

Project Fiche – IPA Annual Action Programme 2007 for Bosnia and Herzegovina
“Further Support to the PARCO - Capacity building of the PARCO in support of the PAR Strategy implementation and donor coordination”

1. Basic information

- 1.1. CRIS Number:** 2007/019-352
- 1.2. Title:** “Further Support to the PARCO -Capacity building of the PARCO in support of the PAR Strategy implementation & donor coordination”
- 1.3. ELARG Sectoral Code:** 01.34 - Institutions
- 1.4. Location:** Bosnia and Herzegovina

Implementing arrangements:

- 1.5. Contracting Authority:** EC Delegation in Bosnia and Herzegovina
- 1.6. Implementing Agency:** EC Delegation in Bosnia and Herzegovina;
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- 1.7. Beneficiary:** The Office of Coordinator for Public Administration Reform within the Cabinet of Chairman of the CoM
Suad Music, Deputy PAR Coordinator
Public Administration Reform Coordinator Office
Bjelave 85, Sarajevo Bosnia and Herzegovina
Tel +387 33 551 295

Secondary beneficiaries: public institutions in State, Entities and Brcko District

Financing:

- 1.8. Overall cost:** 1,345,400 EURO
- 1.9. EU contribution:** 1,345,400 EURO
- 1.10. Final date for contracting:** N+2
- 1.11. Final date for execution of contracts:** N +4
- 1.12. Final date for disbursements:** N + 5

2. Overall Objective and Project Purpose

2.1 Overall objective:

Overall objective is to have in place streamlined, harmonized, effective, transparent and service-oriented public administration capable of leading BiH through SAP.

2.2 Project purpose:

Timely implementation of the Strategy for the public administration reform through continued targeted capacity building of the PARCO and professional advice/guidance for the implementation of the PAR Strategy and AP2.

2.3 Link with AP/NPAA/EP/SAA

The *European Partnership*, as of November 8th 2005, calls for BiH to:

(3.) Further improve the functioning of public administration

(3a.) Implement the consolidated Action Plans on public administration reform and improve administrative procedures. Improve policy-making and co-ordination capacities. Strengthen Human Resource Management across all governmental levels, in particular the development and implementation of efficient recruitment procedures and the building of training capacity for civil servants. Develop and implement a Public Internal Financial Control Strategy. Increase the capacity for progressive legal harmonisation with the acquis.

The PARCO has prepared the **Strategy for the PAR in BiH which comprise two Action Plans. The Strategy and Action Plan 1 (AP 1)** have been adopted by all governments in BiH during summer 2006. AP 1 covers the overall development of horizontal administrative capacities such as legislative drafting, administrative procedure, human resource management, public finance, policy-making and legislative drafting, institutional communication, and information technologies. AP 2 focuses on the reorganisation and strengthening of public sectors - amongst others- to enable the public administration in BiH on all levels to adopt and implement the Acquis.

2.4 Link with MIPD

The **Multi-Annual Indicative Planning Document 2007-09** (MIPD) on page 14, under the subheading 2.2.1 Political requirements, 2.2.1.1 Main areas of intervention, priorities and objectives concerning the reform of public administration in Bosnia and Herzegovina is stating:

Support the Reform of the Public Administration, including the institutions responsible for EU integration policies, in order to obtain a reformed, streamlined, harmonized, effective, transparent and service oriented public administration, capable of leading Bosnia and Herzegovina through the Stabilization and Association Process.

The same document on page 15 under the subheading 2.2.1.2 Expected results and the time frame is stating:

The public administration reform is implemented according to the agreed Public Administration Reform strategy and the action plan.

The following result is expected by the end of the 1st IPA programming cycle (2009):

The PAR is implemented according to the agreed PAR Strategy and the AP. The PAR Strategy indicates as medium term (until 2010) objectives to have the basic horizontal systems in place, strengthened and harmonized, and to streamline sectoral, vertical functions to meet citizens' expectations for more effective and efficient institutions; moreover, to achieve the general and sectoral ability to adopt and implement the aquis uniformly in BiH. This will require sufficient coordination on PAR and EU integration matters within and across various government levels.

3. Description of project

3.1 Background and justification

Public administration (reform) in Bosnia and Herzegovina faces specific problems due to its complex governance structure: fragmentation of functions and weak coordination mechanisms.

Over time though, a concerted and systematic approach to the reform process led to the adoption of a PAR Strategy in autumn 2006 resulting in an increased awareness and improved consolidated information on BiH public administration.

In order to ensure an as systematic as possible approach to the reform process of public administration, the BiH Government established in October 2004 the Office of Coordinator for the Public Administration Reform (PARCO), an organisational unit within the Cabinet of the Chairman of the Council of Ministers BiH. Its location in the Centre of Government was aimed at promoting its coordinating role and ensuring a proper political oversight over the whole preparation and implementation of the PAR Strategy. PARCO is entrusted with the *overall coordination of activities related to preparation, adoption and implementation of the PAR Strategy for BiH*. In order to achieve this, PARCO need to take the following concrete actions:

1. Implementation of Action Plan 1
2. Full development and implementation of Action Plan 2
3. Establishment and making fully operational the PAR Fund
4. Enhance internal capacities of PARCO

Implementation of Action Plan 1

PARCO prepared, jointly with senior civil servants from state, entity and Brcko District level of government in BiH, *the Strategy for Public Administration Reform in BiH and Action plan 1*. The Strategy is focused on the development of capacities in general administrative areas (legislative drafting, HRM, public finance, policy making, administrative procedure, institutional communication, IT). AP1 is accompanying the Strategy, which defines concrete interventions and measures that need to be taken in order to ensure implementation of the Strategy. An implementation methodology is elaborated and few projects are being initiated in early 2007.

Solid implementation structures are needed for the successful implementation of the reform since the governmental structures in BiH are complex, multileveled and lack within themselves proper coordination. The implementation structure or common platform has been designed and adopted.

It contains representatives from all government levels and is divided into three layers: i) implementing level, ii) supervisory level, iii) political level.

Full development and implementation of Action Plan 2

PARCO is also responsible for the coordination of the design and implementation of AP 2. As mentioned above, AP 2 will address the reform of sectoral administrative functions. Since its development relates to the overall administrative architecture, it is highly politically sensitive and can easily be misunderstood as being similar to the process of constitutional reform. It requires a more intensive cooperation of PARCO with key stakeholders in public administration of all levels, especially with the Directorate of European Integration. The goal of the AP-2 as stated in the strategy is “To create administrative framework for adoption and implementation of *acquis*”.

The coordination of drafting, developing and implementation of the AP-2 must be synchronized and fine-tuned with other relevant processes whose aim is implementation of the strategic priorities in BiH as well. In other words, the activities of the AP-2 must assure synergy as well as must contribute to accomplishment of other strategic goals highlighted in other documents such as NPAA, NDP, PIP and their planning must be linked or incorporated with the process of overall strategic budget planning for the entire country.

Establishment and making fully operational the PAR Fund

A role of the PARCO is also to efficiently coordinate all donor activities in the area of public administration. *The PARCO is entrusted to manage the PAR Fund*, which is established by donors consisted of the UK Department for International Development (DFID), the Swedish International Development Co-operation Agency (Sida), the Netherlands Ministry for Development Co-operation and the Delegation of the European Commission (ECD), in order to support the implementation of the PAR Strategy (its total budget is 4,5 M EURO over 3 years).

The Memorandum of Understanding (MoU) regulates the establishment of the PAR Fund, rights and responsibilities of the contracting authorities of both sides (donors, and governments in BiH). This MoU establishes the jointly decided terms and procedures for specified financial support to the PAR Strategy and serves as a co-ordinating framework for consultation between the Donors, the PARCO, the Ministry of Finance and Treasury BiH (MoFT BiH) and Entity and Brcko District PAR Coordinators. The MoU is signed recently.

All decisions on the usage of the PAR Fund will be made through the *PAR Fund Management Board*, which consists of the PAR coordinators from entity, Brcko District governments and CoM BiH, representative from the Ministry of Finance and Treasury BiH, and representatives from donors. The first draft documents (*Rulebook for the PAR Fund Management Board, Procurement Commission, Evaluation Criteria for Service Procurement*) for the regulation of the work of the PAR Fund Management Board have been presented at the first meeting of the Management Board, and they are expected to be adopted after proposed revision. These documents will be a basis for the management of the PAR Fund.

The PARCO has huge responsibilities in managing the PAR Fund. The PARCO has to perform all *programming activities* (preparation of Terms of References to be financed by PAR Fund, monitoring, reporting, evaluation) and also *all procurement activities* in accordance with the Law on Public Procurement of BiH, *for projects approved by Management Board of the PAR Fund*.

Enhancing internal capacities of PARCO

The PARCO is now operational. Currently there are ten persons working in the Office: a) PAR Coordinator and Deputy PAR coordinator, b) six civil servants, c) two contracted persons, while recruitment for the remaining 8 positions is still pending. PARCO is planned to be fully staffed before the project starts, in accordance to the existing Rulebook.

Having said that, it needs to be pointed out that the capacities described in its rulebook may not be sufficient to satisfactorily fulfil all the tasks and duties deriving from the implementation of AP 1 and the creation, adoption and implementation of AP II. The six reform areas in AP 1 alone contain 23 relatively large scale projects to reform horizontal capacities of the public administration in BiH. Their initial implementation costs are calculated to be close to 30 Million Euros. As AP 2 has not yet been designed, its costs have not yet been assessed. PARCO has a lead role in this multi-disciplinary process. Its need for knowledge, advice and skills is vast.

The currently running TA to the PARCO started in September 2005 and will last until September 2007. This project provided a great support to the PARCO in: i) supporting the institutionalisation of the PARCO (drafting a rulebook, budget, procedures, work plan), ii) preparation of the PAR Strategy and AP I, iii) designing of monitoring tools for the implementation of the Strategy, iv) doing the first preparation work on the design and methodology for AP 2, v) drafting structure for the implementation of the AP I.

Components of further TA to PARCO

1. Implementation of Action Plan 1.

- Develop customised professional development programme for each PARCO employee¹;
- Promote the role of PARCO in BiH public administration reform process;
- Training of PARCO staff in project management skills
- Engage TA support to PARCO to assist implementation of AP1.

2. Further development and implementation of Action Plan 2

- With DEI promote understanding of AP2 at all government levels;
- Devise implementation structures for AP2
- Provide liaison and co-ordination of sector reforms between BiH Council of Ministers and other stakeholders;
- Training of PARCO staff for drafting and implementation of AP2

3. Assistance to PARCO to manage the PAR Fund

- Support programming, procurement and contracting, and project management activities;
- Support to preparing reports monitoring progress of project implementation;

¹ Each PARCO employee refers to the employees of the PARCO BiH, as well as PAR Coordinators on Entity levels and Brcko District, and employees in PARCO on Entity levels/Brcko District once established.

- Donor co-ordination to avoid overlapping or duplication of effort;
- Training of PARCO staff in project cycle management.

3.2 Assessment project impact, catalytic effect, sustainability & cross border impact

The project will have wide impact in terms of improving PARCO capacities in effectively carrying out its mandate. Indirectly, the project will also have an impact on the secondary project beneficiaries (implementing administrative bodies and institutions). The proposed project will ensure a higher degree of sustainability of the PAR Process and will provide a higher degree of fulfilment of PARCO duties. The project in general, will support the PAR strategy implementation and thereby contribute to the fulfilment of the BiH EU-integration requirements.

3.3 Results and measurable indicators:

Under the project the following results will be achieved:

1. Capacity of the PARCO staff to coordinate and lead the implementation of priorities from Action Plan 1 improved.
 - 1.1 Designed, developed, and implemented customized professional development programs for each PARCO employee and other potential stakeholders;
 - 1.2 Organized study tour specifically tailored to profile and areas of interest/reform area (in accordance to the AP1) for each PARCO employee;
 - 1.3 Strengthened PARCO's internal capacities on a daily basis in M&E, reporting, project management, event organizing, professional relationships building, & other skills;
 - 1.4 PARCO's activities strategically led & strategic principles understood by PARCO staff;
 - 1.5 Coordinated approach to increase political commitment and awareness/visibility of PAR.
 - 1.6 Access to ad-hoc complementary sectoral expertise secured;
 - 1.7 Effective Management Systems in place & internal procedures institutionalized.
2. The PARCO capacity to coordinate and lead the implementation of Action Plan 2 improved.
 - 2.1 AP 2 developed and adopted by all levels of government in BiH
 - 2.2 Coordination of implementation of AP 2;
 - 2.3 Operationalized PAR Fund for AP2;
 - 2.4 Enhanced capacities of PARCO staff to finalize drafting of AP 2 and to coordinate the implementation of AP 2.
3. PAR Fund and donor coordination effectively managed by the PARCO
 - 3.1. PARCO has trained and qualified staff (incl. accounting staff) to manage PAR Fund.

- 3.2 PAR- Fund management procedures are in place and operationalised;
- 3.3 PARCO introduced effective M&E instruments to follow up use of Funds
- 3.4 Enabled PARCO to mobilize resources from other donors or local governments.

3.4 Activities:

For Result 1:

- 1.1 Develop & implement comprehensive HRD plan for PARCO, defining organization structure, job descriptions, employee development & performance evaluation processes.
 - 1.1.1 Conduct analyses on required skills for each PARCO staff
 - 1.1.2 Conduct a gap analyses between existing-missing skills/competencies per position
 - 1.1.3 Conduct a comprehensive TNA of PARCO staff
 - 1.1.4 Design, develop and implement customized professional development program for each PARCO staff with clear training objective and measurable indicators
 - 1.1.5 Conduct evaluation process to oversee and measure professional development progress.
- 1.2 Develop Europe-wide best practice network of PAR experts as a resource for PARCO.
- 1.3 Organize study tours & develop program encouraging professional contacts with PAR staff.
- 1.4 Develop employee development programmes to build skill base of PARCO employees, and to improve project management, event organization and relationship building.
- 1.5 Initiate quarterly facilitated brainstorming activities along recognized best practices.
- 1.6: Prepare a comprehensive PARCO communication strategy, incl. regular reviews.
- 1.7 Prepare PARCO strategy including vision, mission and goals.
- 1.8: Prepare amended PARCO rulebook and institutional review.
- 1.9: Mobilize external short-term expertise in accordance with the needs of PARCO.
- 1.10 Review internal/external PARCO systems, incl. formalized co-operation with key stakeholders;
- 1.11 Prepare comprehensive institutional development plan for PARCO (excluding training).

For Result 2:

- 2.1 Activities for designing, drafting, promoting, adopting and implementing AP2.
- 2.2 Preparation of ToRs for sector reforms to identify technical assistance for AP2 activities.
- 2.3 Review of staffing needs for coordination of AP2.
- 2.4 Preparation for additional training requirements for AP2.

For Result 3:

3.1 Develop and deliver training programmes in areas relevant to successful PAR Fund implementation, resource mobilization and donor co-ordination.

3.2 Review of all procedures and accompanying documents in order to ensure effective management, reporting, transparency and efficiency of PAR Funds disbursement

3.3 Support to PARCO in preparation of annual and medium term financial PAR requirements, PAR Fund preparation activities, and donor co-ordination.

3.5 Conditionality and sequencing

Minimum staff in place (10 people) including dedicated staff for AP 2.

3.6 Linked activities

- Support to the Directorate for European Integration
- E-Government Phase I, II and possibly III
- DfID Support to PAR in the RS
- UNDP support to PAR in FBIH
- EC-funded follow-up to the Functional Reviews (Agriculture, Health, Education, Justice, Environment, Return, Labour and Employment)
- PIFC Strategy Design and Implementation
- SIGMA support, such as the development of a blueprint for the Center of Government
- HRMIS
- Twinning to the General Secretariat / Legal Office
- DfID support to Directorate for Economic Planning

3.7 Lessons learned

During the development of PAR Strategy and AP I it has been demonstrated that work on PAR has progressed, despite staff capabilities being lower than desired. The employee development plan and the other actions under AP1 will strengthen both the role of PARCO, and the added value accruing to all levels of government and other stakeholders.

So far, the development, adoption and coordination and implementation of the AP-2 are still unclear. However, according to preliminary assessments, new implementing structure will need to be created for AP-2. The complexity of the whole process requires for huge efforts to acquire the relevant knowledge and improved coordination capabilities. Therefore, significant expertise will be needed to provide advice, training & coaching, to ensure a smooth running of the process.

Donors have signalled their need to see a clear and well defined approach of utilizing the PAR fund, while assuring that the goals from the AP-1 and AP-2 to be financed out of fund are likely to be met. The project activities aimed to assist PARCO in managing the PAR fund, would

determine how to create functional and monitoring mechanisms, the training requirements, and project management skills needed for successful implementation.

The complex political and administrative environment in BiH and the demands of European Integration urge BiH to enhance general administrative capacities but also explore more efficient solutions for the administrative sectors that will be capable to implement the Aquis. At the same time a precondition for the whole reform process is the need to generate the political support. This will be addressed by an effective communications strategy.

4. Indicative Budget

The indicative budget for the TA project funded under IPA 2007 is EUR 1,345,400

Activities	TOTAL COST	SOURCES OF FUNDING										
		EU CONTRIBUTION				NATIONAL PUBLIC CONTRIBUTION					PRIVATE	
		Total	% *	IB	INV	Total	% *	Central	Regional	IFIs	Total	% *
Activity 1												
TA Contract	TA	1,345,400.00 EURO		100								
TOTAL		1,345,400.00 EURO		100								

* expressed in % of the Total Cost

5. Indicative Implementation Schedule (periods broken down per quarter)

Contracts	Start of Tendering	Signature of contract	Project Completion
TA Contract	1 st quarter 2009	2nd quarter 2009	2 nd quarter 2010

All projects should in principle be ready for tendering in the 1ST Quarter following the signature of the FA

6. Cross cutting issues

6.1 Equal opportunity:

It is realistic to expect that lots of intermediary and indirect effects would be created in the process of realization of activities of the PARCO support project, and that the issues of human rights, gender equality would not be left outside of its impact. In other words, the whole stream of benefits created by the scope of project activities would have for the effect that the environment within which the public administration operates would be more prone for issues of human rights

to be raised, while due to simplification of procedures, increased transparency and efficiency of the administration procedures, one would be enabled and more motivated to exercise their rights. In that sense, the gender issues would be additionally strengthened by assuring the principles of equal opportunities to women, their ability to make professional career, to move up the scale and occupy senior positions would be easily attainable. Please refer to the section under the subheading 3.2 “catalytic effect”.

6.2 Environment:

The improved legislation procedure would make more easier functioning of each institution when it comes to recommending and drafting laws, as well as in terms of gathering public support needed for their adoption, which in turn would make more likely for issues of environment to be articulated more easily when they come to the focus. Please refer to the section under the subheading 3.2 “catalytic effect”.

6.3 Minorities

There is an indirect impact of the PAR activities to the improved level of living of the minorities. Generally speaking, more efficient and transparent procedures implies less costly and less cumbersome administration for the members of the minorities to seek their right. Moreover, due to extensive informatization of various government’s activities for which this project in addition to other ones would create a platform, more data from state and entity legislation would be available on line of how on the basis of which one would be able to learn how to exercise certain rights, what is the appropriate address to go to, what are the steps of the process, etc. Finally, increased transparency in the process of budget preparation would make possible for minorities people to see how much of state funding would be allocated for their own needs and then be able to act accordingly.

ANNEX I: Logical framework matrix in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche	Programme name and number	
Support to the PARCO – phase II	Contracting period) expires	Disbursement period expires
	Total budget:1,345,00 EURO	IPA budget: 1,345,00 EURO

Overall objective	Objectively verifiable indicators	Sources of Verification	
To have in place streamlined, harmonized, effective, transparent and service-oriented public administration capable of leading BiH through SAP	<ul style="list-style-type: none"> Positive overall progress that BiH is making on its path to EU owing to direct support and contribution through activities of PARCO to reforms in BiH. 	EC Annual Progress Report	
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
Results	Objectively verifiable indicators	Sources of Verification	Assumptions
<p>1. <u>Capacity of the PARCO staff to coordinate and lead the implementation of priorities from AP 1 improved.</u></p> <p>1.1 Designed, developed, and implemented customized professional development programs for each PARCO employee</p> <p>1.2 Organized study tour specifically tailored to profile and areas of interest/reform area (in accordance to the AP1) for each PARCO employee.</p> <p>1.3 Strengthened PARCO’s internal capacities on a daily bases in monitoring and evaluation, reporting, project management, event organizing, professional relationships</p>	<p>For Result 1:</p> <p>1.1: Each PARCO employee assessed as having required level of skills for position held;</p> <p>1.2: Contacts recorded between PARCO staff and professionals/institutions following study tours;</p> <p>1.3: Work programmes show classification of each PARCO employee by skills/areas of competence;</p> <p>1.4: Minimum of 4 planned brainstorming sessions with follow-up take place each year ;</p> <p>1.5: PARCO communications strategy</p>	<p>For Result 1:</p> <ul style="list-style-type: none"> Analyses of required skills/competencies for each position within the PARCO organization structure Gap analyses between existing-missing skills per position Training needs analyses Four step evaluation process of the designed professional development programs: Impact assessment on performance 	

<p>building, and other managerial skills if required.</p> <p>1.4 PARCO’s activities are strategically led and strategic principles are clearly understood by relevant PARCO staff.</p> <p>1.5 Coordinated approach to increase political commitment and general awareness/visibility for PAR.</p> <p>1.6 Access to ad-hoc complementary sectoral expertise secured.</p> <p>1.7 Effective Management Systems in place, and internal operations and procedures institutionalized.</p> <p><u>2. PARCO capacity to coordinate and lead the implementation of AP 2 improved.</u></p> <p>2.1 AP 2 developed and adopted by all levels of government in BiH</p> <p>2.2 Coordination of implementation of AP 2</p> <p>2.3 Operationalized PAR Fund for the AP2</p> <p>2.4 Enhanced capacities of PARCO staff to finalize drafting of AP 2 and to coordinate the implementation of AP 2.</p> <p><u>3. PAR Fund effectively managed by the PARCO</u></p> <p>3.1. PARCO has allocated trained and qualified staff (including accounting and book-keeping staff) to manage PAR Fund.</p> <p>3.2 PAR- Fund management procedures are in place and operationalised by PARCO staff.</p> <p>3.3 PARCO has introduced effective monitoring and evaluation instruments to follow –up the use of Funds.</p> <p>3.4 Enabled PARCO to mobilize resources from other donors or local governments.</p>	<p>reviewed (and revised) quarterly;</p> <p>1.6: Availability of skilled experts from Roster of skilled experts delivers planned results;</p> <p>1.7: Manual of internal document management is adopted in PARCO operations.</p> <p>For Result 2:</p> <p>2.1: Number of relevant stakeholders identified.</p> <p>2.2: Number of meetings and activities held in accordance to the implementation structure for AP2.</p> <p>2.3: Number of projects initiated and approved under the implementation structure of AP2 by the PAR Fund.</p> <p>2.4: Number and assessment of relevant and tailor made professional development programs held.</p> <p>For Result 3</p> <p>3.1: Existence of formal comprehensive training programmes and schedules for PARCO staff.</p> <p>3.2: Number of ToRs prepared and number implemented projects.</p> <p>3.3: Measurement of effectiveness of PARF disbursement; measured impact from implemented projects; 3.4: Secured funding for all projects needed for implementation of AP1 and AP2.</p>	<p>improvement</p> <ul style="list-style-type: none"> • PARCO progress report <p>For Result 2</p> <ul style="list-style-type: none"> • Reports for donors and PAR Fund as required • PARCO progress report • Monitoring and evaluation report per project and per event • Project reports • Impact assessment per project implemented and event organized 	
Activities	Means	Costs	Assumptions
Result No.1	Service contract	1,345,400 Euro	

<p>1.1 Develop and implement comprehensive HR development plan for PARCO, defining organization structure, job descriptions, employee development and performance evaluation processes.</p> <p>1.2 Develop Europe-wide network of best practice PAR specialists as a resource for assisting PARCO in BiH;</p> <p>1.3 Organize study tours and develop programme to encourage professional contacts with PAR experts;</p> <p>1.4 Develop employee development programmes to build skill base of PARCO employees, and to improve project management, event organization and relationship building.</p> <p>1.5 Initiate quarterly facilitated brainstorming activities along recognized best practices.</p> <p>1.6: Prepare a comprehensive, supported and effective PARCO communication strategy, with regular review and assessment;</p> <p>1.7 Prepare PARCO strategy including vision, mission and goals;</p> <p>1.8: Prepare amended PARCO rule-book and institutional review, including the role of the PAR Co-ordinator.</p> <p>1.9: Mobilize external short-term expertise in accordance with the needs of PARCO</p> <p>1.10 Review of internal and external systems of PARCO, including formalized co-operation with key stakeholders;</p> <p>1.11 Prepare comprehensive institutional development plan for PARCO (excluding training), setting out set of procedures and operations.</p> <p>Result No 2.</p> <p>2.1 Activities for designing, drafting, promoting, adopting and implementing</p>			
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<p>AP2.</p> <p>2.2 Preparation of Terms of Reference for sector reforms to identify technical assistance for AP2 activities.</p> <p>2.3 Review of staffing needs for coordination of AP2.</p> <p>2.4 Preparation for additional training requirements for AP2.</p> <p>Result No 3.</p> <p>3.1 Develop and deliver training programmes in areas relevant to successful PAR Fund implementation, resource mobilization and donor co-ordination.</p> <p>3.2 Review of all procedures and accompanying documents in order to ensure effective management, reporting, transparency and efficiency of PAR Funds disbursement</p> <p>3.3 Support to PARCO in preparation of annual and medium term financial PAR requirements, PAR Fund preparation activities, and donor co-ordination.</p>			
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ANNEX II: amounts (in EUR) Contracted and disbursed by quarter for the project

Contracted	II / 09	III / 09	I / 10	II / 11
Contract 1. TA	1,3454,00			
Disbursed				
Contract 1 TA		403,620.00	807,240.00	134,540.00
Cumulated		403,620.00	1,210,860.00	1,345,400.00

ANNEX III: Reference to laws, regulations and strategic documents

Reference list of relevant documents and laws

- Decision on establishment of Office of the Coordinator for Public Administration Reform
- Memorandum of Understanding for PAR Fund
- Decisions on Adoption of PAR Strategy and Action Plan 1 by Council of Ministers of BiH, and by Governments of Federation of BiH, Republika Srpska and Brcko District
- Decisions on adoption of implementation structure (common platform) for AP1
- Decisions on appointment of PAR Coordinators for Federation BiH, RS and Brcko District
- Rulebook for PARCO
- Law on Public Procurement

ANNEX 4: Details per EU funded contract

Long-term experts

The project shall provide two **long-term experts** who will be based in Sarajevo in BiH.

Key Expert 1: Team Leader

The **Team Leader** will be responsible for overall project coordination activities, and s/he will also ensure the overall quality of the services provided and of all project deliverables.

Key Expert 2: Business Coaching Expert

The **Business Coaching** expert will be responsible for providing ongoing access to the expertise required for the on-the-job training working one-on-one with the PARCO team members. S/he would also be responsible to coordinate and oversee activities of other relevant experts.

Short-term Experts

Eleven to nineteen **short term experts** in following areas: Human Resource Management, Instructional Designer, Evaluation, Institutional Communication/PA Marketing, Information Technology, PA Institutional Management, Legal Drafting, Policy-making, Public Administration and Public Procurement, Public Finance, Auditing, Experts in public sectors (police, justice, agriculture, health, education, economy, environment, return, etc.)

PROFILE OF EXPERTS

Key Expert 1 - Team Leader

- University degree preferably in public administration or related fields
- Minimum of ten years of professional experience. Preference will be given to candidates who can demonstrate sizeable experience gained in public administration, a Ministry, Agency or Institutional responsibilities for public administration/civil service/auditing etc.
- Experience of providing TA to Governments and working with various administrative levels
- Proven experience in diplomacy skills and negotiation skills
- Proven experience in strategic leading of an institution or organization
- Thorough understanding of BiH PAR complexity and context
- Good understanding of relevant practices & procedures in different EU MS and Candidate Countries
- Ability and preferably experience in working in an advisory capacity in a third country. (Experience of carrying out similar tasks in one of the previous or current candidate countries is desirable)
- Experience in coordinating a team
- Good communication skills
- Fluency in both written and spoken English. Knowledge of local languages will be an asset.

Key Expert 2 – Business Coaching

- University degree preferably in public administration, certification in business coaching would be an asset
- Minimum of five years of proven professional experience in business coaching. Preference will be given to candidates who can demonstrate sizeable experience gained in/with public administration
- Experience in diplomacy/negotiation skills& management of an institution would be an asset
- Thorough understanding of BiH PAR complexity and context

- Good understanding of relevant practices and procedures in different EU MS & Candidate Countries
- Ability and preferably experience in working in an advisory capacity in a third country. (Experience of carrying out similar tasks in one of the previous or current candidate countries is desirable)
- Experience in coordinating a team
- Good communication skills
- Fluency in both written and spoken English. Knowledge of local languages will be an asset.

The profile of Short Term Experts
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- A relevant university degree
- Minimum of five year of working experience in the areas of their expertise
- Knowledge and understanding of the operation of public administration and mechanisms of government
- Experience with analytical work
- Thorough understanding of BiH PAR complexity and context
- Good understanding of relevant practices and procedures in different EU MS & Candidate Countries
- Ability and preferably experience in working in an advisory capacity in a third country. (Experience of carrying out similar tasks in one of the previous or current candidate countries is desirable)
- Experience in coordinating a team
- Good communication skills
- Fluency in both written and spoken English. Knowledge of local languages will be an asset.