

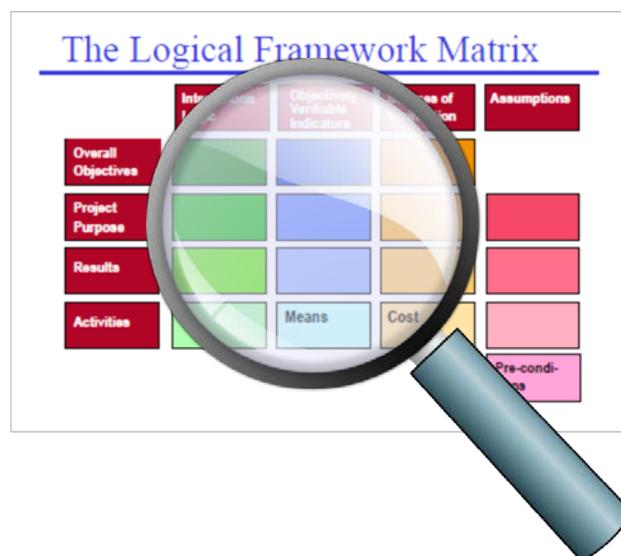


UNIT FOR DONOR COORDINATION, FINANCE, MONITORING AND EVALUATION

MONITORING REPORT

for the project

Strengthening of Capacities for Strategic Planning and Policy Development -
phase II



June 2017



INFORMATION ON THE PROJECT

General Information on the Project:

No. of the Contract: 04-07-2-97-1/16
Title of the Project: *Strengthening of Capacities for Strategic Planning and Policy Development - phase II*
Implementer: Djikić Consulting Services d.o.o. Sarajevo
Date of Signing of the Contract: 26/05/2016
Duration of the Contract: 30 months
Date of Completion: 26/11/2018
Extension Duration: n/a
Changed Date of Completion: n/a
Status of the Project: in implementation

FINANCIAL INFORMATION

Table 1: Overview of the budget on: 26 April 2017

NOTE: The spent funds presented in the table 1 are based on the financial part of the implementer's third interim report, which was at the moment of drafting of this report in the phase of draft. The amounts presented in the table are the amounts without the VAT.

CONTRACTED BUDGET in BAM	BAM 1,506,835.00
SPENT FUNDS in BAM	BAM 320,226.30
SPENT FUNDS in %	21%

	total planned	spent so far	%
1. Work Days of the Experts	2786	683	24
Expenses of the Work Days of the Experts	1,049,640.00	285,300.00	27
2. Accompanying Expenses	457,195.00	34,926.30	8
TOTAL	1,506,835.00	320,226.30	21

1. Overview of Project Activities

This Report covers the period of implementation of the project from May 2016 to June 2017.

The project consists of four components, grouped by the type of the activity. Component A "*Activities of general interest for the project*" is important for implementation of the whole project, and as such is found during the whole duration of the project. The said component includes the activities of promotion and visibility of the project, workshops of the implementation and the supervisory team, activities of organisation of the inception and the final project conference, and the activities of reporting and coordination of the project activities.

The project activities within the component A1. "*Development of capacities and draft of a set of documents*" are in the phase of implementation. By the period related with this report, within the activity 1.1. "Develop and implement the programme of professional education", there was an analysis of the normative and methodological framework, and the existing training programmes by the administration levels. The project team contacted also the representatives of other similar projects who provide the trainings in the field of strategic planning and public policy development, in order to avoid possible overlapping and in order to ensure a comparable methodological approach through trainings of the SPPD project. The programme of training for all three theme fields - strategic planning, public policy development and programme budgeting was prepared and agreed with the managing structures of the project, in accordance with the terms of reference. In relation to the Inception report of the project, there were certain shifts in provision of trainings. So, the initially planned dynamics of implementation of the trainings was shifted in order to additionally agree for each administrative level and for each field the matters of the manner and the procedure of informing and selection of attendees of the trainings, then flexibility and approximation of the planned dynamics of implementation of the training in relation to the calendar of activities of medium term planning by administration levels, and in order to harmonise the matters of duration, location and methods of work. Also there are external factors that had an effect on shift in dynamics of trainings, and these are trainings organised by the CSA or other organisers during December 2016, and also the holidays in the first half of January 2017. The trainings were postponed in the FBiH due to an attempt in finding the appropriate group of attendees, while in the RS and at the level of the institutions of BiH the postponements happened due to expert being unable to implement the contracted trainings, so additional time was needed in order to find an adequate replacement. In the BD BiH the start of trainings was postponed due to establishment of the executive authority after the local elections in 2016. In spite of shift in dynamics of training implementation, the shift of the deadline of implementation of the activity of implementation of the trainings will not affect the whole duration of the project.

In the phase of implementation so far, a total of 14 training modules have been implemented. Regarding strategic planning at the level of BiH (for the level of BiH the modules I and II were merged because sufficient number of officers of the CoM BiH already passed a similar cycle of professional education) and the FBiH, two modules were implemented, at the level of the RS, four modules were implemented (in the RS a dynamics of training implementation was changed in relation to the inception report. Dynamics of training implementation was quickened, considering that in 2017 application of the Decision on the procedure of planning, monitoring and reporting on implementation of the adopted strategies and plans of the Government of the RS and the republic administration bodies started - Official Gazette of the RS, 50/16, and so the beneficiary institutions would be enabled for an adequate application of the said decision), while at the level of the BD BiH one module of training was implemented. Regarding public policy development, two modules were implemented at the level of BiH, and one module at the level of the FBiH and the BD BiH. In the RS, in accordance with the requirements of the representatives of the Government of the RS in the Implementation and the Supervisory Team, the training for development of the public policies was postponed for September 2017, and a priority was to start the training in programme budgeting, which was held in May 2017. The trainings in programme budgeting for other levels are expected in the next period.

Within the activities 1.2., 1.6., 1.9. "Ensure and provide the necessary expert support", at all administration levels, after each implemented module of training, there will be an expert support by the project team, so called mentoring, to the attendees of the training in the immediate work environment regarding draft of a concrete act of the beneficiary institution. According to the needs of the beneficiaries from the level of the RS, the support will be organised within a three day training, where support in a practical work will be continued

immediately after completion of the theory part. Also, for this administration level, it was agreed to transfer a part of the expert days from the first project component, scheduled for mentoring, to an IT support regarding development of an application for planning. Activities regarding mentoring are in the phase of implementation, as well as the activities of harmonisation and signing of the operation plans with each beneficiary institution. By the moment of drafting this report, the project team provided a support to the Federal Ministry of Finance and Treasury in drafting and agreeing the Strategy of Public Finance Management in the FBiH for the period 2017 - 2020. The said strategy was adopted at the session of the Government of the FBiH on 15 June 2017. A support to development of capacities of the civil servants for the jobs of strategic and medium term planning at the level of the ministries of the Government of the FBiH started through a mentor support, related with maintaining and directing the process of planning in the line ministries (medium term plan of the ministry). A support to this, by their immediate participation, is given also by the representatives of the Federal Institute for Development Programming. In the reporting period, there were mentor meetings with 12 federal ministries and administration bodies. There was also an immediate expert assistance in drafting a proposal of programme budgets for all the ministries at the level of BiH, in accordance with the demonstrated requests of the MFT BiH. Provision of immediate expert assistance in the field of public policy development started after implementation of the first and second module of trainings for the level of BiH institutions, and for the level of the FBiH and the BD BiH after implementation of the first module of trainings.

Within the activity 1.3. "Organise the transfer of knowledge and experience through a target study visit to one of the countries with comparable system of planning and public policy development", preparatory activities started for organisation and implementation of knowledge and experience transfer (this activity is implemented as a common for all the theme fields), and their completion is expected by the plan of activities for late July 2017, while the study visit will be implemented in the second half of 2017.

Implementation of the activities related with organisation of the exchange of experience and good practices in all three theme fields is planned for the second half of 2017. (1.4., 1.7., 1.10.).

The project activities within the component A2. "*Institutionalisation of methodologies and strengthening of institutions for coordination*" are in the phase of implementation. In the phase of implementation so far, within the activity 2.1. "Provide support to the CoM / the Governments / the Ministries in draft of acts regulating application of the SP", analysis of the normative framework of the process of medium term and annual planning at the BiH level was drafted, with the objective of identification of recommendations for their improvement. Draft of recommendations is planned for the period July - November 2017. The project team reviewed the condition of normative and methodological framework of strategic planning in the BD BiH, and based on that an analysis of the current condition of the normative methodological framework and needs was drafted as a possible platform for continuation of the activities that are related with introduction of the function of strategic planning for the BD BiH. Within the project, a work material was drafted for the Decision on the procedure of planning, monitoring and reporting on implementation of the adopted strategies and plans of the Government and the institutions of the BD BiH, which was presented to the Government of the BD on 6 July 2017. It was agreed to send the Decision in further procedure of adoption. Regarding provision of support to the Government of the Federation in development of bylaw framework after adoption of the Law on Development Planning, it is necessary to point out that the said law entered into force on 5 May 2017, and it is expected to draft bylaw acts, and the project team is yet to see where they should be involved on that matter. That is the reason for moving this activity to the fourth quarter of 2017. Support to the RS in drafting methodological framework of strategic planning, including the handbook, will wait to previously complete the cycle of trainings so the learned lessons would be incorporated in the methodology. That is the reason for moving this activity to the second quarter of 2018. Within the activity 2.2. "Enable additional development of institutions that coordinate and direct application of SP methodologies", consultations with the DEP and the MFT BiH were implemented, related with the activities of harmonisation of the programmes oriented to results and indicators demonstrated in the medium term work plan and those demonstrated in the institutions budget programming, and in the next period there will be provision of expert assistance. Programme budgets of the institutions of BiH were prepared in cooperation with the DEP and the MFT BiH. Within the activity 2.3. "Provide support to establishment of mechanism of monitoring and reporting of SP", support to the DEP started, related with strengthening of functions and capacities

regarding monitoring and reporting on the Medium term work programme of the CoM BiH. Consultations continued regarding preparation for the coming evaluation of the Medium term work programme of the CoM BiH, dynamics and focus of the project support were harmonised, and the activity continues in the next reporting period. Within the activity 2.4. "Provide support to the governments / CoM in drafting acts that regulate application of SP", a working version of the analysis "Development of policies, overview and analysis of normative framework" was prepared, in accordance with the framework set by the methodology of SIGMA 12 steps. The first part of the analysis includes a normative framework, regulating the said steps, actors and functions and procedures, and the second part of the analysis includes organisational aspects regulated by the normative framework for implementation of certain segments of policy development, as well as functionality of the institutions of the narrower government from the aspect of draft, coordination and implementation of policies. Within the activity 2.7. "Provide IT support for implementation of methodologies of SP and RP", specification of IT equipment was drafted for all administration levels, and a standpoint of the representative of the FBiH that for the needs of more effective support in the immediate work environment it would be necessary to provide a projector for the workshops with the beneficiary representatives, and a technical specification of the projector was given. A technical specification of IT equipment, which was adopted with the Inception report, was amended with the specification of a projector for the level of the FBiH, and in September 2017, the contracting authority is expected to initiate the public procurement procedure. Also, initial consultations were implemented in order to gather information and understand the needs of the beneficiaries at all administration levels regarding the IT support.

Implementation of the project activities within the component A3. "Sustainability of training", by the work plan from the Inception report was foreseen in the later phases of the project implementation.

2. External Factors

The monitor did not notice external factors that affect or might affect the project implementation.

3. Description of the Level of the Achieved Results by the Plan of Activities and the LFA

Planned Results		Description of Achievement
R1	The civil servants trained in application of methodologies for strategic planning and policy development drafted a first set of documents where they applied the new methodologies at all administration levels	This result will be achieved by implementing the activities and subactivities from the project component 1. Activities from the said component are in the phase of implementation. So far, the project team drafted the analysis of normative and methodological framework, and the existing programmes of training by the administration levels (subactivities 1.1.1., 1.5.1., 1.8.1.). The programme of training from strategic planning, public policy development and programme budgeting was prepared and agreed (subactivities 1.1.2., 1.5.2., 1.8.2.). Implementation of trainings at all administration levels is in progress. By the moment of writing this report, the following trainings were implemented at the level of BiH: in strategic planning two modules, in public policy development two modules. The following trainings were implemented at the level of the FBiH: in strategic planning two modules, in public policy development one module. The following trainings were implemented at the level of the RS: in strategic planning four modules, in programme budgeting one module. The following trainings were implemented at the level of the BD BiH: in strategic planning one module, in public policy development one module. In the next period, it is expected to implement the remaining modules from all three theme fields, as well as the remaining activities

		that would contribute to achievement of this result, which were planned for the next reporting period.
R2	Established organisation structure, system of monitoring and reporting in the beneficiary institutions, so it enables functional strategic planning and public policies development at all administration levels.	This result will be achieved by implementing the activities and subactivities from the project component 2. Activities from the said component are in the phase of implementation. So far, the project team drafted the analysis of normative framework of the process of medium term and annual planning at the BiH level, with the objective of identifying recommendations for its improvement (2.1.2). Analysis of the current condition of normative and methodological framework and needs was drafted as a possible platform for continuation of the activities related with introduction of the function of strategic planning for the BD BiH (2.1.5). Programme budgets of the institutions of BiH were prepared in cooperation with the DEP and the MFT BiH (2.2.2). A support to the DEP started regarding strengthening the functions and capacities related with monitoring and reporting on the Medium term work programme of the CoM BiH (2.3). Working version of the analysis Policy development, overview and analysis of normative framework was prepared (2.4.1.). Specification of IT equipment was drafted for all administration levels, and a standpoint of the representative of the FBiH that for the needs of more effective support in the immediate work environment it would be necessary to provide a projector for the workshops with the beneficiary representatives, and a technical specification of the projector was given (7.5). In the next period, it is expected to implement the remaining activities that would contribute to achievement of this result, which were planned for the next reporting period.
R3	The state, entity and the BD BiH agencies / departments for civil service took the obligation of training civil servants.	This result will be achieved by implementing the activities and subactivities from the project component 3. Start of implementation of the activities from the said component, and thus achievement of this result is expected in the later phases of implementation of the project.

4. Overview of Achievements of the Planned Activities by the Logical Framework

(see the attached Annex 4)

5. Evaluation of the Implementer's Work

5.1. Engagement of the Project Manager

Engagement of the project manager is satisfactory.

5.2. Administrative-Technical Capacities

Based on a review of the project documentation, as well as a conversation with Mr Suad Musić, project leader, the contracting authority and the beneficiaries, the administrative technical capacities of the project were adequate for a successful implementation of the project activities.

5.3. Reporting and Procedures

The reports were submitted within a deadline and in accordance with the set procedures. So far, the contracting authority received the Inception Report, and three interim reports, with the note that the third interim report is in the phase of draft.

5.4. Project beneficiaries and partners

Project beneficiaries, members of the implementation team and the supervisory team are satisfied with implementation of the activities so far. Cooperation with all the project actors is at a satisfactory level.

6. Conclusions

In the implementation phase so far, the project team, in accordance with the planned activities, worked on implementation of the first two project components. Implementation of the said project components is ongoing, considering that implementation of activities from the said components is in progress.

7. Recommendations

For the Implementer:

1. Revise the plan of activities, considering deviations that happened during project implementation;
2. Revise the activities from the LFM, considering they are not in accordance with the activities presented in the Inception Report;
3. In the next Interim report, in the part "overview of achievements of the planned activities and results by the LFM", it is necessary to state all the activities, and the degree of their implementation, regardless whether they were or were not planned in the reporting period, which were included in the LFM and the plan of activities.

List of Annexes

1. *Logical Framework Matrix*
2. *Plan of Activities*
3. *Plan of Expenses*
4. *Overview of Achievements of the Planned Activities by the Logical Framework*
5. *List of Interlocutors / Interviews*

Dates of monitoring visits: from 7 June to 20 June 2017

Interviews with: see the list of interlocutors in the Annex V.

Date: 21/07/2017

ANNEX 1				
LOGICAL FRAMEWORK / MATRIX: STRENGTHENING CAPACITIES FOR STRATEGIC PLANNING AND POLICY DEVELOPMENT - PHASE II (SPPD II)				
Indicator type	Logic of work	Objectively Verifiable Indicators	Sources of Verification	Assumptions
		Impact indicators at the level of the general objective		Assumptions for achievement of the overall project objective
Impact indicators - overall objective	#####	Level of coordinated strategic planning and public policy development in BiH; dynamics of progress of BiH in the process of access to the EU assistance; satisfaction of citizens with the quality of public services and the level of public oversight over the work of the government; degree of financial sustainability of strategic and planning documents	Annual EC reports; assessments and SIGMA reports on policy making and coordination; medium term plans and sector strategies; reports on implementation of strategic documents and reports on evaluation; reports on use of IPA funds	Compatible and harmonised system of policy making and strategic (medium term) planning for the whole BiH
		Indicators at the level of the purpose of the project / specific objective		Assumptions for achievement of the project purpose
Effects indicators - purpose of the project	Development of functional and sustainable systems of strategic planning, related with budget planning and public policy development based on evidence at the level of the state, entities and the Brčko District, promoting efficiency, effectiveness, accountability and support to the process of EU integration	Level of harmonisation of strategic planning and medium term budget framework; volume and number of strategic and planning documents followed by adequate financial assessments; frequency of use of analytic tools in enactment of public policies	Annual EC reports; assessments and SIGMA reports on policy making and coordination; reports on implementation and evaluation of implementation of strategic documents of administration bodies, NGOs and international organisations	(Functionally) linked functions of strategic and budget planning and informed decision making on public policies integrated in the procedural norms on work of the governments / CoM (rules of procedure) and their consistent implementation ensured
		Result level performance indicators		Assumptions for achievement of project results
Performance indicators - results	R 1. The civil servants trained in application of methodologies for strategic planning and policy development drafted a first set of documents where they applied the new methodologies at all administration levels (4) R 2. Established organisation structure, system of monitoring and reporting in the beneficiary institutions, so it enables functional strategic planning and public policies development at all administration levels (4) R 3. The state, entity and the BD BiH agencies / departments for civil service took the obligation of training civil servants.	##### Adjustment of internal organisation structure and procedures to the needs of the efficient strategic planning and public policies development; created preconditions of monitoring and reporting in accordance with the set results of the public policies and strategic documents Frequency and quality of expert training for the civil servants in the area of strategic planning and public policies development	Regular reports of coordinating institutions (as ministries of finance, the DEP, the secretariats general of governments, etc.), annual reports of the EU, NGOs and international organisations, number and volume of harmonised operational plans, interim and final report of the project Ordinances on internal organisation of the beneficiary institutions; methodological and normative changes to the procedure of monitoring and reporting by the documents of public policies and by strategic documents; interim and final report of the project Annual training plan of the agencies / departments for civil service in BiH; functional electronic training modules, annual reports of the civil service agencies / departments on implemented trainings; evaluations forms of the participants	Adequate selection and continuous presence of the training attendees; specified needs of the beneficiary institutions formulated through operational support plans (strategies, regulations, planning documents, etc.); rounded legal framework of strategic planning and policy development, linked with the rules of procedure of the governments / the CoM Recognised need and accepted changes of internal organisation of the beneficiaries, enabling more efficient execution of the functions related with strategic planning and policy development; applied improved methodology of reporting and evaluation of implementation of strategic documents and public policy documents Functional practice of professional improvement through electronic learning in the civil service; readiness and interest of the civil service agencies / departments to take over the training programme, as well as the module of electronic learning and their operation
	A General activities of interest for implementation of the project	Indicators at the level of the results of the implemented activities		Assumptions for implementation of specific activities

Process indicators - activities	a. Organise activities on promotion and visibility of the of the project (organising promotional events as conferences and through other communication channels)	Increased publicity of the project; improved understanding of significance of functions of strategic planning and public policy development and active contribution to the project activities	Public releases, daily press; participation of senior managers in project activities	Recognised need for an active contribution to the project activities from the members of the implementation team and the supervisory team
	b. Ensure managing - coordination activities (organise workshops with senior managing officers, work and consultative meetings with the representatives of the implementation team and the supervisory team of the project, etc.)	More efficient management, coordination and implementation of the project	Interim and final report of the project, recommendations of the managing structures	Professional interest of senior managers for improvements in the field of strategic planning and policy development
	c. Reporting, evaluation and project implementation monitoring	Regular reporting and undertaking of corrective measures		Regular and timely decision making of managing structures of the project
	Specific Activities			
	A 1. Capacity development and draft of documents			
	<i>Strategic planning (SP)</i>			Assumptions for project implementation
	1.1. Develop and implement the programme of professional training of civil servants for strategic planning through 5 thematically linked modules	Increased general level of knowledge of the target group of civil servants on the approach and the methodologies for strategic planning through <u>implemented training programme</u>	Training programme for strategic planning; reports on implemented training modules; number of attendees (130 officers), interim and final reports	Programmes of training harmonised with the beneficiaries regarding specific needs for each administration level (content, target group, duration, etc.)
	1.2. Ensure and provide immediate expert assistance to the attendees of the training in the beneficiary institutions after each implemented training module, in accordance with the operational <u>support plan in the work environment</u>	Higher degree of abilities of the civil servants for practical application of the learned methodologies and techniques of strategic planning	Reports and number of quarterly agreed operational plans; interim reports regarding dynamics of implementation of the operational plans	Adequate selection of attendees of the training executed by the beneficiary institutions, in accordance with the target group
	1.3. Organise knowledge and experience transfer on strategic planning and public policy development through a target study visit to one of the countries with comparable planning and public policy development system	Achieved knowledge and experience transfer on strategic planning through immediate insight in the practice of another administrative system	Number of study visit participants and plans of application of the learned lessons	Availability of officers for continuous expert training and motivation / absorption capacities
	1.4. Organise exchange of experience and good practice in the field of strategic planning with the surrounding countries and within BiH	Increased level of knowledge and understanding on functioning of the system of strategic planning in the surrounding countries, higher level of mutual exchange of practice and experience in BiH and widened network	Number of implemented workshops where practitioners from BiH and the region participated (4); immediate contacts in BiH and the region achieved; number of participants from BiH (40)	Clearly demonstrated interest of beneficiary institutions for support in the work environment through practical work on concrete documents, formulated through agreed operations plan of support
	<i>Policy development (PD)</i>			Availability and cooperation of officers for work on concrete documents
	1.5. Develop and implement the programme of expert education of civil servants for PD through 4 linked theme modules adjusted to the legal framework of each administration level	Increased general level of knowledge of the target group of civil servants on the approach and the methodologies of public policies through <u>implemented training programme</u>	Training programme for development of public policies; reports on implemented training modules (2); number of attendees (130 officers)	Agreement on the dynamics and programme activities of the regional initiatives
	1.6. Ensure and provide immediate expert assistance to the attendees of the training in the beneficiary institutions after each implemented training module, in accordance with the operational <u>support plan in the work environment</u>	Higher degree of abilities of the civil servants for practical application of the learned methodologies and techniques of strategic planning	Reports and number of agreed and implemented operations plans	
	1.7. Organise exchange of experience and good practice in the field of public policy development with the surrounding countries and within BiH	Increased level of knowledge and understanding on the system of policy development in the surrounding countries, higher level of mutual exchange of practice and experience in BiH and widened network of	Number of implemented workshops where practitioners from BiH and the region participated (4); immediate contacts in BiH and the region achieved; number of participants from BiH (40)	
	<i>Programme budgeting (PB)</i>			
	1.8. Develop and implement the programme of expert education of civil servants for PB through 2 linked theme modules adjusted to the legal framework of each administration level	Increased general level of knowledge of the target group of civil servants on the approach and the methodologies of public policies through <u>implemented training programme</u>	Training programme for development of public policies; reports on implemented training modules (2); number of attendees (130 officers)	
	1.9. Ensure and provide immediate expert assistance to the attendees of the training in the beneficiary institutions after each implemented training module, in accordance with the operational <u>support plan in the work environment</u>	Higher degree of abilities of the civil servants for practical application of programme budgeting related with strategic planning	Reports and number of agreed and implemented operations plans	
	1.10. Organise exchange of experience and good practice in the field of programme budgeting with the surrounding countries and within BiH	Increased level of knowledge and understanding on programme budgeting in the surrounding countries, higher level of mutual exchange of practice and experience in BiH and widened network of contacts in	Number of implemented workshops where practitioners from BiH and the region participated (2); immediate contacts in BiH and the region achieved; number of participants from BiH (40)	

A 2. Institutionalisation of methodologies and strengthening institutions for coordination:			
<i>Strategic Planning</i>			Assumptions and risks for project implementation
2.1. Support the governments / the CoM in draft of acts, which regulate application of strategic planning and public policy development.	Improved legal and methodological framework related with strategic planning of policies through support in drafting legal and methodological solutions	Strategic framework for BiH Revised; analysis of normative framework of medium term and annual planning at the level of the CoM BiH; recommendations for improvement of normative framework of SP at the level of the CoM BiH; work materials of bylaws after adoption of the Law on Development Planning of the FBiH; proposal of normative framework of strategic planning at the	Harmonised dynamics of preparation and draft of normative and methodological acts that make the framework of the system of planning and development of public policies with beneficiary institutions
2.2. Support establishment of the functions of strategic planning in the departments of ministries and beneficiary institutions	Ensured preconditions for strengthening the function of strategic planning in the beneficiary institutions	Analysis of organisation solutions of the SP function at all the administration levels, and recommendations for improvement of the condition; guidelines for internal procedures of	interest of the managers of the institutions to organisationally improve the functions of strategic planning and policy development through revised organisation solutions
2.3. Enable additional development of capacities of institutions, which will, in accordance with their competencies and the present regulations, coordinate and direct the application of the methodology of strategic planning	Strengthened capacities of the coordinating institutions in the part of reporting and evaluation of medium term plans	Methodology for evaluation of the Medium term programme of the CoM BiH; report on evaluation of the medium term programme of the CoM BiH	Readiness and commitment of decision makers for improvement of the legal and methodological framework of strategic planning and public policy development as a result of analyses, recommendations and prepared proposals
2.4. Support establishment and functionality of the mechanism of monitoring and reporting	Improved methodology of reporting by the Medium term programme of the CoM BiH	Report on implementation of the medium term programme of the CoM BiH	Recognising the need to harmonise the procedures and activity of drafting strategic documents and public policy documents within the beneficiary institutions (internally)
<i>Policy development</i>			
2.5. Support the governments / the CoM in draft of acts regulating application of policy development	Improved legal framework related with public policies development through support in drafting legal solutions	Recommendations for implementation of inter-ministerial consultations; drafted proposal of normative framework of policy development of the BD	
2.6. Support establishment of the functions of policy development in the departments of ministries and other institutions	Ensured preconditions for strengthening the function of policy development in the beneficiary institutions	Analysis of organisation solutions of the function of public policy development at all administration levels and recommendations for improvement of the condition	
2.7. Provide support to establishment of monitoring and reporting mechanisms, which ensure application of PM	Improved methodology of reporting on implementation of public policies	Methodology of integrated reporting on implementation and effect of the rules on public <u>policy development</u>	
<i>IT support</i>			
2.8. Provide IT support for implementation of methodology for SP and PM, including reporting	Ensured preconditions for IT support to the process of strategic planning	Needs analysis and draft of recommendations for improvement of the functions of SP and PM through use of IT; improved IT support to planning and public policy development through IT solutions adjusted to each administration level	
A 3. Sustainability of trainings:			Assumptions and risks for project implementation
3.1. Implement the technical assistance at the request of the governments / CoM - key documents related with the process of <u>accession to the EU in the segment of SP and PM</u>	Beneficiary requests		Existence of technical preconditions and the practice of professional education through electronic modules of learning on the side of the agencies / departments for civil service
3.2. Design packages of training for strategic planning and public policy development in cooperation with the CSA	Agreed training programmes	Interim reports, final report; training programmes; modules of electronic learning for strategic planning and public policy development	
3.3. Design modules of electronic learning for strategic planning and public policy development	Modules of electronic learning given to the CSA		Interest and readiness of the CSA to ensure through their own training programmes and after completion of the project, a continuous training in the field of strategic planning and public policy development and through provision of the possibility of electronic learning
3.4. Modules of electronic learning are to be put at disposal to the agencies / departments for civil service in order to continue expert education			
		Signature and Stamp of the Bidder:	

<i>Policy development (PD)</i>	
2.4. Provide support to the governments / the CoM in drafting acts that regulate application of PM	
2.4.1. Analysis of normative framework of PM of the CoM and draft and agreement on the recommendations for improvement	
2.4.2. Support development of normative framework of PM for BD	
2.5. Support to establishment of functions of PM in the ministries	
2.5.1. Analysis of organisation solutions of the function of PM, draft and agreement on recommendations	
2.5.2. Analysis of implementation of inter-ministerial consultations and draft and harmonisation of recommendations	
2.6. Provide support to establishment of monitoring and reporting mechanisms for PM	
2.6.1. Support improvement of methodology of reporting on implementation of acts on PM	
2.7. Provide IT support for implementation of methodologies of SP and PM	
2.7.1. Draft recommendations for improvement of the PMIS for the needs of institutions of BiH through support to the Ministry of Finance and Treasury of BiH and to the BD BiH	
2.7.2. Draft recommendations and develop IT solution for support to the process of annual planning in the institutions of BiH and the Secretariat General of the CoM BiH	

ANNEX 4: Overview of Achievements of the Planned Activities by the Logical Framework

Planned Activities	Objectively Verifiable indicators (OVI) / Funds / Expenses	Planned (yes/no)	Achieved (yes/no)	Comment
Component A. ACTIVITIES OF GENERAL INTEREST FOR THE PROJECT				
a.) Activities of promotion and visibility of the project		YES	ONGOING	So far, within this activity, an inception conference of the project was organised on 11 November 2017. Regarding promotion of the project, there was a workshop with the ministries secretaries in Banja Luka on 22nd and 23rd December 2016 There were meetings with the representatives of the beneficiary institutions. There were activities of presentation of the project to all the relevant international organisations and related projects.
b.) Managing - coordination activities		YES	ONGOING	There are regular meetings with the members of the implementation and the supervisory team. On 22nd and 23rd December 2016 in Banja Luka, in cooperation with the Secretariat General of the Government of the RS, there was a workshop with the secretaries of the ministries of the Government of the RS. Also, there was a meeting with the Mayor of the BD BiH, where the possibilities of project support to the bodies of the Government of the BD BiH were presented. The project team achieved cooperation and contacts also with other projects that are maintained in this area.
c.) Reporting, evaluation and project implementation monitoring		YES	ONGOING	A form for evaluation of the effects of implementation of the training programme implementation was prepared, serving for information gathering on satisfaction of training attendees with the implemented training. After each training a degree of satisfaction of training attendees with the implemented activities regarding professional training is monitored.
Component A1. CAPACITY				

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DEVELOPMENT AND DRAFT OF A SET OF DOCUMENTS				
Strategic planning (SP)				
Activity 1.1. Develop and implement the programme of professional training of civil servants for strategic planning through five thematically linked modules		YES	ONGOING	This activity is in the phase of implementation. So far there was an analysis of normative and methodological framework, and the existing programmes of training by administration levels. The programme of training for the field of strategic planning was prepared and agreed with the managing structures of the project. Training implementation is ongoing, and in the period covered by the monitoring report, there were two modules of training at the level of BiH and the FBiH, at the level of the RS there were four modules of training, and at the level of the BD BiH there was one model of training.
Activity 1.2. Ensure and provide immediate expert assistance to the attendees of the training in the beneficiary institutions after each implemented training module, in accordance with the operational support plan in the work environment		YES	ONGOING	This activity is in the phase of implementation. Operations plan was signed with the MFT BiH, mentoring themes were agreed for the ministries of the FBiH, and in the next period, it is expected to sign other operational plans of the beneficiary institutions. Mentor meetings were implemented with the ministries of the FBiH, after the first module of the training. There is ongoing organisation and implementation of mentor meetings at the levels of BiH and the BD BiH.
Activity 1.3. Organise knowledge and experience transfer on strategic planning and public policy development through a target study visit to one of the countries with comparable planning and public policy development system		YES	ONGOING	Preparatory activities were initiated for organisation and implementation of knowledge and experience transfer, and for organisation of a study visit.
Activity 1.4. Organise exchange of experience and good practice in the field of strategic planning with the surrounding countries and within BiH		NO	NO	Activity was planned for the second half of 2017.
Policy development (PD)				
Activity 1.5. Develop and implement the programme of expert education of civil servants for PD through 4 linked theme modules adjusted to the legal framework of each administration level		YES	ONGOING	This activity is in the phase of implementation. So far there was an analysis of normative and methodological framework, and the existing programmes of training by administration levels. The programme of training for the field of public policy development was prepared and agreed with the managing structures of the project. Training implementation is ongoing, and in the period covered by the monitoring report, there were

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				two modules of training at the level of BiH and the FBiH and the BD BiH level there was one module of training. In the RS, the trainings were postponed by September 2017.
Activity 1.6. Ensure and provide immediate expert assistance to the attendees of the training in the beneficiary institutions after each implemented training module, in accordance with the operational support plan in the work environment		YES	ONGOING	This activity is in the phase of implementation. There were mentor meetings with the ministries and the administrative bodies of the CoM BiH: the PARCO, the CSA BiH, the DEP, the Ministry of Civil Affairs, the Ministry of Communication and Transport, the Ministry of Defence, the Ministry of Justice, the Legislation Office. The project team provided an immediate expert support to the process of draft of Strategy of Public Finance Management of the FBiH, and at this level, as well as at the level of the BD BiH there were preparations for organisation of mentor meetings.
Activity 1.7. Organise exchange of experience and good practice in the field of public policy development with the surrounding countries and within BiH		NO	NO	Activity was planned for the second half of 2017.
Programme budgeting (PB)				
Activity 1.8. Develop and implement the programme of expert education of civil servants for PB through 2 linked theme modules adjusted to the legal framework of each administration level		YES	ONGOING	This activity is in the phase of implementation. So far an analysis of normative and methodological framework was drafted, and a programme of training for the field of programme budgeting was prepared and agreed with the managing structures of the project. The training in programme budgeting was implemented at the level of the RS, while at other levels it is expected in the following period.
Activity 1.9. Ensure and provide immediate expert assistance to the attendees of the training in the beneficiary institutions after each implemented training module, in accordance with the operational support plan in the work environment		YES	ONGOING	This activity is in the phase of implementation. Provided additional expert support to the MFT BiH on compiling and processing comments on the Strategy of public finance management.
Activity 1.10. Organise exchange of experience and good practice in the field of programme budgeting with the surrounding countries and within BiH		NO	NO	Activity was planned for the second half of 2017.

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Component A2. INSTITUTIONALISATION OF METHODOLOGIES AND STRENGTHENING INSTITUTIONS FOR COORDINATION				
Strategic Planning				
Activity 2.1. Support the governments / the CoM in draft of acts, which regulate application of strategic planning and public policy development.		YES	ONGOING	This activity is in the phase of implementation. So far, the analysis of normative framework of the process of medium term and annual planning at the BiH level was drafted, with the objective of identifying recommendations for its improvement. Analysis of the normative and methodological framework and needs was drafted as a possible platform for continuation of the activities related with introduction of the function of strategic planning for the BD BiH. Working material of the Decision on the procedure of planning, monitoring and reporting on implementation of adopted strategies and plans of the Government and the institutions of the BD BiH was drafted.
Activity 2.2. Enable additional development of capacities of institutions, which will, in accordance with their competencies and the present regulations, coordinate and direct the application of the methodology of strategic planning		YES	ONGOING	This activity is in the phase of implementation. So far, programme budgets of the institutions of BiH were prepared in cooperation with the DEP and the MFT BiH. Also, consultations were implemented with the DEP and the MFT BiH regarding the activities of harmonisation of the result oriented programmes and indicators demonstrated in the medium term work plan and those demonstrated in the programming of the institutions budgets, and in the next period, provision of expert assistance is expected.
Activity 2.3. Support establishment and functionality of the mechanism of monitoring and reporting		YES	ONGOING	This activity is in the phase of implementation. A support to the DEP started so far, related with strengthening the functions and capacities related with monitoring and reporting on the Medium term work programme of the CoM BiH. Consultations continued for preparation for the coming evaluation of the Medium term work programme of the CoM BiH and the activity continues in the next reporting period.
Policy development				

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<p>Activity 2.4. Support the governments / the CoM in draft of acts regulating application of policy development</p>		<p>YES</p>	<p>ONGOING</p>	<p>This activity is in the phase of implementation. So far, working version of the analysis "Policy development, overview and analysis of normative framework" was prepared.</p>
<p>Activity 2.5. Support establishment of the functions of policy development in the departments of ministries and other institutions</p>		<p>YES</p>	<p>ONGOING</p>	<p>This activity is in the phase of implementation. So far, working version of the analysis "Policy development, overview and analysis of normative framework" was prepared. Analysis covers overview of the condition at the level of the institutions of BiH by the SIGMA methodology of 12 steps of policy development, and it includes normative framework regulating the said steps, as well as actors functions and procedures. The second part of the analysis covers organisational aspects prescribed by the normative framework for implementation of certain segments of policy development, as well as functionality of the institutions of the narrow government from the aspect of draft, coordination and implementation of policies.</p>
<p>Activity 2.6. Provide support to establishment of monitoring and reporting mechanisms, which ensure application of PM</p>		<p>YES</p>	<p>ONGOING</p>	<p>Activity is in the phase of implementation.</p>
<p>IT support</p>				
<p>Activity 2.7. Provide IT support for implementation of methodology for SP and PM</p>		<p>YES</p>	<p>ONGOING</p>	<p>This activity is in the phase of implementation. So far, specification of IT equipment was drafted for all the administration levels. The representatives of the FBiH especially presented a standpoint that for the needs of more efficient support in a direct work environment it would be necessary to ensure a projector for workshops, and a technical specification of a projector was given.</p>
<p>Component A3. SUSTAINABILITY OF TRAININGS</p>				

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Activity 3.1. Design packages of training for strategic planning and public policy development in cooperation with the CSA		NO	NO	Implementation of this activity is expected in the later stages of project implementation
Activity 3.2. Design modules of electronic learning for strategic planning and public policy development		NO	NO	Implementation of this activity is expected in the later stages of project implementation
Activity 3.3. Modules of electronic learning are to be put at disposal to the agencies / departments for civil service in order to continue expert education		NO	NO	Implementation of this activity is expected in the later stages of project implementation

ANNEX 5. List of Interlocutors / Interviews

No.	Name and Surname	Position, Sector	Institution	Place	Date	Meeting held (yes / no)
1.	Nedžib Delić	Expert advisor in the reform area of Strategic Planning, Coordination and Policy Making	PARCO	Sarajevo	02/06/2017	YES
2.	Nijaz Avdukić	Member of the IT	Federal Institute for Development Programming	Sarajevo	07/06/2017	YES
3.	Zdenko Milinović	Member of the IT	DEP	Sarajevo	07/06/2017	YES
4.	Suad Music	KE1, team leader		Sarajevo	14/06/2017	YES
5.	Srđan Blagovčanin	KE2		Sarajevo	14/06/2017	YES
6.	Smilja Ružičić	Member of the IT	Secretariat General of the Government of the RS	Banja Luka	20/06/2017	NO