



Ministry of Security Bosnia and Hercegovina

A case study exercise - creating an efficient and effective Ministry that operates to international standards of conduct and performance

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The issues

- **How to establish a shared agenda between relevant stakeholders and also ensure the ongoing buy in.**
- **How to establish an integrated strategic and financial planning process.**
- **How to improve the capacity of the Ministry of Security to deliver.**

WHAT WE DID: CREATING A SHARED AGENDA

The approach has been to **create** an agenda which is **the Ministry's agenda** and which addresses Issues important to them. The trick is to do so while meeting HMG's objectives and keeping other stakeholders on board. So we:--

- Involved senior MoS officials in the **appointment of the programme manager**
- **Used the Ambassador** to introduce the programme and its Manger **to the new Minister** and gain his support.
- Held **bilateral discussions** with each international stakeholder to introduce the programme.
- Undertook an **Institutional Appraisal (IA)** with the following ToR

Identify the functions, capacity and competencies necessary in order for the Ministry of Security to carry out:

- its current responsibilities
- those which it can be anticipated will be necessary for it to carry out in the next three years.
- Assess the current capacity of the Ministry in those same functions and competencies, and identify the gaps between its current capacity and that required both now and in the future.
- Outline the key components to be included in a *Development Plan* which would close those gaps.

WHAT WE DID: CREATING A SHARED AGENDA

- **Jointly appointed** the consultants who conducted the IA with the MoS. They **interviewed a wide range of officials and stakeholders**.
- **Heavily trailed** the emerging **findings** of the IA before a draft was circulated for comment.
- **Used MoS officials** to sell the findings to the Minister.
- **Established a Steering Board** to examine each area recommend for development, agree the action to be taken to address it and monitor the implementation. The Steering Board is chaired by the General Secretary, and includes both MoS Officials and International stakeholders.
- **Instituted monthly reports** to the Minister and Deputy Minister.

WHAT WE DID: STRATEGIC AND FINANCIAL PLANNING

- **Sold the need for a Strategic Plan** – not easy ! Stressed self interest - the need to underpin budget submissions to MoF, to use as business case with donors, and to sort priorities as well as how it fits with a wider PAR agenda and in building the confidence of international stakeholders.
- **Created a Strategic Planning Subgroup** of the Steering Board . Consists of key Assistant Ministers and Sector Heads, and supported by consultancy. Link to the Steering Board keeps the international stakeholders in the loop.
- **Proceeded by workshops.** This started with a therapy session but moved on. Key stages are firstly explained and then the emerging components jointly populated. In this way not only has a strategy emerged but awareness has been raised and capacity built.
- **Worked hard between workshops**, engaging widely bilaterally both within the Ministry and outside it.
- **Sought and received Ministerial endorsement** of the mission statement and three strategic objectives as they emerged. We have used MoS officials to do this.

WHAT WE DID: STRATEGIC AND FINANCIAL PLANNING

- Demonstrated the need for the **creation of a dedicated Strategic Planning Unit** within the MoS and got Ministerial commitment to create one. This is key to future sustainability.
- Used the draft strategic plan as the **basis of the Ministry's medium term budget submission**, making the plan a key document with regard to future funding.

And next we plan to

- Encourage the Ministry to **launch the Strategy** by publish it and distribute it widely and present it to key stakeholders. In this way we hope to build the Ministry' credibility and create external pressure to deliver pledges and priorities.
- **Support delivery** of the strategy, by linking it to further work to strengthen policy development, programme , project and performance management, and to the development of a Human Resources and IT strategies which will also support it.
- **Hold the hand** of the fledgling Strategic Planning Unit through a second year of Strategic Planning

WHAT WE DID: PROGRAMME AND PROJECT MANAGEMENT

Overview

- Our objective is to **introduce a consistent methodology** for both programme and project management, which will generate management information and drive delivery.
- We have sought to build capacity by working with the Ministry to **construct and delivery of one programme** and its constituent projects, not by trying to introduce programme and project management across the Ministry all at once.
- We will provide the **theory in small chunks** as it becomes relevant, not by lecturing about abstract principles. And we will not push a particular methodology, but develop one which fits the requirements of the Ministry.
- We plan the **outcome to be a cadre of staff** who have programme and project management skills which can be applied to other programmes in due course. To aid this we will write up the specific approach developed, to produce a Manual for application elsewhere.

WHAT WE DID: PROGRAMME AND PROJECT MANAGEMENT

The specifics: Note – this is a work in progress!

- We have **linked PPM to the delivery of one of the 3 strategic objectives** emerging from our support in that area. Agreement that this programme (addressing EU Accession requirements) is high priority has in turn delivered commitment from both the Minister and his senior officials
- We are supporting the **establishment of a governance structure**. The Minister's Chief of Cabinet , acting with the Minister's authority, will preside over a Programme Board comprised of Heads of key sectors responsible for aspects of the programme.
- The Board will be **supported by a technical Secretariat** comprised of civil servants and external consultants. This will be a link between projects and project managers and the programme and the Steering Board.
- The Ministry has identified **able and enthusiastic champions** to work in the Secretariat alongside external consultants. We intend that Secretariat is the embryo of future policy and planning unit which Ministry at the moment lacks but has agreed to establish.

WHAT WE DID: PROGRAMME AND PROJECT MANAGEMENT

The specifics: Continued

- The Programme Board, supported by the Secretariat will **develop a comprehensive programme and project management methodology** and supporting set of documentation. We will use this as a vehicle for building the expertise and capacity of both Steering Board and Secretariate members.
- The Civil servants responsible for each component project will **devises and deliver a project plan**. In doing so they will use the methodology and documentation agreed by the Steering Board and be supported by the Secretariat. We will use this as a vehicle for building the expertise and capacity of project managers.
- The Programme Board, supported by the Secretariate and using the tools developed, will **oversee the delivery of the programme**.

WHAT WE HAVE LEARNED

- **Sequencing is important.**

Extensive international support to the LEA's took place over a four year period before consideration was given to establishing any form of independent oversight and accountability (MoS). This allowed the LEA's to flourish and gain confidence within a policy and accountability vacuum

- **Locating the programme adviser/manager within the Ministry has produced significant benefits.**

He is better able to understand the culture of the Ministry and to build more extensive networks. Credibility and influencing have been enhanced as a result.

- **It is important to harness local expertise and knowledge.**

A programme manager who is a UK National is likely to have limited or no knowledge or understanding of the historical, political and cultural environment within which s/he is operating and no or limited grasp of the language. Without them it is likely to be difficult to make significant and sustainable progress.

- **Continuous ongoing support is important**

It allows for the development of ongoing relationships of trust, keeps the momentum up and means that the programme is more sensitive to changes in the environment.

WHAT WE HAVE LEARNED

- **Evolution works better than revolution and learning on the job better than lectures on theory.**

The capacity of the Ministry to absorb new thinking and new ways is limited. It is important to work at a pace which does not cause indigestion. Similarly it is important that capacity is built as a part of carrying out the day to day business of the Ministry not as something separate and additional.

- **Working within the security sector of any country is a sensitive and political issue.**

A successful programme adviser/manager needs not just technical skills, but must be politically sensitive and possess significant negotiation, influencing and consensus building skills.

- **The design and implementation of a programme logframe produces significant benefits for programme management, review and evaluation.**

It may however have limited use within the institution in question.