



UNIT FOR DONOR COORDINATION, FINANCES, MONITORING AND EVALUATION

REPORT ON EVALUATION

of the project

Training of Public Relations Officers

The Logical Framework Matrix



April 2011



INFORMATION ON THE PROJECT

No. of the Contract:	01-7-73-9/09
Title of the Project:	Training of Public Relations Officers
Implementer:	“Prime Communications” d.o.o. Banja Luka
Start Date:	January 15, 2010
Duration of the Contract:	5 months
Completion Date:	June 15, 2010
Time of Extension:	15 days
Changed Date of Completion:	June 30, 2010
Status of the Project:	completed

FINANCIAL DATA

Table 1 – Overview of the Budget:

CONTRACTED BUDGET IN BAM	BAM 128,285.88		
SPENT FUNDS IN BAM	BAM 128,198.14		
SPENT FUNDS IN %	99.93 %		
	Planned	Spent	%
Work Days of the Project Staff	343[*]	363	105.83 %
Staff	BAM 67,287.27	BAM 67,286.85	99.99 %
Trainings	BAM 9,038.25	BAM 9,038.25	100 %
Study Trip	BAM 23,706.85	BAM 23,706.85	100 %
Handbook	BAM 6,318.00	BAM 6,230.84	98.62 %
Conference	BAM 21,935.51	BAM 21,935.25	99.99 %
TOTAL	BAM 128,285.88	BAM 128,198.14	99.93 %

^{*} Planned number of work days of the staff for the needs of the project was not explicitly requested in the terms of reference, so at a later date (in the inception report) there was a projection of the budget, which served as a framework to monitor spending of the work days.

1. INTRODUCTION

a. Purpose and Objective of Evaluation

This report is intended for the financiers of the project, the contracting and the supervisory authority and the implementer of the contract. The aim is to assess the success of implementation of the project after its completion, to determine its appropriateness and implications of project activities on achievement of the project objective by following the intervention logic and justification for expenditure of funds. Evaluation is essential for drawing lessons learned based on experiences from the process of implementation of the project, and using them in the process of planning of other projects.

b. approach and method

Evaluation is based on the Guidelines for monitoring and evaluation of the projects financed from the Public Administration Reform Fund (PARF), adopted by the Joint Management Board of the PARF (PARF JMB). It should give assessment of quality of project documentation, of efficiency and of effectiveness of implementation, of impact and of project sustainability. In order to give as realistic as possible assessment of the said criteria, interviews were conducted with representatives of the implementer of the contract, the contracting authority and beneficiaries, and with members of intergovernmental supervisory body (supervisory team (ST) for the reform area of institutional communication).

c. findings of evaluation

This evaluation concludes that the project achieved the planned objective, and that was well managed by the project management, as well as by the responsible person from the PARCO and the Supervisory Team. The supervisory team, from the beginning the process, actively participated in defining and directing project activities. Also, beneficiaries have expressed satisfaction with the services provided. The need was noted for further training in the area of public relations, both of Public Relations Officers (PRO) and managerial personnel.

2. PROJECT SYNOPSIS

CONTRIBUTION TO THE AREA/AP1: This project has a direct reference to the AP 1 in the area of Institutional Communication (IC 8. Training). The project is thematically linked to the other two implemented projects from the PARF in the area of Institutional Communication (*Drafting / Revising Communication Strategies of the CoM BiH, the Entity Governments and the Government of the Brčko District of BiH and Establishment of Network of Info Stands*).

GENERAL OBJECTIVE: Strengthening capacities and standardisation of practices of the CoM BiH, the Entity Governments and the Government of the BD BiH regarding public relations.

PROJECT PURPOSE: Improving the efficiency of project beneficiaries, acquainting information officers with experiences of institutional communication, theory and practice of public relations through direct access to the experiences of European practice in this area. Standardising the practice of public relations, especially for newly employed officers. Strengthening cooperation between project beneficiaries and exchange of their experiences,

strengthening and building professional relationships with the media and (non)governmental PR officials.

RESULTS:

- R1 Drafted handbook for public relations, which will be especially beneficial to newly employed information officers, with insufficient experience in the affairs of public relations;
- R2 Representatives of all beneficiaries of the project passed the training for public relations, and got acquainted with the theory and practice of PR, various experiences in the area of PR;
- R3 Beneficiaries of the project provided with the opportunity to get acquainted with the best European practice of public relations;
- R4 Enabled exchange of experience and networking of public relations officers of the governmental and nongovernmental sector.

LOCATION: Geographic area covered by the project is Bosnia and Herzegovina (including entities and the Brčko District of BiH).

BENEFICIARIES: Direct beneficiaries of the project are employees of the Information Service of the Council of Ministers of BiH, the Office for Public Relations of the Government of the FBiH, the Bureau for Public Relations of the Government of the RS, of the Government of the Brčko District of BiH, the public relations officers of the ministries at the state and the entities levels, the officers of administration bodies in BiH who are not spokespersons but execute jobs from the domain of public relations, the officers of the civil service agencies at the state and entity levels, the Government of the Brčko District of BiH.

SOURCE OF FUNDING: The Project was in the total contracted amount financed by the assets of the PARF.

3. FRAMEWORK OF EVALUATION

The evaluation was conducted in the period February – March 2011, and refers to the period of project implementation and the period after implementation, through information on the project impact and its sustainability. During the evaluation the complete project documentation was discussed in detail (Contract, Terms of Reference, Logical Framework, Inception Report, Periodic Reports and the Final Report of the implementer, with all the annexes), and there were interviews with the representative of the implementer, the representative of the Contracting Authority, the representatives of the ST and the beneficiaries of the project from the state, entity and the district level of government in BiH. A total of 23 persons were interviewed, and the list of interviewees is in the Annex III to this report.

4. RESULTS OF EVALUATION

a. Quality of Project Documentation

General quality of the Logical Framework (LF) is in accordance with terms of reference and clearly demonstrates the relationship between the project activities and the results. It is important to note that the LF was not developed with the terms of reference (at the time it was not requested by the contracting authority, due to lack of experience in the procedures of development of the terms of reference) and therefore was not an integral part of the technical bid. Subsequently, at the request of the expert advisor for the area of Institutional Communication (IC) on behalf of the Public Administration Reform Coordinator's Office (PARCO), the LF was developed and included in the Inception Report. Based on the LF, which was developed in the initial phase, a detailed plan of activities for each project component was separately drafted, but the project has not developed a unified plan which is the practice in the projects (e.g. use of the Gantt chart). The lack of a unified work plan did not affect the quality monitoring of the project implementation. As for foreseeing the assumptions and risks, the project foresaw them well and noted them in the text part of the Inception Report but they were not specified in the same manner in the LF. When it comes to objectively verifiable indicators (OVI), they were well made (quantitatively), having in mind that the same OVIs were stated both at the level of the general objectives and at the level of the purpose of the project, which is usually not the practice in drafting the LF.

b. Efficiency of Implementation

b. 1 Evaluation of Work of the Implementer:

Engagement of the Project Manager (Implementer)

From the very beginning of the project implementation, partly because of the need to correct certain deficiencies resulting from drafting of the terms of reference, partly because of the strong commitment of the responsible persons on behalf of the PARCO and the implementer to have a successful implementation, the cooperation was assessed as very good and productive. Engagement of the project manager is best shown through organization of additional, by the terms of reference unplanned activity, which is organising the meeting of the Working Group (of the members of the ST) in order to evaluate the success of the project.

Administrative – Technical Capacities

On the basis of the project documentation, field visits and interviews with the project coordinator, it has been noted that the administrative and technical capacities of the Implementer were adequate and sufficient for implementation of project activities, achievement of results and objectives of the project. Engaged lecturers and experts were, by the direct beneficiaries of the project, evaluated positively and it was stressed that those were eminent experts from the country and region.

Reporting and Procedures

The Implementer regularly reported through the reports (the Inception, two Interim Reports and Final report). Such frequent reporting system has also contributed to strengthening the system of internal monitoring by the Implementers in terms of achieving the planned results of the project. Quality of content and form of the report is the result of good cooperation between the Contracting Authority and the Implementer, and of compliance with the procedures prescribed by the Contracting Authority.

b. 2 Project Partners and Beneficiaries:

Supervisory/Implementation Team

Within implementation of this project there was no Implementation Team, but instead the Supervisory Team (ST), composed of representatives of the central public relations units from all 4 levels of authority, was through their work involved in the process of planning of the project from the very beginning, thus directing the project to as efficient as possible implementation. The Supervisory Team, as a Work Group, gathered at the end of the project and evaluated the successfulness of the project.

Beneficiaries of the Project

During the visits, the beneficiaries of the project expressed their satisfaction with implementation of the project activities. As already mentioned, the said partners were officially involved, through the work of the ST, in implementation of the project activities.

b.3 Implementation of activities:

Planned Activities	Objectively Verifiable Indicators	Planned (yes/no)	Achieved (yes/no)	Comment
A1. Draft a handbook for public relations officers and distribute it in the central public relations units	- Handbook for public relations drafted and distributed, 400 copies, to all the centres for public relations	yes	yes	The project team successfully implemented this activity, fully in accordance with the stipulated deadline.
A2. Prepare training from the area of PR	- Implemented research among the public relations officers on expectations and contents of the training	yes	yes	The project team successfully implemented this activity, fully in accordance with the stipulated deadline.
A3. Implement a two day training on public relations for about 90 public relations officers	- Drafted programme and implemented two day training with workshops for 5 groups, each with maximum 20 attendees	yes	yes	The project team successfully implemented this activity, fully in accordance with the stipulated deadline.
A4. Evaluate after implementation of the training	- Completed written evaluation 15 days after completion of the training at the latest	yes		The project team successfully implemented this activity, fully in accordance with the stipulated deadline.
A5. Implement a five day study visit to Slovenia	- Implemented study visit for 8	yes	yes	The project team successfully implemented this activity, fully in

and exchange experiences with the PR officers in Slovenia	persons (two representatives from each centre for public relations)			accordance with the stipulated deadline.
A6. Prepare and promote in media the PR conference of the information officers of the governmental and nongovernmental sector	- Prepared programme and PR conference promoted in media	yes	yes	The project team successfully implemented this activity, fully in accordance with the stipulated deadline.
A7. Organise and have a PR conference	- Organised and held a conference of PR officers	yes	yes	The project team successfully implemented this activity, fully in accordance with the stipulated deadline.
A8. Meeting of the Work Group		no	yes	Activity was not originally planned by the Terms of Reference. The Implementer, at the initiative of the responsible person from the PARCO, organised a meeting of the Work Group, consisting of the members of the ST, with the objective of evaluating successfulness of the project in achieving the project results.

b.4 Achievement of Results:

Planned Results		Description of Achievement
R1	Drafted handbook for public relations which will be especially beneficial for the newly employed information officers with insufficient experience in the affairs of public relations	Handbook of Public Relations drafted on all three official languages used in BiH in a print run of 400 copies and distributed in all four centres of institutional communication. Further on the handbook was distributed to officers from all levels who work within their job with public relations. Draft of this handbook listed and proposed the procedures in conducting the official business of public relations officers, and the handbook will be especially beneficial for the newly employed public relations officers.
R2	Representatives of all beneficiaries of the project passed the training for public relations, got acquainted with the theory and practice of the PR, various experiences in the area of PR.	Five two day trainings for public relations organised for public relations officers of the Council of Ministers, the Office of the Government of the Federation of Bosnia and Herzegovina, the Bureau of the Government of the Republic of Srpska and the Government of the Brčko District, and the public relations officers from other institutions at all levels. Trainings, through questionnaire, were preceded by research on the needs of the attendees. The trainings were attended by more than 70 attendees. Due to heterogeneity of the user group who attended the two-day training, the implementer, based on research through earlier

		submitted questionnaire, customized the content of the training for all users. Several participants of the said training, who through their education had advanced knowledge in the field of public relations, evaluated the quality of the content of the training as being too theoretical and that the lectures were concerned with basic issues. However, the vast majority of the interviewed beneficiaries (attendees) pointed out that the training was very useful and well designed. Also, because of proximity of the covered themes, the users have noted that it would be desirable that trainings take more time, so that each issue could be dealt with in more detail with concrete examples from the practice.
R3	Beneficiaries of the project provided with the opportunity to get acquainted with the best European practice of public relations	Study visit to the Republic of Slovenia was successfully organised within the stipulated timeframe. The study visit was attended by two public relations officers from the Council of Ministers, the Government of the FBiH, the Government of the RS and the Government of the BD (eight in total). During implementation of the study visit, the officers had an opportunity get acquainted with the work of the Office for Communication of the Republic of Slovenia and with operations of the public relations services in 5 ministries, attend the press conference of the Government of the Republic of Slovenia, and is thus get acquainted with the practices and the experiences in public relations of the Republic of Slovenia.
R4	Enabled exchange of experiences and networking of public relations officers of the governmental and nongovernmental sector	One-day conference “PR Network” for public relations was organised in Teslić in accordance with the requirements of the terms reference and planned dynamics. The PR Conference contributed to bridging the public relations officers from the government sector from all four centres of institutional communication and the persons in charge of public relations from the NGO sector. Participants in the PR conference, in addition to relevant target groups, were eminent speakers from the region with significant experience in this field. Within this project result, the internet presentation of the conference was designed at www.pr-network.org , where the conference was announced and information on already implemented activities on the project published.

b.5 Spending of Funds[†]:

Funds spent for project activities were in line with the plan and they were shown as such. It is important to say that the project, at the stage of drafting of the technical bid, did not have

[†] For more detailed information on spending of the funds see Table 1 of this Report.

developed division of expenditure of personnel and experts who will work on the project, and therefore no plan for expenditure of working days. The project, in the inception phase of implementation, at the request of the responsible person from the PARCO, made a projection of spending of the work days of the experts, which was respected in further implementation of the project. Under the plan of spending of the work days from the inception report, it has been planned that for all project activities 343 work days are to be spent. In the final phase of the project there was a need for additional 20 work days for the project team (4x5 work days). This did not affect the execution of the budget, given that the spending of budget funds is in accordance with the contracted amount.

Overview of spending of the assets should in one place show the *planned*, the *spent* and the *remaining* absolute and relative (percentage) amount of both the working days and the funds (divided by the type of expense).

c. Effectiveness of the Project

The project achieved all the planned results and thus contributed to achieving the general objective of the project and project purpose. Based on interviews with the project beneficiaries, the conclusion was drawn that they benefit from the project results. Specifically, all the beneficiaries have equal access to the project results, and an example of that are CD manuals, training materials and the website (www.pr-network.org).

The project purpose was achieved through achievement of the project results. Of course, the use and upgrading of the project results will largely depend on the beneficiaries and their personal involvement in terms of progress / improvement in the field of public relations as well as giving importance to this function by managers and allocation of resources for further improvement.

d. Impact

The project established the basis for further improvement in the field of standardisation and establishment of good practices of public relations, thus contributing to improvement in transparency of public administration. As one of the most important contributions of the project is creation of 400 CD manuals for public relations, which serve the public relations officers in their daily work, manuals being distributed in all four centres of institutional communication in BiH. Also, through organisation of two day trainings the theoretical and practical knowledge in the area of public relations has been improved. Impact of the project is visible also through networking of the PR officers through organisation of the "PR Network" conference in Teslić, which contributed to both meeting of the PR officers and to sharing of experiences, and in addition to the PR officers from the governmental sector from all four levels of authority, it covered also the PR officers from the NGO sector.

In terms of contribution to the public administration reform, the Project contributed to fulfilment of the measures from the AP 1 of the Strategy of PAR in BiH with around 12 per cent of the total recorded progress in the area of IC. The specific impact of the project refers to the Chapter 1 "Key Regulations", Chapter 8 "Training", Chapter 10 "Activities related to media" and Chapter 12 "Direct communication with the public – FOIA".

Implementation of this project contributed also to the activities of revision of the AP1. The existing chapter of the AP1 in the area of IC (8 Training), using the findings of this project, has

been updated and revised through specific measures of capacity development and thematic trainings in the field of public relations and other skills (Revised AP1 - 7. Human resources).

e. Sustainability

Project beneficiaries have benefits from the project results / services. The CD manual is used as needed, the knowledge from training is used in regular jobs, and especially emphasised is the importance of networking of public relations officers and exchange of experiences, which is the result of the PR conference.

Through conversations with beneficiaries, the need was noted for regular trainings in the field of public relations, however due to limited financial resources earmarked for trainings, it is unlikely that they will be implemented from the budget of the BiH institutions or the Entities of the BD. Although not exclusively, ownership over the project results largely depends on financial resources that are available for improvement in the segment of public relations. Even more important is the need for raising awareness of the managing personnel on the role and importance of public relations and positioning of the PR officers in the institutional hierarchy, and by that in regular training. Also, the PR officers in the institutions of government in BiH do not have equal status (in the RS, they are employees), and it is often the case that the lower ranking civil servants are the PR officers. Therefore, they have less impact on the quality of public relations. Adequate positioning of the PR officers in the institutional hierarchy will contribute to their greater influence and more significant participation in communication of managing civil servants (managers) with the public.

There is a great possibility that the beneficiaries of the project will continue to use the services through their everyday activities. Given that there is a need for regular improvement, it will also depend on the availability of funds for professional development.

Based on findings from the field, it was observed that currently there is no strategic approach of support of the project results in terms of their sustainability. There is a need for networking, organisation of trainings and exchange of experiences of the PR officers.

5. CONCLUSIONS

In the terms of reference a clear link can be seen between the project activities, the results, the purpose and the objective, and it can be assessed as very good. The project documentation did not contain a logical framework in the phases up to the beginning of the implementation process. The logical framework has been developed in the initial phase of the project implementation, at the initiative of the responsible person on behalf of the PARCO. It is important to say that the project, in the phase of draft of the technical bid, did not have a developed division of expenditure of personnel and experts who will work on the project, and therefore no plan for expenditure of working days, which is the shortcoming of the project documentation. This has been addressed in the Inception Report, which had a projection of the budget for monitoring of project implementation and especially expenditure of funds.

Involvement project manager was in accordance with the needs and expectations, administrative and technical capacities were adequate, and reporting was in accordance with the plan. Within implementation of this project there was no Implementation Team but the ST, through its work, was involved in the process of planning and directing of the project towards as efficient as possible implementation. The beneficiaries are satisfied with implementation of the project activities as well as with the overall implementation of the project. The project

activities were implemented according to plan, having in mind that additional activity was implemented that was not originally foreseen by the terms of reference (meeting of the Working Group). Implementation of these activities achieved the results that were assessed by the beneficiaries as of quality.

The project purpose was achieved through introduction the PR officers with experiences, theory and practice of public relations, standardisation of practices through development of handbook, networking and sharing experiences of the PR officers. There were no negative effects of the project on target or other actors.

It is clear that the beneficiaries of the project will continue to use the project results through application of acquired knowledge and experiences, and by using the Handbook for Public Relations. Upgrading of knowledge will depend on funds available for future development in this area.

Based on the results of interviews with the beneficiaries, the monitoring team came to the conclusion that there is a need for a strategic approach in the area of institutional communication, through strategic documents (communication plans) at all levels of government in BiH. Through the project *Draft / Revision of Communication Strategies of the CoM BiH, the Entity Governments and the Government of the Brčko District of BiH*, which was previously financed from the PARF, necessary strategic documents were developed – the communication strategies of the governments and accompanying communication plans. The communication plans are provided on an annual basis and include individual activities the institutions conduct in coordination with the central units. Part of those activities is related to the trainings in public relations and other necessary skills. Through the project *Establishment of Network of Info Stands* a network was developed, or communication channel (info stands), and research was done regarding the level of knowledge of institutional communication in beneficiaries. There was also training in the field of institutional and internal communication. Evaluation and experience from that training served further development of program of training on public relations as well as identification of attendees of the training.

6. RECOMMENDATIONS

To the contracting authority:

- Develop a logical framework **in the phase of preparation of the terms of reference**, which is an obligatory constituent part of the project documentation;
- Plan of the budget should be a constituent part of the project documentation **from the phase of terms of reference and on;**

To the implementer:

- **Detailed** plan of execution of the budget by project components should be a **constituent part of the project documentation;**
- State the assumptions and risks in the logical framework **as they are stated** in the inception report;

7. LESSONS LEARNED

When drafting new terms of reference to be funded through the PARF, which include training, attention should be paid to the knowledge of attendees of the training and accordingly

determine the contents of the training. As **additional development** of the training for public relations officers, for future projects dealing with this issue, trainings should be **treated thematically, more specific and longer** (each topic significant for the PR officers should be treated separately), **with examples from practice**.

The need was noted to hold a **regular** annual PR conference in order to network the PR officers, and to further **maintain and update** the website (www.pr-network.org or similar website).

Also, it would be desirable **to organise training for managing staff** in order to acquaint them with the significance of the public relations in the institutions in BiH, because there is still perception that the public relations are only media relations.

There is a need to raise awareness of the managing staff on the role and significance of public relations and positioning of the PR officers in the institutional hierarchy. PR officers in the institutions of government in BiH do not have an equal status (in the RS they are employees), and it is often the case they are lower ranking civil servants. Therefore, they have less impact on the quality of public relations. Adequate positioning of the PR officers in the institutional hierarchy will contribute to their greater influence and more significant participation in communication of managing officers (managers) with the public.

List of Annexes

1. *Logical Framework of the Project*
2. *Plan of Expenses*
3. *List of interviewees / interviews*

Dates of visits of evaluators: from February 18 to March 25, 2011

Interviews conducted with: see list of interviewees in the annex III.

Date: April 15, 2011

Annex I – Logical Framework Matrix for the project „Training of Public Relations Officers“

	Logic of work	Objectively Verifiable Indicators	Sources of verification	Assumptions / Risks
Overall objective	<i>Strengthening the capacity and standardize practice for Council of Ministers B&H, Government of the FB&H Government, RS Government and Government of Brcko District</i>	<i>CD Manual for Public Relations created, certificates for participants of training, study tour and PR Conference, the list of participants, analysis and evaluation of the project by the beneficiaries (Working Group)</i>	<i>the inception report, periodic report, final report</i>	<p><i>Risks: Insufficient capacity of the Brcko District of BiH for participation in all stages of the project, lack of motivation of implementation structure's for active participation in the project</i></p> <p><i>Assumptions: Training will provide certain number of points according to the principles of the Civil Service Agency, PR officers will cooperate with the consultant on the implementation of project activities</i></p>
Project purpose	<i>Improving the effectiveness of beneficiaries of the project, introduction of the public servants for public relation with the experience of institutional communication, theory and practice of public relations through direct access to the experiences of European practice in that area. Standardizing the practice of public relations, especially for</i>	<ol style="list-style-type: none"> <i>1. CD Manual for public relations created</i> <i>2. Realized training, certificates awarded to participants</i> <i>3. Realised study tour</i> <i>4. Realised PR conference</i> <i>5. Feedback questionnaires whose results will be analyzed and submitted with the report</i> 	<ol style="list-style-type: none"> <i>1. The report, press clipping and media monitoring report, the inception, periodic and final report</i> <i>2. evaluation, the Working Group Meeting</i> 	<i>Under the direct control of the project is not interest of the participants / beneficiaries of the project for personal and professional development in the field of public relations, their real capabilities (the obligations and responsibilities in the organization) to participate in all phases of the project as well as support of leadership in the institutions so the beneficiaries</i>

	<p><i>new-employed officers. Strengthening cooperation between beneficiaries of the projects and exchange of experiences, strengthening and building professional relationships with the media and (non)government's PR officials</i></p>			<p><i>can regularly attend training's</i></p>
<p>Results</p>	<ul style="list-style-type: none"> • <i>Manual for public relations created and it will especially be useful to the newly officials for information with little experience in public relations</i> • <i>Representatives of all beneficiaries of the project passed the training for public relations, acquainted with the theory and practice of PR, different experience in the field of PR</i> • <i>Beneficiaries of the project got a chance to meet the best European practice of public relations</i> • <i>Enabled the exchange of experiences and networking for officer for public relations in a governmental and non-governmental sector.</i> 	<ol style="list-style-type: none"> 1. <i>Created and distributed CD manual for public relations, in 400 copies, to all centres for public relations</i> 2. <i>Conducted research among the staff of Public Relations of the expectations and content of training</i> 3. <i>Program developed and conducted two-day training with workshops for the 5 groups with a maximum of 20 participants</i> 4. <i>Finished the written evaluation within 15 days after the end of training</i> 5. <i>Conducted five-day study trip for 8 people (two representatives from the Centres for Public Relations)</i> 6. <i>Prepared program and the media promotion for PR</i> 	<ul style="list-style-type: none"> • <i>CD Manual for public relations</i> • <i>Realized training, certificates awarded to participants</i> • <i>Realised study tour</i> • <i>The report, press clipping and media monitoring report, the inception, periodic and final report</i> 	<p><i>Conducted survey of staff for public relations / beneficiaries of the project that provided initial information on topics considered by the beneficiaries of the project as the most important upon creating training programs and whose are particularly important practice that is important not to leave out when creating a Handbook for Public Relations which will standardize procedures in institutional communication</i></p>

		<p>conference</p> <p>7. Organized and held a conference set for PR officers</p>		
Activities	<ul style="list-style-type: none"> • Develop a manual for officers of the Public Relations and distribute it to central units for public relations • Prepare training in the field of public relations • Implement two-day training on public relations for approximately 90 officers/civil servants for Public Relations • Make evaluation report upon the implementation of training • Organize a five-day study visit to Slovenia and exchange of experience with PR officers in Slovenia • Prepare and promote in media PR conference of the government and non-government officers for public relations • Organize and hold a PR conference 	<p>Staff:</p> <ol style="list-style-type: none"> 1. Lecturers with relevant experience in training in the field of public relations 2. staff with experience in organizing PR conference's and organization of study tours 3. PR practitioners with experience in writing the manual for Public Relations 	<p>Resources / Costs:</p> <p>For the realization of all planned activities, necessary resources are exclusively material (money) for the purpose of costs covering halls rental, food, lecturers fees, transportation, accommodation, providing documents and visa for study trip, per diem consultants allowance.</p> <p>Expenses are covered from the budget of the project by the submitted offer and extraordinary costs that are an integral part of the project budget</p>	<p>Before the start of project implementation, it is necessary to provide budget for implementation of project activities and cooperation from the centres of institutional communication</p>

Budget projection
according to the Inception report

BUDGET PROJECTION

NAME/COST TYPE	working days	net	total-net	VAT	Gross amount
Osoblje					
project leader	60	158,43 KM	9.505,87 KM	1.616,00 KM	11.121,87 KM
team leader	60	158,43 KM	9.505,87 KM	1.616,00 KM	11.121,87 KM
team coordinator	50	158,43 KM	7.921,56 KM	1.346,66 KM	9.268,22 KM
project coordinator	50	158,43 KM	7.921,56 KM	1.346,66 KM	9.268,22 KM
psychologist researcher	20	158,43 KM	3.168,62 KM	538,67 KM	3.707,29 KM
PR Assistant 1	30	158,43 KM	4.752,93 KM	808,00 KM	5.560,93 KM
PR Assistant 2	25	158,43 KM	3.960,78 KM	673,33 KM	4.634,11 KM
PR Assistant 3	25	158,43 KM	3.960,78 KM	673,33 KM	4.634,11 KM
expert 1	15	158,43 KM	2.376,47 KM	404,00 KM	2.780,47 KM
expert 2	5	158,43 KM	792,16 KM	134,67 KM	926,82 KM
expert 3	1	158,43 KM	158,43 KM	26,93 KM	185,36 KM
expert 4	1	158,43 KM	158,43 KM	26,93 KM	185,36 KM
expert 5	1	158,43 KM	158,43 KM	26,93 KM	185,36 KM
training					
halls rental x 5 lease sale for 2 days	10	300,00 KM	3.000,00 KM	510,00 KM	3.510,00 KM
lunch, refreshments	90	45,00 KM	4.050,00 KM	688,50 KM	4.738,50 KM
materials for participants	90	7,50 KM	675,00 KM	114,75 KM	789,75 KM
certificate production and distribution	90	5,00 KM	450,00 KM	76,50 KM	526,50 KM
manual					
Translation in 3 languages	400	5,50 KM	2.200,00 KM	374,00 KM	2.574,00 KM
making 400 pieces	400	5,00 KM	2.000,00 KM	340,00 KM	2.340,00 KM
design of manual and covers	1	1.200,00 KM	1.200,00 KM	204,00 KM	1.404,00 KM
distribution FREE			- KM	- KM	- KM
study trip					
Visas	8	88,00 KM	704,00 KM	119,68 KM	823,68 KM
transport for 8 persons	8	750,00 KM	6.000,00 KM	1.020,00 KM	7.020,00 KM
Accommodation 8 persons x 4 nights	32	195,58 KM	6.258,56 KM	1.063,96 KM	7.322,52 KM
feeding 8 people x 5 days	40	88,00 KM	3.520,00 KM	598,40 KM	4.118,40 KM
traveling allowances 8 persons x 5 days	40	97,79 KM	3.911,60 KM	664,97 KM	4.576,57 KM
one day conference					
hall and techniques rental	1	250,00 KM	250,00 KM	42,50 KM	292,50 KM
lunch, refreshments	70	30,00 KM	2.100,00 KM	357,00 KM	2.457,00 KM
materials (bags, accreditation, pens, notepads)	70	12,00 KM	840,00 KM	142,80 KM	982,80 KM
Media Promotion	1	10.585,00 KM	10.585,00 KM	1.799,45 KM	12.384,45 KM
per diem allowances	70	48,00 KM	3.360,00 KM	571,20 KM	3.931,20 KM
participants transportation	70	60,00 KM	4.200,00 KM	714,00 KM	4.914,00 KM
working group/extraordinary expenses					
hall rental	2	200,00 KM	400,00 KM	68,00 KM	468,00 KM
lunch, refreshments 8 persons x 2 days	16	44,50 KM	712,00 KM	121,04 KM	833,04 KM
Accommodation 8 persons x 2 nights	16	85,00 KM	1.360,00 KM	231,20 KM	1.591,20 KM
participants transportation	16	60,00 KM	960,00 KM	163,20 KM	1.123,20 KM
per diem allowances	16	48,00 KM	768,00 KM	130,56 KM	898,56 KM
total			113.846,05 KM	19.353,83 KM	133.199,88

Total projection:	128.285,88
Amount without VAT:	109.646,05
VAT:	18.639,83
Amount with VAT:	128.285,88
Extraordinary expenses amount:	4.200,00 KM
VAT:	714,00
Total extraordinary:	4.914,00
Total (with extraordinary expenses)	133.199,88

notes:
the allowances of members of the team include costs of research, preparation of training plan, preparation of conference, writing evaluations, reports and so on.

Attachment: Budget Projection

No	Expenses type	Resources		execution			total
		unit		Time frame	Price without VAT	VAT	
1	staff expenses	343 working days		15.01. - 15.06.	54.341,89 KM	9.238,12 KM	63.580,01 KM
2	Training expenses	5 trainings x 2 days + research		15.02. - 31.03.	8.175,00 KM	1.389,75 KM	9.564,75 KM
3	expenses for developing a Manual	Preparation, writing, development, distribution		15.02. - 10.05.	5.400,00 KM	918,00 KM	6.318,00 KM
4	Study trip expenses	5 days x 8 persons		march - april	20.394,16 KM	3.467,01 KM	23.861,17 KM
5	Conference expenses	70 persons		11.05.	21.335,00 KM	3.626,95 KM	24.961,95 KM
	TOTAL				109.646,05 KM	18.639,83 KM	128.285,88 KM
6	Working group/extraordinary expenses			may/ Jun	4.200,00 KM	714,00 KM	4.914,00 KM
	TOTAL with extraordinary costs				113.846,05 KM	19.353,83 KM	133.199,88 KM
notes							
1. working group is funded from the extraordinary expenses for the promotion of project beneficiaries							
2. Staff costs include all costs arising from the engagement of experts (transport, accommodation, fees), ie. are included in the price of their working days							
3. working day includes 8 hours							

Annex III

List of Interviewees / Interviews

No.	Name and Surname	Position, sector	Institution	Place	Date	Meeting held (yes/no)
1.	Dejan Buha	Expert Advisor in the Area Institutional Communication	Public Administration Reform Coordinator's Office	Sarajevo	18.02.2011.	yes
2.	Dobriła Močević	Project Coordinator	Prime Communications d.o.o.	Sarajevo	28.02.2011.	yes
3.	Mirjana Micevska	Member of the ST ¹ , Head of the Information Service of the CoM BiH	Secretariyt General of the CoM BiH	Sarajevo	09.03.2011.	yes
4.	Mara Simikić	Deputy Member of the ST, Spokesperson of the Government of the BD BiH	Government of the BD BiH	Brčko	10.03.2011.	yes
5.	Siniša Milić	Member of the ST, Spokesperson of the Assembly of the BD BiH				
6.	Halid Emkić	Spokesperson of the Police				
7.	Vera Sajić	Member of the ST Head of the Bureau for Public Relations	Government of the RS	Banja Luka	11.03.2011.	no
8.	Aleksandar Šiljković	Deputy Member of the ST, Bureau for Public Relations of the Government of the RS				yes

¹ Supervisory Team

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9.	Zlatko Jurić	Bureau for Public Relations of the Government of the RS	Government of the RS	Banja Luka	11.03.2011.	yes
10.	Mirna Šoja	Public Relations Officer	Ministry of Interior of the RS			no
11.	Sandra Kovačević	Public Relations Officer	Ministry of Administration and Local Self Governance of the RS			yes
12.	Aleksandra Vukašinović	Public Relations Officer	Ministry of Industry, Energy and Mining of the RS			yes
13.	Nataša Trampa	Public Relations Officer	Institution for Physical Medicine and Rehabilitation "Dr Miroslav Zotović"	Banja Luka	11.03.2011.	yes
14.	Daliborka Gavrilović Kujundžić	Public Relations Officer	Republic Agency for Development of Small and Medium Enterprises of the RS	Banja Luka	11.03.2011.	yes
15.	Davor Đukić	Senior Expert Associate for Second Instance Procedure	Republic Administration for Geodesy and Property-Legal Affairs of the RS	Banja Luka	11.03.2011.	yes
16.	Samra Ljuca	Public Relations Officer	Civil Service Agency of the FBiH	Sarajevo	24.03.2011.	yes
17.	Lejla Hodović	Public Relations Officer	Gender Centre of the FBiH	Sarajevo	24.03.2011.	yes
18.	Nermina Kapić	Head of the Department for Education and Information	Privatisation Agency of the FBiH	Sarajevo	24.03.2011.	yes

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19.	Jadranka Masleša	Proof Reader	Government of the Federation of BiH	Sarajevo	24.03.2011.	yes
20.	Bojana Vujičić	Head of the Department for Public Relations	Ministry of Foreign Trade and Economic Relations	Sarajevo	25.03.2011.	yes
21.	Dragica Galić	Information Service	Secretariat General of the CoM BiH	Sarajevo	25.03.2011.	yes
22.	Gabrijela Barić					
23.	Zorica Rulj	Spokesperson of the Ministry	Ministry of Civil Affairs of BiH	Sarajevo	25.03.2011.	yes
24.	Raska Denjalić	Director of the Information Office of the Government of the FBiH	Government of the Federation of BiH	Sarajevo	19.04.2011.	no
25.	Davorin Arlaupović	Expert Advisor for Public Relations				yes