

Ref 1	Project title		Support to Kosovo Institutions in the Field of Protection of Personal Data					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Institut für Verwaltungswissenschaften (IFV)	Kosovo	1.350.000	1 %	STE	National Agency for Protection of Personal Data	IPA	2/2014-1/2016	Human Dynamics, Deloitte
Detailed description of project						Type of services provided		
<p>Objective:</p> <p>The purpose of this project is to support the NAPPD in becoming fully functional and in effectively implementing the legislation on the protection of personal data related in cooperation with other relevant institutions strengthen the capacities of the National Agency for Protection of Personal Data in Results to be achieved by the Consultant..</p> <p>Results:</p> <p>Result 1: Legal and regulative framework for the Protection of Personal Data is completed; Result 2: National Agency for Protection of Personal Data (NAPPD) is fully functional and its organisational structure is strengthened; Result 3: NAPPD capacities are further strengthened including the data protection officers of other institutions; Result 4: General public aware and informed about the legal and policy framework on protection of personal data.</p>						<ul style="list-style-type: none"> " Appraisal " Consulting " Training " Coaching " Monitoring and Evaluation <p>25 working days for Non-Key-Expert Hasenritter</p>		

Ref 2	Project title		EUROMED 3					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Institut für Verwaltungswissenschaften (IFV)	ENPI South Countries	5.000.000	0,6	1 STE	Ministries of Interior and the Police Forces	ENPI Program	9/2011-2/2015	CIVIPOL, French Police, FIAPP, DANS Bulgaria, Transtec, Charles Kendall
Detailed description of project						Type of services provided		
<p>Objective:</p> <p>To foster cooperation on police issues between the ENPI South partner countries and territories and EU countries and ENPI South partner countries and territories themselves, and to contribute to the strengthening of rule of law and human rights in these countries. In particular, it will contribute to the chapter I and III of the Barcelona Declaration and to ensure the implementation of the Five Year Work Programme and of the Code of Conduct on Countering terrorism.</p> <p>Results:</p> <ol style="list-style-type: none"> 1.Cooperation in the field of police reinforced at regional level, with exchange of information and good practices, between the EU and the ENPI South partner countries and among ENPI South partners themselves through the activities of the EuroMed Police III project. 2. Exchange of experiences and transfer of knowledge between EU and ENPI South countries and territories reinforced through the organisation of: a) specialised training sessions addressed to Heads or high ranking officers of specialised police services and special units and senior police officers and professionals (target group 2) and b) information session addressed to Heads of special intervention units (target group 3) 3. The established EuroMed Police "network" reinforced through the participation of ENPI South countries and territories representatives to the activities of the project (specialised training, information sessions, meetings of the Directors General and Directors of Police Academies/college/training centres) 4. Contacts and cooperation with relevant EU MS Police Units and European agencies, such as Europol, reinforced through their participation as speakers/experts in meetings of the EuroMed Police III project when appropriate and contacts among liaison officers promoted through their participation to the Directors General of Police meetings 5. Continuing training and common definitions of good practices with particular attention to new technologies and techniques of investigation reinforced through meetings of ENPI South Police Academies/colleges/ training centres 						<p>Assessment of the actual security challenges and the actual institutional capacity to deal with it Organise information meetings and workshops to improve the coordination between the police agencies involved. Conduct a Training Needs Analysis (TNA). On the basis of the TNA report draft the training curricula for the following topics to be addressed: financing terrorist organisations and activities, Cyber terrorism; Managing security, Crowded Places, Undergrounds, Summits, Cyber related children sexual exploitation and pornography; Countering organized Crime, Drug Trafficking, financial crime, money laundering, credit card frauds Conduct Training Courses accordingly. Document the Training efforts in Training Manual. Coaching of high ranking officers and Managers of Police Academies with regard to Human Resources Policies .</p> <p>50 working days for non-key expert Hasenritter, contracted by IFV</p>		

Ref 3	Project title		Technical Assistance Support to the Internal Security Forces of the Chad Part 1					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Institut für Verwaltungswissenschaften (IFV)	Germany	2.850.000	0,9	1 STE	Government of Chad	European Commission	1/2011-12/2014	French Ministries of Education and Interior, Transtec
Detailed description of project						Type of services provided		
<p>Objective 1: The internal security forces fulfill their public service missions with precision and professionalism.</p> <p>Results:</p> <p>1. The use of the available resources by the Police Security Forces have been optimised and the effects are sustainable</p> <p>1.2 The education and training system of the Police Security Forces works effective</p> <p>1.3 The concept of public service ethos and republican values is respected in the Police Security Forces</p> <p>1.4 The security situation in Eastern Chad has been improved</p>						<p>The internal Security Forces of the Chad are comparable to France - split up in the National Police and the National Gendarmerie. Whereas the National Gendarmerie covers the rural areas the National police is responsible for Cities and Municipalities: The first part of the Project covers the National Police as follows:</p> <p>Assessment of the actual security challenges and the actual institutional capacity to deal with it</p> <p>Develop a Security and Human Resources Strategy and Action Plan</p> <p>Contribute to the institutional strengthening of the Police Security forces</p> <p>Conduct an Education and Training Needs Analysis (TNA). On the basis of the TNA report draft the education and training curricula Conduct Pilot Education and Training Courses based on the Train the Trainers approach.</p> <p>Elaborate manuals and operational procedures in the fields of action covered by the project.</p> <p>50 working days for non-key expert Hasenritter, contracted by IFV, freelance expert until now</p>		

Ref 4	Project title		Technical Assistance Support to the Internal Security Forces of the Chad Part 2					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Institut für Verwaltungswissenschaften (IFV)	Germany	2.300.000	4	4 STE	Government of Chad	European Commission	10/2011-9/2014	French Ministries of Education and Interior, Transtec
Detailed description of project						Type of services provided		
<p>Objective The safety of citizens and property is effectively achieved by Police Security Forces in compliance with democratic standards.</p> <p>Results:</p> <p>1.1 The National Gendarmerie and the Gendarmerie of the Nomads maintain public order in line with Republican values</p> <p>1.2 The National Gendarmerie and the Gendarmerie of the Nomads educate and train their staff effectively for missions of the civilian police</p> <p>1.3 The general climate of impunity and insecurity is dispelled.</p> <p>1.4 The Police Security forces maintain public order in line with democratic principles especially in the election processes</p>						<p>The internal Security Forces of the Chad are comparable to France - split up in the National Police and the National Gendarmerie. Whereas the National Gendarmerie covers the rural areas the National police is responsible for Cities and Municipalities: The second part of the Project covers the National Gendarmerie as follows:</p> <p>Assessment of the actual security challenges and the actual institutional capacity to deal with it. Develop a Security and Human Resources Strategy and Action Plan. Contribute to the institutional strengthening of the Police Security forces. Conduct an Education and Training Needs Analysis (TNA). On the basis of the TNA report draft the education and training curricula. Conduct Pilot Education and Training Courses based on the Train the Trainers approach. Elaborate manuals and operational procedures in the fields of action covered by the project.</p> <p>12,5 working days for non key expert Hasenritter contracted by IfV, freelance expert until now</p>		

Ref 5	Project title		Support to the Yemeni Ministry of Interior through capacity building for police academies and police schools					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Institut für Verwaltungswissenschaften (IFV)	Germany	2.900.000	7	7 STE	Government of the Yemen	European Commission	8/2010-9/2014	CIVIPOL, French Ministry of Interior, German Federal Police Office
Detailed description of project						Type of services provided		
<p>Objective: To support the Police Academy (including its 3 police schools) to effectively undertake their role, resulting in enhanced law enforcement capacity and respect for human rights.</p> <p>Results:</p> <ul style="list-style-type: none"> The institutional and administrative capacity of the police academy and police schools are strengthened. The training framework is strengthened according to the needs Specialised skills are reinforced according to the needs Best practices and international exchanges are developed <p>The program will</p> <ul style="list-style-type: none"> - review the Academy's current structures (police faculty, higher education faculty, training faculty) to check if initial, professional development and specialised training are adapted or if they need to be re-formed in order to obtain a course answering all of the police's needs; - assist the Ministry of Interior to review the training programme for the Police academy; - review officers training curricula, to include the concept of rule of law, respect for law and human rights. This action is particularly important, since senior police officers will be the main agents in the dissemination of the new principles that they have been taught. In addition, a significant amount of work is to be done, in order to completely revise the teaching materials in Arabic; - review professional development further training programmes with the same goals; - encouraging the promotion of female officers, defining their roles (through professional system of reference) within the institution, extending it to victim care, domestic violence, protection of minors and women, and, in the end, preparing them for training and finally training of trainers. 						<p>Assess the Institutional Capacity of the institutions involved in education and training of the Police. Conduct a SWOT-Analysis on their strength, weaknesses and opportunities. Recommend Changes of their structure and mission. Review (document, analyse) the Police Officers Education and Training Program</p> <ul style="list-style-type: none"> Review the overall behavioural learning objectives Review overall workload of the students in hours Review the number of theoretical and practical police specific Modules/Disciplines integrated into the Study Program Review the workload for the different modules/disciplines Review the behavioural learning objectives for each module/discipline Suggest changes in the module structure and workload <p>Conduct training Courses on the new modules based on the Train the Trainers approach. Coach Trainers and Monitor and Evaluate their Performance. Provide Manuals for Curricula, Learning Contents and Learning Methodologies.</p> <p>200 working days for non-key experts Krumsiek, Lode, Knoblauch, Schulte-Strepping Hasenritter, Dugas, Tag-Eldeen contracted by IFV, freelance experts</p>		

Ref 6	Project title: Public Administration Modernisation Training Program for the State Organs including the Police and the Local Governments in the Federal State of Northrhine-Westphalia and other Federal States							
Name of candidate	Country	Overall project value (€)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Institut für Verwaltungswissenschaften (IFV)	Germany	2.979.335	100 %	1779 Person days	Different governmental levels of the Regional States, Local Governments	State and local government Budgets	1/2009-12/2012	-

Detailed description of project	Type of services provided
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<p>In 1990 the Ministry of Interior in the Federal State of Northrhine-Westphalia being responsible for legislation and audit of local government and the police has authorized the IfV to act as an independent Research, Development and Training institution within the University for Applied Sciences in Public Administration. Since that time Ministries, Cities, Counties, Municipalities and Financial Audit institutions have entrusted IFV several continuous and yearly training programs using interactive methods (case studies and teamwork) covering the following subjects:</p> <ul style="list-style-type: none"> • Organisation Development and Change management • Business Process Reengineering, E-Government • Project Cycle Management and Project Planning • Human Resources Management and Development • Civil Service legislation (Law and By Laws) • Management by Objectives and Performance Measurement • New Public Management principles in government • Decentralisation and Deconcentration • Quality Management: Introduction to the CAF Model; Introduce Volume based Performance measurement for all posts with daily mass services towards the citizens; Measure the quality of decisions measure all major services in the center of contact with the citizens with regular customer surveys regarding the satisfaction rate of the citizens with the provision of these services; Measure other hard facts of customer satisfaction like be average processing time per case or availability and processing time for telephone connections, Staff satisfaction surveys and other means to increase and measure staff satisfaction • Public Private Partnership, Outsourcing of Services • Balance Sheet; Profit and Loss; Budget Planning and Budgeting Principles, Bookkeeping including the Aquis, Controlling and cost accounting; • Financial Control, Financial Audit and related Anti-Corruption institutional set up and concepts including the Aquis • Managing efficiency in public administration services • Legislation for Local Government • Social Legislation, Management of Social Transfers • Anti-discrimination Legislation for different target groups including the Aquis • New Legislation in Public law and public law enforcement , Personal Data Protection 	<p>Services delivered:</p> <p>In cooperation with the University offering a Bachelors and Masters education in Public Administration the IfV concentrates on the training efforts of the Civil Servants accordingly as follows:</p> <ul style="list-style-type: none"> • Planning of the Human Resources Management , Training Needs Analysis, development of curricula and detailed course contents. Annual and Multi-Annual Training plans for the civil servants • Organization of the training concept and certifications; • Delivery of external and Inhouse training; • Quality management in close co-operation with the University of Applied Sciences in Public Administration (responsible body for the education of the Middle Management of the Federal State of North Rhine Westphalia and of the Cities, Municipalities and Counties) • Inhouse Consulting on topics of Institutional Capacity Building, New Public Management and local governance <p>415 working days for key experts R.Nigmann, K.Dahs and Dr.A.Straetling, 1247 working days by freelance experts contracted by IfV</p>
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Name of candidate	Country	Overall project value (€)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Institut für Verwaltungswissenschaften (IFV)	Germany	270.000 135.000 100.000 75.000	100% 580.000 "	580 Person days	County of Siegen Municipality of Hemer City of Koblenz City of Hagen	Local funds and funds of the Regional State	10/2003-12/2011	-
Detailed description of project						Type of services provided		
<p>Objectives: Institutional Capacity Building and Implementation of a New Financial Management and public accounting system, management and business re-engineering, and implementation of strategic management after a comprehensive legal change in the Regional State</p> <p>Results:</p> <ul style="list-style-type: none"> - Strengthen the overall institutional capacity of the Cities, the Municipality and the County - Implementation of a new Financial Reporting System - Internal financial control implemented - Introduction of new accounting standards, - Development of a cost reduction program, - Implementation of finance policy strategies - All tasks reviewed and all tasks eliminated that are not a Must for the functioning of the Local Finance organisation units - All major business processes in the Local Finance organisation units reengineered, simplified and supported by digital workflows. - New and flat organisation structures introduced and derived from optimized workflows - Human Resources Management system promoting the Organisational Change established: <ul style="list-style-type: none"> o Define Job Profiles for the newly established organisation units o Compare job profiles with the actual profiles of the staff o Organise an internal labour market for necessary staff transfers o Personnel Development Planning implemented to support staff transfers <p>Quality Management: Introduce Volume based Performance measurement for all posts with daily mass services towards the citizens; Measure the quality of decisions taken in the by counting the percentage of formal complaints and their success rate in the administration itself and/or in the court system as far as the legal system allows; Measure all major services in the center of contact with the citizens with regular customer surveys regarding the satisfaction rate of the citizens with the provision of these services; Measure other hard facts of customer satisfaction like be average processing time per case or availability and processing time for telephone connections</p>						<p>Major services delivered:</p> <ul style="list-style-type: none"> • Training to Councillors, Management and staff focussing on the topics of Organisational Change, Business Process Reengineering Human Resources Management, Personnel Development and Financial Management based on a training needs analysis • Advisory Services in te following fields <ul style="list-style-type: none"> • Project Planning • Project Monitoring • Personnel Development Concept • Definition of Products to be delivered • Performance Measurement of staff • Quality Management • Set up inventory of and values of the assets • Creation of the Opening Balance Sheet • Establishment of the Group Balance Sheet • Development of the Accounting System • Development of the Booking System • Introduction and full implementation of the IT . Accounting System • Monitoring and Evaluation of the Organisational Change <p>145 working days for key experts R.Nigmann, K.Dahs Dr.A.Straetling, 435 working days by freelance experts contracted by IfV.</p>		

Ref 8	Project title		Strategy and Strategic Management in the City of Koblenz – First Phase					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Institut für Verwaltungswissenschaften (IFV)	Germany	69.000	100%	1 LTE	City of Koblenz	Local Budget	3/2010-12//2011	./.
Detailed description of project						Type of services provided		
<p>Objective: Implementation of an Impact, Objective and Indicator System for the City of Koblenz</p> <p>Results:</p> <ul style="list-style-type: none"> • Conceptual Design of an Impact, Objective and Indicator System for the City • Development of product specific objectives and indicators for 13 Pilot Products in 2010 • Development of product specific objectives and indicators for 48 Products in 2011 • Integration of the Performance Measurement in the Budgets of 2011 and 2012 • Organisational Development accordingly with the Mayor, other elected Executives and the City Council 						<ul style="list-style-type: none"> • Appraisal • Consulting • Training • Coaching • Monitoring and Evaluation 		

Ref 9	Project title		Strategic Positioning, Development of Products and Business Process Reengineering in the County of Siegen-Wittgenstein					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Institut für Verwaltungswissenschaften (IFV)	Germany	70.000	45%	3 STE	County of Siegen-Wittgenstein and Municipality of Bad Berleburg	Local Budget	11/2009-4/2011	Picture Limited
Detailed description of project						Type of services provided		
<p>Objective:</p> <p>In the first phase of this medium term project the instruments for the following screenings of different organisation units and processes are developed and agreed upon.</p> <p>Results:</p> <ul style="list-style-type: none"> • Development of the conceptual framework and the overall methodology for the different screenings of the further detailed analysis in single organisation units in the County Administration • Implementation of the Picture process screening software and technical support accordingly • Piloting of a screening process • Development of the Monitoring and Quality Assurance instruments • Secure solution transfer to different organisation units • Support the Program Management • Develop a Strategic Target System for the Municipality of Bad Berleburg • Develop a concept for the Consolidation of the Municipality's financial situation 						<ul style="list-style-type: none"> • Appraisal • Consulting • Training • Coaching • Monitoring and Evaluation 		

Ref 10	Project title		New Financial Management in the Universities of Duisburg-Essen and Paderborn with 45.000 students					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Institut für Verwaltungswissenschaften (IFV)	Germany	141.000	100%	165 person days	Federal State of Northrhein-Westphalia	State Budget	5/2008-8/2011	n/a
Detailed description of project						Type of services provided		
<p>Objectives: Implementation of a New Financial Management and public accounting system, management re-engineering, and implementation of strategic management</p> <p>Results:</p> <ul style="list-style-type: none"> - Implementation of a new Financial Reporting System - Internal financial control implemented - Introduction of new accounting standards, - implementation of finance policy strategies 						<p>Major services delivered:</p> <ul style="list-style-type: none"> • Training to Councillors, Management and staff • Advisory Services • Monitoring and Evaluation <p>Specific services:</p> <ul style="list-style-type: none"> • Project Planning • Project Monitoring • Personnel Development Concept • Definition of Products to be delivered • Performance Measurement of staff • Set up inventory of and values of the assets • Creation of the Opening Balance Sheet • Establishment of the Group Balance Sheet • Development of the Accounting System • Development of the Booking System • Introduction and full implementation of the IT . Accounting System 		

Ref 11	Project title		Technical assistance for further strengthening of border control					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Institut für Verwaltungswissenschaften (IFV)	Macedonia	700.000	Consumed by IFV 33.621	2 STE	European Commission	IPA 2007	9/2009-2/2011	Human Dynamics
Detailed description of project						Type of services provided		
<p>Objective: Implementation of correct, systematic and effective customs controls at the border posts, facilitating the legal passage of passengers and goods , ensuring revenue collection and public security and to strengthen the Macedonian Customs Administration's capacity to fight against fraud and corruption.</p> <p>Results:</p> <ul style="list-style-type: none"> Enhanced quality of operational customs business Developed National Strategy for the rationalization of border operations, and program to monitor the implementation. Strengthened capacity to fight fraud and drug trafficking through the implementation of modern enforcement techniques, intelligence and information gathering and risk assessment Develop a User requirement for the Enforcement Sector to enhance border enforcement Prepared Risk Assessment categorization of the Border Crossings Improved initiatives for anti-corruption and transparency of the MCA Improved coordination between the MCA, business community and other agencies by institutionalizing consultative and communication mechanisms The use of drugs dogs to be deployed at key border crossings An analysis of types and best use of Scanner technology produced 						<ul style="list-style-type: none"> Appraisal Consulting Training Coaching Monitoring and Evaluation <p>67 working days for non-key experts C.Howard and K.Hasenritter, contracted by IFV, freelance experts</p>		

Ref 12	Project title		Support to Ministry of Interior and Police Kosovo Ę UNMIK					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Institut für Verwaltungswissenschaften (IFV)	Kosovo	1.600.000	40 640.000	3 LTE	European Commission	EAR	6/2006-5/2008	ICON-Institute Italtrend DMI
Detailed description of project						Type of services provided		
<p>Objectives To support the transfer of responsibilities of interior issues and Police from UNMIK to successor bodies and ministries and assist in the creation of a viable and sustainable Ministry of Interior.</p> <p>To assist in the development and strengthening of effective justice structures and policies in Kosovo which guarantee a space of freedom, security and justice for all Kosovo citizens.</p> <p>Results</p> <p>1. Improved institutional capacity regarding the development of new/planned laws, procedures, training curricula, regional legal frameworks and the operational running of the Ministry of Interior. Advice on the overall institutional set up included the Internal Audit office and its related structures in the fight against internal corruption. Development of an administrative direction on the processing of personal data by the KPS</p> <p>2. Improved staff capacity for running operations; Improved staff capacities in the area of human resource management and training, policy making, legal drafting and implementation of JHA related strategies on Organised Crime, corruption, trafficking, human rights, gender and minorities</p> <p>3. Strengthened Crime Pillar within the Kosovo Police Service in the area of legislative drafting, inspectorates of police, Organised crime investigation, forensics, securing of evidence, training. Delivering of a training program for the Organised Crime Directorate including the most effective approaches to fight corruption.</p> <p>4. Established performance monitoring and evaluation system for the Ministry of Interior</p>						<ul style="list-style-type: none"> • Appraisal • Consulting • Training • Coaching • Monitoring and Evaluation <p>Staff provided: Team Leader . A.Schubert, 330 working days, contracted by IfV, freelance expert Key Expert 1-U.Dugas, by IFV, 300 working days, contracted by IfV , freelance expert Key Expert 2-U.Schweifer/H.Schlagbauer, 300 working days, contracted by IfV, freelance experts</p>		

Ref 13	Project title		Bosnia and Herzegovina Police and Border Police Training and Education System Phase 2					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Institut für Verwaltungswissenschaften (IFV)	Bosnia & Herzegovina	561.000	100 % 561.000	1 LTE 10 STE	European Commission	CARDS Programme	5/2006- 4/2008	./.
Detailed description of project						Type of services provided		
<p>Objective</p> <p>The objective of this project is to achieve in the BiH police forces a better understanding of the EU-standards and best practices, Institution & Capacity Building in the new context of the restructured BiH Police and an improved fight against organized crime.</p> <p>Results</p> <p>The specific results aim at</p> <ul style="list-style-type: none"> • Strategic planning, capability for the financial management to create and present a plan based on strategic needs of the police and capability to create long term financial plans with a 3-year horizon (the budget of the next year and two more years) developed including the Aquis • criminal investigation capability for the crime inspectors in the fight against organized crime improved • analytical and organizational skills for the police training centers management and refreshed teaching skills for the police training centers instructors improved • capability for the Special Intervention Units and the Support Units to face and deal with the conflict situations, especially with the hostage-taking situations improved • advanced knowledge and skills for the officers working in the Counter-Diversion Departments developed <p>The B&H police forces have the following key responsibilities:</p> <ul style="list-style-type: none"> • protection of international borders, domestic border crossings and traffic regulation at BiH border crossings; • prevention and tracing of perpetrators of criminal offences of terrorism, drug trafficking, counterfeiting of domestic and foreign currencies and trafficking in persons, and of other criminal offences with an international or inter-Entity element; • international cooperation in all areas within the remit of the Ministry; <p>The training courses included the State Border Police Staff as Participants.</p>						<ul style="list-style-type: none"> • Appraisal • Consulting • Training • Coaching • Monitoring and Evaluation <p>Staff provided:</p> <p>Team Leader . W.Otto, by IFV, 220 working days, freelance expert</p> <p>242 working days for non-key experts Krumsiek, Feltes, Dr.Straetling, Thiel, Bongartz, Ostermann provided by IFV, freelance experts</p>		

Ref 14	Project title		Training on Management by Objectives Strategy in the Bulgarian Ministry of Interior					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Institut für Verwaltungswissenschaften (IFV)	Bulgaria	245.000	80 % 196.000 "	3 STE	Ministry of Interior	European Commission . Phare Program	12/2004-5/2005	Italtrend
Detailed description of project						Type of services provided		
<p>Train the Top Level Administrators and the Trainers in the Ministry of Interior on the following topics:</p> <ul style="list-style-type: none"> • Strategic analysis, prognostication and planning in a public organization in the field of Public Order and Security; • Organizational culture, corporative image and communications definition and management; • Human factor in the organization development . strategic planning and HR organization; • Plan and structure of the HR strategy; • Change management; • Motivation and integration; • Team work; • Leadership in the administration hierarchy. Decision-making and delegation procedures; • Training and teaching. Training feedback; • Professional service quality management. Management Evaluation indicators • Performance management system planning; • Setting strategic and tactical goals for a Police organization; • Performance standards definition; • Definition of performance stimulating rewards; • Efficient performance evaluation methods; • Performance monitoring, measurement and control; • Making a connection between the Evaluation and Performance Management System and the Police Career System; • Project Planning and Project Cycle management 						<ul style="list-style-type: none"> • Appraisal • Consulting • Training • Developing a Target System for the Departments in the Ministry of Interior including the Department for Organised Crime and the related fight against Organised Corruption • Coach the Trainers and assist during Training and Introduction of the MbO system • Monitoring and Evaluation 		

Ref 15	Project title		Introduction to Service Tender Project Cycle Management and Project Planning					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Institut für Verwaltungswissenschaften (IFV)	Turkey	10.000	100 % 10.000"	1 STE	University of the Turkish Chamber of Industry and Trade and its foundation	Turkish Chamber for Industry and Trade	4/ 2006	./.
Detailed description of project						Type of services provided		
<p>Introduction to the Service Tender Cycle: Programming, Appraisal, Project Fiche, Forecast, Tender Announcement, Letter of Intent, Shortlist, ToR, Technical and Financial Proposal, Contract, Inception Report, Progress Report, Final Report, Evaluation and Audit</p> <p>Introduction to Project Planning :</p> <p>Stakeholder analysis . identifying & characterising potential major stakeholders; assessing their capacity</p> <p>Problem analysis . identifying key problems, constraints & opportunities; determining cause & effect relationships</p> <p>Objective analysis . developing solutions from the identified problems; identifying means to end relationships</p> <p>Strategy analysis . identifying different strategies to achieve solutions; selecting most appropriate strategy.</p> <p>Developing Logical Framework matrix - defining project structure, testing its internal logic & risks, formulating measurable indicators of success</p> <p>Activity scheduling . determining the sequence and dependency of activities; estimating their duration, and assigning responsibility</p> <p>Resource scheduling - from the activity schedule, developing input schedules and a budget</p>						<p>Train the Trainer Program</p> <p>Coaching</p>		

Ref 16	Project title		Police Training Program in BiH Phase 1					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Institut für Verwaltungswissenschaften (IFV)	Bosnia and Herzegovina	465.000	100 % 465.000"	1 LTE, 6 STE	Ministry of Interior	EU CARDS	5/2004-5/2005	./.
Detailed description of project						Type of services provided		
<p>Objective: Contribute to Institution & Capacity Building through the delivery of Training Courses</p> <p>Result I: Study tour</p> <p>Result II: Analyse past and existing programmes, design the training modules in detail</p> <p>Result III: Training of 216 selected policemen</p> <p>III.1 Conduct 3 Management Training courses</p> <p>III.2 Conduct 4 Advanced Detectives Training Courses</p> <p>III.3 Conduct 3 Automated Finger Identification System Training Courses</p> <p>III.4 Conduct 2 Courses on Organised Crime and the Fight Against Corruption</p> <p>III.5 Review results and develop sustainable course outline</p> <p>Result IV: Training of 20 trainers</p> <p>Result V: Distance E-Learning and CD-Training materials</p> <p>The training courses provided have included the State Border Police Staff as Participants.</p>						<ul style="list-style-type: none"> • Appraisal • Consulting • Training • Coaching • Monitoring and Evaluation 		

Ref 17	Project title		Border Police Training Montenegro					
Name of candidate	Country 6	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Institut für Verwaltungswissenschaften (IFV)	Montenegro	236.000,-	50% 118.000"	1 LTE, 3 STE	Ministry of Interior, Montenegro	EU CARDS	10/2003 . 09/2004	AHT Group AG, Pro Management
Detailed description of project						Type of services provided		
<p>Objective: Development and Implementation of a Basic Border Management Training Programme that serves for the overall training of border police forces being in line with EU and Serbia and Montenegro border management strategy</p> <p>Results:</p> <ul style="list-style-type: none"> • Elaboration of a border management basic training program • Elaboration and delivery of training modules for inclusion in the training programme in cooperation with the Ministry of Interior • Preparation of training material to support the training programme • Elaboration and delivery of a Training of Trainers programme in basic instruction techniques • Planning, design and implementation of a border management simulation exercise • Delivery of number of tutorials for middle to senior level officers which support and reinforce the communal training modules • Monitoring of the complete training package 						<p>Services delivered:</p> <ul style="list-style-type: none"> • Development of a basic border management training program • Development of relevant training materials • Carrying out of train-the-trainer courses • Monitoring • Different specialized training sessions 		

Ref 18	Project title		Development of a cost accounting system for the state chancellery of North-Rhine Westphalia					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Institut für Verwaltungswissenschaften (IFV)	Germany	10.000	100 % 10.000 "	1 STE	State chancellery NRW	State chancellery NRW	08/2004-12/2004	
Detailed description of project						Type of services provided		
Objectives <ul style="list-style-type: none"> • Development of a cost accounting system according to the special needs of the state chancellery including the representation at the federal government (Berlin) and the EU (Brussels). • Monitoring the technical implementation (software) 						<ul style="list-style-type: none"> • Consulting • Monitoring and Evaluation 		

Ref 19	Project title		Public Administration Modernization in Turkey					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Institut für Verwaltungswissenschaften	Turkey	150.000	20 % 30.000 "	1 STE	Government of Turkey	European Union	2/2001-10/2001	ADE
Detailed description of project						Type of services provided		
<p>The scope of project was the carrying out of the Public Sector Appraisal Mission for Turkey . As a result of the mission two priority programs and program plans accordingly targeting on Civil Service Reform and Local Government Reform have been set up. For the Local Government Reform program the following outline has been set up:</p> <p>Objective:</p> <p>Conceptual framework reg. general capacity to implement the acquis of the EU in local administrations developed.</p> <p>Results:</p> <ul style="list-style-type: none"> • Instruments for improved transparency of the budgets of local administrations developed. • Instruments for improved balance of income and expenditure developed. • Efficiency and effectiveness of Human Resources improved on a pilot basis. • Management structures in the relationships between Ministry of Interior and the local administrations improved. • Service delivery improved in selected pilot administrations. • Integrated Performance measurement System for local administrations established in pilot administrations. 						<p>Services covering the following topics in the proposed 2 programs:</p> <ul style="list-style-type: none"> • Objectives • Description. • Methods and approaches to be used • Inputs by EU to help main needs in each area • Indicative timetable of activities, preconditions, benchmarks • Institutional framework • Estimation of financing required, by Turkish side and by EU, breakdown of EU financial inputs, possible sources of expertise and methods of delivery • Implementation arrangements • Conditionality and Sequencing 		