

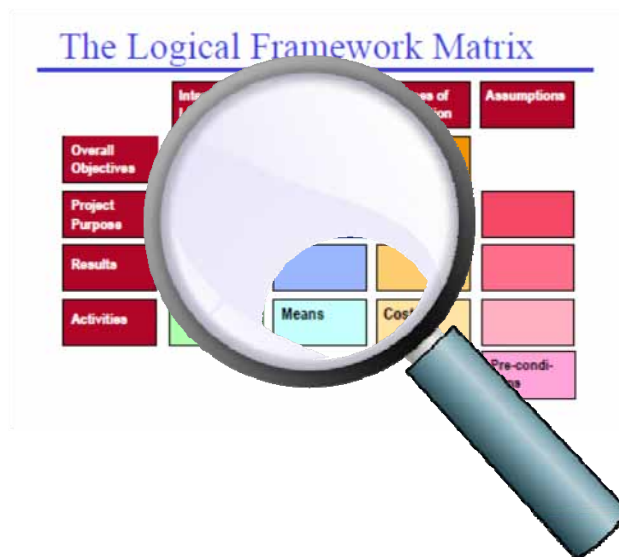


UNIT FOR DONOR COORDINATION, FINANCE, MONITORING AND EVALUATION

REPORT ON EVALUATION

of the project

Development of Performance Management System in the Structures of Civil Service in BiH



May 2013



INFORMATION ON THE PROJECT

No. of the Contract:	01-07-253-75/08
Title of the Project:	Development of Performance Management System in the Structures of Civil Service in BiH
Implementer:	Consortium Djikić consulting services d.o.o. and Đikić d.o.o.
Start Date:	4 January 2010
Duration of the Contract:	18 months
Date of Completion:	04/07/2011
Extension Duration:	4 months
Changed Date of Completion:	31st October 2011
Status of the Project:	Completed

FINANCIAL INFORMATION

Table 1 - Budget Overview:

CONTRACTED BUDGET in BAM	BAM 760,383.00
SPENT FUNDS in BAM	BAM 744,150.82
SPENT FUNDS in %	98 %

	planned	spent	%
Key Expert 1	170	170	100 %
Key Expert 2	200	200	100 %
Key Expert 3	80	80	100 %
Short Term Experts	100	100	100 %
TOTAL	550	550	100 %

Key Expert 1	BAM 179,010.00	BAM 179,010.00	100 %
Key Expert 2	BAM 210,600.00	BAM 210,600.00	100 %
Key Expert 3	BAM 84,240.00	BAM 84,240.00	100 %
Short Term Experts	BAM 111,033.00	BAM 111,033.00	100 %
Extraordinary (Accompanying) Expenses	BAM 175,500.00	BAM 159,267.82	91 %
TOTAL	BAM 760,383.00	BAM 744,150.82	98 %

Note: All the aforementioned amounts include the VAT.

During 2012, in accordance with the specific decisions of the Indirect Taxation Administration of BiH, based on the VAT return, to the account of the PAR Fund the amount of BAM 108,124.49 has been paid for this project.

Taking into account the said VAT return, a total of BAM 636,026.33 has been spent for this project from the funds of the PAR Fund.

1. SUMMARY

After initial analyses, the study visit, the adopted common general principles, good cooperation, communication and coordination between the Implementation and the Project Team, a set of documents of new (or amendments of the existing) ordinances on evaluation has been drafted. With extension of duration of the project of 4 months, caused by inability of the key actors to streamline the process of adoption of the necessary bylaws, the Ordinances were adopted at three of four administration levels in BiH. Because of the need for previous amendment to the Law on Civil Service in the Bodies of Administration in the Brčko District of BiH, the draft Ordinance on Evaluation, which has been drafted through this project, was not adopted during duration of the Project. That this was a factor which could not be influenced is proven by the fact that even today, a year and a half after completion of the project, the said Law was not adopted, and therefore neither the said Ordinance. With the Ordinances, the Handbook on evaluation has been drafted, that is a guide for successful performance management in the structures of civil service in BiH, and 471 HR managers / evaluators and 61 trainer have been trained, which ensured further dissemination of knowledge in the field of civil servants evaluation.

One of the most significant results of the project is establishment of harmonised system of evaluation of civil servants in the whole administration space of Bosnia and Herzegovina, based on common principles. As a difference from earlier period, evaluation is based on harmonised and objective criteria that primarily relate to fulfilment of previously set work objectives of an individual, and then also other criteria that imply independence in work, dedication to job, skill of communication, creative abilities, adaptability to changes etc. This established an evaluation system that realistically measures effectiveness of civil servants. Added value is also the fact that the objectives of an individual stem from the objectives of the institution, which from a strategic aspect enables the managers to have a quality in planning and disposal of resources.

Also, through this system of evaluation, it is possible to identify the needs for improvement and trainings of civil servants, which significantly contributes to their professional development.

Without a doubt, this project approximated the legal framework and the practice of performance monitoring and evaluation of civil servants in BiH to modern European practices and standards, so good grounds have been created for further advancement in the field of human resources management.

2. PROJECT SYNOPSIS

LINK WITH THE AP 1 / THE RAP 1: The Project is based on the measures from the Action Plan 1, within the reform area Human Resources Management, specifically the measures within the chapters: HRM 5. Recruitment and Selection, HRM 6. Performance Management and HRM 7. Training and Development.

OBJECTIVE: Increase in successfulness, efficiency, effectiveness and accountability in work of the bodies of civil service / administration, through improvement of the existing system of performance management at various levels of authority in BiH.

PURPOSE: Creation of more open and more just system of performance management in the bodies of civil service / administration, in accordance with the needs of the institutions of BiH, the entities and the Brčko District of BiH, in order to assist individual and career

development of civil servants and improve their motivation for work. The system of performance management at all the levels is supposed to be based on harmonised principles and standards, which stem from modern policies of human resources management, experiences of EU member countries and useful practices from public sector, which must be suited to the environment and concrete needs of the users of various levels of authority in BiH.

RESULTS:

- Developed and improved existing systems of performance management at the levels of authority in BiH;
- Prepared proposals for harmonisation and amendments to the existing regulations and drafts of missing implementation acts, needed for application of general principles of performance management of employees of civil service / administration by the levels of authority in BiH;
- Developed policies of performance management of the employees on probation work and harmonised measures for keeping and professional development of the existing and new staff in the civil service;
- Developed strategies of training, materials for training and trainings implemented for implementation of the improved system of performance management. Ensured knowledge transfer and development of internal capacities for sustainability of performance management programmes;
- Established system of regular reporting, evaluation and records of data on the results of performance evaluation by the levels of authority in BiH.

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

BENEFICIARIES: The basic beneficiaries of the project are the Civil Service Agency of Bosnia and Herzegovina (CSA BiH), the Civil Service Agency of the Federation of Bosnia and Herzegovina (CSA FBiH), the Civil Administration Agency of the Republic of Srpska (CAA RS), the Sub-Department for Human Resources of the Brčko District of BiH (SDHR BD), the Ministry of Justice of Bosnia and Herzegovina (MJ BiH), the Ministry of Administration and Local Self Governance of the Republic of Srpska (MALSG RS), the Ministry of Justice of the Federation of Bosnia and Herzegovina (MJ FBiH) as leading institutions and administration bodies for implementation of public administration reform in the area of human resources management.

In addition to the aforementioned, the project beneficiaries are all institutions and bodies of 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 that the provisions of the Laws on Civil Service by the government levels in BiH relate to.

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

3. FRAMEWORK OF EVALUATION

Evaluation was implemented in the period June – July 2013, related to the period of implementation of the project from 4 January 2010 to 31st October 2011, as well as to the

period after the completion of implementation, through information on 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. Additionally, there were interviews with the representatives of the Contracting Authority and the beneficiaries of the project from the state level, the entity levels of authority and the level of the District of BiH.

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

4. RESULTS OF EVALUATION

a. Relevance

Performance evaluation has been introduced in most of the EU countries in 70s with the objective of improvement in productivity and the results of work. In time, a significant improvement has been made in development of methodology of evaluation and performance monitoring, and their professionalism. Today, civil servants' performance management is one of the most important modern instruments of human resources management in civil service.

Of course, there is no common model of performance evaluation in the civil service in the EU countries. Each country, in accordance with specifics of their administration systems, developed also the system of performance management.

The practice of performance monitoring in the structures of public administration in BiH has been introduced barely 10 years ago¹, and performance monitoring was being identified with evaluation. At all the levels of authority in BiH there was a legal framework that set the matter of performance management, and those were the laws on civil / administrative service and laws on salaries, as well as bylaws (ordinances) that set the matters of evaluation, advancement, rewards, categorising jobs, sanctions, etc. Application of legally set mechanisms and procedures in practice was inadequate and inconsistent. Evaluation was being implemented sporadically with strong resistance to the very concept of evaluation. There was no clearly formulated link between individual objectives of the employees and the objectives of the institution.

From the aforementioned, it is clear that it is impossible to talk about existence of systematic approach to work performance management of the employees and effective use of outputs of regular evaluation of work of the employees in BiH. This points to a great need of systematic solving of matters of linking evaluation with the objectives of the institution, plan of training, advancement and rewards for the employees, based on the same principles at all the administration levels in BiH.

The Action Plan 1 of the Strategy of Public Administration Reform in BiH set the reform measures for improvement of human resources management related to recruitment and selection of personnel, performance management, and trainings and development of employees. By adopting the Action Plan 1, the CoM / the Governments in BiH clearly

¹ The first ordinance on evaluation was enacted by the Civil Administration Agency of the Republic of Srpska (in 2002) with the assistance of the United Kingdom College for Administration, and almost in the same form it was adopted also by the Civil Service Agency of BiH one year later (in 2003). The Federation of BiH adopted the first ordinance on evaluation in 2004 with the assistance of the UNDP, and one year later the same has been done in Brčko (again with the assistance of the UNDP).

recognised the need and gave agreement to the reform in the field that was the subject of this project.

Article 111 (public administration reform) of the Stabilisation and Association Agreement² stipulates improvement of development of efficient and accountable public administration in Bosnia and Herzegovina, and among other things, includes aspects such as draft and implementation of transparent and impartial procedures of selection of employees, constant trainings, human resources management and advancement in service.

Also, within the request for a stand-by arrangement directed to the IMF in June 2009³, Bosnia and Herzegovina obligated it self additionally to undertake steps for public administration reform and improvement of its efficiency.

b. Efficiency

b. 1 Evaluation of the Implementer's Work:

General evaluation is that the engagement of the project management was satisfactory, which has also been confirmed through two monitoring reports of the PARCO. The project engaged adequate experts, who have been evaluated by the beneficiaries positively, both from the aspect of dedication to work and from the aspect of their expertise.

During implementation of the project, there has been a replacement of the key expert 3, Mr Emir Đikić, who, at his request, was relieved of the engagement on the project. As of 28 March 2011, after completion of the procedure defined by the contract, a replacement expert was engaged, Mr Dejan Ostojić.

Also, it is significant to mention that the project management accepted the proposal of the PARF JMB on extension of the project, without additional funds for new expenses in the period of extension of duration of the project (by the end of October 2011).

b. 2 Project Partners and Beneficiaries:

The project partners (competent institutions) did not adopt / enact the planned bylaws (Ordinances on Evaluation) in a timely manner, which resulted in the request for extension of implementation of the project initiated by the Supervisory Team for the reform area of Human Resources Management.

Members of the Implementation Team gave a significant contribution to achievement of the results of the project in all the phases of work on the project. In every period of implementation of the project, the coordination of the Implementer with the PARCO, as well as with the key beneficiaries was at the highest level. The meetings were being arranged without difficulties, the requested inputs were delivered within the set deadlines, and the atmosphere at the meetings was characterised by openness, dedication and collegiality.

b. 3 Achievement of the Results:

Planned Results		Description of Achievement
R1	The existing systems of performance management at the levels of government in BiH have been developed and improved	Ordinances on Evaluation (and Advancement) have been enacted, or amendments to the Ordinances on Evaluation, regulating harmonisation of organisation and individual objectives and linking of the results of evaluation with the

² http://www.dei.gov.ba/bih_i_eu/ssp/doc/?id=743

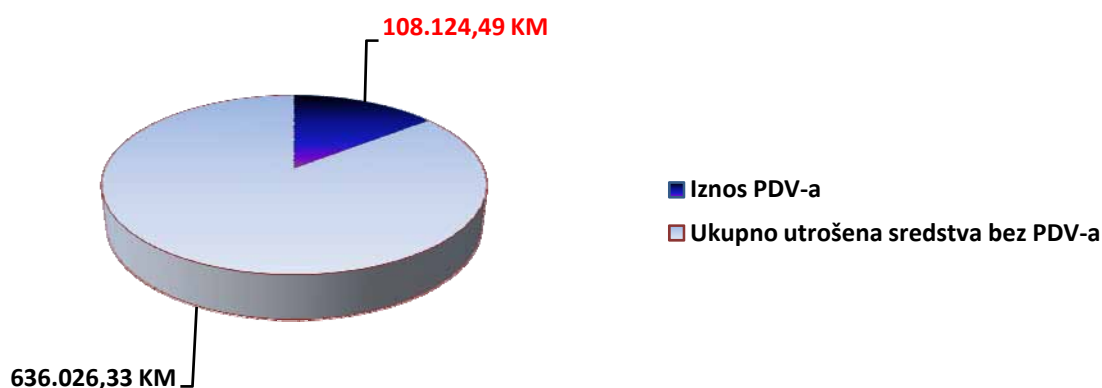
³ <http://www.imf.org/external/lang/bosnian/pubs/ft/scr/2009/cr09226b.pdf>

	(which, among other things includes linking of individual objectives, standards of execution, job descriptions and competencies / skills development with the general work plans and objectives of the public administration institutions and governments by the levels of administration)	<p>main HRM functions, such as training and advancement not only at the state level, but also at the levels of the FBiH and the RS. In the Brčko District, the new Ordinance on Evaluation was not enacted because of a standstill in adoption of the new Law on Civil Service.</p> <p>There were trainings at the level of the RS, which dedicated a special attention to the methods of designing job descriptions.</p> <p>Evaluation is based primarily on fulfilment of the objectives set in advance, accompanied by other criteria concerning independence in work, dedication to work, communication skills, creative abilities, adaptability to changes, etc. Through linking the performance evaluation with the individuals' objectives, which are still linked with the objectives of the institution, a strategic approach to planning and disposal of resources within each individual institution has been ensured as well.</p>
R2	Prepared proposals for harmonisation and amendments to the existing regulations and drafts of missing implementation acts, needed for application of general principles of performance management of employees of civil service / administration by the levels of authority in BiH	The texts of the proposals for harmonisation and amendments to the existing regulations based on general principles of performance management are fully harmonised with the beneficiaries, who on the given basis adopted new Ordinances on Evaluation (at the state level of BiH and in the FBiH), and amendments to the existing Ordinance (at the level of the RS). In the Brčko District, the text of the proposal of the new Ordinance on Evaluation has also been harmonised with the beneficiaries, and its adoption is expected after adoption of the new Law on Civil Service.
R3	Developed policies of performance management of the employees on probation work and harmonised measures for keeping and professional development of the existing and new staff in the civil service	The project team, within the draft Ordinance on Evaluation at the state level, the level of the FBiH and in the Brčko District, developed in more detail application of provisions of the ordinances for the civil servants on probation work, and in the case of the Brčko District, also the provisions concerning evaluation of trainees. Proposals on evaluation of civil servants on probation work at the level of the RS and trainees at the level of the FBiH and the RS are given in the Exit Strategy of the Project.
R4	Developed strategies of training, materials for training and trainings implemented for implementation of the improved system of performance management. Ensured knowledge transfer and development of internal capacities for sustainability of performance management programmes.	Prepared materials for training, which include the programme of training and training materials at all the levels. More than 80% of the invited attended the training at all the levels, except at the level of the FBiH, where the attendance was lower. All the interested parties expressed their satisfaction regarding usefulness of the <i>Guide for Successful Performance Management in the Structures of the Civil Service in BiH</i> .
R5	Established system of regular reporting, evaluation and recording of data on the results of performance evaluation by the	Obligation of reporting on implemented evaluation has been incorporated in the Ordinances on Evaluation at the state level of BiH, the level of the FBiH and in the RS, thus becoming mandatory for all the civil service / administration

<p>levels of authority in BiH (it needs to be ensured that there is monitoring of successfulness in application and sustainability of the system of management of work results in the structures of the civil service, identification of development needs and support to policies and functions of human resources management).</p>	<p>bodies, while this obligation already existed at the level of the Brčko District (in the present Ordinance).</p>
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b. 4 Spending of Funds:

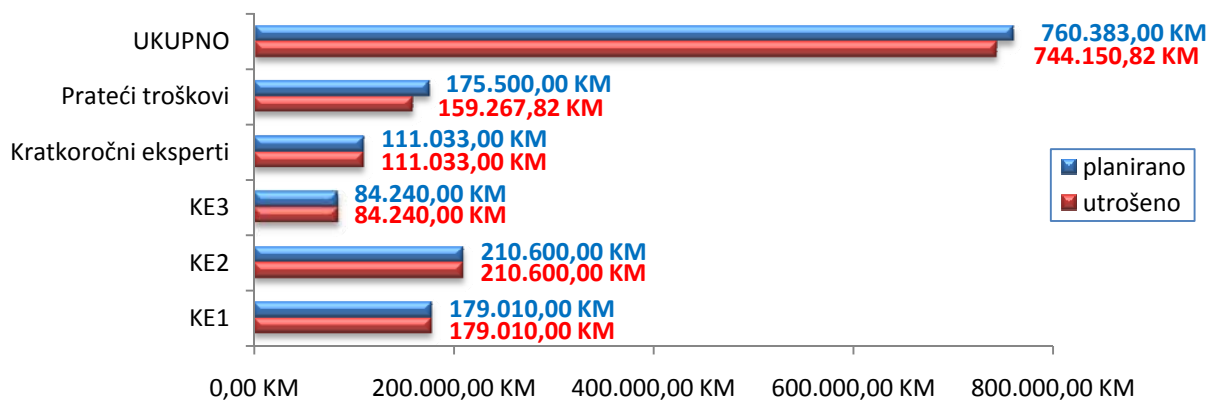
Contracted value of the project, VAT included, is BAM 760,383.00. Of the total contracted amount, 98% of funds has been spent, i.e. BAM 744,150.82 (the value includes VAT). As already mentioned at the beginning of this report, during 2012, in accordance with the specific decisions of the Indirect Taxation Administration of BiH, based on the VAT return, to the account of the PAR Fund the amount of BAM 108,124.49 has been paid for this project. Therefore, BAM 636,026.33 has been spent from the PARF on this project.



Percentage of spending of funds of 98% points that the funds were mostly spent in accordance with the plan. The only deviation from the plan is in the segment of extraordinary / accompanying expenses, where a total of 91% has been spent, or BAM 159,267.82 of planned BAM 175,500.00.

From the aspect of structure of expenses, they can be divided in two categories: expenses of per diem of experts and extraordinary / incidental expenses.

Expenses of the experts were calculated by the principle "man / day", while the extraordinary / accompanying expenses covered: per diems / remuneration for expenses and accompanying obligations for taxes and contributions, travel expenses, expenses for overnight stay, expenses of food and refreshments, expenses of promotion materials, expenses of renting of venues and technical equipment, expenses of translation, expenses of proof reading, expenses for work materials, expenses of visas, expenses of fees, expenses of provisions, etc. The said extraordinary / accompanying expenses incurred due to implementation of project activities, comprising travels of experts, meetings of the Implementation Team and the Supervisory Team, trainings, workshops, preparation and printing of manual and organisation of the final conference. Calculated value of one "man day" for the key experts is BAM 900.00, and for short term experts is BAM 949.00. The planned and spent funds are shown on the graph below.



KE = key expert

c. Effectiveness

Implementation of the project improved the existing system of performance management at all the levels of authority in BiH. The Ordinances on Evaluation have been prepared and the capacities for their application have been strengthened. This way, the best European practices have been incorporated in the performance management system in the civil service in BiH. The offered draft ordinances were adopted by the CSA BiH⁴, the CSA FBiH⁵ and the CAA RS⁶, while in the Brčko District adoption of the ordinance did not happen⁷.

Drafting of the Ordinances was preceded by harmonisation and adoption of the General Principles of Performance Management, which provided for harmonised approach to improvement of the system of performance management in the whole administrative space in BiH.

At the state administrative level, the new Ordinance regulated evaluation of the civil servants, employees and employees on probation work, while evaluation of trainees was not regulated. Evaluation is being done at least twice in a calendar year, and four descriptive levels of evaluation have been introduced⁸. Criteria of evaluation have been defined, and a link has been ensured between the objectives of an individual and the objectives established at the level of the administration body as a whole. The matter of horizontal and vertical advancement has been discussed, but was not put in this Ordinance, but a possibility of advancement has been left with a reference to the Law on Civil Service and the Law on Salaries and Allowances in the Institutions of BiH and the accompanying bylaws. Additionally, a link has been established between the work evaluation and the plan of professional development of an officer, and also an obligation of regular reporting on implementation of the procedure of evaluation has been introduced.

⁴ the Rulebook on the Manner of Evaluation of Work of the Civil Servants in the Institutions of Bosnia and Herzegovina (Official Gazette of BiH 59/11)

⁵ the Rulebook on Evaluation of Work of Civil Servants in the Bodies of the Civil Service of the Federation of Bosnia and Herzegovina (Official Gazette of the FBiH 62/11)

⁶ the Rulebook on Amendments to the Rulebook on the Procedure of Evaluation and Promotion of Civil Servants and Employees ("Official Gazette of the RS" No. 87/11)

⁷ Draft new Ordinance on Evaluation of Civil Servants in the Brčko District of BiH has been harmonised, but was not adopted because of failure to adopt the new Law on Civil Service in the Bodies of Administration of the Brčko District

⁸ Descriptive evaluations at the BiH level: "not satisfactory", "satisfactory", "successful" and "particularly successful"

In the Republic of Srpska, the amended Ordinance regulates evaluation of civil servants and employees, while evaluation of trainees and employees on probation work was not regulated. Evaluation is being done twice a year, and four descriptive levels of evaluation have been introduced⁹. Criteria of evaluation have been defined, and a link has been ensured between the objectives of an individual and the objectives established at the level of the administration body as a whole. The Ordinance left the possibility of advancement of civil servants, and also a link has been established between the work evaluation and the training needs, and/or further improvement of civil servants. Also, an obligation of regular reporting on implementation of evaluation procedure has been introduced. A special significance for application of the process of evaluation is seen in the penal provisions that have been at the level of the Republic of Srpska incorporated in the Ordinance. That is, a "gross professional negligence" has been introduced for unjustified failure to implement the procedure of evaluation, which has been shown in practice as very productive.

In the Federation of BiH, the Ordinance regulated evaluation of the civil servants, employees and employees on probation work, while evaluation of trainees was not regulated. Evaluation is being done at least once a year, and four descriptive levels of evaluation have been introduced¹⁰. Criteria of evaluation have been defined (general and special), and a link has been ensured between the objectives of individuals and the objectives established at the level of the administration body as a whole. Horizontal and vertical advancement was not dealt with by this Ordinance. This is being regulated by the Law on Civil Service, but in 2010, the Law on Salaries¹¹ revoked rewards based on evaluation of work, and all the provisions of the Law on Civil Service that stipulated rewards were put out of force. Also, an obligation of regular reporting on implementation of the evaluation procedure has been introduced, as well as the link between the work evaluation and proposal of trainings and improvements.

In the Brčko District of BiH, the old Ordinance on Evaluation¹² is being applied, considering that adoption of the new Ordinance is conditioned by adoption of the new Law on Civil Service in the Bodies of Administration of the Brčko District of BiH. The new Ordinance stipulates evaluation of civil servants, employees, employees on probation work and trainees¹³. Evaluation is planned at least once a year, and three descriptive degrees of evaluation have been stipulated¹⁴. Criteria of evaluation have been defined, and a link has been ensured between the objectives of an individual and the objectives established at the level of the administration body as a whole. In accordance with the good practice so far, and the new Ordinance, it has been stipulated to have an evaluation with the presence of a representative of the Sub-Department for Human Resources, and penal provisions have been retained as well, defining gross professional negligence in case of unjustified failure to implement the procedure of evaluation. Specificity of the evaluation system in the Brčko District is the fact that the evaluations are classified information and in case of disrespecting it a penal provision

⁹ Descriptive evaluations at the RS level: "unsatisfactory", "satisfactory", "exemplary" and "especially exemplary"

¹⁰ Descriptive evaluations at the FBiH level are: "not satisfactory", "satisfactory", "successful" and "extremely successful"

¹¹ The Law on Salaries and Rewards in the Bodies of Government of the Federation of BiH (Official Journal of the FBiH No. 45 / 10)

¹² Ordinance on Evaluation (Official Gazette of the Brčko District of BiH No. 51 / 08)

¹³ Only trainees who have a possibility of permanent employment are being evaluated. In addition to these, in Brčko, trainees can have a status of trainee who has a precisely set period of traineeship.

¹⁴ Foreseen descriptive evaluations at the BD BiH level are: "expectations not satisfied", "expectations satisfied" and "expectations exceeded"

of minor professional negligence is stipulated. An obligation of regular reporting has been stipulated, and a link between work evaluation and education / improvement has been ensured. The new Ordinance did not establish a link between the work evaluation and advancement.

Summarised overview of effects achieved through implementation of this project is provided below.

	BiH	FBiH	RS	BD
System of evaluation covered:				
Civil Servants	✓	✓	✓	✓
Employees	✓	✓	✓	✓
Employees on probation work	✓	✓	✗	✓
Trainees	✗	✗	✗	✓✗
Link exists - individual objectives / objectives of the institution	✓	✓	✓	✓
Link exists - evaluation of work / trainings and improvement	✓	✓	✓	✓
Link exists - evaluation of work / advancement - rewards	✓	✗	✓	✓
Established system of regular reporting	✓	✓	✓	✓

As already mentioned, the Project strengthened the capacities for application of the Ordinance in practice. Sixty-one trainer and 471 HR manager, and/or manager / evaluator have been trained.

d. Impact

Only establishment of a regular practice of evaluation, and ensuring adequate application of the Ordinances in practice, can achieve the desired impact of the Project on the system of performance management in the whole administrative space in Bosnia and Herzegovina. Considering that the administrative space, to which this project is directed, consists of the state, two entity and the district administrative level (canton level is (not) in the competency of the CSA FBiH¹⁵), the impact of the project is ensured through application of the Ordinances at the said administration levels. Of course, application of the Ordinance does not cover the whole system of performance management, but it does represent a significant step toward its improvement.

At the **BiH administration level**, in the past period, with a limited success, two cycles of evaluation by the new Ordinance have been completed. In the first cycle of evaluation, only 22 institutions in which civil servants work delivered their respective reports on implemented evaluation of civil servants, while in the second cycle, that has been done by 31 institutions. Certain number of institutions was late with delivery of the reports, while great number of ministries (except for the MFT¹⁶ in the first, and the MFT and the MCA¹⁷) did not submit any data or reports to the Civil Service Agency of BiH. The institutions that delivered the reports are mostly administration organisations with small number of civil servants. Although certain increase in number of institutions that apply the Ordinance on Evaluation is noticeable, it is

¹⁵ After enacting of the Judgement by the Constitutional Court of the Federation of BiH (No. U-27/09 of 20 April 2010) on non-compliance of the article 1 of the Law on Civil Service in the FBiH in the part related with the canton, city and municipality, with the Constitution of the Federation of BiH, the Agency implements the jobs from its competency for 7 cantons (Sarajevo, Bosnia-Podrinje, Tuzla, Zenca-Doboj, Middle Bosnia, Herzegovina-Neretva and Una-Sana)

¹⁶ Ministry of Finance and Treasury of BiH

¹⁷ Ministry of Civil Affairs of BiH

obvious that is necessary to intervene in order to find a modality that would ensure regular evaluation and reporting on it.

In the Republic of Srpska, two cycles of evaluation by the amended Ordinance have been successfully completed. A total of 4800 civil servants and employees have been evaluated in each cycle, in all the 44 institutions that by the Ordinance have the obligation of evaluation (all the administration bodies and expert services of the Government of the RS). All the institutions submitted their reports to the Civil Administration Agency of the RS.

In the **Federation of BiH**, the condition on this matter is not at the desired level. Summary data on the implemented evaluation do not exist, because the institutions did not submit the information on the implemented evaluation to the Civil Service Agency of the FBiH. By the unofficial information, small number of institutions implements the evaluation procedure. Certain shortcomings of the Ordinance that have been located so far will be removed by the amended one, considering that the Agency prepared and sent in the procedure amendments to the Ordinance on Evaluation of Work of the Civil Servants in the Bodies of the Civil Service of the Federation of BiH, in which quality amendments have been proposed with the objective of removing unclear issues that have appeared in application of the existing Ordinance.

In the **Brčko District of BiH**, as already mentioned, the new Ordinance has not yet been adopted, so it would be early to talk about a concrete Project impact at this administrative level. There is no doubt that after adoption of the new Ordinance the good practices that existed so far would continue, and they would be improved for additional value brought by the new Ordinance. Evaluation in Brčko, same as in the RS, is at 100%, which to a great extent is thanks to the penal provisions, as well as to the responsibility of the Sub-Department for Human Resources for a part of the activities in the process of evaluation (obligation of presence of a representative of the Sub-Department during evaluation).

Implementation of this project approximated the legal framework of the performance management system in BiH to the European standards, while operability of regular and quality practice of performance management in accordance with the European standards would need, depending on the administration level, more or less time. Establishment of regular practice, through links of evaluation with other HRM functions, will make a significant step toward a more effective public administration.

From the formal side, this project contributes to implementation of the Strategy of Public Administration Reform in BiH and the Action Plan 1 (2007 - 2010) and the Revised Action Plan 1 (2011 - 2014) in the area of human resources management. Additionally, the Project contributes to implementation of measures concerning human resources within fulfilment of political criteria from the document European Partnership, and from the Action Plan for implementation of priorities from the document European Partnership with Bosnia and Herzegovina.

e. Sustainability

Sustainability of the project implies durability of the achieved results and objectives even after completion of the project. When it comes to sustainability of the project results, there are several specifics characteristic for this project. Specifics concern certain limitations in which performance management system is attempted to be established with its full functionalities, which follow this project from the start of its implementation. These limitations are related primarily with the legal framework, which because of global financial crisis limits the function of rewards. In that sense, sustainability on the matter of rewards function depends on the

economic factor, which cannot be influenced in the near future. The second specific concerns the non-existence of the common information system for support, i.e. application of different solutions. The condition at the levels of the RS and the FBiH, where the common personnel registers are being used, is rather ordered and functional on this matter. At the state and the District level, the HRMIS is planned to be used for this purpose. Considering that functionality of this system is limited and maintenance in question, sustainability of IT support to the performance management system is questionable. That is, the Personal Information Protection Agency in BiH banned¹⁸ the Civil Service Agency of BiH to process the personal information of the employees in the institutions of BiH through the BH-HRMIS, and ordered them to delete all the gathered personal information in the system. With that, the matter of ensuring funds for maintenance of the HRMIS is opened and presents a significant obstacle in the next period on the matter of usage of this system. This is particularly seen in the Brčko District, since there is no contract on maintenance, neither the funds for that were foreseen in the next period, and after adoption of the new Ordinance, it would be necessary to adjust the HRMIS.

Institutional sustainability implies existence and further strengthening of capacities in the institutions for application of the results of the Project. This aspect of sustainability is not in question, and it has been ensured through training plans, implementation of trainings and transfer of knowledge in the institutions.

From the aspect of financial sustainability, there is no fear for sustainability of the project results. However, since the objective of the project is tied to improvement in successfulness, efficiency, effectiveness and accountability in work of the civil service bodies, which is inseparable of the "soft variables", i.e. employees in the organisations, it is clear that the elements of incentives, motivation and stimulation are very significant for achievement of the objective. Therefore, for achievement and sustainability of the planned objectives, among other things, it is necessary to create in the next period preconditions for unhindered application of the function of rewards based on evaluation of work.

Advancement based on evaluation of work, which has been identified as a bottleneck in the present system of performance management, is in the domain of the political aspect of project sustainability (public policies). This implies the need for "awareness changing", and/or change in the models of behaviour and possible new legislations. Additionally, in order to ensure a functional link between the objectives of individuals and objectives of the institution, it would be necessary to ensure an adequate strategic approach to objectives planning and jobs descriptions.

In the end, it should be pointed out that the need for partial revision of the performance management system could be influenced also by the agreement Dodik - Lagumdžija¹⁹ from 2012, which stated that evaluation of the civil servants would be quarterly, although the recommendation stemming from this project is that the evaluation should be annual.

¹⁸ Specific Decision of the Personal Information Protection Agency in BiH, No. 03-37-11-403-5/10 of 30 December 2010.

¹⁹ The Agreement on Programme / Project Cooperation in the Legislative and Executive Authority in BiH 2012 - 2014, concluded between the Social Democratic Party of BiH (SDP BiH) and the Alliance of Independent Social Democrats (SNSD)

5. THE CONCLUSION

The process of quality improvement by performance has not started yet and cannot be completed by one project. In the context of public administration in BiH, it is the process that does not have a tradition in this area and it would need certain time so mentality of those who implement it could be changed positively, thus creating preconditions for its regular and quality implemented practice. From the other side, the very system in which changes are supposed to be introduced has certain limitations. Possibility of tying evaluations with advancement at all the levels of the civil service in BiH is still very narrow. In the classic position (open) civil service system, the possibility of advancement within the administration body practically does not exist, because the vacancies from the lowest to the highest position are filled based on the public vacancy notice. Contrary to this system, there is a career civil service system in which the higher positions are filled through the institute of transfer or internal vacancy notice by those who are already employed as civil servants. In practice, there are no completely open and completely career civil service systems, so the civil service systems in Bosnia and Herzegovina are a certain combination of these two systems. In the context of ensuring a link between performance evaluation and civil servant advancement, it would be necessary to have a system more directed to career system and less to position system. Additionally, the system of tying evaluation with rewards is formally established to a certain extent, but because of significant limitations caused by economic crisis, the system in practice practically does not function.

Although evaluation should ensure motivation action to the work of the employees and create assumptions for career development in the civil service, it should be pointed out that all the institutions still do not implement evaluation. In places where evaluation has been established as a regular practice, certain problems of the managers have been noticed to a certain extent when it comes to setting the work objectives. Therefore, it is necessary to ensure constant capacity strengthening in this segment.

Unfavourable political climate (election year during implementation of the project and failure to form the CoM), unfavourable economic circumstances, and inability to absorb new solutions on work evaluation in the HRMIS are the key factors that slowed down and limited implementation of this project. However, as it has been stated in the exit strategy of the project as well, each new project leaves behind it self certain improvements and there is no doubt that the legal framework and the practice of performance monitoring and evaluation of civil servants in BiH, after this project, will be closer to the modern practice of performance evaluation that can be seen in the EU countries.

6. RECOMMENDATIONS

- Brčko District of BiH - **streamline the procedure of adoption of new Law** on Civil service in the Bodies of Administration of the Brčko District of BiH;
- Brčko District of BiH - after adoption of the new Law on Civil Service, initiate the activities for enacting (adoption) of the new Ordinance on Evaluation;
- Brčko District of BiH - **provide functional information system** that will provide IT support to the **new** system of evaluation, considering that for the present information system there is no contract on maintenance, and after adoption of the new ordinance, it will be necessary to make changes in the system;

- BiH and the Federation of BiH - incorporate in the regulations a mechanism that **in practice ensures** a regular evaluation by all the institutions (penal provisions - example of the RS and the Brčko District); In that segment revise the Ordinances on Evaluation;
- For all the administration levels, it is recommended that they work on further **capacity strengthening** of the units for human resources development, in order to provide a suitable support to the managers in the segment of **defining the objectives**;
- For all the administration levels, it is recommended that they discuss implementation of recommendations from the Final Report of the Implementer:
 - Develop a system of analytic jobs evaluation for evaluation of relative value of jobs the civil servant performs;
 - Define a structure of jobs (categories) that reflect differences in levels of responsibility, complexity and results of various levels of jobs;
 - Draft quality job descriptions for individual posts in all the institutions;
 - Divide jobs in various categories by using the agreed methodology of the **system of analytic evaluation of jobs** and of systematic review of contents of jobs, as foreseen in the job description;
 - Set the appropriate range of salaries for each category of jobs;
 - Set the appropriate percentage of difference between various categories of jobs (vertical progression), which provides an incentive to the staff to accept a higher level of responsibility, including managerial responsibilities;
 - Set **wide enough salary scale for each category of jobs** (horizontal progression), which enables recognition of the achieved work results through horizontal advancement within the same salary grade.

7. LEARNED LESSONS

Practice of performance management of individuals in the civil service / administration should be based on common, generally accepted elements and good examples from the comparative practice. Accountability and effectiveness in work of the civil service / administration bodies should be improved through more efficient work of the individuals. Legal framework should enable linking performance management with other human resources management functions in state / administration bodies, while further capacity building of managers and personnel units in civil service / administration bodies is a precondition for efficient application of performance management system.

Having in mind non-existence of performance management tradition in Bosnia and Herzegovina, and perception of the evaluation process as "only additional obligation" and one more "ballast" in daily work of the civil servants and employees, introduction of penal provisions for failure to evaluate is the proper way to establish a regular practice. Since evaluation is only a part of the performance management system, it is clear that it is necessary to work on other elements of this system as well. However, considering that evaluation is the first step in that process, and that it is still not established as a regular practice at all the levels, significance of introduction of the said penal provisions is obvious. In the end, percentage of implemented evaluations where the penal provisions exist, unequivocally supports the aforementioned.

Establishment of common principles in the whole administrative space in BiH is definitely a direction sign also for the future common projects which aim at coherently introducing modern practices and standards, respecting on that occasion specifics of each of the administration levels.

List of Annexes

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

Dates of evaluator's visits: 19 June to 1st July 2013

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

Date of Report: 22nd July 2013

ANNEX 1 – LOGICAL FRAMEWORK

Logical Framework: Development of Performance Management System in the Civil Service Structures in BiH				
	Projects Intervention Logic:	Objectively Verifiable Indicators	Means (sources) of Verification	Assumptions and Risks
Overall objective:				
Inception Report (IR)	Improving effectiveness, efficiency, efficacy and responsibility in performance of the bodies in civil service, by improving the existing system of performance management at different levels of government in BiH.	<ul style="list-style-type: none"> - Annual evaluation reports that ensure information on performance management system and analysis of performance appraisal score (following the completion of project) introduced. 	<ul style="list-style-type: none"> - Annual and periodical reports on progress of PAR in BiH, produced by PARCO. - Reports on performance of Civil Service Agency (CSA) and each institution - Reports on evaluation of progress regarding the reform and obligations arising from EP/SAA, produced by EC and SIGMA. 	<p>Assumption A the project beneficiaries understand the importance of efficient performance management for overall effectiveness of the institution.</p> <p>Risk R lack of capacities in project beneficiaries R unfavourable political climate (election year) R influence of economic developments on situation in public administration</p>
<p>Purpose of Project: Creating more open and fair performance management system in civil service structures in line with the needs of the institutions of BIH, entities and Brčko District BiH, in order to support individual and professional development of civil servants and improve their motivation at work. Performance management system at all levels should rest on harmonised principles and standards, arising from modern policies of human potentials management, experiences of EU member countries and useful practices in public sector that have to be adjusted to the environment and specific needs of beneficiaries at different levels of government in BiH.</p>				
Specific objectives:				

PI	Improving the existing systems of performance management in civil service at different levels of government in BiH that are based on common, generally accepted elements of performance management process and comparable examples of good practice that will be supported by clear policies, adequate legal framework, trainings and other necessary resources;	Changes in procedures and performance management practice (taking into account requests of beneficiaries and examples in good practice) introduced	<p>Positive regulations (and other bylaws) in subject area at the level of civil services (web pages of relevant institutions, official gazettes for each level of service))</p> <p>Reports produced by Project Team</p> <p>Lists of training attendees + evaluation results</p>	<p>Assumptions:</p> <p>A Project beneficiaries are firmly committed to improve the existing system of performance management, on the basis of common, generally accepted elements.</p> <p>P Managing staff in individual institutions understands the importance of training covering the subject area and places it on the top of their priority lists.</p>
PI	Developing improved legal framework and practice to link the cycle components to other functions of human potentials management in civil service structures in BiH;	<p>Regulations amended and/or instructions adopted regarding linking the results of performance monitoring with other HRM functions.</p> <p>Beneficiaries expressed their positive reactions regarding the benefit of new approach + positive opinion of relevant local and international institutions</p>	<p>Positive regulations (and other bylaws) in subject area at the level of civil services (web pages of relevant institutions)</p> <p>Supervisory Team meeting minutes</p> <p>Periodical progress reports (PARCO, EC, SIGMA)</p>	<p>Risks:</p> <p>R Adopting inadequate solutions</p> <p>R Lack of motivation in representatives of key beneficiaries to provide their maximum</p>

PI	Developing the capacities of managing staff, central and peripheral human resources (personnel) units in civil service bodies and in individual institutions for efficient employment of performance management system	<p>Managing staff is given an opportunity to have easy and facilitated access to information that relate to project's contribution to better and more efficient performance management process.</p> <p>Training was conducted during which the attendees demonstrated considerable level of understanding of the new elements of system, as well as the ability to apply new solutions in the subject area.</p>	<p>Manual on System of Monitoring BiH Civil Servants' Performance + all written materials resulting from the project activities available at the web site of the Project.</p> <p>Reports on conducted training of civil servants</p> <p>Data in training evaluation forms</p>	<p>contribution to the Project (due to their obligations at their respective jobs and workplaces)</p> <p>R Managing staff is prevented to attend the training</p> <p>R Decision of the Personal Data Protection Agency in BiH to stop the collection of personal data necessary for functioning of the HRMIS.</p>
PI	Developing the policy to introduce performance management during probationary period and traineeship;	Adopting new regulations (or amending the old ones) that include provisions on performance management and appraisal during probationary period and traineeship.	Positive regulations (and other bylaws) related to subject area at the level of civil services (web pages of relevant institutions)	

Results

<p>PI</p>	<p>The existing systems of performance management at each level of BiH government are developed and improved (amongst other things, these systems include linking the individual goals, execution standards, job descriptions and development of competencies/skills to the general work plans and objectives of the institutions of public administration and governments at all government levels)</p>	<ul style="list-style-type: none"> - New Rulebook on Civil Servants' Performance Appraisal and Advancement, which regulates reconciling the organisational and individual objectives, and linking the results of appraisal to main HRM functions (BiH level + BD) - Method (software) for efficient civil servants' (FBIH) performance monitoring developed - Strengthened capacities to use capability framework in performance monitoring process (including the improvements of job descriptions) 	<ul style="list-style-type: none"> - Text of new Rulebook - Final version of software available on web site of FBIH CSA - Reports on implemented trainings, as well as the data from evaluation forms 	<p>R Managing staff lacks experience in implementing specific aspects in performance management (e.g. setting objectives, reconciling these objectives with organisational goals, using the performance appraisal scores to make improvements in other segments of HRM)</p> <p>R The practice of using capability framework in HRM field is insufficiently established</p> <p>R The training attendees may be discontented with the time, venue, programme, lecturers or some other aspects of training.</p>
<p>PI</p>	<p>Produced proposals to harmonies and amend the existing regulations and to draft the lacking implementing regulations required to implement the model of performance management of the employees in the civil service at each level of government in BiH</p>	<p>Agreed text/formulation of proposal to harmonise and amend the existing regulations</p>	<p>Reports of project team + implementation team meeting minutes</p>	<p>R The beneficiaries insist that each change is explicitly based on certain regulation.</p>
<p>PI</p>	<p>Policies on performance management during probationary period and measures to retain and provide for professional development of the current and new employees in the civil service developed.</p>	<p>Agreed drafts of regulations and/or policies introducing the practice of performance appraisal during probationary work and traineeship</p>	<p>Project team reports + minutes of implementation team meetings</p>	<p>R The relevant governments or other institutions, with competencies in public administration, challenge the new role of central HRM institutions (in terms of collecting and</p>

PI			Reports of project team + minutes of the meetings of implementation team	processing reports received from each institution)
PI	Developed training strategies, training materials and conducted training on implementation of the improved performance management system. Transfer of knowledge and development of internal capacities necessary for sustainability of performance management system ensured.	Produced training materials that include training programme and training materials. Rate of response amongst invited attendees exceeded 80% The stakeholders expressed their satisfaction regarding the usefulness of the <i>Gude to Effective Performance Management in the Civil Service Structures in BiH</i>	Report of project team + materials used in trainings (available at the project web site) List of participants, including their work post and institution; The copy of printed brochure; link for downloading .PDF version at the web site of the project Evaluation forms filled in by the training attendees + the implementation and Supervisory Team meeting minutes	
PI	Established system of regular reporting, evaluation and recording performance appraisal data at each level of government in BiH (should ensure monitoring efficacy of implementation and sustainability of performance management system in the structures of the civil service, identification of development needs and support to policies and human potentials management functions).	The majority (75% at least) of individual public administration bodies at all levels of government in BiH adopted the standard mode of reporting on the results of conducted performance appraisal to the central HRM institutions.	Annual reports on activities of relevant institutions, including the PARCO's report on the extent of implementation of PAR in BiH	

Activities Component I: Analysis of initial situation, needs and trends	Funds ¹ & Expenditures ²		Assumptions and Risks
1.1. Analysis of the process of defining organisational goals, institutional plans and work programmes of the administration bodies, budget and human resources planning	Key expert 1) Key expert 2) Key expert 3) Short-term experts <i>Extraordinary/Additional costs</i>	2 WD 4 WD 0 WD 10 WD <i>BAM 1.124,00</i>	Assumptions and risks in related results
1.2. Analysis of effectiveness in using outputs of employees' performance for other HR functions, such as development of employment plans, training and professional development plans, as well as advancement and rewarding plans	Key expert 1) Key expert 2) Key expert 3) Short-term experts <i>Extraordinary / additional costs</i>	4 WD 12 WD 0 WD 0 WD <i>BAM 1.132,72</i>	
1.3. Analysis of the components and functionality of Human Resources Management Information System (HRMIS) and central personnel records that comprise data relevant for performance management cycle	Key expert 1) Key expert 2) Key expert 3) Short-term experts <i>Additional costs</i>	0 WD 4 WD 0 WD 12 WD <i>BAM 1500,00</i>	

¹ Projected working days (WD) for regular project activities (reporting and project management) are presented in Work Plan

² Earmarking for extraordinary/additional expenditures

<p>1.4. Analysis of current situation regarding the policies pertaining to performance appraisal probationary period and traineeship</p>	<p>Key expert 1) Key expert 2) Key expert 3) Short-term experts</p> <p><i>Additional costs</i></p>	<p>1 WD 2 WD 5 WD 0 WD</p> <p><i>BAM 1.137,52</i></p>	
<p>1.5. Analysis of the existing models of performance management in public administration of EU countries and countries in the region</p>	<p>Key expert 1) Key expert 2) Key expert 3) Short-term experts</p> <p><i>Additional costs</i></p>	<p>10 WD 2 WD 2 WD 0 WD</p> <p><i>BAM 1.500,00</i></p>	
<p>1.6. Organisation of Round Table on comparable examples of best practice and perspectives in development of function of monitoring the employees' performance, which would be attended by SIGMA representatives, experts and practitioners in BiH and region.</p>	<p>Key expert 1) Key expert 2) Key expert 3) Short-term experts</p> <p><i>Additional costs</i></p>	<p>1 WD 3 WD 1 WD 5 WD</p> <p><i>BAM 3.000,00</i></p>	<p>Assumptions and risks in related results</p>
<p>1.7. Organising study visit to EU member state, which possesses a multiannual practice of monitoring the performance of civil servants</p>	<p>Key expert 1) Key expert 2) Key expert 3) Short-term experts</p> <p><i>Additional costs</i></p>	<p>0 WD 3 WD 0 WD 5 WD</p> <p><i>BAM 50.000,00</i></p>	<p>Assumptions and risks in related results</p>
<p>Activities Component II: Development of Performance Management System</p>	<p>Funds & Expenditures</p>		<p>Assumptions and risks</p>

<p>2.1. Identification of general principles of performance management based on commonly accepted elements of performance management process and comparable examples of good practice</p>	<p>Key expert 1) Key expert 2) Key expert 3) Short-term experts</p> <p><i>Additional costs</i></p>	<p>4 WD 4 WD 0 WD 10 WD</p> <p><i>BAM 1.900,00</i></p>	
<p>2.2. Testing the suggested general principles for performance management through pilot project that will be implemented in selected institutions</p>	<p>Key expert 1) Key expert 2) Key expert 3) Short-term experts</p> <p><i>Additional costs</i></p>	<p>8 WD 8 WD 0 WD 0 WD</p> <p><i>BAM 1.200,00</i></p>	<p>Assumptions and risks in related results</p>
<p>2.3. Improving the general principles of performance management based on results and experiences acquired in pilot projects</p>	<p>Key expert 1) Key expert 2) Key expert 3) Short-term experts</p> <p><i>Additional costs</i></p>	<p>5 WD 5 WD 0 WD 0 WD</p> <p><i>BAM 1.500,00</i></p>	
<p>2.4. Development of BiH Performance Appraisal Manual</p>	<p>Key expert 1) Key expert 2) Key expert 3) Short-term experts</p> <p><i>Additional costs</i></p>	<p>5 WD 5 WD 0 WD 0 WD</p> <p><i>BAM 3.000,00</i></p>	<p>Assumptions and risks in related results</p>
<p>2.5. Support in developing the improved method of monitoring the performance of civil servants in FBiH (automatisation)</p>	<p>Key expert 1) Key expert 2) Key expert 3) Short-term experts</p> <p><i>Additional costs</i></p>	<p>12 WD 12 WD 0 WD 0 WD</p> <p><i>BAM 3.100,00</i></p>	<p>Assumptions and risks in related results</p>

<p>2.6. Analysis of the findings of consulting group for the process of managing performance results, providing proposals for improvements, promoting the use of capability framework in the performance appraisal process and providing support to beneficiaries in improving job descriptions in RS</p>	<p>Key expert 1) Key expert 2) Key expert 3) Short-term experts</p> <p><i>Additional costs</i></p>	<p>12 WD 12 WD 0 WD 0 WD</p> <p><i>BAM 1.500,00</i></p>	<p>Assumptions and risks in related results</p>
<p>2.7. Support to development of Brčko District Performance Appraisal Manual</p>	<p>Key expert 1) Key expert 2) Key expert 3) Short-term experts</p> <p><i>Additional costs</i></p>	<p>7 WD 7 WD 0 WD 0 WD</p> <p><i>BAM 1.259,00</i></p>	<p>Assumptions and risks in related results</p>
<p>2.8. Support to BiH inter – sectoral working group in drafting bylaws for implementation of the Law on Salaries</p>	<p>Key expert 1) Key expert 2) Key expert 3) Short-term experts</p> <p><i>Additional costs</i></p>	<p>15 WD 15 WD 0 WD 0 WD</p> <p><i>BAM 1.300,00</i></p>	<p>Assumptions and risks in related results</p>
<p>2.9. Support to FBiH Ministry of Justice FBiH in drafting the Law on Civil Service and support to CSA in FBiH in developing proposal to establish clear link between the results of performance appraisal and other HR functions</p>	<p>Key expert 1) Key expert 2) Key expert 3) Short-term experts</p> <p><i>Additional costs</i></p>	<p>10 WD 12 WD 0 WD 0 WD</p> <p><i>BAM 1.000,00</i></p>	<p>Assumptions and risks in related results</p>
<p>2.10 Support to the Ministry of Administration and Local Government, CSA and consulting group in developing proposal to establish clear link between the results of performance appraisal and other HR functions</p>	<p>Key expert 1) Key expert 2) Key expert 3) Short-term experts</p> <p><i>Additional costs</i></p>	<p>10 WD 12 WD 0 WD 0 WD</p> <p><i>BAM 1.000,00</i></p>	<p>Assumptions and risks in related results</p>

<p>2.11. Support to BD inter – sectoral working group in drafting the Law on Civil Service and Law on Salaries and related bylaws in which the results of performance appraisal would be clearly linked to other HRM functions</p>	<p>Key expert 1) Key expert 2) Key expert 3) Short-term experts</p> <p><i>Additional costs</i></p>	<p>8 WD 10 WD 0 WD 0 WD</p> <p><i>BAM 1.000,00</i></p>	<p>Assumptions and risks in related results</p>
<p>2.12. Providing proposals to improve performance appraisal during probationary work at BiH level</p>	<p>Key expert 1) Key expert 2) Key expert 3) Short-term experts</p> <p><i>Additional costs</i></p>	<p>0 WD 2 WD 2 WD 0 WD</p> <p><i>BAM 1.100,00</i></p>	<p>Assumptions and risks in related results</p>
<p>2.13. Providing proposals to improve performance appraisal during probationary period at F BiH level</p>	<p>Key expert 1) Key expert 2) Key expert 3) Short-term experts</p> <p><i>Additional costs</i></p>	<p>0 WD 2 WD 2 WD 0 WD</p> <p><i>BAM 1.000,00</i></p>	<p>Assumptions and risks in related results</p>
<p>2.14. Providing proposals to improve performance appraisal during probationary period and introducing performance appraisal during traineeship</p>	<p>Key expert 1) Key expert 2) Key expert 3) Short-term experts</p> <p><i>Additional costs</i></p>	<p>0 WD 2 WD 2 WD 0 WD</p> <p><i>BAM 1.000,00</i></p>	<p>Assumptions and risks in related results</p>
<p>2.15. Providing proposals to improve existing model of performance appraisal during probationary period and traineeship in Brčko District.</p>	<p>Key expert 1) Key expert 2) Key expert 3) Short-term experts</p> <p><i>Additional costs</i></p>	<p>0 WD 2 WD 2 WD 0 WD</p> <p><i>BAM 1.000,00</i></p>	<p>Assumptions and risks in related results</p>

Activities Component III: Ensuring sustainability and evaluating successfulness of improved performance management system	Funds & Expenditures		Assumptions and Risks
3.1. Design and development of web site of the Project	Key expert 1) Key expert 2) Key expert 3) Short-term experts <i>Additional costs</i>	0 WD 0 WD 0 WD 10 WD <i>BAM 1.000,00</i>	Assumptions and risks in related results
3.2. Development of Communication Strategy	Key expert 1) Key expert 2) Key expert 3) Short-term experts <i>Additional costs</i>	2 WD 2 WD 4 WD 5 WD <i>BAM 1.322,00</i>	
3.3. Introducing mandatory analysis of results of performance appraisal by each institution (obligation toward the Agency) and by the Agency (obligation towards the government), save the Brčko District.	Key expert 1) Key expert 2) Key expert 3) Short-term experts <i>Additional costs</i>	2 WD 2 WD 0 WD 0 WD <i>BAM 1.340,00</i>	Assumptions and risks in related results

3.4. Developing the Human Resources Management Manual based on the results of project	Key expert 1) Key expert 2) Key expert 3) Short-term experts <i>Additional costs</i>	8 WD 10 WD 8 WD 5 WD <i>BAM</i> <i>15.000,00</i>	Assumptions and risks in related results
3.5. Training of staff in train-the-trainer agencies	Key expert 1) Key expert 2) Key expert 3) Short-term experts <i>Additional costs</i>	0 WD 0 WD 10 WD 12 WD <i>BAM</i> <i>10.000,00</i>	Assumptions and risks in related results
3.6. Training for HR managing staff in institutions and training for managing staff /evaluators	Key expert 1) Key expert 2) Key expert 3) Short-term experts <i>Additional costs</i>	0 WD 0 WD 10 WD 20 WD <i>BAM</i> <i>12.000,00</i>	Assumptions and risks in related results
3.7. Closing project conference	Key expert 1) Key expert 2) Key expert 3) Short-term experts <i>Additional costs</i>	2 WD 2 WD 4 WD 6 WD <i>BAM</i> <i>15.000,00</i>	Assumptions and risks in related results

Annex 2

List of interlocutors /Interviews

No	Name and Surname	Position, Sector	Institution	Place	Date	Meeting Held (Yes/No)
1.	Kenan Avdagić	Expert Associate in reform area HRM	PARCO	Sarajevo	June 19, 2013	Yes
2.	Dalibor Čopić	Member of the IT ¹	Civil Service Agency of the RS	Banja Luka	June 25, 2013	Yes
3.	Aleksandar Radeta	Deputy member of the ST				
4.	Mikan Davidović	Member of the ST ²				
5.	Zinka Salihagić	Deputy member of the ST	Civil Service Agency of the Federation of BiH	Sarajevo	June 26, 2013	Yes
6.	Bojan Golić	Deputy member of the ST	Civil Service Agency of the BiH	Sarajevo	June 27, 2013	Yes
7.	Ljiljana Haseljić	Member of the ST	Government of the Brčko district, Subdivision of Human Resources	Brčko	July 1 st , 2013	Yes
8.	Dragica Piljić	Deputy member of the ST				
9.	Amra Ćosović	Member of the IT				

¹ Implementation Team

² Supervisory Team