UNIT FOR DONOR COORDINATION, FINANCE, MONITORING AND EVALUATION

REPORT ON EVALUATION

of the project

Training of Civil Servants for Application of Information Technologies and Work on Computers

INFORMATION ON THE PROJECT

No. of the Contract:	**01-07-106-69/10 and 01-07-106-70/10, as well as annexes No. 04-07-2-25-66/11 and 04-07-2-25-67/11**
Title of the Project:	**Training of Civil Servants for Application of Information Technologies and Work on Computers**
Implementer:	**Consortium:** CCED Sarajevo, Net Pro d.o.o. Brčko, ETC – ECDL d.o.o. Banja Luka, BHM d.o.o. Zenica, KING-ICT Sarajevo and KING-ICT Zagreb
Start Date:	**December 28, 2010**
Duration of the Contract:	**14 months**
Date of Completion:	**28/02/2012**
Extension Duration:	**3 months**
Changed Date of Completion:	**May 28, 2012**
Status of the Project:	**Completed**

FINANCIAL INFORMATION

Table 1 - Budget Overview:

CONTRACTED BUDGET in BAM	**1,213,424.95**
SPENT FUNDS in BAM	**1,207,751.11**
SPENT FUNDS in %	**99.5 %**

	Planned in BAM				Spent in BAM	%
	Cycle 1	Cycle 2	Cycle 3	total		
Lot 1 (BiH level)	46,800.00	0.00	23,400.00	70,200.00	70,200.00	100 %
Lot 2 (FBiH level)	268,760.70	139,276.80	201,386.25	609,423.75	609,423.75	100 %
Lot 3 (RS level)	272,025.00	0.00	134,257.50	406,282.50	406,282.50	100 %
Lot 4 (BD level)	46,800.00	23,400.00	34,643.70	104,843.70	102,518.70	98 %
Accompanying Expenses	18,116.67	4,558.33	0.00	22,675.00	19,326.16	85 %
TOTAL	**652,502.37**	**167,235.13**	**393,687.45**	**1,213,424.95**	**1,207,751.11**	**99.5 %**

1. SUMMARY

Modernisation of public administration presents one of the strategically important areas of reform that has an objective to increase its efficiency and economy. Use of information technologies is inseparable part of the process of modernisation, which opens new horizons to physiognomy of organisation of authorities, public sector and public services, as well as new expectations of citizens as beneficiaries, clients and consumers. Therefore, the process of modernisation in one significant segment is achieved through improvement of the level of IT knowledge, i.e. strengthening of the factor of human resources in the segment of use of information technologies. Joint determination of the local authorities is directed through this project exactly to training of civil servants in that segment, with intention to create more

modern, efficient and economic public administration. This determination has been recognised as a priority also by the PARF donors, and as such it encountered a support in the form of this project that implied providing services of training for application of information technologies and use of computers by a standardised training programme to the employees in the civil service / administration bodies and verification of the gained knowledge. The public procurement procedure ensured implementation of trainings, testing and certification by the ECDL standard, which corresponded to the requirements in the terms of reference.

Through this project, 2400 civil servants from the whole territory of Bosnia and Herzegovina went through the training for gaining the ECDL (European Computer Driving Licence) certificate. At the state administration level, there were 300 civil servants, at the level of the Federation of BiH (including the civil servants from the level of the cantons) there were 1125 civil servants, at the level of the Republic of Srpska there were 750 civil servants, and in the Brčko District of BiH there were 225 civil servants. After the trainings have been completed, there was a testing and award of the certificates to the successful attendees. The test to gain the ECDL licence was successfully passed by 1924 civil servants, which is around 80% of the total number of the attendees of the training. Findings of the evaluation show that this is the gained knowledge that is regularly being applied in everyday work, which directly increased productivity of the civil servants, and thus efficiency and economy of the civil service.

In addition to successfully achieved project results, the project was accompanied also by an adequate promotion (four press conferences and the website of the project), as well as very good cooperation of the Supervisory, the Implementation and the Project Team.

2. PROJECT SYNOPSIS

LINK WITH THE AP 1 / THE RAP 1: The project is in a direct link with the Action Plan 1 of the Strategy of Public Administration Reform in BiH, in the areas of Human Resources Management (chapter 7. Trainings and Development) and Information Technologies (chapter IT 2. Organisation and Human Resources).

OBJECTIVE: Development of effective and modern civil service / administration in BiH, in accordance with the European standards and the best practice, which would be capable to meet the requirements of the integration processes in the EU and provide a quality service to its citizens, clients from the economy sector and other users of its services.

PURPOSE: Improve the knowledge of the civil servants in the bodies of the civil service / administration at the level of the institutions of BiH, the Federation of BiH, the Republic of Srpska and the Brčko District of BiH for practical application of the knowledge from the area of IT in everyday work, and increase the degree degree of computer literacy in the civil service / administration.

RESULTS:

R1: Drafted plan of the project, methodology of the training, teaching materials for the training and established plan of implementation of the training by the levels: BiH, the FBiH, the RS and the BD BiH.

R2: Implemented training and final tests for verification of knowledge for the attendees of the training from the institutions and bodies of administration from the levels: BiH, the FBiH, the RS and the BD BiH.

R3: Ensured evaluation of the training programme, promotion of the project and the results.

LOCATION: Bosnia and Herzegovina - the Federation of Bosnia and Herzegovina, the Republic of Srpska, the Brčko District of Bosnia and Herzegovina (Sarajevo, Zenica, Tuzla, Orašje, Bihać, Livno, Široki Brijeg, Mostar, Travnik, Goražde, Banja Luka, Doboj, Trebinje, Bijeljina, Istočno Sarajevo, Prijedor, Zvornik, Brčko).

BENEFICIARIES: Beneficiaries of the project are the civil servants from the administration levels of the BiH institutions, the institutions of the Federation of BiH, the institutions of the Republic of Srpska and the institutions of the Brčko District of BiH.

SOURCE OF FUNDS: The Project is completely financed by the funds of the Public Administration Reform Fund.

3. FRAMEWORK OF EVALUATION

The evaluation has been implemented in the period September - October 2013, and it has been methodologically based on the Guidelines for Monitoring and Evaluation of the Projects Financed from the PARF, adopted by the PARF JMB in March 2010. It covers the period of project implementation from 28 December 2010 to 28 May 2012, as well as the period after completion of implementation, through information of the project impact and its sustainability. During the evaluation, all the available project documentation (the Contract, the Terms of Reference, the Inception Report, the Interim Reports and the Final Report of the Implementer, including all the annexes) has been thoroughly reviewed.

The most significant limitation that in a certain way directs this evaluation is nonexistence of methodology of evaluation of effectiveness of trainings of employees in the institutions in Bosnia and Herzegovina. For that reason, it is very hard in an ex-post evaluation, such as this one, to measure effect and impact of trainings without relevant reference starting point. With the lack of reference starting point for evaluation of effects and impact of trainings, a method of poll was used in this case, with a review of assessment and self assessment of productivity increase of civil servants who passed the training. The poll was done on a sample of 90 civil servants from the institutions from all four administration levels. The respondents were of both sexes equally (54% women, 46% men), and of various age. The common denominator for all is that for the greater part of the working hours they use a computer to do their jobs. Among other things, satisfaction with trainings and the manner of testing has been examined, as well as self-evaluation of increase of productivity, frequency of use of gained knowledge and dissemination of knowledge within the institution. Also, one part of the interviewees gave an estimate of increase of productivity of the colleagues to whom they were superiors, regarding the result of the attended trainings. Additionally, there were interviews with the relevant representatives of the beneficiaries of the project.

This evaluation gives answers to the questions regarding relevance, efficiency, effectiveness, impact and sustainability of the project.

4. RESULTS OF EVALUATION

a. Relevance

Criterion: Intervention objectives are in accordance with the requirements of the beneficiaries, the needs of the Country, the general priorities and the policies.

The basic IT knowledge a modern literate person has to have is constantly upgraded, because it has to follow a fast development of information and communication technology (ICT). Until ten or fifteen years ago, that knowledge included knowing a computer configuration and basics of using the operation system, application of text editing programmes, table calculations or presentations with the help of a computer. Today, that same knowledge is upgraded by the need to know the internet and its services, and especially communication by electronic mail. In the modern society we live in, the aforementioned presents a lower threshold that defines the IT literacy and makes a minimum of knowledge necessary for modern work environment.

Today's work position cannot be even imagined without a computer, and efficient use of technologies is of vital significance for an economic growth, productivity and innovations. On that occasion, the University of Twente published a research implemented in the Netherlands that demonstrated how big influence the lack of ICT skills could have on a national economy. Results of this study entitled "*Ctrl Alt Delete: Loss of Productivity because of IT Problems and Inadequate Digital Skills at Work*", show that workers in the Netherlands spend on average 8% of their working hours trying to solve problems related with use of technology at their job, while this number increases to 10% regarding the low qualified workers. True, this research is related with the economy sector, but undoubtedly it generally points to the significance of good knowledge of use of information technologies. Taking into account the time the civil servants in public administration spend using the computer technologies, a logical conclusion is imposed that productivity in the sector of public administration is in direct correlation with the degree of skills and knowledge of practical use of information technologies. That is also supported by the analysis of the skills of the civil servants in Romania before adopting the ECDL standard, which pointed that there were significant losses because of inefficient use of computers and IT applications, as well as low level of efficiency and productivity, high expenses regarding excessive use of telephone services, low quality and slow provision of services to the citizens, as well as low level of motivation in civil servants. Introduction of the ECDL standard in education greatly corrected all the aforementioned shortcomings.

Development of electronic administration presents one of the more important priorities in the process of European integration. e–Administration enables greater transparency, efficiency and up-to-date of the state bodies, and it also contributes to planning and rationalisation of the public sector, and for successful development of e–Administration, it is very significant to increase the level of digital literacy of the employees in the public administration bodies.

On 17 June 2009, the EUPAN (*European Public Administration Network*) adopted the ECDL standard as a common measurement of digital literacy of administrative staff. The EUPAN network consists of all the EU member states, as well as observer states through the competent representatives for the state administration. Most of the neighbouring countries - Italy, Greece, Hungary, Romania - as well as other EU member states, have the ECDL as an obligation for the employees in the administration.

The Strategy of Public Administration Reform in Bosnia and Herzegovina (2006 - 2014) recognised the need, and its operability through the Action Plan 1 gave concrete measures for organisation of trainings in the field of application of information technologies, and standardisation of the level of knowledge in that field in public administration. In addition to the aforementioned documents, a formal establishment of the project can be found also in the

Strategy of Development of Information Society in BiH, adopted by the Council of Ministers of BiH in November 2004[1].

In the Republic of Srpska, the Strategy of Development of e-Government of the Republic of Srpska 2009 - 2012 stipulated adoption of the European system in knowledge of civil servants regarding use of the personal computers (ECDL), and its introduction as a necessary knowledge for work in the republic administration bodies.

b. Efficiency

Criterion: Implementation of the project activities, with adequate engagement of all the actors, resulted in achievement of the planned results.

Taking into account the fact that the Project was implemented by six companies, cooperation and communication between the partners on the side of the implementers was very good. The project team respected the requirements of the beneficiaries in terms of schedule of the training to the maximum, so trainings were held both during working hours and after working hours, in accordance with their requirements.

Engaged administrative capacities of the implementers did not deviate from the planned and contracted. All the lecturers were certified by the IT Association of BiH, and they have shown a professional relationship and adequate approach. Technical capacities were also in accordance with the requested conditions. The premises and the equipment used for the trainings were appropriate, and all the attendees received the appropriate manuals in a timely manner.

The Civil Service / Administration Agencies and the Sub-Department for Human Resources of the Brčko District, as key partners in the project, were providing all the necessary inputs for successful implementation of the project. That, above all else, implies the lists of attendees of the trainings and reserve lists, as well as quality coordination and communication towards the beneficiaries, the project implementer and the PARCO.

b. 1   Achievement of the Results:

	Planned Results	Description of Achievement
R1:	Drafted plan of the project, methodology of the training, teaching materials for the training and established plan of implementation of the training by the levels: BiH, the FBiH, the RS and the BD BiH	The Result has been fully achieved. For the 3rd cycle of the trainings (which has been established by the Annex to the Contract), in accordance with the recommendation from the 1st monitoring report, pre-testing of the attendees has been implemented.
R2:	Implemented training and final tests for verification of knowledge for the attendees of the training from the institutions and bodies of administration from the levels: BiH, the FBiH, the RS and the BD BiH	The trainings have been successfully implemented at all the locations, and a total of 2400 civil servants have been trained, of which 1924 achieved a successful result at the testing for achievement of the ECDL licence.

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[1] The document *Strategy of Development of the Information Society in BiH,* adopted by the Council of Ministers of BIH in November 2004, stated that many international associations and institutions initiated the initiatives for enactment of standards of computer literacy, in order to receive a set of widely received international recommendations regarding learning, education and training in the field of IT. Also, this Strategy stated that in BiH, for verification of computer literacy, one of already developed systems for evaluation of knowledge and skills in the field of information-communication technologies would be used (such as, ECDL certification system).

| R3:	Ensured evaluation of the training programme, promotion of the project and the results.	Evaluation has been ensured after each module for each of the 4 lots. With the objective of promotion, there were 4 press conferences and a website of the project has been designed (www.parco-edukacija.ba). Also, posters and penguins were designed and distributed to the locations that ensure visibility of the project.

b. 2   Spending of Funds:

c.   Effectiveness

Criterion: Relation of qualitative and quantitative results against project inputs is such that the wanted results are achieved with the smallest quantity of the invested resources.

Of the total contracted project budget, in the amount of BAM 1,213,424.95, the amount of **BAM 1,207,751.11** has been paid to the implementers, or 99.5% of the contracted funds, VAT included. The amount of BAM 175,485.18 is related wit the paid VAT, which has been, in accordance with the legal regulations in BiH, returned to the PARF account. Taking into account the aforementioned, the spent funds on this project are in the amount of **BAM 1,032,265.90**. With these funds, a total of 2400 civil servants from the whole territory of BiH has been trained.

Admini stration Level	Place of the Training	Number of Attendees
BiH	Sarajevo	300
FBiH	Sarajevo	296
	Zenica	80
	Tuzla	21
	Orašje	30
	Bihać	86
	Livno	80
	Široki Brijeg	16
	Mostar	201
	Travnik	95
	Goražde	30
RS	Banja Luka	429
	Doboj	99
	Prijedor	16
	Bijeljina	73
	I. Sarajevo	71
	Trebinje	32
	Zvornik	30
BD BiH	Brčko	225
Total Attendees		**2400**
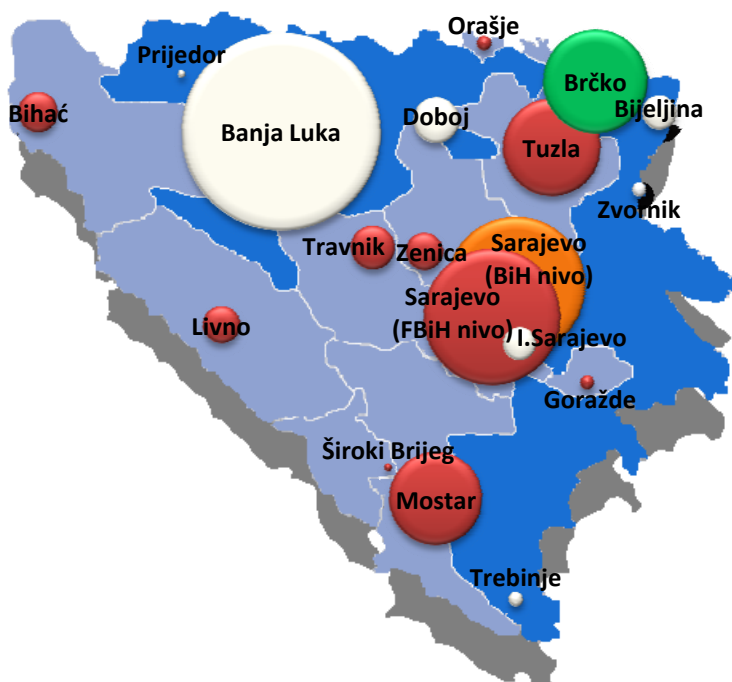
At the BiH level a total of 300 civil servants passed the training, in the Federation of BiH 1125, in the Republic of Srpska 750 and the Brčko District of BiH 225.

The graph shows the amounts of the spent funds, without the VAT, by each of the four administration levels in BiH. Additionally, there is the amount of extraordinary expenses, which are related exclusively to the promotion activities.
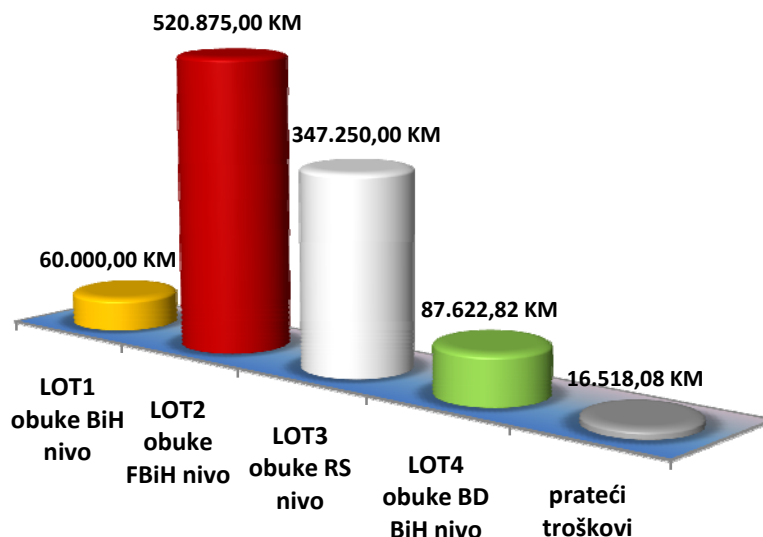
The price of training per one civil servant is significantly different from one administration level to the other. The lowest price of the training of the civil servants in this project is established at the state level in the amount of BAM 200.00 per one civil servant, while the price of training of one civil servant in the Federation of BiH and the Republic of Srpska is BAM 463.00.

Values in the table present the prices amounts without the VAT:

	BiH	FBiH	RS	BD BiH	Average Price
Unit Price	BAM 200.00	BAM 463.00	BAM 463.00	BAM 390.00	BAM 430.11

Unit price of the training implies the training of 80 classes for one civil servant (4 basic modules) and one testing. The difference in prices stems from the structure of the bid that was accepted in the process of public procurement of services for this project, which implied division of the procurement subject in 4 lots. Taking into account that significantly higher number of civil servants (2100 of a total of 2400) was trained by the price higher than the average price formed in this project, and taking into account the accompanying expenses as well, a real price of the training can be concluded in the amount of **BAM 430.11**, which has been paid per one civil servant through this project.

The amount of **BAM 16,518.08** has been spent for the accompanying expenses (i.e. BAM 19,326.16, VAT included). These expenses have incurred through promotional activities related with press conferences, design and maintenance of the web page of the project, design of posters and other promotional materials, and award of the ECDL start diplomas.

Although the project was completed on 28 May 2012, the representatives of the Implementers, in accordance with the request of the beneficiaries, left the possibility for all the candidates who did not gain the right to receive the ECDL start certificate within the foreseen deadline, to come, in accordance with the internal agreement, in the ECDL centres of the implementers by 30 September 2012 at the latest, so they could complete the remaining tests and receive the ECDL start certificate. The Implementer, after completion of the project activities, took the obligation to prepare the additional report as well on implemented testing, concluding on 30 September 2012. Counting those candidates as well, of the total number of

2400 civil servants who attended the training through this project, **around 80%** of them passed the ECDL start licence and gained the right to receive the certificate (1924 candidates). In the project documentation, there is no precise expected number, or percentage, of the acquired licences. Based on the research implemented by the evaluator, it can be noted that the percentage of 80% is in accordance with the average, taking into account that success rate at these tests in the country and the neighbouring countries (BiH, Croatia, Serbia, Montenegro) is between 70% and 90%.

	BiH level	*FBiH level*	*RS level*	*BD BiH level*
Number of Attendees	300	1125	750	225
Number of Passed Licences	264	859	582	219
Percentage of Passed Licences	**88 %**	**76 %**	**78 %**	**97 %**

Taking into account the fact that some candidates later on, after the end of the said period, at their own expense, took the exam, this number is now somewhat larger. Unfortunately, there are no records on the number of such candidates and the results of their exams.

d. Impact

Criterion: Positive and negative, primary and secondary long-term effects, effected through the intervention directly or indirectly, on purpose or accidentally are in accordance with the expected.

Increase in productivity of the civil servants leads to more efficient public administration and decrease in expenses of the budget. Results of the poll that was implemented for the purpose of preparation of this report on evaluation point to more significant increase in productivity of the civil servants that passed the training through this project. This data is based on estimation of productivity of the civil servants by their immediate superiors, as well as on self evaluation of the civil servants who passed the training. Taking into account the previously mentioned fact on increase in individual productivity, with the data that through this project 2000 civil servants have been successfully trained (which presents around 1/6 of the total number of civil servants employed in public administration in Bosnia and Herzegovina), it can be noted that the project directly contributed to a good extent to more productive and efficient public administration in BiH.

Additional aspect of the project influence is represented by an undeniable dissemination of knowledge among civil servants, which has also been confirmed through a questionnaire distributed during this evaluation. That is, one third of the interviewees (35%) claimed that they use the gained knowledge often to help the colleagues who have not passed the ECDL training, while only 1 interviewee gave a negative answer to this question. Other 64% of the interviewees claimed that they help their colleagues who have not passed the training sometimes. This moves the scope, and thus the influence of the project, additionally to an even greater number of civil servants.

e. Sustainability

Criterion: Expected possibility of long-term benefit after completion of the project intervention and resilience to a risk through time.

"An investment in knowledge always pays the best interest", Benjamin Franklin (1706 - 1790);

This quote of the famous American scientist and politician speaks enough all by itself, and considering that enough have been said about that also in this report, it is superfluous to speak again on the significance of investment in education of civil servants, especially in the society where there is a realistic need for constant investment in the knowledge in order to keep up with the modern information society we live in.

Looking at this through the prism of sustainability, the concept of the ECDL can be compared with the driving licence in the traffic. That is, regardless of the quickened development in the IT sector, the ECDL training ensures at least minimum knowledge for successful driving in the virtual world of computer technologies, for an extended time period, which is very significant from the aspect of relationship invested - gained. After the completed training, with practical use of the gained knowledge and its regular upgrade in accordance with the dynamics of IT changes, sustainability of the gained knowledge is not in question. Similar as in driving a vehicle, principles of software functioning do not change significantly, so a knowledge once gained in one of the modules has almost permanent practical value.

From the other side, widening the portfolio of IT services represents a factor that constantly quickens, facilitates and generally improves the quality of work in a modern environment, but at the same time also requires gaining new knowledge for its application in practice. This opens a need to widen the ECDL package on additional modules, as well as for newer software versions, which in a perspective presents an objective that should be strived to in the sense of civil servants training. An example from this project sufficiently speaks in favour of this idea, considering that in the period from preparation and development until the start of its implementation there were changes in the needs of the beneficiaries on the matter of version of the software on which the attendees would be trained. So, at the state administration level, at the request of the beneficiaries, the training was implemented for the OS Windows 7 and MS Office 2010, although the accepted bid stipulated older versions of the software.

The fact of the increasing trend of decrease of budget allocations for civil servants training is not in favour of financial sustainability, which could have an effect on further financing of upgrade of the knowledge gained through this project from the budget funds.

Undoubtedly, 20% of civil servants, the number that currently has the ECDL certificate, presents only the first of the several steps on the path of standardisation and modernisation of public administration. Already the next step could be the project that is also being developed by the PARCO in cooperation with the CoM and the Governments in BiH. It is the project under the working title *"Training of Employees Who Execute the Jobs of Civil Administration for Application of Information Technologies and Work on Computers"*. However, this project is currently in the phase of development, and it is still early to speak on its certainty.

5. CONCLUSIONS

There is no doubt that the need for these kinds of trainings is always present, both because of the personnel changes in the structure of the civil service, and because of the quickened development and introduction of new IT tools in everyday work. With the previous similar trainings that have been implemented at certain administration levels and in certain institutions, this project set good foundations for introduction of the ECDL as a standard in public administration. Truth be told, at most of the administration levels there is still no "critical mass" that would be sufficient for formal standardisation in that segment, but it is certain that in the next period it should be expected to introduce a standardised level of

knowledge on the matter of computer literacy in the civil service. In the field of education of civil servants in this segment, the greatest success so far has been achieved by the Republic of Srpska, where since 2007 until this day, with more or less success, the training has been passed by a total of 1324 civil servants (partly through this project, and partly from the budget of the RS). With this, the Republic of Srpska is the closest to introduction of the ECDL as a standard in public administration, having in mind that the total number of the civil servants is 3490. However, a significant number of civil servants still needs the training of this type at the level of the RS as well. The condition at other administration levels is even further from the desired one, having in mind the fact that the number of the civil servants at the BiH level is 3372, in the Federation of BiH 6212, and in the Brčko District of BiH 756. In addition to the aforementioned trainings in the RS, at the level of the institutions of BiH, in the period 2004 - 2006, the training by this standard has been passed by 714 civil servants, while in the Federation of BiH, in the period 2005 - 2007, the trainings for basic computer applications have been passed by 528 civil servants.

In addition to the modules covered by this project, the training needs assessment shows that in the next period the trainings from the field of maintenance and creation of databases, preparation of presentations, work in the PDF format, etc. are needed.

6. RECOMMENDATIONS

Taking into account certain specifics in relation to the other projects financed by the PARF, considering that this was a simple concept of the project that implied training and testing of certain number of people and the fact that implementation of the project passed in accordance with the plan, there are no significant recommendations in this report, which would be directly related with the project results or their sustainability. However, three recommendations stem from evaluation, concerning financial framework and policy of action in further increase of computer literacy, and introduction of systematic approach to measuring effects of trainings:

1. Since this is about increasing computer literacy of civil servants, which has been recognised as a need by all the actors, as a very significant segment with the objective of improving the work of the public administration, it is recommended to continue the started activities of improvement and standardisation of IT knowledge, and finding funds for future similar projects or individual activities of institutions.

2. Considering that the lack of plan and strategic approach to standardisation of IT literacy of civil servants in BiH is noticeable, it is recommended for the next period to pay more attention to this matter when drafting relevant strategic documents.

3. Generally, from the aspect of results evaluation, measuring effects of the training presents a significant challenge for the key institutions in BiH that deal with human resources, as well as for all the individual institutions at all the administration levels in BiH, considering that there is no harmonised approach to these issues. Therefore, it is recommended to develop a methodology, which would enable establishment of effectiveness of trainings of civil servants and which would systematically link the needs, achieved effects and justification of each individual investment in strengthening human resources through trainings.

7. LEARNED LESSONS

Considering a significantly large number of attendees of trainings and definitely various professional and private obligations, as well as a distance from the place of training, the time of trainings taking place presents a significant factor when planning and implementing these projects. With the objective of ensuring as high presence at the trainings as possible, it is necessary to ensure, where considering the number of attendees is possible, selection of the time of training. That is, this project demonstrated that some civil servants prefer the training during working hours, while some prefer the training after working hours. Therefore, when filling the application form for the training, the civil servants should be offered to select the time of the training, and in accordance with that, the time should be organised. This would decrease the number of persons giving up the training and increase the presence at the trainings.

Additionally, there is no doubt that the trainings are attended by attendees with various previous knowledge, so with future similar projects it would be good to consider grouping the attendees in various groups by the level of knowledge, of course, where the number of attendees allows it. Also, there should be consideration of the option to enable the civil servants who have sufficient knowledge to take the ECDL certificate exam, without the need to attend the training. This would achieve a certain saving and open a space for additional number of attendees, who would in that case be able to attend the training instead of them. From the aforementioned, it is obvious that there is a need for more systematic approach to planning of trainings and for a list of attendees, which would imply also a pre-testing of the candidates who applied. If the attendees would be divided in groups by the level of previous knowledge, i.e. on the attendees who would take only the exam for the licence, there would be a room also for setting various prices in accordance with the category they belong to. If this approach would not be approved by the donors, than there should be a consideration of the option to finance the exam for the ECDL certificate from the budget funds for those who do not have to pass the training.

The second way to approach the challenge of standardisation of knowledge and licensing by the ECDL certificate for the civil servants is the way in which it is currently being done in Montenegro. That is, there is currently in Montenegro implementation of the project "ECDL - for digital Montenegro"[2] through which the *Exam Centre of Montenegro* and *the Administration for Personnel of Montenegro*[3] in the first phase of the project have gained the status of authorised ECDL test centre. It is planned for these two centres to be, after implementation of the project, the bearers of the ECDL training and certification in the education system, and in the state administration of Montenegro.

From the aspect of coordination and management, this project is in the category of somewhat more complex than usual, regarding the projects from the PARF. The reason for that is in the fact that the subject of the contract are four lots (there were 2 contracts), and the project was implemented by 6 service providers, gathered in 2 consortia (4 companies in one and 2 companies in the other consortium). From the aspect of reporting, the situation was also somewhat more complex, considering that there were two parallel implementers' reports, one for the lots 1, 2 and 3, and the other for the lot 4. Reporting was on a satisfactory level, but there was a noticeable unequal methodology when presenting statistical data for the lot 4 in relation to the lots 1, 2 and 3. For that reason, an attention should be paid for future projects

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[2] http://www.ecdlfor.me/
[3] state body competent for personnel in the civil service in Montenegro (http://www.uzk.co.me/)

that approach to presenting statistical data regarding attendance to the trainings and taking tests should be methodologically equalised. The institutions, which were a direct beneficiaries of the project, have, during the evaluation of the project, pointed to the need to receive weekly attendance reports in the first weeks of the training, and monthly reports later on, which should be definitely taken into account when preparing future similar projects.

List of Annexes

1. *Logical Framework Matrix of the Project*
2. *List of Interlocutors / Interviews*

Dates of Evaluators' Visits: 2nd – 23rd October 2013

Interviews with: see the list of interlocutors in the annex.

Date of Report: 30 December 2013

ANNEX 1

THE LOGICAL FRAMEWORK for the project: „**Training of civil servants for the use of IT and computer skills"**

for lots 1, 2 and 3

	Work logic	Objective verifiable indicators	Sources of verification	Assumptions/Risks
Overall goals	The overall goal of this project is to develop an efficient and modern civil service/administration in BiH in line with European standards and good practices, that will be able to respond to the demands of the EU integration processes and ensure quality service to its citizens, clients from the commercial sector and to other users of its services.	State administration of BiH: - Moving towards uniform administrative practices and capacities among the various levels of administration - More rational management and use of human, financial and other resources in public administration Civil servants: - A professional and flexible structure of civil servants built, able to provide support to the reform process and respond to the altered demands of the environment - Increased accountability, motivation and performance of employees in the civil service	-An overview of regular annual reports of the institutions and ADS/U - Surveys of the public regarding the efficiency of public administration in BiH, as well as statistical overviews	
Project purpose	The purpose of the project is to improve the knowledge and skills of civil servants in state administration / service at the level of BiH, the Federation and the Republika Srpska in the practical application of knowledge in the field of information technology in daily work and to increase the level of computer literacy in the civil service / administration.	- Civil servants that have attended the training apply knowledge gained in their everyday work in the workplace	-An overview of regular annual reports of the institutions and ADS/U - Statistical data and surveys on the level of IT literacy	Assumptions: - Stable economi/political situation - Project beneficiaries understand the importance of the use of IT in the public sector - Project beneficiaries are firmly dedicated to advancing their knowledge in the field of IT Risks: - Lack of dedication of employees

				in the civil service to work on personal development and advancement - Unstable economic(political situation
Specific goals	Civil servants and trainees from the levels of institutions of BiH, FbiH and RS trained in using personal computers, IT equipment and the basic MS Office applications in accordance with ECDK certification standard, for the four basic modules (ECDL start package), versions 2003/2010	Minimum 75% of the total number of registered civil servants by levels and that being: - out of the total 200 civil servants from various institutions from the state BiH level -out of a total 750 civil servants from various administrative bodies from the level of FBiH - outs of the total of 500 civil servants from various administrative bodies of RS having undergone training in the practical application of knowledge in the field of IT according to the ECDL Start standard by the end of the year 2011 - A comparative overview of the number of trainees that have been tested and gained the ECDL Start certificate by the end of the project as compared to the number of those registered	- Training participant lists - Training attendance records - Results of final testing of training participants (trainees) - The number of trainees who have successfully finished the testing/the number of issued ECDL Start certificates for successful trainees -Statistical data - Final report for the project - Web-page of the project	Assumptions: -The awareness about the usefulness of being treated in working on personal computers/, ICT equipment and the basics MS Office applications among civil servants, experts and citizens Risks: -Increased outflow of employees from civil service/staff turnover
Results	R1: Plan for the project, training methodology, teaching materials and the implementation plan established for each level: BiH, FBiH, RS	OVI 1.1. The general time schedule for the implementation of training and allocation by LOTs/administration levels agreed upon and prepared OVI 1.2. Rresource plan and	- Inception report - Minutes of the meetings of the implementing / supervisory team - Operational plan with timelines - The content of the curriculum and training materials	

		the schedule of teachers and instructors determined OVI 1.3. – Participant lists updated and prepared by level, cycle and group OVI 1.4. - The method of communication between the training provider and the beneficiaries determined, and responsibilities for managing the project activities, reporting and training evaluation assigned OVI 1.5. – Training materials for trainees written and prepared OVI 1.6. - The inception reports on activities prepared OVI 1.7. - The plan of promotional activities in the project prepared and agreed upon OVI 1.8. - The plan for expenditures from the funds for extraordinary costs prepared for promotional activities	- List of trainees per LOTs - Manuals for trainees - Reports of the project team about the delivered training (the completion of training LOTs - Training materials available on the webpage of the project - the participant lists by LOTs and the reserve lists of participants by LOTs - Class attendance records by LOTs - Statistical data about final tests by modules by LOTs - Statistical data on periodic training evaluation by LOTs - Periodic reports on project progress	Assumptions: - readiness of institutions in charge to ensure support to Project beneficiaries and enable efficient coordination of project activities in accordance with the agreed upon joint participation in the project - competence of the selected training provider to enable flexibility with regards to changed client's requests (geographical organization, trainee groups etc.) - a significant level of interest of civil servants for IT training identified
	R2: Training implemented and the final testing administered to assess the knowledge of trainees from the institutitons and bodies at the levels of: BiH, FBiH and RS	OVI 2.1. – Training delivered in accordance with the time schedule and regular reporting during the training ensures, in accordance with the training cycles predetermined per each level of administration OVI 2.2. – The training provider has provided regular statistical data about class attendance and periodic	By LOTs and total : - the number of issued ECDL start certificates - Project beneficiary evaluations - report on the results of final tests and trainee success rates - class attendance records - surveys (questionnaires) filled	Risks: - lack of support by the managerial stuff to enable the civil servants and employees to regularly attend educational programs - possible dissatisfaction of trainees with the classtime, then you, program, teachers were some other aspect of training -lack of capacities and the motivation of beneficiaries to attend training regularly -lack of motivation by end users/beneficiaries to take the final exam

		evaluations by levels of administration OVI 2.3. – Periodic and final tests of trainees administered (at the end of the previously agreed-upon cycles for each administration level)	by training participants - final report with the data on the results of final tests by training cycles and the statistical data with an overview of trainee success rate - webpage of the contractor - periodic reports on the progress at the end of each training cycle - the final report	
	R3: Evaluation of the training program as well as project and results promotion ensured	OVI 3.1. Project web-page created and regularly updated OVI 3.2. At least three press conferences held and other promotional activities conducted, in accordance with the plan of promotional activities OVI 3.3. – Training evaluation conducted – representatives of the beneficiaries and the beneficiaries OVI 3.4. – ECDL certificates issued and distributed to successfull training participants OVI 3.5. – Final report with the data on final testing results by training cycles and statistical data/overview of trainee success rate prepared		

Activities		Assets and costs		Extraordinary costs
Componenta 1: „The kick-off phase"	1.1. Preparation and finalization of the general time schedule for the			

PREPARING THE PLAN FOR THE PROJECT AND TRAINING	implementation of training for each level of administration, which includes determining the number of training cycles, the duration of training, the total number of groups of trainees, the schedule of classes, locations. 1.2. Determining the plan of resources, instructor and teacher allocation per each LOT / by administration levels 1.3. Definining and compiling the list of training participants by levels, cycles and groups 1. 4. Determining the method of communication of training implementors with the beneficiaries, and the delegation of responsibilities for the management of project activtities, reporting and training evaluation 1 .5. Drafting and preparing the teaching materials for trainees 1.6. Preparing the Inception report on activities 1.7. Finalization and preparation of the plan of promotional activities in the procets (press conferences, izrada pingvina i plakata, web-page and paid advertisments 1.8. Determining the expenditure plan for the funds for extraordinary expenses for promotional activities in the project	Staff: Project team, ECDL instructors and ECDL test leaders Assets: classrooms, computers and offices Costs: The costs are covered from the entire agreed upon sum of for service prices (Vat included) by LOTs - LOT 1 46.800,00 KM - LOT 2 408.037,50 KM - LOT 3 272.025,00 KM Total: 726.862,50 KM		Extraordinary costs by LOTs: LOT1 3.125,00 KM LOT2 11.725,00 KM LOT3 7.825,00 KM Total: 22.675,00 KM Extraordinary costs (for promotional activities): 3 press conferences (Sarajevo, Banja Luka, Brčko): 7500.00 KM Web-page: 5000,00 KM Boards and posters: 6000,00 KM Paid advertisments: 4000,00 KM Final conference: 2000,00KM
Component 2: THE IMPLEMENTATION OF TRAINING AND fINAL TESTING TO ASSESS the KNOWLEDGE OF TRAINING	2.1. The implementation of training and testing at the level of BiH 2.1.1.Organizing and implementing the training according to the time schedule and the regular reporing on the course of training in accordance with determined training cycles 2.1.2. Regular period reporting in terms of statistical data on class attendance and			

PARTICIPANTS FROM THE INSTITUTIONS AND ADMINISTRATIVE BODIES OF BiH, FBiH AND RS	evaluations by beneficiaries 2.1.3. The implementation of periodic and final tests of trainees (at the end of previously determined cycles) **2.2. The implementation of training and testing at the level of FBiH** 2.2.1. Organizing and implementing the training according to the time schedule and the regular reporing on the course of training in accordance with determined training cycles 2.2.2. Regular periodic reporting in terms of statistical data on class attendance, test results and evaluations by beneficiaries 2.2.3. The implementation of periodic and final tests of trainees (at the end of previously determined cycles) 2.2.4. The compiling of periodic progress reports at the end of a cycle **2.3. The implementation of training and testing at the level of RS** 2.3.1. Organizing and implementing the training according to the time schedule and the regular reporing on the course of training in accordance with determined training cycles 2.3.2. Regular periodic reporting in terms of statistical data on class attendance, test results and evaluations by beneficiaries 2.3.3. The implementation of periodic and final tests of trainees (at the end of previously determined cycles) 2.3.4. The compiling of periodic progress reports at the end of a cycle			

| Componenta 3: ENSURING SUSTAINABILITY AND PROJECT PROMOTION | 3.1. The design and regular updating of the project web-page
3.2. Holding press conferences at the locations:
- The initial press conference in Sarajevo
- 2. press conference in Banja Luka i
- 3. press conference in Brčko
- Final press conference
 and other promotional activities in accordance with the plan of promotional activities
3.3. The administration of training evaluation by the representatives of (key) beneficiaries and by the trainees
3.4. Issuing and distribution of ECDL Start certificates to successful training participants
3.5. The compilation of the Final report with the data on the results of final tests by training cycles and the statistical data/overview of candidate/trainee success rates | | | |

ANNEX 1

THE LOGICAL FRAMEWORK for the project: „**Training of civil servants for the use of IT and computer skills"**

for lot 4

	Work logic	Objective verifiable indicators	Sources of verification	Assumptions/Risks

Overall goals	The overall goal of this project is to develop an efficient and modern civil service/administration in BiH in line with European standards and good practices, that will be able to respond to the demands of the EU integration processes and ensure quality service to its citizens, clients from the commercial sector and to other users of its services.	State administration of BiH:
		- Moving towards uniform administrative practices and capacities among the various levels of administration
		  - More rational management and use of human, financial and other resources in public administration
		Civil servants:
		  - A professional and flexible structure of civil servants built, able to provide support to the reform process and respond to the altered demands of the environment
		- Increased accountability, motivation and performance of employees in the civil service
			-An overview of regular annual reports of the institutions and ADS/U
			- Surveys of the public regarding the efficiency of public administration in BiH, as well as statistical overviews	

Project purpose	The purpose of the project is to improve the knowledge and skills of civil servants in state administration / service at the level of BiH, the Federation and the Republika Srpska in the practical application of knowledge in the field of information technology in daily work and to increase the level of computer literacy in the civil service / administration.	- Civil servants that have attended the training apply knowledge gained in their everyday work in the workplace	-An overview of regular annual reports of the institutions and ADS/U - Statistical data and surveys on the level of IT literacy	Assumptions: - Stable economi/political situation - Project beneficiaries understand the importance of the use of IT in the public sector - Project beneficiaries are firmly dedicated to advancing their knowledge in the field of IT Risks: - Lack of dedication of employees

			in the civil service to work on personal development and advancement - Unstable economic(political situation
Specific goals	Civil servants and trainees from Brck Distikt trained in using personal computers, IT equipment and the basic MS Office applications in accordance with ECDK certification standard, for the four basic modules (ECDL start package), versions 2003/2010	Minimum 75% of the total number of registered civil servants by levels and that being: - out of the total 200 civil servants from various institutions from the state BiH level -out of a total 750 civil servants from various administrative bodies from the level of FBiH - outs of the total of 500 civil servants from various administrative bodies of RS having undergone training in the practical application of knowledge in the field of IT according to the ECDL Start standard by the end of the year 2011 - A comparative overview of the number of trainees that have been tested and gained the ECDL Start certificate by the end of the project as compared to the number of those registered	- Training participant lists - Training attendance records - Results of final testing of training participants (trainees) - The number of trainees who have successfully finished the testing/the number of issued ECDL Start certificates for successful trainees -Statistical data - Final report for the project - Web-page of the project	Assumptions: -The awareness about the usefulness of being treated in working on personal computers/, ICT equipment and the basics MS Office applications among civil servants, experts and citizens Risks: -Increased outflow of employees from civil service/staff turnover
Results	R1: Plan for the project, training methodology, teaching materials and the implementation plan established for Brcko Distikt	OVI 1.1. The general time schedule for the implementation of training and allocation by LOT 4 administration levels agreed upon and prepared OVI 1.2. Rresource plan and	- Inception report - Minutes of the meetings of the implementing / supervisory team - Operational plan with timelines - The content of the curriculum and training materials	

		- List of trainees per LOT 4 - Manuals for trainees	
	the schedule of teachers and instructors determined OVI 1.3. – Participant lists updated and prepared by level, cycle and group OVI 1.4. - The method of communication between the training provider and the beneficiaries determined, and responsibilities for managing the project activities, reporting and training evaluation assigned OVI 1.5. – Training materials for trainees written and prepared OVI 1.6. - The inception reports on activities prepared OVI 1.7. - The plan of promotional activities in the project prepared and agreed upon OVI 1.8. - The plan for expenditures from the funds for extraordinary costs prepared for promotional activities		Assumptions: - readiness of institutions in charge to ensure support to Project beneficiaries and enable efficient coordination of project activities in accordance with the agreed upon joint participation in the project - competence of the selected training provider to enable flexibility with regards to changed client's requests (geographical organization, trainee groups etc.) - a significant level of interest of civil servants for IT training identified
R2: Training implemented and the final testing administered to assess the knowledge of trainees from the institutitons and bodies at Brcko Distrikt	OVI 2.1. – Training delivered in accordance with the time schedule and regular reporting during the training ensures, in accordance with the training cycles predetermined per each level of administration OVI 2.2. – The training provider has provided regular statistical data about class attendance and periodic	- Reports of the project team about the delivered training (the completion of training LOT4 - Training materials available on the webpage of the project - the participant lists by LOT4 and the reserve lists of participants by LOT4 - Class attendance records by LOT4 - Statistical data about final tests by modules by LOT4 - Statistical data on periodic training evaluation by LOT4 - Periodic reports on project progress By LOT4 and total : - the number of issued ECDL start certificates - Project beneficiary evaluations - report on the results of final tests and trainee success rates - class attendance records - surveys (questionnaires) filled	Risks: - lack of support by the managerial stuff to enable the civil servants and employees to regularly attend educational programs - possible dissatisfaction of trainees with the classtime, then you, program, teachers were some other aspect of training -lack of capacities and the motivation of beneficiaries to attend training regularly -lack of motivation by end users/beneficiaries to take the final exam

		evaluations by levels of administration OVI 2.3. – Periodic and final tests of trainees administered (at the end of the previously agreed-upon cycles for each administration level)	by training participants - final report with the data on the results of final tests by training cycles and the statistical data with an overview of trainee success rate - webpage of the contractor - periodic reports on the progress at the end of each training cycle - the final report	
	R3: Evaluation of the training program as well as project and results promotion ensured	OVI 3.1. Project web-page created and regularly updated OVI 3.2. At least three press conferences held and other promotional activities conducted, in accordance with the plan of promotional activities OVI 3.3. – Training evaluation conducted – representatives of the beneficiaries and the beneficiaries OVI 3.4. – ECDL certificates issued and distributed to successfull training participants OVI 3.5. – Final report with the data on final testing results by training cycles and statistical data/overview of trainee success rate prepared		

Activities		Assets and costs		Extraordinary costs
Componenta 1: „The kick-off phase"	1.1. Preparation and finalization of the general time schedule for the			

PREPARING THE PLAN FOR THE PROJECT AND TRAINING	implementation of training for each level of administration, which includes determining the number of training cycles, the duration of training, the total number of groups of trainees, the schedule of classes, locations. 1.2. Determining the plan of resources, instructor and teacher allocation for LOT 4 by administration levels 1.3. Definining and compiling the list of training participants by levels, cycles and groups 1. 4. Determining the method of communication of training implementors with the beneficiaries, and the delegation of responsibilities for the management of project activtities, reporting and training evaluation 1 .5. Drafting and preparing the teaching materials for trainees 1.6. Preparing the Inception report on activities 1.7. Finalization and preparation of the plan of promotional activities in the procets (press conferences, izrada pingvina i plakata, web-page and paid advertisments 1.8. Determining the expenditure plan for the funds for extraordinary expenses for promotional activities in the project	Staff: Project team: Project manager: Devedžić Zlatan Project koordinator: Devedžić Zlatan, ECDL instructors: Saša Palinić Nedim Selimović Ferhat Dedić Benin Hasanica Nasuf Kusturica and ECDL test leaders: Tatjana Pristovnik Vesna Rajić Dalibor Margotić Assets: classrooms, computers and offices Costs: The costs are covered from the entire agreed upon sum of for service prices (Vat included) by LOTs - LOT 4 70.200,00 KM		Extraordinary costs by LOT4: LOT4 2.325,00 KM Extraordinary costs (for promotional activities): Press conferences: 2.325,00 KM
Component 2: THE IMPLEMENTATION OF TRAINING AND fINAL TESTING TO ASSESS the KNOWLEDGE OF TRAINING	2.1. The implementation of training and testing at the level of Brcko Distikt 2.1.1.Organizing and implementing the training according to the time schedule and the regular reporing on the course of training in accordance with determined training cycles 2.1.2. Regular period reporting in terms of statistical data on class attendance and			

| PARTICIPANTS FROM THE INSTITUTIONS AND ADMINISTRATIVE BODIES OF BiH, FBiH AND RS | evaluations by beneficiaries
2.1.3. The implementation of periodic and final tests of trainees (at the end of previously determined cycles)

2.2. The implementation of training and testing at the level of FBiH
2.2.1. Organizing and implementing the training according to the time schedule and the regular reporing on the course of training in accordance with determined training cycles
2.2.2. Regular periodic reporting in terms of statistical data on class attendance, test results and evaluations by beneficiaries
2.2.3. The implementation of periodic and final tests of trainees (at the end of previously determined cycles)
2.2.4. The compiling of periodic progress reports at the end of a cycle

2.3. The implementation of training and testing at the level of RS
2.3.1. Organizing and implementing the training according to the time schedule and the regular reporing on the course of training in accordance with determined training cycles
2.3.2. Regular periodic reporting in terms of statistical data on class attendance, test results and evaluations by beneficiaries
2.3.3. The implementation of periodic and final tests of trainees (at the end of previously determined cycles)
2.3.4. The compiling of periodic progress reports at the end of a cycle | | | |

Componenta 3: ENSURING SUSTAINABILITY AND PROJECT PROMOTION	3.1. The design and regular updating of the project web-page 3.2. Holding press conferences at the locations: - The initial press conference in Sarajevo - 2. press conference in Banja Luka i - 3. press conference in Brčko - Final press conference and other promotional activities in accordance with the plan of promotional activities 3.3. The administration of training evaluation by the representatives of (key) beneficiaries and by the trainees 3.4. Issuing and distribution of ECDL Start certificates to successful training participants 3.5. The compilation of the Final report with the data on the results of final tests by training cycles and the statistical data/overview of candidate/trainee success rates			

Annex 2

List of Interlocutors / Interviews

No	Name and Surname	Position, Sector	Institution	Place	Meeting held (yes/no)
1.	Kenan Avdagić	Expert associated for reform area of HRM[1]	PARCO	Sarajevo	yes
2.	Ljiljana Haseljić	Member of the ST[2]	Government of the Brčko District of BiH	Brčko	yes
3.	Biljana Mlađenović	Member of IT[3]			
4.	Sebastijan Lukić	Member of IT			
5.	Dalibor Ćopić	Member of IT	CSA[4] of RS	Banja Luka	yes
6.	Aleksandar Radeta	Member of the ST			
7.	Mikan Davidović	Member of the ST	MALS of RS[5]		
8.	Zinka Salihagić	Deputy member of the ST	CSA of FBiH	Sarajevo	yes

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[1] Human Resources Management
[2] Supervisory Team
[3] Implementation Team
[4] Civil Service Agency
[5] Ministry of Administration and Local Self-Government of Republic of Srpska