



BOSNIA AND HERZEGOVINA

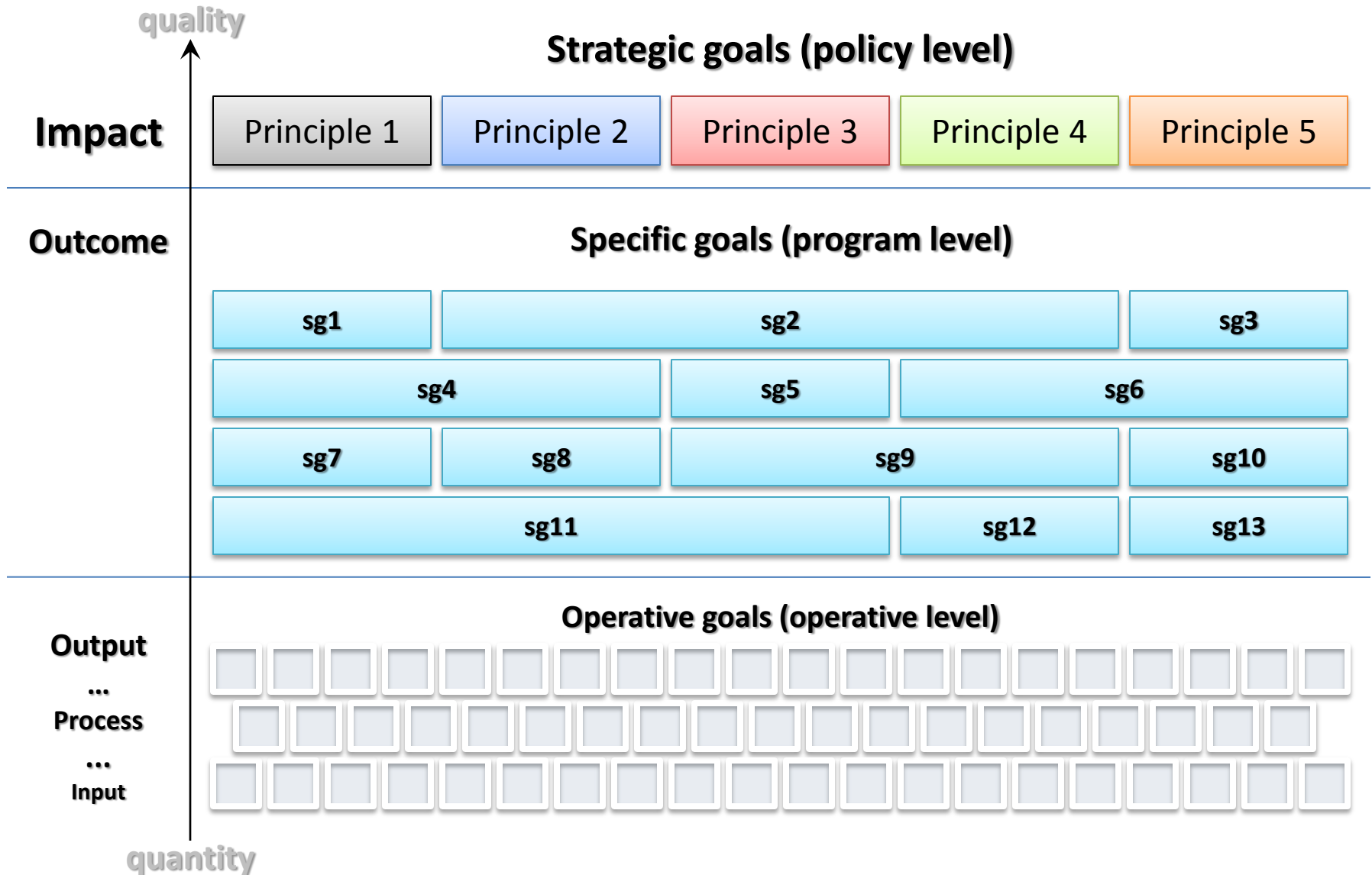
COUNCIL OF MINISTERS

PUBLIC ADMINISTRATION REFORM COORDINATOR'S OFFICE

DEVELOPMENT OF PERFORMANCE INDICATORS IN BOSNIA AND HERZEGOVINA

VIENNA - APRIL 29, 2014

Where to measure performance?



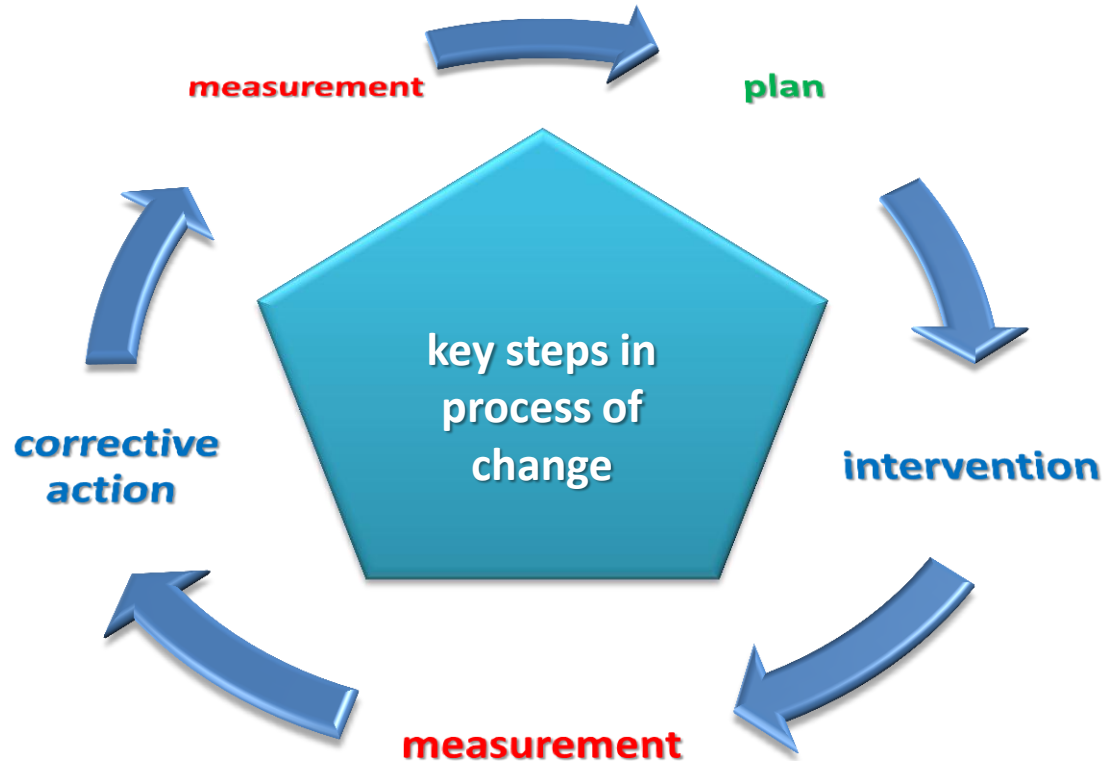
Process of change

Processes:

- **Planning**
- **Implementation**
- **Monitoring**
- **Evaluation**
- **Coordination**

Stakeholders:

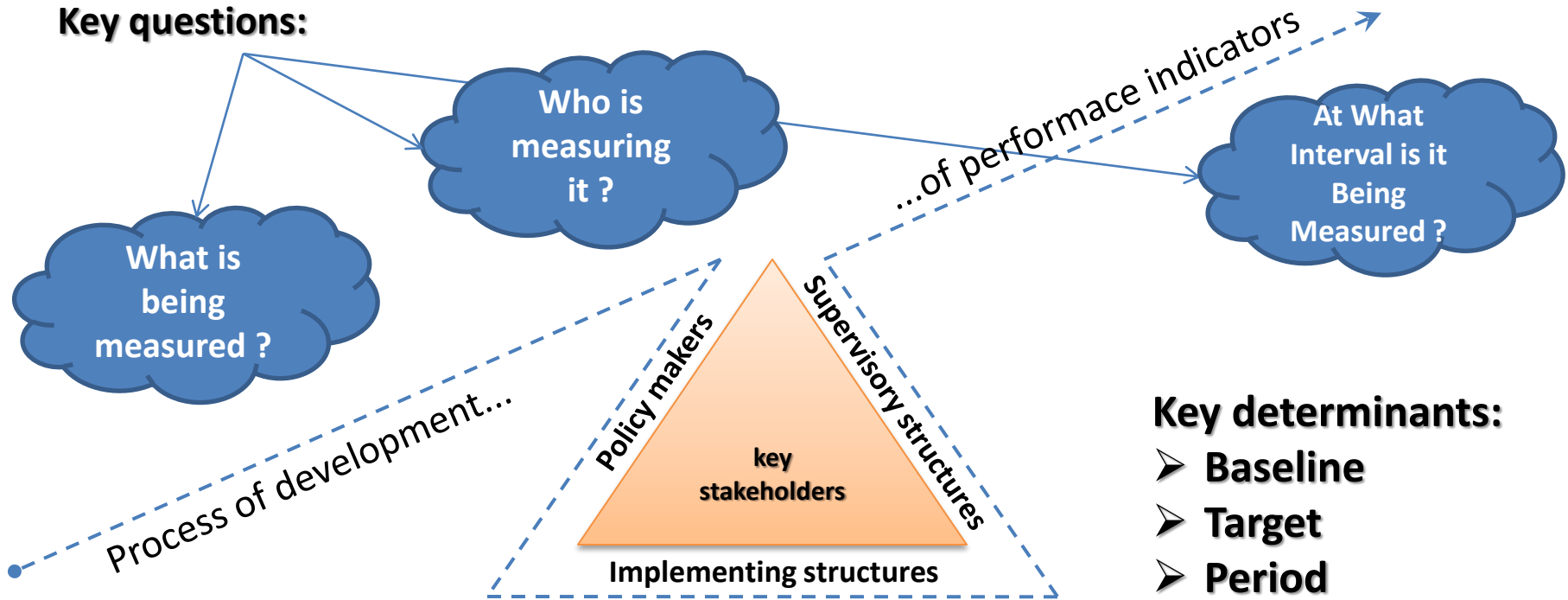
- **Policy makers**
- **Implementing structures**
- **Supervisory structures**



Making of performance indicators

Performance indicator is a tool to measure and control the performance of any given process. It is a measure that is used to track the performance of the organization to a high level goal.

Key questions:



Key determinants:

- **Baseline**
- **Target**
- **Period**
- **Data source**

Who to involve?

Who has been involved in BiH?

All relevant stakeholders have to be involved in process of development of performance indicators. The purpose of these indicators is to assist all stakeholders in a process of continuous quality improvement. Tracking of these indicators over time and/or across programs and/or against other comparable countries can provide useful information to those who planning, operating, and monitoring.

Representatives of:	M&E expertise	Implementing authorities	Supervisory bodies	Coordination bodies	Policy makers
State level		★	★		★
Entities level		★	★		★
District level		★	★		★
PARCO	★			★	
WB Experts	★				

Progress with development of indicators

Based on previous work, additional 12 indicators were developed since January 2014

Obj	Selection of outcome based indicators developed during the project	Definition	Data source	units of measure	classification	frequency	baseline	...
blablabla lablablab	HRM information system is up to date	blablablablablaBlablabla	blablablablablablablaBlablablablablabla	blablablablablablablaBlablablablablabla	blablablablablablablaBlablablablablablaBlablablablablabla	blablablablablablablaBlablablablablabla	blablablablablablablaBlablablablablabla	blablablablablablablaBlablablablablablaBlablablablablabla
blablabla lablablab	Tests are corrected on the basis of anonymous and coded job applications	blablablablablaBlablabla	blablablablablablablaBlablablablablabla	blablablablablablablaBlablablablablabla	blablablablablablablaBlablablablablablaBlablablablablabla	blablablablablablablaBlablablablablabla	blablablablablablablaBlablablablablabla	blablablablablablablaBlablablablablablaBlablablablablabla
blablabla lablablab	Average level of satisfaction of civil servants with the performance appraisal system	blablablablablaBlablabla	blablablablablablablaBlablablablablabla	blablablablablablablaBlablablablablabla	blablablablablablablaBlablablablablablaBlablablablablabla	blablablablablablablaBlablablablablabla	blablablablablablablaBlablablablablabla	blablablablablablablaBlablablablablablaBlablablablablabla
blablabla lablablab	Horizontal advancement of civil servants through salary scales enabled	blablablablablaBlablabla	blablablablablablablaBlablablablablabla	blablablablablablablaBlablablablablabla	blablablablablablablaBlablablablablablaBlablablablablabla	blablablablablablablaBlablablablablabla	blablablablablablablaBlablablablablabla	blablablablablablablaBlablablablablablaBlablablablablabla
blablabla lablablab	Proportion of corrected / detected situations of conflict of interest	blablablablablaBlablabla	blablablablablablablaBlablablablablabla	blablablablablablablaBlablablablablabla	blablablablablablablaBlablablablablablaBlablablablablabla	blablablablablablablaBlablablablablabla	blablablablablablablaBlablablablablabla	blablablablablablablaBlablablablablablaBlablablablablabla

Example

Objective:

Improve performance appraisal system

Indicator:

Level of satisfaction of civil servants with performance appraisal system

Definition:

Average level of satisfaction of civil servants with performance appraisal system, measured by special methodology to be developed in 2014

Data source:

PARCO and CSAs

Units:

Percentage

Classification:

Incremental

Frequency:

Every 2 years

Baseline:

Has to be measured (2015)

Target:

2017 - average level of satisfaction will be increased by 10%

Development of methodology:

Prepare list of institutions & contact persons for HRM in institutions ;
Develop survey tool (Google survey, survey monkey);
Develop list of questions (up to 10, responses – yes/no or 5 point scale);
Distribute the survey, ensure anonymity;
Agree on weighting of responses and analyze results;

Piloting the methodology

Which time is the best for development of indicators?

It is always a good time to develop a good indicator, but certainly the best time is the period of planning!

There is 5 more reform areas for which performance indicators have to be developed or revised:

- 1. Strategic planing, coordination and policy making**
- 2. Public finances**
- 3. Administrative procedures and administrative services**
- 4. Institutional communication**
- 5. E-Administration**



Lessons learned

- ✓ **Development of performance/outcome based indicators, especially in the HRM area, is a demanding exercise that requires significant efforts and time**
- ✓ **It is difficult to ensure proper use of the indicators – identify and ensure collection of relevant data**
- ✓ **It is essential to develop detailed methodology for using each indicator in order to achieve results – which stakeholders have which responsibilities**
- ✓ **Consensus between all relevant stakeholders is a key to success**

And don't forget...

If you fail to plan, then you plan to fail.

Anonymous

If you do not know where you are going, then any road will do.

Lewis Carroll

Measure twice and cut once (not the other way round).

Al Bartle

**There are only two things in life: Reasons and Results.
(Reasons Don't Count)**

Robert Anthony



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