



Russia Latvia Slovenia
Kyrgyzstan Kazakhstan

NEWSLETTER

Issue 1 • September 2009



RCPAR

Regional Centre for
Public Administration Reform



CONTACTS:

UNDP Regional Centre for
Public Administration Reform
(RCPAR)

8, Patriarchou Ioakim str.,
106 74 Athens, Greece
Tel: + 30 210 7245001
Fax: + 30 210 7245042
Panos Liverakos,
RCPAR Team Leader
e-mail: rcpar@undp.org
www.rcpar.org

IQUAL Initiator/Coordinator,
Scientific Centre for Benchmarking
and Excellence
Ivanovo State Power University
34 Rabfakovskaya str.,
150003 Ivanovo, Russia
Tel/Fax: + 7 4932 413773
Dmitry Maslov,
Director of SCBE/ISPU
e-mail: maslow@bk.ru
<http://benchmarking.economic.ispu.ru>

IQUAL in brief

"Improving quality of public management through application of the CAF model (IQUAL)" is one of several multi-country activities (MCA) funded by UNDP Regional Centre for Public Administration Reform (RCPAR).

The IQUAL project was initiated by RCPAR Focal Point in Russian Federation - the Scientific Centre for Benchmarking and Excellence (SCBE) of Ivanovo State Power University (ISPU). Other official partners of the project are:

- Ministry of Public Administration of the Republic of Slovenia;
- Ministry of Welfare of the Republic of Latvia;
- Organizational Work and Public Administration Policy Department under the Administration of President of the Kyrgyz Republic;
- Agency for Civil Service Affairs under the President of the Republic of Kazakhstan.

The IQUAL activity runs from September 2009 to March 2010 under the RCPAR thematic area of "Public Service Delivery".

IQUAL's intended wider outcome is to enhance the capacity of partner countries to deploy quality management techniques in Public Administration through a better understanding of the Common Assessment Framework (CAF) model. Some of the specific objectives of the project are the following:

- 1) Give the opportunity to senior CAF practitioners from partner countries to share knowledge and grow together;
- 2) Introduce CAF model to the CIS countries;
- 3) Build a basis for further CAF development through trainings, networking and bench-learning.

IQUAL context

The CAF model was introduced in Latvia and Slovenia in the early 2000. It was incorporated in ongoing PA reforms in Slovenia and its development is supported by various Governmental structures, while Latvia is a relative beginner in CAF usage, and the number of its practical users is comparatively lower than in Slovenia. Furthermore, Latvia requires more external contribution both in the knowledge and practical experience on how to use it more successfully in the PA realm, as well as how to enhance the efficacy of users.

As highlighted in the UNDP/RCPAR 2007 Regional Survey on PAR, the Slovenian experience in this field is among the most successful. On the contrary, the CAF model in Russia is not widely known and was officially introduced for the first time in 2008 at the EIPA CAF Seminar in Moscow. However, there have been regional CAF related initiatives since 2006. An example is the Ivanovo oblast where an adopted version of CAF – EPUS Model was developed and introduced for self-assessment in some governmental structures. As of 2008 the CAF model has a National Partner in Russia – the Russian Organisation for Quality (ROQ) – but it has not had official Governmental support up to now. CAF has not been introduced in Kyrgyzstan, or in Kazakhstan, but it seems that strong interest exists for quality management applications in some governmental bodies.

IQUAL scope

- 1) Three study visits to EU partners: • first to Latvia where Latvian partners will present their CAF implementation process and re-

sults achieved • second – to Slovenia • and the last visit is to Greece, where IQUAL partners will meet with the RCPAR team and have a chance to witness the application of CAF in the Greek PA;

- 2) Three CAF trainings: • the first in Latvia (combined with a study visit mentioned above – first two days are for "CAF in action" training (delivered by an EIPA expert), then a day for sharing experience and good practices (also sharing on pit falls and mistakes in the primary stages of implementation) • the second is in Kyrgyzstan, which will focus on civil servants from Central Asia and also delivered by an EIPA expert) • the third is participation in the CAF external evaluation training, which will take place in the EIPA CAF Resource Centre (Maastricht, Netherlands);
- 3) Participation in two CAF related conferences: • first is the 9th Slovene national quality conference "Good Practices in Slovene Public Administration", which will be held on 21st October 2009 in Brdo, Slovenia • and the second is a conference in the city of Ivanovo, Russia, involving the presentation of the MCA's final results and the "CAF good practice book". This conference will also include a round table discussion on project outcomes, dissemination of knowledge and further development.

IQUAL starts in Riga

First CAF training within the IQUAL framework was organized by the Department of Finance and Development of the Latvian Ministry of Welfare, and it took place in Riga, Latvia on 22–24 September, 2009. Training was delivered by Patrick Staes (EIPA expert).

This training event was expected to provide a more in-depth analysis of different aspects of CAF deployment, including:

- Total quality management and the CAF 2006 Model;
- The process of self-assessment with CAF;
- Involvement of management and staff in the self-assessment project;
- The CAF as a driving force behind organisational change;
- Experiences with the CAF – best practice for Public Administration;
- Development of action and improvement plans, and methods for prioritizing improvement actions;
- Communication strategy for the CAF model;
- Develop a quality strategy for an organisation using the CAF model;
- CAF E-tools;
- CAF networking and bench-learning opportunities.

In addition to the training program a practical study visit to national CAF users (the Central Bank of Latvia, the Ministry of Finance and Ministry of Welfare) for sharing practices and changing experiences was successfully concluded.

The working languages of the training were English and Russian.

IQUAL coordinator in Latvia is Ms. Ilze Kurme, Ministry of Welfare, Department of Finance and Development

Contact information:
e-mail: ilze.kurme@lm.gov.lv,
telephone: +371 67021697

RCPAR

The Regional Centre for Public Administration Reform (RCPAR) is a five-year (2008-2013) regional project launched by the United Nations Development Programme, Bratislava Regional Centre and it is primarily financed by the Hellenic Government. Through multi-country initiatives generated by network members and implemented in cooperation with UNDP Country Offices, the project aims at facilitating professional networking and cooperation between the countries in the region of Central and Eastern Europe and the Commonwealth of Independent States. RCPAR focuses on strengthening capacities in 4 broad thematic areas:

- policy-making and coordination;
- improving public finance management;
- enhancing organization and staffing in the public sector;
- promoting public service delivery.

The network is one of the cornerstones of RCPAR's mandate and it consists of practitioners (senior civil servants), academics and other experts from the countries in the region. A systematic effort to expand the network is ongoing. In each country, the aim is to include a National Coordinator, normally from a government institution responsible for coordination of the national public administration reform efforts; and a set of thematic Focal Points in each of the thematic areas. Although there is an emphasis on government entities, non-governmental organizations and academic institutions are also represented by Focal Points.

Through its philosophy, design and operational mechanisms, the project offers significant opportunities for countries in the region to engage in the formulation and implementation of multi-country initiatives funded by the Regional Centre. Network members are actively encouraged to propose ideas and develop proposals, involving a minimum of three countries in the region, within one of the thematic areas. The funding available for each initiative is around US\$100,000, and the Project aims at generating at least six initiatives per year. Guidelines and application templates have been distributed widely in the network. They are also publicly available at www.rcpar.org

CAF Publications

[Introducing quality management in Russian public administrations: transfer of European good practice through Poland](#)

Author: Dmitry Maslov

Paper analyses the current situation with regard to effectiveness and quality in the Russian public administration and summarizes the European experience in this area (focusing on the Polish case), in particular the activities related to the Common Assessment Framework (CAF). A section is devoted to the EPUS (Effective Public Service) system which is an adopted version of the CAF model with methodology for integrating quality management principles into the public administration practice in the Russian Federation

[Good Practices in Slovene Public Administration 2008](#)

Conference Proceedings, papers and practical cases on implementing quality management models in public management practice

What is CAF?

The Common Assessment Framework (CAF) is a Total Quality Management (TQM) tool inspired by the Excellence Model of the European Foundation for Quality Management (EFQM) and the model of the German University of Administrative Sciences in Speyer. It is based on the premise that excellent results in organisational performance, citizens/customers, people and society are achieved through leadership driving strategy and planning, people, partnerships and resources and processes. It looks at the organization from different angles at the same time, the holistic approach of organisation performance analysis.

The CAF is a result of co-operation among the EU Ministers responsible for Public Administration. It is jointly developed under the aegis of the Innovative Public Services Group (IPSG), a working group of national experts set up by the Directors-General (DG) in order to promote exchanges and cooperation in sharing innovative ways of modernizing government and public service delivery in the EU Member States.

A database on CAF applications is being further developed at the European Institute of Public Administration (EIPA), allowing for the integration of good practices in public administration all over Europe and probably beyond. A CAF e-tool will soon be available for the CAF community. The CAF website gives all available information on the Euro-

pean level. The model is now translated in 19 languages. However, on the national level, many countries have developed CAF support structures including training, brochures, e-tools, CAF users' events and data bases. All these activities assure that the target of 2000 registered CAF users in 2010 will be met.

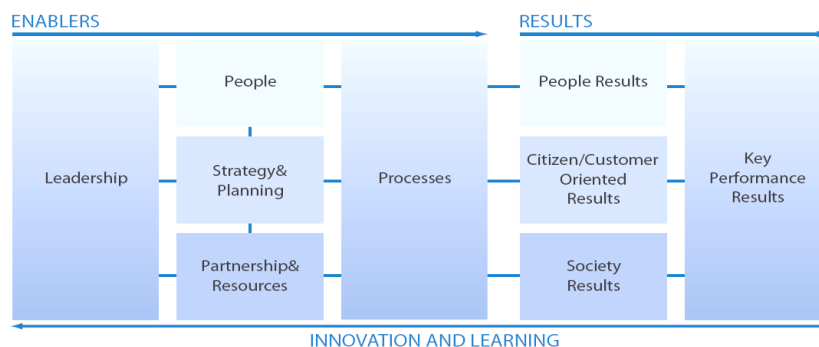
Context of the CAF

The CAF is an easy-to-use, free tool to assist public-sector organisations across Europe in using quality management techniques to improve performance. The CAF provides a self-assessment framework which is conceptually similar to the major Total Quality models, in particular the Excellence Model of the European Foundation for Quality Management (EFQM), but which is especially designed for public-sector organisations, taking into account their characteristics.

The CAF has four main purposes:

- 1) To introduce public administrations to the principles of TQM and gradually guide them, through the use and understanding of self-assessment, from the current "Plan-Do" sequence of activities to a full fledged "Plan-Do-Check-Act (PCDA)" cycle;
- 2) To facilitate the self-assessment of a public organisation in order to arrive at a diagnosis and improvement actions;
- 3) To act as a bridge across the various models used in quality management;
- 4) To facilitate bench-learning between public sector organisations.

The CAF Model



Target Organisations

The CAF has been designed for use in all parts of the public sector at the national/federal, regional and local level. It may also be used under a wide variety of circumstances, e.g. as part of a systematic programme of reform, or as a basis for targeting improvement efforts in specific public service organisations. In some cases, and especially in very large organisations, a self-assessment may also be undertaken in part of an organisation, e.g. in a selected section or department.

Main characteristics

Using the CAF provides an organisation with a powerful framework to initiate a process of continuous improvement including:

- an assessment based on evidence, against a set of criteria which has become widely accepted across the public sector in Europe;
- opportunities to identify progress and outstanding levels of achievement;

- a means to achieve consistency of direction and consensus on what needs to be done to improve an organisation;
- a link between the different results to be achieved and supportive practices or enablers;
- a means to create enthusiasm among employees by involving them in the improvement process;
- opportunities to promote and share good practice within different areas of an organisation and with other organisations;
- a means to integrate various quality initiatives into normal business operations;
- a means of measuring progress overtime through periodic self-assessment.

Contacts

EIPA CAF Resource Centre
P.O. Box 1229, 6201 BE Maastricht (NL)
Tel.: + 31-43 3296 328/317
Fax: + 31-43 3296 296
E-mail: caf@eipa.eu
Web: www.eipa.eu