

TRAINING STRATEGY FOR LOCAL SELF-GOVERNMENT IN THE FEDERATION OF BOSNIA AND HERZEGOVINA 2011-2015

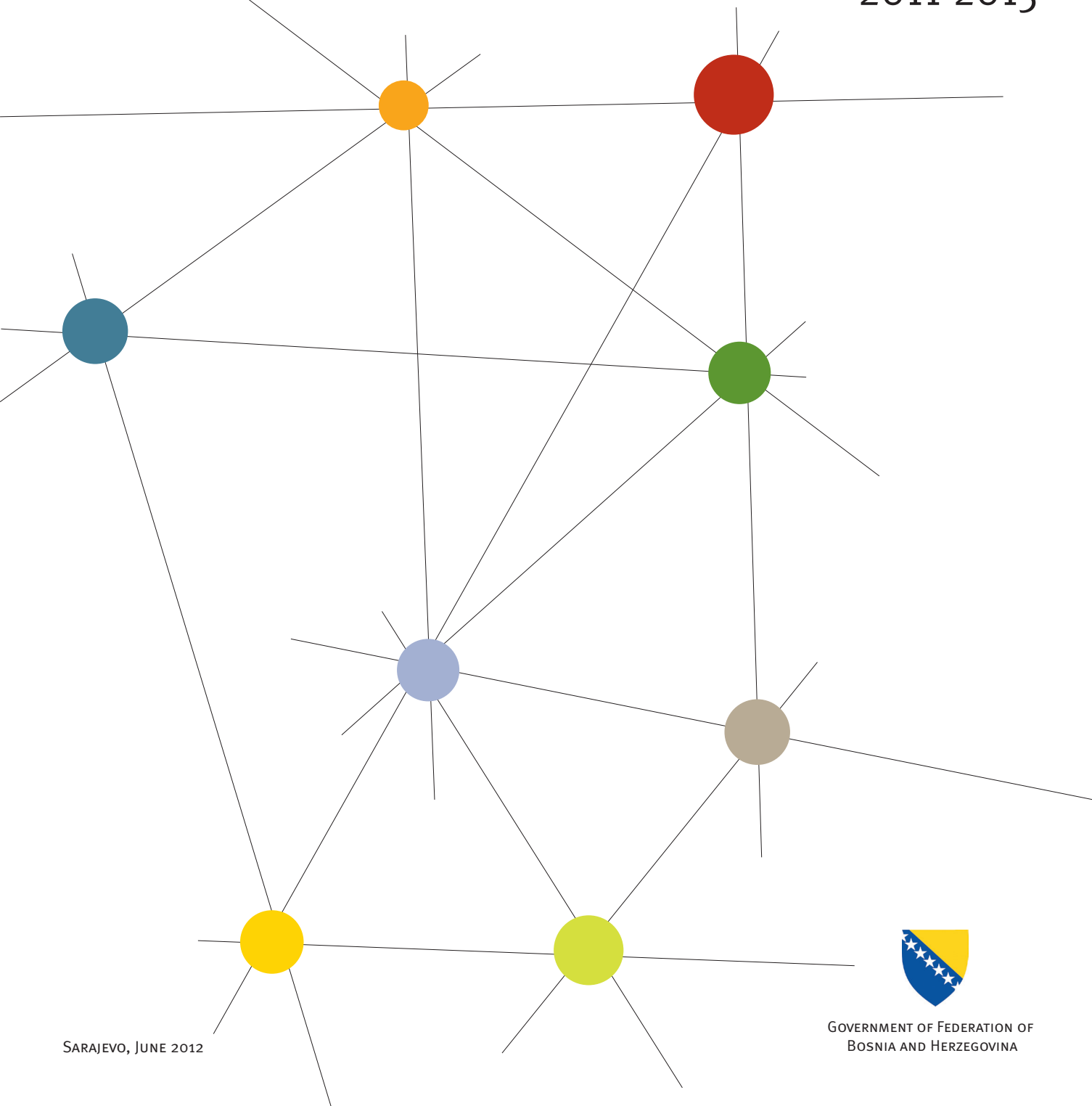


SARAJEVO, JUNE 2012



GOVERNMENT OF FEDERATION OF
BOSNIA AND HERZEGOVINA

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The Training Strategy for Local Self-Governments represents the main result of the work done by the Working Group formed in accordance with the Conclusion of the Government of the Federation of Bosnia and Herzegovina.

The members of the Working Group, listed below, contributed to the design of solutions and content for the strategy:

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The strategy has been prepared within the framework of the UNDP-managed Municipal Training System Project, funded primarily by the Swedish International Development Cooperation Agency (Sida). This project contributes directly to the development of professional local public administrations and sustainable local capacity development through the establishment of entity-level training mechanisms, the development of training strategies, the fostering of municipal human resources management and the strengthening of the domestic training market.

The Strategy was adopted by the Decision of the Government of FBiH no. 199/12, at the 38th Session, held on 22nd February 2012. The Decision was published in the Official Gazette of FBiH no. 19/12 from 2nd March 2012.

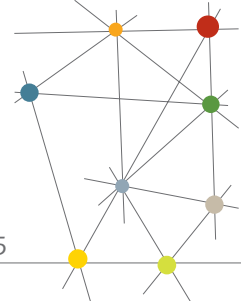
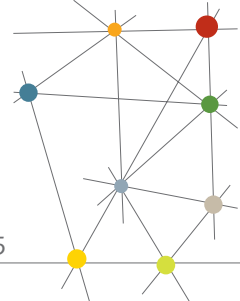


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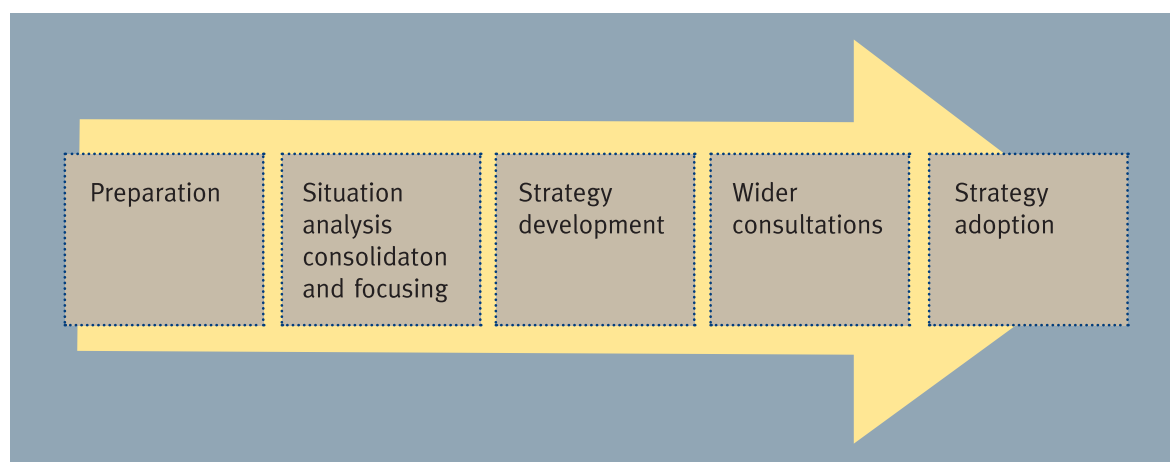


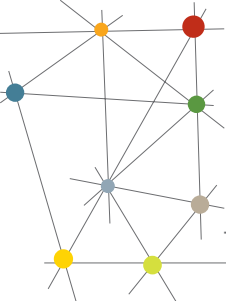
Introduction

The Training Strategy for Local Self-Governments in the Federation of Bosnia and Herzegovina is intended to provide a systemic and stable approach towards the capacity development of employees and elected officials within local-self governments, thus contributing to the overall development of local-self-government and a better quality of service provided to citizens.

The Local Self-Government Training Strategy for the Federation of Bosnia and Herzegovina has been developed in accordance with the principles of participation and ownership. Representatives of local self-governments, the FBiH Civil Service Agency, the FBiH Ministry of Justice, the FBiH Ministry of Finance, the FBiH Parliament as well as representatives of the FBiH Association of Municipalities and Cities have contributed to its development.

During the process of preparing the strategy, the partners agreed to apply an approach consisting of the five major steps shown below.





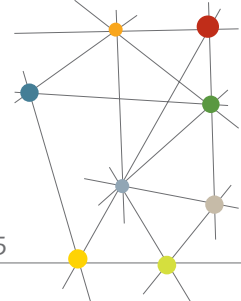
The content and proposals presented in the Training Strategy were drawn together through appropriate well prepared and managed Working Group meetings/workshops, in line with the plan outlined below.

Workshop I (9/3/2010)	Workshop II (30/3/2010)	Workshop III (22/4/2010)	Workshop III (22/4/2010)	Workshop V (09/06/2010)	Workshop VI (08&09/07/2010)
agreement on the methodology	principles and goals (finalisation)	priority target groups and programmes (finalisation)	training system institutionalisation (finalisation)	elaboration of training system institutionalisation models in accordance with changes related to the Law on Civil Service in the FBiH (Article 1)	monitoring and evaluation plan
key findings of the situation analysis	priority target groups	training system institutionalisation	training system financing		
principles and goals of the training system	priority training programmes	training quality assurance	elaboration of objectives		document finalisation

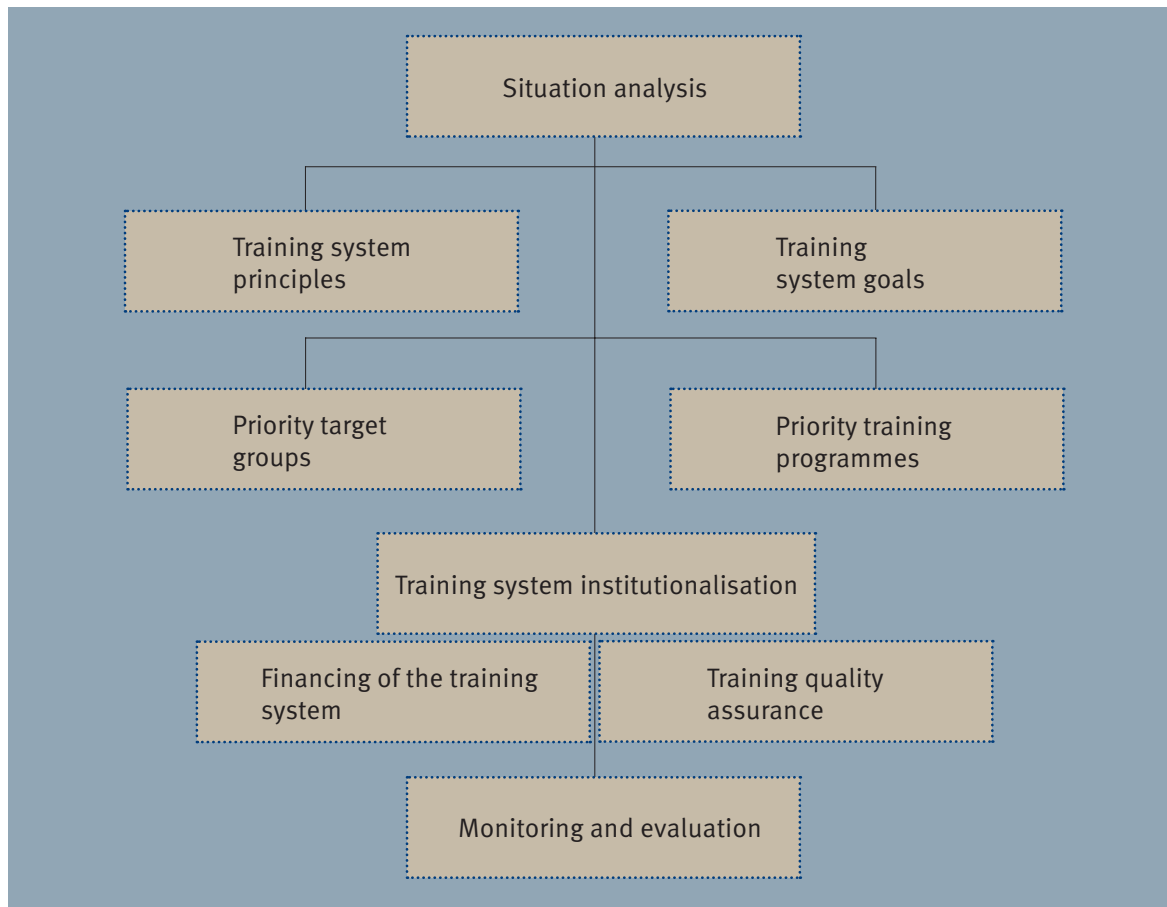
The draft strategy document, developed by the Working Group over a period of several months, has been subject to broad consultation, including:

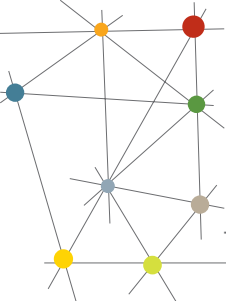
- direct consultation with local self-government representatives, organised in the form of public debates in Zenica, Mostar, Tuzla and Bihać;
- collection of feedback from ministries and other relevant institutions;
- collection of feedback from training providers;
- consultation with international organisations, donors and projects active in the field of local self-governance in BiH.

Proposals and suggestions collected during the consultation process, either through public debates or in written form, have been included accordingly in the strategy document.



The structure of the Local Self-Government Training Strategy is shown below.





Situation Analysis

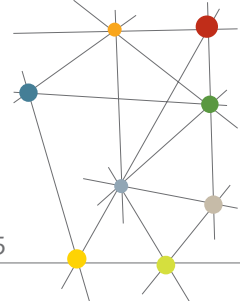
The comprehensive Training Needs Assessment¹ conducted in 2009, within the framework of the Municipal Training System Project, served as a baseline for the preparation of the Local Self-Government Training Strategy in the FBiH. A summary of the assessment findings is provided in annex to this document.

Several general findings based on the representative sample covered by this research (22 local government units and some 800 respondents) were reached.

- The overall **gender structure** of local government in the FBiH favours female employees (60%), while the **age structure** indicates that close to half of the employees are over the age of 46. At the same time, less than 2% of employees are 25 years of age or younger.
- University graduates (45%)² dominate the **educational structure** of the survey population. Although the high school graduates represent the second largest group of employees (42.6%), it is worth mentioning that still some 11.5% of staff members have 2-year university diplomas. Only a very few (0.8%) hold master's degrees. The shortage of university-educated staff is significant, given the requirement that university graduate civil servants should comprise two-thirds of any municipal or city administration.
- Comparing **gender and employment status** shows that, while women make up the majority of employees in local government, most managerial and other senior positions are held by men, which suggests the existence of an imbalance in this regard. The data shows that male managers outnumber female managers at both the departmental and section levels, while the per bracket male-to-female ratio drops in proportion to the decrease in employment status.
- When it comes to **employment status and education**, there appears to be near-uniform compliance with the civil service legislation requiring civil servants to be university graduates. Nevertheless, some 3.5% of managers and 1.6% of civil servants have only a two-year university diploma. These discrepancies generally relate to rural areas with limited availability of qualified staff.
- The survey results regarding the knowledge of **foreign languages** indicate a substantial capacity gap, with only 10% of the sample claiming proficiency in even one. Unsurprisingly, English dominates.

¹ Municipal Training System Project, Local Self-Government Training Needs Assessment Report, UNDP, July 2009 (<http://www.undp.ba/index.aspx?PID=36&RID=89>)

² Percentages pertain to the target population only. Auxiliary personnel as well as elected officials were excluded from the assessment.

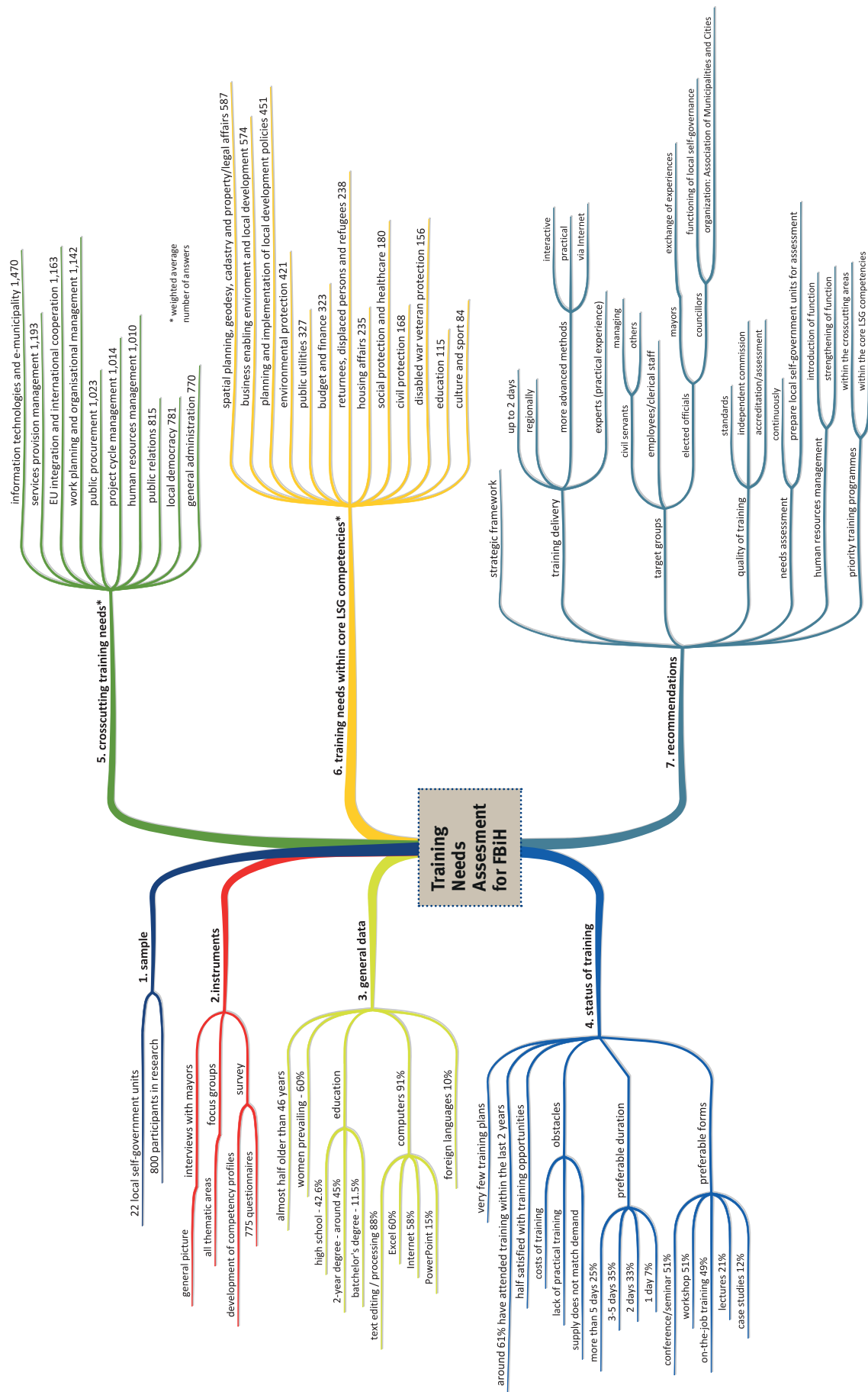


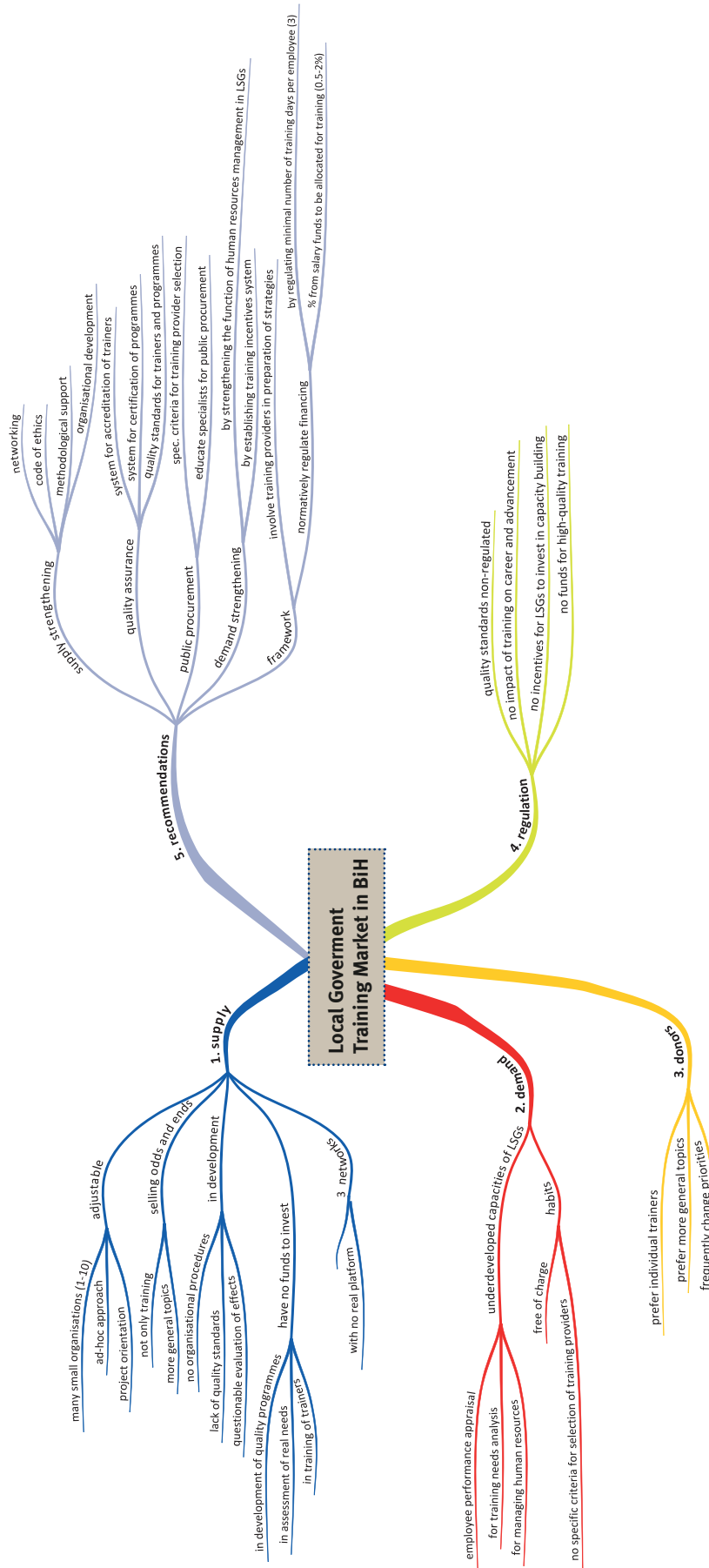
- The situation is significantly better with regard to **information technology**, as the vast majority of local government employees use computers in their work, with the most common applications being MS Office text processing ones. It is worth noting that, while all junior employees use computers, only 76.9% of the more senior age groups do so.

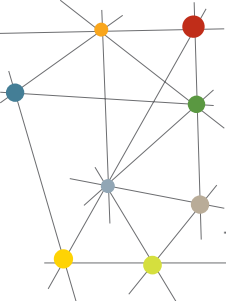
The conducted research provides basis for a range of conclusions with regard to the attitudes shown towards training and related experiences.

- The research findings indicate that only a small minority of local governments have **training and development plans** for their staff and even in those few instances, the employees appear to be largely unaware of the existence of such plans.
- Overall, only half of the local government employees surveyed are **satisfied with the training opportunities** on offer. The reasons for this range from access to training through type of training on offer to the general quality of training opportunity available. The managers appear to be considerably more satisfied with the training opportunities provided than the civil servants and especially the employees / clerical staff they supervise.
- When it comes to **participation in training**, some 61% of local government employees participated in some form of training exercise over the past two years, largely thanks to the work of the Civil Service Agency and the involvement of the international community. Naturally, some areas of municipal operations were targeted more heavily than others, with general administration, budget and finance firmly in the lead in this regard.
- The most frequently cited **obstacles to the delivery of quality training** were the cost, the general lack and poor quality of practical training on offer and the absence of a training needs assessment mechanism to ensure that supply meets demand effectively in the training market. The mayors interviewed expressed similar concerns, while also highlighting the absence of a coherent division of responsibility between the various levels of government, including for the co-financing of relevant training events.
- As for **training duration and format**, most local government employees indicated a preference for courses of two days or less, either via seminars or workshops. While the mayors agreed training should take no longer than two days, they preferred workshops and case studies as training formats.

The following two graphs (mind maps) provide a visual overview of all of the relevant elements of the Local Self-Government Training Needs Assessment conducted in the FBiH, as well as the findings derived from the Review of the Local Government Training Market in BiH.







Principles and Goals

Principles

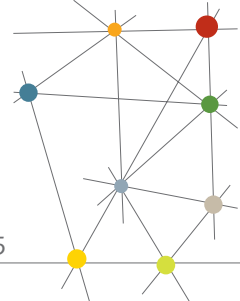
Principles represent essential guidelines to be used as foundations when developing a training system in the FBiH, since they are setting directions for activities and determining solutions to be mainstreamed into the Training Strategy. Principles are not goals – a final or wanted status to be reached, nor baseline that is to be changed and improved through the strategy implementation. In addition, they are, in a certain way, values that determine the goals of the Training Strategy, thus the way the training system would be built and developed.

The system and the Local Self-Government Training Strategy in the FBiH stand on the following principles:

- adaptability,
- comprehensiveness,
- standardisation,
- quality,
- obligation,
- equal access and
- sustainability.

Adaptability refers to a dynamic aligning and adaptation (conceptual and thematic as well as the adaptation of methodology and content) of training programmes to the particular needs of different target groups (elected officials, civil servants and employees/clerical staff), as well as with the existing and future legal framework and strategic documents. In addition, adaptability refers to continuous innovation and the updating of training and its principles.

The principle of **comprehensiveness** purports that the topics and content of the training system should encompass all of the areas that are relevant to the functioning of local self-governments. At the same time, it should also take into account the priorities determined through the needs assessments, the particularities of local self-government units and the available (financial, institutional, human and other) capacities in terms of training delivery.



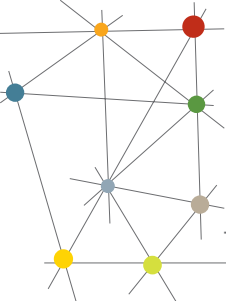
Standardisation refers to the methodology for training development and delivery, which should be general, common and acceptable for all of the stakeholders engaged in the training of local self-governments. At the same time, it should provide for a consistent level of quality of training and facilitate its impact assessment. The standardisation of the methodology relates to the entire training cycle and includes the training needs assessment, planning, delivery and evaluation.

The **quality** principle relates to meeting quality standards in relation to the training content, delivery format and training providers, along with the assurance of the competence and competitiveness of training providers. The training quality is ensured by common standards and other quality control and assurance mechanisms. Competitive provider selection procedures enable equal opportunities for potential providers and underline the capacities needed in order to meet the required quality standards.

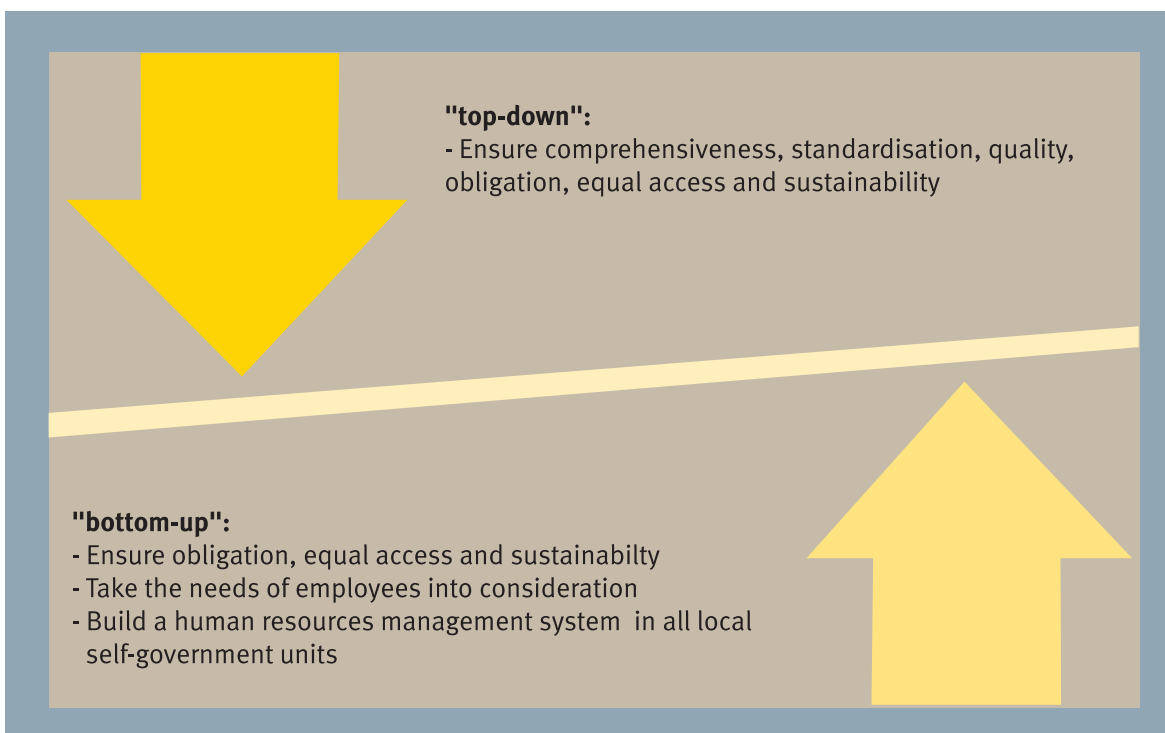
The **obligation** principle includes both collective and individual dimensions, since training is the collective responsibility of all local self-governments and the individual duty of every employee or elected official. The consistent application of this principle implies the development of a proactive system of human resources management in every local self-government unit.

The principle of **equal access** implies equal opportunities for all local self-government units, their employees and elected officials to attend training and constantly enhance their knowledge, skills and abilities. It refers to training content (appropriate programmes based on actual needs) as well as to adequate physical accessibility (geographically decentralised organisation and delivery of training). The principle of equal access also refers to gender equality.

Sustainability refers to efforts aimed at the development of a training system that would have appropriate own organisational, human and financial resources in order to meet the training needs on a constant and long-term basis. The system should be set up in such a way that would enable it to become independent from external (*ad-hoc*, donor) support, which would provide for its self-sustainability and durability.



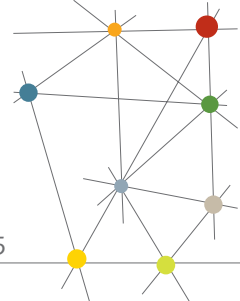
The diagram below illustrates how these principles influence the development of the system and the Training Strategy for Local Self-Governments in the FBiH. A dynamic balance needs to be established between the role of the entity authorities (which operate from the top-down) and the needs and interests of local self-government units (bottom-up approach).



Goals

Goals refer to what we would like to achieve through the implementation of the Training Strategy and local self-government training system in the FBiH within the timeframe set in the strategy. In that regard, goals are considered as providing primary direction for the implementation of the strategy.

The overall goal of the Training Strategy and the system is to enable the **continuous improvement of professional capacities and the accountability of staff and elected officials in local self-government units in the FBiH, in order to provide for the efficient realisation of their competencies, enhance local development and support the reform process.**



The implementation of the Training Strategy and the system should significantly contribute to the following key changes in local self-government units in the FBiH and their area of work:

- development of efficient and professional local self-government in line with modern public sector management standards;
- strengthening of the client-orientation and increased satisfaction of citizens and other users of local self-government services;
- easier and speedier implementation of reforms;
- meeting the European integration requirements that local self-governments face.

In addition, the Training Strategy and the system will provide the following:

- appropriate linkage of the performance appraisals of staff and elected officials in local self-governments with the training they attend;
- application of the acquired knowledge and skills in their daily work and enabling them to transfer them to other local self-government staff and elected officials;
- full application and compliance with moral standards and the Code of Ethics by all local self-government staff and elected officials.

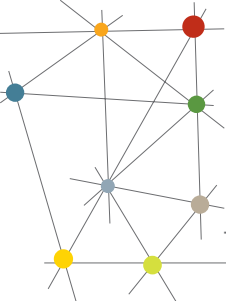
The overall goal set for the Training Strategy and the system is a long-term one. In order to provide for the overall implementation of this goal, it is necessary to translate it into objectives. This implies compliance with the basic rule³ under which the objectives should be specific, measurable, adequate, realistic and time-bound.

The strategy and the training system for local self-governments in the FBiH have the following objectives:

- organisational structures needed for the functioning of the local self-government training system in the FBiH established and operational by 2011;
- training function as an important leverage for the development of human resources established within at least half of the local self-government units in the FBiH by the end of 2012, and in all of the local self-government units by 2014;
- all of the priority target groups among local self-government staff included in training programmes by the end of 2012;
- all of the priority target groups among elected officials covered by training programmes by the end of 2013;
- training quality assurance function completed and operational by 2014;
- full financial sustainability of the training system ensured by 2015.

The following strategy chapters introduce and clarify the concepts and terms listed under the objectives (organisational structures, priority target groups, the quality assurance function, etc).

³ Refers to the so-called SMART (Specific, Measurable, Adequate, Realistic, Timed) rule



Priority Target Groups and Priority Training Programmes

This section outlines the priority target groups and training topics together with the rationale that justifies the choices made. The following served as a basis for the prioritisation:

- Local Self-Government Training Needs Assessment in the FBiH (UNDP 2009);
- results of the mayors survey (Eda 2008);
- criteria defined by the Training Strategy Working Group.

Target Groups

In accordance with the recommendations of the local self-government training needs assessment in the FBiH and the conclusions of the Working Group, the primary target group for training consists of civil servants (managerial and other), employees/clerical staff performing ancillary tasks within core competencies and elected officials.

The following criteria were used for the further detailing of the target groups:

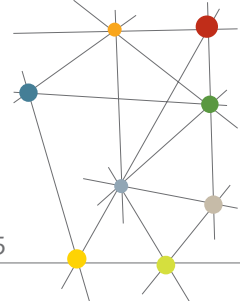
- impact on the quality of local self-government performance;
- impact on client satisfaction.

Priority Groups for Training among Local Self-Government Staff

The following were identified as priority target groups for training within the group of local self-government staff in the FBiH:

- managerial civil servants;
- servants holding special responsibilities;
- other civil servants (heads of internal organisational units, expert advisors, senior expert associates and expert associates);
- employees/clerical staff performing ancillary tasks within core competencies.

Considering the impact that they have on the function of local self-government, the quality of public services and the level of client satisfaction, the training system should include the following groups:



- relevant staff within public companies and institutions;
- public attorneys and deputy public attorneys;
- civil servants and employees/clerical staff that deal directly with clients.

The impact that they have on the quality of local self-governance performance was used as the basis for identifying the following as priority target groups for training: managerial civil servants, those holding special responsibilities, other civil servants (heads of internal organisational units, expert advisors, senior expert associates and expert associates), employees/clerical staff that perform ancillary tasks within core competencies and public attorneys and their deputies. Relevant staff and managers of public companies and institutions as well as civil servants and employees/clerical staff dealing directly with clients were also identified as priority groups within the training system because of their influence on the level of client satisfaction with local administrations. Managers and relevant staff of public companies and institutions should be included in training programmes relevant to their area of work.

Priority Target Groups among the Local Self-Government Elected Officials

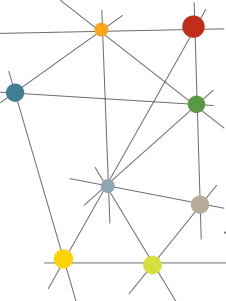
When it comes to elected officials, the training system should include the following:

- mayors;
- councillors.

Priority should be given to newly elected officials in the case of both mayors and councillors. Since this relates to newly elected officials, the purpose of the training would be to prepare them to perform their tasks and to be able to solve the problems that they will encounter for the first time. Thus, their work would be more efficient and effective, and their cooperation with other officials and employees of local self-governments, as well as with citizens, would be more systematic, constructive and efficient.

In addition to the need to inform them about several core areas of local self-government affairs, other important areas relevant to the training of elected officials are necessary in order to enhance their understanding and knowledge of public administration and the local self-government system, including legal procedures and leadership skills.

Training for elected officials should not be perceived in isolation, but rather in relation to training for local self-government staff. When preparing training programmes, it is necessary to assess whether a given training or its initial segment/module should include both local self-government staff and mayors. The aim of this is to create a common level of knowledge and understanding in relation to important and strategic issues relevant to the given area.

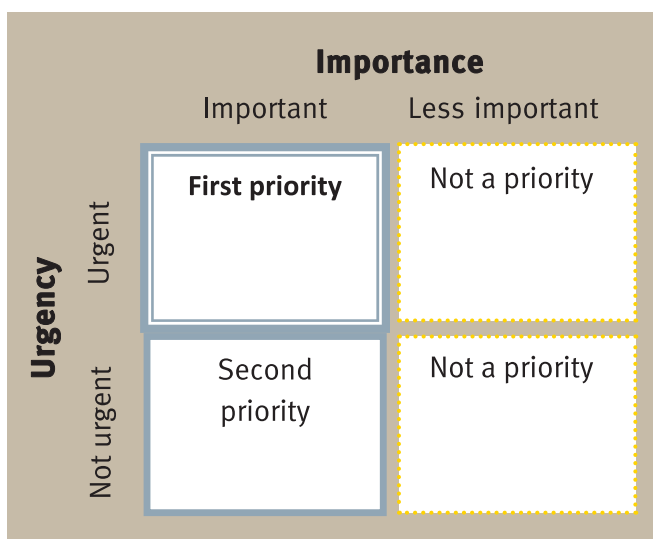


Priority Training Topics

Priority training areas have been defined in line with the selected priority groups on the one hand and against core local self-government competencies and crosscutting and generic issues on the other. While determining the priorities within the broader areas, specific topics were identified.

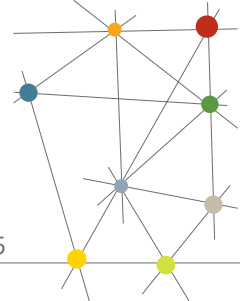
Because of the initial and prioritisation within the Local Self-Government Training Needs Assessment for the FBiH, as a starting point, special attention was given to the set of the first five priority areas in relation to core local self-government competencies and relevant crosscutting areas.

The basic criteria used to select the priority topics was their estimated importance and urgency in relation to the selected priority target groups, which indicated the priority levels, as shown below.



The below stated recommendations should be taken into consideration during the planning and delivery of training programmes.

- The training should be tailored to target groups of staff and therefore, when it comes to certain specific topics, some of the target groups should be provided with very general training, while others, especially those in charge of relevant tasks in practice, should receive detailed training to provide knowledge and skills that are operationally and practically applicable.
- Training programmes for newly elected officials should be shorter and introductory in nature, adjusted to the roles and responsibilities of the elected officials.



- In accordance with their particular needs, in terms of training, mayors should also be able to take part in detailed training programmes that deal with specialist topics. Thus, when preparing training programmes for specialist topics, it is advisable to envisage an appropriate introductory module.
- Training programmes for civil servants and employees/clerks that deal directly with clients (citizens) should be designed so that in addition to specific expert knowledge within relevant areas they also provide for an improvement in communications skills and those related to document preparation and management (via specialised digital document processing and tracking software in accordance with office management and administrative procedures).
- Some of the priority topics can be of relevance to all civil servants and employees/clerical staff within a target group, while others may only be relevant for specific sectors. This should be taken under consideration when including staff in training. Additionally, based on the needs, training should include local community (*mjesna zajednica*) structures.
- Training topics highlighted by different relevant organisations and institutions as being of particular importance (e.g. practical application of relevant regulations and electronic business process management in relation to local inspectorates, as suggested by the FBiH Administration for Inspection Affairs) or urgency (e.g. equal opportunities and gender equality issues put forward by the FBiH Gender Centre), should be included in the annual training plans in accordance with the available capacities and programmes of those organisations and institutions.
- Topics that are important for the introduction of local self-government staff to relevant EU regulations (*acquis communautaire*) should also be considered as priorities, taking into account the dynamics of adjusting domestic legislation to that of EU legislation, namely when there are adjustments relevant to local self-governments.
- It should be emphasised that the introduction and application of new regulations that require changes to the knowledge and attitudes of civil servants and employees/clerical staff should also be taken into consideration when deciding on priority training topics. In this regard, the competent ministries, responsible for introducing and applying new regulations, should plan adequate resources and provide experts for the interpretation of regulations and the transfer of the necessary knowledge and skills.

The overview of priority training topics, sorted by priority target groups, is given in the following pages: first within local self-government core competencies and then within crosscutting areas.

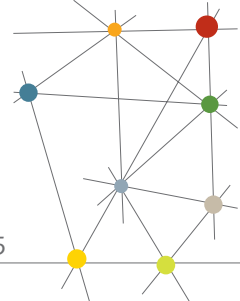
Overview of Priority Training Topics from Local Self-Government Core Competencies

Target groups		Training topics							
Labels: P (priority, because it is important and urgent for the target group), 2 (it is important, but not so urgent for the target group)		Councillors							
		Mayors							
		Civil servants and clerks that deal directly with clients							
		Public attorneys and their deputies							
		Relevant staff within public companies and institutions							
		Clerks performing ancillary tasks within the core competencies							
		Other civil servants							
		Servants that hold special responsibilities							
		Managerial civil servants							
(1) Spatial planning, geodesy, cadastre and property-legal affairs	Geographic information system (GIS) and digital geodesy plan (DGP)	P	P						
	Land, real estate and utility installation registers	P	P	2	2				2
	Construction land and public surfaces management	P	2	2	P	2			P – summary module tailored to target group
	Spatial and urban planning (development and implementation)	P	2	P					P – summary module tailored to target group
	Relevant legal framework	P	P	P		P	2		
(2) Business enabling environment and local development	Support to access to finance (loan guarantee funds, development funds, subsidies, concessions, etc.) and partnerships for local development (public-private partnership, inter-municipal/regional cooperation, etc.)	P					2		
	Relevant administrative environment in relation to local development (one-stop-shop, local taxation policy, land and urban planning policy and regulation, statistics, registrations and permits/licences, etc.)	P	2	2				2	P – summary module tailored to target group
	Infrastructure to serve local development (energy, roads and communal infrastructure, business zones, business incubators, etc)	P						2	
(3) Planning and impl. of local development policies	Local development management focused on strategy and plan implementation	P							P

Target groups		Training topics										
Labels: P (priority, because it is important and urgent for the target group), 2 (it is important, but not so urgent for the target group)		Managerial civil servants	P	2	P	P	Clerks performing ancillary tasks within the core competencies	Relevant staff within public companies and institutions	Public attorneys and their deputies	Civil servants and clerks that deal directly with clients	Mayors	Councillors
(4) Environmental protection	Environmental protection monitoring and enforcement (relevant legislation, records, analysis, reporting and permits)	P	2	P	P	P				2	2	2
	Implementation of projects focused on awareness-raising activities in local communities	P	2	P	P	2		P			2	2
	Energy efficiency	P		P	P			P			2	
(5) Public utilities	Utility infrastructure and services (legislation, management, maintenance, monitoring and financing) and public utility companies (establishment, management, financing, outsourcing and reorganisation)	P		P	P	P					P	P
	Inspection of utility affairs	2	P					2				
(6) Budget and finances	Treasury operations	P		P								
	Assets management	P		P					P		P – summary module tailored to target group	P – summary module tailored to target group
	Preparation of budgets/ rebalances and budget programmes, execution and reporting	P		P								

Overview of Priority Training Topics from the Crosscutting Areas

Training topics		Target groups									
		Managerial civil servants	Servants that hold special powers	Other civil servants	Clerks performing ancillary tasks within the core competencies	Relevant public utility companies and public institutions	Public Attorneys and their Deputies	Civil servants and clerks working with clients	Mayors	Councillors	
Labels: P (priority, because it is important and urgent for the target group), 2 (it is important, but not so urgent for the target group)											
	(1) Information technology and local e-government	MS Office (basic and advanced modules, including e-mail and the Internet)	P	P	P			P		2	
		Electronic document management	P		2	P			P	2	2
		Developing and maintaining a municipal website	P		P					2	
(2) Service provision management and quality control	Needs assessment, monitoring and evaluation, quality standards and indicators	P		P					P		
	Working with clients (citizens)							P			
(3) EU integration	Introduction to EU funds and programmes (IPA and relevant community programmes), administering and financial management of EU projects	P		P		P	P		P	P	
	Introduction to strategic planning and management (including the development of annual, semi-annual and monthly plans)	P		2					P		
(4) Work planning and management	Leadership and management skills, organisation of work and staff management (organisational policies and procedures, task planning and delegation, team work, internal communication, employee motivation, time management, etc)	P		2					P		
	Planning, tender documentation and evaluation, contracting and internal controls	P		P	P		P		P		
(5) Public procurement	Establishing and updating of sectoral databases (data collection for informed decision-making and improved service delivery management)	P				P					
	Regulations in the field of local government, public administration, employment relations and decision making	P							P		
(6) Additional topics	Regulations relevant to the work of municipal/city councils and decision-making procedures									P	
	Local democracy and citizen participation	P							P	P	



Training System Institutionalisation

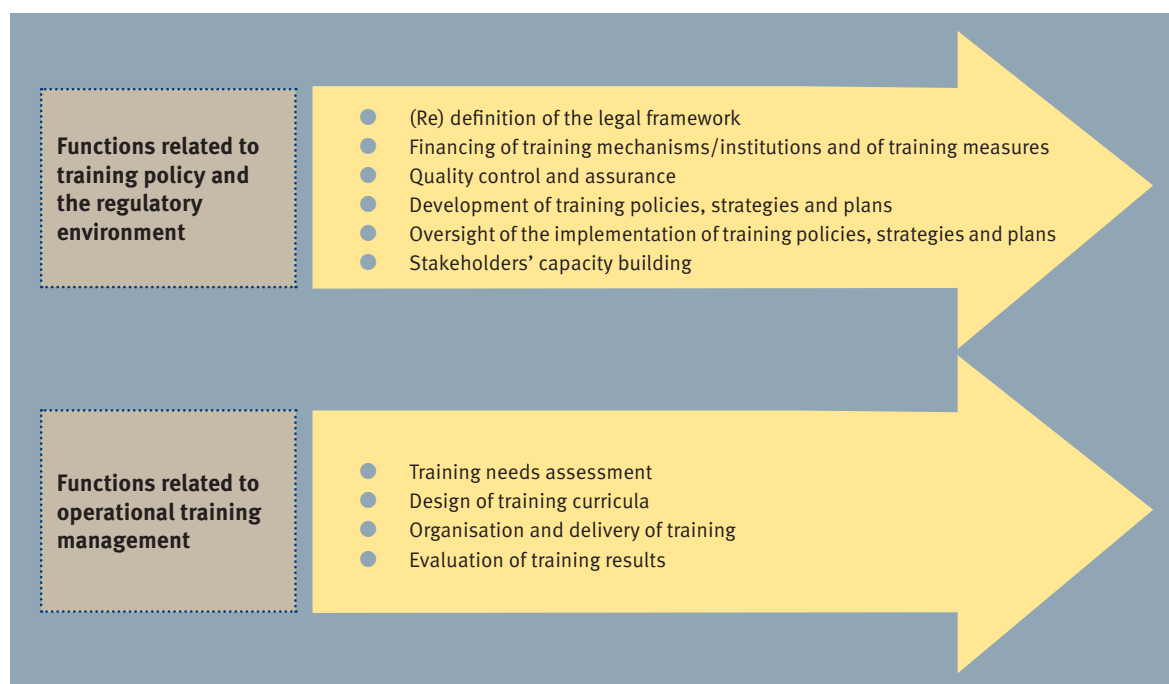
Institutionalisation of a comprehensive local self-government training system implies the allocation of its basic functions to the relevant institutions, based on their competencies and relevance to the selected target groups.

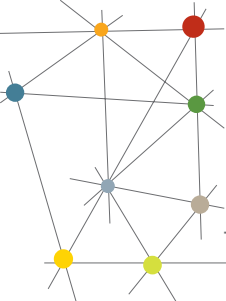
The institutionalisation of the local self-government training system was performed in three basic steps:

- determination of the functions and their division into basic elements (content);
- definition of the relevant institutions;
- allocation of the basic elements of the training system functions to the relevant institutions, while taking into account the cost-effectiveness and operational simplicity of the selected arrangements.

Training System Functions

The following functions should to be gradually established and developed in order to provide for the proper functioning of the local self-government training system:





All of the functions are strongly inter-related and can only function as a training system if acting in synergy. The content of each of these functions is presented below in the matrices of functions and relevant institutions.

Functions related to financing and quality assurance will be dealt with in detail due to their importance and impact on the training system, its functioning and sustainability.

Institutions within the Training System

Keeping in mind the target groups (civil servants, employees/clerical staff and elected officials) along with a regard for their relevance in terms of the establishment and functionality of the overall local self-government training system in the FBiH, the following institutions are particularly distinct:

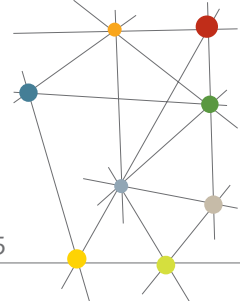
- the FBiH Civil Service Agency;
- the FBiH Association of Municipalities and Cities;
- the FBiH Ministry of Justice and the relevant cantonal ministries.

In addition, important institutional elements of the training system are local self-governments (municipalities and cities) and training providers, such as education institutions and specialised organisations.

Whilst the training of civil servants in civil service authorities in the FBiH has so far been organised by the FBiH Civil Service Agency, the training of clerical staff/ employees has been the responsibility of the local governments themselves. Civil servants are required to work continuously on their professional development, supported by their respective institutions and the FBiH Civil Service Agency. Furthermore, the legal framework contains provisions that implicitly enable the FBiH Association of Municipalities and Cities to organise and provide training and capacity development for its members. There is also the relatively vague legal provision relating to the FBiH Ministry of Justice and its Institute for Public Administration's responsibility for the overall improvement of the performance and organisation of the FBiH civil service, which may be interpreted as including training and capacity building.

Keeping in mind the diverse target group, as well as the significant scope of the training needs in relation to both specialist and crosscutting areas, none of the relevant institutions has an overall mandate when it comes to local self-government training or the capacities required. At the same time, a systemic approach to organising training for civil servants in local self-governments has been adopted by the FBiH Civil Service Agency, particularly when it comes to training in common and crosscutting areas. This should be taken as a starting point for enhancing the overall local self-government training system.

The following sections describe the institutional features and coordination mechanisms that have been proposed for the FBiH local self-government training system. They include a



coordination body for the entire training system (Training Coordination Body), which would provide consistency in terms of local self-government capacity development planning and implementation. It would also provide an institutional mechanism that would provide operational support and assume the training management functions (training units within the FBiH Civil Service Agency or the Federal Ministry of Justice⁴ for local self-government staff, within the FBiH Association of Municipalities and Cities for elected officials and within the local self-governments themselves). A strategic and coordinated approach towards the training system management and local self-government capacity development would be ensured in the FBiH in this way, including sufficient system operability that would be required for the implementation of concrete training measures. Moreover, the exchange of information and experiences as well as relevant training programmes between the entities would be ensured through the Training Coordination Body.

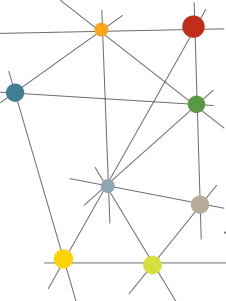
The establishment of the Training Coordination Body would be based on the consent of all of the relevant stakeholders, as mentioned above. The setting up of the training units would imply the targeted strengthening of training capacities within the relevant existing institutions. In relation to the proper functioning of the Training Unit, which would cover civil servants and employees/clerical staff in the local self-governments, as well as considering the broad target group, it would be recommendable for it to be anchored within the FBiH Civil Service Agency or the FBiH Ministry of Justice (this would demand certain organisational adjustments and/or appropriate task redistribution). The Training Unit covering elected officials should be anchored within the FBiH Association of Municipalities and Cities.

Training Coordination Body

Since no institution is fully responsible for the training of local self-government staff and elected officials, it is necessary to form a Training Coordination Body that will be responsible for the overall training system in the FBiH. This Coordination Body, comprised of representatives of the relevant stakeholders, would bring together the jurisdiction for training (including civil servants, employees/clerical staff and elected officials) and would guarantee a coordinated approach towards local self-government capacity development and contribute to the further improvement of communications between local self-governments and higher government levels. The Coordination Body would assume the following functions within the training system:

- initiation of regular training needs assessments and the alignment of training priorities;
- initiation of the development and harmonisation of the overall Training Strategy and plans;
- oversight of the implementation of the Training Strategy and plans;

⁴ In light of the changes to the Civil Service Law of the FBiH (FBiH Constitutional Court ruling U-27/09) and depending on how the competency for local self-government staff training will be regulated, the FBiH Government will decide on the final institutional arrangements in relation to operational support and training management for local self-government staff. Taking into account the cost-efficiency of one training unit for local self-government staff, as well as the long-term sustainability and willingness of relevant institutions of the FBiH Government, either the FBiH Civil Service Agency or the FBiH Ministry of Justice are proposed to be in charge of operational training management.



- review and launch of initiatives intended to improve the legal framework related to the training and professional development of local self-government staff and elected officials, including the gradual establishing and development of training quality assurance and control;
- promotion of the continuous capacity development of stakeholders within the training system.

In order to perform its functions, the Training Coordination Body should meet on a quarterly basis at least. The key competences of the Coordination Body in relation to the functions related to training coordination and policy are listed in the matrix below.

Training Units

The Training Strategy and the system foresee two training units:

- Training Unit in charge of the training of civil servants and employees/clerical staff within either the FBiH Civil Service Agency or the FBiH Ministry of Justice;
- Training Unit in charge of the training of elected officials within the FBiH Association of Municipalities and Cities.

The Training Unit within the FBiH Civil Service Agency or the FBiH Ministry of Justice would have a double role. In addition to technical and administrative support this unit would provide to the Training Coordination Body (regarding coordination for training needs assessment, the Training Strategy and plans development, etc), it would also perform numerous tasks related to the operational management of training for local self-government staff carried out at the FBiH level for all or most of local self-governments.

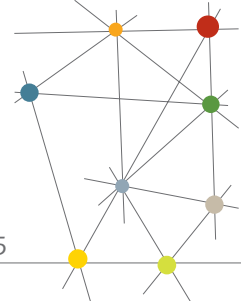
The special Training Unit formed within the FBiH Association of Municipalities and Cities would perform the activities related to the operational management of training for elected officials.⁵

The key responsibilities of the training units in relation to the functions of the training operational management are listed below in the matrix.

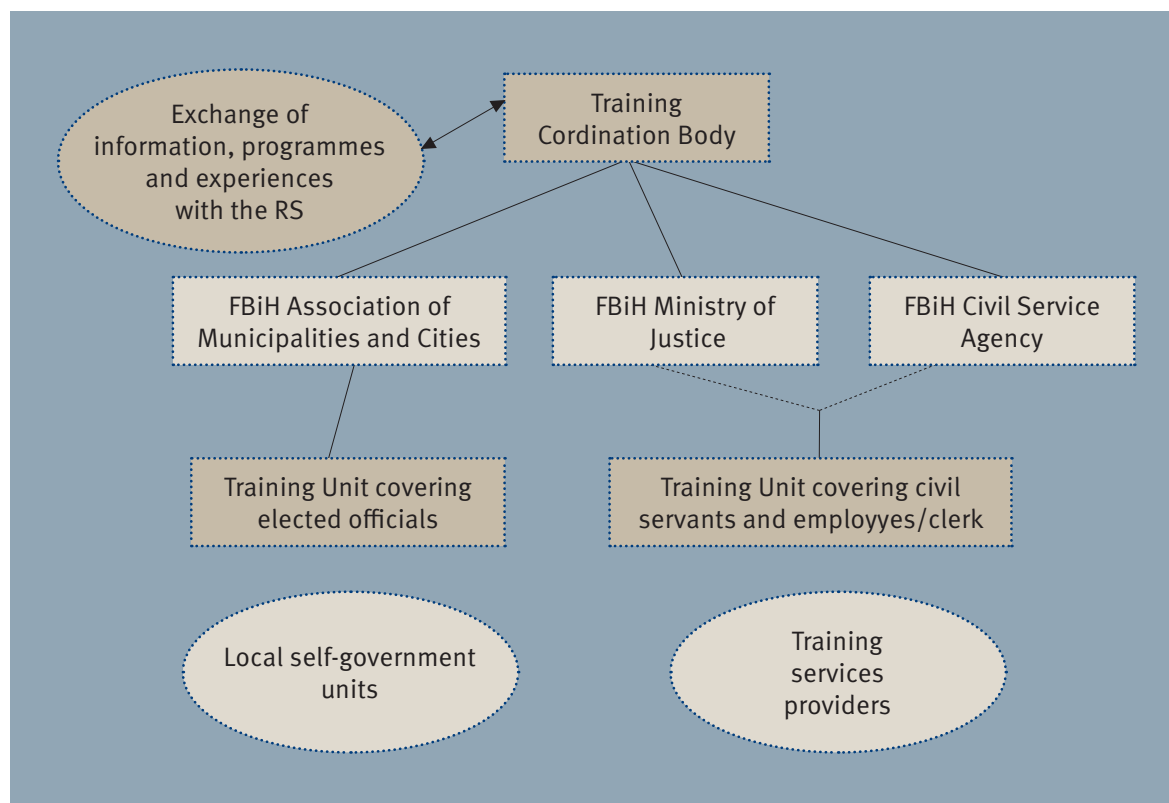
In order to provide adequate coordination for and an improvement in training technology, these two training units will cooperate directly, as well as through the Training Coordination Body.

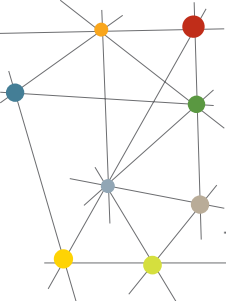
In order to raise awareness and interest in training, in particular amongst elected officials, the training units will engage in the promotion of training as a means of enhancing the quality of services that local self-governments provide to citizens. The training units will also collect information on training conducted as part of relevant programmes implemented by institutions and international projects in order to ensure better coordination of all stakeholders. They will

⁵ If the capacities of the FBiH Association of Municipalities and Cities are developed to enable it to perform the tasks related to operational training management for civil servants and employees/clerical staff in a quality manner, assigning all tasks related to operational training management to the FBiH Association of Municipalities and Cities should be considered in the future.



share such information with local self-governments through websites or by other means. The graph below demonstrates the level of interactions between the key stakeholders within the local self-government training system.



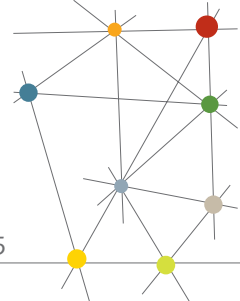


Training Function in Local Self-Governments

The training function should be organised in all local self-government units within their human resources management systems and based on their specific needs and capacities. These structures would have an important role in the assessment of civil servants and employees/clerical staff in terms of their training needs as well as coordination amongst local self-governments and other relevant actors within the training system. This would provide for aligning the training system with the needs and regular activities of local self-governments. In order to provide adequate guidance for local self-government units, following the adoption of the Strategy, specific modalities of organising the training function⁶ will be elaborated taking into account different sizes and capacities of the cities and municipalities in the FBiH.

In order to ensure the quality, **efficiency and sustainability of the training system**, it is important that the **capacities of the relevant experts from within local self-governments be enhanced to enable them to transfer their knowledge and skills to others (Training of Trainers)**. The use of internal trainers for most of the internal training would considerably reduce costs and allow for greater training delivery in local self-governments. In relation to this, **inter-municipal cooperation should be enhanced to create regional networks of internal trainers able to deliver training in their own and neighbouring local self-governments**. This is particularly important for the efficient transfer and exchange of good practice, namely in the field of normative documents, which would be particularly useful for smaller and underdevelopment municipalities. **Developing the capacities of internal trainers (practical training focused on training design and delivery) and of their regional networks is one of the priorities for cooperation between the training units at the entity level and local self-governments.**

⁶ Training management within LSGs relates mostly to: (1) training needs surveys amongst civil servants, employees/clerical staff and elected officials for a given year; (2) the selection of training topics from annual training plans prepared by the training units in accordance with the strategy, and the selection of trainees; (3) requests for offers for training services by a given LSG requiring it for its own needs; (4) consultations with competent FBiH and cantonal ministries concerning their interest in organising training on topics within their competencies; (5) the collection of available quality training programmes to be used when developing training plans; (6) the development of annual training plans containing own training and topics envisaged by the Training Strategy and annual training plans at the FBiH level; (7) the contracting for training services related to own needs; (8) cooperation with the Training Unit covering civil servants and employees/clerical staff and the Training Unit covering elected officials in relation to providing information on programmes that they organise in accordance with the strategy and annual training plans at the FBiH level; (9) record keeping on training attended by civil servants, employees/clerical staff and elected officials; (10) an impact assessment of training activities in relation to the benefit to LSGs; (11) the transfer of knowledge by training participants to local self-government staff not attending training; (12) the exchange and realisation of training programmes among LSGs in areas where some LSGs achieved noticeable results; (13) the establishment of databases with information on training topics, providers, participants, and evaluation results; (14) reporting on the realisation of annual training plans with recommendations; (15) the dissemination of information on training and its impact.



Training Financing

Finding a quality solution to the financing of the training system represents a critical success factor for the Training Strategy implementation. This complex issue cannot be resolved easily or quickly.

In accordance with the principle of sustainability, which is one of the principles on which the Training Strategy rests, the training system is to be built in such a way as to ensure sufficient financial resources for its long-term and continuous operation in order to meet the training needs. Therefore, the principle of adequate cost allocation among stakeholders is a fundamental mechanism for achieving the long-term sustainability of the training system.

The starting point is the current situation, which is characterised by a lack of adequate practice and resources earmarked to finance training. Thus, it will be necessary to have the strong support of donors and relevant projects, particularly from the UNDP-implemented Municipal Training System Project, at the beginning of the implementation of the strategy.

The relevant costs can be split into two main groups:

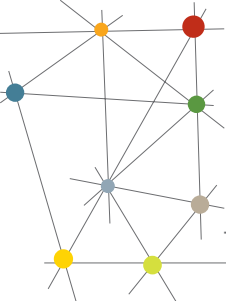
- costs of the establishment and functioning of the training system;
- costs of the operational management of training.

Cost-Sharing related to the Training System Establishment and Functioning

Costs of the training system establishment and functioning include:

- provision of equipment, premises and technical assistance for the new organisational structures foreseen by the strategy (the Training Coordination Body, training units and a potential expert body for quality assurance⁷); separate premises for the Coordination Body and the potential expert body for quality assurance are not needed as they could use the premises of the FBiH Civil Service Agency or the FBiH Ministry of Justice and the FBiH Association of Municipalities and Cities;
- running costs of these organisational structures (salaries and material costs);
- costs of the establishment and operation of human resources management units within local self-governments;
- special costs for preparing or updating systematic and strategic documents (training needs assessment, strategies and plans, etc).

⁷ The Coordination Body is, among other, in charge of training quality assurance and may establish an adequate independent expert body for this purpose once the requirements are met.



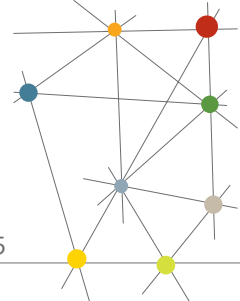
The below cost sharing is envisaged.

- The cost of premises and equipment for the Training Unit within the FBiH Civil Service Agency or the FBiH Ministry of Justice shall be borne by the budget of the FBiH Government, through the Civil Service Agency or the Ministry of Justice. The FBiH Association of Municipalities and Cities will cover similar costs for its own Training Unit. If deemed necessary, funds from the Municipal Training System Project could also initially be used for this purpose. The project funds could also be used for initial technical assistance, particularly for the establishment and operation of these organisational structures.
- In accordance with the principle of cost sharing among stakeholders, the running costs related to the Training Coordination Body (daily allowances and travel expenses) shall be borne by the institutions that nominate the Coordination Body members.
- Running costs (salaries and material costs) of the Training Unit that will cover civil servants and employees/clerical staff and the remuneration to external experts engaged in the quality assurance process shall be borne by the budget of the FBiH Government through the FBiH Civil Service Agency or the FBiH Ministry of Justice. The FBiH Association of Municipalities and Cities would bear the running costs of its Training Unit in charge of elected officials.
- Local self-government units shall cover the costs necessary for the establishment and operation of their human resources management units. Basic modalities of such units will be elaborated within the Municipal Training System Project, with particular focus on training management.
- The Municipal Training System Project shall ensure the appropriate methodology for training needs assessment and the development of training plans. Funds for updating strategic and system documents, when the time comes, will be provided through the budget of the FBiH Government via the FBiH Civil Service Agency or the FBiH Ministry of Justice, if interest among the donors were to be lacking.

Cost Sharing related to Operational Training Management

Costs of training operational management include:

- renovation and equipping of the existing premises for regional and local training provision (procurement and installation of projectors and projection screens, computers and other similar equipment required for the delivery of training);
- design of training programmes and material (expert engagement and the training of trainers);
- training organisation and delivery (logistics, trainers' fees, material printing, refreshments for participants, room rental when necessary, etc);
- transportation and allowances for participants.



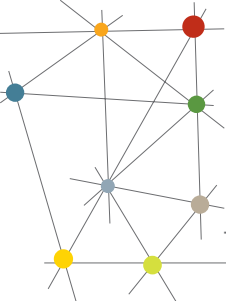
The below cost sharing is foreseen.

- The cost of renovation and equipping of adequate existing premises for regional training delivery will be covered by the Municipal Training System Project. Four locations will be selected in cooperation with the FBiH Association of Municipalities and Cities, while adequate premises should be provided either by local or cantonal authorities.
- The cost of renovation and equipping premises for the delivery of training for their own needs will be covered by local self-governments.
- The cost of programme design, organisation and training delivery would be shared roughly in the manner described below.
 - Competent federal and cantonal ministries will plan funds to cover the costs related to the preparation and delivery of training programmes concerning the introduction of new legal and strategic solutions within their jurisdiction.
 - Part of the funds required for the preparation of priority training programmes for civil servants and employees/clerical staff shall be provided through the budget of the FBiH Government budget, via the FBiH Civil Service Agency or the FBiH Ministry of Justice.
 - The FBiH Association of Municipalities and Cities will plan and secure funds for the preparation of priority training programmes for elected officials.
 - Local self-governments will plan and secure funds for co-financing the participation of their civil servants, employees/clerical staff and elected officials in priority training programmes organised at the level of the training system in the FBiH. It is recommended to allocate the necessary funds in a systemic way as opposed to an *ad-hoc* basis, with local self-governments planning and allocating training funds on an annual basis. This could be done in two ways:⁸ (1) by explicitly allocating about 0.3% of the amount earmarked annually in the form of cantonal grants in support to local self-governments⁹ for training purposes; and/or (2) through an adequate percentage of the annual budget of each local self-government allocated for training purposes.¹⁰ These funds would be used for co-financing local self-

⁸ Funds for the training and professional development of local self-government staff have so far been allocated from the Budget of the FBiH Government Budget (and implemented via the FBiH Civil Service Agency), as well as from local self-government budgets. These funds are insufficient to meet the local self-government training needs and realise the goals defined within the Training Strategy. Thus, there is a need for a systemic financing solution. In the text below, possible systemic solutions are provided, while detailed financing models are to be defined within the Study on the gradual takeover of the financing of the LSG training system based on co-financing by LSGs and other relevant partners for the period 2012-2015. The study is expected to be developed at the beginning of 2011.

⁹ One of the possible financing solutions is to allocate 0.3% of the total grants from other government levels for the purpose of financing the training system (276,861.00 KM). This would provide for co-financing by municipalities via funds they receive from other levels of government, whose regulations they implement. In relation to the total local self-government revenues, this amount would account for 0.043%. The Consolidated 2009 Budget Execution Report (Form K-GIB) of the FBiH Ministry of Finance was considered as a starting point for this option. In accordance with the report, the total revenue of local self-governments in the FBiH in 2009 amounted to KM 640,935,076.00. Out of the total revenues, grants by higher government levels in 2009 amounted to KM 92,267,287.00. As the report does not refer to the purpose of these grants, it is not possible to distinguish between the amount allocated in support of local administration and the amount allocated for concrete projects. The advantages of the direct allocation of 0.3% of higher government grants for training and professional development would be threefold: (1) higher government levels would give more importance to training as a major factor contributing to the quality of local administrations and would therefore bind municipalities to use these funds for the purpose intended; (2) such an approach would not require additional budget allocations for training by higher government levels; (3) municipalities would not have to deal with the issue of adopting a budget containing training funds as an additional expenditure, having in mind that only a few municipalities already plan for such costs within their budgets.

¹⁰ In this regard, the possible financing model would entail co-financing by each LSG in an amount that would correspond to an adequate percentage of the annual gross salaries budget of an LSG, balanced by taking into account the development status of LSGs and allowing for differences in terms of LSG staff and financial capacities.

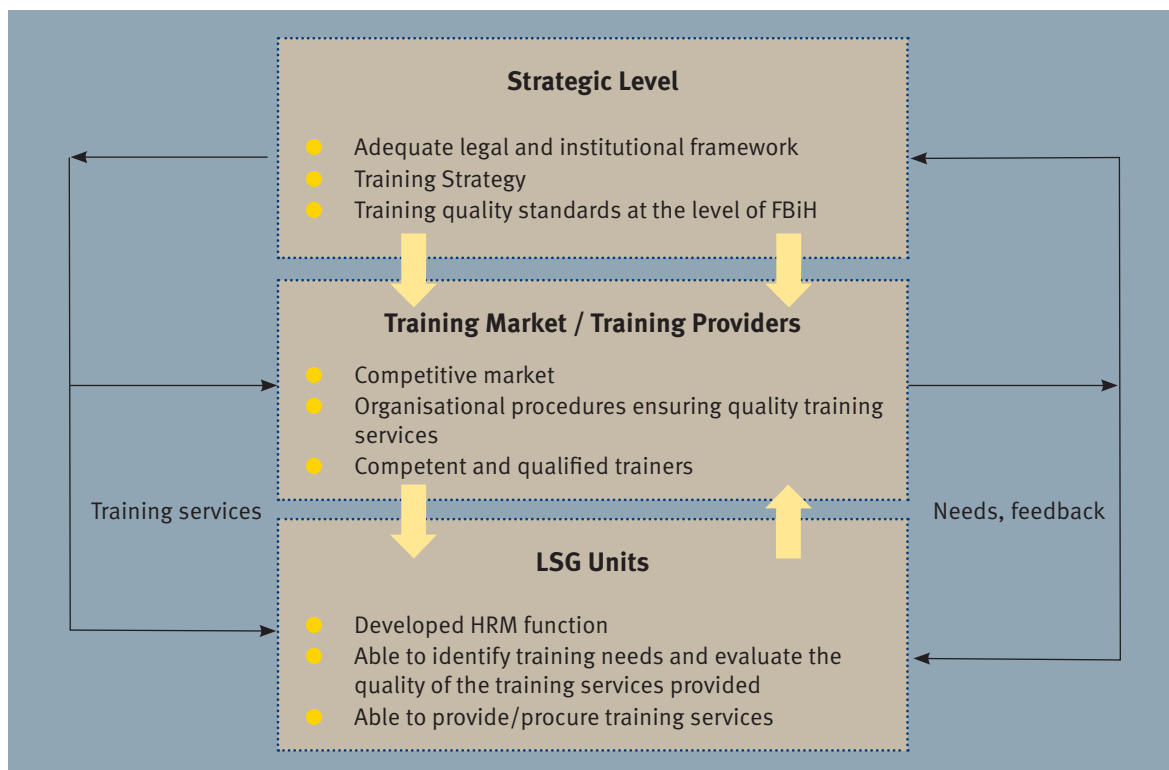


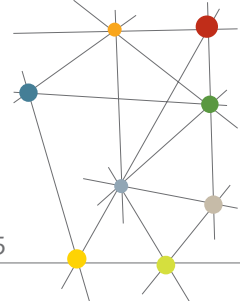
government training, including: (1) the co-financing of priority training programmes for civil servants and employees/clerical staff planned and organised by the Training Unit within the FBiH Civil Service Agency or the FBiH Ministry of Justice; (2) the co-financing of priority training programmes for elected officials, planned and organised by the Training Unit within the FBiH Association of Municipalities and Cities; (3) the financing of internal training programmes organised by a local self-government for its own purposes.

- The MTS Project provides funds for the preparation of the initial 4-5 priority training modules. When possible, the donors should be included in co-financing the design of priority training programmes, or encouraged to develop them as part of their projects.
- Generally, local self-governments cover travel expenses and daily allowances for training participants when the training takes place outside of the place where they are located.

Training Quality Control and Assurance

A framework for quality assurance of the training system is presented in the diagram below.





The appropriate setting up and implementation of this function should provide for high training standards in terms of content and methodology as well as the quality of the training providers.

To assure training quality in the long-term, it is recommended to introduce a system of accreditation for training programmes and training providers. This would confirm that a programme or a service provider meets the required quality standards on the one hand and that a provider is committed to constant improvement of its training programmes and services on the other. All details related to training quality assurance and accreditation are to be precisely defined by the Coordination Body in accordance with the activity dynamics.

If done comprehensively, the accreditation process includes the major steps listed below.

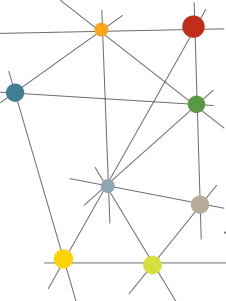
- Application for accreditation and verification of documentation
- On-site checks, document / training delivery checks
- Issuance of accreditation certificates
- Evaluation of training effectiveness, impact assessment (external audit).

However, in the initial phase of the establishment of the local self-government training system, it is recommended to simplify the accreditation process so that only the training providers are accredited without the second step (on-site checks).

Expert quality assurance body

One of the tasks of the Training Coordination Body is to define quality standards and the approach to be adopted in relation to the accreditation of training programmes and providers. In order to ensure quality, the Coordination Body may propose the establishment of an independent expert body (i.e., a Quality Assurance Committee), gathering 5-7 experts competent for training quality and local self-government issues from relevant institutions.

The Training Unit within the FBiH Civil Service Agency or the FBiH Ministry of Justice would provide appropriate logistical support to the expert quality assurance body.



Functions and Institutions: a Synthesis

A synthesis of the functions and institutions of the local self-government training system in the FBiH is provided in the following matrix. The key elements of each function, in sufficient level of detail, are allocated within the scope of the existing institutions and new organisational structures that are necessary for the efficient functioning of the training system.

The matrix is presented in two parts, for practical reasons and clarity: the first presents the system functions (functions related to training coordination and policy), while the second presents the functions of training operational management.

Matrix: Functions related to Training Coordination and Policy – Relevant Institutions

	Training Coordination Body	Training Unit within the CSA/ Ministry of Justice	FBIH Ministry of Justice	FBIH Civil Service Agency	FBIH Association of Municipalities and Cities	Local-self governments	Training providers
(Re)defining of legal framework	Takes initiatives for improving regulations and lobbying	Analyses, drafts initiatives for regulation changes	Analyse the existing legal framework, draft and propose laws and bylaws via the Training Coordination Body		Advocate / lobby		
Financing				<ul style="list-style-type: none"> - Covers development of strategies and plans - Covers Training Unit costs - Covers design and delivery of priority training programmes for civil servants and employees/clerks 	<ul style="list-style-type: none"> - Covers costs of its own Training Unit - Covers training of its own trainers - Covers design and delivery of priority training programmes for elected officials 	<ul style="list-style-type: none"> - Cover own training costs - Cover training of one's own trainers for internal use - Co-finances joint priority training programmes for civil servants, employees/clerks and elected officials 	<ul style="list-style-type: none"> - Cover training of own trainers - Cover accreditation costs
Quality assurance	Establishes quality assurance standards and mechanisms	Ensures regular training programmes monitoring and evaluation				Participate in monitoring and evaluation of training	Participate in accreditation process
Development of strategies and plans	Initiates TNA, adjusting of priorities and development of strategies and plans	Organises TNA, development of training strategies, plans and programmes and training delivery	Provide support, coordination and, when necessary, logistical backing				
Implementation oversight	Reviews progress reports, impact assessment, improvements, suggests improvements	Monitors and reports (annual plans and training programmes)	Review progress reports and participate in oversight via Training Coordination Body				
Stakeholders' capacity building	<ul style="list-style-type: none"> - Initiates capacity building of relevant stakeholders - Promotes HRM function in LSGs 	<ul style="list-style-type: none"> - Organises stakeholders capacity building - Organises training of trainers and involvement of local experts and trainers 	Organise capacity building via training units			Introduce and develop HRM functions with regard to training	Build own capacities

Matrix: Functions related to Operational Training Management – Relevant Institutions

	Training Coordination Body	Training Unit within CSA/ Ministry of Justice	Training Unit within the AMC	Federal Ministry of Justice	FBIH Civil Service Agency	FBIH Association of Municipalities and Cities	Local self-governments	Training providers
Training needs assessment	Defines TNA methodology	Updates TNA at FBIH level (annually) for civil servants and employees/ clerks	Updates TNA at FBIH level (annually) for elected officials/ consolidates data with other Training Unit				Conduct own TNA	Participate in TNA
Development of training programmes	Approves training plans	- Develops / contracts development of priority training programmes - Keeps training catalogues and training providers registry	- Develops / contracts development of training programmes - Keeps training catalogues and training providers registry				- Develop / contract development of programmes for their own particular needs	- Develop training programmes according to requests for quotations and specifications
Organisation and delivery of training		Organises training (announces, contracts or realises via internal capacities)	Organises training (announces, contracts or realises via internal capacities)				- Organise particular training programmes for own needs (internally or through contracting)	Deliver training
Evaluation of training results	- Approves evaluation methodology and criteria - Reviews reports and suggests improvements	- Develops evaluation methodology and criteria - Organises evaluation and prepares evaluation reports	Organises evaluation and prepares evaluation reports				Evaluate trainings delivered for their own, particular needs	

Note: The Training Unit within the FBIH Civil Service Agency or the FBIH Ministry of Justice will perform the activities related to the training of civil servants and employees/clerical staff. The Training Unit within the FBIH Association of Municipalities and Cities will conduct the activities related to the training of elected officials.

Strategy Implementation Monitoring and Evaluation Plan

OVERALL GOAL: The Training Strategy and the training system aim to enable the continuous improvement of professional capacities and the accountability of staff and elected officials in local self-government units in the FBiH in order to provide for the efficient realisation of their competencies, enhance local development and support the reform process.

Objectives

O1: Organisational structures needed for the functioning of the LSG training system in the FBiH established and operational by 2011	O2: Training function as an important leverage of the development of human resources established within at least half of the LSGs in the FBiH by the end of 2012, and in all of the LSGs by 2014	All the priority target groups among local self-government staff included in training programmes by the end of 2012	All the priority target groups among elected officials covered by training programmes by the end of 2013	Training quality assurance function completed and operational by 2014	Full financial sustainability of the training system ensured by 2015
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Expected result	Indicator	Deadline	Responsible party
O1 Training Coordination Body established and functioning	Decision on the appointment of the Training Coordination Body	In 2010	FBiH Government
	Training Coordination Body Rulebook	In 2010	Training Coordination Body
	Training Coordination Body annual work plan (for 2011 and subsequent years)	First quarter of 2011 ¹¹	Training Coordination Body
	Training Coordination Body regular meetings (at least once in three months)	As per the plan	Training Coordination Body
	Review of the annual report on Training Strategy implementation and recommendations for improvements (for 2011 and every subsequent year)	First quarter	FBiH Government

¹¹ In subsequent years, by September of the current year for the following year;

Expected result	Indicator	Deadline	Responsible party
O1 Training Unit covering civil servants and employees/clerks established and operational	Decision on the establishment of the Training Unit for civil servants and employees/clerical staff as an organisational unit within the FBiH Ministry of Justice/CSA	By the end of 2010	FBiH Ministry of Justice/CSA
	Available premises and equipment, staff employed and trained	End of 2010/ beginning of 2011	FBiH Ministry of Justice/CSA
	Annual work plan of the Training Unit for civil servants and employees/clerical staff (for 2011 and every subsequent year)	First quarter of 2011 ¹²	Training Unit for civil servants and employees/clerical staff
	Training Unit operational procedures and coordination mechanisms at the training system level	Beginning of 2011	Training Unit for civil servants and employees/clerical staff
	Information exchange mechanisms (e.g., web-site, training providers' registry, database on planned and realised training, electronic library, forums, etc)	End of 2011	Training Unit for civil servants and employees/clerical staff
O1 Training Unit covering elected officials established and operational	Decision on the establishment of the Training Unit for elected officials within the Association of Municipalities and Cities	By the end of 2010	AMC Presidency and Secretariat
	Space and equipment provided, staff employed/re-assigned and trained	Beginning of 2011	AMC Presidency and Secretariat
	Annual work plan of the Training Unit for elected officials (for 2011 and the following years)	First quarter of 2011 ¹³	Training Unit for elected officials + Coordination Body
	Working procedures of the Training Unit for elected officials	Beginning of 2011	Training Unit for elected officials
O1 Regional localities for training equipped and functioning	Analysis and proposals for establishing 4 regional localities/ clusters for training delivery within adequate LSGs	By the end of 2010	AMC + MTS ¹⁴ , LSGs
	Signed agreements with 4 LSGs for the use of their premises for regional training delivery	By the end of 2010	AMC + MTS, LSGs
	Adaptation and equipping of regional localities for training delivery	By the end of 2010	MTS + AMC, LSGs
	Defined models for the coordination and use of regional localities for training	2011	AMC, LSGs

¹² In subsequent years, by September of the current year for the following year;

¹³ In subsequent years, by September of the current year for the following year;

¹⁴ MTS - Municipal Training System Project managed by UNDP

Expected result	Indicator	Deadline	Responsible party
O2 Modalities of establishing and organising the training function within the human resources management system in LSGs	Present practice analysis and proposed organisational modalities (for small, medium and large LSGs) for establishing the training function within the HRM system	By the end of 2010	MTS
	Procedures for training management in LSGs (e.g., needs assessment, training plan, coordination with both Training Units, etc)	Beginning of 2011	MTS, Training Units, LSGs, AMC
	Proposed organisational models for establishing the training function within the HRM system implemented in pilot-LSGs	End of 2011	Training Units, LSGs
	Promotion of the HRM and training function for continued LSG capacity development	Continuous	Training Units, Coordination Body, AMC
	Training for LSGs in the area of HRM with a focus on the training function	2010 – 2011	MTS, Training Units
	Analysis and recommendations made for improving the existing legal framework in relation to human resources management and training in LSGs	2011	Training Coordination Body, LSGs
O3 + O4 Prepared and realized annual priority training programmes for civil servants, employees/clerical staff and elected officials	Legal framework adjustments made based on recommendations	2011	Coordination Body, LSGs
	Prepared guidelines (methodology) for the planning and delivery of training and engagement of internal and external training providers	End of 2010	MTS, Training Units, Coordination Body
	Identified internal training capacities (in the FBIH and cantonal ministries, LSGs) and developed mechanisms for their use	2011	Relevant institutions, Coordination Body, Training Units
	Identified and collected existing good quality training programmes and material for LSGs	2011	Training Units, relevant institutions, projects
	2-3 priority training programmes prepared and delivered	2010	MTS
	A three-year integrated training plan prepared (detailed annual plan and indicative two-year plan) for LSGs (for 2011 and the following two years)	Beginning of 2011	Training Units
	At least 4 priority training programmes for civil servants and employees/clerical staff prepared and realised in 2011 and at least 5 priority training programmes in 2012 and 2013 respectively	As per the plan	Training Unit for civil servants and employees/clerical staff
	At least 3 priority training programmes for elected officials developed and tested in 2011, with at least 4 priority training programmes realised in 2012 and 2013 respectively	As per the plan	Training Unit for elected officials
	Annual report on the implementation of the training plan for civil servants and employees/clerical staff (for 2011 and every subsequent year)	First quarter of subsequent year	Training Unit for civil servants and employees/clerical staff
	Annual report on the implementation of the training plan for elected officials (for 2011 and every subsequent year)	First quarter of subsequent year	Training Unit for elected officials

Expected result	Indicator	Deadline	Responsible party
O5 Defined training quality assurance framework Approach developed for training providers accreditation	Defined mechanisms and criteria for training quality assurance in relation to training design and delivery	2012	Coordination Body, Training Units
	Conducted training programmes evaluated in line with defined quality assurance mechanisms and criteria	As per implementation dynamics	Coordination Body, Training Units
	Decision on the approach towards the accreditation of providers, including the appointment of the expert quality assurance body	End of 2012	Coordination Body, Training Units
	Training providers accreditation process initiated	End of 2013	Coordination Body
O6 Co-financing model developed and adopted Funds for LSG training regularly planned and disbursed	Travel/material costs allocated in the budgets of those institutions that delegate members to Training Coordination Body	End of 2010 + following years	Training Coordination Body
	Envisaged material costs and salaries for 2 staff in the Training Unit for civil servants and employees/clerical staff within the FBiH budget	End of 2010 and every following year	FBiH Government
	Envisaged material costs and salary for 1 staff in the Training Unit for elected officials within the AMC budget	End of 2010 + following years	AMC
	FBiH Ministry of Justice/CSA, AMC and UNDP agreement on co-financing of priority training programmes for the initial period 2010 – 2011	End of 2010	FBiH Min. of Justice/CSA, AMC, MTS (Project Board)
	Study completed on the gradual takeover of the financing of the LSG training system, based on co-financing by LSGs and other relevant partners for the period 2012 – 2015	Beginning of 2011	Coordination Body, technical assistance
	Gradual introduction of the model of co-financing in order to achieve LSG training system sustainability	By the end of 2015	LSGs, relevant institutions, AMC

Indicative Financial Framework for the Training Strategy Implementation

Year	Item	Funding source	Total per year (KM)	Total per year and funding source (KM)
2010	Costs of training design and delivery	MTS	32,000	MTS = 88,000
	Equipping of regional localities for training delivery	MTS	56,000	
2011	Training Unit for civil servants and employees/clerical staff	FBIH budget	73,100	FBIH budget = 75,660 ¹⁵ AMC = 35,350 ¹⁶ LSGs = 30,000 ¹⁷ Donors (MTS) = 55,500
	Training Coordination Body	FBIH budget	2,560	
	Training Unit for elected officials	FBIH AMC	35,350 ¹⁶	
	Training function in LSGU	LSGs	30,000 ¹⁷	
	Training programme design	Donors (MTS)	21,500	
	Training programme delivery	Donors (MTS)	34,000	
2012	Training Unit for civil servants and employees/clerical staff	FBIH budget	70,600	FBIH budget = 107,660 ¹⁸ AMC = 81,100 ¹⁸ LSGs = 63,250 ¹⁹
	Training Coordination Body	FBIH budget	2,560	
	Training Unit for elected officials	AMC	34,100	
	Training function in LSG	LSGs	28,750	
	Training programme design	FBIH budget + LSGs (50% contribution each for civil servants and employees) and AMC (for elected officials)	34,000	
	Training programme delivery	FBIH budget + LSGs (50% contribution each for civil servants and employees) and AMC (for elected officials)	82,000	

¹⁵ The amount is for the first year, including KM 2,500 for the purchase of equipment for the Training Unit for civil servants and employees (planned for the first year only). The cost of the Coordination Body does not include members' remunerations, which should be regulated in accordance with the Law.

¹⁶ If there is one Senior Expert Associate employed with a gross salary of KM 1,800 KM, and the operational costs and equipment (in the first year) do not differ significantly from the costs estimated for the Training Unit for civil servants and employees.

¹⁷ Estimated training function costs in one LSG, assuming that the gross salary of the staff engaged in HRM and training is KM 1,800 KM and the operational costs and equipment (in the first year) do not differ significantly from the costs estimated for the Training Unit for civil servants and employees.

¹⁸ Of which, KM 34,100 is allocated for the cost of the Training Unit for elected officials and the remaining amount is for training design and delivery to elected officials. The same ratio applies to subsequent years.

¹⁹ Of which, KM 28,750 is allocated for the cost of training function per LSG unit and the rest consists of the overall cost of training design and delivery for civil servants and employees, which is to be shared amongst LSGs. The same ratio applies to subsequent years.

Year	Item	Funding source	Total per year (KM)	Total per year and funding source (KM)
2013 ²⁰	Training Unit for civil servants and employees/clerical staff	FBIH budget	70,600	FBIH budget = 117,660 AMC = 101,100 LSGs = 73,250
	Coordination Body	FBIH budget	2,560	
	Training Unit for elected officials	AMC	34,100	
	Training function within LSG	LSGs	28,750	
	Training programme design	FBIH budget + LSGs (50% contribution each for civil servants and employees) and AMC (for elected officials)	34,000	
	Training programme delivery	FBIH budget + LSGs (50% contribution each for civil servants and employees) and AMC (for elected officials)	122,000	

Note: The cost of designing a complex training programme is calculated only once, while the cost of training delivery is to be calculated as many times as the specific training is to be delivered. Moreover, financial projections are prepared under the assumption that each year the training delivery is organised at least once for training programmes designed during the given year, but also for those prepared in previous years.

²⁰ The Strategy implementation financing framework for 2014 and 2015 follows the pattern from 2013, and is prepared according to the next three-year planning cycle.



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2011-2015

