

Mission Report

Twinning Project : BA05/IB/AG-01

Name of Expert: DR. BAMBAUER	
Activity No.	Date(s) of visit: 13. – 15. 10.2008

1. Identification

Activities to be undertaken according to the Terms of Reference

Workshop with the topic:

“Culture of co-operation in the light of achievement of tasks and progress in public veterinary services in Bosnia”

Target Group: Specialists, senior management and executive staff of Bosnian (State and Entities including District Brcko) public veterinary services;

Key words: Communication, conflict management, teamwork, management tools and abilities, change management;

Objectives:

- To discuss and understand action and reaction, advantages and disadvantages of interaction of staff
- To discuss and understand success and shortcomings of daily work, projects and aspired progress
- To reflect and understand team roles
- To introduce theoretical background with regard to communication, teamwork and change management
- To enable staff for better work satisfaction and motivation
- To support cooperation and accomplishment of tasks of BiH Veterinary Services

Program: Practical part with exercises and theoretical lectures

2 full days each day 4 sessions a 60 - 90 min. (09.00 to 10.30; 11.00 to 12.00; 13.30 – 15.00; 15.00 – 15.30)

For 15 – 20 participants from State and Entities

Persons visited:

- Mr. Sanin Tangovic, Deputy Director SVO
- Mrs. Zorana Mehmedbasic, animal health specialist, SVO
- Dr. Karoline Schollmeyer, RTA

2. Description of activities during visit

(A)

13.10.2008, **final preparation** of the workshop units, finalisation of workshop exercises and presentations.

The program contains a mixture of group exercises and theoretical lectures concerned with the subjects: communication, conflict management, team work and change management.

(B)

14.10.2008 workshop

The workshop was planned to start at 09.00 a.m. The day before the announced number of participants was between 15 and 20. On the 14.10. at 09.30 only 3 persons were present. It was agreed with the RTA and RTA counterpart to delay the start of the workshop until 10.00.

The expert was told that - despite everyone agreed with the workshop - the invitations for the workshop participants went out to late or did not go out at all. **It was said that the communication within the service was and is not good** and so on. There were a lot of complaints about the communication and co-operation within the service (headquarter internal and state and entities). This is a quite usual experience in Bosnia and is the reason that this type of workshop was agreed and offered.

The expert explained to the RTA that the workshop was laid out for 15-20 people (as in the proposal). The planned practical exercises require a certain amount of participants. Otherwise the workshop would overcharge the participants. Without practical exercises the theoretical lectures very likely will stay not understood.

Out of this reason, at the preparation stage of the workshop the undersigned expressed unmistakably that he would not come to Bosnia for a workshop participated by less than 12 persons.

At 10.00 7 persons were present to start the workshop. One person left, because of an urgent meeting and one person left without telling the reason, so that **finally 5 persons remained**. It must be assumed that

from this 5 persons until the end of the day probably not even 2 would have stayed, say nothing of the second day.

The situation was considered as unsatisfactory and embarrassing.

Nevertheless some discussions about communication and the consequences of mutual respect and non respect in the veterinary services in Bosnia started and the expert introduced the workshop subjects and a starting presentation with the topic: "**Social interaction in teams and their consequences**"

The workshop was closed at app. 12.00 having had a too less number of participants. The expert explained his position that he is not willed to carry out the workshop under this circumstances.

(C)

Discussions, debriefing and reporting on the 15.10.2004

3. Results

RESULT 1

Final preparation of the workshop accomplished

RESULT 2

Aborting of the workshop and conclusions

Since the workshop was unmistakably proposed and communicated to be planned for 15-20 people and unmistakably clarified that less than 12 persons would be insufficient to provide the necessary frame of the workshop it was a strictly consequence to shorten the workshop accordingly and not to wait for the embarrassment until the last person would have left the room.

Either there was no wish or need to carry out the workshop, or the number of people interested was small. However, in both cases the results should have been evaluated and communicated **beforehand**.

The expert was informed that it was not the first time that workshops of the present Twinning project were treated like this by the Bosnian counterpart.

4. Next steps

See conclusions

5. Conclusion

(A) EU project implementation policy in Bosnia (say Balkan) may fail because:

The usual EU policy

- (a) if something does not work, we have just to pump in more money and
- (b) if somebody does not understand we just have to send him more experts

is not valid, at least not in the case of Bosnia.

(B) Locals should be much more embedded and held much more responsible for the success or failure of events and projects in the future. Offering or agreeing to events, projects, seminars and workshops which are not appreciated by the locals will provide neither progress nor changes, but only waste money. Topics which are not wanted or not progressed by the locals should be left out. The expert worked as well on veterinary legislation during the present Twinning project with a similar result that the **ownership** of the activity and the work result **was never taken over by locals**. As a consequence the result is a zero result without sustainability and consolidation.

(C) It should be mentioned that this type of events require lots of unpaid preparations for the expert at the home base.

6. Date and Signature of Expert

ANNEXES

ANNEX 1

Workshop proposal

ANNEX 2

Workshop program