Training Strategy for Local Self-Government Employees in the Republika Srpska 2011-2015

Republika Srpska Government

Training Strategy for Local Self-Government Employees in the Republika Srpska 2011-2015

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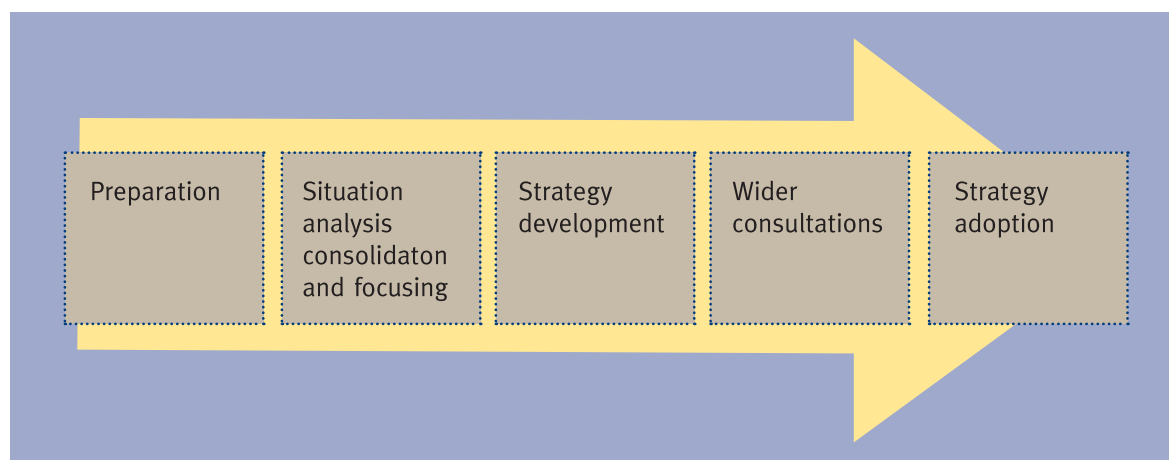# Introduction

The Training Strategy for Local Self-Government Employees in the Republika Srpska has been prepared by applying the principles of participation and local ownership. It was developed with the contribution of the representatives of local self-government units (LSG), the RS Ministry of Administration and Local Self-Government, the RS Ministry of Finance, the RS Association of Municipalities and Cities, the RS National Assembly and the RS Civil Service Agency, all taking part in the Working Group established by the decision of the Republika Srpska Government.

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

Preparation	Situation analysis consolidaton and focusing	Strategy development	Wider consultations	Strategy adoption

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.

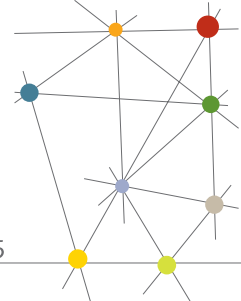| First workshop 3/3/2010	Second workshop 24/3/2010	Third workshop 13/4/2010	Fourth workshop 4&5/5/2010	Fifth workshop 24&25/6/2010
agreement on the methodology	principles and goals (finalisation)	priority target groups and programmes (finalisation)	institutionalisation of the training system (finalisation)	monitoring and evaluation plan
key findings of the situation analysis	priority target groups	institutionalisation of the training system	financing of the training system	finalisation of the document
principles and goals of the training system	priority training programmes	training quality assurance	elaboration of the objectives	

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 Banja Luka, Bijeljina, Istočno Sarajevo and Trebinje;
- collection of feedback from RS ministries and other institutions;
- collection of feedback from training providers;
- consultation with international organisations, donors and projects active in the field of local self-governance in BiH.

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

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┌─────────────────────────────────┐
│        Situation analysis        │
└─────────────────────────────────┘

┌──────────────────┐   ┌──────────────────┐
│ Principles of the│   │    Goals of the  │
│  training system │   │  training system │
└──────────────────┘   └──────────────────┘

┌──────────────────┐   ┌──────────────────┐
│  Priority target │   │ Priority training│
│      groups      │   │    programmes    │
└──────────────────┘   └──────────────────┘

   ┌──────────────────────────────────┐
   │ Training system institutionalisation │
   └──────────────────────────────────┘

┌──────────────────┐   ┌──────────────────┐
│  Financing of the│   │  Training quality│
│  training system │   │     assurance    │
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      │ Monitoring and evaluation│
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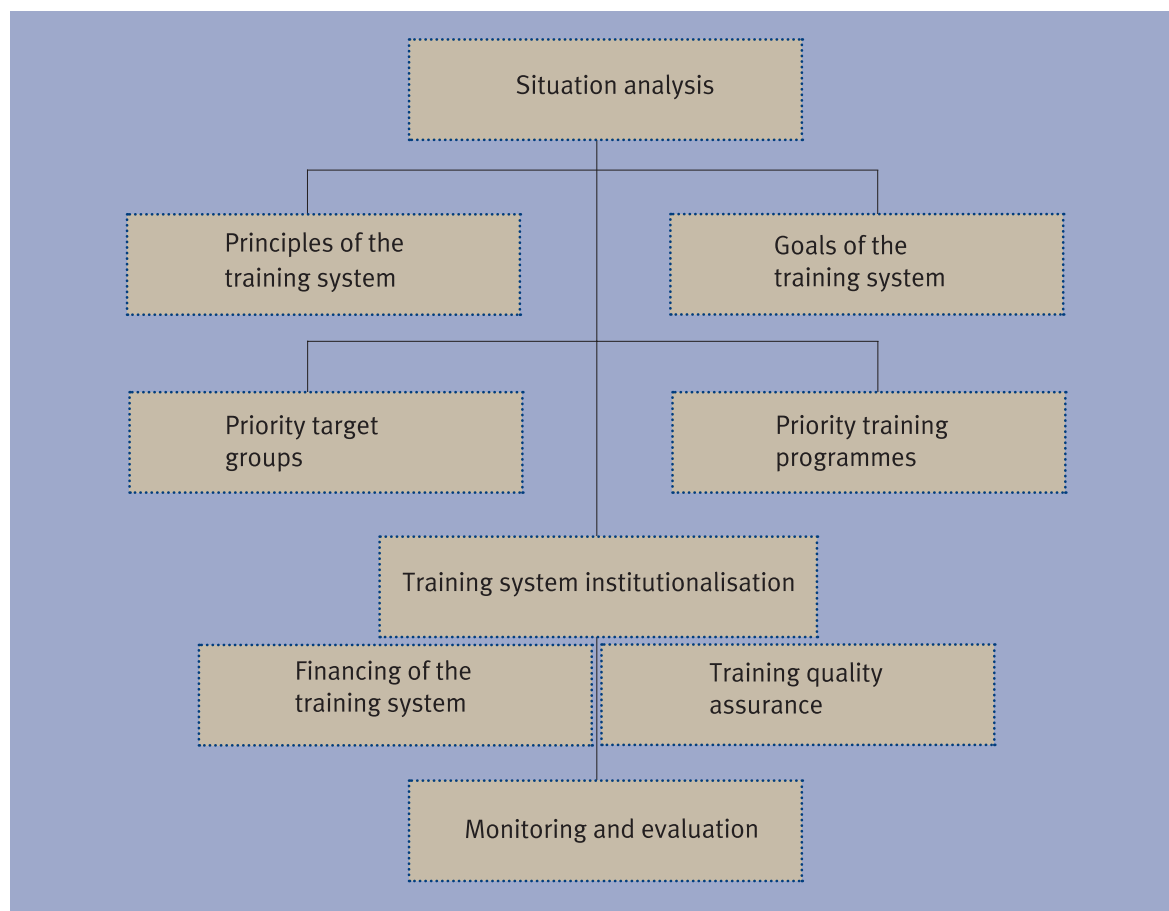
Situation Analysis

The comprehensive Training Needs Assessment[1] conducted in 2009 within the framework of the Municipal Training System Project served as the baseline for preparing the Training Strategy for Local Self-Government Employees in the RS.

The general findings, based on the sample covered by the assessment (18 local self-government units in the RS; some 600 respondents) are outlined below.
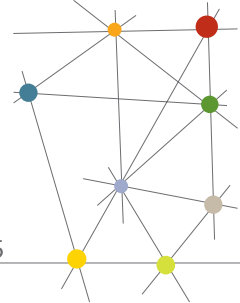
- The overall **gender structure** of local government in the RS slightly favours female employees, while the **age structure** indicates the RS local government is aging rapidly: over half of the employees are over the age of 46, whereas only 2% of employees are 25 or under.

- The **educational structure** of the surveyed population is dominated by bachelor degree holders (58.3%)[2], while high school diploma holders make up the second largest group and there are still 11.7% of staff members with 2-year university degrees. Only a very small percentage of staff, however, hold master's degrees and they are generally to be found in the larger urban environments. The fact that most BA holders can be found in the 46-55 age bracket calls for the introduction of adequate and timely staff succession planning, in particular in the smaller mostly rural areas, already struggling to attract young and educated applicants.

- A cross-section of **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 indicates a significant imbalance in this regard. Data shows that male managers outnumber female at both the departmental and section levels, while the ratio of male to female employees per bracket drops proportionally to the decrease in employee status.

- As for the cross-section of **employment status and education**, there appears to be a lack of uniform academic criteria across the local government landscape. Departmental heads, for instance, come from a variety of educational backgrounds ranging from high school diplomas and 2-year degrees to bachelor's and master's degrees.

- The survey results in the area of **foreign languages** indicate that some 10% of the total number of employees feel that they are proficient in the use of a foreign language. As expected, English dominates with German coming in a distant second.

- The situation is significantly better in the realm of **information technology** where the vast majority of local government employees use computers in their work, with MS Office applications for text processing being the most utilised.

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[1] Municipal Training System Project, Local Self-Government Training Needs Assessment Report, UNDP, July 2009 (available at http://www.undp.ba/index.aspx?PID=36&RID=89)
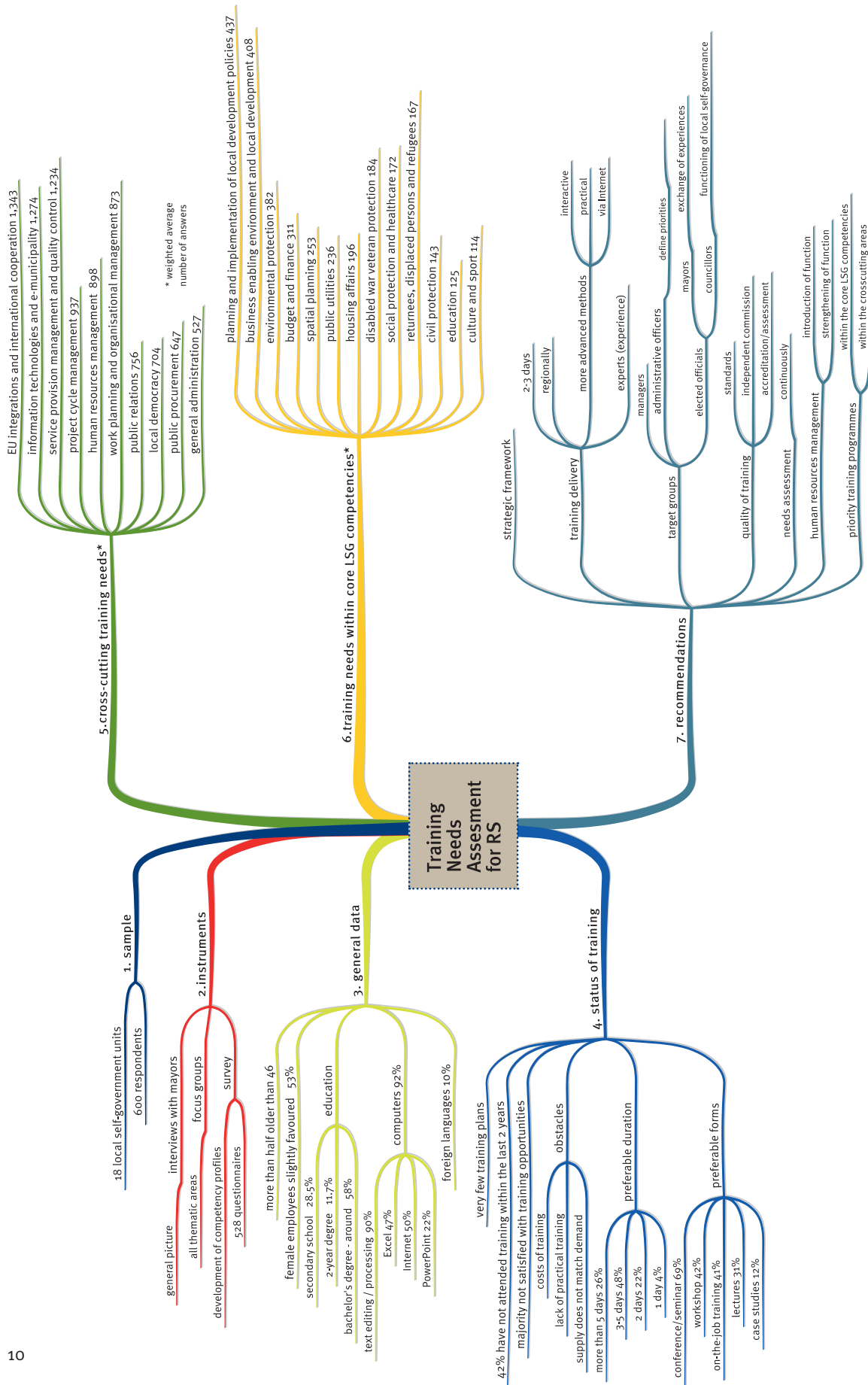
[2] Percentages pertain to the target population only. Auxiliary personnel as well as elected officials were excluded from the assessment.
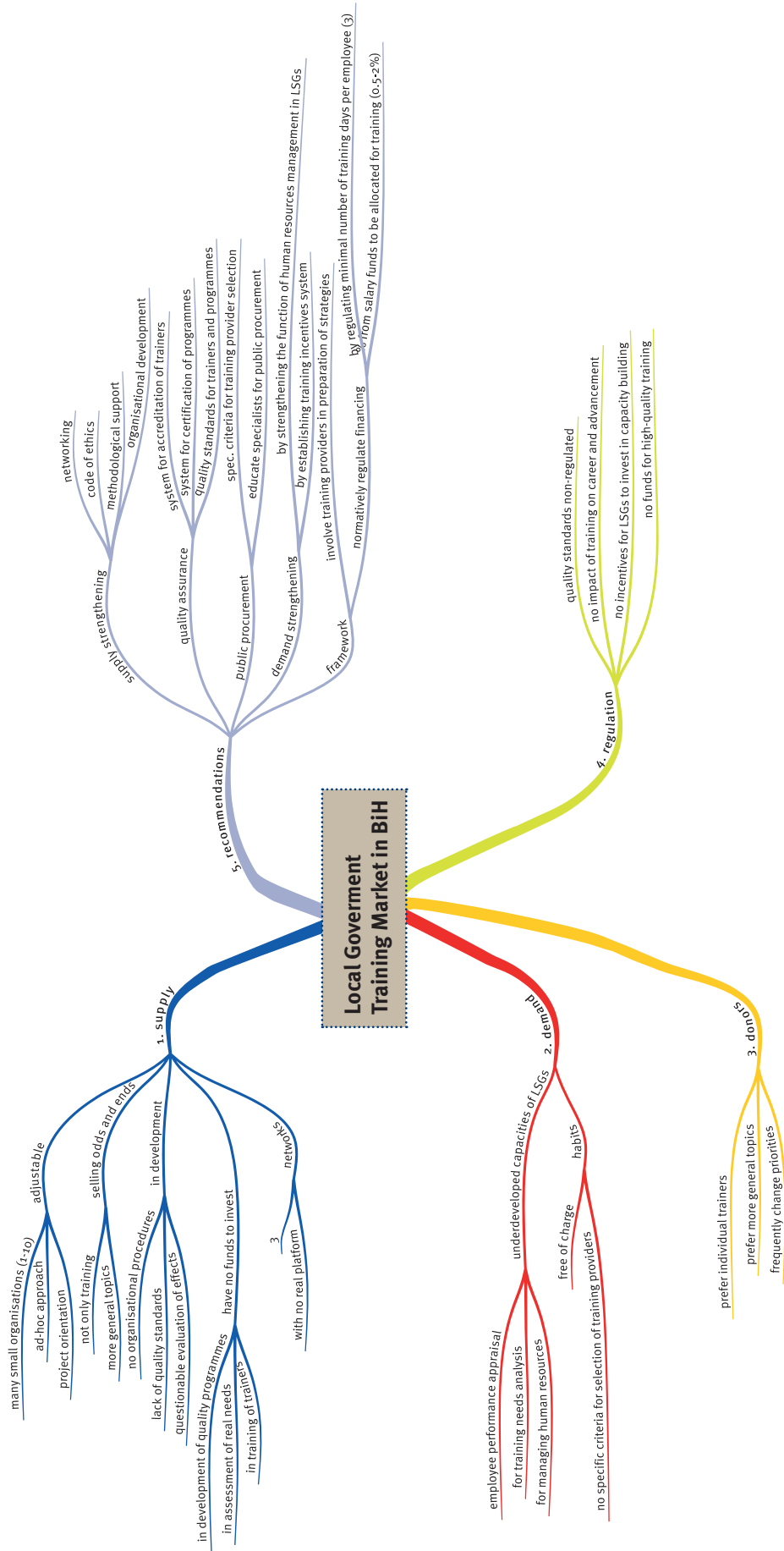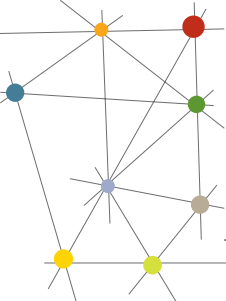
The conducted research provides basis for a range of conclusions with regard to the attitudes shown towards training and related experiences.

- The research findings indicate that only a small minority of local governments have **training and development plans** for their staff and, even in these few instances, the employees appear to be largely unaware of the existence of such plans.
- Overall, the **majority of local government employees are not satisfied with the training opportunities** on offer, which can be attributed to a number of reasons ranging from access to training, the type of training on offer to the general quality of available training opportunities. However, it is noteworthy that managers appear to be more satisfied with the training opportunities provided than the administrative officers they supervise. This indicates that managers either do not communicate training opportunities to their staff or are provided with better general access to training.
- As for **participation in training**, some 42% of local government employees have not attended a single training exercise over the past two years. Naturally, some areas of municipal operations were targeted more heavily with training than others: general administration, budget and finance firmly in the lead in this regard.
- When discussing the **principle obstacles to quality training delivery,** the cost of training was most frequently quoted by respondents, along with an absence of practical training on offer and a lack of a training needs assessment mechanism to ensure that supply effectively meets demand in the training market. The mayors that were interviewed expressed similar concerns and additionally highlighted the absence of a coherent division of responsibility between the various levels of government: to include the co-financing of relevant training events.
- As for **training duration and format**, the majority of local government employees prefer three to five day training delivered via seminars. On the other hand, the mayors' view is that workshops and case studies should be the preferred training format and that training should take no longer than two days.

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

Training Needs Assessment for RS

1. sample
- 18 local self-government units
- 600 respondents
- general picture

2. instruments
- interviews with mayors
- focus groups
- survey
- all thematic areas
- development of competency profiles
- 528 questionnaires

3. general data
- more than half older than 46
- female employees slightly favoured 53%
- education
  - secondary school 28.5%
  - 2-year degree 11.7%
  - bachelor's degree - around 58%
- text editing / processing 90%
- computers 92%
  - Excel 47%
  - Internet 50%
  - PowerPoint 22%
- foreign languages 10%

4. status of training
- very few training plans
- 42% have not attended training within the last 2 years
- majority not satisfied with training opportunities
- obstacles
  - costs of training
  - lack of practical training
  - supply does not match demand
- preferable duration
  - more than 5 days 26%
  - 3-5 days 48%
  - 2 days 22%
  - 1 day 4%
- preferable forms
  - conference/seminar 69%
  - workshop 42%
  - on-the-job training 41%
  - lectures 31%
  - case studies 12%

5. cross-cutting training needs*
- EU integrations and international cooperation 1,343
- information technologies and e-municipality 1,274
- service provision management and quality control 1,234
- project cycle management 937
- human resources management 898
- work planning and organisational management 873
- public relations 756
- local democracy 704
- public procurement 647
- general administration 527

* weighted average number of answers

6. training needs within core LSG competencies*
- planning and implementation of local development policies 437
- business enabling environment and local development 408
- environmental protection 382
- budget and finance 311
- spatial planning 253
- public utilities 236
- housing affairs 196
- disabled war veteran protection 184
- social protection and healthcare 172
- returnees, displaced persons and refugees 167
- civil protection 143
- education 125
- culture and sport 114

7. recommendations
- strategic framework
- training delivery
  - 2-3 days
  - regionally
  - more advanced methods
    - interactive
    - practical
    - via Internet
  - experts (experience)
- target groups
  - managers
  - administrative officers
  - elected officials
    - define priorities
    - mayors
    - councillors
    - exchange of experiences
    - functioning of local self-governance
- quality of training
  - standards
  - independent commission
  - accreditation/assessment
- needs assessment
  - continuously
- human resources management
  - introduction of function
  - strengthening of function
- priority training programmes
  - within the core LSG competencies
  - within the crosscutting areas

Local Goverment Training Market in BiH

5. recommendations
- supply strengthening
  - networking
  - code of ethics
  - methodological support
  - organisational development
  - system for accreditation of trainers
- quality assurance
  - System for certification of programmes
  - quality standards for trainers and programmes
- public procurement
  - spec. criteria for training provider selection
  - educate specialists for public procurement
- demand strengthening
  - by strengthening the function of human resources management in LSGs
  - by establishing training incentives system
- framework
  - involve training providers in preparation of strategies
  - normatively regulate financing
    - by regulating minimal number of training days per employee (3)
    - from salary funds to be allocated for training (0.5-2%)

4. regulation
- quality standards non-regulated
- no impact of training on career and advancement
- no incentives for LSGs to invest in capacity building
- no funds for high-quality training

1. supply
- adjustable
  - many small organisations (1-10)
  - ad-hoc approach
  - project orientation
- selling odds and ends
  - not only training
  - more general topics
- in development
  - no organisational procedures
  - lack of quality standards
  - questionable evaluation of effects
  - have no funds to invest
    - in development of quality programmes
    - in assessment of real needs
    - in training of trainers
- networks
  - 3
  - with no real platform

2. demand
- underdeveloped capacities of LSGs
  - employee performance appraisal
  - for training needs analysis
  - for managing human resources
- habits
  - free of charge
  - no specific criteria for selection of training providers

3. donors
- prefer individual trainers
- prefer more general topics
- frequently change priorities

Principles and Objectives

Principles

Principles represent the basic commitments related to the development of a training system. They are used as the basis for the development of an adequate training system for local self-government units in the Republika Srpska. Therefore, the principles determine the basis and direct all key solutions that will be selected in the process of the training strategy development.
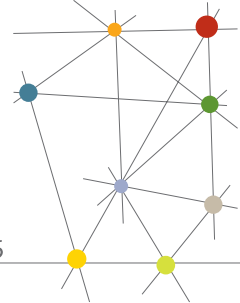
The system and the Training Strategy for Local Self-Government Employees in the RS are based on the following principles:

● obligation,
● equal access,
● comprehensiveness,
● standardisation,
● self-sustainability,
● quality and
● dynamic consistency.

The **obligation** principle includes both individual and collective dimensions: training is the individual duty of every local self-government employee, whilst at the same time it is the obligation of every local self-government unit in the RS to enable each employee to attend training. 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** should provide equal opportunities for all local self-government employees to develop their knowledge and skills. This means that training formats and programmes should be equally accessible to all so they may meet their training obligations and, at the same time, exercise their right to training and to the continuous development of their knowledge and skills. This also encompasses the principle of physical accessibility, which entails geographically decentralised training organisation and delivery that brings training closer to the recipients as much as and whenever possible. The principle of equal access also refers to gender equality.

This principle relates to local self-government units and means that the implementation of the Training Strategy should enable equal access to training for those local self-government units with inadequate initial financial, as well as organisational and human resources.

The principle of **comprehensiveness** relates to training content and topics and indicates that the training should cover all of the areas of importance for the operation of local self-governments. Priorities established through the training needs assessment should be used as a starting point.

The principle of **self-sustainability** represents the intention to build a training system that will have sufficient organisational, human and financial resources to continuously respond to training needs in the long run. This means that the training system is to be gradually developed to become independent from the external, mainly donor assistance necessary for its establishment.

The principle of **standardisation** relates to the application of a standardised general methodology for training preparation and delivery. The standardised general methodology implies a standard training cycle: training needs analysis, planning and programming, delivery and evaluation.

The principle of **quality** includes meeting quality standards on the one side and competition and the competency of training providers on the other.

> The introduction of uniform training standards and quality assurance mechanisms is aimed at providing consistency in the quality of training and training material. Establishment of a training quality framework should be considered as an important function of the training system. Competition prevents the monopoly of any actor in the system and provides equal opportunities for all training providers in line with their capacities to meet the required quality standards.

The principle of **dynamic consistency** implies the constant harmonisation of training concepts, content and methodologies with a normative framework on the one side and the needs of staff and local self-government units on the other.

> Harmonisation with a normative framework encompasses, above all else, the harmonisation of the Training Strategy with the RS Local Self-Government Development Strategy (2010-2015) and the Law on Local Self-Government, as well as with other relevant laws and bylaws. Dynamic consistency in this context means feedback provided by the Training Strategy to the normative framework: the Strategy should encourage adequate changes to laws and by-laws in order to enable normative and practical reform of the local self-government system.
> In addition, harmonisation with the needs of staff and local self-government units is of a distinctly dynamic character. This means that training should constantly be in line with staff needs and local self-government plans, aiming at their fulfilment and realisation.
> Dynamic dimension also implies the continuous innovation and modernisation of training and training principles.
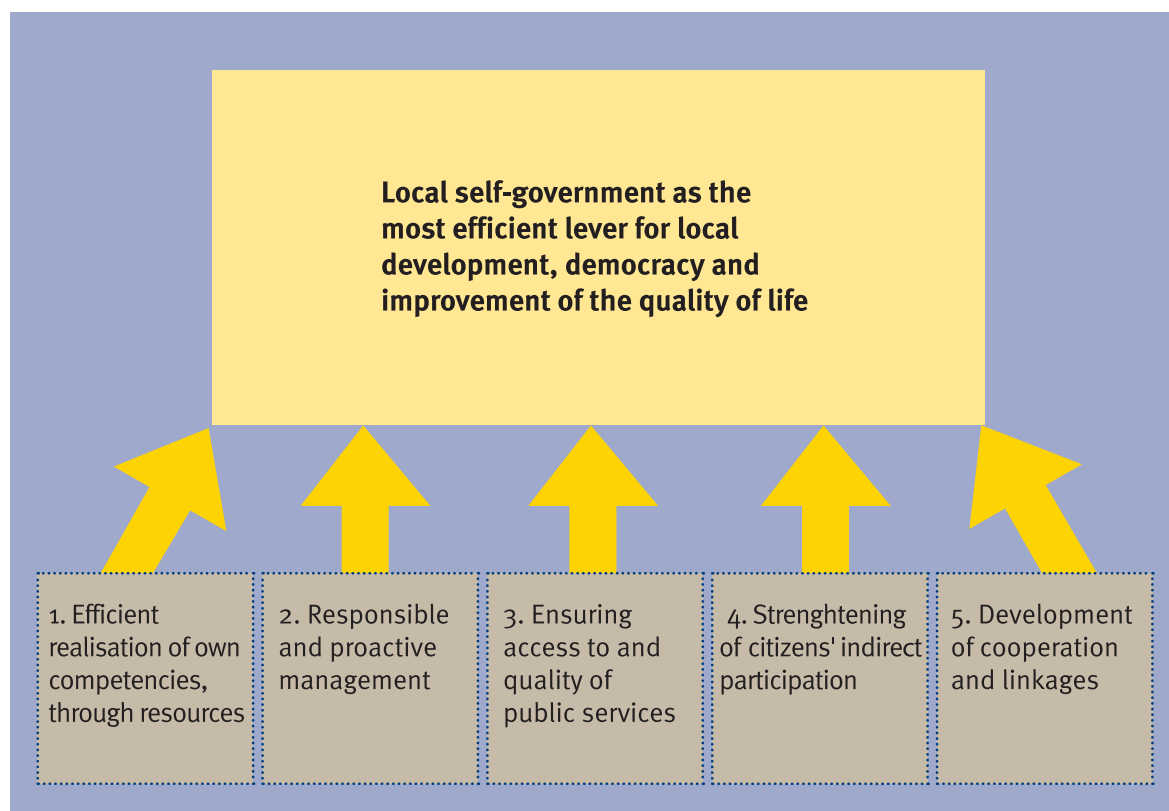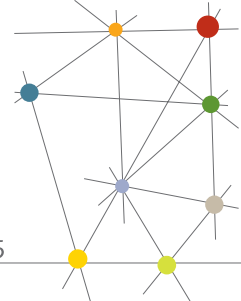
The graph below illustrates how the principles affect the development of the local self-government training system and the Strategy in RS. It is necessary to establish a dynamic balance between the role of the entity authorities (which act from the top-down) and the needs and interests of local self-government units (bottom-up approach).

"top-down":
- ensure obligation, access, comprehensivness, standardisation, quality and sustainability

"bottom-up":
- contribute to achieving access, obligation and sustainability
- start from the needs of employees, build a human resources management system in all local self-government units
- strengthen competitiveness amongst training providers
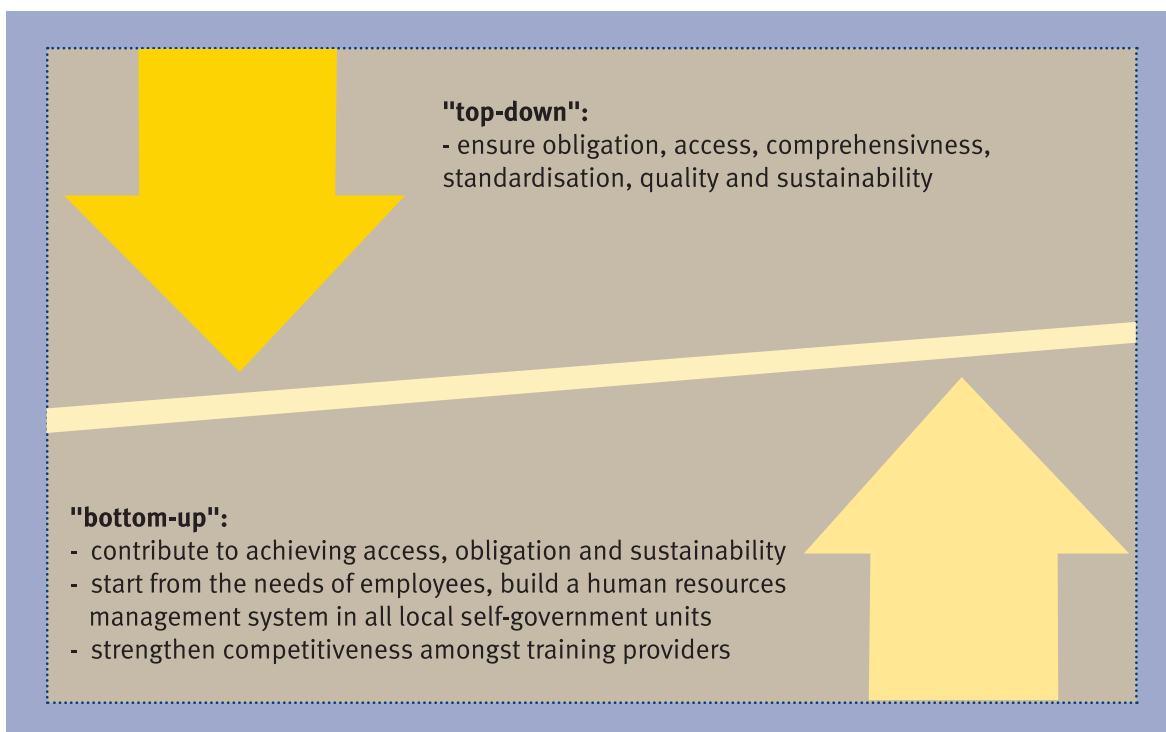
Goals and Objectives

The goals represent what we would like to achieve through the implementation of the strategy and the local self-government training system within the timeframe set in the strategy.

The framework for defining the long-term effects of the Training Strategy is set forth in the RS Local Self-Government Development Strategy in the form of the vision and strategic goals for local self-government development, as presented in the diagram below.

Local self-government as the most efficient lever for local development, democracy and improvement of the quality of life

| 1. Efficient realisation of own competencies, through resources | 2. Responsible and proactive management | 3. Ensuring access to and quality of public services | 4. Strenghtening of citizens' indirect participation | 5. Development of cooperation and linkages |

In this context, the Training Strategy and the training system should contribute to the following key changes in local self-government units and their area of work:

- strengthening of the client orientation and continuous improvements in the satisfaction of citizens and other users of local self-government services;
- development of an efficient and professional local administration, in compliance with standards of good governance;
- easier and accelerated development and European integration processes within the domain of local self-government responsibilities;
- improved satisfaction and internal cooperation of staff in local self-government units.

It would be impossible to ensure the standardisation of knowledge, skills and attitudes of local self-governments without the Training Strategy and the training system, which is considered a pre-requisite for ensuring adequate common standards within local self-government service delivery throughout the RS.

> Accordingly, the overall goal of the strategy and the training system is to **enable the continuous improvement of existing and the acquisition of new knowledge, skills and attitudes by employees and elected officials in local self-government units in the RS,** necessary for the efficient realisation of competencies and dealing with the reform challenges standing before the local self-governments.

Objectives

The overall goal of the strategy and the training system is a long-term one. If the goal is to be incorporated into all elements of the training system, it needs to operationalised thorough elaborated objectives. This implies compliance with the basic rules[3], under which the objectives should be specific, measurable, adequate, realistic and time-bound.

Objectives of the strategy and the training system for local self-government employees in the RS are defined as follows:

- new organisational structures, required for the operation of the training system for the LSG employees in the RS, established and functional by the end of 2011;
- training function as an important lever in human resources development, established in at least half of the LSGs in the RS by the end of 2012, and in all LSGs by 2015;
- all the priority target groups of administrative officers included in training programmes by the end of 2012;
- all the priority target groups of elected officials included in training programmes by the end of 2013;
- the training quality assurance function completed and functional by the end of 2014;
- full financial sustainability of the training system ensured by 2015.

The following section of the strategy document introduces and clarifies the meaning of the terms and phrases listed under the objectives (new organisational structures, priority target groups, quality assurance function, etc.).

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[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 priority topics for training together with the rationale that justifies the choices made. The following was used as a baseline for the prioritisation:

- LSG Training Needs Assessment Report for the RS (UNDP 2009);
- results of the mayor survey (Eda 2008);
- criteria defined by the Training Strategy Working Group.

Target Groups

The training target groups were identified as follows:
- administrative officers engaged in core LSG tasks;
- elected officials.

Priority Groups for Training among Administrative Officers
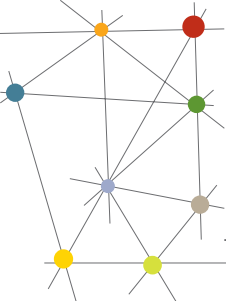
The following basic criteria were used for the selection of priority groups in this category:

- impact on the quality of local government performance and client satisfaction;
- intensity and sensitivity of contact with citizens and other service users.

Within the group of administrative officers in the RS, the following were identified as priority groups for training:

- heads of departments and municipal assembly secretaries,
- heads of units and expert advisors,
- independent expert associates and senior expert associates,
- inspectorate and utility police employees.

Heads of departments, heads of units, expert advisors, municipal assembly secretaries as well as independent expert associates, and senior expert associates have been identified as priority target groups for training. This is because they have a major impact on the quality of the functioning of local administrations as well as on the level of client satisfaction with local administrations. Employees of the inspectorates and utility police have been classified as a priority target group, because they are in daily contact with citizens and other service users.

The nature of these contacts is very sensitive and can easily lead to dissatisfaction among citizens, if care is not regularly taken.

Municipal assembly secretaries have similar training needs to administrative officers, more precisely, as heads of departments, and because of the similar scale and type of operations that they perform, the approach to them should be similar to that used for heads of departments.

It is estimated that the training needs of expert associates, technical and auxiliary personnel and trainees can be met by training programmes organised directly by LSG units. The capacity building for trainees includes their preparation for professional examinations. However, when new regulations require new skills and working methods from expert associates, if it is more cost-effective to organise related trainings at the level of the entire local self-government system, then this category of administrative officers should also be considered as one of the priority target groups for training.[4]

Issues related to the training of advisers to the mayors and their chiefs of cabinet need to be more elaborate and taken under consideration in the next training needs assessment.

Priority Groups for Training among Elected Officials

According to the criterion for the relative urgency of inclusion in the training process, for the purpose of acquiring necessary information, knowledge and attitudes, the below priority groups of elected officials have been selected for training:

- newly elected municipal mayors and deputy mayors;
- newly elected vice-speakers and speakers of municipal assemblies and newly elected members of municipal assemblies.

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 effective and efficient, and their cooperation with other officials and employees of local governments, as well as with citizens, would be more systematic, constructive and efficient.

While this points to the need for adequate implementation of training in several core areas of municipal affairs, other important areas that require training for elected officials relate to an improvement in their understanding and knowledge of the wider system of public administration within the context of local government, legal procedures and leadership skills.

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[4] This relates for example to the new Law on Vital Records that requires new skills and knowledge from expert associates – registrars.
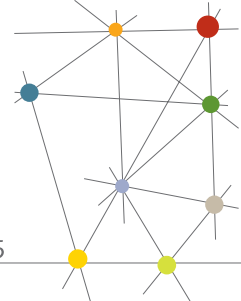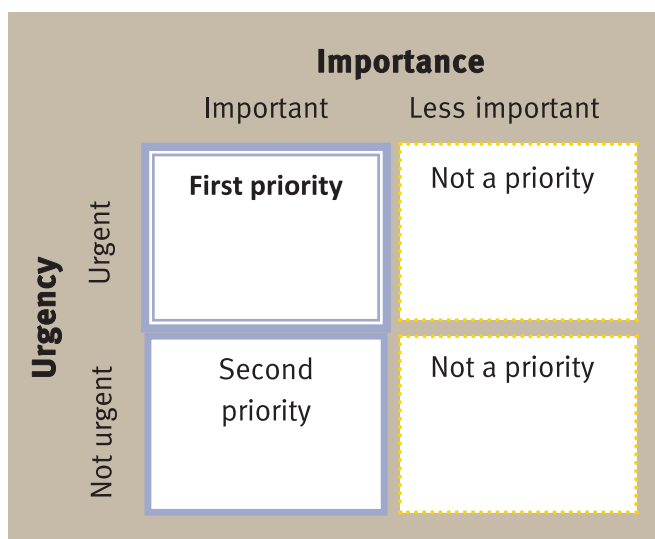
The training of elected officials, particularly mayors, should not be considered as separate from the training provided for administrative staff. When preparing training programmes, an *ad-hoc* assessment should be made as to whether to include the initial segment/module, applicable to both administrative officers and mayors, with the aim of creating common knowledge and understanding of important and strategic issues relevant to the given area.
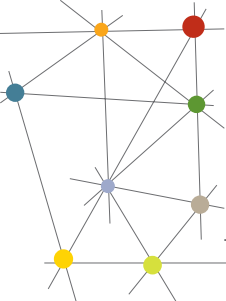
Priority Topics for Training

Priority training areas are defined according to the selected priority groups on the one hand and against core LSG competencies and crosscutting and generic issues on the other. Specific topics were identified when determining the priorities within the broader areas.

As a starting point and result of initial findings and prioritisation within the LSG Training Needs Assessment Report for the RS, special attention was paid to the set of the first five priority areas in relation to core LSG competencies and relevant crosscutting areas.

The main criterion for the selection of priority topics was the assessed importance and urgency of those topics for the priority target groups; this was the method of determining priorities, as shown in the diagram below.

Importance

	Important	Less important
Urgent	**First priority**	Not a priority
Not urgent	Second priority	Not a priority

Urgency

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

When planning and implementing training programmes, the following recommendations should be taken into account:

- training programmes for newly elected officials should be shorter and of more of an introductory nature, adjusted to the roles that each group of officials is to play;
- whenever possible and appropriate, the training programmes for independent and senior expert associates should include other expert associates, while training programmes for heads of departments and heads of units should include advisors and chiefs of the mayors' cabinets;
- where it is estimated that it would be useful and cost-effective, the inspectorates and utility police employees should be integrated into the training of independent and senior associates;
- specialist training programmes should be open to mayors in accordance with their specific training needs in a given training area. Accordingly, when developing such training programmes, it would be good to plan an introductory module adjusted to the needs of newly elected officials;
- gender equality should be appropriately addressed and included in training programmes;
- some of the topics will be relevant for all in a group of secretaries of municipal assemblies, heads of departments and heads of units, and expert advisors, while others will only be relevant to certain sectors, and should be included in the training accordingly.

It should be emphasised that the introduction and application of new regulations that require changes in the knowledge and attitudes of administrative officers should also be considered as among priority training topics. This, for instance, relates to the new Law on Vital Records that requires that expert associates – registrars acquire new knowledge and skills necessary for common proceedings in areas related to citizens' affairs, as prescribed by the Law. In this regard, the competent ministries, responsible for the introduction and application of new regulations, should plan for adequate resources and the provision of experts to interpret the regulations and transfer the necessary knowledge and skills.
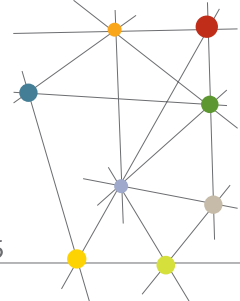
Overview of Priority Topics from the Local Self-Government Competencies

Labels: **"P"** (priority, because it is important and urgent for the target group), and **"p"** (it is important, but not so urgent for the target group)

Training topics		Target groups				
		Newly elected mayors and deputy mayors	Newly elected speakers and vice-speakers of MA and MA members	Secretaries of MA, heads of departments, heads of units, and expert advisors	Independent and senior expert associates	Inspectorate and utility police employees
(1) Planning and Implementation of Local Development Policies	Management of local development, focused on the implementation of strategies and plans	**P** – adjusted to the target group role	**P** - shorter, introductory	**P** - detailed	**P** - detailed	**P**
(2) Business Enabling Environment and Local Development	Relevant administrative environment *(one-stop-shop, local taxes policy, land and urban planning policy and regulation, statistics, business regulation, etc)*		**P**	**P**	**P**	**P**
	LSG infrastructure in the function of local development *(technical, transport, utilities and business)*	**P** – joint module adjusted to the target group role	**P**	**P**	**P**	p
	LSG support in accessing sources of financing for small and medium-sized enterprises *(loan/guarantee funds, development funds, subsidies, concessions, etc)*			**P**	p	p
	Development of partnerships *(public-private partnerships, inter-municipal / regional cooperation, etc)*			**P**	p	**P**
(3) Environment protection	Implementation and monitoring of environmental protection (including energy efficiency), with focus on promotional and awareness-raising activities in the community	p		**P**	**P**	
(4) Budget and Finance	Treasury operations			**P**	**P**	p
	LSG asset management		p	**P**	**P**	
	LSG revenue sources (focus on collection and administration of local taxes and fees)	**P** – joint module adjusted to the target group role	**P**	**P**	**P**	
	Internal control and audit			**P**		
	Preparation of the budget and budgetary programming, implementation and reporting		**P**	**P**	**P**	
(5) Spatial Planning	GIS			**P**	**P**	
	Management of construction land and public land	**P** - with intro to spatial mgmt	p	**P**	**P**	
	Regulatory plans and urban projects			**P**	**P**	
	Relevant legal framework			**P**	**P**	**P**
	Urbanistic/construction inspections			**P**	**P**	**P**

Summary of Priority Topics from the Crosscutting Areas

Labels: "**P**" (priority, because it is important and urgent for the target group) and "**p**" (it is important, but not so urgent for the target group)

Training topics		Target groups				
		Newly elected mayors and deputy mayors	Newly elected speakers and vice-speakers of MA and MA members	Secretaries of MA, heads of departments, heads of units, and expert advisors	Independent and senior expert associates	Inspectorate and utility police employees
(1) European Integration and Project Cycle Management	Introduction to EU funds and programmes (IPA and Community Programmes)	**P** – joint module adjusted to target group role		**P**		
	Administration and financial management of EU projects		p	**P**		
	Planning and preparation of project documentation + monitoring and evaluation	p		**P**		
(2) Information Technology and e-Municipality	Electronic document management			**P**	**P**	**P**
	MS Office (basic and advanced modules, e-mail and Internet)			**P**	**P**	**P**
	Development and maintenance of municipal web portals			**P**	**P** (IT only)	
(3) Service Provision Management and Quality Control	Establishment and improvement of the quality management system	**P**		**P**	**P**	p
(4) Organisation and Management of Human Resources	Internal task systematisation and division of labour			**P**	p	
	Selection and deployment of staff	**P** – joint module adjusted to target group role		**P**		
	Performance appraisal and feedback			**P**		
	Training management			**P**	**P**	
	Leadership skills, team work, internal communication and public relations	**P**		**P** (team work and communication)		
	Delegating tasks and motivation	**P**		**P**		
Additional topics	Local democracy and citizen participation	**P**	**P**			
	Legislative procedures		**P**			
	Introduction to the LSG and the public services system at the local level		**P**			

Training topics highlighted by different entity organisations and institutions as being of particular importance (e.g., rules of normative techniques by the RS Secretariat for Legislation) or relevance to local self-government administrative officers (e.g., equal opportunities and gender equality put forward by the RS Gender Centre) should be considered together with other priority topics. They should be planned for in accordance with the available capacities and programmes of those organisations and institutions which have their own experts to provide training. Topics important for introducing local self-government staff to the 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 i.e., when there are adjustments relevant to local self-governments.
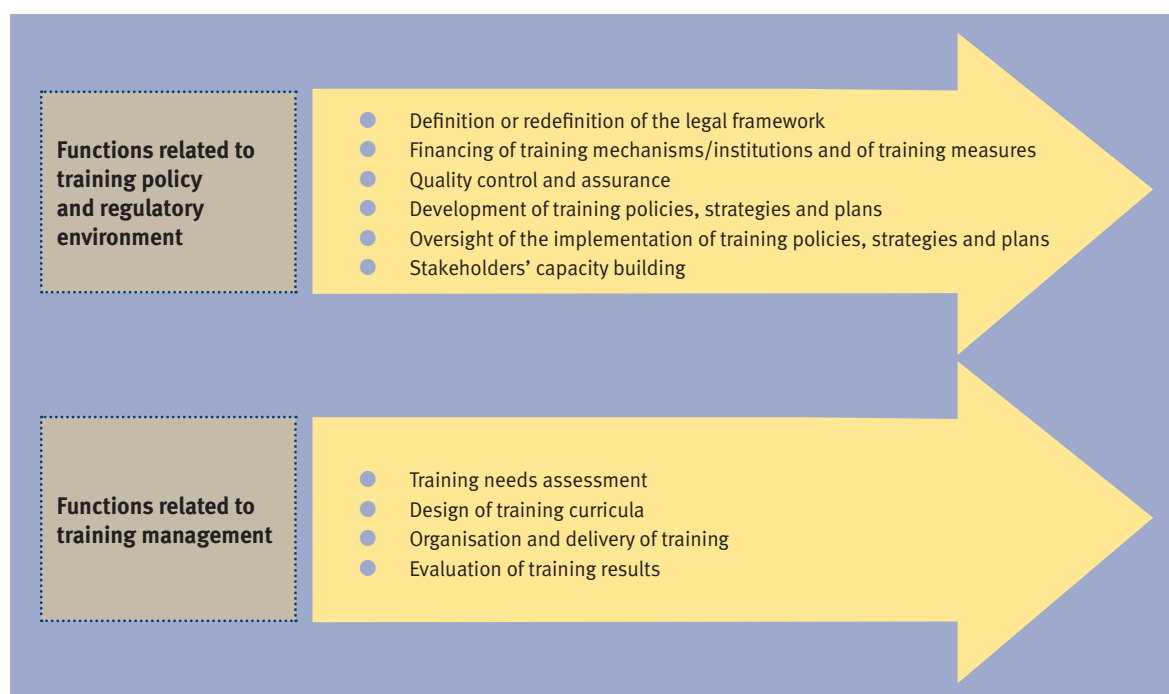
Training System Institutionalisation

Institutionalisation implies the allocation of the basic functions of the training system to the appropriate institutions.

Institutionalisation of the training system for LSG staff is performed in three basic steps:

- definition of the functions and their division into basic elements;
- definition of the relevant institutions;
- distribution of the basic elements of the training system functions within the scope of the appropriate institutions, taking into account the cost effectiveness and operational simplicity of selected arrangements.

Training System Functions

It is necessary to gradually establish and develop the below stated functions for the operation of the LSG training system.

Functions related to training policy and regulatory environment

- Definition or redefinition of the legal framework
- Financing of training mechanisms/institutions and of training measures
- Quality control and assurance
- Development of training policies, strategies and plans
- Oversight of the implementation of training policies, strategies and plans
- Stakeholders' capacity building

Functions related to training management

- Training needs assessment
- Design of training curricula
- Organisation and delivery of training
- Evaluation of training results

All functions are in strong mutual relation and only their harmonious mutual interaction can provide for a proper training system.

The division of each function is presented below in the matrices of functions and the relevant institutions.

Due to their importance and impact upon the functioning and sustainability of the training system, the functions of finance and quality assurance will be elaborated on in particular.

Institutions within the Training System

Due to their relevance for the establishment and functioning of the LSG training system, the following existing institutions in the RS are particularly relevant:

- RS Ministry of Administration and Local Self-Government;
- RS Association of Municipalities and Cities;
- RS Civil Service Agency.

In addition to the above, important institutional elements of the system are local governments (municipalities and cities) and training providers.

Local self-governments and the Ministry of Administration and Local Self-Government have an implicitly defined mandate for training, but without precise definition of their responsibilities and roles. The situation is similar concerning the Association of Municipalities and Cities, which, as per the legal framework, can organise and carry out training and capacity development of its members.

The Civil Service Agency has no jurisdiction over the issues of training and professional development for LSG, with the exception of the preparation and organisation of professional examinations.

The RS Local Self-Government Development Strategy, adopted in 2009, highlights the key role of the Ministry of Administration and Local Self-Government, in cooperation with the Association of Municipalities and Cities and the Civil Service Agency, in relation to the training and development of human resources.

Since no institution is fully responsible for local self-government training, it is necessary to establish bodies that would allow for the functioning of the future local self-government training system. The bodies that should be founded are the Training Commission, as a coordinating body competent for the training system as a whole, and the Training Office, as an institutional mechanism that would provide operational support and take over the training management functions. A strategic and coordinated approach towards training system management and local self-government capacity

development would be ensured in this way in the RS, including the sufficient system operability required for the implementation of concrete training measures. When it comes to organisational arrangements, the Training Commission should be a unique body in order to ensure consistency in the preparation and implementation of activities aimed at local self-government capacity development. It would be good from an operational perspective for the Training Office that covers the training of local self-government staff to be anchored within the RS Ministry of Administration and Local Self-Government, while the Training Unit covering elected officials should be anchored within the RS Association of Municipalities and Cities.

Training Commission

It is recommended to form a Training Commission as a coordination body responsible for the training system in the RS as a whole. This Commission, composed of the representatives of key stakeholders, would bring together jurisdiction over the training and guarantee a coordinated approach to the capacity building of LSG. The Commission would assume the following basic functions within the training system:

- consideration and the launch of initiatives to improve the legal framework for the training and professional development of LSG;
- initiation of regular training needs assessment and coordination of training priorities;
- development and harmonisation of the overall strategy and training plans;
- oversight of the implementation of the strategy and training plans;
- take on the leading role in the control and quality assurance of the training;
- promotion of the continuous development of the capacity of stakeholders within the training system.

The composition and working modalities of the Training Commission should be thoroughly developed and adopted through the decision of the RS Government. This decision should be based on the previous consent of stakeholders.

The key competences of the Training Commission when it comes to the functions related to the training policy and regulatory environment are listed in the matrix below.

Training Office

It is necessary to establish a Training Office as an operational body for professional and administrative support to the Training Commission. Organisationally, the Office should be placed within the RS Ministry of Administration and Local Self-Government in order to create all the necessary conditions for its quality work as well as for the work of the Training Commission.

In addition to providing professional and administrative support to the Training Commission, as a rule, this Office would perform a significant task related to the operational management of trainings carried out at the RS level for all or for most LSG.

Activities related to the operational management of training for elected officials would be performed by a special Training Unit, which would be formed within the RS Association of Municipalities and Cities. The Training Office and this special Unit should develop intensive cooperation.

The key responsibilities of the Training Office and the Training Unit related to the training of elected officials, in terms of training operational management functions, are listed in the matrix below.
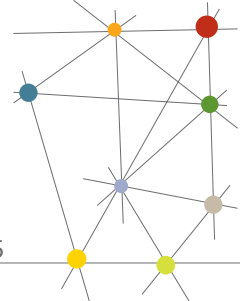
Training Function in Local Self-Governments

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 possibilities. In order to provide adequate guidance for local self-government units, following strategy adoption, specific modalities of organising the training function would be elaborated taking into account the different sizes and capacities of cities and municipalities in the RS.

> To ensure the quality, efficiency and sustainability of the training system, it is important to enhance the capacities of relevant experts from within local self-governments and 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 provide 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 who could deliver training in their own and neighbouring local self-governments, as is the case already within the Association of Eastern Herzegovina Municipalities. Developing the capacities of internal trainers (practical training focused on training design and delivery) and of their regional networks would be one of the priorities for cooperation between the Training Office at the entity level and local self-governments.

Training Financing

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

In accordance with the proclaimed principle of sustainability, as one of the principles on which the training strategy rests, a training system should 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 reality of today, which is characterised by a lack of adequate practice and resources earmarked for financing training. Thus, at the beginning of the implementation process of the strategy, strong support by donors and relevant projects is necessary, in particular from the UNDP implemented Municipal Training System Project.

Relevant costs can be classified into two main groups:

● costs of the establishment and the 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 Commission, the Training Office, the Training Unit and the Quality Assurance Panel), separate premises for the Commission and the Panel are not necessary, as they could use the Training Office or another adequate space.
● running costs of these organisational structures (salaries and material costs);
● costs of the establishment and operation of the Human Resources Management Units within LSG;
● special costs for preparing or updating systematic and strategic documents (training needs assessment, strategies and plans, etc).

The below cost sharing is envisaged.

● The cost of premises and equipment for the Training Commission and the Training Office should be borne by the RS Government through the Ministry of Administration and Local Self-Government, while similar costs for its Training Unit should be borne by the RS Association of Municipalities and Cities. Separate premises for the Commission and the Panel would not be needed, as they could use the Training Office or another adequate space. If deemed necessary, the funds of the Municipal Training System Project could be used initially 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 Commission (daily allowances and travel expenses) should be borne by the institutions that nominate the Commission members.
- Running costs of the Training Office and remuneration for external experts engaged within the Quality Assurance Panel should be borne by the RS Government through the Ministry of Administration and Local Self-Government, while the Association of Municipalities and Cities would bear the running costs of its Training Unit.
- Local self-government units should cover the costs necessary for the establishment and operation of their Human Resources Management Units. Within the Municipal Training System Project, the basic modalities of such units would be elaborated with particular focus on training management.
- The Municipal Training System Project would ensure the appropriate methodology for carrying out training needs assessment and the preparation of training plans. Funds for updating the strategic and system documents, when the time comes, would be provided by the RS Government through the Ministry of Administration and Local Self-Government, if interest among the donors were to be lacking.

Cost-Sharing related to Operational Training Management

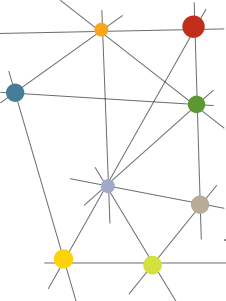Costs of the training operational management include:

- 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 training delivery);
- design of training programmes and material (expert engagement and 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 the renovation and equipping of adequate existing premises for regional training delivery would be covered by the Municipal Training System Project. The locations would be chosen in cooperation with the Ministry of Administration and Local Self-Government and the RS Association of Municipalities and Cities.
- Cost of the renovation and equipping of premises for the training delivery for their own needs would be covered by the LSG.

- The cost of programme design, organisation and training delivery should be shared roughly in the following manner:
  - competent ministries plan funds to cover costs related to the preparation and delivery of training programmes related to introducing new legal and strategic solutions within their jurisdiction;
  - in general, the RS Government through the Ministry of Administration and Local Self-Government, would plan and provide funds for the preparation of priority training programmes for the LSG employees.
  - The RS Association of Municipalities and Cities would plan and secure funds for the preparation of priority training programmes for elected officials. 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;
  - LSG would plan and secure funds to co-finance of their staff participation in priority training programmes organised for the entire LSG training system in the RS. Also, the LSG would plan and secure funds for the preparation and delivery of their training programmes (organised by themselves or in cooperation with other municipalities);
  - the RS Government, through the Ministry of Administration and Local Self-Government, would subsidise a part of the training costs for those LSG that are not able to allocate funds for this purpose;
  - employees in LSG and elected officials would finance their participation in training in the event that the training is not a priority either at the level of the whole system or in their LSG.
  - the MTS Project would provide funds for the preparation of the initial 4-5 priority 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, the LSG would cover travel expenses and daily allowances for their training participants when the training takes place outside of the place where they are located.
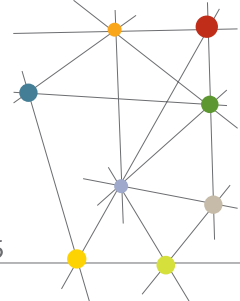
Training Control and Quality Assurance

A framework for quality assurance of the training system is presented in the diagram below.
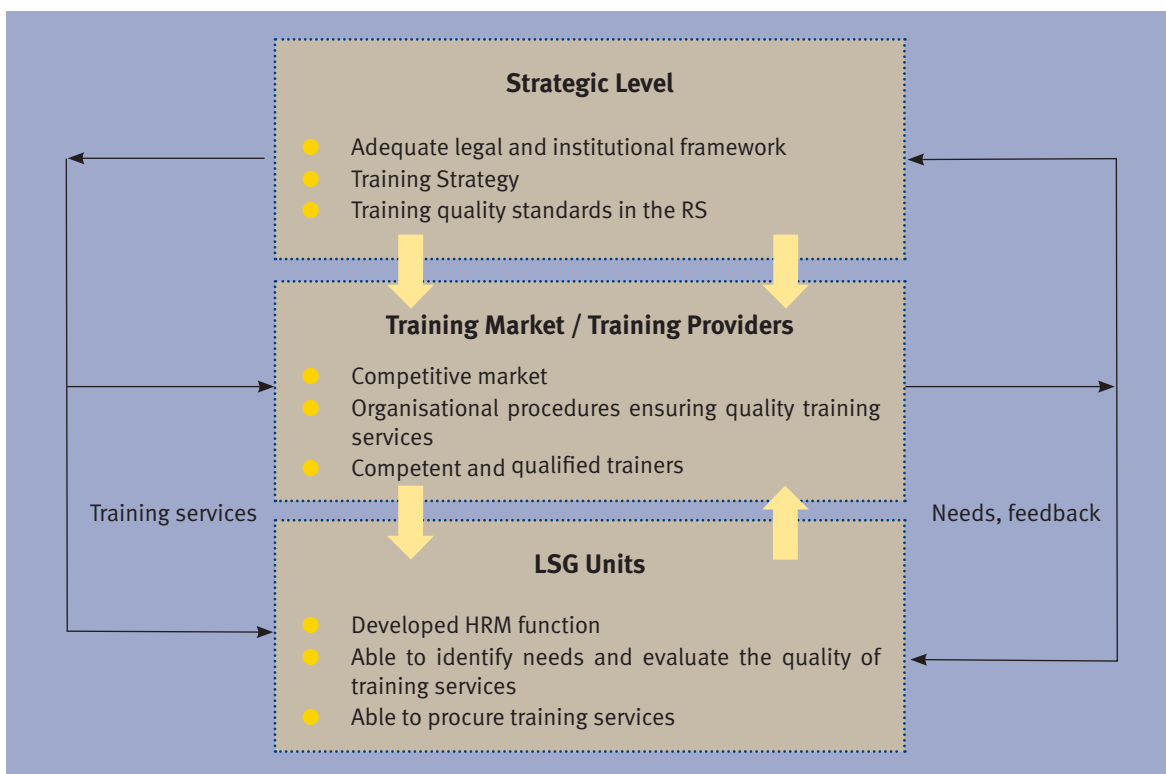
The proper positioning and successful implementation of this function is necessary to ensure a high standard of training in terms of content and methodology as well as the quality of training providers.

In order to ensure the training quality in the long-run, it is recommended to introduce accreditation for training programmes and training providers, which 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 services and training programmes on the other.

If done comprehensively, the accreditation process includes the major steps listed below.
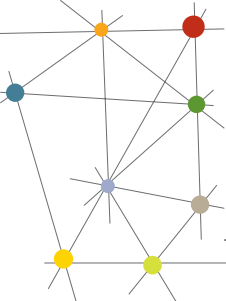
1. Application for accreditation and verification of documentation;
2. On-site checks, document checks / training delivery;
3. Issuance of accreditation certificates;
4. Evaluation of training effectiveness, impact assessment (external audit).

However, for the initial phase of the establishment of the LSG training system, it is recommended to simplify the accreditation process so that only the training providers are accredited without the second step involving field verifications.

Quality Assurance Panel

The Training Commission will propose the establishment of the Quality Assurance Panel (QAP) as an independent professional body authorised to define the quality standards and accreditation of training programmes and providers. The recommendation is for the QAP to have 5-7 experts from relevant institutions that are competent for the issues of training quality and local self-government.

The Training Office may provide adequate logistical support for the operation of the QAP.

Functions and Institutions: Synthesis

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

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

Matrix: Functions related to Training Policy and the Regulatory Environment – Relevant Institutions

	Training Office	Training Commission	Ministry of Administration and Local Self-Government	Association of Municipalities and Cities	Local Self-Government Units	Civil Service Agency	Training Providers
(Re)defining of the legal framework	- Analyses, drafts initiatives for regulation changes	- Takes initiatives for improving regulations	- Drafts and proposes laws and by-laws	- Advocates / lobbies			
Financing			- Covers Training Commission and Training Office costs - Covers development of strategies and plans - Covers development of priority programmes common for all LSGs - Covers training for internal trainers (from all line ministries)	- Covers Training Commission costs - Covers its own training unit costs - Covers the training of its own trainers	- Cover their own training costs - Cover training of their own trainers for internal needs - Co-finance joint training programmes	- Covers Training Commission costs - Covers training of its own trainers	- Cover training of their own trainers - Cover the costs of accreditation
Quality assurance	- Provides technical support to the Quality Assurance Panel	- Proposes and oversees the Quality Assurance Panel	- Recommends the use of accredited service providers	- Recommends the use of accredited service providers	- Ensure specification for quality in training procurement		- Invest in accreditation - Invest in organisational procedures
Development of strategies and plans	- Organises TNA, adjustment of priorities, development of training strategies and plans, design of programmes and training delivery	- Initiates TNA and adjustment of priorities, initiates development and agreement on strategies and plans	*Provide logistical support*				
Implementation oversight	- Conducts implementation monitoring and reporting	- Reviews progress reports - Conducts impact assessments - Suggests improvements	- Reviews progress reports and proposals for improvements	- Reviews progress reports and proposals for improvements			
Stakeholder capacity building	- Organises stakeholder capacity building	- Initiates the training of trainers - Promotes the HRM function in LSG - Engages experts and trainers - Provides online support to LSG		- Training of trainers for elected officials	- Introduction and development of the HRM function	- Build its own capacities in relation to LSG training	- Build their own capacities

Matrix: Functions of Training Operational Management - Relevant Institutions

	Training Office	Training Commission	Ministry of Administration and Local Self-Government	Association of Municipalities and Cities	Local Self-Government Units	Civil Service Agency	Training Providers
Training needs assessment	- Updates TNA at the RS level (every 3-4 years)	- Defines the TNA methodology		- Coordinates TNA of elected officials	- Conduct their own TNA		
Development of training curricula	- Develops /contracts the development of priority programmes joint for all LSG - Develops /contracts the development of programmes at the request of several municipalities - Keeps a catalogue of training programmes and registry of providers			- Develops /contracts the development of priority programmes for elected officials	- Develop /contract the development of priority programmes for their own needs	- Adapts existing public administration training programmes for LSG	- Develop programmes according to requests for quotations and specifications
Organisation and delivery of training	- Contracts and organises priority programmes joint for all LSG (for administrative staff)			- Contracts and organises programmes for elected officials	- Contract and organise programmes for their own needs	- Delivers training programmes (in special cases)	- Deliver training (under the training market terms and conditions)
Evaluation of training results	- Establishes the monitoring system - Regularly evaluates joint training - Periodically assesses training impact - Provides online support to LSG			- Regularly evaluates training for elected officials - Periodically assesses training impact for elected officials	- Evaluate training programmes conducted for their own needs	- Evaluates training programmes (in special cases)	

Strategy Implementation Monitoring and Evaluation Plan

OVERALL GOAL: Enable the continuous improvement of existing and the acquisition of new knowledge, skills and attitudes by employees and elected officials in local self-government units in the RS, necessary for the efficient realisation of competencies and dealing with reform challenges standing before the local self-governments.

Objectives

| O1: Organisational structures, necessary for the functioning of the training system for LSG in the RS, established and functional by the end of 2011 | O2: Training function as important leverage in human resources development established in at least half of the LSG in the RS by the end of 2012 and in all LSG by 2015 | O3: All priority focus groups of administrative officers included in training programmes by the end of 2012 | O4: All priority focus groups of elected officials involved in training programmes by the end of 2013 | O5: Training quality assurance function completed and functional by the end of 2012 | O6: Full financial sustainability of training system ensured by 2015 |

Expected result	Indicator	Deadline	Responsible party
O1 **Training Commission established and functioning**	Decision on appointment of Training Commission	In 2010	MALSG/RS Government
	Training Commission Rulebook	First quarter of 2011	MALSG/RS Government
	Training Commission annual work plan (for 2011 and subsequent years)	First quarter of 2011 [5]	Training Commission/ Office
	Training Commission regular meetings (at least twice a year)	As per the plan	Training Commission/ Unit
	Review of the annual report on Training Strategy implementation and recommendations for improvements (for 2011 and every subsequent year)	First quarter of the year	Training Commission, AMC, RS Government

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[5] In subsequent years, by September of the current year for the next year;

Expected result	Indicator	Deadline	Responsible party
O1 **Training Office established and functioning**	Decision on the establishment of the Training Office as an internal organisational unit of the RS MALSG	By the end of 2010	MALSG
	Available premises and equipment, staff employed and trained	End of 2010/ beginning of 2011	MALSG
	Training Office annual work plan (for 2011 and every subsequent year)	During 2010	Training Office, Commission, MALSG
	Training Office operational procedures and coordination mechanisms at the training system level	Beginning of 2011	Training Office, Commission, consultancy
	Information exchange mechanisms (e.g., web site, training providers' registry, database on planned and realised training, electronic library, forums, etc)	During 2011	Training Office, Commission, technical assistance
O1 **Training Unit for Elected Officials established and functioning**	Decision on the establishment of the Training Unit within the RS AMC	By the end of 2010	AMC Presidency and Secretariat
	Space and equipment provided, staff employed/re-assigned and trained	Mid 2011	AMC Presidency and Secretariat
	Annual working plan for the Training Unit (for 2011 and subsequent years)	During 2011	Training Unit + Commission
	Working procedures for the Training Unit	Mid 2011	Training Unit, Commission, technical assistance
O1 **Regional localities for training equipped and functioning**	Analysis and proposals for establishing 3-4 regional localities/ clusters for training delivery within larger LSG	During 2010	MALSG, AMC
	Signed agreements with 3-4 LSG for the use of their premises for regional training delivery	During 2010	MALSG, AMC
	Adaptation and equipping of regional localities for training delivery	By the end of 2010	MALSG, AMC, MTS Project
	Defined models of coordination and use of regional localities for training	First quarter of 2011	MALSG, AMC
O2 **Modalities of establishing and organising the training function within the Human Resources Management System in LSG elaborated**	Proposed organisational modalities for establishing the training function within the HRM system implemented in pilot-LSGs	Mid 2011	Training Commission, AMC, MTS
	Promotion of the HRM and training function for continued capacity development of LSG	2011	Training Commission, AMC, MTS, pilot-municipalities
Developed training management capacities in LSG	Procedures for training management in LSGs (e.g., needs assessment, training plan, coordination with the Training Office and the Training Unit, etc)	2011	Training Office, MTS, pilot-municipalities
	Training for LSG in the area of HRM with a focus on the training function	2011	Training Office, pilot-municipalities

Expected result	Indicator	Deadline	Responsible party
O3 + O4 **Prepared and tested approach to the design and delivery of priority training**	Prepared guidelines (methodology) for planning and delivery of training and the engagement of internal and external training providers	End of 2010	Training Office, CSA, MTS
	Identified internal training capacities (in ministries and LSG) and developed mechanisms for their use	2011	Training Office, CSA, AMC
Regularly assessed needs and planned training at the system level	Identified and collected existing good quality training programmes and materials for LSG	2010/2011	Training Office, Training Unit, MTS
	2 priority training programmes for administrative officers prepared and delivered	By the end of 2010	Training Office, Training Unit, MTS
Prepared and realised priority training programmes for administrative officers and elected officials	A three-year indicative and a detailed annual training plan (1+2) prepared for LSGs (for 2011 and the next two years)	2011	Training Office, Training Unit
	At least 5 priority training programmes for administrative officers prepared and realised annually for the period 2011 – 2014	2011-2014	Training Office, municipalities
	At least 5 priority training programmes (2011/2012) developed and tested for elected officials; programmes realised in 2013 and 2014	2011-2014	Training Unit, municipalities
	Annual report on the implementation of the training plan for administrative officers	First quarter of subsequent year	Preparation - Training Office, Review - Training Commission, RS Government, AMC
	Annual report on the implementation of the training plan for elected officials	First quarter of subsequent year	Preparation - Training Unit, Review - Training Commission, RS Government, AMC
O5 **Defined training quality assurance framework**	Defined mechanisms and criteria for training quality assurance in relation to training design and delivery	2012	Commission, technical assistance
	Decision on the approach towards the accreditation of providers, including the appointment of the Quality Assurance Panel	End of 2012	Training Office, Commission
Developed approach towards training providers accreditation	Conducted training programmes evaluated in line with defined quality assurance mechanisms and criteria	2013	Training Commission, QAP
	Initiated process of training providers accreditation	End of 2013	Training Commission, QAP

Expected result	Indicator	Deadline	Responsible party
06 **Legal framework adjusted in support of the functional training system**	Analysis and recommendations for improving the legal framework related to HRM and training for LSG	2010	MTS, MALSG
	Legal changes in line with the recommendations	2011	MTS, MALSG, Training Commission
Funds for LSG training system institutions regularly planned and disbursed	Travel/material costs allocated within the budgets of the institutions that delegate members to the Training Commission	End of 2010 and every subsequent year	Relevant institutions
	Planned material costs and salaries for (2-3) persons in the Training Office by the MALSG budget decision	End of 2010 and every subsequent year	MALSG
	Planned material costs and salaries for (1) person in the Training Unit by the AMC budget decision	End of 2010 and every following year	AMC
Developed and adopted the co-financing model based on co-financing by LSG and other relevant institutions	MALSG, AMC and UNDP agreement on co-financing of priority training programmes for the initial period 2010 – 2011	End of 2010	MALSG, AMC, MTS (Project Steering Board)
	Study completed on the gradual takeover of the financing of the LSG training system based on co-financing by LSG and other relevant partners for the period 2012 – 2015	Beginning of 2011	Training Commission, technical assistance
	Gradually introduced model of co-financing in order to achieve LSG training system sustainability	End of 2015	MALSG, municipalities

Indicative Financial Framework for the Training Strategy Implementation

Year	Item	Funding source	Total per year (KM)	Total per year and funding source
2010	Costs of training design and delivery	MTS	32,000	MTS = 88,000
	Equipping of regional localities for training delivery	MTS	56,000	MALSG = 8,796
	Training office	MALSG	8,796	
2011	Training Office (including the costs of verification of the developed training programmes)	MALSG	64,164	MALSG = 64,164
	Training Unit within the AMC	AMC	17,500 [6]	AMC = 17,500
	Training function in LSG	LSG	12,500 [7]	LSG = 12,500
	Training programme design	Donors/MTS	21,000	Donors/MTS = 49,000
	Training programme delivery	Donors/MTS	28,000	
2012	Training Office (including the cost of verification of the developed training programmes)	MALSG	97,280	MALSG = 143,780
	Training Unit within the AMC	AMC	35,000	AMC = 63,500 [8]
	Training function in LSG	LSG	25,000	LSG = 71,500 [9]
	Training programme design	MALSG + LSGs (50% for officers) and 50% AMC (for elected officials)	31,500	
	Training programme delivery	MALSG + LSGs (50% for officers) and 50% AMC (for elected officials)	90,000	
2013	Training Office (including the cost of verification of the developed training programmes)	MALSG	112,668	MALSG = 163,918
	Training Unit within the AMC	AMC	35,000	AMC = 75,500
	Training function in LSGs	LSG	25,000	LSG = 76,250
	Training programme design	MALSG + LSG (50% for officers) and 50% AMC (for elected officials)	25,000	
	Training programme delivery	MALSG + LSG (50% for officers) and 50% AMC (for elected officials)	118,000	

6 This amount is for operational costs of the Training Unit within the RS Association of Municipalities and Cities for a period of 6 months.

7 This amount is for operational costs of training function in one local self-government unit for a period of 6 months.

8 Of which, KM 35,000 is for the operational costs of the Training Unit, while the remaining amount is for training design and delivery to elected officials. The same ratio applies to the subsequent years.

9 Of which, KM 25,000 is for the cost of the training function per local self-government unit, while the remainder consists of the overall cost of training design and delivery to administrative officers, which is to be shared among LSG. The same ratio applies to the subsequent years.

SWEDISH INTERNATIONAL DEVELOPMENT
COOPERATION AGENCY

Training Strategy for Local Self-Government
Employees in the Republika Srpska
2011-2015