

CIVIL SERVICE AGENCY

Training Unit

2003 ACTIVITY REPORT

Sarajevo, January 2004

EXECUTIVE SUMMARY

- **Number of Seminars Organized in 2003: 25**

- **Number of Civil Servants Invited to Training Seminars: 492**

- **Number of Successfully Completed Individual Trainings: 404**

- **Total Number of Training Days: 149**

- **Number of Conferences Organized: 3**

Activities of the Training Unit in 2003

In addition to organizing seminars and conferences, whose detailed description can be found later in the text, the staff of the Training Unit was involved in a number of other activities aimed at securing long-term cooperation in the field of capacity building of civil servants with our partners from abroad and in the country.

Human Resources Management

Negotiations with partners and preparations for a project that will concentrate on creating necessary prerequisites for establishment of an efficient human resource management in cooperation with the E-Net center have been successfully completed. We are currently working on identification of 12 senior managers who will actively participate in the project that is expected to start early next year.

The project will have a strategic approach to human resource management and will focus on creating effective policies in the HRM in institutions of BiH. This approach will not be a traditional one and it is planned as a problem solving endeavour in which the participants will identify the problems and priorities and lead the process of learning themselves. Coaching will be provided by experts from the University of Alberta, Canada through use of video conferencing and by local experts from the Faculty of Economics. The project is expected to last for 9 months with the end result being design of projects that would help solve the identified problems.

Training Needs Assessment

In an effort to upgrade the existing database of training needs and areas for capacity building, we have distributed a questionnaire to all institutions in November / December. The information we have collected is currently being analyzed and will serve as a starting point for future trainings.

Implementation of Tempus Project "Training and Capacity Building for the Civil Service and Public Administration Personnel in BiH"

Civil Service Agency is a partner in the project that has a main objective to assess the training needs of Civil Servants in Public Administration, provide training capacity and skills required, and support and reinforce the role of Civil Service in BiH state and entity administration. The project will last for three years and was started in November.

Submission of Tempus Project Proposal: Mobile Administrative Academy for Southeast Europe

Objectives of the project are development of uniform model curriculum for training of civil servants, establishment of training centers and libraries, conduct of training modules. If approved, implementation of the project will start next year.

Cooperation with partners abroad

We have defined areas for training in 2004 with the **Embassy of France** – Department for Cultural and Scientific Cooperation, as well as with the **Embassy of Spain** – Technical Office of Cooperation with the Balkans. As in 2003, the lectures, adjusted to specific needs of BiH civil servants, will be delivered by experts coming from these two countries.

A twinning project between the Ministry of Finance and Treasury and a similar ministry in Austria is currently being prepared. The project will be realized in the second half of 2004 in cooperation with the **Finanzakademie** in Austria.

Successful cooperation with **InWEnt** in 2003 is expected to be broadened in 2004 in accordance with conclusions of the conference organized on December 16.

Contacts were established with the **Political Academy** from Austria and **Multilateral Academy** from Germany related to possible cooperation in the field of training of civil servants.

Embassy of Poland in BiH organized a visit for the Director of the Civil Service Agency, Mr. Jakob Finci, to the Polish Civil Service Agency in November for exchange of views on best practices.

Announcing Opportunities for Training on WEB site of the CSA

The WEB page of the CSA has been constantly updated with announcements for trainings offered to civil servants through BiH Ministry of Foreign Affairs, embassies in BH or various training providers.

Trainings delivered in 2003

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| Title: | Induction training for the Staff of the Civil Service Agency |
| Partner Institution: | Sigma, EU-SCSI |
| Location: | Sarajevo |
| Duration (days): | 5, 27/1 – 31/1/2003 |
| # trained, Target audience: | 11 Civil Service Agency |
| Topics Covered: | <ul style="list-style-type: none"> • Civil Service in the broader context of public administration reform. Why reform, what to reform how to reform? • Civil Service Law, principles, duties and obligations, Institutional infrastructure, organizational aspects. Recruitment, wages policy, disciplinary issues, room for improvement; • Thematic workshops by units / departments; Action plans and programs by the CSA units, review of the Law • Working together – team work, internal communication. |

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| Title: | The State: Role, Mission, Organization |
| Partner Institution: | ENA, French MoFA |
| Location: | Sarajevo |
| Duration (days): | 2 3/2 – 4/2/2003 |
| # trained, Target audience: | 11 Civil Service Agency |
| Topics Covered: | <ul style="list-style-type: none"> • Contemporary state – typology of mission; • Organisational Levels; • New approach to state organisation; • State and relations with EU. |

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| Title: | Study Trip to Graz |
| Partner Institution: | Das Land Steiermark |
| Location: | Graz, Austria |
| Duration (days): | 5, 31/3-5-4-2003 |
| # trained, Target audience: | 15 One civil servant from most institutions |
| Topics Covered: | <ul style="list-style-type: none"> • Federalism in Austria; • Regional vs. central administration; • Services of the regional administration; • Transparency and efficacy of administrative procedures; • Independent supervision of the administration; • Civil Servant: recruitment, training, coordination; • E-government; • Interregional and international cooperation. |

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| Title: | Italian Cooperation Policies and Tools |
| Partner Institution: | University of Bologna, Government School of Public Administration, MoFA of Italy |
| Location: | Sarajevo |
| Duration (days): | 5, 14/4-19/4-2003 |
| # trained, Target audience: | 28 Civil servants from MoFA, Ministry of Foreign Trade, Ministry of Finance and Treasury, Directorate for European Integration |
| Topics Covered: | <ul style="list-style-type: none"> • The Italian Ministry of Foreign Affairs; • Italian international and multilateral cooperation and development; • Financial and economic cooperation; • Italian Institute for Foreign Trade; • Tenders and competition for funds. |

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| Title: | EU International Cooperation Project Tools |
| Partner Institution: | University of Bologna, Government School of Public Administration, MoFA of Italy |
| Location: | Sarajevo |
| Duration (days): | 5, 5/5-9/5/2003 |
| # trained, Target audience: | 22 Civil servants from MoFA, Ministry of Foreign Trade, Ministry of Finance and Treasury, Directorate for European Integration, CSA |
| Topics Covered: | <ul style="list-style-type: none"> • Working Tools on the European Cooperation and Development: How does the tendering work; • The Project Cycle Management: The project cycle and key PCM principles; • The Phases of the Project Cycle: Programming, Identification, Appraisal, Financing, Implementation, Evaluation. |

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| Title: | Local Economic Promotion |
| Partner Institution: | InWEnt, Germany |
| Location: | Bonn |
| Duration (days): | 20, 12/5-23/5/2003 |
| # trained, Target audience: | 6 Civil servants from FIPA, Directorate for European Integration, representatives from FBiH and RS Associations of Municipalities |
| Topics Covered: | <ul style="list-style-type: none"> • The role of local administration; • Local administration and local economic development; • Local economic promotion (LEP); • Definition of LEP; • The LEP management cycle: situation analysis, strategic planning, implementation of activities, evaluation and control; • Aims of LEP, LEP strategies, Organisation of LEP. |

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| Title: | Promotion of Foreign Economic Relations |
| Partner Institution: | InWEnt, Germany |
| Location: | Berlin - Bonn |
| Duration (days): | 40, 5/5-19/6/2003 |
| # trained, Target audience: | 1 MoFA |
| Topics Covered: | <ul style="list-style-type: none"> • Trade relations; • Promotion of investments; • Importance of international economic relations. |

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| Title: | Applied Economic Policy Tools |
| Partner Institution: | University of Bologna, Government School of Public Administration, MoFA of Italy |
| Location: | Sarajevo |
| Duration (days): | 5, 19/5-23/5/2003 |
| # trained, Target audience: | 31 Civil servants from Ministry of Finance and Treasury, Ministry of Foreign Trade, Agency for Statistics |
| Topics Covered: | <ul style="list-style-type: none"> • Economic Policy and the EU; the Euro, The Central European Bank, National monetary and fiscal policies; • Economic Policy and Foreign Policy, coordinating national economic policies among EU members; • Development aid policy and economic cooperation; • The World Bank, the IMF, EBRD, WTO; • IMF and the Stand-by Arrangements. • |

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| Title: | Public Communication Tools |
| Partner Institution: | University of Bologna, Government School of Public Administration, MoFA of Italy |
| Location: | Sarajevo |
| Duration (days): | 5, 26/5-30/5/2003 |
| # trained, Target audience: | 35 Civil servants from CSA, Archive, Min. of Finance and Treasury, Min of Comm. And Transport, Min of Foreign Trade, Min. for Human Rights, MoFA, Presidency, Parliamentary Assembly |
| Topics Covered: | <ul style="list-style-type: none"> • Strengthening understanding of public communication • Internal and External Communication; • E-Government; • Marketing as Strategic Function for the Public Administration; • Marketing and public relations. |

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| Title: | European Legislation Tools |
| Partner Institution: | University of Bologna, Government School of Public Administration, MoFA of Italy |
| Location: | Sarajevo |
| Duration (days): | 5, 2/6-6/6/2003 |
| # trained, Target audience: | 28 Civil servants from Directorate, CSA, Min. of Civil Affairs, Min. of Finance and Treasury, Min of Foreign Trade, Min. for Human Rights, MoFA, Presidency, Parliamentary Assembly |
| Topics Covered: | <ul style="list-style-type: none"> ▪ Structure of the Union: The three pillars, the institutions, EC legislation, Regulations art. 249, Decisions, Recommendations and opinions; ▪ Directives, Characteristics of the Directives, Community Law, Supremacy, Direct effect; ▪ Damages against the State. Other common characters of the acts: Reasons, Juridical basis. Publication on the OJ. ▪ |

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| Title: | Public Management Tools |
| Partner Institution: | University of Bologna, Government School of Public Administration, MoFA of Italy |
| Location: | Sarajevo |
| Duration (days): | 5, 16/6-20/6/2003 |
| # trained, Target audience: | 24 Civil servants from Directorate, Min. of Civil Affairs, Min. of Finance and Treasury, Min of Foreign Trade, Min. for Human Rights, MoFA, Presidency, Parliamentary Assembly |
| Topics Covered: | <ul style="list-style-type: none"> ▪ Different approaches in organizational framing; ▪ The importance of quality. Application to Public Services. Management of service companies; ▪ Main differences between service and product. Application to Public Services; ▪ Leadership and delegation; ▪ Change management in organizations. Application to Public Services. ▪ |

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| Title: | State Aid Rules |
| Partner Institution: | British MoFA, Department of Trade and Industry |
| Location: | Sarajevo |
| Duration (days): | 2, 16/7-17/7/2003 |
| # trained, Target audience: | 30 Civil servants from Directorate, Min. of Foreign Trade, MoFA, representatives from the Federal Min. of Labour, |

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| | Govt of RS, Govt. of Brcko District, EC delegates |
| Topics Covered: | <ul style="list-style-type: none"> • General Introduction to State Aid Rules - What is A State Aid; • Structure of State Aid Legislation; • State aid & Privatisation / MEIP. |

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| Title: | Government Institutions |
| Partner Institution: | ENA, French MoFA |
| Location: | Sarajevo |
| Duration (days): | 2, 23/7-24/7/2003 |
| # trained, Target audience: | 14 Civil servants from Min. of Civil Affairs, Min. of Comm. And Transport, Min. for Human Rights and Refugees, Min. of Justice, Appeal Board, Parliamentary Assembly |
| Topics Covered: | <ul style="list-style-type: none"> • Operation of French governmental institutions; • Constitutional and administrative framework; • Limitations in the work of governmental institutions; • Examples of procedures. |

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| Title: | Managing Information Technology in Public Sector |
| Partner Institution: | Malaysian MoFA |
| Location: | Kuala Lumpur, Malaysia |
| Duration (days): | 4 weeks, August 2003 |
| # trained, Target audience: | 1 CSA |
| Topics Covered: | <ul style="list-style-type: none"> • Seminar for IT professionals covering a range of related topics. |

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| Title: | Strategy for Internationalisation – Experience of Styria |
| Partner Institution: | Das Land Steiermark |
| Location: | Sarajevo |
| Duration (days): | 2, 20/10-21/10/2003 |
| # trained, Target audience: | 21 Civil servants from FIPA, Ministry of finance and treasury, Ministry of foreign trade and economic relations, Ministry of communication and transport, Ministry of civil affairs, Ministry of security, Ministry of Foreign Affairs, Directorate for European Integration |
| Topics Covered: | <ul style="list-style-type: none"> • Presentation of the RIST program – regional strategy of internationalisation • Economy and management: Efficient management from perspective of economy • EU – structure of subventions and EU initiatives – Chances for Bosnia and Herzegovina • Activities of Styria in EU in the field of international and interregional relations |

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| Title: | Financial Engineering |
| Partner Institution: | Faculty of Economics |
| Location: | Sarajevo |
| Duration (days): | 2, 24/10/2003, 30/10/2003 |
| # trained, Target audience: | 22 Ministry of Foreign Trade, Ministry of Finance and Treasury, Directorate for European Integration, MoFA |
| Topics Covered: | <ul style="list-style-type: none"> • Active financial management • Financial Markets |

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| Title: | EU Trainers - Upgrading skills seminar |
| Partner Institution: | IEP, Germany |
| Location: | Sarajevo |
| Duration (days): | 4, 28/10-31/10/2003 |
| # trained, Target audience: | 4 trainers EU Trainers |
| Topics Covered: | <ul style="list-style-type: none"> • Upgrading skills of trainers trained in 2002 |

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| Title: | International Negotiations and Contracting |
| Partner Institution: | Faculty of Economics |
| Location: | Sarajevo |
| Duration (days): | 2, 7/11/2003, 17/11/2003 |
| # trained, Target audience: | 18 Civil servants from Ministry of Foreign Trade, Ministry of Finance and Treasury, Directorate for European Integration, MoFA |
| Topics Covered: | <ul style="list-style-type: none"> • International business relations and the state • Making International contracts • Payment instruments in international transactions • International arbitration |

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| Title: | Relations With Public and Media |
| Partner Institution: | ENA, French MoFA |
| Location: | Sarajevo |
| Duration (days): | 3, 10/11- 12/11/2003 |
| # trained, Target audience: | 13 Spokespersons from Min. of Civil Affairs, Directorate, Min. for Human Rights, MoFA, Parliamentary Assembly, Presidency |
| Topics Covered: | <ul style="list-style-type: none"> • Government press releases. Objectives. French government as an example. |

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| | <ul style="list-style-type: none"> ▪ Unavoidable player in communications: reporter. Who is he/she, what are his/hers obligations, how do newspapers operate in France ▪ Forms of communication – external and internal, strategy, role of spokesperson ▪ Communication means: Press release. The purpose, how to prepare one, identifying the key note, headline. Practical work. ▪ Being interviewed by a radio and TV reporter. Managing information, message definition, breathing, gestures. Practical work in front of a camera. Analysis. ▪ |
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| Title: | Strategic Management |
| Partner Institutions: | Bled School of Management Norwegian MoFA |
| Location: | Bled, Slovenia |
| Duration (days): | 4, 13/11-16/11/2003 |
| # trained, Target audience: | 28 Ministers, senior officials |
| Topics Covered: | <ul style="list-style-type: none"> ▪ Introduction: Presentation on key leadership challenges and new leadership skills requirements ▪ Group work on how business leadership challenges and skills relate to Government work and requirements ▪ Leadership Behaviors: exercise and assessment ▪ Greek Temple: a powerful leadership tool: application to participants' environment ▪ Leadership for the Integrated Economy: introduction ▪ The Vitality Factor, including assessment and in-class challenge ▪ Power Maps ▪ Managing Emotions ▪ Motivation exercise ▪ |

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| Title: | Competition Policy |
| Partner Institution: | EU Single Economic Space |
| Location: | Sarajevo |
| Duration (days): | 2, 27/11-28/11/2003 |
| # trained, Target audience: | 10 Institutions of BiH, FBiH and RS |
| Topics Covered: | <ul style="list-style-type: none"> ▪ Implementation of the rules on competition ▪ Art. 81 and 82 of the Treaty and national competition laws ▪ The new instrument of co-operation between the EC and the national competition authorities |

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| Title: | Presentations by EU Trainers |
| Partner Institution: | IEP, Germany |
| Location: | Sarajevo |
| Duration (days): | 2, 1/12-2/12/2003 |
| # trained, Target audience: | 11 + 4 trainers EU trainers, civil servants |
| Topics Covered: | <ul style="list-style-type: none"> • The Constitutional Treaty • Stabilisation and Association Process • The Single European Market / Public Administration Reform in BiH according to EU Standards • Euro-Atlantic integrations and regional initiatives |

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| Title: | Email as Communication Tools |
| Partner Institution: | - |
| Location: | Sarajevo |
| Duration (days): | 5, 8-12/12/2003 |
| # trained, Target audience: | 13 Institutions of BiH |
| Topics Covered: | <ul style="list-style-type: none"> • Practical use of Email as modern communication tools |

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| Title: | MS Office 2003 Developer |
| Partner Institution: | - |
| Location: | Sarajevo |
| Duration (days): | 5, 8-12/12/2003 |
| # trained, Target audience: | 5 DEI, Ministry of Communication and Transport, Ministry of Security, State Border Service, Institute for Standards and Metrology |
| Topics Covered: | <ul style="list-style-type: none"> • CSA paid fees for specific training for IT specialists |

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| Title: | Sharepoint portal |
| Partner Institution: | - |
| Location: | Sarajevo |
| Duration (days): | 4, 22-25/12/2003 |
| # trained, Target audience: | 1 CSA |
| Topics Covered: | <ul style="list-style-type: none"> • CSA paid fees for specific training for IT specialists |

Conferences, Workshops

The Training Unit of the Civil Service Agency organized three events in 2003 in cooperation with its partners from home and abroad:

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| Title: | Regional Conference on Personnel Capacities |
| Partner Institution: | InWEnt, Germany |
| Location: | Sarajevo |
| Duration (days): | 3, 19-21/11/2003 |
| # participants, Target audience: | 25 Associations of Municipalities from the region |
| Topics Covered: | <ul style="list-style-type: none"> Expert meeting on personnel capacities for service oriented municipalities in Southeast Europe with representatives from Albania, BiH, Serbia, Macedonia and Germany. |

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| Title: | Spanish Transition to Democracy |
| Partner Institutions: | Spanish MoFA Technical of Cooperation with the Balkans Directorate for European Integration |
| Location: | Sarajevo |
| Duration (days): | 2, 11-12/12/2003 |
| # participants, Target audience: | 80 Government and Civil Society Representatives |
| Topics Covered: | <ul style="list-style-type: none"> Transition from an authoritarian regime to democracy and accession to EU: Experience of Spain, lessons learned. |

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| Title: | Perspectives for Advanced Training of Civil Servants |
| Partner Institutions: | InWEnt OSCE |
| Location: | Sarajevo |
| Duration (days): | 1, 16/12/2003 |
| # participants, Target audience: | 35 Ministry of Foreign Trade and Economic Relations, Directorate for European Integration, Office of the Chairman of the Council of Ministers, Civil Service Agency, MoFA, RS Agency for Public Administration, OSCE, International community representatives, SFOR |
| Topics Covered: | <ul style="list-style-type: none"> The purpose of the workshop was to identify the advanced training needs of public administration in Bosnia and Herzegovina. The training objectives, contents and instruments have to be defined to enable the civil service of the country, through appropriate training, to cope competently with the good governance requirements. In particular, the workshop was to examine to what extent the instruments developed by InWEnt in the field of international promotion of administration could be used in BH for this purpose. |