Any imbalance in the budget and resources can negatively impact the implementation and results of a very important survey at the state level.

In order to implement the program and corresponding projects and aiming to realize the set strategic and program goal of the Mid-term Work Plan 2026-2028, it is necessary to ensure BAM 23 645 000 from the budget of institutions of BiH and BAM 977 915 from the donations.

The aforementioned financial resources are needed for strengthening and development of organizational, human and technical capacities of the Agency for Statistics of BiH with the aim of achieving the goals stated in the Mid-term Work Plan.

Strengthening human resources needed for achieving goals from the Plan

The Agency for Statistics of BiH currently has 109 employees, which is 57% of the planned number of employees according to the Internal Organization Rulebook. The goal is to improve the educational structure of employees and their professional development, professional career guidance of employees (attention to key personnel and development of those profiles), as well as the implementation of measuring employee satisfaction, and based on that, improving their efficiency.

FRAMEWORK FOR MONITORING THE IMPLEMENTATION OF THE MID-TERM WORK PLAN 2026-2028

In order to monitor the activities on the implementation of the Mid-term Work Plan 2026-2028, key outcome and output indicators are defined.

Defining the key indicators

a) Framework for monitoring the implementation of Measures from strategic documents – Indicators

- Strengthening of statistical systems – Assessment of statistical capacities source data (%)
- Customer satisfaction index
- Statistical surveys documented through GSBPM
- Degree of establishment of an appropriate FMC (Financial Management and Control) (%)

b) Framework for monitoring the implementation of the Program - Program outcome indicator

- Assessment of the degree of compliance in the application of European legislation and other reference requirements in the field of official statistics (qualitative assessment)
- Percentage of produced and disseminated sets of statistical data in accordance with EU requirements (%)

c) Framework for monitoring the implementation of program activities and projects - Indicators of output results

Program activity 1: Implementation of statistical surveys/activities

- Conducted statistical surveys/activities planned in the Annual Plan of work of the Agency (number)
- Produced and disseminated sets of statistical data in accordance with the EU requirements (number)

Program activity 2: Administrative and infrastructural support

- Measures implemented in the process of FMC system establishment (number)

Project: IPA 2019 Twinning and TA national project, EU support to statistics

- Realization rate of project activities (%)

Methods of indicators data collection

The Agency collects information on indicators of results and success from all available sources. First of all, there are records of the Agency itself, and then there is relevant information from Eurostat and other available sources.

Determining the costs of executing programs and projects implies the active cooperation of managers of basic organizational units.

Basic conclusions of the previous Report on the implementation of the work plan

The Mid-term Work Plan of the Agency for Statistics of Bosnia and Herzegovina for the period 2026 - 2028 is being prepared for the first time in accordance with the new decision.

Number:

Sarajevo, 8 September 2025

GENERAL DIRECTOR

Vesna Ćužić

A) ACTION PLAN:

Form 1: Overview of measures and links to the strategic framework

Table 1. Overview of measures and linked elements taken from the relevant strategic documents

No.	MEASURE	Link to Strategic document	Indicator (unit of measure)	Initial indicator value (2025)	Target values of indicators			Program activity/project within which funds are planned for the implementation of the measure /candidate project **	Funding source for the implementation of the measure in total for the period 2026 - 2028 (indicate the source without quantification)				
					2026	2027	2028		Budget	Credit	Donation / grant	Other sources	n/a***
					6	7	8		9	10	11	12	13
1	Strategic objective:	Transparent, efficient and responsible public sector											
1.1	Priority:	Improve functionality, transparency, efficiency and responsibility in institutions											
1.1.1.	Strengthen instruments for the implementation and revitalization of the global partnership for sustainable development	Framework for the implementation of the Sustainable Development Goals in BiH	Strengthening statistical systems - Evaluation of statistical capacity source data (%)	75	80	85	90	Conducting statistical surveys/activities	X	-	-	-	-
1.1.2.	Official statistics of BiH produced in accordance with the user needs	BiH Statistical Program for the period 2025 - 2028	Customer satisfaction index (index number)	81	81	82	83	Conducting statistical surveys/activities	X	-	-	-	-
							IPA 2019 Twinning and TA national project - EU support to IBiH statistics - BHAS 18	-	-	X			
1.1.3.	Improvement of the statistical business process		Statistical surveys documented using GSBPM (number)	2	10	15	20	Conducting statistical surveys/activities	X	-	-	-	-
1.1.4.	Development of a sustainable institutional environment		Degree of establishment of the appropriate FMC system (%)	84	86	88	90	Administrative and infrastructural support	X	-	-	-	-

* Fill in the table for each priority

** Projects (regardless of status) are listed with the project code from PIMIS

*** Funding has not been provided for the proposed projects, so the source of funding has not been determined.

**** Specifies the last year of implementation

Table 2. Overview of projects that directly contribute to the realization of priorities and strategic goals

1	Strategic objective:	Transparent, efficient and responsible public sector						
1.1	Priority:	Improve functionality, transparency, efficiency and responsibility in institutions						
No.	Project name *	Project status **	Funding source (indicate source without quantification)					Project Completion Deadline ****
			Budget	Credit	Donation / grant	Other sources	n/a***	
1.	IPA 2019 Twinning and TA national project - EU support to IBIH statistics - BHAS 18	I	-	-	Yes	-	-	2026.
2.	Agriculture Census IBIH - BHAS 24	C	-	-	-	-	X	2026.
3.	IPA 2022 _ Continued support to the BiH statistical system (Twinning project and Procurement of IT equipment) IBIH - BHAS 27	C	-	-	-	-	X	2028.

* Project name and code from PIMIS.

** C-Candidate; A- Approved; I - in implementation.

*** Funding has not been provided for the proposed projects, so the source of funding has not been determined.

**** Specifies the last year of implementation

B) ACTION PLAN:

Form 2: Overview of programs, program activities, projects and planned acts

Table 1. Planned program activities and projects for which funds have been provided

PROGRAM NAME:		Production and dissemination of official statistics													
OBJECTIVE OF THE PROGRAMME:		To produce and disseminate official statistics of good quality, aligned with the user needs and the requirements of the European statistical system													
No.	Outcome indicator (unit of measure)	Initial value (2025)	Target value												
			2026	2027	2028										
1.	Assessment of the degree of compliance in the application of European legislation and other reference requirements in the field of official statistics (qualitative assessment)	1 - early compliance phase	2 - a certain level of compliance	2 - a certain level of compliance	3 - moderate level of compliance										
2.	Percentage of produced and disseminated sets of statistical data in accordance with EU requirements (%)	40	40	43	45										
No.	PROGRAM ACTIVITY/ PROJECT (project code in PIMIS)	Result indicator (unit of measure)	Initial value (2025)	Target value			Estimated cost				Sources of funding				
				2026	2027	2028	2026	2027	2028	Total for PA/PR	Budget	Credit	Donation /grant	Other sources	Total for PA/PR
1.	Conducting statistical surveys/ activities	Statistical surveys/ activities planned by the Agency's annual Work Plan (number)	195	195	196	196	7318858	6183821	6245626	19748305	19748305	0	0	0	19748305
		Produced and disseminated sets of statistical data in accordance with EU requirements (number)	360	365	370	380									
2.	Administrative and infrastructural support	Measures implemented in the process of establishing the FMC system (number)	112	113	115	117	14444142	1220179	1232374	3896695	3896695	0	0	0	3896695
3.	IPA 2019 Twinning/ TA - national project, EU statistical support IBIH-BHAS -18	Implementation rate of activities within the project (%)	80	100	-	-	977915	0	0	977915	0	0	977915	0	977915
TOTAL FOR THE PROGRAM:							9740915	7404000	7478000	24622915	23645000	0	977915	0	24622915

* Fill in the table for each program

Table 2. Planned projects for which no funds have been provided

PROGRAM	CANDIDATE PROJECT (project code in PIMIS)	Planned start of the project	Total estimated value
Production and dissemination of official statistics	IBIH - BHAS 24	2023.	16113598
	IBIH - BHAS 27	2026.	6000000
Total for the PROGRAMME:			76,113,598
Total :			76,113,599

Table 3. Plan for the preparation of acts

1. Laws/by-laws to be submitted to the Council of Ministers of BiH					
No.	Name of the law/ by-law	Organizational unit(s) responsible for preparation	Institution responsible for sending proposals to the Council of Ministers of BiH	Compliance with the EU acquis (yes or NO)	Planned preparation deadline
1.	Decision on the adoption of the Work Plan of the Agency for Statistics of BiH for 2027	Department for Statistical Methodology, Standards, Planning, Quality and Coordination	Agency for Statistics of BiH	NO	IV quarter of 2026
2.	Decision on the adoption of the Work Plan of the Agency for Statistics of BiH for 2028			NO	IV quarter of 2027
3.	Decision on the adoption of the Work Plan of the Agency for Statistics of BiH for 2029			NO	IV quarter of 2028
4.	Decision on the adoption of the Statistical Programme of BiH for the period 2029-2032			NO	IV quarter of 2028
2. By-laws adopted by the Head of the BiH institution					
No.	Name of the bylaw	Organizational unit(s) responsible for preparation	Compliance with the EU acquis (yes or NO)	Planned deadline for adoption	
-	-	-	-	-	
3. Strategic documents					
No.	Strategic document name	Organizational unit(s) responsible for preparation	Institution responsible for sending proposals to the Council of Ministers of BiH and the Presidency of BiH	Planned preparation deadline /launch of the initiative	
1.	Statistical Programme of Bosnia and Herzegovina for the period 2029-2032	Department for Statistical Methodology, Standards, Planning, Quality and Coordination	Agency for Statistics of BiH	IV quarter of 2028	
4. International treaties, agreements or conventions					

No.	Name of the international treaty, agreement or convention	Organizational unit(s) responsible for preparation	Institution responsible for sending proposals to the Council of Ministers of BiH and the Presidency of BiH	Planned deadline for the preparation/ launch of the initiative
-	-	-	-	-

Form 3: List of high and critical strategic risks of the Agency for Statistics of BiH and measures for risk elimination *

No.	RISK DESCRIPTION	RISK MEASURES/RESPONSES	DEADLINE	RESPONSIBLE PERSON	CURRENT STATE
1	Failure to adopt the Law on Budget of BiH Institutions due to the lack of agreement on the budget in the executive and legislative bodies of BiH may result in the inability to implement the planned activities within the competence of the Agency in a certain period of time	Reduce/mitigate the risk by timely preparation and submission of the MF&T proposal for the decision to allocate funds from the budget reserve, if on the basis of the analysis of the need for additional funds, the merits of the proposed decision are determined	According to the indicated need after the adoption of the Decision on Interim Financing	Head of the Department for Finances and Accounting Director General	Law on the Budget of BiH Institutions and International Obligations of BiH published in the Official Gazette of BiH on 23 July 2024. By adopting the budget, certain planned activities were implemented. However, the funds were still insufficient, especially for the purchase of the necessary equipment.
2	Increasing the demand of domestic users and Eurostat for official statistics due to limited budget funding, i.e. appropriations for the implementation of planned statistical surveys/ activities may result in the non-implementation of planned surveys/ activities	Reduce/mitigate the risk by preparing and submitting an MF&T proposal for a decision to allocate funds from the budget reserve for the implementation of planned activities	According to the indicated need	Director General	The request for the implementation of the Agricultural Census with an insufficiently defined source of funds for its full implementation was the subject of consultations with relevant parties who could provide assistance in the implementation of this significant project.
3	The implementation of the procurement of IT equipment for the smooth functioning of the IT system due to inefficiencies in the public procurement procedure may result in problems in the functionality of the IT system and availability of IT system resources (servers, PCs, communication equipment and other peripheral devices)	Reduce/ mitigate the risk by implementing the direct agreement procedure if the value of the procurement is up to BAM 6000 (excluding VAT); By submitting a request for amendment of the Procurement Plan	In accordance with the need for urgent procurement	Head of the Department for Finances and Accounting and Department for Communication and Management of Information Structures; Public Procurement Commission;	The Agency still does not have adequate IT equipment and in the coming period it is necessary to determine and plan the procurement of this equipment, primarily in order to modernize the existing one.

				Director General	
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** The list of high and critical strategic risks and measures for risk elimination is added as an annex to the Action Plan of the Mid-Term Work Plan of the institution.*