

Government of Federation of the Bosnia and Herzegovina, at its 58th The session, held on 4 June, 2008, after discussion about the Strategy for training and development of civil servants in Federation of Bosnia and Herzegovina, unanimously reached the Conclusion by which the Strategy for training and development of civil servants in Federation of Bosnia and Herzegovina 2008-2010 is adopted.

LAW ON PUBLIC SERVICE IN FEDERATION OF BOSNIA AND HERZEGOVINA

Article 50.

Professional training and development

- 1. Civil servants are obligated to engage continuously in their professional education and development.**
 - 2. A civil servant has the right and obligation to participate in consultancy and other forms of educational activities.**
 - 3. The Manager in a civil service body decides on the participation of civil servants in consultancy and other forms of educational activities, keeping in mind equal involvement of all civil servants.**
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The overall aim of this Training and Development Strategy for Civil Servants in FBiH Institutions is: ' To develop the skills of all civil servants in FBiH to deliver ever improving services to all citizens of FBiH'

This Strategy was developed by the FBiH CSA with the support and help of the State and Entity Public Administration Reform in Bosnia and Herzegovina SEPARB programme implemented by the UK National School of Government and funded by the UK Department for International Development.

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ABBREVIATIONS

CSA	Civil Service Agency
CSA FBiH	Civil Service Agency of the Federation of Bosnia and Herzegovina
CSA RS	Civil Service Agency of the Republic of Srpska
BD of BiH	Brčko District of BiH
BiH	Bosnia and Herzegovina
EU	European Union
FBiH	Federation of Bosnia and Herzegovina
HR	Human Resources
HRM	Human Resources Management
ICT	Information and communication technologies
NSG	National School of Government
OHR	Office of the High Representative
RS	Republic of Srpska
“TIMSS”	Trends in International Mathematics and Science Study
UNDP	United Nations Development Programme

1.INTRODUCTION

This document contains the principal direction for training and development of civil servants in the Federation of Bosnia and Herzegovina in the period 2008 - 2010. It builds on previous achievements in training and development of civil servants based on the Strategy for Public Administration Reform in Bosnia and Herzegovina and Action Plan 1 & 2. It relies also on research on training of civil servants performed in certain number of state service entities in the Federation of Bosnia and Herzegovina and other relevant documents and materials relating to training and development of civil servants. It supports the aims of European Union as regards to the improvement of quality and efficiency of public administration in Bosnia and Herzegovina.

The need for training and professional improvement of employees in public administration is especially emphasised in the five Promises proposed by three Prime Ministers, endorsed by the Peace Implementation Committee in Bosnia and Herzegovina and signed in Brussels in March 2003. Thus in Promise 3 it is stated that we will”ensure that the civil service will be professional and will represent the citizens it serves.“

This Strategy supports the vision of the Public Administration Reform in Bosnia and Herzegovina in terms of:

- The development of a public administration which is more effective, efficacious and responsible.**
- Providing citizens with a better and faster service for less financial cost and less time consumption.**
- Running business on basis of transparent and open procedures, fulfilling all requirements set for European Integration, thus providing for continual and sustainable socio-economic development.**

Individual civil servants (senior civil servants in public administration institutions as well as other civil servants) are encouraged to develop a culture of continuous learning and development throughout their careers and to recognise its importance for their personal development. Many civil servants already recognise the importance of training and development and study or take part in training and learning activities in their own time (this does not include education programmes organised by the institutions they are employed in or, by the CSAFBiH).

This Strategy will help to shape the future of the training and development opportunities for civil servants to help to make them more suited to their day to day tasks. Besides improving their performance in their current jobs, training also prepares civil servants for new challenges (eg preparing for new tasks). This will enable civil servants who work in public administration entities to enhance, widen and improve their knowledge, skills and capacities.

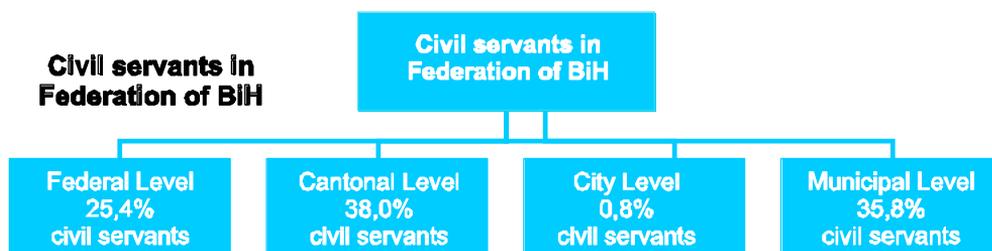
Additionally, training is a legal obligation of all civil servants working in administration entities in the Federation of BiH, and it is important as one of the segments included in the annual assessment of performance of civil servants.

This is best evidenced by the fact that civil service training happens not only in transition countries. It also takes place in highly developed countries both in Europe and throughout the world. As a form of continuous training and improvement, it provides a means whereby the civil service keeps in tune with practical changes while retaining influence on aspects of overall development.

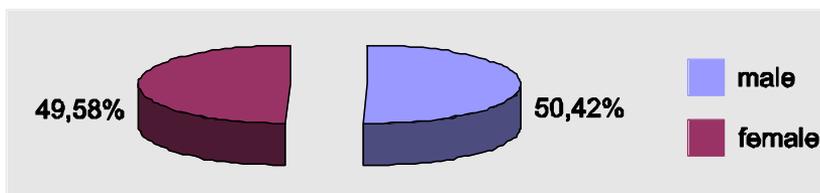
2. DATA ON NUMBER OF CIVIL SERVANTS IN FBiH

According to registered data in the database of the Civil Service Agency of the Federation of Bosnia and Herzegovina, including on the gender structure and number of employed civil servants in civil service bodies of the Federation of Bosnia and Herzegovina, approximately 6,000 civil servants are employed across all four levels of government, namely: municipal, city, cantonal and Federal.

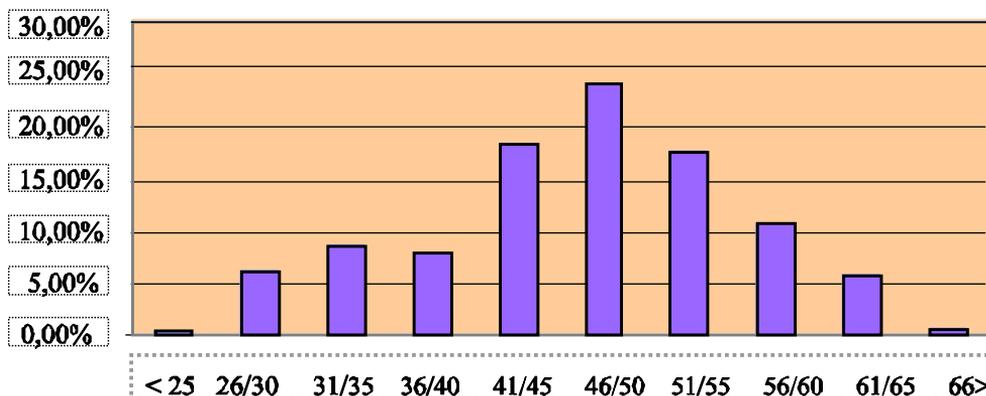
Scheme outline of number of civil servants employed per levels in the Federation of BiH:



Scheme outline of gender structure of employed civil servants in the Federation of BiH:

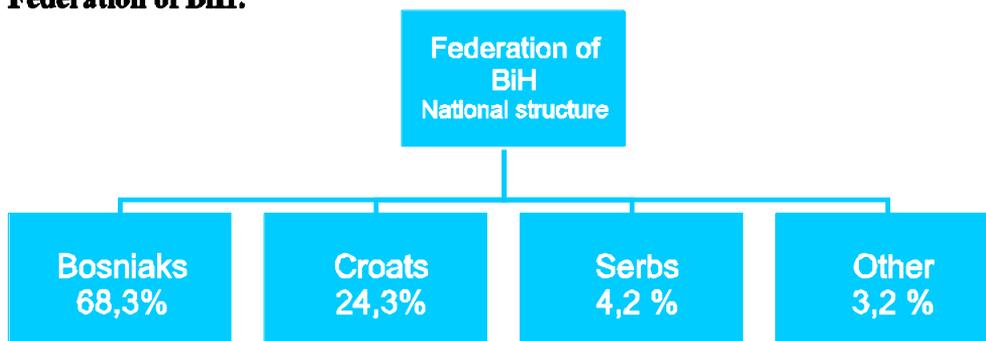


Scheme outline of age structure of employed civil servants in the Federation of BiH:



It is worthwhile noting that a considerable number of experienced civil servants will reach retirement age during the next 10-20 years. This will have very important HR implications and will require a considerable effort to replace those who retire (or leave early) and to provide them with the skills necessary to be effective civil servants at all levels within the institutions.

Scheme outline of national structure of employed civil servants in the Federation of BiH:



3. ORGANISATIONAL STRUCTURE OF THE CIVIL SERVICE AGENCY OF FBiH

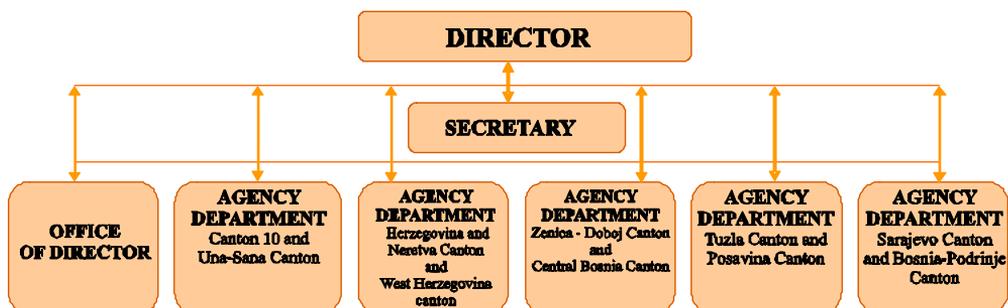
The Civil Service Agency of the Federation of Bosnia and Herzegovina was established in 2003, the Director was appointed in 2004, and regional departments of the Agency started their functioning on 4 January 2005. According to the Law on the Civil Service in the Federation of Bosnia and Herzegovina, the Agency operates under the following key principles:

- Acting in accordance with the law;
- Transparency and publicity;
- Accountability;
- Effectiveness and efficiency;
- Professional impartiality, and
- Political independence.

The Civil Service Agency of the Federation of BiH, provides:

- Information on public vacancy notices being conducted on the territory of the Federation of BiH,
- Information on the method of taking the general knowledge exam and professional exam,
- Information on the Law on Civil Service in FBiH and the by-laws adopted on the basis of the mentioned Law,
- Information on training of civil servants in FBiH, organised by the Agency,
- Information on realisation of protection of rights of civil servants,
- Information on Central Register of Civil Servants of FBiH,
- Information on systematisation of jobs for civil servants,
- Information on the role of the Agency in public administration reform in BiH.

The structure of the Civil Service Agency



The Agency has a small team of dedicated staff known as 'expert advisers', responsible for analysing and arranging training and development needs of civil servants working in FBiH. Some of the staff are based in the Head Office and others are located in each of the five Agency Departments, where they work closely with the Institutions in their areas.

3.1. TRAINING OF CIVIL SERVANTS BEFORE THE ESTABLISHMENT OF CSA F BiH

Prior to the establishment of the Civil Service Agency of FBiH in the area of Bosnia and Herzegovina as well as in present area of the Federation of BiH, there was no institution that worked on continual training of employees of government entities in the area of Bosnia and Herzegovina. Previously, training was conducted in a way that a civil service entity directly financed a certain number of selected civil servants to receive training based on a specific offer, rather than demand.

Before the establishment of Agency Departments and the start of their work on 4 January 2005, the training of civil servants had the following characteristics:

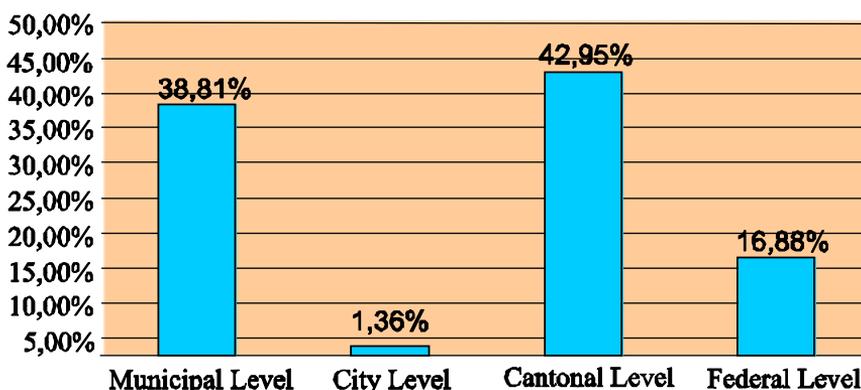
- Training lacked coordination and was organised on the basis of offers by training providers. Coordination between donors, as well as between donors and competent entities of the civil service, was unsatisfactory. Training needs assessments did not exist and a system developed whereby a wide range of topics was offered and delivered, regardless of whether they were relevant to recipients' needs.
- Performance assessment and quality control did not take place. At the same time, the quality of the training varied and little attention was paid to assessing the impact of training on civil servants' performance. Also, there were no harmonised training standards.
- Underdeveloped systems of human resources management, which were more directed towards administrative management than development and stimulation.
- Inadequate training provision, by reference to the relationship of the number of civil servants and their training needs to the amount of training provided.

3.2. TRAINING AFTER THE ESTABLISHMENT OF CSA F BiH

The Civil Service Agency of the Federation of Bosnia and Herzegovina is an independent service that took over full responsibility for the implementation of the Law on civil service in the Federation of Bosnia and Herzegovina.

From 2005 to the end of 2007 the Civil Service Agency of FBiH trained 5,018 civil servants. In the same period 184 training programmes were delivered, of which 89 were on general and 95 on specialist topics. 17 professional topics and 24 general topics were covered. An annual training plan is developed in partnership with civil service bodies.

Distribution of civil servants attending training events organised by CSA FBiH in the period from 2005 to the end of 2007, by reference to level of civil service body:



Training is financed mainly from the budget of the Federation of BiH which is allocated to the Civil Service Agency of FBiH for conducting training for civil servants in FBiH. Training activities derive from annual priorities - annual plans of training for civil servants in FBiH.

The CSA FBiH has a limited annual budget but it is determined to ensure that the funds are spent as effectively as possible. The CSA FBiH has received support from UNDP in the design and funding of its training programme for civil servants in 2006. The UK National School of Government (NSG) in 2007 and 2008 has helped CSA FBiH to develop its own personnel – instructors/trainers for general fields of training.

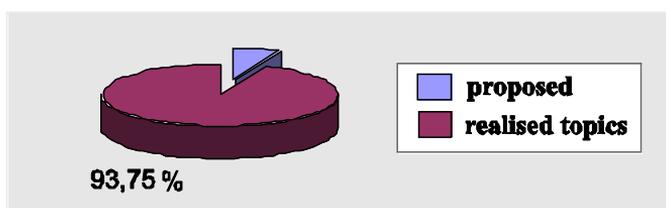
Training is delivered by the CSA's own staff as well as by outside organisations. Normal procurement procedures are followed as required by law and a variety of organisations deliver training and development activities throughout FBiH.

3.3. TRAINING NEEDS ANALYSIS AND ANNUAL REPORTS ON HUMAN RESOURCES FROM SELECTED INSTITUTIONS

In order to provide a better understanding of the training and development requirements of civil servants in FBiH, a training needs questionnaire was designed and distributed to civil servants in a number of institutions.

In consequence, a sample of 10% of the total number of employed civil servants was surveyed across all four levels in the area of Federation about the type of training events that they had attended in the last two years. Respondents listed 40 different themes, of which CSA.FBiH conducted training events on 37 of these themes.

Percentage of conducted training topics compared number of training topics proposed by Civil Servats



The intention was to determine the accurate situation in the field of training and improvement of civil servants and, on the basis of the information collected, to develop methods for the improvement of mechanisms to define individual training and development needs both of civil servants and civil service bodies.

In answer to the question, “What are the main benefits from training” 100% of respondents agreed that the main benefit of training is to equip them to perform their job to a higher quality and in a more comprehensive and more modern manner, by applying what they have learned. They are also able to follow new and contemporary developments and trends which have a positive general effect on performance.

The main reasons for having smaller groups of participants at civil service training events are to achieve consistency of standard and on increase in the quality and practicability of the training.

It is important to emphasise that progress was achieved also in terms of raising awareness about the need for training and development of civil servants, and that the respondents highlighted the following:

- Training is required for all personnel regardless of their profession, in order to respond to technological, professional and scientific developments,
- Training provides for a higher quality approach and improved performance of everyday tasks and activities, while representing an opportunity to obtain new information and broaden general knowledge,
- Professional and civil service related training and education are necessary as a means of following modern European trends and applying them in everyday work,
- Training events organised to date by CSA FBiH are of good quality but more participants should be catered for,
- More than half of the respondents are appreciative of CSA FBiH having recognised and responded to the need for training events.

Managers in civil service bodies included in the survey identified priority fields for training of civil servants as the following:

- better knowledge of regulations in certain areas and better application of regulations (administrative procedure, law on misdemeanours, law on inspection control,
- law on public procurement in BiH,
- law on budgets in FBiH,
- information technologies,
- professional training in field of, for example, civil engineering, geodesy, geology, spatial planning and similar,
- writing, communication and presentation skills,
- planning and organising and team work,
- foreign languages,
- enhancement of effectiveness in work, more serious approach to work, taking responsibility, etc.

As a contributor to professional education and development based on actual needs, training programmes will be evaluated to determine their usefulness in fulfilling the strategic goals of civil service institutions.

Annual Reports on Human Resources

A total of 17 institutions were invited to provide information on a number of topics facing their institution in 2008 and beyond. They reported that their main priorities are:

- higher quality performance from individuals
- improvement in relations with the public and the media
- improve services to citizens
- improved used of information technology
- better understanding of EU regulations
- development of co-operation with other institutions

Consequently, training and development need to include:

- greater familiarisation with legal regulations
- ICT skills
- various Human Resource Management skills
- people skills
- communication skills
- work planning and organisation
- team work
- project management
- performance management and particularly the identification and implementation of training needs by using Personal Development Plans

It was clear that performance management systems were not operating in all institutions, neither did the systems always include the identification of training and development needs of staff. Of the 616 employees covered by the Report Forms, 273 staff benefited from training in 2007 involving a total of 520 training days. A total of 14 institutions reported that a budget had been set in their institution for training in 2008. The importance of identifying training needs is well recognised and assistance will be provided by the CSA to Institutions to help them introduce effective systems for identifying training and development needs for their organisation and their staff.

Training and development of civil servants is a key contributor to the overall improvement of the work of public administration. Other important contributors are clear aims and objectives of the organisation and effective performance management systems, good internal communications systems and well motivated staff.

The training and development activities will be delivered using some of the following techniques:

- Inclusion in formal training programmes
- Informal learning (all forms)
- Learning through Internet and e-mail
- Professional journals
- Education at the workplace

4. BASIC GOALS TO BE ACHIEVED

The Primary goal of the Strategy is to develop a professional, politically impartial, nationally balanced, ethical, stable and active civil service.

The General goal of the Strategy for training and development of civil servants in institutions of the Federation of Bosnia and Herzegovina is for them to acquire and improve knowledge; acquire new and develop existing skills with the accent on practical application; develop required skills of all civil servants in FBiH, in order to provide the best services for citizens of the Federation. This will be supported by the application of modern technologies through the introduction of information and communication technologies (ICT), following the reorganisation of process and constant upgrading of skills.

The Civil Service Agency of FBiH

in cooperation with the Government of FBiH, will achieve the following:

- Analyse training needs and prepare and propose a comprehensive annual plan of training and development for civil servants from the area of the Federation, and plan its implementation,
- Coordinate training, education and other forms of development,
- Ensure methodological integrity of planning, development, implementation and assessment of programmes and achieved results of professional training and improvement initiatives
- Establish needs and priorities for training, and coordinate and assess all training and improvement activities as well as other activities aimed at the education of civil servants in cooperation with administration entities in the area of Federation of BiH,
- Establish and maintain quality in training, and take care that programmes of training and improvement conducted by CSA FBiH, maintain high quality standards and that engaged presenters and lecturers are accredited by European acknowledged institutions,
- Maintain a central database on training/education programmes delivered to civil servants in FBiH,
- Collect, analyse and provide information about training activity, including domestic and donor projects, programmes and proposals for training,
- Publicise and report on training and improvement activities and make arrangements for continuous flow of information via web-site of CSA FBiH- www.adsfbih.gov.ba
- Accreditation of training and providers of training

The CSA will

- Cooperate with Civil Service Agency of BiH, Civil Service Agency of RS, Human Resources Unit of Brčko District,
- Develop common principles of implementation of training of civil servants in state service entities in FBiH in cooperation with relevant interested parties,

- Cooperate with OHR, UNDP, UK National School of Government, as well as other potential donors on training and other support to training of civil servants in the Federation of BiH,
- Cooperate with similar organisations and Agencies in the region and wider, at international level, in terms of exchange of experience and methods of good practice in those environments

The CSA will promote the importance of training and development through:

- Identification in its work of the most acceptable models of cooperation with heads of entities, management and in that way include them in all processes related to training and development of civil servants and civil service entities,
- Provision of advice and information to managers and employees on the implementation of common principles,
- Promotion of learning and raising awareness of civil servants about continuous/all-life learning, about acquiring new knowledge and skills, development of existing knowledge and skills, the significance of training as a response to individual, organisational and developmental needs of the civil service and its function in reforming civil service bodies,

The CSA will build the capacity of its staff and will:

- Work on training of all employees of CSA FBiH,
- Work on training of expert advisers for training and development in the capacity of lecturers/trainers, and coordinate implementation of training of lecturers/trainers,
- Work on identification of methods for assessing and, following assessment process, on the extent to which the conducted training contributed to the improvement of working practices.

Establishment of priorities in training process

Annual priorities in training will comply with this Strategy and will be defined on basis of the following documents:

- Strategic documents on the integration of BiH into European Union,
- Analyses and action plans for public administration reform in BiH,
- European Union analyses of the training needs of civil servants,
- CSA FBiH analysis of training needs of civil servants,
- Annual training priorities proposed by institutions of FBiH
- Any other relevant documents.

The basic principles for the establishment of priorities for training of civil servants are:

- Importance of the theme – the training topic can be considered as important or key in support of the strategic development of public administration in BiH,
- Long-term up-to-date and proactive training supports the initiation of change and development in forthcoming years,
- Relevant training is the most appropriate means of support to the implementation of development and change initiatives,
- Target groups for planned training activities should include greater numbers of civil servants from a wider range of administrative bodies

5. IMPROVEMENT OF TRAINING QUALITY

The Reform Strategy indicates that the capability and commitment of people who work in civil services are of crucial importance for effective performance of the civil service. To achieve good Human Resources Management (HRM) at the highest level is the greatest challenge for the reform process. An HRM system should be transparent, fair and organised so that it supports professionalism and motivates employees according to clearly defined criteria. There is a need to establish human resource units in all administration entities or at least human resources management posts, bearing in mind the size of some institutions.

In order to improve the quality of training, and in accordance with Action Plan 1 to The National Strategy for Public Administration Reform, training will be based on personal, organisational and performance needs; it will be systematic, continuous and adjusted to EU standards.

- **General (personal) training**-in order to develop general skills and knowledge needed for all civil servants who work in public administration entities,
- **Organisational training**-aimed towards development of concrete skills and knowledge related to the field of activity of several institutions that perform similar functions or implement the same policies.
- **Specialist training/training by fields**-directed towards the development of concrete knowledge and skills needed for civil servants who work in certain fields within some administration entity.
- **Induction training for newly employed/transferred/promoted civil servants**-intended to provide the best possible preparation of newly employed workers for work in environments where they have been accepted in civil service.
- **Training in response to employee's request** - aimed at training of a civil servant according to his/her requirements in field where he/she considers that he/she needs training with personal compensation.

In order to achieve these goals, the CSA will establish a system to ensure that:

- Training and development opportunities are designed to meet the needs of individuals and their organisations and not based on what the supplier wants to provide
- The aims and objectives of training and development activities are communicated to potential participants well in advance of the training activity
- A robust evaluation system is based on outcomes and what has been applied in the workplace rather than simply on the inputs, and is then used to improve the design of future training and development activities
- The development of the skills of trainers is given a high priority
- The principles of Equal Opportunities are followed at all levels and that every civil servant is given the opportunity to participate training according to their needs and the needs of the job (The CSA web site provides excellent information about training and development opportunities including links to other web sites providing non CSA opportunities)

6. REFERENCE TO EUROPEAN INTEGRATION

A well-trained and organised workforce acts in the interest of all citizens of FBiH and BiH, a priority task on the road to association in the European Union.

Preparations for entering the European Union include the need for civil servants to receive training on the topic of European Integration, as well as knowledge of English language. This coincides with the priorities identified by the civil servants included in the survey.

Hence it is necessary to emphasise that this Strategy will follow the process of realisation of the Stabilization and Association Agreement, in that human resources through continuous training will prepare for the very complex procedure of the implementation of European standards in the system of Bosnia and Herzegovina.

Raising the awareness of civil servants about continuous learning, about acquiring new knowledge and skills, and developing existing ones, will support the reform of civil service organisations.

A clear demonstration of the vision of development of the civil service in all its segments, in accordance with standards of “European Administrative Area”, will be a foundation for the planning of the work and development of organisations and human resources, in order to create a stable, effective, professional and independent public administration.

7. DIRECTIONS OF ACTIVITIES

- Support the vision of the National Strategy for Public Administration Reform in Bosnia and Herzegovina
- Develop a professional, politically impartial, nationally balanced, ethical, stable and active public/civil service
- Develop and implement a training strategy and programme of activities, on the basis of common needs for the development of personnel and skills in all institutions
- Direct training of civil servants towards personal and organisational needs as well as better performance
- Through training of civil servants create knowledge, skills and capabilities, in order to provide the best services for citizens of the Federation of Bosnia and Herzegovina
- Design training of new employees in civil service entities
- Improve the implementation of the Code of Conduct of civil servants,
- Increase the use of information technologies in civil service entities,
- Develop a means by which the Government of FBiH will provide for funds in the Federal budget,
- Cooperate with other Civil Service Agencies (CSA of BiH, CSA of RS, Brčko District) primarily in order to establish universal standards and approaches to work and harmonisation of regulations for public administration at all levels of government
- Exchange experience; identify training needs, develop methods of evaluation and performance measurement in the light of training delivered..

"Through implementation of this Strategy, civil servants will develop the skills they need to be able effectively to meet the requirements of the reform process. The aim is to incorporate the activities from the Action Plan into the government programme and programme of institutions, annual plans and reporting procedures.

ACKNOWLEDGEMENTS:

We would like to thank all those Institutions who co-operated with the CSA staff in distributing Training Needs Questionnaires to their staff, and to their staff for completing the questionnaires, and the help given to complete the Annual Reports on Human Resources in 2007. This information was invaluable and provides a sense of direction for this Strategy and provides evidence to guide us in the future.

8. APPENDIX/ANNEX

- Plan and Programme of Training of civil servants in Federation of Bosnia and Herzegovina.**
- Action Plan – plan of implementation of the Strategy for Training and Development of Civil Servants in the Federation of Bosnia and Herzegovina from 2008-2010**

6.	ECDL	General	Sarajevo, Mostar, Livno, Zenica, Tuzla	III quarter of 2008	Improvement of work in public administration is aimed at informatisation and networking of individual systems which would not be possible if there are computer illiterate Civil servants	Public administration bodies in need	100	410,00 KM	Tender, open procedure	Through regular programme (lecturing, practical exercise on computers)	41.000 KM (including VAT)
7.	HRM - Team work	General	Sarajevo, Goražde, Mostar, Široki Brijeg, Livno, Bihać, Zenica, Travnik, Tuzla, Orašje	III quarter of 2008	This education will represent the continuation in HRM education in 2007 training on Communication and Time management.	Managers in public administration that attended the previous HRM training programs on Communication and time management	200	/	T&D expert advisers from the Agency (trainers)	10 groups x 1 day	/
8.	Training needs analysis	Expert/ General	Sarajevo, Goražde, Mostar, Široki Brijeg, Livno, Bihać, Zenica, Travnik, Tuzla, Orašje	IV quarter of 2008	In order to identify needs for training of civil servant, having in mind the need for introduction of systematic approach to given area, it is necessary to educate relevant servants and enable them for this.	Servants that work in T&D departments of institutions, secretaries of institutions or civil servants working in HRM	100	/	T&D expert advisers from the Agency (trainers)	10 groups x 1 day	/
9.	Law on principles of local self-governance in BiH	General	Sarajevo, Goražde, Mostar, Široki Brijeg, Livno, Bihać, Zenica, Travnik, Tuzla, Orašje	IV quarter of 2008	Training needs analysis identified this education as required	Civil servants that in their every day work need good knowledge of this topic	225	234,00 KM	Tender, open procedure	10 groups x 1 day (lecturing, exercise,	52.650.KM (including VAT)
			11 locations	12 months in 2008			cca 1030	/		cca- 100 days	Cca 188.495 KM including VAT

CIVIL SERVICE AGENCY OF FEDERATION OF BOSNIA AND HERZEGOVINA

ACTION PLAN 2008-2010 – WORKING VERSION

The Action Plan is based on the Strategy for Training and Development of Civil Servants in F BiH for period from 2008 to 2010, which derived the directions of activities from results obtained by questionnaires on analysis of training needs of civil servants and heads of civil service bodies.

The Strategy of Training and Development of Civil Servants, as the well as Action Plan promote the adoption of a culture of continuous learning, clear demonstration of the vision of development of civil service in all segments, which is in accordance with standards of the “European Administrative Area”, which will be a foundation for planning of work and development of organisation and human resources, so as order to create a stable, effective, professional and independent public administration.

Professional education and improvement should be based on personal, organisational and specialist needs. During training needs analysis, the following areas were identified: IT skills, internal and external communication, conducting meetings, human resources management, decision-making, negotiation skills, skills of planning and development of projects, organising, presenting, strategic planning, leadership skills, skills of conducting control and supervision in work, stimulating of creativity and innovation in work, improvement of application of regulations, that are used in work, as well as specialist trainings - development of working policies, verbal and written communication, improvement of rendering services to citizens, and knowledge related to EU.

Training and improvement will be made through seminars, trainings, courses, workshops, consultations, and study trips.

Action Plan

	Activity	Date/Time period	Realisation by	Progress and achievements
1.	Promote and organise presentations related to Strategy for training and Plan of Action for civil service entities and media (develop presentations), realise accessibility to the web.	- April- June 2008	CSA FBiH	
2.	Promote Code of Conduct for civil servants	- June - December 2008	CSA FBiH	
3.	Through education enable civil servants to analyse the needs for training in entities.	- September – October 2008	- CSA FBiH in cooperation with civil service institutions of Federation BiH	
4.	Identify needs for training of civil servants (civil service entities deliver data on assessment of civil servants according to the form to be created in CSA FBiH).	- Last quarter of 2008/2009/2010	- CSA FBiH in cooperation with civil service institutions of Federation BiH	
5.	Develop plans for training of civil servants in civil service entities in F BiH	- December 2009/2010	CSA FBiH	
6.	By training improve knowledge of regulations and their more quality application, as well as their availability	- Continuously in 2008/2009/2010	CSA FBiH	

7.	Preparation of reports on training on behalf of CSA for Federation Government and of information for civil service	- Last quarter of 2008/2009/2010	- CSA FBiH	
8.	Regular update of CSA FBiH web site	- Continuously, ensure more qualitative communication through provision of information about trainings on the web site	- CSA FBiH	
9.	Annual and semi-annual reviews – report on progress in implementation of the Strategy	- Annual Review and Report – December 2008 - Semi-annual Review – beginning of July 2009 - Annual Review and Report – December 2009 - Semi-annual Review - beginning of July 2010 - Annual Review and Report – December 2010	- CSA FBiH and civil service institutions in Federation BiH	
10.	Establish a mechanism for defining of effectiveness as well as of changes occurred during and after delivered training –instruments for measuring of changes	- By first quarter of 2009 (evaluations after training, interviews with managers in civil service institutions, interviews with servants)	- CSA FBiH	
11.	Training for trainers (within CSA FBiH) who will conduct training in entire civil service.	- Continuously in the period 2008-2010	- CSA FBiH	
12.	By education improve knowledge and skills of head and other civil servants in development of plans of activities (at annual level) in field of training,	- First half of 2009	- CSA FBiH and civil service institutions in Federation BiH	
13.	Prepare plan for training and development of civil servants in CSA FBiH for the period 2009-2010	- Prepare annual plan for training in the last quarter of 2008/2009	- CSA FBiH	

14.	Provide support in development of plans for training of civil servants in civil service entities in F BiH	- Second half of 2009	- CSA FBiH	
15.	Prepare instructions/guidelines and educate experts – members of committees for assessment of candidates – in holding an interview, scoring techniques, rules of behaviour	- During 2009	- CSA FBiH	
16.	Training for mediators	- U toku 2009.	- CSA FBiH	
17.	Define model of cooperation with managers, who are not civil servants (presentations: strategies, round tables on progress in their implementation, drafting reports, estimations of needs for specialist trainings)	- Continuously 2008/2009/2010	- CSA FBiH	
18.	Transparency in exchange of plans and programs on relation CSA FBiH, CSA BiH, CSA RS and other civil service bodies	- Continuously 2008-2010	- CSA FBiH and civil service bodies in FBiH	
19.	Form a list of trainers civil servants or other experts, who are interested in (with approval from their manager) delivering of expert assistance in education.	- Continuously 2008-2010	- CSA FBiH and civil service bodies in FBiH	

20.	Provide expert support in development of annual plans for specialist –expert trainings in civil service institutions in FBiH	- Last quarter of 2009 and during 2010	- CSA FBiH	
21.	Start education according to the plan for specialist training events	- Continuously 2010/2011	- CSA FBiH in cooperation with civil service bodies in Federation BiH	
22.	Promote Use civil service and create awareness of Carear in the civil service.	- Second half of 2010	- CSA FBiH	
23.	Identify sources of funding	<ul style="list-style-type: none"> - CSA FBiH continues to work with Government on providing of funds for training and development of civil servants. - CSA FBiH continues to work with donors on providing of funds for support to implementation of the Strategy. 	- CSA FBiH	

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