

Civil Service Reforms in the Western Balkan countries: Lessons learned through the implementation of quality standards in the civil service system in Bosnia and Herzegovina



Astana, October 2018

Content of the presentation

- Public administration reform and CAF
- Steps in the implementation process of CAF model
- Learned lessons

Public Administration reform in BiH and CAF model

- Orientation to Quality Management became a new focus of the PAR in BiH at the beginning of 2011 as a part of the Revised Action Plan 1, accompanying the PAR Strategy 2006-2014 (PARCO, 2016)
- The new reform goal „Total quality management-TQM“ has defined objective „Enable institutions to use a model of total quality management –TQM (CAF, EFQM etc.)“
- In Bosnia and Herzegovina, CAF implementation is initiated by donor’s support
- SIGMA principle 5- Service Delivery (create citizens-oriented administration with ensuring the quality and accessibility of public services)

Total QM tools in use and comparison

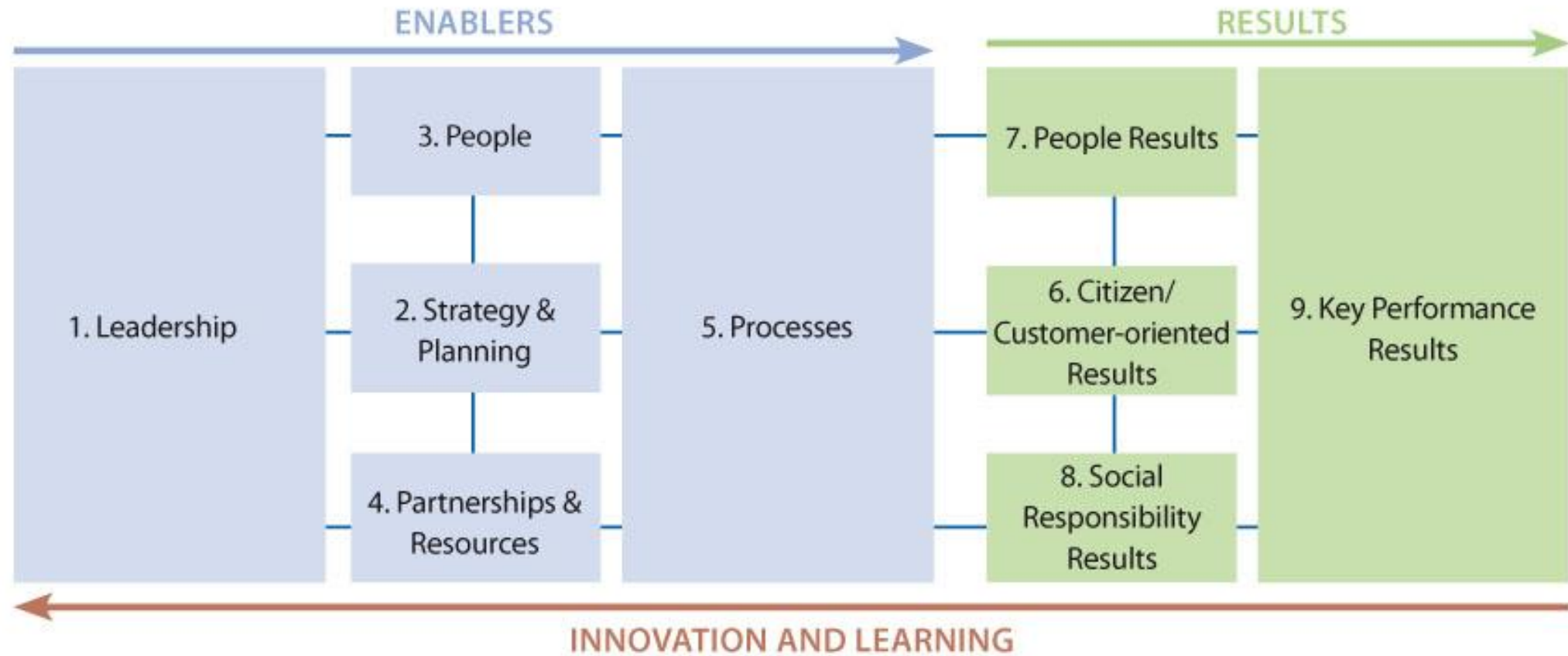
	CAF	EFQM	ISO 9001
Self assessment	yes	yes	no
External consultancy	no	yes	yes
Certificate	CAF - Label	C2E; R4E	ISO certificate
Staff involvement	high	medium	low
Costs	low	medium	high
Content	9 dimensions, processes, outcomes	9 dimensions	Customer, products
Method	consensus SWOT	900 points	Compare planed with status quo
Public Sector	yes	no	no
Result	PDCA Continuous improvement process	PDCA Continuous improvement process	PDCA Continuous improvement process

CAF Structure and its scope

The CAF aims to be a catalyst for a full improvement process within the organisation and has five main purposes:

- 1. to introduce public administrations into the **culture of excellence** and the principles of TQM;
- 2. to guide them progressively to a **fully-fledged PDCA** (PLAN, DO, CHECK, ACT) cycle;
- 3. to facilitate the **self-assessment of a public organisation** in order to obtain a diagnosis and a definition of improvement actions;
- 4. to act as **a bridge across the various models** used in quality management, both in public and private sectors;
- 5. to **facilitate bench learning** between public sector organisations

The CAF Model





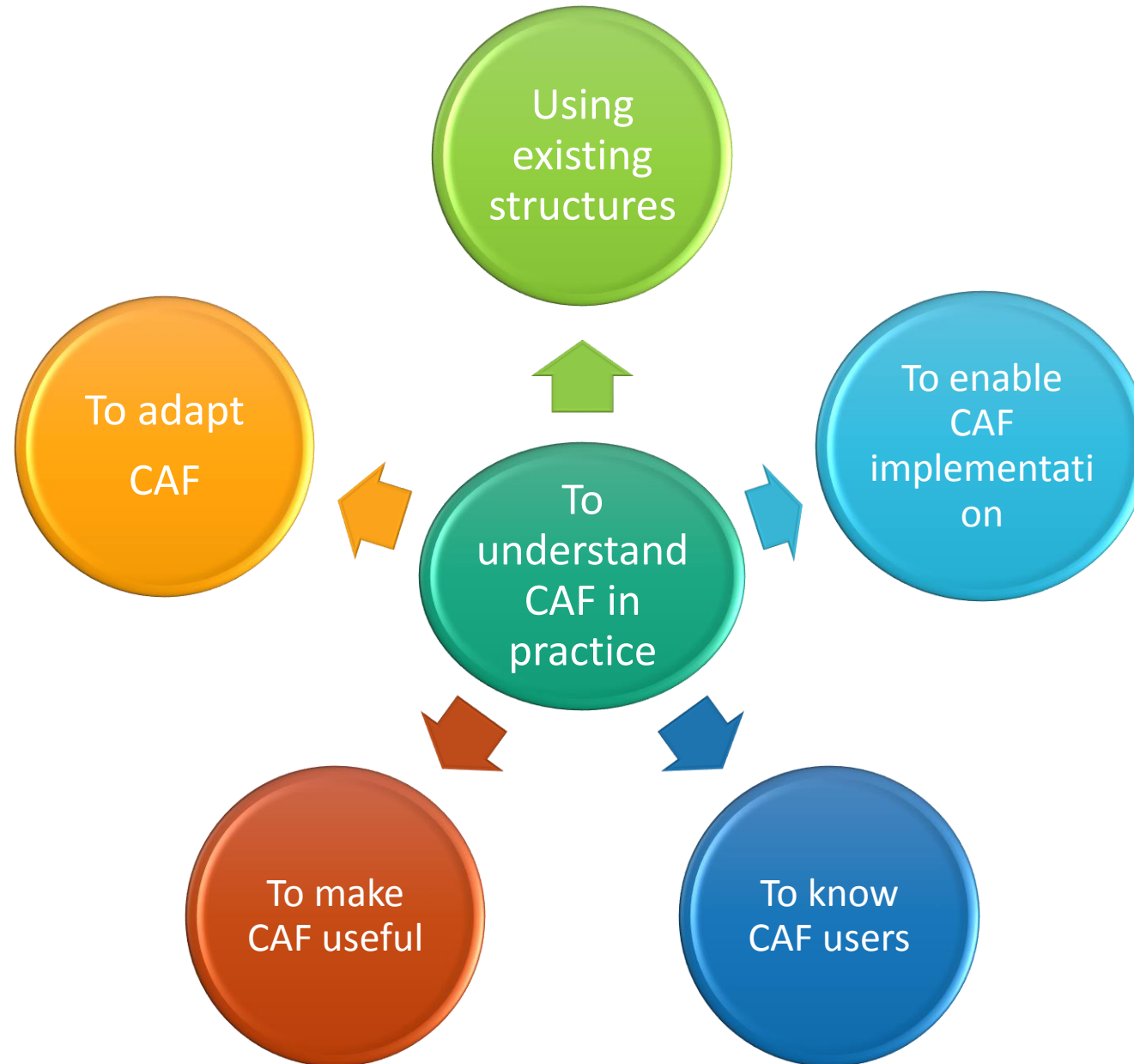
Important role of top management!

The general remark of almost all interlocutors were that the QM introduction requires at least 4 factors:

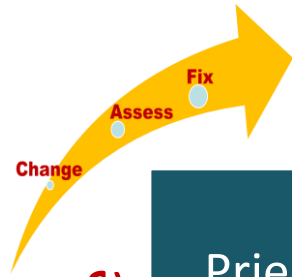
1. (political) leadership,
2. human resources,
3. financial resources and
4. legal and institutional framework.

Political leadership is the prime mover in bringing about alignment between capacity-building efforts of the public administration system and PAR goals. Without effective and determined leadership, it is difficult to introduce new QM systems, practices or tools in public administration.

Success factors in CAF implementation



Three phases of CAF process



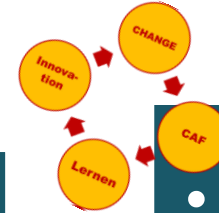
Start CAF-programme

- Project design
- Initial workshop
- Communication plan
- Timeframe
- CAF-adjusting
- Dissemination of information among employees
- Selection of CAF team



CAF-self assessment

- CAF Team training
- „Individual Self-Assessment“
- Workshop Consensus
- Self-Assessment Report



CAF-Improvement Plan

- Improvement Plan- Workshop
- Improvement Plan- Implementation
- Effective CAF-user

Phase 1: Start

CAF coordinator nomination

Nominating CAF Team

Introduction training of CAF team

Project Assignment

Identify key stakeholders

Communication plan

Phase 2: Self - Assessment

CAF Questionnaire adjustment

Decision on WG Members

Conducting Self-assessment

Training of new SA Group

Self-Assessment workshop

Self –Assessment Report

Phase 3: Improvement Plan

Action Plan (Improvement Plan)

Prioritisation

Implementation of Action plan

Implementation of Action Plan

Important

- Self-assessment is of great importance for employees engagement
- Possible resistance of some members of WG
- Permanent top-down and bottom-up communication is necessary
- Leadership shall be introduced in each phase of CAF implementation