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Sarajevo, December 14, 2011

MINUTES
from the Twenty-Third Session of the Joint Management Board of the Public Administration Reform Fund

Participants of the Session:

Name and Surname	Position	Institution
Semiha Borovac	Public Administration Reform Coordinator	Public Administration Reform Coordinator's Office
Mirsada Jahić	Public Administration Reform Coordinator on behalf of the Government of the Federation of BiH	Government of the Federation of BiH
Stojanka Ćulibrk	Public Administration Reform Coordinator on behalf of the Government of the Republic of Srpska	Government of the Republic of Srpska
Brano Jovičić	Public Administration Reform Coordinator on behalf of the Government of the Brčko District of BiH	Government of the Brčko District of BiH
Leila Fetahagić	Project Policy Officer	Royal Netherlands Embassy in BiH
Ranko Šakota	Director of the Central Harmonisation Unit of the MFT of BiH	Ministry of Finance and Treasury of BiH
Slobodanka Lukić	Secretary of the Government of the Brčko District of BiH	Government of the Brčko District of BiH
Ljiljana Todorović	Senior Expert Associate in the Department for Public Administration Reform	Ministry of Administration and Local Self Governance of the RS
Aleksandar Karišik	Head of the Operations Unit	Public Administration Reform Coordinator's Office
Aneta Raić	Head of the Unit for Donor Coordination, Finance, Monitoring and Evaluation	Public Administration Reform Coordinator's Office
Svjetlana Bošnjak	Head of the Legal Unit	Public Administration Reform Coordinator's Office
Nedžib Delić	Expert Advisor for Public Administration Reform	Public Administration Reform Coordinator's Office



Mubera Begić	Expert Associate for Public Administration Reform	Public Administration Reform Coordinator's Office
Vedrana Faladžić	Senior Expert Associate for Public Relations	Public Administration Reform Coordinator's Office
Lamija Žiga	Junior Professional	Public Administration Reform Coordinator's Office

Location and Time of the Session: The session was held on Thursday, December 8, 2011, in the building of the City Hall, Bulevar mira 1, Brčko. The session started at 11.30 and ended at 15.30.

Proposed Agenda of the Session:

1. Verification of the Minutes of the 22nd Session of the Joint Management Board of the Public Administration Reform Fund, held on October 21st, 2011;
2. Quarterly Report of the Public Administration Reform Fund for the period July 1st – September 30, 2011 with proposal of the Decision on Giving Agreement to the Quarterly Report;
3. Report on Work of the Commission for Public Procurement – Implementation of the Second Phase of Public Procurement of Services for Implementation of the Project “Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH” with proposal of the Decision on Giving Agreement to the Report on Work of the Commission;
4. Proposal of the Decision on Award of the Contract for Procurement of Consultancy Services for Implementation of the Project “Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH” with proposal of the Decision on Giving Agreement to the Decision on Award of the Contract;
5. Terms of Reference “Building of Capacities for Prevention of Corruption in the Structures of Civil Service in BiH” with proposal of the Decision on Accepting the Terms of Reference;
6. Project Proposal “Training of Public Relations Officers – Phase II” with proposal of the Decision on Giving Agreement to the Project Proposal;
7. Terms of Reference “Training of Public Relations Officers – Phase II” with proposal of the Decision on Accepting the Terms of Reference;
8. Tender Documentation for the Contract on Public Procurement of Goods of Information-Communication and Computer System for the Project “Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the Phase I” with proposal of the Decision on Giving Agreement to the Tender Documentation;
9. Information on the need to extend the Contract on Consultancy Services for the Project “Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH” with proposal of the Conclusion;

10. Information on the need to extend the Contract on Services for the Project “Training of Civil Servants for Application of Information Technologies and Work on Computers” with proposal of the Conclusion;
11. Information the status of the project “Publication of Information Materials of the Council of Ministers of BiH, the Government of the Federation of BiH, the Government of the Republic of Srpska and the Government of the Brčko District of BiH” with proposal of the Conclusion;
12. Information on the need to conclude the Annex to the Contract on Services for the Project “Budget Management Information System” with proposal of the Conclusion;
13. Information on the Decisions Enacted in the Procedure of Written Harmonisation between the two sessions of the Joint Management Board of the Public Administration Reform Fund;
14. Miscellaneous.

At the beginning of the Session, Ms. Borovac welcomed all the attendees, she thanked them for their arrival, especially Mr. Jovičić, who was a host, and opened the 23rd session of the Joint Management Board of the Public Administration Reform Fund (hereinafter: the PARF JMB).

After that, Ms. Borovac pointed out that the members of the PARF JMB received the proposal of the Agenda, and she asked whether there were any proposals to amend the Agenda. Considering that there were no proposals by the present members of the PARF JMB, Ms. Borovac proposed to put the Information on the Need to Extend the Contract on Consultancy Services for the Project “Transposing EU Legislation in the Legal System of BiH” with the proposal of the Conclusion as the item 10 of the Agenda of the Session.

Then, Ms. Borovac put the following proposal of the Agenda to vote:

1. Verification of the Minutes of the 22nd Session of the Joint Management Board of the Public Administration Reform Fund, held on October 21st, 2011;
2. Quarterly Report of the Public Administration Reform Fund for the period July 1st – September 30, 2011 with proposal of the Decision on Giving Agreement to the Quarterly Report;
3. Report on Work of the Commission for Public Procurement – Implementation of the Second Phase of Public Procurement of Services for Implementation of the Project “Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH” with proposal of the Decision on Giving Agreement to the Report on Work of the Commission;
4. Proposal of the Decision on Award of the Contract for Procurement of Consultancy Services for Implementation of the Project “Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH” with proposal of the Decision on Giving Agreement to the Decision on Award of the Contract;
5. Terms of Reference “Building of Capacities for Prevention of Corruption in the Structures of Civil Service in BiH” with proposal of the Decision on Accepting the Terms of Reference;
6. Project Proposal “Training of Public Relations Officers – Phase II” with proposal of the Decision on Giving Agreement to the Project Proposal;

7. Terms of Reference “Training of Public Relations Officers – Phase II” with proposal of the Decision on Accepting the Terms of Reference;
8. Tender Documentation for the Contract on Public Procurement of Goods of Information-Communication and Computer System for the Project “Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the Phase I” with proposal of the Decision on Giving Agreement to the Tender Documentation;
9. Information on the need to extend the Contract on Consultancy Services for the Project “Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH” with proposal of the Conclusion;
10. Information on the Need to Extend the Contract on Consultancy Services for the Project “Transposing EU Legislation in the Legal System of BiH” with proposal of the Conclusion;
11. Information on the need to extend the Contract on Services for the Project “Training of Civil Servants for Application of Information Technologies and Work on Computers” with proposal of the Conclusion;
12. Information on the need to conclude the Annex to the Contract on Services for the Project “Budget Management Information System” with proposal of the Conclusion;
13. Information the status of the project “Publication of Information Materials of the Council of Ministers of BiH, the Government of the Federation of BiH, the Government of the Republic of Srpska and the Government of the Brčko District of BiH” with proposal of the Conclusion;
14. Information on the Decisions Enacted in the Procedure of Written Harmonisation between the two sessions of the Joint Management Board of the Public Administration Reform Fund;
15. Miscellaneous.

All the present members of the PARF JMB unanimously adopt:

THE CONCLUSION

The proposed Agenda of the 23rd session of the Joint Management Board of the Public Administration Reform Fund shall be adopted.

Ad.1. After that, the item 1 of the Agenda was opened: **Verification of the Minutes of the 22nd Session of the Joint Management Board of the Public Administration Reform Fund, held on October 21st, 2011.**

Ms. Borovac opened the discussion on this item and considering that there were no objections, she put it to vote.

All the present members unanimously adopt:

THE CONCLUSION

The Minutes of the 22nd session of the Joint Management Board of the Public Administration Reform Fund, held on October 21st, 2011, shall be verified.

Ad.2. After that, the item 2 of the Agenda was opened: **Quarterly Report of the Public Administration Reform Fund for the period July 1st – September 30, 2011 with proposal of the Decision on Giving Agreement to the Quarterly Report.**

Ms. Borovac opened the discussion and pointed out that if additional explanations were required, Ms. Raić would provide all the necessary information.

Ms. Raić pointed out that regarding the payments of the donors to the account of the Public Administration Reform Fund (hereinafter: the PARF), in the third quarter of 2011, covered by this report, there was one payment by the donors, the Royal Netherlands Embassy, for the project “Training of Civil Servants for Application of Information Technologies and Work on Computers” in the amount of BAM 392,635.53. Total payments for 2011 amounted to BAM 1,328,706.34.

Regarding the payments to the implementers in the third quarter, Ms. Raić stated that the estimation for the third quarter amounted to BAM 1,318,043.97. Further on, she stated that at the end of the third quarter a total of BAM 876,890.86 has been paid, and that the VAT has been returned in the amount of BAM 185,335.44. She also stated that, according to the estimate, a payment to the implementers for the fourth quarter should be in the amount of approximately BAM 966,000.

Ms. Borovac thanked Ms. Raić for her explanation and opened a discussion.

Ms. Ćulibrk asked why the said Quarterly Report was being discussed at that session of the PARF JMB, considering that two months have passed since the end of the reporting period the Report related to, and she gave a suggestion that the following quarterly reports of the PARF should be more concise.

She also asked for explanation of the part of the text of the Report at the page 15, related to the Quarterly plan of payments of funds to the accounts of the PARF for the period October – December 2011.

Ms. Raić explained that the PARCO within the Quarterly Report prepared the quarterly plan of payments of funds to the account of the PARF for the period October – December 2011. In accordance with the Procedures of Finance Management of the PARF, in the fourth quarter of 2011, payments of funds were planned for the following projects:

- “Training of Civil Servants for Application of Information Technologies and Work on Computers”;
- “Building of Capacities for Combat against Corruption in the Structures of Civil Service in BiH”,

in the respective amounts, as stated in the table 5 of the report. Therefore, in the fourth quarter of 2011, for implementation of the aforementioned projects the amount of BAM 481,051.92 should be paid.

Ms. Raić added that when it came to submission of the reports, the reports, so far, were submitted within the planned deadline, i.e. 15 days after expiration of the period (quarter) the Report related to. In the PARCO, it has been agreed that the Quarterly Report was to be adopted at the session of the PARF JMB and the new practice is being applied from the Second Quarterly Report of the PARF. The Quarterly Report in question at the session was prepared within the set deadline, but it could not have been discussed at the 22nd session of the PARF JMB (considering that the 22nd session was scheduled to be held before the end of the period covered by the report), so that was the reason why the Report was being discussed only then. When it came to the very contents of the Report, it contained the overview of the financial condition of the PARF and the information on the number of the sessions of the PARF JMB, on the implemented procedures of written harmonisation for some projects, and considering that in every quarter some change in the condition of the projects happens (adoption of the inception / interim / final reports, other significant activities of the project), the

tables, which are the constituent part of the reports, contain the updated overviews of the condition of the projects.

Mr. Jovičić pointed out that he agreed with the observation of Ms. Čulibrk and that the reports really should be shorter, because they state what has already been at the session of the PARF JMB.

Ms. Jahić said that it was good that the report contained a description of the project activities, because it provided a clear overview of the condition of the activity of each of the projects. She also added that the members of the PARF JMB should follow implementation of the Strategy and the RAP 1, and from that point of view she deemed that the most important activity would be to discuss the periodic reports of the projects.

Ms. Borovac pointed out that the fact was that the reports were not at the sessions of the PARF JMB and that they were being submitted to the PARF JMB members after expiration of the reporting period. However, the Memorandum of Understanding stipulated that the PARF JMB discusses the Quarterly Report at the session, so the PARF JMB members could familiarize themselves on the condition of the projects, on the funds planned for those projects, etc. Ms. Borovac said that she would accept the proposal to shorten the report, i.e. to adjust it for the sessions of the PARF JMB, and she concluded that the report was to be submitted to the session of the PARF JMB within 30 days from the end of the reporting period at the latest.

Mr. Šakota said that he would agree with the observation that the report should be shorter, but that it should contain the Annexes.

After the discussion, the present members of the PARF JMB unanimously adopt:

THE CONCLUSION

- 1. The PARCO shall be put in charge of submitting the Quarterly Report of the Public Administration Reform Fund to the PARF JMB within 30 days after the end of the reporting period at the latest.**
- 2. The contents of the Quarterly Report of the Public Administration Reform Fund shall be improved with maintaining of the existing financial tables (annexes).**

Considering that there were no additional comments, Ms. Borovac proposed to adopt the Quarterly Report of the Public Administration Reform Fund for the period July 1st – September 30, 2011 with proposal of the Decision on Giving Agreement to the Quarterly Report.

After the vote the present members of the PARF JMB unanimously adopt:

The Decision on Giving Agreement to the Quarterly Report of the Public Administration Reform Fund for the period July 1st – September 30, 2011.

Ad.3. After that, the item 3 of the Agenda was opened: **Report on Work of the Commission for Public Procurement – Implementation of the Second Phase of Public Procurement of Services for Implementation of the Project “Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH” with proposal of the Decision on Giving Agreement to the Report on Work of the Commission.**

Ms. Borovac opened a discussion.

Mr Karišik said that the Report was drafted within the second phase of the tender procedure for procurement of services for implementation of the project “Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH”. Within the second

phase, all the bidders who met the qualification requirements received the invitation to submit the bids.

The bids were opened on September 30, 2011, and the Commission noted the following bidders:

- Consortium Djikić Consulting Services d.o.o. Sarajevo and Đikić d.o.o. Sarajevo,
- Consortium Innova Management Consulting d.o.o. Sarajevo and Lucid Linx d.o.o. Sarajevo,
- Faculty of Economy in Sarajevo.

The Commission noted that the contents of the bids were compliant with the requirements of the contracting authority in the sense of delivery of documentation. What has been disputed is the mandatory application of provisions on domestic preferences, considering that one of the bidders did not declare in the form provided with the tender documentation whether they enjoyed domestic preferences. After that, consultations with the public procurements expert, Mr. Buza, have taken place, and the inquiry was sent to the Public Procurements Agency of BiH regarding clarification of the term resident of BiH. The Commission, for that reason, had the need to meet for the second time in order to take appropriate standpoints, and after a discussion, the Commission gave their proposal to award the contract, so in accordance with that proposal, the PARF JMB was recommended to award the contract for provision of the services for implementation of this project to the bidder – the Faculty of Economy in Sarajevo, for the total price of BAM 1,145,664.00, VAT included. Further on, Mr. Karišik pointed out that the value of the bid was within the framework of the planned budget for this procurement. In case of accepting the proposal of the Commission, the PARCO, in accordance with the obligations stipulated by the Law on Public Procurements, would notify the bidders on the final decisions.

Mr. Karišik pointed out that within the tender documentation, for the purpose of proving enjoyment of domestic preferences, the bidders were requested, within the tender submission form, to declare whether they enjoyed domestic preferences. Also, Mr. Karišik pointed out that in addition to the aforementioned statement no additional evidence was requested in order to establish application of provisions on domestic preferences.

Ms. Čulibrk stressed that the subject Report on Work of the Commission did not show whether at the first meeting of the Commission, which was held on September 30, 2011, it was established which one of the bidders submitted the statement that they enjoyed the domestic preferences. Further on, she asked what was the standpoint of the public procurements expert regarding the conclusions of the Commission and whether the Public Procurements Agency should be consulted.

Mr. Karišik said that at the first meeting of the Commission, the documentation requested for the second phase of opening of bids was reviewed and that the Commission stopped its work and concluded that they would continue after receiving the answer of the Public Procurement Agency of BiH. After receiving the aforementioned answer, the second meeting of the commission was held, when the final standpoint was taken and the proposal to award the contract given. When it came to the deadline for declaration on the Report on Work of the Commission, Mr. Karišik pointed out that the deadline ended on November 14, 2011, i.e. within 15 days after opening of the bids.

The Report on Work of the Commission for Public Procurements could not have been sent earlier, because the Decision on Award of the Contract, in accordance with the Rules of the Procedure of the Joint Management Board of the Public Administration Reform Fund, could not be adopted in the procedure of written harmonisation, so the first following session was awaited.

Ms. Čulibrk thanked for explanation of Mr. Karišik.

After the discussion, the present members of the PARF JMB unanimously enact:

THE CONCLUSION

The PARCO shall be put in charge of submitting the opinion of the Public Procurement Agency, as well as the opinion of the public procurements expert to the PARF JMB members.

Considering that there were no more comments, Ms. Borovac proposed to adopt the Report on Work of the Commission for Public Procurement – Implementation of the Second Phase of Public Procurement of Services for Implementation of the Project “Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH” with proposal of the Decision on Giving Agreement to the Report on Work of the Commission.

After the vote the present members of the PARF JMB unanimously adopt:

The Decision on Giving Agreement to the Report on Work of the Commission for Public Procurement – Implementation of the Second Phase of Public Procurement of Services for Implementation of the Project “Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH”.

Ad.4. After that, the item 4 of the Agenda was opened: **Proposal of the Decision on Award of the Contract for Procurement of Consultancy Services for Implementation of the Project “Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH” with proposal of the Decision on Giving Agreement to the Decision on Award of the Contract.**

Considering that there was no discussion, Ms. Borovac put the Proposal of the Decision on Award of the Contract for Procurement of Consultancy Services for Implementation of the Project “Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH” with proposal of the Decision on Giving Agreement to the Decision on Award of the Contract to vote.

After the vote the present members of the PARF JMB unanimously enact:

The Decision on Giving Agreement to the Decision on Award of the Contract for Procurement of Consultancy Services for Implementation of the Project “Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH”.

Ad.5. After that, the item 5 of the Agenda was opened: **Terms of Reference “Building of Capacities for Prevention of Corruption in the Structures of Civil Service in BiH” with proposal of the Decision on Accepting the Terms of Reference.**

Considering that there were no comments, Ms. Borovac proposed to adopt the Terms of Reference “Building of Capacities for Prevention of Corruption in the Structures of Civil Service in BiH” with proposal of the Decision on Accepting the Terms of Reference.

After the vote the present members of the PARF JMB unanimously adopt:

The Decision on Accepting the Terms of Reference “Building of Capacities for Prevention of Corruption in the Structures of Civil Service in BiH”.

Ad.6. After that, the item 6 of the Agenda was opened: **Project Proposal “Training of Public Relations Officers – Phase II” with proposal of the Decision on Giving Agreement to the Project Proposal.**

Ms. Borovac opened a discussion.

Ms. Jahić requested a clarification related to the amount of the regular and incidental expenses of the said project.

Mr. Karišik pointed out that the biggest problem related to these expenses is the terminology used. It has been agreed that in the next period the title “incidental expenses” would be changed, because these are the accompanying operative expenses for implementation of the project. Budget for so called “incidental expenses” covers all those amounts that are essentially made by third parties on behalf of the project. Therefore, the consultant, i.e. the implementer, is not being paid for those services; however, those expenses are being approved by the system of previous approval, which were made, for implementation of the necessary activities, by some third person or organisation.

Ms. Ćulibrk reminded the attendees on the discussion that took place at the session in Mostar, i.e. on the conclusion on the need to engage the expert that would give their opinion on estimation of expenses of the project.

Mr. Jovičić pointed out that he would like, in the future, that the members of the PARF JMB, on the occasion of receiving the project proposal for agreement, receive also the table with the amount of each respective expense.

Ms. Borovac said that the PARF JMB members would receive the analysis of the project budgets prepared by Mr. Race.

Mr. Karišik added that by the current methodology of preparation of the projects, the project budgets did not contain the expenses by the project activities.

Mr Jovičić, as the PARF JMB member, explicitly requested that the methodology be changed, i.e. that all the expenses by the project activities be presented respectively.

After the discussion, the present members of the PARF JMB unanimously enact:

THE CONCLUSION

- 1. The proposal of Mr. Jovičić to have a table overview of expenses by project activities on the occasion of draft of terms of references shall be accepted.**
- 2. The proposal of Ms. Ćulibrk that the PARF JMB members should receive the project budget analysis, as well as methodology of budget drafting for future projects, drafted by the EUPAR project expert, shall be accepted.**

Ms. Borovac thanked for the Comments, and she put the Project Proposal “Training of Public Relations Officers – Phase II” with the proposal of the Decision on Giving Agreement to the Project Proposal to vote.

After the vote the present members of the PARF JMB unanimously enact:

The Decision on Giving Agreement to the Project Proposal “Training of Public Relations Officers – Phase II”.

Ad.7. After that, the item 7 of the Agenda was opened: **Terms of Reference “Training of Public Relations Officers – Phase II” with proposal of the Decision on Accepting the Terms of Reference.**

Within the item 7 of the agenda, all the present members of the PARF JMB unanimously enact:

The Decision on Accepting the Terms of Reference “Training of Public Relations Officers – Phase II”.

Ad.8. After that, the item 8 of the Agenda was opened: **Tender Documentation for the Contract on Public Procurement of Goods of Information-Communication and Computer System for the Project “Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the Phase I” with proposal of the Decision on Giving Agreement to the Tender Documentation.**

Ms. Borovac opened a discussion.

Mr. Delić pointed out that through implementation of the project “Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the Phase I”, at the request of the Government of the RS, procurement of equipment was foreseen, so in the project, 10 per cent of the total planned funds for this project was allocated for procurement of equipment.

After the IT expert, through implementation of the project activities, prepared the specification of needs for IT equipment for all four administrative levels, it was adopted by the PARF JMB through the previous Quarterly Report. Based on that specification, the tender documentation was prepared, and the procurement process is planned to be initiated.

Ms. Ćulibrk pointed out that in the part related to the needs of the Secretariat General of the Government of the RS, the technical specification, which would be the subject of the future procurement, was technically correct and fulfilled all the criteria. Also, Ms. Ćulibrk proposed to change the title of the procurement, in the sense that it should follow the title of the project, so she gave a proposal for the title “Procurement of Respective Components for Information-Communication and Computer Systems of the Central Bodies of Governments in BiH”. Ms. Ćulibrk asked this to be accepted, because it was the field of IT.

Mr. Delić agreed with the proposal of Ms. Ćulibrk.

After the discussion, the present members of the PARF JMB unanimously enact:

THE CONCLUSION

The proposal of Ms. Ćulibrk, regarding the change of the title of the tender documentation, in a way that the title “Tender Documentation for the Contract on Public Procurement of Goods of Information-Communication and Computer System for the Project “Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the Phase I” should be changed by the title “Tender Documentation for the Contract on Public Procurement of Respective Components for Information-Communication and Computer Systems of the Central Bodies of Governments in BiH for the Project “Blueprint of

Development of Central Bodies of Governments in BiH – Implementation of the Phase I” shall be accepted.

Considering that there was no additional discussion, Ms. Borovac put the Tender Documentation for the Contract on Public Procurement of Respective Components for Information-Communication and Computer Systems of the Central Bodies of Governments in BiH for the Project “Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the Phase I” with proposal of the Decision on Giving Agreement to the Tender Documentation to vote.

After the vote the present members of the PARF JMB unanimously enact:

The Decision on Giving Agreement to the Tender Documentation for the Contract on Public Procurement of Respective Components for Information-Communication and Computer Systems of the Central Bodies of Governments in BiH for the Project “Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the Phase I”.

Ad.9. After that, the item 9 of the Agenda was opened: **Information on the need to extend the Contract on Consultancy Services for the Project “Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH” with proposal of the Conclusion.**

Ms. Borovac opened a discussion.

Mr. DeliĆ pointed out that the Faculty of Economy, as the implementer of the project, prepared the new nomotechnical rules for draft of legal regulations for each level respectively, because in the very terms of reference it has been agreed that the rules did not have to be identical, but as similar as possible, considering that they treat the same matter. So, each level for itself takes the responsibility to finalise and initiate adoption of those rules, and in order to adopt the said rules, it would be necessary to extend the contract for four months.

Ms. Ćulibrk quoted the part of the text of the implementer’s request in which they invoked the provisions of the terms of reference and she said although in the RS the rules for legal and other regulations drafting existed, this project made certain improvements, so purpose and objective of the project have been achieved. What remained the question was why those rules have not been adopted so far by the Parliament. She was also interested in why so far no one addressed the coordinators with the proposal for suggestion in the sense that the coordinators draft certain information, so it could be submitted to the Parliamentary Committee, as well as to the Speaker of the National Assembly, who at their collegiums establish the agenda.

Mr. DeliĆ said that it would be good if the Quarterly Reports could be discussed at the sessions of the PARF JMB, so possible bottlenecks in implementation of the project activities could be pointed out in a timely manner. In the previous Quarterly Report, adopted by the PARF JMB, it was pointed out that a risk appeared, related to adoption of the new nomotechnical rules and that it was within the competency of the beneficiaries of the project, when it was proposed, in order not to waste time, to start with preparation of the Plan of Training even before adoption of the nomotechnical rules, as well as with implementation of the training on general topics which were not dependant of the new nomotechnical rules.

Ms. Borovac thanked for the comments, and put the Information on the need to extend the Contract on Consultancy Services for the Project “Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH” with proposal of the Conclusion to vote.

After the vote the present members of the PARF JMB unanimously adopt:

THE CONCLUSION

1. **The Information on the Need to Extend the Contract on Consultancy Services for the Project “Improvement of Rules and Procedures for Legal, Other Regulation and General Acts Drafting in BiH” shall be noted.**
2. **The agreement shall be given to conclude the Annex to the Contract on Consultancy Services extending the deadline for completion of the project activities for a period of 4 months, i.e. from December 9, 2011 until April 9, 2012.**

Ad.10. After that, the item 10 of the Agenda was opened: **Information on the Need to Extend the Contract on Consultancy Services for the Project “Transposing EU Legislation in the Legal System of BiH” with proposal of the Conclusion.**

Ms. Borovac opened a discussion.

Mr. Šakota asked the question who should be held accountable for the project being late, because that would condition whether he would be in favour of extending this project. If the implementer is to be held accountable for the project being late, Mr. Šakota requested the PARF JMB to obligate the PARCO to inform the public that that implementer would be held inappropriate as a bidder on future tenders.

Ms. Borovac agreed with the comments of Mr. Šakota.

Mr. Delić pointed out that the Information and the Request of the Implementer had the explanation related with the materials being late. So, the in the procedure after the end of the training, drafting of the Handbook was being planned, which would reflect that training. When the text of the Handbook was drafted, it was delivered to everyone and then the Directorate for European Integration missed the deadline for declaration.

Also, Mr. Delić notified the attendees that the Handbook was accepted by the FBiH, the RS and the Brčko District of BiH at the meeting of the Supervisory and Implementation Team which was held on November 18, 2011.

At the meeting held on December 5, 2011, with the team leader, Mr. Gorazd Trpin, the representatives of the Directorate for European Integration and the Ministry of Justice of BiH, an option was found which could be a solution, and what was being tried, considering that the contract would expire soon, was to have a formal-legal period in which the proposed option would be harmonised with other three levels of authority, which already accepted the Handbook. Mr. Delić pointed out once that was harmonised, only the technical matter of printing the Handbook would remain.

Mr. Šakota deems that all that could be completed even without extending the Contract. He asked that the Information on the Need to Extend the Contract on Consultancy Services for the Project “Transposing EU Legislation in the Legal System of BiH” was to be sent to him in writing, so he could declare on extension of the Project at a later date.

After the vote the present members of the PARF JMB unanimously adopt:

THE CONCLUSION

The PARCO shall be obligated to submit to Mr. Šakota the Information on the Need to Extend the Contract on Consultancy Services for the Project “Transposing EU Legislation in the Legal System of BiH”, so Mr. Šakota could then declare on it in writing.

Considering that there were no other comments, Ms. Borovac put the Information on the Need to Extend the Contract on Consultancy Services for the Project “Transposing EU Legislation in the Legal System of BiH” with proposal of the Conclusion to vote.

After the vote the present members of the PARF JMB unanimously adopt:

THE CONCLUSION

1. **The Information on the Need to Extend the Contract on Consultancy Services for the Project “Transposing EU Legislation in the Legal System of BiH” shall be noted.**
2. **The agreement shall be given to conclude the Annex II to the Contract on Consultancy Services extending the deadline for completion of the project activities for a period of 60 days, i.e. from December 7, 2011 until February 7, 2012, provided that Mr. Šakota delivers the agreement to conclude of the Annex II to the Contract on Consultancy services at a later date.**

Ad.11. After that, the item 11 of the Agenda was opened: **Information on the need to extend the Contract on Services for the Project “Training of Civil Servants for Application of Information Technologies and Work on Computers” with proposal of the Conclusion.**

Ms. Borovac opened a discussion.

Mr. Karišik pointed out that at the previous session of the PARF JMB, which was held on October 21st, 2011, the Decision on Giving Agreement to the Decision on Award of the Contract for Procurement of Additional Services was enacted based on previously implemented negotiation procedure with the implementers to whom the basic contracts were awarded. The decision became final on November 14, 2011, and it was planned to conclude in early December 2011 the Annex to the Contract, which was already prepared. In the meantime, there was a meeting of the Implementation Team of the Project, which included the representatives of the Civil Service Agencies and the Brčko District of BiH, in order to discuss continuation of work and dynamics of the project activities. The Implementers were requested to draft a new plan of dynamics in accordance with the changed deadlines, which has been done and on that occasion, inter alia, it was proposed that the contracted number of classes for organisation of one cycle of the training should be 80 classes and that the period of implementation should be 3 months and 15 days. It has been noted that within the framework of the basic contract, which should be completed by February 28, 2012, the proposed dynamics of the project activities could not be completed. The members of the Implementation Team supported the proposal for change of the plan of dynamics of implementation of the project, which would practically mean that implementation of the third teaching cycle should be moved by 3 months, so as a result of that it was it was proposed that the Annex to the Contract, contracting additional services, should change also the deadline for implementation of the contract, i.e. to move it from February 28, 2012 to May 28, 2012, so these activities could be completed in accordance with the needs.

Mr. Šakota asked the question regarding the contents of the submitted Annexes to the Contracts, i.e. if the subject annexes only extend the basic contracts, then the contents of the submitted annexes do not suit it.

Ms. Bošnjak said that negotiation procedure was implemented for procurement of additional services, and then a need occurred to extend the basic contracts, so the proposed annexes covered both the additional services and the extension of the period of validity of the basic contracts.

Ms. Borovac thanked for the comments, and put the Information on the need to extend the Contract on Consultancy Services for the Project “Training of Civil Servants for Application of Information Technologies and Work on Computers” with proposal of the Conclusion to vote.

After the vote the present members of the PARF JMB unanimously adopt:

THE CONCLUSION

1. **The Information on the need to extend the Contract on Services for the Project “Training of Civil Servants for Application of Information Technologies and Work on Computers” shall be noted.**
2. **The agreement shall be given to conclude the Annex to the Contract on Services No. 01-07-106-69/10 of December 28, 2010, concluded for a period of 14 months, extending the volume of the services of the provider of the services and extending the deadline for implementation of the project activities for a period of 3 months, i.e. from February 28, 2012 until May 28, 2012.**
3. **The agreement shall be given to conclude the Annex to the Contract on Services No. 01-07-106-70/10 of December 28, 2010, concluded for a period of 14 months, extending the volume of the services of the provider of the services and extending the deadline for implementation of the project activities for a period of 3 months, i.e. from February 28, 2012 until May 28, 2012.**

Ad.12. After that, the item 12 of the Agenda was opened: **Information on the need to conclude the Annex to the Contract on Services for the Project “Budget Management Information System” with proposal of the Conclusion.**

Considering that there were no comments, Ms. Borovac put the Information on the Need to Conclude the Annex to the Contract on Services for the Project “Budget Management Information System” with proposal of the Conclusion to vote.

After the vote the present members of the PARF JMB unanimously adopt:

THE CONCLUSION

1. **The Information on the need to conclude the Annex to the Contract on Services for the Project “Budget Management Information System” shall be noted.**
2. **The agreement shall be given to conclude the Annex to the Contract on Services changing the business bank account of the authorised tax representative of the selected bidder.**

Ad.13. After that, the item 13 of the Agenda was opened: **Information the status of the project “Publication of Information Materials of the Council of Ministers of BiH, the Government of the Federation of BiH, the Government of the Republic of Srpska and the Government of the Brčko District of BiH” with proposal of the Conclusion.**

Regarding this item of the agenda, Ms. Borovac pointed out that the proposal of the Supervisory Team from the area of Institutional Communication was to exclude this project from the PARF, because after the PARF JMB gave agreement to the project proposal, there were no additional activities on this project.

Ms. Begić pointed out that the bigger priority was to direct the activities to the project “Building of Capacities for Combat against Corruption in the Structures of the Civil Service in BiH” and the project “Training of Civil Servants for Application of Information Technologies and work on Computers”, and because the information the citizens were supposed to receive by implementation of this project could be found on the websites.

Considering that there were no comments to this item of the Agenda, Ms. Borovac put the Information the status of the project “Publication of Information Materials of the Council of Ministers of BiH, the Government of the Federation of BiH, the Government of the Republic of Srpska and the Government of the Brčko District of BiH” with proposal of the Conclusion to vote.

After the vote the present members of the PARF JMB unanimously adopt:

THE CONCLUSION

1. **The Information on the status of the project “Publication of Information Materials of the Council of Ministers of BiH, the Government of the FBiH, the Government of the RS and the Government of the BD BiH” shall be noted.**
2. **The agreement of the Joint Management Board of the Public Administration Reform Fund, given at the 12th session of the Joint Management Board of the Public Administration Reform, held on October 5, 2009, to the project proposal “Publication of Information Materials of the Council of Ministers of BiH, the Government of the Federation of BiH, the Government of the Republic of Srpska and the Government of the Brčko District of BiH”, shall be hereby annulled.**

Ad.14. After that, the item 14 of the Agenda was opened: **Information on the Decisions Enacted in the Procedure of Written Harmonisation between the two sessions of the Joint Management Board of the Public Administration Reform Fund.**

Considering that there were no comments to this item of the Agenda, Ms. Borovac put the Information on the Decisions Enacted in the Procedure of Written Harmonisation between the two sessions of the Joint Management Board of the Public Administration Reform Fund to vote.

After the vote the present members of the PARF JMB unanimously adopt:

THE CONCLUSION

The Information on the Decisions Enacted in the Procedure of Written Harmonisation between the two sessions of the Joint Management Board of the Public Administration Reform Fund shall be noted.

Ad.15. After that, the item 15 of the Agenda was opened: **Miscellaneous.**

The PARF JMB members were presented with the updated list with the overview of the condition of the projects financed by the PARF.

Considering that there were no additional questions, Ms. Borovac thanked all the attendees once again for their participation and formally closed the 23rd session of the PARF JMB.

Minutes Taken by:

Lamija Žiga
Junior Professional in the Unit for Donor Coordination,
Finance, Monitoring and Evaluation

Minutes Controlled by:

Aneta Raić
Head of the Unit for Donor Coordination,
Finance, Monitoring and Evaluation

Minutes Cleared by:

Semiha Borovac
Chairwoman of
the Joint Management Board of
the Public Administration Reform Fund

Pursuant to the chapter V paragraph (3) item c) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund (No.: 01-07-89/08 of February 8, 2008 and No.: 01-07-89-1/08 of March 12, 2009), the Joint Management Board of the Public Administration Reform Fund at the 23rd session held on December 8th 2011, enacted

THE DECISION
on approval of the Quarterly Report of the Public Administration Reform Fund

Article 1

The Joint Management Board of the Public Administration Reform Fund shall give approval of the Quarterly Report of the Public Administration Reform Fund for the period July 1st – September 30, 2011.

Article 2

This Decision shall be a part of the Minutes from the 23rd session of the Joint Management Board of the Public Administration Reform Fund.

Article 3

This Decision shall enter into force on the day it is adopted and shall be final in accordance with the chapter VIII paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund, with expiration of the period stipulated by the chapter VI paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund.

**CHAIRWOMAN
OF THE JOINT MANAGEMENT BOARD
OF THE PUBLIC ADMINISTRATION
REFORM FUND**

No.: : 05-14-3-328-13/11
Sarajevo, December 8th 2011

Semih Borovac
Semih Borovac

EXPLANATION

Legal base for enacting this Decision is contained in the chapter V paragraph (3) item c) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund (hereinafter: the PARF JMB).

By this Decision, the PARF JMB gives its approval of the Quarterly Report of the Public Administration Reform Fund for the period July 1st – September 30, 2011.

This Decision becomes a part of the Minutes from the 23rd session of the PARF JMB in accordance with the chapter VIII paragraph (4) of the Rules of Procedure of the PARF JMB.

This Decision enters into force on the day it is adopted and becomes final in accordance with the chapter VIII paragraph (4) of the Rules of Procedure of the PARF JMB, with expiration of the period stipulated by the chapter VI paragraph (4) of the Rules of Procedure of the PARF JMB.

Act passed on day
30.12.2011.
Sipetovic

Pursuant to the chapter V paragraph (3) item c) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund (No.: 01-07-89/08 of February 8, 2008 and No. 01-07-89-1/08 of March 12, 2009), the Joint Management Board of the Public Administration Reform Fund, at the 23rd session held on December 8th 2011, enacted

THE DECISION

on giving agreement to the Report on Work of the Commission for Public Procurement
- implementation of the second phase of public procurement of services for implementation of
the Project

“Establishment of Modern Departments for Human Resources Management in the Bodies of
Administration in BiH”

Article 1

The Joint Management Board of the Public Administration Reform Fund shall give agreement to the Report of Work of the Commission for Public Procurement – Implementation of the Second Phase of Public Procurement of Services for Implementation of the Project “Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH”.

Article 2

The Proposal of the Commission for Public Procurement related with the outcome of the restricted procedure of public procurement for implementation of the project “Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH” shall be accepted.

Article 3

This Decision shall be a constituent part of the Minutes of the 23rd session of the Joint Management Board of the Public Administration Reform Fund.

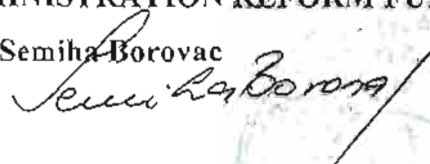
Article 4

This Decision shall enter into force on the day it is adopted and shall be final in accordance with the chapter VIII paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund, with expiration of the period stipulated by the chapter VI paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund.

No.: 05-14-3-328-14/11
Sarajevo, December 8, 2011

CHAIRWOMAN OF THE
JOINT MANAGEMENT BOARD OF THE
PUBLIC ADMINISTRATION REFORM FUND

Semirha Borovac



EXPLANATION

Legal basis to enact this Decision is contained in the chapter V paragraph (3) item c) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund (hereinafter: the PARF JMB).

By this Decision, the PARF JMB gives agreement to the Report on Work of the Commission for Public Procurement – Implementation of the Second Phase of Public Procurement of Services for Implementation of the Project “Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH”.

By this Decision, the proposal of the Commission for Public Procurement related with the outcome of the restricted procedure of public procurement of additional services for implementation of the project “Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH” is accepted.

This Decision becomes a constituent part of the Minutes of the 23rd session of the PARF JMB in accordance with the chapter VIII paragraph (4) of the Rules of Procedure of the PARF JMB.

This Decision enters into force on the day it is enacted, and becomes final in accordance with the chapter VIII paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund, with expiration of the period stipulated by the chapter VI paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund.

Pursuant to the chapter V paragraph (3) item c) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund (No.: 01-07-89/08 of February 8, 2008 and No.: 01-07-89-1/08 of March 12, 2009), the Joint Management Board of the Public Administration Reform Fund at the 23rd session held on December 8th 2011, enacted

THE DECISION

on approval of the Decision on Award of the Contract for Procurement of Services for
Implementation of the Project
“Establishment of Modern Departments for Human Resources Management in the Bodies of
Administration in BiH”

Article 1

The Joint Management Board of the Public Administration Reform Fund shall give an approval of the Decision on Award of the Contract for Procurement of Services for Implementation of the Project “Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH”.

Article 2

This Decision shall be a part of the Minutes from the 23rd session of the Joint Management Board of the Public Administration Reform Fund.

Article 3

This Decision shall be enter into force on the day it is adopted and shall be final in accordance with the chapter VIII paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund, with expiration of the period stipulated by the chapter VI paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund.

No.: 05-14-3-328-14/11
Sarajevo, December 8th 2011

CHAIRWOMAN
OF THE JOINT MANAGEMENT BOARD
OF THE PUBLIC ADMINISTRATION REFORM FUND

Semir Borovac

Semir Borovac

EXPLANATION

Legal base for enacting this Decision is contained in the chapter V paragraph (3) item c) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund (hereinafter: the PARF JMB).

By this Decision the PARF JMB gives its approval of the Decision on Award of the Contract for Procurement of Services for Implementation of the Project "Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH".

This Decision becomes a part of the Minutes from the 23rd session of the PARF JMB in accordance with the Chapter VIII paragraph (4) of the Rules of Procedure of the PARF JMB.

This Decision enters into force on the day it is adopted and becomes final in accordance with the chapter VIII paragraph (4) of the Rules of Procedure of the PARF JMB, with expiration of the period stipulated by the chapter VI paragraph (4) of the Rules of Procedure of the PARF JMB.

Akt Kulacau bi dan
So. 12.2.11
Sjefkua 8.

Pursuant to the chapter VIII paragraph (2) item a) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund (No.: 01-07-89/08 of February 8, 2008 and No. 01-07-89-1/08 of March 12, 2009), related with the item 29 of the Memorandum of Understanding for Establishment of the Public Administration Reform Fund, concluded between the Council of Ministers of BiH, the Government of the Federation of Bosnia and Herzegovina, the Government of the Republic of Srpska, the Government of the Brčko District of BiH, the Department for International Development, the Swedish International Development Cooperation Agency, The Ministry for Development and Cooperation of the Netherlands and the European Commission Delegation in BiH, the Joint Management Board of the Public Administration Reform Fund, at the 23rd session held on December 08th 2011 adopted

THE DECISION
on accepting the Terms of Reference
“Building of Capacities for Combat against Corruption in the Structures of Civil Service in BiH”
for Financing by the assets of the Public Administration Reform Fund

Article 1

With the objective of support to implementation of the Action Plan 1, chapter III – Human Resources Management, group of activities HRM 7. Training and Development, HRM 9. Discipline and HRM 10. Support to Staff (i.e. group of activities from the Revised Action Plan 1: HRM 1.2. Decrease the Level of Corruption and Cases of Conflict of Interests in the Civil Service) and chapter V – Institutional Communication, group of activities IC 2. Strategic Communication, IC 8. Training and IC 14. Direct Communication with Citizens (i.e. group of activities from the revised Action Plan 1: IC1. Communication Planning, IC 4. Human Resources, IC 9. Direct Communication with Citizens and IC 10. Public Campaigns), the Joint Management Board of the Public Administration Reform Fund (hereinafter: the PARF JMB) shall express readiness to finance the Terms of Reference “Building of Capacities for Combat against Corruption in the Structures of Civil Service in BiH”, No 04-07-2-204-16/11 of November 29th 2011.

Article 2

The overall budget for implementation of the Terms of Reference from the article 1 of this Decision shall be BAM 500,000.00, VAT included.

Article 3

Assets of the Fund, in the amount of BAM 500,000.00, VAT included, shall be directed for financing of the following components of the project activities, developed in detail by the Terms of Reference “Building of Capacities for Combat against Corruption in the Structures of Civil Service in BiH”, No04-07-2-204-16/11 of November 29th 2011:

- a) Component I – Thematic public opinion research, development and implementation of training programme on the problem of corruption in public administration
- b) Component II – Draft of manual for employees in the bodies of civil service / administration in BiH
- c) Component III – Implementation of public campaign and promotion of project activities and results

Article 4

In accordance with the items 34 – 36 of the Memorandum for Establishment of the Public Administration Reform Fund (hereinafter: the Memorandum), the Public Administration Reform Coordinator's Office (hereinafter: the PARCO) shall undertake all the activities and preparatory actions for initiation of the procedure of public procurement of services stipulated by the terms of reference from the article 1 of this Decision.

Article 5

- (1) The PARCO shall, immediately after this Decision is enacted, submit to the donors the request for payment of funds in the amount of BAM 500.000.00 for implementation of the project activities from the article 3 of this Decision, based on the chapter III item 3 of the Change of the Procedures of Finance Management of the PAR Fund No. 01-07-339-3/10 of November 2nd, 2010 (hereinafter: the Procedures).
- (2) The Donors shall make payment of funds to the single account of the Public Administration Reform Fund, maintained by the Ministry of Finance and Treasury of BiH in the Central Bank of BiH, within 30 days from the day of receiving the request for payment from the paragraph (1) of this article, pursuant to the chapter III item (4) of the Procedures.

Article 5

The PARCO shall report to the PARF JMB on implementation of this Decision, pursuant to the items 37 and 39 of the Memorandum.

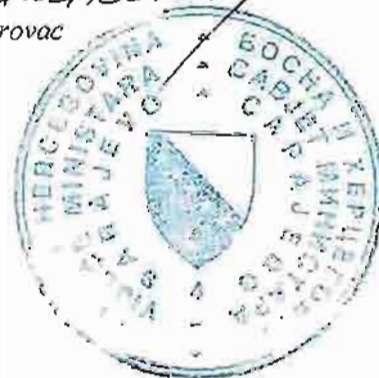
Article 6

This Decision shall enter into force on the day it is adopted and shall be final in accordance with the chapter VIII paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund, with expiration of the period stipulated by the chapter VI paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund.

No.: 05-14-3-328-16/11
Sarajevo, 08.12.2011.

Chairwoman of the Joint
Management Board of the
Public Administration
Reform Fund

Semiha Borovac
Semiha Borovac



Pursuant to the chapter V paragraph (3) item a) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund (No.: 01-07-89/08 of February 8, 2008 and No.: 01-07-89-1/08 of March 12, 2009), the Joint Management Board of the Public Administration Reform Fund at the 23rd session held on December 8th 2011. enacted

THE DECISION
on approval of the project proposal
"Training of Public Relations Officers – phase II"

Article 1

The Joint Management Board of the Public Administration Reform Fund shall give approval of the project proposal "Training of Public Relations Officers – phase II".

Article 2

This Decision shall be a part of the Minutes from the 23rd session of the Joint Management Board of the Public Administration Reform Fund.

Article 3

This Decision shall enter into force on the day it is adopted and shall be final in accordance with the chapter VIII paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund, with expiration of the period stipulated by the chapter VI paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund.

No.:05-14-3-328-17/11
Sarajevo, December 8th 2011

**CHAIRWOMAN
OF THE JOINT MANAGEMENT BOARD
OF THE PUBLIC ADMINISTRATION
REFORM FUND**

Semiha Borovac

Semiha Borovac



EXPLANATION

Legal base for enacting this Decision is contained in the chapter V paragraph (3) item a) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund (hereinafter: the PARF JMB).

By this Decision, the PARF JMB gives its approval of the project proposal "Training of Public Relations Officers – phase II".

This Decision will become a part of the Minutes from the 23rd session of the PARF JMB in accordance with the chapter VIII paragraph (4) of the Rules of Procedure of the PARF JMB.

This Decision enters into force on the day it is adopted and becomes final in accordance with the chapter VIII paragraph (4) of the Rules of Procedure of the PARF JMB, with expiration of the period stipulated by the chapter VI paragraph (4) of the Rules of Procedure of the PARF JMB.

Pursuant to the chapter VIII paragraph (2) item a) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund (No.: 01-07-89/08 of February 8, 2008 and No. 01-07-89-1/08 of March 12, 2009), related with the item 29 of the Memorandum of Understanding for Establishment of the Public Administration Reform Fund, concluded between the Council of Ministers of BiH, the Government of the Federation of Bosnia and Herzegovina, the Government of the Republic of Srpska, the Government of the Brčko District of BiH, the Department for International Development, the Swedish International Development Cooperation Agency, The Ministry for Development and Cooperation of the Netherlands and the European Commission Delegation in BiH, the Joint Management Board of the Public Administration Reform Fund, at the 23rd session held on December 8th 2011 adopted

THE DECISION
on accepting the Terms of Reference
“Training of Public Relations Officers – Phase II”
for Financing by the assets of the Public Administration Reform Fund

Article 1

With the objective of support to implementation of the Action Plan I, chapter V – Institutional Communication, group of activities IC 8.1. “Provide Training in Public Relations for the PR Officers” and IC 8.2. “Provide training to the PR Officers in Other Areas Significant for Their Work”, the Joint Management Board of the Public Administration Reform Fund (hereinafter: the PARF JMB) shall express readiness to finance the Terms of Reference “Training of Public Relations Officers – Phase II”, No. 04-07-2-325-1/11 of 08.11.2011.

Article 2

The overall budget for implementation of the Terms of Reference from the article 1 of this Decision shall be BAM 135.000.00, VAT included.

Article 3

Assets of the Fund, in the amount of BAM 135,000.00, VAT included, shall be directed for financing of the following project activities, developed in detail by the Terms of Reference “Training of Public Relations Officers – Phase II”, No. 04-07-2-325-1/11 of 08.11.2011

- a) Draft of methodology and structure of research of competencies and skills of information / public relations officers, and establishment of training needs from other areas significant for their work;
- b) Implementation of research of competencies and skills of information / public relations officers, and establishment of training needs from other areas significant for their work;
- c) Design and preparation of training programme for information / public relations officers, establishment contents and materials for specialised structured training (based on previous research);
- d) Implementation of the training for information / public relations officers. Training implemented in three groups;
- e) Organisation and taking place of a thematic conference on contemporary trends of public relations in the public sector.

Article 4

In accordance with the items 34 - 36 of the Memorandum for Establishment of the Public Administration Reform Fund (hereinafter: the Memorandum), the Public Administration Reform Coordinator's Office (hereinafter: the PARCO) shall undertake all the activities and preparatory actions for initiation of the procedure of public procurement of services stipulated by the terms of reference from the article 1 of this Decision.

Article 5

- (1) The PARCO shall, immediately after this Decision is enacted, submit to the donors the request for payment of funds in the amount of BAM 135,000.00 for implementation of the project activities from the article 3 of this Decision, based on the chapter III item 3 of the Change of the Procedures of Finance Management of the PAR Fund No. 01-07-339-3/10 of November 2nd, 2010 (hereinafter: the Procedures).
- (2) The Donors shall make payment of funds to the single account of the Public Administration Reform Fund, maintained by the Ministry of Finance and Treasury of BiH in the Central Bank of BiH, within 30 days from the day of receiving the request for payment from the paragraph (1) of this article, pursuant to the chapter III item (4) of the Procedures.

Article 5

The PARCO shall report to the PARF JMB on implementation of this Decision, pursuant to the items 37 and 39 of the Memorandum.

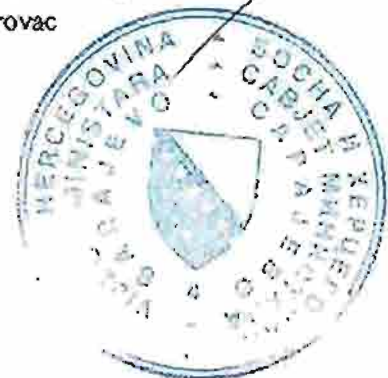
Article 6

This Decision shall enter into force on the day it is adopted and shall be final in accordance with the chapter VIII paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund, with expiration of the period stipulated by the chapter VI paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund.

No.: 05-14-3-328-18/11
Sarajevo, December 8th 2011

Chairwoman of the Joint
Management Board of the
Public Administration
Reform Fund

Semirha Borovac
Semirha Borovac



Pursuant to chapter chapter V paragraph (3) item c) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund (No.: 01-07-89/08 of February 8, 2008 and No.: 01-07-89-1/08 of March 12, 2009), the Joint Management Board of the Public Administration Reform Fund at the 23rd session held on December 8th 2011, enacted

DECISION

on approval of the Tender Documentation for the Contract on Public Procurement of Respective Components for Information-Communication and Computer Systems of the Central Bodies of Governments in BiH for the Project "Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the Phase I"

Article 1.

Joint Management Board of the Public Administration Reform Fund gives approval on "Tender Documentation for the Contract on Public Procurement of Respective Components for Information-Communication and Computer Systems of the Central Bodies of Governments in BiH for the Project "Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the Phase I".

Article 2.

This Decision is a part of the Minute from the 23rd session of the Joint Management Board of the Public Administration Reform Fund and shall be put into force on the day it is adopted.

Article 3.

This Decision shall be put into force on the day it is adopted and shall be final in accordance with with chapter VIII paragraph (4) Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund with expiration of the period stipulated by the chapter VI paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund.

Number: 05-14-3-328-19/11
Sarajevo, December 8th 2011

CHAIRWOMAN
OF THE JOINT MANAGEMENT BOARD
OF THE PUBLIC ADMINISTRATION
REFORM FUND
Semiha Boroyaa
Semiha Boroyaa

AGF document no. 1100
30.12.2011.
Sijetina S.

Pursuant to the chapter V paragraph (3) item c) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund (No.: 01-07-89/08 of February 8, 2008 and No. 01-07-89-1/08 of March 12, 2009), the Joint Management Board of the Public Administration Reform Fund, at the 23rd session held on December 8th, 2011 adopted

THE CONCLUSION

1. The information on the request of the implementer to extend the contract on consultancy services for implementation of the project "Improvement of Rules and Procedures for Legal, Other Regulations and General Documents Drafting in BiH" shall be noted.
2. The agreement shall be given to conclude the Annex to the Contract on consultancy Services extending the deadline for completion of the project activities for the period of 4 months, i.e. from December 12, 2011 to April 9, 2012.
3. This Conclusion shall be put into force on the day it is adopted and shall be final in accordance with with chapter VIII paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund, with expiration of the period stipulated by the chapter VI paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund.

No.: 05-14-3-328-20/11
Sarajevo, December 8th, 2011

CHAIRWOMAN OF THE
JOINT MANAGEMENT BOARD OF THE
PUBLIC ADMINISTRATION REFORM FUND

Semir Horovac

Semir Horovac

Pursuant to the chapter V paragraph (3) item c) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund (No.: 01-07-89/08 of February 8, 2008 and No. 01-07-89-1/08 of March 12, 2009), the Joint Management Board of the Public Administration Reform Fund, at the 23rd session, held on December 8, 2011 adopted

THE CONCLUSION

1. The Information on the need to extend the contract on consultancy services for implementation of the project "Transposing EU Legislation in the Legal System of BiH" shall be noted.
2. The agreement shall be given to conclude the Annex II to the Contract on Consultancy Services extending the deadline for completion of the project activities for the period of 60 days, i.e. from December 7, 2011 to February 7, 2012.
3. This Conclusion shall enter into force on the day it is adopted and shall be final in accordance with the chapter VIII paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund, with expiration of the period stipulated by the chapter VI paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund.

No.: 05-14-3-328-21/11
Sarajevo, December 8, 2011

CHAIRWOMAN OF THE
JOINT MANAGEMENT BOARD OF THE
PUBLIC ADMINISTRATION REFORM FUND

Semira Borovac
Semira Borovac



Pursuant to the chapter V paragraph (3) item c) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund (No.: 01-07-89/08 of February 8, 2008 and No. 01-07-89-1/08 of March 12, 2009), the Joint Management Board of the Public Administration Reform Fund, at the 23rd session held on December 8th 2011 adopted


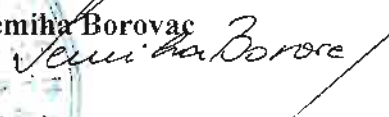
THE CONCLUSION

1. The Information on the proposal of the implementer of the project to extend the contract on services for the project "Training of Civil Servants for Application of Information Technologies and Work on Computers" shall be noted.
2. The agreement shall be given to conclude the Annex to the Contract on Services No. 01-07-106-69/10 of December 28, 2010, concluded for a period of 14 months, extending the volume of the services of the provider of the services and extending the deadline for implementation of the project activities for a period of 3 months, i.e. from February 28, 2012 to May 28, 2012.
3. The agreement shall be given to conclude the Annex to the Contract on Services No. 01-07-106-70/10 of December 28, 2010, concluded for a period of 14 months, extending the volume of the services of the provider of the services and extending the deadline for implementation of the project activities for a period of 3 months, i.e. from February 28, 2012 until May 28, 2012.
4. This Conclusion shall be put into force on the day it is adopted and shall be final in accordance with the chapter VIII paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund, with expiration of the period stipulated by the chapter VI paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund.

No.: 05-14-3-328-22/11
Sarajevo, December 8th 2011

**CHAIRWOMAN
OF THE JOINT MANAGEMENT BOARD
OF THE PUBLIC ADMINISTRATION REFORM FUND**

Semirha Borovac



Act 1/2008
1-14-2011
Sept 11/11

Pursuant to the chapter V paragraph (3) item c) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund (No.: 01-07-89/08 of February 8, 2008 and No. 01-07-89-1/08 of March 12, 2009), the Joint Management Board of the Public Administration Reform Fund, at the 23rd session held on December 8th 2011 adopted

THE CONCLUSION

1. The information on the need to conclude the Annex to the Contract on Services for the Project "Budget Management Information System" shall be noted.
2. The agreement shall be given to conclude the Annex to the Contract on Services changing the business bank account of the authorised tax representative of the selected bidder.
3. This Conclusion shall be put into force on the day it is adopted and shall be final in accordance with the chapter VIII paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund, with expiration of the period stipulated by the chapter VI paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund.

No.: 05-14-3-328-23/11
Sarajevo, December 8th 2011

**CHAIRWOMAN OF THE
JOINT MANAGEMENT BOARD OF THE
PUBLIC ADMINISTRATION REFORM FUND**

Semirha Borčević



Pursuant to the chapter V paragraph (3) item a) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund (No.: 01-07-89/08 of February 8, 2008 and No. 01-07-89-1/08 of March 12, 2009), the Joint Management Board of the Public Administration Reform Fund, at the 23rd session held on Decembar 08, 2011 adopted

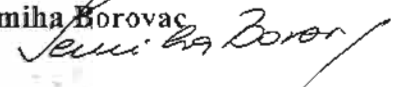
THE CONCLUSION

1. The agreement of the Joint Management Board of the Public Administration Reform Fund, given at the 12th session of the Joint Management Board of the Public Administration Reform, held on October 5, 2009, to the project proposal "Publication of Information Materials of the Council of Ministers of BiH, the Government of the Federation of BiH, the Government of the Republic of Srpska and the Government of the Brčko District of BiH", shall be hereby annulled.
2. This Conclusion shall be a constituent part of the Minutes of the 23rd session of the Joint Management Board of the Public Administration Reform Fund.
3. This Conclusion shall enter into force on the day it is adopted and shall be final in accordance with the chapter VIII paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund, with expiration of the period stipulated by the chapter VI paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund.

No.: 05-14-3-328-24/11
Sarajevo, Decembar 08, 2011

CHAIRWOMAN OF
THE JOINT MANAGEMENT BOARD OF
THE PUBLIC ADMINISTRATION
REFORM FUND

Semiha Borovac





REPORT OF THE PUBLIC ADMINISTRATION REFORM FUND

FOR THE PERIOD JANUARY 1ST – DECEMBER 31ST, 2011

PREPARED BY:

**PUBLIC ADMINISTRATION REFORM COORDINATOR'S
OFFICE**

JANUARY, 2012



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1. PUBLIC ADMINISTRATION REFORM FUND

1.1 Introduction

In accordance with the paragraph 7 of the Memorandum of Understanding (MoU) for Establishment of the Public Administration Reform Fund (hereinafter: the PARF) – Reporting, the Public Administration Reform Coordinator's Office (hereinafter: the PARCO) is obligated to prepare comprehensive reports for the Joint Management Board of the Public Administration Reform Fund (hereinafter: the PARF JMB), before every quarterly meeting of the PARF JMB. This is the Report of the PARF for 2011 for the PARF JMB and it provides an overview of the PARF activities in the period from January 1st to December 31st, 2011. The Report of the PARF gives the overview of information on the sessions of the PARF JMB that were held, overview of payments, withdrawals and division of the funds of the PARF by the projects, overview of the documents that were discussed and approved by the PARF JMB at the sessions and in the procedure of written harmonisation, overview of information on implemented activities on the projects financed by the PARF, as well as table overviews of the main activities of the PARF in the period from January 1st to December 31st, 2011.

Note:

Annual Financial Report of the PARF for 2011 is being prepared, and it is being worked on in parallel with the Annual Report on Execution of the Budget of the Public Administration Reform Coordinator's Office (projects – programmes of special purpose, which are being financed by the funds of the PARF are a part of the budget of the PARCO, thereby are included in the Annual Report on Implementation of the Budget of the PARCO) and it will be completed by the end of February 2012.

1.2 Sessions of the Joint Management Board of the Public Administration Reform Fund

The PARF JMB, in the period of January 1st – December 31st, 2011, held **five sessions**. At the sessions of the PARF JMB, in 2011, a total of **twenty-two decisions and eight conclusions** have been enacted.

The next part gives a detailed overview of the Decisions and Conclusions approved at the sessions of the PARF JMB, held in 2011, stated chronologically:

19th session January 21st, 2011, Banja Luka

- Decision on Giving Agreement to the Report on Evaluation of Public Procurement of Services for Implementation of the Project "Design and Establishment of Interoperability Framework and Standards for Data Exchange";
- Decision on Giving Agreement to the Decision on Award of the Contract for Procurement of Consultancy Services for Implementation of the Project "Design and Establishment of Interoperability Framework and Standards for Data Exchange";
- Decision on Giving Agreement to the Project Proposal "Treasury Information System of the Brčko District";
- Decision on Accepting the Terms of Reference "Treasury Information System of the Brčko District";
- Decision on Giving Agreement to the Tender documentation "Treasury Information System of the Brčko District";

20th session April 11, 2011, Mostar

- Decision on Giving Agreement to the Report on Evaluation of Bids within Public Procurement of Services for the Project “Budget Management Information System”;
- Decision on Giving Agreement to the Decision on Award of the Contract for the Project “Budget Management Information System”;
- Decision on Giving Agreement to the Second Interim Report of the Project “Development of Performance Management System in Structures of Civil Service in BiH”;
- Decision on Giving Agreement to the Annual Financial Report of the Public Administration Reform Fund;
- Conclusion on Proposal to Change Deadlines and Conditions of the Contract for Implementation of the Project “Development of Performance Management System in Structures of Civil Service in BiH”;

21st session July 27, 2011, Sarajevo

- Decision on Approval of Additional Funds for the Project “Training of Civil Servants for Application of Information Technologies and Work on Computers”;
- Decision on Giving Agreement to the Quarterly Report of the Public Administration Reform Fund for the period April 1st – June 30, 2011;
- Decision on Giving Agreement to the Report on Evaluation of Public Procurement of Services for Implementation of the Project “Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH” with proposal of measures;
- Conclusion on the Report on Financial Audit of the Public Administration Reform Coordinator’s Office for 2010;

22nd session October 21st, 2011, Sarajevo

- Decision on Giving Agreement to the Report on Work of the Commission for Implementation of the Procedure of Public Procurement of Additional Services for Implementation of the Project “Training of Civil Servants for Application of Information Technologies And Work on Computers”;
- Decision on Giving Agreement to the Decision on Award of the Contract for Procurement of Additional Services for Implementation of the Project “Training of Civil Servants for Application of Information Technologies And Work on Computers”;
- Decision on Giving Agreement to the Report on Evaluation of Public Procurement of Services for Implementation of the Project “Treasury Information System of the Brčko District of BiH” – Phase of Prequalification in the Restricted Procedure for Public Procurement of Services;
- Conclusion on the Need to Extend the Contract on Consultancy Services for the Project “Transposing EU Legislation in the Legal System of BiH”;

- Decision on Giving Agreement to the Quarterly Report of the Public Administration Reform Fund for the period July 1st – September 30, 2011;
- Decision on Giving Agreement to the Report on Work of the Commission for Public Procurement – Implementation of the Second Phase of Public Procurement of Services for Implementation of the Project “Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH”;
- Decision on Giving Agreement to the Decision on Award of the Contract for the Project “Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH”;
- Decision on Accepting the Terms of Reference “Building of Capacities for combat against corruption in the Structures of Civil Service in BiH” for financing by the funds of the PARF;
- Decision on giving agreement to the Project Proposal “Training of Public Relations Officers – Phase II”;
- Decision on Accepting the Terms of Reference “Training of Public Relations Officers – Phase II” for financing by the funds of the PARF;
- Decision on Giving Agreement to the Tender Documentation for the Contract on Public Procurement of Respective Components for Information-Communication and Computer Systems of the Central Bodies of Governments in BiH for the Project “Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the Phase I”;
- Conclusion on the need to extend the Contract on Consultancy services for the project “Improvement of Rules and Procedures for Legal, Other Regulation and General Acts Drafting in BiH”;
- Conclusion on the need to extend the Contract on Consultancy services for the project “Transposing EU Legislation in the Legal System of BiH”;
- Conclusion on the need to extend the Contract on Services for the Project “Training of Civil Servants for Application of Information Technologies and Work on Computers”;
- Conclusion on the need to conclude the Annex to the Contract on Services for the Project “Budget Management Information System”;
- Conclusion on the status of the project “Publication of Information Materials of the Council of Ministers of BiH, the Government of the FBiH, the Government of the RS and the Government of the Brčko District of BiH”;

1.3 Procedures of Written Harmonisation

The PARF JMB, in 2011, implemented and ended a total of **twenty-three** procedures of written harmonisation. By the procedure of written harmonisation, in 2011, a total of **twenty-two decisions** have been enacted.

The next part gives a table overview of the documents that have been approved by enacting the decisions on giving agreement by the PARF JMB members in the procedure of written harmonisation in 2011 (chronologically):

DOCUMENTS ADOPTED IN THE PROCEDURE OF WRITTEN HARMONISATION IN 2011			
No.	Title of the Document	Time Period for Declaration	Date of the Decision
1.	Inception Report on Implementation of the Project "Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the Phase I" – <i>procedure of written harmonisation started in 2010 and ended in 2011</i>	21.12.2010.- 05.01.2011.	03.02.2011.
2.	Sixth Interim Report on Implementation of the Project "Draft of Administrative Decision Making in BiH Quality Improvement Programme" – <i>procedure of written harmonisation started in 2010 and ended in 2011</i>	21.12.2010.- 05.01.2011.	11.01.2011.
3.	Seventh and Eighth Interim Report on Implementation of the Project "Draft of Administrative Decision Making in BiH Quality Improvement Programme" – within which is the Draft Administrative Decision Making in BiH Quality Improvement Programme	20.01. - 03.02.2011.	21.02.2011.
4.	Inception Report on Implementation of the Project "Transposing EU Legislation in the Legal System of BiH"	10.02. - 24.02.2011.	25.03.2011.
5.	Guidelines for Monitoring and Evaluation of the Projects Financed by the Public Administration Reform Fund	11.02. - 25.02.2011.	02.03.2011.
6.	First Interim Report on Implementation of the Project "Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH"	17.02. - 03.03.2011.	23.03.2011.
7.	Final Report on Implementation of the Project "Draft of Administrative Decision Making in BiH Quality Improvement Programme"	25.02. - 14.03.2011.	15.03.2011.
8.	Changes of the Tender Documentation for the Project "Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH"	10.03. - 24.03.2011.	25.03.2011.
9.	First Interim Report on Implementation of the Project "Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the Phase I"	07.04. - 21.04.2011.	06.05.2011.
10.	First Quarterly Report on Implementation of the Project "Transposing EU Legislation in the Legal System of BiH"	13.04. - 27.04.2011.	06.05.2011.
11.	Second Interim Report on Implementation of the Project "Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH"	25.04. -11.05.2011.	12.05.2011.

12.	Inception Reports of the Project "Training of Civil Servants for Application of Information Technologies and Work on Computers" for the Contracts No. 01-07-106-69/10 and No. 01-07-106-70/10	29.04. - 18.05.2011.	19.05.2011.
13.	Second Quarterly Report on Implementation of the Project "Transposing EU Legislation in the Legal System of BiH"	29.06. - 13.07.2011.	14.07.2011.
14.	Second Quarterly Report on Implementation of the Project "Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the Phase I"; and accompanying documents: "Comprehensive Gap Analysis Between the Existing Condition in the Central Bodies of Governments and the Requirements for Implementation of the "Blueprint of Development of Central Bodies of Governments in BiH" and "Report of the Short-Term IT Expert"	07.07. - 21.07.2011.	22.07.2011.
15.	First Interim Reports on Implementation of the Project "Training of Civil Servants for Application of Information Technologies and Work on Computers" for the contracts: No. 01-07-106-69/10 and No. 01-07-106-70/10	13.07. - 27.07.2011.	28.07.2011.
16.	Third Interim Report on Implementation of the Project "Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH"	19.07. - 02.08.2011.	03.08.2011.
17.	Third Interim Report on Implementation of the Project "Development of Performance Management System in the Structures of Civil Service in BiH"	02.08. - 16.08.2011.	14.09.2011.
18.	Third Interim Report on Implementation of the Project "Transposing EU Legislation in the Legal System of BiH"	14.09. - 28.09.2011.	29.09.2011.
19.	Report on Evaluation of Public Procurement of Services for Implementation of the Project "Treasury Information System of the Brčko District of BiH", phase of prequalification	23.09. - 06.10.2011.	21.10.2011. (Decision enacted at the 22 nd session of the PARF JMB)
20.	Third Quarterly Report on Implementation of the Project "Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the Phase I"	18.10. - 01.11.2011.	02.11.2011.
21.	Fourth Interim Report on Implementation of the Project "Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH"	24.10. - 07.11.2011.	08.11.2011.
22.	Project Proposal "Building of Capacities for Combat Against Corruption in the Structures of the Civil Service in BiH"	31.10. - 14.11.2011.	15.11.2011.
23.	Inception Report of the Project "Design and Establishment of Interoperability Framework and Standards for Data Exchange"	08.11. - 22.11.2011.	Necessary to correct the Report; Report not yet adopted

24.	Fourth Interim Report on Implementation of the Project "Development of Performance Management System in the Structures of Civil Service in BiH"	09.12. - 23.12.2011.	16.12.2011.
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1.4 Payments of Funds in the Public Administration Reform Fund

By the most recent bank statements of the Central Bank of BiH (CB BiH), the Condition at the accounts of the PARF is as follows:

- EUR 2,422,375.20 at the subaccount of the PARF in EUR (statement dated December 31st, 2011)
- BAM 2,873,529.56 at the subaccount of the PARF in BAM (statement dated December 16, 2011).

During 2011, the payments have been made as follows:

At the 20th session of the PARF JMB, after adoption of the Information on Implementation of Obligations from the 19th session of the PARF JMB, related with the project proposal, the terms of reference and the tender documentation for the project "Treasury Information system of the Brčko District" with proposal of conclusion, the PARF Donors agreed that the payment for this project would be made by the Royal Netherlands Embassy, so the funds in the amount of **BAM 583,331.00** were paid to the account of the PARF in the CB BiH.

The Swedish International Development Cooperation Agency (Sida) paid the remaining funds for the project "Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH" in the amount of **EUR 180,353.00**, i.e. **BAM 352.739,81**, to the account of the PARF in the CB BiH.

At the twenty-first session, the PARF JMB enacted the Decision on Approval of Additional Funds for the Project "Training of Civil Servants for Application of Information Technologies and Work on Computers". In accordance with that, the Royal Netherlands Embassy paid additional funds in the amount of **BAM 392,635.53**.

The Terms of Reference for the project "Building of Capacities for Combat against Corruption in the Civil Service Structures in BiH" and the Terms of Reference for the project "Training of Public Relations Officers – Phase II" were discussed and adopted at the 23rd session of the PARF JMB, held on December 8, 2011. After that, the donor the Sida made a payment to the foreign exchange sub-account of the PARF in the amount of EUR 69,024.40, i.e. BAM 135.000, for the project "Training of Public Relations Officers – Phase II".

The PARF Donor, the Sida, made a payment in the amount of EUR 255,645.94, i.e. **BAM 500,000.00** for the project "Building of Capacities for Combat against Corruption in the Civil Service Structures in BiH".

In 2011, the donors paid to the accounts of the PARF total funds in the amount of BAM 1,963,706.34.

1.5 Withdrawals of Funds from the Public Administration Reform Fund

During 2011, the following withdrawals by projects have been made:

For the Project "**Draft of Administrative Decision Making in BiH Quality Improvement Programme**", the following invoices have been paid:

- Payment of Invoice after approval of the sixth interim report, by the funds of the PARF in the amount of BAM 33,343.75;

- Payment of Invoice after approval of the seventh and eighth interim report, by the funds of the PARF in the amount of BAM 38,751.50;
- Payment of Invoice after approval of the final report, by the funds of the PARF in the amount of BAM 23,400.00.

For the Project **“Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH”**, the following invoices have been paid:

- Payment of Invoice after approval of the first interim report. Total amount of expenses of the reporting period was BAM 195,015.07, but having in mind that there was a previous payment in advance in the amount of BAM 157,208.31, the remaining amount of BAM 37,806.76 has been paid;
- Payment of Invoice after approval of the second interim report in the amount of BAM 75,283.74;
- Payment of Invoice after approval of the third interim report in the amount of BAM 182,394.21;
- Payment of Invoice after approval of the fourth interim report in the amount of BAM 99,964.80.

For the Project **“Transposing EU Legislation in the Legal System of BiH”**, the following invoices have been paid:

- Payment in advance from the PARF in the amount of BAM 78,000.00;
- Payment of Invoice after approval of the first interim report. Total amount of expenses of the reporting period was BAM 113,782.50, but having in mind that there was a previous payment in advance in the amount of BAM 78,000.00, the remaining amount of BAM 35,782.50 has been paid;
- Payment of Invoice after approval of the second interim report in the amount of BAM 96,525.00;
- Payment of Invoice after approval of the third interim report in the amount of BAM 57,330.00.

For the Project **“Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the Phase I”**, the following invoices have been paid:

- In the second quarter of 2011, the PARF JMB approved the first quarterly report. Total amount of expenses of the reporting period was BAM 102,147.03, and the previous payment in advance amounted BAM 322,195.61. Having in mind that the amount of the incurred expenses was less than the payment in advance, there were no payments to the implementer of the project. The unspent amount of the payment in advance was BAM 220,048.58.
- Payment of Invoice after approval of the second interim report. Total amount of expenses of the reporting period was BAM 243,635.87, but having in mind that the unspent amount of the payment in advance was BAM 220,048.58, the remaining amount of BAM 23,587.29 was paid;
- Payment of Invoice after approval of the third interim report in the amount of BAM 227,124.32.

For the Project **“Development of Performance Management System in the Structures of the Civil Service in BiH”**, the following invoices have been paid:

- Payment of Invoice after approval of the second interim report in the amount of BAM 147,721.99;
- Payment of Invoice after approval of the third interim report in the amount of BAM 82,955.11;

For the Project “**Training of Civil Servants for Application of Information Technologies and Work on Computers**”, for the LOT 1, 2 and 3, the following invoices have been paid:

- Payment in advance from the funds of the PARF in the total amount of BAM 145,372.50;
- Payment of Invoice after approval of the first interim report. Total amount of expenses of the reporting period was BAM 605,445.75, but having in mind that there was a previous payment in advance in the amount of BAM 145,372.50, the remaining amount of BAM 460,073.25 has been paid.

For the Project “**Training of Civil Servants for Application of Information Technologies and Work on Computers**”, for the LOT 4 the following invoices have been paid:

- Payment in advance from the funds of the PARF in the total amount of BAM 14,040.00;
- Payment of Invoice after approval of the first interim report. Total amount of expenses of the reporting period was BAM 45,396.00, but having in mind that there was a previous payment in advance in the amount of BAM 14,040.00 KM, the remaining amount of BAM 31,356.00 has been paid.

Note: in 2011, two invoices have been put in the ISFU system (Information System of Financial Management):

- Invoice after approval of the fourth interim report for the project “Development of Performance Management System in the Structures of the Civil Service in BiH” in the amount of BAM 94,582.08,
- Invoice in advance for the project “Budget Management Information System” from the funds of the PARF in the amount of BAM 224,550.24.

The said invoices will be paid in January 2012.

During 2011, payments from the PARF account for implementation of the aforementioned projects have been made in the total amount of **BAM 1,890,812.88**.

1.6 Monitoring and Evaluation of the Projects Financed by the PARF

Guidelines for Monitoring and Evaluation of the Projects Financed by the PARF, prepared by the PARCO with technical assistance of the Technical Assistance Project to the PARCO (EUPAR), were adopted by the PARF on March 2nd, 2011, in the procedure of written harmonisation. Adoption was preceded by the pilot monitoring report for the project “*Development of Performance Management System in the Structures of Civil Service in BiH*”, which was prepared in late 2010, and discussed at the 19th session of the PARF JMB (held on January 21st, 2011), when it was decided that all future monitoring reports are to be submitted to the PARF JMB as information.

In addition to the aforementioned, the PARCO prepared also a pilot monitoring report for the project “*Draft of Administrative Decision Making in BiH Quality Improvement Programme*”. Monitoring of the project was implemented in December 2010, and the report was completed in early January 2011. This report was submitted to the members of the PARF JMB with the materials for the 20th session of the PARF JMB, when it was discussed.

For the project *“Training of Public Relations Officers”*, whose implementation was completed in the first half of 2010, the monitoring team of the PARCO, during April 2011, completed evaluation of the project. Pilot report on evaluation of the project was submitted to the PARF JMB on June 9, 2011, as information.

Upon completion of the pilot phase, through which the guidelines for monitoring and evaluation have been tested, the PARF JMB, during the reporting period, received a total of **seven monitoring reports** for the projects financed by the PARF, of which the Monitoring Team of the PARCO prepared 3, while 4 monitoring reports were prepared by the external monitors engaged by contractual obligations by the implementers of the projects. All monitoring reports were submitted to the PARF JMB as specified below:

- May 26, 2011 – monitoring report for the project *“Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH”*. The Report was prepared by an external monitor engaged by the implementer.
- June 9, 2011 – second monitoring report for the project *“Development of Performance Management System in the Structures of Civil Service in BiH”*. The report was prepared by the monitoring team of the PARCO.
- June 9, 2011 – monitoring report for the project *“Blueprint of Development of Central Bodies of Governments in BiH – Implementation of Phase I”*. The Report was prepared by an external monitor engaged by the implementer.
- July 11, 2011 – second monitoring report for the project *“Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH”*. The Report was prepared by an external monitor engaged by the implementer.
- July 29, 2011 – monitoring report for the project *“Training of Civil Servants for Application of Information Technologies and Work on Computers”*. The report was prepared by the monitoring team of the PARCO.
- October 3rd, 2011 – monitoring report for the project *“Transposing EU Legislation in the Legal System of BiH”*. The Report was prepared by an external monitor engaged by the implementer.
- October 3rd, 2011 – monitoring report for the project *“Design and Establishment of Interoperability Framework and Standards for Data Exchange”*. The report was prepared by the monitoring team of the PARCO.

2. INFORMATION ON PROJECT ACTIVITIES ON THE PROJECTS FINANCED BY THE PUBLIC ADMINISTRATION REFORM FUND IN THE REPORTING PERIOD JANUARY 1ST – DECEMBER 31ST, 2011

No.	Title of the Project	Status of the Project	Ref. Area	Measure from the AP1	Description of the Project Activities in the Reporting Period
1	Draft of Administrative Decision Making in BiH Quality Improvement Programme	completed	AP	AP 1.1.	<p>In this reporting period, the PARF JMB adopted the sixth, the seventh, and the eighth interim report and the Final Report.</p> <p>The project achieved the result, and that is drafted Administrative Decision Making in BiH Quality Improvement Programme in accordance with modern European standards of administrative decision making, which contains legislative, organizational, IT measures and measures for strengthening human resources.</p> <p>The Council of Ministers of BiH adopted the Administrative Decision Making in BiH Quality Improvement Programme</p> <ul style="list-style-type: none"> - The Government of the RS familiarised itself with the Administrative Decision Making in BiH Quality Improvement Programme, and put the Ministry of Administration and Local Self Governance of the RS in charge of taking into account the measures and recommendations of the said Programme when preparing amendments to the Law on General Administrative Procedure. - The Government of the FBiH and the Government of the BDBiH have not yet discussed the submitted information on the activities on this project.

2	Transposing EU Legislation in the Legal System of BiH	In implementation; contract signed on December 8, 2010, date of completion: February 7, 2012	PM	PM 3.4.	<p>In this reporting period the PARF JMB adopted the Inception Report and the First, the Second and the Third Interim Report.</p> <p>The PARCO received the draft Fourth Interim Report, with the Collection of Lectures from Trainings, which will be submitted in January 2012, to the PARF JMB for adoption.</p> <p>There were three meetings of the Implementation Team.</p> <p>At the request of the implementer, the PARF JMB approved two Annexes to the Contract, related to extension of the deadline for implementation of the project. The project ends on February 7, 2012.</p> <p>Implemented two modules of training through seminars and workshops and the third module of training in work places of the civil servants.</p> <p>There was a study trip in Slovenia for the beneficiaries of the project.</p>
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3	Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH	In implementation; contract signed on June 9, 2010, date of completion: April 9, 2012	PM	PM 2.2. PM 3. PM 4.	<p>In this reporting period, the PARF JMB adopted the First, the Second, the Third and the Fourth Interim Report.</p> <p>Within the project, there were six meetings with the members of the Supervisory and the Implementation Team; there was a workshop in Vlačić, and a study trip.</p> <p>Two monitoring reports were delivered to the PARCO.</p> <p>At the request of the Implementer the PARF JMB approved the Annex to the Contract extending the deadline for implementation of the project. The project will end on April 9, 2012.</p> <p>Beneficiaries of the project received:</p> <ul style="list-style-type: none"> - Analysis of the existing practice of legal, other regulations and general acts drafting, as well as the existing rules for legal, other regulations and general acts drafting at the level of the state, the entities and the Brčko District of BiH, including regulatory impact assessment and harmonisation of legal and other regulations. - Comparative analysis of the practice of drafting of legal regulations of the European Union, and the selected member states: Austria, Belgium and Slovenia. - Programme document for implementation of the project. - Analysis of the needs for training and Plan of the Training and - New nomotechnical rules for regulations drafting
4	Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the Phase I	In implementation; contract signed on July 20, 2010, date of completion: July 20, 2012	PM	PM 1	<p>In this reporting period the PARF JMB adopted the Inception Report, the First, the Second and the Third Interim Report. The Fourth Interim Report was submitted to the PARCO, and in January 2012, it will be submitted to the PARF JMB for adoption.</p> <p>Drafted Gap Analysis and the Implementation Plan, which were harmonised with the members of the Supervisory and the Implementation Team.</p>

					<p>List of proposals for change of regulations regulating the work of the Secretariats General, analysis of the training needs, plan of training and draft protocol on implementation of the Memorandum on Mutual Cooperation of the Secretariats General of the Governments / CoM are prepared and are currently discussed by the Supervisory Team, and are being harmonised with the beneficiaries of the project.</p> <p>Report of the short-term IT expert on the needs for procurement of information-communication equipment needed for establishment of the information system approved by the PARF JMB.</p> <p>Delivered two monitoring reports in this reporting period.</p> <p>Held 4 meetings of the members of the ST for the reform area of Development of Capacities for Policy Making and Coordination and of the Implementation Team.</p>
5	Development of Performance Management System in the Structures of the Civil Service in BiH	In implementation; contract signed on January 4, 2010, date of completion: October 31 st , 2011	HRM	HRM 6.1 HRM 6.2	<p>In late June, the Annex to the Contract was prepared and signed, extending the deadline for implementation of the contract for 4 months.</p> <p>In June, there was a meeting of the Implementation Team of the project, and in September, there was a workshop for the members of the Supervisory and Implementation Team in Neum.</p> <p>The Second Monitoring Report was submitted to the PARF JMB on June 14, 2011.</p> <p>The PARF JMB adopted the Second, the Third and the Fourth Interim Report. The Final Report was prepared in early last quarter and submitted to the PARCO so it could be sent to the PARF JMB in further procedure of adoption.</p> <p>On October 31st, 2011, the final conference of the Project was held in Sarajevo.</p>

6	Training of Civil Servants for Application of Information Technologies and Work on Computers	In Implementation; contract signed on December 28, 2010, date of completion: May 28, 2012	HRM	HRM 7.3 IT 2.8	<p>The PARF JMB adopted the inception (May 19, 2011) and the first interim report of the project (July 28, 2011). Prepared and delivered second interim report for the period July 1st, 2011 – December 30, 2011.</p> <p>Monitoring of the project for the first six months completed.</p> <p>There were three meetings of the implementation team.</p> <p>The first press conference held in Sarajevo on March 29, 2011, and the second on July 1st, 2011 in Banja Luka.</p> <p>The PARF JMB approved additional funds for increase of the number of attendees through procurement of additional services for additional 800 attendees from all four administrative levels.</p> <p>Implemented procedure of procurement of additional services, and with agreement of the PARF JMB, concluded annexes to the basic contracts with implementers of the project, increasing the number of attendees of the training and extending implementation of the project for three months.</p>
7	Budget Management Information System	In Implementation; contract signed on July 27, 2011, date of completion: January 27, 2013	PF	PF 2 PF 2.1.6	<p>Contract on services signed on July 27, 2011 with the Consortium SRC systemske integracije d.o.o. Srbija, SRC d.o.o. Slovenija and AvaCom group d.o.o. Mostar.</p> <p>Analysed condition in the ministries of finance at all levels regarding budgeting procedures and IT equipment, and given initial proposal of specification for hardware and software.</p> <p>Delivered inception report, which is being discussed in the PARCO.</p>

8	Design and Establishment of Interoperability Framework and Standards for Data Exchange	In implementation; contract signed on May 23 rd , 2011, date of completion: May 23 rd , 2012	IT	IT 4.1. IT 4.2. IT 4.3.	<p>Contract on provision of consultancy services was signed on May 23rd, 2011 with the consultancy company Info Dom d.o.o. Zagreb.</p> <p>Inception report harmonised with the Supervisory and the Implementation Team. First interim report in the procedure of harmonisation with the PARCO, the Supervisory and the Implementation Team.</p> <p>There was one meeting of the Implementation Team.</p>
9	Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH	In the tender procedure	HRM	HRM 4.3.3.	<p>In this reporting period the procedure of public procurement has been completed.</p> <p>After the Decision on Award of the Contract was enacted at the 23rd Session of the PARF JMB, it is expected that the Contract will be signed with the selected bidder in early 2012.</p>
10	Treasury Information System of the BD	In phase of preparation of the project and the tender documentation	PF	PF 3.5.1	<p>In this reporting period, the PARF JMB adopted the Project Proposal, the Terms of Reference and the Tender Documentation at the 20th session of the PARF JMB, held on April 11, 2011 in Mostar.</p> <p>The bids for the phase of prequalification were opened on July 4, 2011.</p> <p>The PARF JMB adopted the Report on Evaluation of the Public Procurement at the 22nd session of the PARF JMB, held on October 26, 2011 in Sarajevo.</p> <p>Further procedure of public procurement has been suspended, because three appeals have been filed with the Procurement Review Board.</p>
11	Building of Capacities for Combat Against Corruption in the Structures of Civil Service in BiH	Project documentation is being drafted	HRM, IC	HRM 7, HRM 9, HRM 10, IC 2, IC 8, IC 14	<p>The PARF JMB, at the 23rd session, enacted the Decision on Giving Agreement to the Terms of Reference.</p>

12	Training of Public Relations Officers - Phase II	Project documentation is being drafted	IC	IC 4.2, 4.3.	The PARF JMB, at the 23 rd session, enacted the Decision on Giving Agreement to the Terms of Reference.
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ANNEX 1 – TABLES OF THE REPORT OF THE PUBLIC ADMINISTRATION REFORM FUND FOR 2011

Overview of the projects approved by the PARF JMB for financing by the assets of the PAR Fund

Table 1

No.	Title of the Project	Reform area	Reserved funds in BAM (VAT included)	Contracted budget in BAM (VAT included)	Directed on PSP	Disbursed from the PSP (VAT included)	Implemented VAT return	Available funds on PSP	Redirected funds on other PSP	Redirected on PSP No.	Project status	Duration (months)	Implementer
			1	2	3	4	5	6=3-4+5	7				
1	Establishment of Network of Info Stands	IC		155.610,00	177.255,34	148.395,21	21.561,69	0,00	50.421,82	6	Completed	12	Deloitte d.o.o. Zagreb
2	Strategic Communications	IC		149.526,00	149.908,42	145.579,32	21.152,55	0,00	25.481,65	6	Completed	6	"Djikić consulting services" and "Đikić d.o.o." Sarajevo
3	Development of Performance Management System in the Structures of Civil Service in BiH	HRM		760.383,00	760.383,00	589.762,62	85.692,01	256.312,39			Activities finished; IV Interim Report approved in the procedure of written harmonisation	18+4	"Djikić consulting services" and "Đikić d.o.o." Sarajevo
4	Draft of Administrative Decision Making in BiH Quality Improvement Programme	AP		444.600,00	444.692,34	404.580,84	58.785,26	98.896,76			Completed	12	Zamm media consulting d.o.o. Sarajevo
5	Training of Public Relations Officers	IC		128.285,88	129.066,49	128.198,10	18.627,09	0,00	19.495,48	6	Completed	5	"Prime Communications" d.o.o. Banjaluka
6	Blueprint of Development of Central Bodies of Governments in BiH	PM		1.610.978,05	1.812.830,02	572.907,22	50.241,94	1.290.164,74			III Interim Report approved in the procedure of written harmonisation	24	Progeco S.r.l., EDA Banjaluka and Europartner Group
7	Improvement of Rules and Procedures for Legal, Other Regulations and General Acts Drafting in BiH	PM		786.041,57	786.041,57	552.657,82	65.775,90	299.159,65			Duration of project extended for 4 months (on 23 session of the PARF JMB)	18+4	Faculty of Economics in Sarajevo
8	Transposing EU Legislation in the Legal System of BiH	PM		395.752,50	396.705,00	267.637,50	38.887,50	167.955,00			Duration of project extended for 2 months for second time (on 23 session of the PARF JMB)	10+4	Zamm media consulting d.o.o. Sarajevo
9	Budget Management Information System	PF		748.500,78	1.830.656,88	0,00	0,00	1.830.656,88			Inception Report still not approved	18	SRC d.o.o. Srbija, SRC d.o.o. Slovenija, AvaCom Group d.o.o.
10	Training of Civil Servants for Application of Information Technologies and Work on Computers	HRM		1.213.424,95	1.212.373,03	650.841,75	94.566,75	656.098,03			Duration of project extended for 3 months (on 23 session of the PARF JMB)	14+3	Consortium CCED, NET-PRO, BHM, ETC-ECDL (lot 1,2,3) KING ICT Sa and KING ICT Zg (lot 4)
11	Establishment of modern departments for HRM in bodies of administration in BiH	HRM			1.594.711,22	0,00	0,00	1.594.711,22			Signing of the contract is expected at the beginning of 2012	18	
12	Training of Public Relations Officers - phase II	IC			135.000,00	0,00	0,00	135.000,00			Terms of reference approved at the 23 session of PARF JMB	6-8	
13	Design and Establishment of Interoperability Framework and Standards for Data Exchange	IT		191.571,12	200.000,00	0,00	0,00	200.000,00			Inception Report still not approved	12	Info Dom d.o.o. Zagreb
14	Treasury Information System of the Brčko District	PF			583.331,00	0,00	0,00	583.331,00			The Report on evaluation of procurement of services with the proposal of measures prepared	24	
15	Capacity Building for Combat against Corruption in the Structures of the Civil Service in BiH	HRM/IC			500.000,00	0,00	0,00	500.000,00			Terms of reference approved at the 23 session of PARF JMB	12	
TOTAL:			0,00	6.584.673,85	N/A	3.460.560,38	455.290,69	7.612.285,67	* 95.398,95				
a) TOTAL AMOUNT OF FUNDS DIRECTED ON PSP					10.617.555,36								
b) TOTAL AMOUNT OF UNSPENT FUNDS ON PSP								7.612.285,67					
A) Total funds of the PARF according to the MoU in BAM				10.757.065,00									
B) Reserved and directed funds of the PARF (1+a)				10.617.555,36									

* unspent funds on PSP redirected on other PSP's

Note: Abbreviation PSP - Programme of Special Purpose

OVERVIEW OF PAYMENTS OF ASSETS OF THE PUBLIC ADMINISTRATION REFORM FUND BY DECEMBER 31, 2011

No	Donor	Paid amounts of assets to the accounts of the PARF	Paid amounts of assets to the accounts of the PARF in BAM	Difference between the interest and the current commission of the CBBiH untill December 31, 2011	Total amount of assets paid until Decembrer 31, 2011
1	RNE*	82.834,00 KM	82.834,00		
2	RNE	406.194,20 KM	406.194,20		
3	RNE	396.705,00 KM	396.705,00		
4	RNE	1.066.188,55 KM	1.066.188,55		
5	RNE	583.331,00 KM	583.331,00		
6	RNE	392.635,53 KM	392.635,53		
7	Subtotal of payments of the RNE	2.927.888,28 KM	2.927.888,28		
8	Sida**	76.646,96 EUR	149.908,42		
9	Sida	65.990,65 EUR	129.066,49		
10	Sida	48.182,12 EUR	94.236,04		
11	Sida	368.400,00 EUR	720.527,77		
12	Sida	500.000,00 EUR	977.915,00		
13	Sida	180.353,00 EUR	352.739,81		
14	Sida	255.645,94 EUR	500.000,00		
15	Sida	69.024,40 EUR	135.000,00		
16	Subtotal of payments of the Sida	1.564.243,07 EUR	3.059.393,53		
17	DfID***	1.610.355,14 KM	1.610.355,14		
18	DfID	858.123,57 EUR	1.678.343,82		
19	DfID	685.800,00 EUR	1.341.308,21		
20	Subtotal of payments of the DfID	4.630.007,17 KM	4.630.007,17		
21	TOTAL		10.617.288,98	7.593,95	10.624.882,93

* RNE-Royal Netherlands Embassy

** Sida-Swedish International Development Cooperation Agency

*** DfID-The United Kingdom Department for International Development

Table 3

DIVISION OF PAID ASSETS BY PROJECTS					
No.	Title of the Project	Reform area	Donor	Paid assets by projects in BAM	Comment
1.	Establishment of Network of Info Stands	Institutional Communication	RNE*	82.834,00	The remaining assets in the amount of BAM 50,421.82 are reallocated on the project "Blueprint of Development of Central Bodies of Governments in BiH - Implementation of phase I"
			Sida**	94.236,04	
2.	Strategic Communication	Institutional Communication	Sida	149.908,42	The remaining assets in the amount of BAM 25,481.65 are reallocated on the project "Blueprint of Development of Central Bodies of Governments in BiH - Implementation of phase I".
3.	Training of Civil Servants for Application of Information Technologies and Work on Computers	Human Resources Management	DfID***	819.737,50	The payment of the DfID from January 2009 in the amount of BAM 811,474.00 was allocated on this project and the amount of BAM 8,263.50 from November 2010. RNE paid additional assets for this project in September 2011.
			RNE	392.635,53	
4.	Development of Result Management System in the Structures of Civil Service in BiH	Human Resources Management	DfID	760.383,00	The payment of the DfID from January 2009 in the amount of BAM 760,383.00 was allocated on this project.
5.	Draft of Administrative Decision Making in BiH Quality Improvement Programme	Administrative Procedure	DfID	38.498,14	The remaining amount of payment of the DfID from January 2009 in the amount of BAM 38,498.14 was allocated on this project so as the payment from the RNE.
			RNE	406.194,20	
6.	Training of Public Relations Civil Servants	Institutional Communication	Sida	129.066,49	The remaining assets in the amount of BAM 19,495.48 are reallocated on the project "Blueprint of Development of Central Bodies of Governments in BiH - Implementation of phase I".
7.	Improvement of Rules and Procedures for Legal, Other Regulation and General Documents Drafting in BiH	Policy Making and Coordination Capacities	DfID	786.041,57	A part of the payment of the DfID from February 2010 was allocated on this project.
8.	Blueprint of Development of Central Bodies of Governments in BiH - Implementation of phase I	Policy Making and Coordination Capacities	DfID	892.302,25	The remaining payment of the DfID in the amount of BAM 892,302.25 was allocated on this project, and payment of the Sida in the amount of EUR 368,400.00 or BAM 720,527.77; a part of the paid assets was allocated in the amount of BAM 104,601.05 from December 2010, and the remaining funds from completed projects in the amount of BAM 95,398.95.
			Sida	720.527,77	
			DfID	104.601,05	
			The remaining assets from completed projects	95.398,95	

Table 3

9.	Transposing EU Legislation in the BiH Legal System	Policy Making and Coordination Capacities	RNE	396.705,00	The assets of the RNE were allocated on this project in the amount of BAM 396,705.00 in September 2010.
10.	Budget Management Information System	Public Finances	DfID	852.741,88	The assets of the DfID were allocated on this project in the amount of BAM 852,741.88 so as the assets of the Sida in the amount of EUR 500,000.00 or BAM 977,915.00.
			Sida	977.915,00	
11.	Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH	Human Resources Management	DfID	175.701,78	The assets of the RNE were allocated on this project in the amount of BAM 1,066,188.55 and a part of payment of the DfID in the amount of BAM 175,701.78. Sida paid additional funds in June 2011 in the amount of EUR 180,353.00 or BAM 352,739.81. The assets based on interests from 2011 are directed in the amount of BAM 81.00.
			RNE	1.066.188,55	
			Sida	352.739,81	
12.	Desing and Establishment of Interoperability Framework and Standards for Data Exchange	Information Technologies	DfID	200.000,00	The assets of the DfID were directed on this project in the amount of BAM 200,000.00.
13.	Treasury Information System of the Brčko District	Public Finances	RNE	583.331,00	The assets of the RNE were allocated on this project in the amount of BAM 583,331.00.
14.	Training of Public Relations Officers - phase II	Institutional Communication	Sida	135.000,00	Sida paid the assets in the amount of EUR 69,024.40 or BAM 135,000.00 for this project in 2011.
15.	Capacity Building for Combat against Corruption in the Structures of the Civil Service in BiH	Human Resources Management/Institutional Communication	Sida	500.000,00	Sida paid the assets in the amount of EUR 225,645.94 or BAM 500,000.00 for this project in 2011.
TOTAL				10.617.288,98	

*RNE- Royal Netherlands Embassy

**Sida- Swedish International Development Cooperation Agency

*** DfID- The United Kingdom Department for International Development

Pursuant to the chapter V paragraph (3) item c) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund (No.: 01-07-89/08 of February 8, 2008 and No.: 01-07-89-1/08 of March 12, 2009), the Joint Management Board of the Public Administration Reform Fund at the 25th session held on _____ 2012, adopts

proposal

THE DECISION
on adoption of the Report of the Public Administration Reform Fund
for the period January 1st - December 31st 2011

Article 1.

Joint Management Board of the Public Administration Reform Fund shall adopt the Report of the Public Administration Reform Fund for the period January 1st – December 31st 2011.

Article 2.

This Decision shall be a part of the Minutes from the 25th session of the Joint Management Board of the Public Administration Reform Fund.

Article 3.

This Decision shall enter into force on the day it is adopted and shall be final in accordance with the chapter VIII paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund, with expiration of the period stipulated by the chapter VI paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund.

No.:
Sarajevo,

CHAIRWOMAN
OF THE JOINT MANAGEMENT BOARD
OF THE PUBLIC ADMINISTRATION
REFORM FUND
Semiha Borovac

EXPLANATION

Legal base for adopting this Decision is contained in the Chapter V paragraph (3) item c) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund (hereinafter: PARF JMB).

With this Decision the PARF JMB adopted the Report of the Public Administration Reform Fund for the period January 1st – December 31st 2011.

This Decision will be a part of the Minutes from the 25th session of the PARF JMB in accordance with the Chapter VIII paragraph (4) of the Rules of Procedure of the PARF JMB.

This Decision will enter into force on the day it is adopted and be final in accordance with the chapter VIII paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund, with expiration of the period stipulated by the chapter VI paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund, i.e. on March 5, 2012.



No.: 05-14-3-24-2/12
Sarajevo, January 27, 2012

To the Joint Management Board of the Public Administration Reform Fund

Information on the Proposal of the Projects for Support to Implementation of the Revised Action Plan 1, which are being financed by the Public Administration Reform Fund

Activities on establishment of the priority list of projects at the level of the PARCO started in the last quarter of 2011, within the process of programming of division of new donor funds, which were announced within the second phase of support to the work of the Public Administration Reform Fund. Basis for identification of the priority projects by reform areas and for proposal of the project ideas was, in the first place, the contents of the Revised Action Plan 1, in accordance with the identified objectives and planned activities from this document, whose adoption at certain levels took place in the period from June until early November 2011 (document of the Revised Action Plan 1 was adopted by the Council of Ministers of BiH on June 14, 2011, the Government of the FBiH on August 24, 2011, the Government of the RS on September 1st, 2011 and the Government of the Brčko District of BiH on November 9, 2011).

Within this process, in late October, there was a special meeting, and then there were consultations with the experts of the EUPAR project, who were engaged in analysis of implementation of the AP1 and participated in preparation of the Revised AP1 (RAP1), with the aim of understanding the needs by reform areas, and indentifying realistic list of projects and ideas that might be supported by the funds of the PARF.

In the period by November 24, 2011, there were meetings of the Supervisory Teams of all reform areas, where the priorities of work for the next period were discussed as well as appropriate project ideas, stemming from the previous work of the coordination and implementation structures and/or proposed by the PARCO. As a result of these activities, there was a proposal with the overall list of priority projects by all reform areas that was delivered to the PAR Coordinators from the level of the entities and the Brčko District of BiH, and which was discussed at the meeting held in Banja Luka on December 1, 2012. On that occasion, it has been pointed out that the following criteria were taken into account when the priority projects were being established:

- Time frame of objectives from the RAP 1, where the projects should reflect the priorities from 2011 and 2012



- Rank of objectives from the aspect of importance, as it has been evaluated through the RAP 1 (in addition to the time criterion, certain objectives have been ranked as more significant, no matter that implementation was planned for a later period)
- Support to the project proposals/ideas by the representatives of all levels of authority.

It has also been stressed that the list of projects should serve as an instrument of planning and programming of work and division of funds by areas and segments of the RAP 1, in order to realistically establish possibilities and the needs for financing of a certain project by the funds of the PARF, in relation to the possibility that certain projects are proposed to be financed by other funds, i.e. by the IPA or possibly through some other bilateral programmes of support and sources of financing. Related with that, this list contained also identified project ideas and proposals that were already proposed for the IPA programme and that are in a certain programme phase.

In accordance with the conclusions from this meeting, the PARCO amended the previous list of priority projects, where in addition to the existing criteria, additional data have been provided by the following criteria: contribution of the projects to implementation of objectives of the RAP 1 from two or more reform areas, estimation of effect of the projects to the beneficiaries in administration, as well as assessment of impact on a business community and citizens. Based on the aforementioned, assessment of priority has been implemented within each reform area, where the projects have been ranked by significance, in accordance with the available data and information.

Updated list of priority projects by the reform areas has been submitted on December 9, 2011 by e-mail to the PAR Coordinators of the entities and the Brčko District, who expressed the need to additionally consult the members of the Supervisory Teams from their levels.

In the **attachment 1** to this information, there is a proposal of the **overall list of projects** by the reform areas of the RAP1. In relation to the list of projects that was previously discussed at the level of the PAR Coordinators, appropriate changes have been incorporated:

- The PARF JMB at the 23rd session, held on December 8, 2011, approved terms of reference for two projects from the reform areas of human resources management and institutional communication: “Building of Capacities for Combat against Corruption in the Structures of Civil Service in BiH” and “Training of Public Relations Officers – Phase II”. These projects will be financed by the funds of the first phase of donor support to the PARF (donor funds remaining in the PARF before signing the Annex III to the MoU), so they are not on the overall list.
- The projects whose financing was approved from the programme IPA 2010 – “Blueprint of Development of Central Bodies of Governments in BiH (state, entities and Brčko District) Phase II” and IPA 2011 – “Modernization of HRM systems in the Civil Service Structures in BiH” (PAR SECTOR – Component 1)” and “Education of Managers of Administrative Procedures and Inspectors (PAR SRCTOR – Component 2)” are also left out
- Project “Strategic Planning and Public Policies Development II (SPPD)” was proposed for programme IPA 2012 -2013 and considering that its incorporation in this programme was not supported, the proposal remains for its financing by the PARF.

Having in mind all of the aforementioned activities, the following is proposed to the PARF JMB:

1. That the overall list of the projects by reform areas of the RAP 1 should be used as a starting basis when planning division of future funds of the PARF, which were planned in the second phase of support to the public administration reform and programming of activities on development of priority projects directed to support in implementation of respective objectives and activities of the RAP 1 by reform areas. Overall list of the projects should be updated every six months, in accordance with the changes occurring related with the

condition in the reform areas and estimation of implementation of the reform, using, inter alia, progress reports in implementation of the RAP 1, understanding effects of the projects that are in implementation, as well as new project ideas and proposals, initiated in the mean time, and started by the representatives of the implementation and coordination structures and/or the PARCO. The PARF JMB, in accordance with its competencies from the chapter V paragraph (3) of the Rules of Procedure of the PARF JMB, will at its regular sessions discuss and approve the proposed changes related with the list of priority projects that are financed by the PARF. The aforementioned does not exclude the possibility that certain projects from the overall list of projects are proposed to be financed from other sources.

2. To support the proposal that from the overall list of the projects, based on previous works and estimation of significance of the projects within the reform areas, the following five projects from four reform areas are established as priority works on development and implementation for 2012:

Reform Area: Policy Making and Coordination Capacities

Project: “Strategic Planning and Public Policy Development II (SPPD II)”

This project covers essential objectives of the RAP 1 of the first and second rank, which were foreseen to be achieved by the end of 2011. Through the previous SPPD project, which was implemented by the UNDP, it was not possible to implement all the objectives, so continuation of this project was proposed that would practically achieve the planned objectives. The project would cover 4 administrative levels. Estimated value of the project is BAM 2,000,000.00, VAT included.

Reform Area: Public Finance

Project: Public-Private Partnership (PPP)

The project was estimated to be of high priority, because the time frame for achievement of objectives from the RAP 1 was set by the end of 2011. The Project would have a great impact on business community, administration and citizens. The project would cover 4 administrative levels with ministries of finance at all levels, the Ministry of Foreign Trade, the DEI, the commissions for concessions at all levels, the Public Procurements Agency. Estimated value of the project is BAM 1,954,000.00, VAT included.

Reform Area: Information Technologies / eAdministration

Project: “Feasibility Study, Analysis and Optimization of Processes and Specifications of Requirements (proposal of change of regulations and specifications of requirements for the needed IT intervention) for Implementation of One of the Basic and Priority Services of e-Government for Work”

The project was estimated to be of high priority, where the time frame from the RAP 1 is by the end of 2013, for the phase I. The project would cover 4 administrative levels. Study document and analysis are a precondition for implementation of further phases of the project, i.e. establishment of possibility of starting business operation by the system “one-stop-shop”. This project would cover also a part of the objective 1.4. from the reform area of Administrative Procedure and Administrative Services, and that would have a significant impact on business community. Estimated value of the project is BAM 200,000.00, VAT included.

Project: “Implementation of Common Services for eServices”

The project was estimated to be of high priority from the aspect of the RAP 1, where the time frame for implementation is by the end of 2012. All administration levels would be covered by

this project, and activities would depend on the level of development of the system at respective levels. The project has a great impact on citizens, users in administration, as well on business subjects, because it would create preconditions for establishment of future electronic services, depending on the needs of the citizens and other users. Estimated value of the project is BAM 1,600,000.00, VAT included.

Reform Area: Administrative Procedures and Administrative Services

Project: “Establishment and/or Strengthening of Capacities of the Institutions for Control of Regulations and Establishment of the System of Reduction of Administrative Obstacles”

The project was estimated to be of high priority, considering the time frame for achievement of objectives from the RAP 1 covers the period from mid 2011 to the end of 2012. All administrative levels would be covered by this project. Objectives that would be fulfilled by successful implementation of this project will contribute also to implementation of the objectives from the reform area of Strategic Planning, Coordination and Policy Making * RAP 1 – SPCPM 2.1. It is expected that the Project would have a great impact on business community and citizens, as well as on beneficiaries in the administration. Estimated value of the project is BAM 1,600,000.00, VAT included.

More details on proposed projects can be found in the table overview from the attachment 1 to this information.

Regarding the funds needed for the whole list of the projects by the reform areas of the RAP 1, it is estimated that it would be necessary to provide BAM 15,319,000.00, while for the proposed five priority projects, the estimated amount is BAM 7,354,000.00. Estimated amounts are established based on framework budgets of the projects that were drafted at the level of project ideas, while more realistic project budgets will be established during development of project proposals and terms of reference. In the **attachment 2** to this information is the “Estimation of Available Funds in the PARF for 2012”, in accordance with currently available funds, funds from VAT return for the projects that would be completed in 2012 and expected payments of donors and local authorities.

INFORMATION PREPARED BY

Aleksandar Karišik

- Attachments: 1. Table overview of the projects by the reform areas of the Revised AP 1 - overall list
2. Estimation of available funds in the PARF for 2012.

Estimation of Available Funds in the Public Administration Reform Fund in 2012

1. Available funds on the basis of completed projects	231.953,20
2. Available funds on the bases of the VAT return for the ongoing projects	
- based on VAT return	638.991,96
- based on differences of the paid funds and contract value	+ 749.109,36
	<u>1.388.101,32</u>
3. Planned payments of donors in 2012	
- Norwegian Foreign Ministry in the amount of EUR 1.000.000,00	1.955.830,00
- Swedish International Development and Cooperation Agency - SIDA in the amount of EUR 1.000.000,00	+ 1.955.830,00
	<u>3.911.660,00</u>
4. The planned contributions of the Council of Ministers of BiH/Governments in BiH	550.000,00
THE TOTAL ESTIMATION OF AVAILABLE FUNDS IN THE PUBLIC ADMINISTRATION REFORM FUND IN 2012 IN BAM	6.081.714,52

Overview of the Projects by the reform areas of the RAP1 - the whole list

No.	Project title	Duration of project (months)	Indicative budget in KM (VAT included)	Status of project	Sources of financing	Link with the RAP1 objectives	Information on complementary (ongoing and planned) projects and initiatives in a respective area	Short description and expected effects	Explanation of project's priority according to the criteria: timeframe and rank in the RAP1, assessment of effect on beneficiaries in administration, assessment of effect on business community and citizens, contribution to realization of the goals from multiple reform areas	Priority assessment of a project in reform area (I-the highest priority)
Reform area: Strategic Planning, Coordination and Policy Making										
1	Design of Software for Support in Legal and Other Regulations Drafting	12	700.000,00	Project fiche discussed at the Supervisory Team meeting (18/11/2011). The declaration of the ST for e-Government is pending (because of the possible overlapping in those two areas)	PARF	Objective SPCPM (Strategic Planning, Coordination and Policy Making) 2.8 Set up an information system that supports the process of preparation and adoption of legislation (laws and by-laws), which includes elements of e-Democracy (posting the drafts on the Internet, inviting comments) and which is integrated in the document management system, the system of e-Meetings of government and electronic legislation database.	Proposed project is directly linked with the project in implementation "Improvement of rules and procedures for drafting laws, regulations and general acts in BiH". In other words, proposed software will be based on those improved rules and procedures.	As it is stated in the RAP1 goal, this project is a part of a larger system for document management and e-Government (goals from the area of e-Government), but it can be implemented separately and then easily incorporated within the e-Government systems. It would also be desirable that Project sets up a close cooperation with the Parliament Secretariats in BiH, in order to ensure the usage of the software in a process of preparation of Laws and other regulations by the Parliament members, and to ensure coherency in preparation of regulations at the legislative and executive level.	Although this objective has been ranked as three, it is recognised by the ST members as significant, and, as such, proposed for implementation. Project would comprise 4 administrative levels. The deadline for implementation of the objectives in 2012/13, so there is not much space for postponing the preparation of project, having in mind the PARF procedures.	Priority III
2*	Strategic Planning and Public Policy Development II (SPPD II)	24	2.000.000,00	Project idea discussed and supported at the ST meetings	PARF	Objective SPCPM 1.1 Improve the process of annual programming of the work of the CoM and the governments; SPCPM 1.2 Improve internal procedures for strategic planning in Ministries; SPCPM 1.3. Strengthen organisational arrangements and staffing for strategic planning in individual institutions	This project is a continuation of the SPPD project, implemented by the UNDP. It would be desirable to find possibilities to widen the activities of UNDP's SPPD Programme to the other Ministries in BiH, as soon as possible, in order to comprise as much ministries as possible in the following 2 to 3 years. In the meantime, through the projects "Blueprint I&II", the competences and competences of General Secretariats of CoM/Entity/BD Government will be strengthened and procedures for preparation of annual work plans improved.	Implementation of the SPPD project - Phase I has been concluded in mid 2011 and it included one third of Ministries from the State and Entity levels. In order to have a critical mass of educated civil servants, or ministries which will support new methodology of strategic planning and development of public policies, it is necessary to implement the second phase of this project.	This project includes essential objectives of the RAP1, with the rank 1 and 2, foreseen for realisation by the end of 2011, through the SPPD Project implemented by UNDP. As it was not possible to achieve all objectives through one single project, the continuation of the project has been proposed, which should bring to the realisation of planned objectives. Project would comprise all 4 administrative levels.	Priority I

Reform area: Public Finance										
3*	Public private partnership (PPP)	18	1.954.000,00	Project fiche prepared. The adoption at the Supervisory team level is pending (project idea has already been supported by the ST)	PARF	PF 6.1. Proceed with development of the system of public-private partnerships as one of the possible financial instruments that could stimulate or relieve the public expenditure and strengthen the public investment.	Neither one Donor nor institution in BiH is implementing such project.	Better allocation of engaged financial assets, higher efficiency of engaged assets, keeping expenditures within the budget limits, because the legal basis for the PPP project is established at the levels of BiH, FBiH, RS and BD BiH, the staff of relevant institutions has been educated for implementation of the PPP, business community familiar with the PPP and enabled for its implementation; convenient business environment for PPP created. The project consists of consultancy services and training.	Project has a rank of 1, because the time line included deadline of the end of 2011. It includes all 4 levels of government with the Ministry of finance at all levels, Directorate for European Integrations, Ministry of Foreign Trade, Commissions for Concessions at all levels, Public Procurement. It also includes business community.	Priority I
4	Strengthening the non-budget funds management	24	1.550.000,00	Project idea supported by the ST	PARF	PF 2.6.1. It is necessary to focus on inclusion of off-budget funds in the budget 10-step planning	Projects SPEM 2 and 3 have introduced 10 - step budget planning at the levels of BiH, FBiH and RS, but they have not dealt with the non-budget funds. None of the other donors is doing that.	Better and more transparent management of the public funds, because all non-budget funds are connected with the mid-term framework for Budget planning at the Entity level. The project consists of consultancy services and training.	Project has a rank of 1, and the time line is by the mid 2014. It includes 3 levels of Government.	Priority II
5	Introduction of treasury function in municipalities at the level of the FBiH	12	2.300.000,00	Project idea supported by the ST	PARF	PF 3.2.1. Setting up the treasury in municipalities and off-budget funds	Introduction of the Treasury function in the municipalities in the RS will be financed from the IPA 2011. The FBiH has not applied for IPA 2011. The IT study is necessary. Requested by three sources.	More efficient and transparent management of public funds because Treasury information system has been introduced in all municipalities at the level of the FBiH. Project consists of development of IT system and training for operating it.	Project has a rank of 2, and the time line is by the end of 2012. It includes level of FBiH, with the 80 municipalities.	Priority IV
6	Development/procurement of public debt management software	12	600.000,00	Project idea supported by the ST	PARF	PF 8.1.2. Development / purchase of software for debt management and financial reports analysis, and purchase of hardware	Project "Public debt management" is being financed from the IPA 2011. The part of the project which is related to the software and which is not included in the IPA could be financed by the PARF. Previous IT study is necessary. Requested by 2 sources.	More efficient and more transparent public funds coordination - because the software for public debt coordination and analysis of financial reports has been developed/procured, and civil servants responsible for borrowing and public debt management trained; Project consists of development of IT system and training for operating it.	Project has a rank of 1, and time line is by the end of 2012, includes all 4 levels.	Priority III

Reform area: Human Resources Management										
7	Development of e-Learning Management Information System (e-LMIS)	12	400.000,00	Project fiches from the levels of BiH and RS discussed by the ST, joint Project fiche in preparation	PARF	Objective HRM 7.2. Improve coordination of preparation and implementation of training plans and development of common interests of all civil service structures (training in EUI, RESPA etc.) - activity 7.2.2. Establish sustainable mechanisms of cooperation between the HRM central unit and HRM units in the individual institutions in terms of training in matters of common interest.	No information about other planned or ongoing projects in this area.	Realization of project would support Public Administration reform in BiH in its segment of development of professional and efficient civil service, through the increase of the IT usage in the process of education of civil servants and establishment of the more modern and transparent system for management of that process- From the aspect of procurement, project would include <u>procurement of consultancy services</u> , establishment of the <u>IT system</u> and procurement of <u>equipment</u> necessary for its realization, if such need is recognized.	From the time line point of view, achievement of this objective demands continuous work. Rank of priority, according to RAP 1, is 3. All administrative levels have confirmed they are interested in participating this project, and beneficiaries of the project are Agencies for civil service, sector for HM of BD BiH, as well as all employees of civil services in BiH and institutions and bodies of civil service at all levels. More professional and efficient work of civil servants which is aimed by this project would have positive impact on citizens and business community. Project does not directly contribute to the achievement of objectives in other reform areas, but it can contribute in fulfilment of activities from other areas which are dealing that can be implemented using such e-trainings.	Priority II
8	Simplification and Improvement of Processes of Testing of Candidates in Civil Service	12	300.000,00	Project idea supported at the ST session, 24/11/2011.	PARF	Objective HRM 5.1. Introduction of uniform criteria for assessing candidates in the recruitment process - activity 5.1.2. Identify more efficient concepts and the content of written tests for candidates (where such organisation of testing of candidates exists).	At this moment there are no projects which can directly impact the implementation of this Project fiche. There is only "Establishment of the modern HRM Units" project which can provide indirect benefit for this project in a way of ensuring stronger HRM structure, which can only be useful.	Although the process of recruitment and selection of civil servants in public administrations structures in BiH is rather well established, there are certain lacks and shortfalls that should be removed as soon as possible. Those are primarily system of written exams for entering the civil service, and price of application for a civil service job. Namely, the objective of the project should be the improvement of written tests system that, in future, should focus on testing of candidate analytical skills, they abilities to show they creative side through writing and give their view on solving some concrete problem. That would also make job easier to the recruitment Commission that could receive certain indicators of candidate's qualities on the basis of written test results. Project would include procurement of consultancy services.	Time line for realization of this objective is mid 2012, and the priority rank is 2. project includes all 4 levels of administration in BiH, and beneficiary institutions would, besides key 7 institutions for HRM (Agencies for civil service, sector for HM of BD BiH, Ministries of Justice and local self governance), also be individual institutions at all levels. Project will have impact to the citizens, especially candidates applying for civil service jobs, through improvement of process of recruitment and potential reduction of application costs. Project has no impact of realization of objectives in the other reform areas.	Priority III
9	Project of Harmonization of Academic Programs with Civil Service Needs and Further Development of Intern Programs	12	400.000,00	Project idea supported at the ST session, 24/11/2011.	PARF	Objective HRM 5.3. Promote values of civil service and attract special groups of employees - activity . 5.3.1. Implement activities aimed at recruiting professional, young and promising people in the civil service (promotions at universities, contracts for scholarship) with the aim of creating a wider range of potential applicants.	Implementation of proposed project's activities is not conditioned by any other activity.	Often repeated constatation that sector of higher education in BiH is not capable of 'producing' human resources demanded by the modern public administration so far has not been the subject to any activity of the subjects dealing with the public adminisration reform. This project would, for a first time, enable a meeting of representatives of public administration structures and academic sector, in order to find an answer to this very important question. First steps in that direction could be made in this reform area, but the established cooperation should (and had to) be widened to the other areas. More concrete, the representatives of educational institutions of public interest could consider the possibility of introduction of optional subjects at some of relevant universities in order to provide students the oportunity to gain knowledge about the civil service, its functionong and the role and importance of HRM in modern civil service. Project includes procurement of consultancy services for its realization.	Time line for this objective is not precised in RAP1, because the activities have a permanent and continious character. Rank of priority is 2. Project would be implemented at all 4 levels, and beneficiary institutions would, besides key 7 institutions for HRM (Agencies for civil service, sector for HM of BD BiH, Ministries of Justice and local self governance), also be individual institutions at all levels. Besides direct beneficiaiesy, project would have impacty primarily on academic community and students, and throughout the production of resources needed for administration it would indirectly affect on ensuring better quality of services to citizens. Project has no impact of realization of objectives in the other reform areas.	Priority IV

Reform area: Institutional Communication										
10	Best European Practices of Institutional Communication	8	215.000,00	Project Proposal at the Supervisory team level adopted	PARF	IC 4.4. Provide PR officers/managers with the best European practice experiences	Project objectives can partly be achieved through the planned cooperation with the GIZ and the Government of the Republic of Slovenia (Information Office of the Government of the Republic of Slovenia)	Explanation of this project's priority lays in the fact of necessity of introducing to the best practices of the EU Member States in a segment of communication and public relations. Additional argument is also a fact that such project would enable the structured trainings and dedicated study visits for a larger number of participants (not only for civil servants-managers).	Priority rank according to the RAP is 3. Timeframe – continuous; Number of administration levels - 4, number of institutions - 4 central units for PR, as well as PR officers from other institutions. Initiative on project implementation has been based on needs of beneficiaries agreed at the Supervisory team for IC meeting.	Priority III
11	Functional review of IC capacities in BiH civil service	8	300.000,00	Project Proposal at the Supervisory team level adopted	PARF	IC 3.3. Ensure a modern and efficient development of IC sector in future;	Project objectives can partly be achieved through a planned cooperation with the GIZ	Priority rank for this measure according to the RAP is 4, due to a volume of one such review and time dimension. However, certain phases of the functional review can be implemented earlier as well. The project is a priority because it should create a strategic basis for further policy planning in IC sector. Besides that, its priority increases through the evidenced dispersal of personnel for public relations in institutions (especially at the level of the Republic of Srpska) and inability of PARCO to identify all organizational changes in this segment. Functional review would also give the additional quality and objectivity in redefining priorities and future projects from this area.	Priority rank according to the RAP is 4. Timeframe – continuous; Number of administration levels - 4, number of institutions - 4 central units for PR, as well as PR officers from other institutions. Initiative on project implementation has been based on needs of beneficiaries agreed at the Supervisory team for IC meeting.	Priority II
12	Strategic communication - phase II	15	600.000,00	Project ideassupported at the Supervisory team level	PARF	IC 1. Communication planning; IC 1.1. Establishment of the strategic communication framework; IC 1.2. Improving of communication planning inside the institutions; IC 11.1. Measuring of strategic communication performance;	Direct continuation of project "Strategic communication"	Priority is high due to existence of certain strategic framework for communication of governments (communication strategies) and a necessity for a more efficient operalization of that framework. The project will include an analysis of current activities and strategic communication; research of standpoints of civil servants who are applying such communication; held would be a list of workshops on communication planning, preparation of action plans, etc.; developed would be a mechanism of general framework of monitoring and evaluation of communication of institutions; developed would be a system of key indicators and guidelines for monitoring of communication activities; implemented would be a research of measuring of feedbacks - public opinion research on work of the governments; developed would be an analysis and recommendations;	Project encompasses different objectives of the RAP1 of ranks 1, 2 and 3. Timeframe - by the end of 2012. Number of administration levels - 4, number of institutions - 4 central units for PR, as well as PR officers from other institutions. Initiative on project implementation has been based on needs of beneficiaries agreed at the Supervisory team for IC meeting.	Priority IV
13	Administration's approach to citizens - set of activities	15	600.000,00	Project idea at the Supervisory team level supported	PARF	IC 3. 2. To improve a coordination in the area of strategic communication between different government levels; IC 8.1. To ensure a quality and consistence of websites; IC 9.1.To provide the information to citizens without mediators; Getting the administration closer to citizens; IC 10. 1. Continuously inform the public and raise the awareness on certain topics over the public campaign mechanisms; IC 12.1. To improve a communication with civil sector;	Set of the activities on promotion of work of the governments and officers for public relations, with a possible promotion of other projects and the PARF;	Set of continued measures identified as a key operational priority in work of the central units for public relations; A key need - due to inability of ensuring the budget for such activities; Project would create a basis for implementing such activities and sustainability of project activities and the measures for the RAP1 themselves; Project would include the following activity groups: networking of civil servants from different levels through workshops and operational work; implementation of analysis of websites of the institutions, satisfaction of the public by their content and quality, recommendations for further development; Development of promotion materials and publications on work of the governments through the mini-redactions consisted of the officers; Preparation and implementation of public campaign on the areas of key significance (for example, the Freedom of Access to Information Act, e-services, etc.); Implementation of list of workshops for development of promotion materials and channels; Preparation of conference/s for the PR officers and representatives of civil sector; Development of	Project encompasses different objectives of the RAP1 of ranks 2 and 3. Timeframe – continuous; Number of administration levels - 4, number of institutions - 4 central units for PR, as well as PR officers from other institutions. Initiative on project implementation has been based on needs of beneficiaries agreed at the Supervisory team for IC meeting.	Priority V

Reform area: e-Government										
14*	Feasibility study, analysis and optimization of processes and specification of demands (proposal of change of regulations and specification of demands for required IT intervention) for the implementation of one of the basic and priority services of e-Government for work - transactional public e-service for starting up and work of business subjects, by encompassing all the government levels: court registration, tax administration registration, statistic agency registration, employment institutions registration, pension and health care insurance.	6	200.000,00	Project Proposal deliberated and approved at the meeting of the Supervisory team on November 18, 2011.	PARF	Objective: RAP e-Government 4.9. Implementation of following priority transactional e-services for business subjects: PHASE 1. Initiation of business by the "one stop shop" system (court, tax administration and statistics agency registration); PHASE 2. Initiation of business by the "one stop shop" system - continuation (registration at employment institutions, pension and health care insurance); PHASE 3. Services for existing business subjects (VAT, vacancy announcement, registration and checking-out of employed, statistical and other kind of reporting to government bodies) ADMINISTRATIVE PROCEDURE OBJECTIVE 1.4 Optimization of priority administrative services - processes for business subjects, as are: electronic public procurement, initiation of business by the "one stop shop" system, services for existing business subjects (VAT, vacancy announcement, registration and checking-out of employed	There is no information on other ongoing or planned projects in this area.	Objective: Analysis would point to necessary requirements (as are the legal regulation which should be changed and in what direction and the analysis of existing IT systems) which should be executed in order to ensure for one such project to be implemented successfully, the final results would be a huge impact on business society and citizens and savings for citizens, companies and country in time and funds; Type of procurement: consultancy services;	This project represents a priority and belongs to the priority category number 1; Timeframe: by the end of 2013, for the phase I. This project would last for 6 months. All the levels would be encompassed by this project. Impact on business community would be huge because this project should be implemented in order to ensure preconditions for realization of further project phases, or establish the possibilities of initiating business by the "one stop shop" system. This analysis would offer all the required information which would be a basis for the future establishment of one such system. By getting an insight into a situation on the field, it would be possible to move on to the realization of this objective in the next phase. This project would encompass a part of the objective 1.4 from the reform area Administrative Procedure, • initiation of business by the "one stop shop" system.	Priority II
15*	Implementation of common services for e-Services: authentication and identification, service payment and integration with base registries;	18	1.600.000,00	Project Proposal deliberated and approved at the meeting of the Supervisory team on November 18, 2011.	PARF	RAP e-Government 4.7.1. Implementation of following common services: • Authentication and identification • Service payment • Electronic forms • Integration with registries • Electronic elaboration • Electronic delivery to parties	There is no information on other ongoing or planned projects in this area. However, success of this project depends on the establishment of the Office for Monitoring and Accreditation at the Ministry of Communications and Transport for all the levels except for the RS, as well as the results of the interoperability project;	This project would enable all the future electronic services, through the establishment of divisible blocks which are a supplemental part of the electronic services basis. The project objective is to establish everything needed for the establishment of electronic services for citizens and business subjects, as well as to beneficiaries and administration. This is a precondition for other electronic services. The project proposal has been approved by all members of the ST, at the meeting held on November 18, 2011. Type of procurement: Consultancy services.	Priority rank - 1, timeframe - by the end of 2012. Project duration - 18 months. All the levels would be encompassed by this project, and the activities would depend on the level of development of system at individual administration level. Huge impact on citizens, beneficiaries in administration, as well as business subjects - because this would enable a precondition for the establishment of future electronic services, depending on needs of citizens and other beneficiaries.	Priority I

Reform area: Administrative Procedures and Administrative Services										
16*	Establishment and/or strengthening of capacities of institution/s for regulations control and establishment of administrative barriers reduction system	24.	1.600.000,00	Project Proposal approved by the Supervisory team.	PARF	AP 1.2. Establishment of the administrative barriers reduction system in proposals of regulations through the mechanisms of estimation of regulations effectiveness; AP 1.3. Establishment of the administrative barriers reduction system in existing regulations; AP 5.1. Establishment and/or strengthening capacities of the institutions responsible for control of regulations in a sense of administrative barriers, collecting proposals for RAP, for preparation of the Action plan and control of harmonization with the administrative procedure system and the system of public administration in general; SPKIP 2.1 Establishment (in the CoM/governments) of the mechanisms required for reaching the standards of regulations/policies quality, which include: horizontal and vertical coherence; consultations with the interested public; estimation of impact; abolishment of administrative barriers; legal harmonization and nomo-technical correctness;	The International financial corporation ("IFC") currently implements the projects in the Federation of BiH and the RS, with the objective of simplifying and improving a quality of laws related to the inspection, as well as administrative procedures, so called "guillotine of regulations". The Government of the FBiH and the RS are currently co-financing this project of the IFC.	The objectives to be reached by this project's realization are: simplification of administrative procedures, blocking the immersion of the new and unnecessary bureaucracy barriers, improving a quality of services for citizens and business subjects, reduction of costs for citizens and business subjects and improving economy concurrence. The project would also establish the system for ensuring a coherent approach in implementing systematic revision of existing regulations at all administration levels in BiH, with a goal to avoid the situations that the existing regulations become lapsed, consistent or drafted badly. The project subject-matter from the aspect of procurement type is a procurement of consultancy services;	Priority rank - 1, timeframe - from the middle of 2011 to the end of 2012, all government levels; Objectives to be reached by a successful project implementation will contribute to the realization of objectives from the reform area Strategic Planning, Coordination and Policy Making , which opens up the possibility of common project from these two reform areas. Project will have a huge impact on business community and citizens. Beneficiary institutions are: General Secretariat of the CoM, Ministry of Justice of BiH, General Secretariat of the Government of the FBiH, Ministry of Justice of the FBiH, General Secretariat of the Government of the RS, Ministry of Administration and Local Self-Governance of the RS, Secretariat of the Government of the BDBiH, accountable service of the Government of the BDBiH, CoM/governments on the proposal of ministries of justice (or MALSG of the RS) and accountable institutions determined by the decision of the CoM/governments;	Priority I

TOTAL KM:	15.319.000,00
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Pursuant to the chapter V paragraph (3) item c) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund (No.: 01-07-89/08 of February 8, 2008 and No. 01-07-89-1/08 of March 12, 2009), the Joint Management Board of the Public Administration Reform Fund, at the 25th session held on _____ adopted

proposal

THE CONCLUSION

1. The Information on Proposal of the Projects for Support to Implementation of the Revised Action Plan 1, which are financed by the Public Administration Reform Fund, shall be adopted.
2. The list of projects by the reform areas of the RAP 1 shall be adopted, and shall be used as a starting basis when planning division of future funds of the Public Administration Reform Fund.
3. From the overall list of projects, the priority projects for 2012 shall be established, i.e.:
 - a) Project “Strategic Planning and Public Policies Development II (SPPD II)
 - b) Project “Public Private Partnership”
 - c) Project “Feasibility Study, Analysis and Optimization of Processes and Specifications of Requirements (proposal of change of regulations and specifications of requirements for the needed IT intervention) for Implementation of One of the Basic and Priority Services of e-Government for Work”
 - d) Project “Implementation of Common Services for eServices”
 - e) Project “Establishment and/or Strengthening of Capacities of the Institutions for Control of Regulations and Establishment of the System of Reduction of Administrative Obstacles”
4. The Public Administration Reform Coordinator’s Office shall be put in charge to undertake activities on development of priority projects for 2012 in cooperation with the members of the Supervisory Teams, the Public Administration Reform Coordinators and other representatives of the competent bodies of administration, in accordance with the competencies established through the Common Platform on the Principles and Manner of Implementation of the Action Plan 1 of the Strategy of Public Administration Reform.
5. The Joint Management Board of the Public Administration Reform Fund shall be competent to establish a different order on the list of the projects, based on proposals and estimates in respective reform area.
6. This Conclusion shall enter into force on the day it is adopted and shall be final in accordance with the chapter VIII paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund, with expiration of the period stipulated by the chapter VI paragraph (4) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund.

No.:
Sarajevo,

**CHAIRWOMAN
OF THE JOINT MANAGEMENT BOARD
OF THE PUBLIC ADMINISTRATION REFORM FUND
Semiha Borovac**

Pursuant to the chapter V paragraph (2) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund (no.: 01-07-89/08 of February 8, 2008 and no.: 01-07-89-1/08 of March 12, 2009) the Joint Management Board of the Public Administration Reform Fund at the _____ session, held on _____ has adopted

**The Rules of Procedure
on Amendments to the Rules of Procedure of the Joint Management Board of the
Public Administration Reform Fund**

Article 1

In the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund (no.: 01-07-89/08 of February 8, 2008 and no.: 01-07-89-1/08 of March 12, 2009), in the chapter VII paragraph (6) shall be changed and shall read:

„(6) In case the member or deputy is prevented from attending the session of the PARF JMB, the session shall be allowed to be held, and the member shall be provided with the possibility of written declaration or voting on the matters which shall be discussed and decided on, one day before the date of the session at the latest.“

In the same chapter, the paragraph (8) shall be added and shall read:

„(8) In case of amendment of the agenda or change of the delivered materials at the session of the PARF JMB, the Public Administration Reform Coordinator`s Office shall inform the absent member about it on the day following the date of the session.“

In the same chapter, the paragraph (9) shall be added and shall read:

„(9) After receiving the information from the paragraph (8), the absent member shall have the right to declare on it in writing or vote within 3 working days, and missing the deadline to declare shall be deemed agreement with the proposal. “

Article 2

In chapter VIII, paragraph (4) shall be changed and shall read:

„(4) The PARF JMB shall make its decisions in form of decisions and conclusions. Decisions and conclusions enacted at the session of the PARF

JMB shall enter into force on the date they are enacted, except in the case stipulated by the chapter VII paragraph (9), when decisions and conclusions shall enter into force after expiration of the deadline stipulated by the chapter VII paragraph (9). Decisions and conclusions enacted at the session of the PARF JMB shall be a constituent part of the minutes from the session at which they have been adopted.”

Paragraph 3.

This Rules of Procedure shall enter into force on the day it is enacted.

No.: _____
Sarajevo, _____

**CHAIRWOMAN
OF THE JOINT MANAGEMENT BOARD
OF THE PUBLIC ADMINISTRATION
REFORM FUND
Semiha Borovac**

Explanation

I – Legal basis

The legal basis for the adoption of the amendments to the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund (no.: 01-07-89/08 of February 8, 2008 and no.: 01-07-89-1/08 of March 12, 2009) is contained in the chapter V paragraph (2) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund (hereinafter: the RoP)

II – Reasons of adoption

In the chapter VIII paragraph (4) of the RoP, it has been stipulated that the decisions of the Joint Management Board of the Public Administration Reform Fund (hereinafter: the PARF JMB), enacted at the session, are noted in the minutes in the form of decisions and conclusions, and are considered final, upon the final approval of the minutes in accordance with the procedure from the chapter VI paragraph (4) of the RoP. Considering that finality in administrative procedure is related to specific decisions against which a regular legal remedy cannot be declared, i.e. appeal, and having in mind that the decisions and the conclusions enacted by the PARF JMB do not foresee the possibility of appeal, nor they contain an instruction on legal remedy, it is suggested that decisions and conclusions enter into force on the day they are enacted in case when all the members of the PARF JMB are present at the session.

In case when a member of the PARF JMB is absent, they have the right to vote in advance on the matters that will be discussed and decided on at the session, from the day of the delivery of the materials for the session until the day that precedes the date of the session. In case of amendment or change of the agenda or change of the submitted materials at the very session, the Public Administration Reform Coordinator's Office (hereinafter: the PARCO) would be obligated to inform the absent member on it one day after the session, when the absent member would have the right to declare within 3 working days from the day of receiving the information. In case of failure to declare within the deadline, it would be deemed that the absent member accepted the proposal. Therefore, in this case the decisions and conclusions enacted at the session would enter into force after expiration of the said deadline of 3 working days for declaration of the absent member.

This change of the RoP would facilitate the procedures and action on the decisions and conclusions, which until now was being done only after they have become final, i.e. with expiration of the deadline of 15 working days from the day of the session (e.g.: the decisions and conclusions enacted at the 23rd session of the PARF JMB, held on

December 8, 2011, became final on December 30, 2011, and only then they could be implemented).

III – Explanation of proposed provisions

In the article 1 of the RoP, the change has been made in the chapter VII paragraph (6) of the RoP, and paragraphs (8) and (9) have been added in the same chapter, regarding the manner of declaration of the absent members of PARF JMB.

In the article 2 of the RoP, the change has been made in the chapter VIII paragraph (4) of the RoP, regarding entry into force of the decisions and conclusions of the PARF JMB enacted at a session.

In the article 3, it has been stipulated that this RoP will enter into force on the day it is enacted.

IV - Financial funds

Implementation of this RoP does not require additional financial funds.

V – Implemented consultations

The necessity of changing and facilitating the procedures has been pointed out several times by the donor representatives, and it has been proposed that the PARCO should prepare proposals for shortening and simplifying the decision-making procedures of the PARF JMB. At the 21st session of the PARF JMB, held on July 27, 2011, the Conclusion no: 05-14-3-231-8/11 of August 18, 2011 has been adopted, obligating the PARCO to prepare in the upcoming period the proposal of measures for quicker and more efficient usage of the funds of the Public Administration Reform Fund, and to inform on it the members of the PARF JMB.



No.: 01-07-20-105/10
Sarajevo, January 18, 2012.

To the Joint Management Board of the Public Administration Reform Fund

Information on the Effects of Implementation of the Project “Development of Performance Management System in the Structures of Civil Service in BiH”

The project “Development of Performance Management System in the Structures of Civil Service in BiH” was implemented within the contract on consultancy services, concluded between the Public Administration Reform Coordinator’s Office and the consortium Djikic Consulting Services d.o.o. and Đikić d.o.o. Sarajevo (Contract No. 01-07-253-75/08 of January 4, 2010). Duration of the project was 18 months, and the contracted value of the project was BAM 760,383.00 (VAT included).

At the initiative of the beneficiaries, upon approval of the Joint Management Board of the Public Administration Reform Fund (Conclusion No. 05-14-3-117-9/11 of May 13, 2011), the Annex to the Contract was signed with the Implementer, extending the project for additional 4 months, without increasing the contracted value of the services (Annex to the Contract No. 01-07-20-77/10 of June 29, 2011), so implementation of the project covered the period from January 4, 2010 to October 31st, 2011 (total of 22 months). For implementation of the project, a total of BAM 744,150.82 (VAT included) has been spent.

The objective of the project was establishment of an open and fair system of performance management, supported by appropriate components (policies, implementing regulations and procedures, resources and training) in the bodies of civil service / administration at the levels of the institutions of BiH, the entities and the Brčko District of BiH, which was supposed to ensure motivational influence on work of the employees and create assumptions for career development in the civil service. The system of performance management was supposed to be based on harmonised principles and standards, which would stem from modern policies of human resources management, experiences of EU member countries and the best practices from public sector, which would, at the same time, suit the needs of various levels of authority in BiH.

Within the project, the foreseen analyses have been implemented and a study document was prepared on establishment of organisational objectives of the bodies of administration within programme budgeting and its linking with the system of performance management, the report on a link of the results of performance evaluation and main HRM functions, together with analysis of the condition in the area of probation work and interns, report on analysis of components and



functionality of the Human Resources Management Information System (HRMIS), with proposal of measures for further improvement of use and development of the HRMIS in the segment of planning of human resources, and comparative analysis of the system of performance evaluation in the civil service in the countries of the EU and the region. Also a study visit to Northern Ireland was organised for 10 representatives of the beneficiaries (members of the Supervisory and the Implementation Team).

Based on implemented analyses, in cooperation with the representatives of the beneficiaries, common general principles of performance management were drafted and piloted, which were then incorporated in the drafts new or amendments of the existing rulebooks on evaluation of civil servants at the level of BiH, the FBiH, the RS and the Brčko District of BiH. During the project, the competent institutions adopted the prepared drafts of these rulebooks, so the following documents were enacted:

- 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)
- 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)
- 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)
- Draft new rulebook on evaluation of civil servants in the Brčko District of BiH has been harmonised, but was not formally adopted because of failure to adopt the new Law on Civil Service in the Bodies of Administration of the Brčko District.

By the new rulebooks, the criteria of evaluation consist of work objectives on which the civil servant and the manager agree at the beginning of the process of evaluation, and other standardised criteria, based on evaluation of competencies of civil servants, and special attention was paid to linking individual work objectives of the civil servant with general organisational objectives of the body of civil service so it could be established to what extent the work of each officer individually contributes to achievement of objectives and successfulness of work of the entire institution. Also, scales of evaluation and the manner of grading have been simplified and mechanisms of "control" of the evaluation process have been introduced, which enable a managerial mediation in cases of disagreements between the evaluator and the person being evaluated. Important role in the process of evaluation has been given to the human resources management units, which are in charge of working on preparation of the process of evaluation (draft of lists of evaluators, civil servants and controllers), supervise legality of the process of evaluation and work on preparation of the decisions on evaluation of work. Having in mind the trend that majority of civil servants are regularly evaluated with the highest marks, legally non-binding quotas have been introduced in division of total resulting grades of work by categories of evaluation, and also a disciplinary responsibility has been introduced in case of violation of regulations on performance evaluation and/or system of administrative supervision over implementation of evaluation (except at the level of the Federation of BiH). In all new rulebooks, there is also established obligation of analysis of results of evaluation of work by the respective institutions and reporting to the Civil Service Agencies, as well as the Agencies to the Governments at their respective levels.

At the request of the beneficiaries from the Federation of BiH, an electronic form has been prepared for evaluation and monitoring of work of the civil servants, which enables quarterly and continuous monitoring of fulfilment of work objectives of the civil servant, which was then adjusted for use at other levels as well.

After enacting new rulebooks, at all administration levels, the trainings have been implemented on significance of performance management in the civil service and the procedure of evaluation of civil

servants for approximately 600 human resources managers and managers / evaluators in the structures of the civil service. Also, in order to sustain the results of the project, there were also trainings from the area of performance management for around 60 internal trainers at all administrative levels.

Within this project, also a Handbook on Evaluation of Civil Servants and Employees – a Guide for Successful Performance Management in the Structures of Civil Service in BiH was drafted, with the objective of providing support to implementation of the new system of evaluation through providing detailed instructions for all participants of the process of evaluation in order to understand evaluation as a positive instrument of development of human resources in the civil service, contrary to belief that it is only a basis to receive certain award or sanction. The Handbook was printed in the overall edition of 480 copies in all official languages in BiH, which were distributed to the Civil Service Agencies of BiH, the FBiH, the RS and the Sub-Department for Human Resources of the BD, so they could be, according to the needs, delivered to the managers / evaluators and civil servants in the institutions and bodies of administration at all levels in BiH. Also, an electronic version of the Handbook was prepared, which was placed on the websites of the Agencies and the Public Administration Reform Coordinator's Office so it could be available to all interested parties.

The exit strategy of the project gave recommendations related with continuation of activities in this area after completion of the Project, for the purpose of maintaining the achieved results and enabling further development of the system of performance management and promotion of the results of the project. In order to ensure maintenance of the results of the project, the following has been recommended:

- to dedicate a greater attention, in future activities of evaluation of work of the civil servants, to trainings and to intensify communication with the Agencies related with definition of the training needs. It has been recommended to introduce in regular annual plans of horizontal trainings, implemented by the Civil Service Agencies, standardised trainings on performance management (as stipulated by the Revised Action Plan 1 through the activity HRM 6.1.2.);
- that Civil Service Agencies monitor and evaluate application of the existing procedures and models, and to draft analytical reports on application of the improved model;
- organisation of workshops, after each cycle of evaluation, and especially after the first published evaluation after enacting new regulations on evaluation, in order to give the civil servants an opportunity to give their opinion on the implemented evaluation. The Civil Service Agencies should give the initiative for organisation of these workshops where all the bodies of administration would be included, and especially those that have demonstrated difficulties in the procedure of evaluation;
- that trainers, that have been trained within the project, actively use the adopted knowledge, and in future enable additional trainings to the participants in the process of evaluation;
- that organisation of future trainings covers also the civil servants that are the subject of evaluation, because they are also the active participants of the process, and it would be necessary to know in which way they are supposed to contribute to efficient monitoring and evaluation of their work;
- to introduce monitoring of degree of satisfaction of employees (as stipulated by the Revised Action Plan 1, through the objective HRM 6.2. Improve work motivation, improve communication on relation management – employees and build positive work environment).

Also, it has been recommended to ensure efficient informing of the main target groups (civil servants and other employees in the structures of public administration in BiH), through engagement of the central HRM institutions, on key messages and effects of the project, with the objective of further strengthening the role of monitoring and management of performance of individual, and educating and awareness raising of the citizens, media and non-governmental sector on significance

of achieving greater individual effectiveness in work, considering that effect of one institution greatly depends on effectiveness of individuals who work there.

Within the exit strategy, recommendations were also given regarding the manner of implementation of the objectives which, because of legal obstacles and developments caused by economic crisis, were not fulfilled during the project, related with linking the performance evaluation with advancement and awards, and introduction of obligation of evaluating interns in the Federation of BiH and the Republic of Srpska and probation work of the civil servants in the Republic of Srpska, for which it has been estimated that the beneficiaries of the project could implement in some other time frame with certain changes in approach.

Within the project, the implementer prepared and submitted the inception report, four interim reports and the final report, which covers also all the exit documents (said analyses, reports and study documents, handbook, instructions for use of the electronic form, and exit strategy of the project). In Sarajevo, on October 31st, 2011, there was the final conference of the project at which the achieved results of the project were promoted and exit strategy presented, and the representatives of the project gave their view on the flow and achievements of the project, when the project was positively evaluated by the beneficiaries from all the levels of authority in BiH.

Implementation of this project greatly fulfilled the measures stipulated by the chapter HRM 6.1. "Performance Management" of the Action Plan 1 for implementation of the Strategy of the Public Administration Reform, and there was also a contribution to fulfilment of measures from the chapter HRM 6.2. "Probation Work and Introduction in Duties". Also, the Revised Action Plan 1 stipulated further work in this area through the objectives and the activities stipulated by the chapter HRM 6 "Performance Management", which should ensure continuation of work in the area of performance management after completion of the project "Development of Performance Management System in the Structures of Civil Service in BiH".

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- Attachments: 1. Development of Performance Management System in the Structures of Civil Service in BiH: Exit strategy of the project
2. Excerpt from the Revised Action Plan 1 for implementation of the Strategy of Public Administration Reform – Chapter HRM 6. Performance management

**DEVELOPMENT OF PERFORMANCE MANAGEMENT
SYSTEM IN THE CIVIL SERVICES STRUCTURES IN
BIH:
EXIT STRATEGY OF THE PROJECT**

Sarajevo, October 2011.

1. INTRODUCTION

The purpose of this document is to offer to the key beneficiaries of the project Development of Performance Management System in the Civil Service Structures in BiH, specific suggestions and recommendations regarding the continuation of activities in this area after the official end of the project, in order to preserve the achieved, during the project, enabling further development in this area and promote the project results. The main goal of the project is to ensure that improvements in the way of monitoring the efficiency of civil servants hold in practice.

To make this possible it is necessary first to point out the main achievements of the project in terms of developing systems of performance management, which are reflected in the definition of general principles of management and their incorporation into the new Rules of assessment. The second step is to define goals that are not completely satisfying, then the proposed measures and actions to be taken in order to achieve those goals.

It is necessary also to define the role of the project team in the final phase of the project as the implementer of the project, which will then have the institutions and persons who are key beneficiaries, and the Office of the Coordinator for Public Administration Reform in BiH (PAR) as the institution responsible for the technical aspects of implementation of several projects. After defining the role of the main subject in ensuring the sustainability of the project it is necessary to define a set of activities necessary to enable the viability, where most attention should certainly be given to capacity building agency for civil service / administration (ie Subdivision of Human Resources of the Brcko District) who are in obligation to provide professional and technical support to individual institutions in the process of monitoring and evaluating the effectiveness of civil servants

Finally, in the document will be presented the plan to promote the project results, also in order to ensure sustainability of project results. In this sense, this document largely rests on the planned activities for the promotion of project results (draft Plan promotion is an integral part of the third interim report), because the promotion results in a certain way, invites the media and NGOs to monitor the fate of the improvements made in the period after the project is completed or when the key users are not obliged to independently carry out new practices in monitoring and evaluation of civil servants.

2. MAIN ACHIEVEMENTS OF THE PROJECT - GENERAL PRINCIPLES OF PERFORMANCE MANAGEMENT AND THEIR APPLIANCE

Based on the analysis of the current state of performance management systems in the civil service in BiH, the project team has developed general principles of performance management common to all levels. General principles are made in collaboration with implementation team.

Based on the general principles of performance management, the main beneficiaries of the project in cooperation with the project team, worked intensively to improve the legal framework of performance management, which resulted in the adoption of new and amendments to existing rulebooks. Thus, the Civil Service Agency of BiH adopted a new Regulation on the appraisal of

civil servants in July 2011., while the Serbian Republic in August 2011. adopted amendments to existing ordinances. In the Federation of Bosnia and Herzegovina, the new Regulation on the appraisal of civil servants was passed in September, the 2011th year. Adoption of new Rules of assessment in the Brcko District is expected after the adoption of a new Civil Service Act.

Most of the general principles has been successfully incorporated into the new rulebooks which represents significant step towards achieving the main goal of the project - developing a system for performance management. Firstly, the general principles that the **assessment criteria** should consist of the **agreed work goals** on which the civil servant and manager agree at the outset of the assessment and other standardized criteria **based on the assessment of competence of civil servants** was applied at all levels. It is also devoted special attention to **linking individual work goals of the civil servant with the general**, the organizational goals of the civil administration, in order to determine to what extent the work of each officer individually contributes to the achievement of objectives and performance of the entire institution. The next principle, the **simplification of the scale of assessment and scoring**, was also adopted at all levels and typed in the Rulebook on Performance. Mechanisms of "**control**" the process of evaluation that allow managerial mediation in cases of disagreement between the evaluators and evaluation copy are introduced. Data is also an important Role of **Human Resource Management** in the appraisal process, who are responsible to work on the preparation of the appraisal process (preparation of list of evaluators, civil servants, and control), overseeing the legality of an assessment and work on the preparation of decisions on performance appraisals. Bearing in mind the trend that most civil servants regularly is rated with the highest grades were introduced and **legally binding quotas** in the allocation of total resulting appraisal by assessment categories, and also introduced the **disciplinary responsibility in the event of a breach of the impact assessment and / or administrative systems supervision over the implementation of assessment** (except at the level of FBiH).

The general principle of **linking the functions of performance management with other HRM functions** was applied in part, due to legal restrictions pertaining to this matter. Special attention is given to linking the results of impact assessments with the necessary training, which is incorporated into the regulations and forms for evaluation. However, when it comes to linking the functions of performance management with promotion and remuneration, the project team was not able to fully ensure the application of this principle because its construction requires comprehensive changes in the civil service system, as will be further discussed in the next section.

Principles of evaluation of employees who are on probation and trainees applied at all levels on which to do so, there are legal and systemic barriers. In fact the Federation of BiH and the Republic of Srpska after the internship interns cannot automatically establish a working relationship so that it is justified to question the need for their evaluation. Also in the Republic of Srpska there are no legal obstacles for the assessment of civil servants who are on probation in accordance with the general assessment regime, which prevented the application of the principles of assessment of civil servants who are on probation.

3. PROPOSED ACTIVITIES FOR DEVELOPMENT OF PERFORMANCE MANAGEMENT AFTER COMPLETION OF THE PROJECT

Bearing in mind that several of the initial project goals remained unfulfilled, the project team believes that with certain modifications in the approach and, of course, in the second period of the beneficiaries of the project, with appropriate technical assistance should again try to realize the unrealized. In concrete terms, unfulfilled objectives relating to:

- Consistently linking performance appraisal with the promotion and remuneration
- Introducing the obligation assessment of trainees in the Federation and the Republic of Srpska and the trial of civil servants in the Republic of Srpska.

The possibility of binding assessment of progress at all levels of civil service in BiH is very narrow, because the progression to more workplace based solely on public or internal competition, which excludes the possibility of direct binding of progress and assessment. This is a consequence of the introduction of positions in the civil service system, as opposed to the traditional career system that was represented in this region.

Changes in this part will depend greatly on essential commitment to the project beneficiaries will maintain the existing system and introduce the position of a mixture system of positions and career civil service system, in which progress will be possible based on the appraisal without the announcement of an internal or open competition.

Specific type of a mixed civil service system already exists in the Republic of Srpska, where the Regulation on the evaluation provides for civil servants who continuously achieve excellent results to be promoted to a higher position (if it exists, of course) without competition, only on the basis of opinions on the performance.¹ This largely underlines the importance of the institute of assessment officers. At the State level of BiH, it is also with new Ordinance on assessment provided that the two years since the beginning of the new rules, ADS propose amendments to the relevant regulations on promotion to higher position, which will allow one of the criteria for promotion is performance appraisal. This way, indications are given for the state-level appraisal to be directly related to the progression. On the other management levels of the civil service in BiH is to assess whether these solutions will be appropriate to the concept of public service to develop in the future.

Binding performance appraisal to reward is another very important issue that will require continuing attention of project beneficiaries. In almost all structures of civil service in BiH (except FBiH currently) there is a connection between the assessment and reward, or by switching to a higher salary grade, or by providing special financial incentives. In the Republic of Srpska and Brcko district, the law on salaries of civil servants and opinions regarding the rules on allowing the possibility of advancement within the salary grades, graduating from a lower to a higher salary grade. However, bearing in mind that the improvement in the grades are pretty limited due to the existence of a very small number of salary grades, current solutions are not satisfactory and should be changed. The possibility of advancement within the salary grade is also determined by the Law on Salaries and Remunerations in the Institutions of Bosnia and

¹ Section 34 Rules of Procedure of evaluation and promotion of civil servants and employees, "Official Gazette of the Republic of Srpska" no. 43/09.

Herzegovina², whose application has yet to be developed by making all the by-laws for its implementation.

Solution to the issue of tying performance appraisal to reward should be treated as an integral part of the comprehensive reform of salaries at all levels. The aim of the reform of the salary is to be the work of civil servants' salaries by degree of responsibility and job complexity and level of contribution that these activities provide efficiency and performance of the organization.

To achieve this, it is necessary:

- Develop a system of analytical job evaluation to assess the relative value of work done by Officer;
- Define the structure of jobs (categories) that reflect differences in the levels of responsibility, complexity, and the results of the various levels of operations;
- Develop a good description of the individual positions in all institutions;
- Schedule jobs into various categories using conventional analytical methodology for **system evaluation of jobs** and a systematic review of the job as envisaged in the job description;
- Determine the appropriate salary range for each category of jobs;
- Determine the appropriate percentage of the differences between different categories of jobs (vertical progression), which provides incentives for personnel to accept a higher level of responsibility, including management responsibilities;
- Identify a wide **enough salary scale for each category of jobs** (horizontal progression), which allows recognition of achieved results through a horizontal progression within the same salary grade. Naravno, čitav ovaj sistem bi trebalo da bude podržan od strane djelatnog procesa ocjene učinka koja bi bila ugrađena u horizontalno napredovanje na platnoj skali.

In case of questions of assessment of civil servants on probation, there is the consent of the user from the FBiH and the RS should further consider the possible modalities for addressing them. Bearing in mind that after the internship interns cannot automatically establish a working relationship, it is recommended that instead of the evaluation of the work would be better to introduce some kind of recommendation the manager trainee who has demonstrated excellence in their work. Bearing in mind that this matter is not subject to the Ordinance on the assessment of civil servants, it was agreed that this issue is at the level of RS could be regulated under the program of training and how the exam the interns.

The question of assessment of civil servants on probation remained unresolved at the RS level, bearing in mind that the Civil Service Act stipulates that they can not evaluate officers who have been employed for some time. The project team recommends that when the procedure for amending the Law on Civil Service pay attention to this issue in order to remove the legal obstacles. If it came to removing the legal obstacles, it would be amended in the existing Regulation on the assessment where it is elaborated the specific evaluation of civil servants who are on probation, in accordance with the solutions that have been adopted at other levels.

²The Law on Salaries and Remunerations in the Institutions of Bosnia and Herzegovina "Official Gazette of BiH", no. 50/08 and 35/09

Finally, in the course of the project, especially in a period of intensive training, the project team came up a number of conclusions regarding the further development of the system performance evaluation. A certain number of very good quality suggestions came from the representatives of the main beneficiaries of the project, as well as trainees. In introducing the most important suggestions regarding the further development of practice:

- The fact that the assessment of civil servants at the State level of BiH and the Republic of Serbian organized every six months, a pretty great difficulty managers and threatens to further birokratizira already complex administrative apparatus. In this sense, based on a number of suggestions of trainees, we believe that the assessment should be once a year, with what would be monitoring the work was done periodically in accordance with the needs and preferences of each manager.
- It is necessary to take account of the need for passing new legislation must hold consultations (in the form of public discussion or otherwise). Possible form of consultation is an online forum whose establishment is proposed by the CSA;
- Due to a number of occasions in the course of the project concluded that job descriptions are the basis of the process of monitoring and evaluating performance, it is comprehensive and detailed analysis of work and more systematic preparation of job descriptions at all levels of government.
- The institutions that provide services directly to citizens to find ways to open up the possibility that end-users express their opinions about the quality of services they provide. One way to collect opinions of citizens is through the 'comments box', where the end-users could express their (dis) satisfaction. This would be government officials made it clear that the quality of their work will be evaluated on the basis of the opinions of end users.
- It is necessary to work on further strengthening the capacity of human resources development, in order to provide adequate support managers in monitoring and evaluating performance of civil servants
- At the State level of BiH, it is necessary to pay special attention to the harmonization process of assessment of civil servants;
- Level of the Brcko district should adopt a new Law on Civil Servants and the Law on salaries, in order to pass the bylaw provisions, which reformed the system of assessment of civil servants.

3. PROPOSAL OF UNDERTAKING ACTIVITIES ON ENSURING THE SUSTAINABILITY OF THE PROJECT AFTER ITS COMPLETION

To ensure the maintenance of the results of the project after its completion, the project team proposes specific measures should be taken of the major participants in process of appraisal.

- In the future activities around the appraisal of civil servants should be paid greater attention to training and intensify communications with agencies regarding the definition of training needs. In this sense, it is recommended the introduction of standardized training in performance management annual plans of horizontal training conducted by the Agency for Civil Service / Administration.

- Agency for civil service / administration should also work on monitoring and evaluation of existing procedures and models to make analytical reports on the implementation of improved models (perhaps as part of its annual reports);
- It is recommended that after each cycle of assessment, especially after the first evaluation completed after the adoption of new regulations on the evaluation (in July / August 2012. Or January / February 2012.) Organized a workshop to help civil servants the opportunity to present their opinion on the evaluation conducted. Ideal occasion for this discussion can be a summary statement that the agency should compile on the basis of individual reports from the administration. Agency for Civil Service / Administration should give the initiative to organize such workshops in order to include all administrative agencies, especially those who have demonstrated difficulties in the evaluation process (with a large number of the highest score, etc.).
- Trainers who have trained under the project should actively use the acquired knowledge and enable participants in the evaluation of additional training in the future. The first such opportunity will be provided as early as June / July 2012th when the institutions at the level of BiH and the RS will be required to carry out assessment.
- The organization of future training should include civil servants who are the subject of assessment because they are active participants in the process and you need to know how to contribute to effective monitoring and evaluation of their work.
- It is recommended that the introduction of monitoring the degree of satisfaction of employees (as foreseen in the revised Action Plan 1 implementation of the reform of public administration "HRM 6.2. Improving work motivation, improved communication between management - employees and build a positive work environment."

4. TASKS AND DUTIES OF THE MAJOR CUBJECTS IN ENSOURING THE SUSTAINABILITY OF PROJECT RESULTS AND THE MANNER OF THEIR REALIZATION

Final word in the process of ensuring the sustainability of project results have the following entities:

- Project team
- Key beneficiaries³
- Managers and evaluators, officials on matters of HRM
- PARCO.

The project team - the main task of the project team was to train four groups of trainers (one for each of the administrative structure of BiH) to the post-project phase, a task to answer technical questions concerning the implementation of procedures for monitoring and evaluating performance. In addition, the project team conducted a one day training for assessors in individual institutions separately for each of the administrative structure of BiH. In accordance with the planned schedule, during the months of September and October, around 530 people total in all the administrative structures have passed through this training. Besides conducting intensive training, the project team has taken care to provide the written materials that assessors

³ ADS / administration and HR human resources of the Brcko District, as the issue of monitoring and evaluating the effectiveness of the work of civil servants is primarily the responsibility of these institutions.

in individual institutions could be of crucial help in the moment when they start using the new practices. A written material includes materials distributed during the training and manual for monitoring and evaluation of civil servants. Manual contains detailed instructions on how to properly apply the new approach to evaluating public servants. All written documents will be available to users via the web site of the agency for civil service / administration (Subdivision and human resources BD), as well as sites of PARCO.

The key beneficiaries are required to create the technical preconditions for the implementation of new regulations on the evaluation of civil servants and, if necessary, provide additional training for reviewers, as well as civil servants. It is very likely that the Civil Service Agency FBiH find yourself over-trained coaches to provide the necessary training for the assessors at the cantonal and municipal level, because the time and financial framework of this project is insufficient to cover the aforementioned two levels. In fact, the fact that since the end of training to use the new rulebooks go through almost four months, indicating the possibility that many participants in the training (including of course those who were unable to attend the training) to lose a part of the acquired knowledge and will be therefore, to address the people from the agency with a request for assistance. Also, agencies in the case that the observed non-compliance or failure to implement the new rules were in a position to draw the attention of administrative inspection violations.

Ministry of Justice of BiH and FBiH, Ministry of Public Administration and Local Self-Government and the Serbian Additional Sub-Department of Human Resources of the Brcko District will have an important role also in the field of shaping the future regulatory framework in terms of solutions that are proposed in section of binding performance evaluation for promotion and reward, and also review of employees on probation (in RS) and specificity of assessment of trainees in the form of making recommendations (in the FBiH and RS)

It should also be noted that the commitment of institutions and individual managers in complying with new element in the process of monitoring and evaluation of civil servants to a great extent depend on the quality of administrative inspections, which are crucial to check whether the new ordinances are applied in accordance with the regulations.

Managers and evaluators, officials on matters of HRM will have an important role in ensuring that the general principles of performance management through the new regulations are properly and effectively applied in practice. Because it emphasizes the need for managers and evaluators and officials on matters of HRM constantly upgrading their knowledge in the evaluation process, through attendance at training and workshops, and also to transfer their knowledge to other reviewers and government officials.

PARCO - the basic tasks of PARCO is that during the formulation of new project ideas and proposals into account that the results ukalkuliše already completed projects, to ensure the necessary continuity in the development of HRM practices and procedures. Of course, regular reports PARCO and the degree of implementation of reforms and implementation of the AP1 of the PAR Strategy and should serve as an opportunity to examine the positive and negative aspects of implementing new procedures, measures and activities in this field of HRM in the preparation of existing and future planning documents in the area of PAR.

In order to implement all project objectives and proposed activities, project team lead beneficiaries of the project proposes the following:

1. Take advantage of future projects in the field of HRM on how to formulate proposals that would take into account the realization of goals related to linking assessment results with salaries and promotions, and recommendations related to the evaluation of probationary and trainee;
2. PARCO can take the initiative over to representatives of key institutions in implementing and kordinacionih structure of the PAR / Supervisory team for HRM initiate the implementation of these activities, which would include independent institutions without the involvement of key technical assistance projects;
3. Key institutions may request technical assistance, SIGMA, which would, through its experts could focus addressed by solving the above objectives. This can be done through the platform of a mini-project.

In technical terms, the realization of stated objectives should be the fruit of joint work of representatives of key institutions under the coordination of PARCO and SIGMA (if their involvement is approved). However, regardless of the mode and the possible involvement of providers of technical assistance, to achieve real results will not be possible without changes to existing regulations, and provided no training of key categories of users (so that new procedures were effectively applied)

6. PLAN FOR PROMOTION OF KEY PROJECT MESSAGES AND RESULTS

Purpose of this document is to efficiently inform key target groups (civil servants and other employees in public administration structures in BiH) on key messages and impacts of the project. Since performance management process in civil service structures in BiH is still poorly understood (and accepted), it is necessary, apart from highlighting the project outputs, to use this occasion to revise the key issues pertaining to understanding of the very purpose of monitoring individuals` performance.

Promotional activities will be implemented through the engagement of central HRM institutions (and other project beneficiaries), and also through specific activities of the Project Team. The key target group is comprised of the line managers in institutions and civil servants at state and entity levels, including civil servants in Brčko District. Theremaining three groups are: citizens, NGOs and affiliate projects.

6.1 OBJECTIVES OF PROMOTION

The overall objectives of promotional activities are:

- strengthening the role of individual performance management and monitoring, and in that regard, creating assumptions for higher efficacy in the work of civil servants in civil service/administration bodies
- education and raising awareness among citizens, media and non-government sector about the necessity of producing higher individual performance, because overall performance of an institution depends mostly on individual performance of the whole staff at that institution.

- organizing workshops and/or seminars for civil servants engaged in performance monitoring and appraisal, with the purpose of presenting developed and improved performance management systems at different levels of government in BiH

6.2 TARGET GROUPS AND COMMUNICATION METHODS

Ciljne grupe promocije rezultata projekta bi trebalo usmjeriti ka dvije glavne ciljne grupe:

1. **Internal target group** to which project beneficiaries belong, i.e. civil servants and employees working in state, entity and Brčko District institutions. From an objective point of view, the civil service structures in BiH, to whose staff the project objectives and activities relate, have the greatest interest in the results of this project.

Methods of communication are, as already mentioned earlier, the organization of workshops and / or seminars for civil servants involved in monitoring and evaluation work in order to present the developed and improved performance management systems at different levels of BiH. To ensure the sustainability of the project and improve its results, it is recommended, as already pomjenuto to the Agency for Civil Service / Administration once a year, immediately after the period of assessment, conduct a seminar on progress in assessing the impact, where the exchange of experience of evaluators / managers, HR managers and all other participants in the evaluation process. This idea has come from representatives of users of the RS and is recommended for the other levels, in order to provide a continuous forum in which to analyze problems in management and from whom they derived ideas for further improvement of system performance management.

All relevant materials, including training materials, manual and electronic forms for conducting assessments, will be found on the website of the Office of the Coordinator for Public Administration Reform in BiH (PAR), while the central HRM institutions on their web site set up materials relevant for civil servants at that level. Also, the basic messages of the project should be placed on websites of key beneficiaries of this project.

2. **External target group** which comprises: citizens, NGOs and affiliate projects. Since this project is, in its nature, oriented exclusively towards its key beneficiaries, it is difficult to expect strong interest from external target groups regardless of the final impact of the Project Team. This is primarily because citizens interact with public administration mainly at local level (which is not covered by this project), and interests of the media and non-government sector arise mostly because of citizens` needs.

The method of communication: calling the media to participate in workshops, placing all materials on the project website, as well as public and Reporting on the results of summary reports on the assessment and comparison of individual ratings of government officials with organizational results of the administration.

6.3. KEY MESSAGES

Overall and specific objectives of promotion imply communication and recognition of key messages that have, in fact, shaped the character of the project and ways of its implementation. In that regard, the key messages that we want to communicate to the target groups via promotional activities are:

MESSAGES
- Accountability and efficiency in the work of civil service bodies should be improved through more efficient work of individuals
- The practice of individuals` performance management in the civil service/ administration should be based on common, generally accepted elements and good examples from comparative practice
- Legal framework should allow linking performance management with other functions of human resource management in government/administrative bodies
- Further capacity building for managers and personnel units in the civil service/ administration bodies is a prerequisite for effective implementation of performance management system

The promotion of these messages is carried out as described in previous sections of the document hereof.

7. CONCLUSION

Entrenching the new procedures and practices and their full implementation depends not only on the quality of the implementation of a project, even though the project was designed exclusively for one area. Even if all the initial project objectives are fully met, it still does not mean that they are changing the procedures have changed and mentalities of those who implement them. The process of monitoring the efficiency of civil servants have no tradition in the context of public administration in BiH, and people are still trying to properly evaluate the general idea why individual impact. However, this one should not be surprising, because the assessment only part of a broader system of human resource management in the context of public administration in BiH still lacks built-in or some of the most basic elements (eg, job descriptions are still at a very low level and have questionable use value). In addition, the function of HRM is still not independent and its status in the internal organization in no way suggests that people are the most important resource of public administration.

However, each new project leaves behind some improvements and there is no doubt that the practice of monitoring and evaluating the effectiveness of civil servants in Bosnia since this project will be considerably closer to the modern practice of performance appraisal, which is represented in the European Union countries and regions.



PART 3: HUMAN RESOURCES MANAGEMENT

6. Performance management

Objectives	Activity	Responsible Institutions	Measurable indicator	Rank	Time line
HRM 5.1. Link performance assessment with achievement of working objectives (in terms of quantity and quality).	<p>6.1.1. Amend relevant legislation (where necessary) in order to introduce obligatory setting of working objectives (within annual Performance Assessment interviews) and assessment of the objective achievement.</p> <p>6.1.2. Establish a standardized training program for performance management (annual interviews, setting objectives, evaluating performance....) for managers / training programs implemented annually as part of regular training programs.</p>	Key HRM Institutions + individual institutions at all levels	<p>Obligatory annual PA interviews and setting of working objectives have been introduced;</p> <p>The number and percentage of annual PA interviews conducted;</p> <p>The number and percentage of PA interviews related to the performance assessment;</p> <p>Reports on cycles of assessment at the level of individual institutions and collectively at the level of central HRM institutions;</p> <p>The number of courses of training and participants.</p>	1	By mid-2013
HRM 6.2. Improve motivation, improve communication between the management and employees and build a positive working environment.	<p>6.2.1. Develop mechanisms for measuring job satisfaction by staff polls that will be introduced into practice.</p> <p>6.2.2. Introduce the practice of publishing a staff handbook (for new and existing employees) with basic information about the institution, mission and objectives, work processes, HRM system and the like.</p>	Key HRM Institutions + individual institutions at all levels	<p>The number of institutions that carry out regular polls, the number and percentage of respondents, survey results.</p> <p>The number of institutions that have introduced a staff handbook.</p>	1	By mid-2013



Information on the Decisions Enacted in the Procedure of Written Harmonisation in the period between the two sessions of the Joint Management Board of the Public Administration Reform Fund

In accordance with the chapter IX paragraph (8) of the Rules of Procedure of the Joint Management Board of the Public Administration Reform Fund (hereinafter: the PARF JMB), the Public Administration Reform Coordinator's Office (hereinafter: the PARCO) is obligated to inform the PARF JMB on the Decisions enacted in the procedure of written harmonisation between the two sessions.

In the period between the 23rd and 25th session of the PARF JMB, two procedures of declaration of the PARF JMB members by written harmonisation have been implemented:

1. Declaration on the Inception Report on Implementation of the Project "Design and Establishment of Interoperability Framework and Standards for Data Exchange". Declaration was implemented in the period November 8 - November 22nd, 2011. Within the set deadline for declaration, the agreement was delivered by the PARF JMB members appointed on behalf of the PARCO and the Government of the Brčko District of BiH.

On November 17, 2011, the PARF JMB member appointed on behalf of the Government of the Republic of Srpska notified the PARCO by e-mail that after they reviewed the inception report and consulted the members of the Supervisory Team for the subject area from the Republic of Srpska, they deem that the report needs to be corrected and the submitted objections clarified before they give their agreement.

The inception report was after that returned to the implementer to be improved. After the implementer corrects the report, the inception report will be returned in the procedure of written harmonisation.

The PARF JMB members appointed on behalf of the Ministry of Finance and Treasury of BiH, the Government of the Federation of BiH, the Swedish International Development Cooperation Agency (SIDA), the European Union Delegation in BiH, the Royal Netherlands Embassy in BiH and the British Embassy in BiH did not submit their declarations within the time provided, and in accordance with the Chapter IX paragraph (7) of the RoP, missing the deadline to declare is deemed consent to the proposed document.

The table below gives an overview of declarations in the procedure of written harmonisation:

1. Declaration on the Inception Report for the Project "Design and Establishment of Interoperability Framework and Standards for Data Exchange"			
MEMBERS OF THE PARF JMB	DATE OF DECLARATION	LETTER / FAX / E-MAIL	DECLARATION
Semiha Borovac Public Administration Reform Coordinator's Office	November 11, 2011	Written declaration	agreed
Brano Jovičić Government of the Brčko District of BiH	November 10, 2011	e-mail	agreed
Stojanka Čulibrk Government of the Republic of Srpska	November 17, 2011	e-mail	Corrections are needed and submitted objections need to be clarified





2. Declaration on the Fourth Interim Report on Implementation of the Project “Development of Performance Management System in the Structures of Civil Service in BiH”. Declaration was implemented in the period December 9 – December 23rd, 2011. Within the set deadline for declaration, the agreement was delivered by the PARF JMB members appointed on behalf of the PARCO, the Government of the Brčko District of BiH and the Government of the Republic of Srpska.

The members of the PARF JMB appointed on behalf of the Ministry of Finance and Treasury of BiH, the Government of the Federation of BiH, the Swedish International Development Cooperation Agency (Sida), the European Union Delegation in BiH, the Royal Netherlands Embassy in BiH and the British Embassy in BiH did not submit their declarations within the time provided, so in accordance with the Chapter IX paragraph (7) of the RoP, missing the deadline to declare is deemed consent to the proposed document, after which, on December 26, 2011, **the Decision on Giving Agreement was enacted.**

The table below gives an overview of declarations in the procedure of written harmonisation:

2. Declaration on the Fourth Interim Report for the Project “Development of Performance Management System in the Structures of Civil Service”			
MEMBERS OF THE PARF JMB	DATE OF DECLARATION	LETTER / FAX / E-MAIL	DECLARATION
Semiha Borovac Public Administration Reform Coordinator's Office	December 14, 2011	Written declaration	agreed
Brano Jović Government of the Brčko District of BiH	December 14, 2011	e-mail	agreed
Stojanka Ćulibrk Government of the Republic of Srpska	December 22 nd , 2011	e-mail	agreed

Currently, there are three ongoing procedures of declaration of the PARF JMB members by written declaration:

- Declaration on the **Fourth Interim Report** on implementation of the Project “**Transposing EU Legislation in the Legal System of BiH**”. The Report is in the procedure of written harmonisation. The time period for written declaration is January 11 – January 25, 2012.
- Declaration on the **Final Report** on Implementation of the Project “**Development of Performance Management System in the Structures of Civil Service in BiH**”. The Report is in the procedure of written harmonisation. The time period for written declaration is January 12 – January 26, 2012.
- Declaration on the **Fourth Interim Report** on implementation of the Project “**Blueprint of Development of Central Bodies of Governments in BiH – Implementation of the Phase I**”. The Report is in the procedure of written harmonisation. The time period for written declaration is January 13 – January 27, 2012.





Sarajevo, January 17, 2012

Information prepared by:

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expert associate for donor coordination, finance, monitoring and evaluation



Implemented projects									
No.	Projects approved by the PARF JMB	Contracted budget in BAM (VAT included)	Implemented payments in BAM (VAT included)	Implemented VAT return (for the payments made so far)	Date of signing the contract	Date of Completion of Activity	Date of submission of final report	Date of approval of final report by the PARF JMB	Phase the Project is in
1	Establishment of Network of Info Stands (IC)	155.610,00	148.395,21	21.561,69	04.03.2009.	4.12.2009.	19.01.2010.	23.02.2010.	Completed
2	Strategic Communications (IC)	149.526,00	145.579,32	21.152,55	24.08.2009.	24.02.2010.	14.04.2010.	05.05.2010.	Completed
3	Training of Public Relations Officers (IC)	128.285,88	128.198,10	18.627,09	15.01.2010.	29.06.2010.	12.07.2010.	30.07.2010.	Completed
4	Draft of Administrative Decision Making in BiH Quality Improvement Programme (AP)	444.600,00	404.580,84	58.785,26	21.12.2009.	10.12.2010.	22.02.2011.	15.03.2011.	Completed
	Total for implemented projects	878.021,88	826.753,47	120.126,59					
Projects in implementation phase									
No.	Projects approved by the PARF JMB	Contracted budget in BAM (VAT included)	Implemented payments in BAM (VAT included)	Implemented VAT return (for the payments made so far)	Date of signing the contract	Duration of the Project in months			Phase the Project is in
1	Development of Performance Management System in the Structures of Civil Service of BiH (HRM)	760.383,00	589.762,62	85.692,01	04.01.2010.	18+4			Fourth interim report on implementation of the project adopted by the PARF JMB on December 26, 2011. Final report on implementation of the project sent for adoption to the PARF JMB in the procedure of written harmonisation on January 12, 2012. The deadline for declaration is January 26, 2012.
2	Improvement of Rules and Procedures for Legal, Other Regulation and General Acts Drafting in BiH (PM)	786.041,57	552.657,82	65.775,90	09.06.2010.	18+4			At the 23rd session of the PARF JMB, held on December 8, 2011, the PARF JMB gave agreement for conclusion of the Annex to the Contract on consultancy services, extending the deadline for implementation of the project activities for 4 months. The fourth interim report on implementation of the project was adopted by the PARF JMB on November 8, 2011.
3	Blueprint of Development of Central Bodies of Governments in BiH – implementation of the phase I (PM) Procurement of consultancy services	1.610.978,05	572.907,22	50.241,94	20.07.2010.	24			Third interim report on implementation of the project adopted by the PARF JMB on November 2nd, 2011. Fourth interim report on implementation of the project sent for adoption to the PARF JMB in the procedure of written harmonisation on January 13, 2012. Deadline for declaration is January 27, 2012.

List of projects which are being financed by the Public Administration Reform Fund on January 12, 2012

4	Transposing EU Legislation in the BiH Legal System (PM)	395.752,50	267.637,50	38.887,50	08.12.2010.	10+4			At the 22nd session of the PARF JMB held on October 21st 2011, the PARF JMB gave agreement to conclude the annex to the contract on consultancy services extending the deadline for implementation of project activities by 60 days. At the 23rd session of the PARF JMB, held on December 8, 2011, the PARF JMB gave agreement to conclude the Annex II to the Contract on Consultancy services, extending the deadline for implementation of the project activities by 60 days. The fourth interim report on implementation of the project was sent for adoption to the PARF JMB in the procedure of written harmonisation on January 11, 2012. The deadline for declaration is January 25, 2012.
5	Training of Civil Servants For Application of Information Technologies and Work on Computers (HRM)	1.213.424,95	650.841,75	94.566,75	28.12.2010.	14+3			The first interim report on implementation of the project was adopted by the PARF JMB on July 28 2011. At the 23rd session of the PARF JMB, held on December 8, 2011, the PARF JMB gave agreement to conclude the Annex to the Contract on Services, extending the scope of the services of the implementers of the services and extending the deadline for implementation of the project activities for 3 months.
6	Design and Establishment of Interoperability Framework and Standards for Data Exchange (IT)	191.571,12	0,00	0,00	23.05.2011.	12			The contract signed on May 23rd, 2011. The inception report sent for adoption in the procedure of written harmonisation on November 8, 2011. The Report needs to be corrected.
7	Budget Management Information System (PF) - Procurement of consultancy services	748.500,78	224.550,24	0,00	27.07.2011.	18			Contract signed on July 27, 2011. Submission of the inception report is expected. At the 23rd session of the PARF JMB, held on December 8, 2011, the PARF JMB gave agreement to conclude the Annex to the Contract on Services, changing the business account of the authorised tax representative of the selected bidder.
	Total for projects in implementation phase	5.706.651,97	2.858.357,15	335.164,10					

Projects in the procedure of of public procurement / preparation									
No.	Projects approved by the PARF JMB	Framework budget in KM (VAT included)			Planned start of implementation	Duration of the Project in months			Phase the Project is in
	Blueprint of Development of Central Bodies of Governments in BiH – implementation of the phase I (PM) Procurement of equipment	200.000,00			I quarter 2012				At the 23rd session of the PARF JMB, held on December 8, 2011, the PARF JMB enacted the Decision on Giving Agreement to the Tender Documentation.
	Budget Management Information System (PF) - Procurement of equipment	343.248,17			III quarter 2012				After implementation of the Activities 1 and 2 of the first part of the project (procurement of consultancy services), procurement of equipment will be initiated.
1	Establishment of Modern Departments for Human Resources Management in the Bodies of Administration in BiH (HRM)	1.594.710,00			January 2012	18			At the 23rd session of the PARF JMB, held on December 8, 2011, the PARF JMB enacted the Decision on Giving Agreement to the Report on Work of the Commission for Public Procurement - Implementation of the second phase of public procurement of services for implementation of the project, and at the same session it enacted the Decision on Giving Agreement to the Decision on Award of the Contract for Procurement of Consultancy Services for Implementation of the Project.
2	Publishing of Informative Material of the Council of Ministers of BiH, the Government of the FBiH, the Government of the RS and the Government of the Brčko District of BiH (IC)	274.000,00			-	5			At the 23rd session of the PARF JMB, held on December 8, 2011, the PARF JMB adopted the Conclusion Annuling the Agreement of the PARF JMB given at the 12th session of the PARF JMB to the project proposal.
3	Treasury Information System of the Brčko Distrikt (PF)	582.894,00			I quarter 2012	24			Report on evaluation of public procurement of services - phase of prequalification for implementation of the project was adopted by the PARF JMB at the 22nd session of the PARF JMB, held on October 21st, 2011.
4	Capacity Building for Prevention of Corruption in Civil Service in BiH (HRM&IC)	500.000,00			III quarter 2012	12			At the 23rd session of the PARF JMB, held on December 8, 2011, the PARF JMB adopted the decision on accepting the terms of reference.
5	Training of Public Relations Officers - phase II (IC)	120.000,00			III quarter 2012	8			At the 23rd session of the PARF JMB, held on December 8, 2011, the PARF JMB adopted the decision on accepting the project proposal and the terms of reference.
	Total for projects in process:	3.614.852,17							