

**Project Fiche – IPA Annual Action Programme 2007 for Bosnia and Herzegovina**  
**Strengthening HRM system in the area of civil service training through twinning**

**1. Basic information**

**1.1 CRIS Number:**

**1.2 Title:** Strengthening HRM system in the area of civil service training through twinning

**1.3 ELARG Statistical Code:** 01. 34 – Institutions

**1.4 Location:** Sarajevo, BH

**Implementing arrangements:**

**1.5 Contracting Authority:** EC Delegation in Bosnia and Herzegovina

**1.6 Implementing Agency:** EC Delegation in Bosnia and Herzegovina

**1.7 Beneficiary (including details of project manager):**

BH Civil Service Agency, Trg BiH 1, Sarajevo

Project Manager: Hazim Kazić, Assistant Director

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Secondary beneficiaries: HRM units / Training Managers (Units for implementation of the Civil Service Act) of the BH institutions.

**Financing**

**1.8 Overall cost:** 500.000 Euro

**1.9 EU contribution:** 100%

**1.10 Final date for contracting:** N+2

**1.11 Final date for execution of contracts:** N +4

**1.12 Final date for disbursements:** N + 5

**2. Overall Objective and Project Purpose**

**2.1 Overall Objective:**

To support institution building through consolidation of the HRM network in the area of training and development.

**2.2 Project purpose:**

Develop capacity in the institutions needed for implementation of the Principles of BH State Level Civil Service Training System

**2.3 Link with AP/NPAA / EP/ SAA:**

European Partnership: *Build training capacity for civil servants within Bosnia and Herzegovina*

PAR Strategy, HRM 7. *Training and development: Training based on personal, organizational and increased efficiency needs which calls for capacity building of training managers. HRM 7.3. Training management in the individual institutions: Institutions are to prepare annual training plans*

**2.4 Link with MIPD:**

2.2.1. Political Requirements 2.2.1.2: *Supporting the Reform of the Public Administration in order to obtain a reformed, streamlined, harmonized, effective, transparent and service oriented public administration, capable of leading BH through the Stabilisation and Association Process*

**2.5 Link with National Development Plan:**

N/A

**2.6 Link with national/ sectoral investment plans**

N/A

**3. Description of project**

**3.1 Background and justification:**

Recently established Units for Implementation of the Civil Service Act in BH institutions (HRM Units) require capacity to implement the PAR strategy in the area of human resource management, in particular in the area of civil service training and development.

Depending on the size of the institution, Units for implementation of the Civil Service Act can have HR managers and/or training managers. Larger institutions have both or even more staff involved in dealing with HR matters and smaller ones have only one civil servant covering all HRM tasks. This project is to deal primarily with training managers and is to build their capacity in the area of training of civil servants. At present, 31 institutions out of 62 (the number of state institutions is expected to continue to rise) have identified training managers, which is a legal obligation. The CSA has planned activities related to advising institutions heads on appointment of HR units in accordance with the CoM decision and it is expected that we will have all institutions appoint HR /Training managers by the end of the year.

In accordance with the Principles of training, BH CSA has the mandate to plan and organize horizontal training of interest to all state institutions. On the other hand, state institutions are responsible for developing their own civil service training management capacity and for coordinating training related to their area of policy. Entities and Brčko district have their own civil service agencies tasked with civil servants training and are entirely independent in their work.

The PAR Strategy clearly calls for training management in the individual institutions and states that institutions are to prepare annual training plans based on personal, organizational and increased efficiency needs, which calls for capacity building of training managers. It also calls for the establishment and reinforcement of HRM units in line Ministries.

In a recent effort to define training priorities for 2007, the CSA BH undertook every effort to involve all stakeholders in the process. The CSA defined a list of priority areas for horizontal development programs based on strategic papers and available financial resources and prepared a simple and yet comprehensive instruction to be followed by institutions in identifying and planning their priority areas for training. The response we received was negligible – only a couple of institutions responded, which is a clear indication of the lack of expertise to complete the task. It should be noted, however, that this was a complex task which calls for specific capability and skills.

The project shall develop capacity at the institutions related to management of civil servant's training in their specific policy areas. This will lead to development of demand driven programs which truly meet the training needs. The project shall also establish genuine counterparts for the Training Unit of the CSA in planning and designing training activities which are horizontal in nature.

### **3.2 Assessment of project impact, catalytic effect, sustainability and cross border impact**

This is a capacity building project which will run for 12 months. Its success will be measured by the degree to which it has imparted capacity to the staff of institutions to plan and deliver sector specific trainings.

With this capacity developed and mid term training priorities properly defined, impact to the ongoing public administration reform will be considerable as the institutions will be able to offer civil service development programs that will be truly demand driven. This will, no doubt, have a huge impact on institutions and their improved efficiency in implementation of the reforms and is also expected to have a spill-over effect to other levels of public administration.

To make the project sustainable, a necessary requirement would be allocation of adequate finances that institutions have to set aside for training in accordance with the Principles of Training. Regardless of the fact how soon will this CoM decision be implemented, this project will not only create necessary prerequisites for those funds to be utilized in the best fashion once available but will also enable training managers to competently evaluate trainings being on offer through bilateral cooperation and ask for trainings in accordance with strategic objectives and institutional needs.

### **3.3 Results and measurable indicators:**

- Common principles and structured training system that supports systematic, quality training implemented in the BH institutions.
- Competence of HRM specialists / Training Managers in all state institutions developed – Minimum of 50 Training Managers trained.
- Mid term training priorities and strategic action plan for each institution identified
- Individual BH institutions assume full responsibility for training within their mandate

### **3.4 Activities:**

- **Joint introductory training on management of training.** The following topics, but not necessarily limited to those, are to be covered in a 10 day training: Training and permanent education, phases in the process of training management – training cycle, Identification of training needs, Development options (Standard / tailored courses, Coaching / mentoring, Shadowing, Secondments, Study visits), Training plan – structure and format, Costing the training plan, Definition of training objectives, Drawing up a specification, Evaluation of tenders, Competence standards for trainers, Evaluation of training, Promotion of training

Five two-days sessions are planned for two groups over a two months period. Simultaneous / consecutive / written translation will be required. Training outside of place of residence will be

preferred. *Training is to be interactive with tasks and exercises that participants need to complete.* External certification of the course would be an added bonus.

- **Coaching / Mentoring** – Important tool in bridging between the training room and the workplace. A working week is to be planned with every training manager at his/hers working place. During this time the expert(s) shall help training manager do training needs analysis and develop a mid term training plan for the institution.

In most cases an interpreter would be required.

- **Study trip** – Exposure of participants to best practices available.

Training managers are to visit similar institutions abroad. Also, a visit to the Civil Servants Training Institute / Center is to be organized.

The project shall also provide resources for interpretation and for production of specific training materials.

### **3.5 Conditionality and sequencing:**

The project is ready to be implemented since all necessary preconditions are in place:

- Legislative framework which defines position and the role of HR units / Training Managers has been adopted (Official Gazette, No: 35/06, May 9, 2006)
- HR units / Training Managers have been established with 31 out of 62 of institutions. The remaining HR Units / Training Managers are expected to be operational by the time the project starts. It is reasonable to expect that we will have at least 50 training managers available for training by the time the project starts. As a last resort, inclusion of entity ministries in the project should be left open in case of insufficient number of interested state institutions.
- Civil Service Agency can provide office space for the twinning expert (one).

### **3.6 Linked activities:**

- EC funded UNDP Civil Service Training Project recently delivered training for training managers from the civil service agencies and HRM department of Brcko district. This project will not be duplication since the target group is different. The CSTP project also delivered training in the area of HR management for HR specialists but not in the area of training and development.
- Twinning Light of the Estonian State Chancellery with the BH CSA: The project helped CSA develop strategic approach to training and produced, among others, a document entitled “Principles of BH State Level Civil Service Training System”, which lays the foundation for division of tasks and responsibilities in relation to training of civil servants. It is a binding document for all state institutions and this project is a direct follow up on the recommendations made there.

The project also developed a Manual for Training Managers which was distributed to all state institutions and entities and which can, together with somewhat similar manual developed under the CSTP project, be used as a starting point for the twinning expert in developing the training agenda for the seminar on management of training.

- Support to the Public Administration Reform Coordination Office: the project is supporting the implementation of the PAR Strategy and its Action Plan. The currently proposed project is in line with the Strategy and conforms to a priority deriving from its Action Plan

### 3.7 Lessons learned

The earlier Twinning Light project referred to above has proved to be quite successful in our case as it developed strategic approach to training of civil servants. In addition to the project's proper shaping views of the CSA staff related to training, the CSA staff and the experts jointly produced a number of documents: Principles of training, Strategic Action Plan, TNA, Example Training Curricula for priority areas for training, Implementation plan for trainings, Upgraded Curriculum for EU training, recommendations for improved cooperation with entity agencies, establishment of the training and development committee etc. Its success was also confirmed by several monitoring reports which considered this Twinning Light project amongst the most successful in the country.

We hold that similar partnership with experts will produce comparable impact in the institutions and that twinning it is most suitable and rational way to build the missing capacity.

### 4. Indicative Budget (amounts in €)

Activities	TOTAL COST	SOURCES OF FUNDING										
		EU CONTRIBUTION				NATIONAL PUBLIC CONTRIBUTION				PRIVATE		
		Total	% *	IB	INV	Total	% *	Central	Regional	IFIs	Total	% *
Twinning												
Twinning contract	500.000	500.000	100	*								
<b>TOTAL</b>	<b>500.000</b>	<b>500.000</b>	<b>100</b>									

\* expressed in % of the Total Cost

### 5. Indicative Implementation Schedule (periods broken down per quarter)

Contracts	Start of Tendering	Signature of contract	Project Completion
Twinning Contract	1/2008	6/2008	6/2009

All projects should in principle be ready for tendering in the 1<sup>ST</sup> Quarter following the signature of the FA

**6. Cross cutting issues (where applicable)**

**6.1 Equal Opportunity**

The project will respect relevant laws. The HRM specialists have already been appointed by the institutions and we are to accept the target group as it is, regardless of their ethnic or minority origin or their gender. Nevertheless, The Civil Service Act calls for equal representation in employment of civil servants so we can expect that this important condition will be met.

**6.2 Environment**

N/A

**6.3 Minorities**

Please see 6.1 above.

## **ANNEXES**

## ANNEX 1: Logical framework matrix in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche		Programme name and number Strengthening HRM system in the area of civil service training through twinning		
		Contracting period ) expires 2 <sup>nd</sup> quarter of 2009		Disbursement period expires 02 <sup>nd</sup> quarter of 2009
		Total budget : 500.000		IPA budget: 500.000
<b>Overall objective</b>	<b>Objectively verifiable indicators</b>	<b>Sources of Verification</b>		
<i>To support institution building through consolidation of the HRM network in the area of training and development</i>	<i>Improved cooperation with the CSA, genuine counterparts to the BH CSA at the state level institution established. Mid term priority areas for training identified in the BH institutions</i>	<i>Increase in the number and frequency of HRM networking events</i>		
<b>Project purpose</b>	<b>Objectively verifiable indicators</b>	<b>Sources of Verification</b>	<b>Assumptions</b>	
<i>Develop capacity in the institutions needed for implementation of the Principles of BH State Level Civil Service Training System.</i>	<i>Civil Service training at BiH institutions meets levels planned on the basis of needs assessment. Numbers of training courses meet planned levels; Numbers of participants meet planned levels  Principles of BH State Level Civil Service Training implemented individual institutions assume full responsibility over training in their policy areas</i>	<i>Reports of training programmes Training needs assessment BiH state level reports on civil service training</i>	<i>Proper experts identified BH institutions allocate funds for training</i>	
<b>Results</b>	<b>Objectively verifiable indicators</b>	<b>Sources of Verification</b>		<b>Assumptions</b>
<i>Common principles and structured training system that supports systematic, quality training implemented in the BH institutions.  Competence of HRM specialists / Training Managers in all state institutions developed – Minimum of 50 Training Managers trained.  Mid term training priorities and strategic action plan for each institution identified  Individual BH institutions assume full responsibility for</i>	<i>Competence of 50 HRM specialists/ Training Managers developed</i>	<i>Participation and quality control</i>		<i>Partners will cooperate positively in execution of activities</i>



<i>training within their mandate.</i>			
<b>Activities</b>	<b>Means</b>	<b>Costs</b>	<b>Assumptions</b>
<i>Expert assistance to support implementation of common principles in BH institutions by providing guidance, instructions and advice related to development of a training system and training management capacity in key ministries and institutions on the basis of Principles of BH State Level Civil Service Training System through</i> <ul style="list-style-type: none"> <li>• <i>joint introductory training on training management seminars</i></li> <li>• <i>TNA and identification of mid term priorities, individual coaching</i></li> <li>• <i>Study trip</i></li> </ul>	<i>Twinning</i>	<i>500.000 Euro</i>	<i>Units for implementation of Civil Service Act established at all BH institutions</i>

**Pre conditions**

**ANNEX II: amounts (in €) Contracted and disbursed by quarter for the project**

<b>Contracted</b>	<b>06/08</b>	<b>1/09</b>			<b>6/09</b>					
Twinning contract	500,000									
<b>Cumulated</b>										
<b>Disbursed</b>										
Twinning contract	400,000		50,000		50,000					
<b>Cumulated</b>	<b>400,000</b>		<b>450,000</b>		<b>500,000</b>					

### Annex 3 Reference to laws, regulations and strategic documents:

Reference list of relevant laws and regulations

Law on the Council of Ministers	Official Gazette, No.: 30/03
Civil Service Act	Official Gazette, No: 12/02, 19/02, 35/03, 4/04, 17/04, 26/04, 37/04, 48/05, 2/06
Decision on Establishment of Units for Implementation of the Civil Service Act in the BH institutions	Official Gazette, No: 35/06
Principles of BH Civil Service Training System	03.08.2006. (CoM Decision)

Reference to AP /NPAA / EP / SAA

PAR Strategy, HRM 7. Training and development: Training based on personal, organizational and increased efficiency needs which calls for capacity building of training managers. HRM 7.3. Training management in the individual institutions: Institutions are to prepare annual training plans.

Reference to MIPD

2.2.1. Political Requirements 2.2.1.2 Supporting the Reform of the Public Administration in order to obtain a reformed, streamlined, harmonized, effective, transparent and service oriented public administration, capable of leading BH through the Stabilisation and Association Process

***All relevant documents, reviews and agreements stress importance of capacity building of civil servants to successfully implement the public administration reform and this project is fully in line with those recommendations and actual needs.***

Reference to National Development Plan

Reference to national / sectoral investment plans

#### **Annex 4- Details per EU funded contract (\*) where applicable:**

For *twinning covenants*: account of tasks expected from the team leader, resident twinning advisor and short term experts

The objective is to provide focused and relevant expertise to the HRM units / Training Managers in the BH institutions necessary for improving its capacity to deliver systemic and efficient training programs aimed at civil servants. It is to be achieved by twinning with a comparable and well established institution in one of the EU countries.

Specific objectives are to:

- Help the BH institutions in fulfilling its mandate related to training of civil servants
- Increase overall capacity level of the Training managers in relation to identifying, designing and delivery of training programs

#### **Expected inputs**

The project shall provide one **Team Leader / Resident Twinning Advisor** who shall

- develop a training program and syllabi specifically designed for training managers. The following areas, not necessarily limited to these, must be covered by the training:
  - Training and permanent education, phases in the process of training management
  - Conducting training needs assessment
  - Development options (Standard / tailored courses, Coaching / mentoring, Shadowing, Secondment, Study visits)
  - Training plan – structure and format
  - Costing the training plan
  - Establishment of training objectives
  - Drawing up a specification
  - Evaluation of tenders
  - Competence standards for trainers
  - Evaluation of training
  - Promotion of training
- deliver 10 days of training to target beneficiaries – five sessions of two days, preferably outside of place of residence;
- Assist training managers in carrying out training needs assessment for their institution and in identification of priority areas for training and consequent framing of curricula;
- Develop a three years strategic plan for training for each institution in cooperation with the training manager;

- Coach training managers in ministries at their workplace for a week – Application of knowledge and skills gained through training;
- Plan and organise a study trip for training managers to expose the participants to good practices available

Two **short term experts** to provide

- coaching / mentoring to training managers in BH institutions at his/hers workplace during a working week, doing a TNA for the institution
- Assist training managers in carrying out training needs assessment for their institution and in identification of priority areas for training and consequent framing of curricula;
- Develop a three years strategic plan for training for each institution in cooperation with the training manager;

### **The profile of the Team Leader / Resident Twinning Advisor**

- University degree in relevant subject (e.g. public administration)
- At least five years of working experience in the area of designing / planning / delivery of civil service training programs.
- Knowledge of conducting training needs assessment,
- Good understanding of relevant practices and procedures in different EU Member States and Candidate Countries
- Ability and preferably experience in working in an advisory capacity in a third country. (Experience of carrying out similar tasks in one of the previous or current candidate countries is desirable)
- Experience in co-ordinating a team
- Good communication skills
- Knowledge of local languages will be considered an asset.

### **The profile of Short Term Experts**

- University degree in relevant subject (e.g. public administration)
- At least three years of working experience in the area of designing / planning / delivery of civil service training programs.
- Knowledge of conducting training needs assessment,
- Good understanding of relevant practices and procedures in different EU Member States and Candidate Countries
- Ability and preferably experience in working in an advisory capacity in a third country. (Experience of carrying out similar tasks in one of the previous or current candidate countries is desirable)
- Experience in co-ordinating a team
- Good communication skills
- Knowledge of local languages will be considered an asset.