



Bosnia and Herzegovina  
Federation of Bosnia and Herzegovina  
CIVIL SERVICE AGENCY

# Civil Service Agency of the Federation of Bosnia and Herzegovina: Experiences and lessons learned in CAF implementation

SAMRA LJUCA  
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# Content

- Public administration reform in BiH
- PAR and CAF
- CAF implementation
- Lessons learned

Bosnia and Herzegovina: **the world's most complicated system of government!**

[Source: The Guardian](#)

## Map of Bosnia and Herzegovina



# Our role in PAR reform proces and CAF

- ***Our vision:*** *Competent and professional public service in the Federation of BiH providing efficient services to key stakeholders and citizens*
- ***Our mission:*** *Proactive role and activity as well as promotion of modern standards in the field of human resources management ; rationalization and reorganization of public administration in line with the priorities and commitments of the Government*
- ***PAR and SiGMA principles:*** *PAR Strategic Framework in BiH*

## ***PAR in BiH and Quality Assurance***

- Bosnia and Herzegovina in its Revised Action Plan 1, within the PAR Strategy 2006-2014 (PARCO, 2016) has defined scope "Total quality management-TQM" :

*„To enable institutions to effectively use the Model of TQM(CAF, EFQM, Service Charters...)“*

- In BiH the full implementation of the CAF has been introduced by the donor support
- SIGMA principle 5- Service Delivery (create citizens-oriented administration with ensuring the quality and accessibility of public services)

# Government FBIIH CAF decisions

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**Decision on CAF model implementation in 2017**

**Road Map for full CAF implementation**

**CSAFBIIH is piloting CAF 2018-2019**

ADA's (Austrian Development Agency) support in Road Map implementation and KdZ Center Austria!



## IMPORTANT ROLE OF TOP MENAGEMENT!

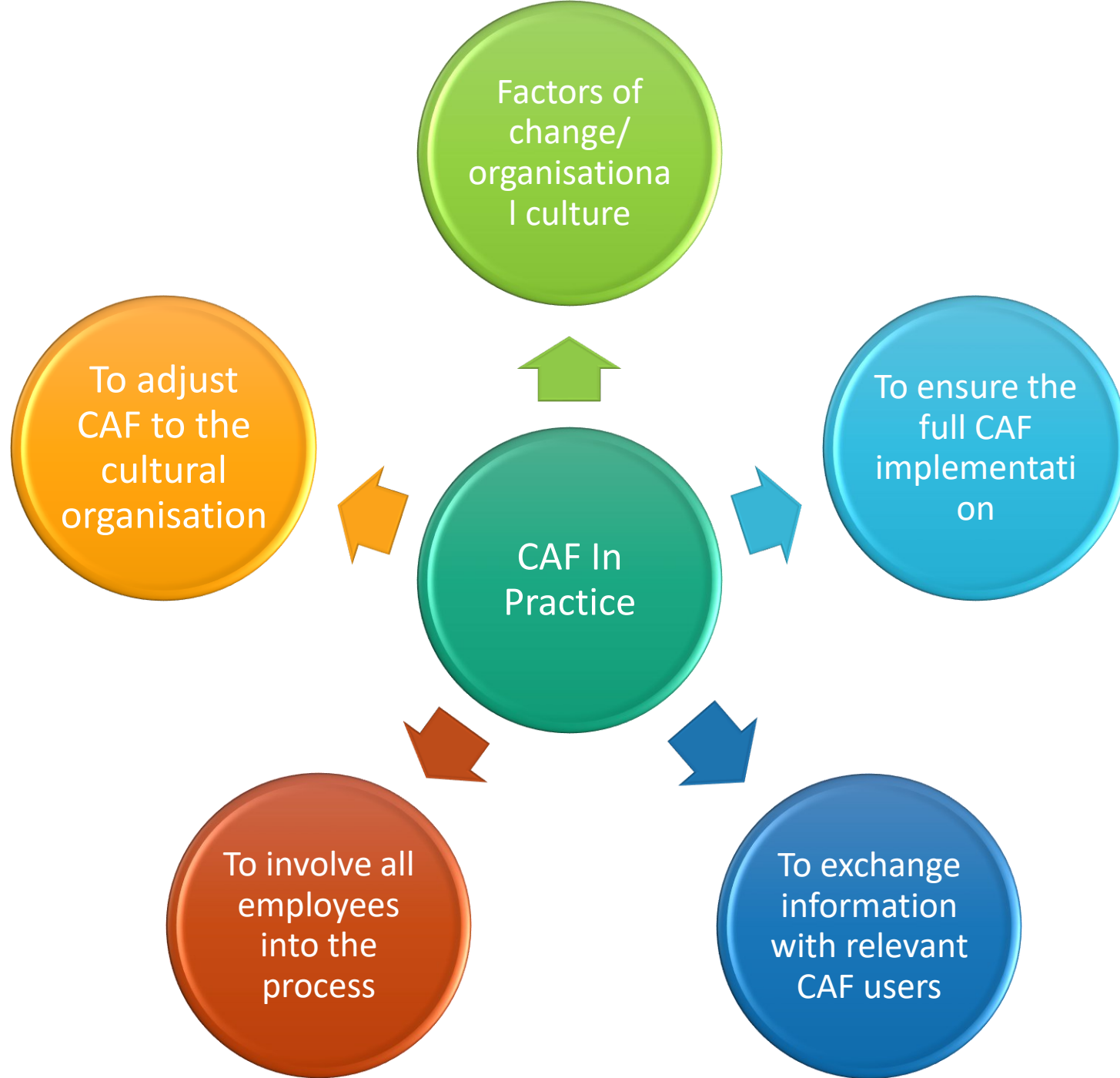
The CAF model is based on the premise that extraordinary results in organizational performance are achieved through **leadership, people, partnerships, resources and processes based on strategy and planning.**

For quality to be achieved, senior management must act proactively. Key people need to contribute; give support and create the preconditions for establishing a new work culture that encourages the introduction of change (Yahaya 2017)

# Our experiences/shortcomings

- Weak Internal communication
- The CAF team is trained, but there was some reluctance
- Not developed standards for key work processes (recruitment process; electronic documentation process, civil service registry)
- Not trained staff on key strategic PAR issues
- Not enough developed social networks for CSA promotion
- Weak political support
- Huge amount of laws and by-laws





# Our achieved results

- More transparent and visible key data/reports of the CSAFBIH by launching new web page
- CSABIH has taken key role in further CAF development: Active mentorship completed in three municipalities in BIH within the BACID support /ADA support
- CSA FBIH has used CAF as a self-assessment tool to identify and meet their own development needs and improve organizational performance
- Regular surveys among employees
- Regular surveys among key stakeholders
- Revised mission and vision /strategic commitment
- On-line platform for different work processes developed

# Challenges

- Raising the awareness of employees about the importance of the CAF (only the evaluation does not have the purpose of reporting but the opening of the space for introducing changes in order to improve the work process)
- The CAF requires the introduction of a concept of public management that is not applicable to day-to-day work
- Given the low level of knowledge in QM, there is a high degree of resistance of employees working in the CAF WG
- In case that the institution doesn't organize internal CAF training, it is possible to have misread /non understanding of CAF criteria /subcriteria
- For top management it is necessary to have special training in CAF

# Important

- Self-assessment is of particular importance for inclusion and participation of employees with expert and prominent professional backgrounds and knowledge
- If the CAF is applied for the first time, it is possible to have the resistance of some members of the Working Group
- Working group members are key personnel for further improvement and implementation of the Action Plan for Promotion.
- The "top-down" and "bottom-up" communication is needed during the CAF implementation
- The "top-down" "bottom-up" of all employees is in constant communication
- Leadership should be clearly defined at each stage of the procedure

Address: Kulovića 7, Sarajevo | Phone: 033/ 55 20 40 | e-mail: [info@adsfbih.gov.ba](mailto:info@adsfbih.gov.ba) | [www.adsfbih.gov.ba](http://www.adsfbih.gov.ba) | [www.obuke.adsfbih.gov.ba](http://www.obuke.adsfbih.gov.ba)



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*E-mail: [samra.ljuca@adsfbih.gov.ba](mailto:samra.ljuca@adsfbih.gov.ba)*