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#### IQUAL in brief

"Improving quality of public management through application of the CAF model (IQUAL)" is one of multi-country activities (MCA) funded by The 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 IQUAL partners 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 will run from September 2009 to March 2010 and falls under the RCPAR thematic area of "Public Service Delivery".

The IQUAL intended wider outcome is to enhance capacities of partner countries to deploy quality management in Public Administration through better understanding of the Common Assessment Framework (CAF) model. Among specific objectives of the project are the following:

- 1) Giving opportunities to senior CAF practitioners from partner countries to share knowledge and grow together
- 2) Introduce CAF model in CIS countries
- 3) Building a basis for further CAF development through trainings, networking and benchmarking.

#### IQUAL context

The CAF model was introduced in Latvia and Slovenia in the early 2000. CAF was incorporated in ongoing PA reforms in Slovenia and its development is supported by various Governmental structures. While Latvia is a relatively beginners in CAF usage and number of practical users are comparatively lower than in Slovenia, besides Latvia needs more external contribution both the knowledge and practical experience how to use it more successfully in PAR as well as how to enhance efficacy of users.

As highlighted in the UNDP RCPAR 2007 Regional PAR Survey Slovenian experience in this field is among most successful. The CAF model in Russia is not widely known and was officially introduced first time in 2008 at the EIPA CAF Seminar in Moscow. But since 2006 there was regional CAF related initiatives (especially in Ivanovo oblast where an adopted version of CAF – EPUS Model was developed and introduced for self-assessment in some governmental structures). Since 2008 CAF has a National partner in Russia – the Russian Organisation for Quality (ROQ) but has not had official Governmental support yet. CAF was not introduced in Kyrgyzstan, Kazakhstan, but there is a strong interest to quality management in some governmental bodies. Therefore in this MCA all the levels on evaluation of CAF are participated.

#### IQUAL scope

- 1) Three study visits to EU partners: ▪ first to Latvia where Latvian partners will present their

CAF implementation process and results which are achieved; ▪ second – to Slovenia; ▪ and the last visit is to Greece, where IQUAL partners will meet with RCPAR team and have a chance to see Greek practice on CAF implementation;

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 the EIPA expert) then a day for sharing experience and good practices (also sharing on pit falls and mistakes in primary stage of implementation CAF)), ▪ the second is in Kyrgyzstan, which focused on civil servants from Central Asia and delivered by the EIPA expert); ▪ the third is participation in the CAF external evaluation training in the EIPA CAF Resource Centre (Maastricht, NL).

3) Participation in two CAF related conferences: ▪ firstly is the ninth Slovene national quality conference "Good Practices in Slovene Public Administration", which will be held on 21st October 2009 (Brdo, Slovenia) ▪ and the second is a conference in Russia (in the city of Ivanovo) with presentation of final results and "CAF good practice book", round table discussion on project outcomes, dissemination knowledge and further development.

#### IQUAL starts in Riga

First CAF training within a framework of IQUAL is organized by the Department of Finance and Development of the Ministry of Welfare of Latvia and it will take place in Riga, Latvia, 22–24 September, 2009. Training will be given by Patrick Staes (EIPA).

In relation to the agenda of this training event, it is expected that it will provide a more in-depth analysis of different aspects of CAF deployment, including (information from Terms of Reference for CAF training program):

- 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 is planned.

The working languages of the training are English and Russian.

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

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**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 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 for 4 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 the RCPAR 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 and are also publicly available at [www.rcpar.org](http://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 Russian Federation*

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

*Conference Proceedings presents papers and practical cases on implementing quality 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 where it concerned innovative ways of modernizing government and public service delivery in EU Member States.

A database on CAF applications is being further developed at the European Institute of Public Administration (EIPA), allowing integrating good practices in public administrations from all over Europe and maybe wider. A CAF e-tool will be soon fully available for the CAF community. The CAF website gives all the available information on

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

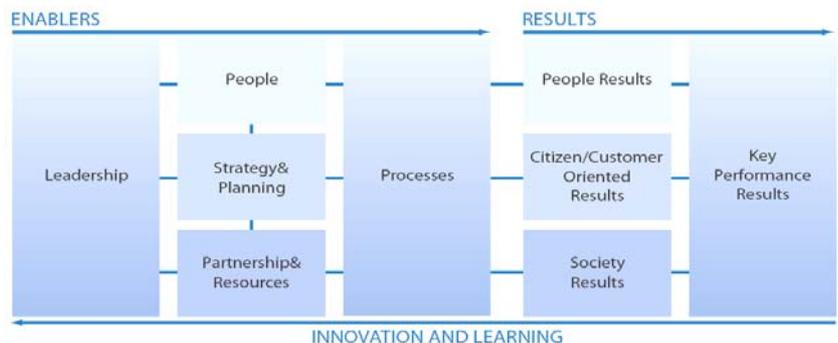
**Context of the CAF**

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 over time through periodic self-assessment.

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