

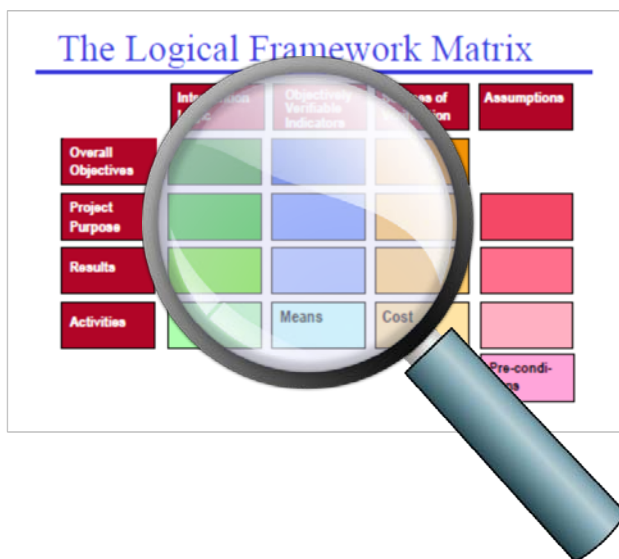


UNIT FOR DONOR COORDINATION, FINANCE, MONITORING AND EVALUATION

REPORT ON EVALUATION

of the project

Transposing EU Legislation in the Legal System of BiH



December, 2012



INFORMATION ON THE PROJECT

No. of the Contract:	01-07-258-69/10
No. of the Annex to the Contract:	04-07-2-53-40/11 (annex) and 04-07-2-53-49/11 (annex II)
Title of the Project:	Transposing EU Legislation in the Legal System of BiH
Implementer:	ZAMM media CONSULTING d.o.o. Sarajevo
Start Date:	December 8, 2010
Duration of the Contract:	10 months
Date of Completion:	October 8, 2011
Extension Duration:	4 months (2 + 2 months)
Changed Date of Completion:	February 7, 2012
Status of the Project:	Completed

FINANCIAL INFORMATION

Table 1 - Budget Overview:

CONTRACTED BUDGET in BAM	395,552.50		
SPENT FUNDS in BAM	394,201.08		
SPENT FUNDS in %	99.6 %		
	planned	spent	%
<i>Work Days of the Key Expert</i>	150	150	100 %
<i>Work Days of the Short-Term Experts</i>	300	300	100 %
TOTAL	450	450	100 %
<i>Expenses of Per Diems of the Key Expert</i>	219,375.00	219,375.00	100 %
<i>Expenses of Per Diems of the Short-Term Experts</i>	140,400.00	140,400.00	100 %
<i>Extraordinary Expenses</i>	35,977.50	34,426.08	95.7 %
TOTAL	395,752.50	394,201.08	99.6 %

1. SUMMARY

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.

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.

It can be said that the purpose of this project has been achieved. The knowledge and skills of the civil servants who are involved in the legislation activities in the field of transposition of EU legislation in the local legal framework have been improved. The Report on Progress of BiH in 2012 notes that a certain progress in strengthening administration capacities for legal harmonisation and implementation of the *acquis*. In conversation with the beneficiaries of the project, representatives of the key institutions in the segment of harmonisation of legislation, it has been pointed out that this project improved the process of harmonisation of local legislation with the EU legislation. However, the degree of that improvement is impossible to determine without detailed analysis, which would require significant resources, by which this evaluation would overcome the volume stipulated by the Guidelines. Therefore, the evaluation is primarily based on the aforementioned estimates by the beneficiaries. One of the project results is a Collection of Materials from the Trainings, which is used by the beneficiaries in their regular jobs, and especially those civil servants who are rarely or only just confronted with these problems. In addition to this Collection, the beneficiaries who work more on the jobs of harmonisation, use also the Handbook of the Directorate for European Integration. With this handbook, sustainability of the project results is not questionable.

The beneficiaries also pointed out that in the next period the aggravating factor in the process of harmonisation of legislation would not be represented by the competence of the civil servants, but inadequate and outdated translations of the EU legislation.

2. PROJECT SYNOPSIS

CONTRIBUTION TO THE AREA / AP 1: This project covers the reform area of Policy Making and Coordination Capacities from the Action Plan 1 of the Strategy of Public Administration Reform in BiH. More concretely, it relates to the reform measures from the part PM 3.4. Improvement of Verification of Harmonisation with Regulations (EU *acquis*).

OBJECTIVE: Objective of the Project is to improve the process of harmonisation of local legislation with the legislation of the EU, which would quicken the process of accession of

Bosnia and Herzegovina to the European Union, and contribute to approximation of Bosnia and Herzegovina to the common European administrative space.

PURPOSE: The purpose of the project is to improve the knowledge and skills of the civil servants who are involved in the legislation activities in the field of transposition of EU legislation in the local legal system. Through workshops, seminars, courses and direct training at the workplace, this project is supposed to enable the civil servants to adopt the necessary knowledge and to acquire the necessary skills, in order to be able to respond to the requirements of the legal transposition process in the range from translation of legislation to formulation of policies of action and adjustment of certain legal solutions in the most optimal framework.

RESULTS:

- Improved knowledge of the civil servants in charge of transposing the legislation in their institutions at the state, entity and the level of the Brčko District of BiH, regarding the methods and the manners of transposing the EU legislation, including the matters of policy development and impact of certain legal solutions on the relevant matters they regulate.
- Improved knowledge of the participants of the seminars regarding giving assessment of harmonisation and all the matters relevant for drafting the laws.
- Improved knowledge of the attendees regarding understanding the EU legislation. Civil servants in charge of the matters of transposing of legislation will receive all the necessary inputs and relevant knowledge regarding legal harmonisation.
- Improved knowledge of the civil servants regarding methodology and manners of translation of legislation.

LOCATION: Bosnia and Herzegovina (Federation of Bosnia and Herzegovina, Republic of Srpska, Brčko District of Bosnia and Herzegovina).

BENEFICIARIES: 1. Civil servants involved in legislation activities in the institutions at the state level, the level of the Federation of BiH, the level of the Republic of Srpska and the institutions of the Government of the Brčko District of BiH; 2. Members of the workgroups for European integration;

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

3. FRAMEWORK OF EVALUATION

Evaluation of the project was implemented in November 2012, related to the period of implementation of the project from December 8, 2010 to February 7, 2012, as well as to the period after the completion of implementation, through information on project impact and its sustainability. All the available project documentation has been reviewed (the Contract, the Terms of Reference, the Inception Report, the Interim Reports and the Final Report of the Implementer, with all the annexes, as well as other materials drafted through the project). Additionally, there were interviews with the representative of the Implementer, the Contracting Authority and the members of the Supervisory Team and/or Implementation Team from the levels of the state, the entities and the BD BiH. In total, 10 persons have been interviewed, and the list of interlocutors is in the annex 1 to this Report.

This Report is intended for the decision makers, financiers, and originators and implementers of the Project. The objective is that all the aforementioned actors become familiar with the problems and difficulties noted through evaluation and to react in accordance with the proposed recommendations. Additionally, the objective is to evaluate the general use the citizens in Bosnia and Herzegovina have or will have by implementation of this project.

4. RESULTS OF EVALUATION

a. Quality of the Project Documentation

According to the information gathered during evaluation, through conversations with the beneficiaries, it is obvious that there was a great need at all the administrative levels for this kind of trainings.

Quality of the project documentation is not on a satisfactory level, especially in the part related to the project results, activities and indicators, but also in the part describing the role of the Directorate for European Integration and its representatives in the Implementation Team. In the manner stipulated by the Terms of Reference, a responsibility has been defined for the Directorate for European Integration for implementation of the project, but not also an adequate mechanism for project management, which would be in accordance with the defined responsibility.

Logical framework of the project has been prepared in a timely manner (in the phase of preparation of the project proposal), but its quality, as well as the quality of the terms of reference clearly indicates that in this field it would be necessary to strengthen the capacities for project drafting. Although it was necessary in the initial phase of project implementation to update the logical framework, it has not been done. The manner in which the project results have been described in the logical framework did not suit the manner of describing of the results by the adopted methodology of preparation of the logical framework. Also, the indicators stipulated by the logical framework were not in accordance with the SMART¹ principle, which significantly aggravated the process of evaluation.

b. Efficiency of Implementation

b. 1 Evaluation of the Implementer's Work:

Engagement of the project team leader was at a satisfactory level. Administrative-technical capacities were sufficient for the needs of the project. The engaged experts were by most of the beneficiaries evaluated as of quality and adequate. The reporting was in accordance with the procedures and required quality, and it was not objected to any significant extent. Also, it should be pointed out that the implementer was ready to achieve a compromise and to be oriented to achievement of project results. This is confirmed by the fact that comments and suggestions by the representatives of the Directorate for European Integration were taken into account during the phase of preparation as well as phase of correction of the Handbook, which was finally printed and distributed as a Collection of materials.

b. 2 Project Partners and Beneficiaries:

The Directorate for European Integration has been recognised as a key partner of the project and they participated from the very start, through the work of the Supervisory Team, in initiation of the project, while in the development of the project idea all the members of the

¹ SMART - acronym defining the following characteristics of the indicators: S = Specific, M = Measurable, A = Achievable, R = Realistic, T = Time-bound

ST actively participated. This provided for feeling of ownership over the project, which greatly contributed to finding compromise solutions in the moments of disagreements, so the project would be successfully implemented and the project results achieved.

There were certain problems in communication, primarily in the Implementation Team, and as a final result they had certain influence to achievement of the project results. That is, because of disputing the quality of the exit material that was offered in the form of the Handbook for Transposition, the representatives of the Directorate for European Integration Insisted that the said material could not be accepted as the Handbook, which was one of the planned exit results of the project, but as a Collection of Materials from the trainings, which was, in the end, accepted by the Contracting Authority, the Implementer, the Implementation Team and the Supervisory Team.

b. 3 Implementation of the Activities:

Planned Activities	Planned (yes/no)	Achieved (yes/no)	Comment
A1 Draft of the plan and programme of training, which suit the requirements set in the general objective and purpose of the project	yes	yes	The Plan and programme of the training have been drafted, which divided the theme areas from the Terms of Reference in three sessions. The number of groups has been established by levels of administration as a framework, as well as the number of attendees in the groups. The plan established the programme of training with the topics and the number of classes, schedule of classes during one work day, and places where the training would be conducted. Additionally, the form for self-evaluation of the knowledge of participants of the Seminar has been prepared. The answers to the questions contained in this form provided the insight in the knowledge of the participants of the training regarding the legal regulations of the EU, their application and transposition of the EU law, which was the basis for establishment of the groups of attendees of the training.
A2 Establishment of groups of attendees of the training by levels of administration	yes	yes	With permanent cooperation with the institutions in charge of giving agreement to the final lists of attendees, 22 groups of attendees of the training have been established.
A3 Establishment of methodology of classes and preparation of the materials for the training	yes	yes	At the very beginning of implementation of this activity, there was a work meeting of the experts engaged on the project, where guidelines for draft of methodology of classes have been adopted, as well as for draft of handbooks and other educational materials, which would deal with all the theme units that were supposed to be presented to the attendees of the training. Methodology of classes established for each topic a framework contents of the matter which would be dealt with within the topic including a short description. The number of classes for each topic has been established, as well as the teaching methods, which would be applied through the lectures. Complete methodology of classes has been presented in the Second Quarterly Report.
A4 Implementation of	yes	yes	Through implementation of this activity, a total of 348 civil

<p>classes within the established schedule of trainings by the levels of administration</p>			<p>servants from all four administration levels in BiH have been trained. There were periodic and final evaluation of training, as well as periodic verifications of the knowledge of the participants. Additionally, there was a mentor support for the attendees of the training. The mentor support was implemented through a visit to the selected attendees of the training at their work place.</p> <p>A publication “Transposing EU Legislation in the Legal System of BiH – collection of materials from the trainings” was drafted. The Terms of Reference and the Inception Report stipulated that the said publication would have a title "Practical Handbook for Transposing EU Legislation in the Legal System of BiH". However, during the activities related to final approval of the publication by the members of the Implementation Team and the Supervisory Team, the members of those teams from the state level, on behalf of the Directorate for European Integration, requested to have additional consultations on the title of the publication. The result of this were two annexes to the Contract, which extended the duration of the Project two times for two months. The agreement was reached during the second extension of duration of the project. Although the project stipulated to draft a handbook, due to dissatisfaction of certain members of the IT and the ST with the quality of the document which was prepared, a compromise was reached, so the material was entitled Collection of Materials from the Training. This points to the conclusion that the quality of the project deliverable was not fully in accordance with the plan.</p>
<p>A5 Testing of the acquired knowledge and preparation of the certificates for the successful attendees.</p>	<p>yes</p>	<p>yes</p>	<p>This activity completed the final verification of knowledge of the attendees of the training, which was implemented by a written test of 20 questions. The final evaluation of the training has been implemented as well. Certificates have been awarded to the successful attendees of the training. Within this activity, there was a study trip to the Republic of Slovenia. Within the study trip, there were visits to the Legislation Service of the Government of the Republic of Slovenia, the Ministry for Environment and Space, the Ministry for Public Administration and the Institute for Administrative Law. At the very completion of the Project, it was planned to organise the final conference with presentation of the results achieved through implementation of the project. The final conference was originally planned for October 7, 2011, but because of failure to implement all the project activities and because of extension of the contractual period, as well as because of natural disaster caused by snowfall, it was postponed and held on February 29, 2012.</p>

b. 4 Spending of Funds²:

² For more detailed information on spending of funds, please see the Table 1 of this Report.

The funds have been spent in accordance with the plan and no deviations have been noted. Of the planned expert's work days, all 450 have been spent, and of the planned amount of the extraordinary / accompanying expenses, more than 95% have been spent, which made the contracted amount of the funds nearly completely spent.

The terms of reference did not stipulate the study visit, but within the Inception Report, in agreement with the manager of the project from the PARCO, it was proposed by the Implementer within the 5th activity. The PARF JMB gave agreement to this change of the project activities. However, there is no clear link between the project results and the activity of organisation of the study visit, especially because the criterion of selection of study visit participants was not clear, apart from the fact that those were the members of the Implementation Team and the Supervisory Team. Since the logical framework was not updated in accordance with the Inception Report of the Project, there are no data in the logical framework on this study visit.

b. 5 Effectiveness of the Project

This part of the Report describes the achievements on the matter of the planned results within this project. The stated results were taken from the Inception Report.

Planned Results		Description of Achievement
R1	Improved knowledge of the civil servants in charge of transposing the legislation in their institutions at the state, entity and the level of the Brčko District of BiH, regarding the methods and the manners of transposing the EU legislation, including the matters of policy development and impact of certain legal solutions on the relevant matters they regulate.	With the objective of achieving the results the activities presented by the project have been implemented. The planned results were achieved by motivation of the beneficiaries to participate in the training programmes in a disciplined manner and to regularly attend the training classes, by interest of the candidates who successfully completed the training to continue their careers in the administration bodies, by abilities and competence of the selected implementer of the training to provide for a quality transfer of knowledge and skills relevant for transposing EU legislation in the legal system of Bosnia and Herzegovina. The result has been confirmed by testing in the final phase.
R2	Improved knowledge of the participants of the seminars regarding giving assessment of harmonisation and all the matters relevant for drafting the laws.	Methodology of work of the lecturer had the objective of as efficient as possible transfer of knowledge and experience from the lecturers to the participants of the seminar. In that respect, a special attention has been paid to development of individual abilities of the participants regarding evaluation of harmonisation and matters relevant for drafting the laws as bases for transposing. The result has been confirmed by testing in the final phase of the Project.
R3	Improved knowledge of the attendees regarding understanding the EU legislation. Civil servants in charge of the matters of transposing of legislation will receive all the necessary inputs and relevant knowledge regarding legal harmonisation.	The main expert, in cooperation with the Contracting Authority, developed, in the initial activities of the Project, a plan which had an objective of transferring all the necessary data from the lecturers to the civil servants. In addition to practical examples and advice, the civil servants had the opportunity to ask questions and request additional clarifications, and communicate by e-mail with the lecturers at any time, so in the future, they would be able to efficiently participate in the process of harmonisation of the BiH legislation with the EU acquis.

R4	Improved knowledge of the civil servants regarding methodology and manners of translation of legislation.	Translation of legislation requires a multi disciplinary approach, and as a rule, it represents participation of translators, legal experts and experts from the subject field. As a most complex task in transposing legislation, this segment requires a constant attention and coordination and a possibility of continuation of education in this direction needs to be discussed. The result has been confirmed in the final phase of the Project.
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c. Impact

Having in mind that the increase in the degree of harmonisation of legislation is affected by several factors, it is very hard to separate and measure an exclusive contribution of this project to the process of harmonisation.

According to the available data, it is very hard, without a detailed analysis, which would require significant resources, to note that in relation to some earlier period a greater number or quality of the harmonised legislation has been achieved. Mutual comparability of the number of adopted legislation in various time periods is questionable, especially having in mind that the process of change, or amendment to the law could take a significantly long time period, and varies from a law to a law. However, in conversation with the beneficiaries, the representatives of the institutions in charge of harmonisation of legislation, it has been clearly pointed out that a progress and improvement have been achieved on this matter.

Through this project, the training was attended by a total of 348 civil servants (the exam was taken by 271), and the evaluation has shown that the attendees of the trainings were satisfied and that their knowledge in this segment has been improved. The edition of 500 copies of the Collection of materials from the trainings has been printed, which is used, as needed, by the officers who within their regular tasks encounter harmonisation of legislation. This Collection is especially important to those civil servants who only just start to deal with these issues, but also to the others who encounter these issues more seldom.

This project fulfilled the reform measures from the Action Plan 1 of the Strategy of Public Administration Reform in BiH in the area of Policy Making and Coordination Capacities in the part PM 3.4. Improvement of Verification of Harmonisation with the Regulations (EU *acquis*).

Additionally, the Report on Progress of BiH³ in 2012 notes that a small progress has been achieved in strengthening administration capacities for legal harmonisation and implementation of the *acquis*, as a difference from most other areas, which gives significance to this progress.

d. Sustainability

Sustainability of the project results has been ensured through the Collection of the Materials from the Trainings, which is being regularly used by the civil servants who deal with the affairs of harmonisation of legislation. Additionally, the trainings attended by the civil servants, also, in a certain sense, guarantee sustainability of the project results. This sustainability is conditioned by fluctuation of the civil servants, i.e. possibility of change of the workplace by

³ Report on Progress of Bosnia and Herzegovina in 2012 - work document of the staff of the commission of October 10, 2012 (attachment with the note of the Commission to the European Parliament and the Council) http://ec.europa.eu/enlargement/pdf/key_documents/2012/package/ba_rapport_2012_en.pdf

the civil servant who passed the training, which makes sustainability in that case questionable. It is clear that the factor of fluctuation cannot have a relatively great influence on sustainability of the results on this matter. Additional regular trainings of the civil servants in this field are being provided by the Directorate for European Integration of BiH, who have in their annual plans the trainings from the field of harmonisation of BiH legislation with the EU legislation.

Institutional sustainability exists through the Decisions⁴ ensuring systemic harmonisation and monitoring of the process of harmonisation of the local legal regulations with the EU legislation. Additionally, harmonisation of legislation has been incorporated in the job descriptions for the officers dealing with these affairs in the competent institutions.

Lack of translation of the *Acquis Communautaire* represents a significant hurdle in the process of harmonisation of legislation. The existing translations Bosnia and Herzegovina has are not enough, and in some cases they are not adequate or are outdated. In the next period, these issues will represent a very significant challenge that could significantly hinder the process of harmonisation.

According to the aforementioned Progress Report for 2012, a certain progress has been achieved on the matter of adoption of legislation from the field of the EU. Late establishment of the Council of Ministers of BiH and disagreements between the parties within the ruling coalition aggravated the legislation process at the state level. Further on, it is necessary to improve the cooperation between the entity parliaments, the Parliamentary Assembly of BiH and the Council of Ministers of BiH in order to ensure a coordinated and harmonised harmonisation with the EU legislation on the whole territory of BiH.

5. CONCLUSIONS

Considering that the majority of the beneficiaries expressed satisfaction, both with the implemented trainings and the material that was prepared and distributed through this project, the general evaluation is that the project was relatively successfully implemented and that it has fulfilled its purpose. The handbook was not delivered in the form that was planned, but the Collection of Materials from the Trainings was delivered, considering that the representatives of the DEI insisted that the offered document did not satisfy the planned by its quality and that it could not be seen as a handbook, but only as a collection of materials. In practice, the said Collection is in use together with the Handbook published by the Directorate for European Integration in 2005.

Sustainability of the project results has been ensured, but that created only one of the preconditions in the process of harmonisation. To make a step further in the next period in the process of improvement of harmonisation of the local legislation with the EU legislation, it would be necessary to pay more attention to solving the problems of inadequate and outdated translations of the *Acquis*, as well as to coordinated harmonisation on the whole territory of BiH.

6. RECOMMENDATIONS

⁴ Decision on the Instruments for Harmonisation with the EU Acquis (Official Gazette of BiH No. 23/11), Decision on the Procedure of Harmonisation of the Legislation of the Republic of Srpska with the EU Acquis in the Legal Acts of the Council of Europe (Official Gazette of the RS, No. 46/11), Decision on the Procedures in the Process of Harmonisation of the BD BiH Regulations with the EU Acquis (Official Gazette of the BD BiH, No. 25/09)

- **Strengthen the capacities for preparation and project management in the PARCO**
- Ensure, through other similar projects that the civil servants working on the affairs of harmonisation of legislation are continuously trained in this field

7. LEARNED LESSONS

One of the contracted obligations of the implementer in this project was ensuring independent six-month monitoring of the Project.

On the market of services in BiH there is no offer that would ensure the quality through the competition in the segment of project monitoring, so there is a justified risk on the matter of quality of external monitoring, i.e. it is very likely that it would be unequal from project to project. Independence of monitoring should ensure objectivity of information both in the very process of gathering and in the process of processing and presentation of information. The example of unprofessional monitoring is a situation from this project when the engaged monitor interviewed the beneficiaries in the presence of the representative of the implementer. It is very important that the engaged monitor, with the objective of gathering as objective as possible information, interviews the beneficiaries, providing on that occasion an adequate ambiance for open conversation. That implies a completely unhindered conversation, without presence of the representatives of the Implementers or other participants in the project. The information the monitoring team receives in this way, regarding the volume, quality and accuracy can be significantly different from the information obtained in the situation when the conditions for open conversation are not ensured. The said facts clearly indicate that the option of engagement of a monitor by the Implementer is not an adequate choice, especially having in mind that in these cases there is no established system of quality control for the monitoring report. In the PARCO, within the Unit for Donor Coordination, Finance, Monitoring and Evaluation, the capacities for monitoring and evaluation have been ensured, which created the conditions for regular and by quality harmonised monitoring of the projects. Monitoring and evaluation are implemented based on the Guidelines for Monitoring and Evaluation of the Projects approved by the PARF JMB, which established also the system of quality control of the process of monitoring and evaluation.

Therefore, on the occasion of future preparation of the projects, it should be relied on an independent monitoring of the Contracting Authority, instead on an external monitoring ensured by the Implementer. This is supported also by the conclusion from the 25th session of the PARF JMB, which recommended the PARCO that for future projects the terms of reference should not stipulate the possibility that monitoring and financial audit of the project are contracted by the implementer of the project.

Since the quality of the achieved project results is in direct correlation with the quality of the project documentation, it is necessary to dedicate more attention to preparation and development of the project. Quality preparation of the terms of reference is a precondition for creation of positive changes that need to be reached by implementation of some project. Regarding that, it is necessary already in the phase of preparation of the project to take care not only of efficient but also effective implementation, which implies definition of indicators that would serve as a tool for measuring the achieved results and effects of the implemented project activities. Therefore it is very significant to ensure trained project managers in the Public Administration Reform Coordinator's Office, as well as other actors involved in

preparation and supervision of projects implementation (Supervisory Team / Implementation Team⁵)

So far, during evaluation of the projects in practice, the recommendations of the project manager were respected, regarding selection of interlocutors from the Supervisory / Implementation Team. It has been noted that this leaves to the manager of the project a room to directly influence the opinion of the evaluator regarding implementation of the project through selection of interlocutors. Recommendation is that the evaluators, with the objective of obtaining comprehensive information on all the aspects of the project, when evaluating projects (especially those that have not been implemented in accordance with the plan - e.g. projects that have been extended), interview, as an obligation, all the members of the said teams. This would reduce the risk of influence to the opinion of the evaluator to a minimum.

List of Annexes

1. *List of Interlocutors / Interviews*
2. *Project Budget Structure*

Dates of Evaluators' Visits: from November 1st to December 5, 2012

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

Date of Report: December 17, 2012

⁵ In accordance with the Common Platform on the Principles and Manner of Implementation of the Action Plan 1 of the Strategy of Public Administration Reform in BiH.

Annex 1

List of interlocutors /Interviews

No	Name and Surname	Position, Sector	Institution	Place	Date	Meeting Held (Yes/No)
1.	Nedžib Delić	Manager of the project, Expert Advisor for Public Administration Reform	PARCO	Sarajevo	November 1 st , 2012	Yes
2.	Srđan Mikić	Member of the ST ¹	Office of the Government of the FBiH for Legislation and Harmonisation with the EU Regulations	Sarajevo	November 16, 2012	Yes
3.	Minela Alibegović	Member of the IT ²				
4.	Jelica Vidović	Member of the ST	Legislation Office of the Brčko District of BiH	Brčko	November 19, 2012	Yes
5.	Majda Mustedanović	Member of the IT				
6.	Dženana Živalj	Member of the IT	Directorate for European Integrations	Sarajevo	November 22, 2012	Yes
7.	Milena Simović	Member of the ST	Republic Secretariat for Legislation	Banja Luka	November 27, 2012	Yes

¹ Supervisory Team

² Implementation Team

8.	Dragan Popadić	Member of the IT				Yes
9.	Radmila Dragišić	Member of the IT	Ministry of Economic Relations and Regional Cooperation	Banja Luka	November 27, 2012	Yes
10.	Muamer Muftić	Director	ZAMM media CONSULTING d.o.o.	Sarajevo	December 5, 2012	Yes

Annex 2 - Project Budget Structure

Review of Costs by Experts

An item	Number	The estimated number of working days	Unit Price (BAM)	The amount (VAT excluded)	The amount (VAT included)
A. Fees					
1. Key Expert	1				
Key Expert – team leader	1	150	1.250,00	187.500,00	219.375,00
2. Short-term Experts	6	300			
Short-term Expert 1	1	69	400	27.600,00	32.292,00
Short-term Expert 2	1	69	400	27.600,00	32.292,00
Short-term Expert 3	1	69	400	27.600,00	32.292,00
Short-term Expert 4	1	31	400	12.400,00	14.508,00
Short-term Expert 5	1	31	400	12.400,00	14.508,00
Short-term Expert 6	1	31	400	12.400,00	14.508,00
				307.500,00	359.775,00*

*Note: These are the regular costs, incidental costs are given in a separate table

Overview of costs by activities

Description	Activity	Indicative budget funds	Number of working days	The amount (BAM)
Specific activities				
Making a plan and training program that meets the requirements set out in the general purpose and scope of the project	A1.	17%	48	56.700,00
Forming groups of trainees by levels of government	A2.	10%	45	33.300,00
Determining the methodology of course performing and preparation of training materials	A3.	10%	37	33.500,00
Course performing within the established terms of training at government levels	A4.	51%	235	140.750,00
Testing of acquired knowledge and preparation of certificates for successful trainees	A5.	12%	55	43.250,00
			450	307.500,00

Note: These are the regular costs, incidental costs are given in a separate table

Incidental costs

Description of Services	Estimated amount in BAM (approx.)
Technical costs of organizing the initial and the final conference / meeting with the goal of presenting the project and project results, travel expenses and per diems of project beneficiaries	6.000,00
Costs of promotional activities that provide "visibility" of the project during its implementation (including the preparation of electronic and multimedia presentations, preparation of information and data for Website and media, making different kinds of statistics and similar)	4.000,00
Cost of the study trip (plane, hotel, per diems of beneficiaries) Slovenia	15.750,00
Printing of manuals	5.000,00
Total	30.750,00