



Eastern  
Partnership  
Regional  
Fund



## “Towards a sustainable Quality Management Approach in the EaP countries

### 1 | Building the foundations by partnering in excellence

27 February -1 March 2024 , Podgorica (Montenegro)

#### Context and background

The GIZ Project “Re-Engineering of Public Services in the Eastern Partnership” (“EaP Re-engineering”) is implemented in the framework of GIZ “Eastern Partnership Regional Fund for Public Administration Reforms” and aims at regional exchange and synergies of concepts, experiences and knowledge on re-engineering of public services contribute to the improvement of the performance of public institutions.

SIGMA (Support for Improvement in Governance and Management) is a joint initiative of the OECD and the European Union, principally financed by the EU. Its key objective is to strengthen the foundations for improved public governance and public administration capacities among others in the EaP region.

Because of this common agenda and interests GIZ and SIGMA co-organised in the course of 2023 a series of “academies” around the topic of service design and delivery in a digital age in the course of 2023 (see [Service Design and Delivery in a Digital Age - Academies for EaP countries - OECD \(sigmaweb.org\)](#)). In the course of 2024 the GIZ and SIGMA collaboration continues. The focus under this new project phase is on “building a sustainable quality management approach in the countries in the Eastern Partnership Region.”

This will be done by means of a series of different activities

1. **Building** the foundations for a sustainable quality management approach by partnering in excellence
2. **Elevate** Excellence - Awareness raising and initial capacity building in CAF towards sustainable success
3. **Piloting** excellence & the shaping future: Piloting CAF in EaP countries after initial capacity building



## Activity 1 / Step 1: Building the foundations

The major objective in this step is to build the foundations for a sustainable quality management approach in the EaP region and the respective countries, by exchanging and knowledge transfer about the experience from countries in the Western Balkan region and EU. It involves a comprehensive exploration of the establishment and operational work of the Regional School of Public Administration (ReSPA), with a particular focus on the inception of the Regional Quality Management Centre. The insights garnered from ReSPA's experiences will serve as a guiding information, offering valuable recommendations for potential actions tailored to the specific needs of the EaP countries. Providing info, materials and showing good practical examples (in this stage from other EU member states and the Western Balkan region eg. with ReSPA as the hub) and presenting the objectives and instruments have demonstrated to be effective in inspiring others to start applying and maintaining quality management approaches for the sake of achieving better results. By showing good practical examples in a first CAF exchange and presenting the objectives and the approach of the CAF instrument, potential interested will be triggered. At this exchange the next phases, such as QM country roadmaps and its impact will be presented, discussed and agreed.

The partnering in excellence phase foresees also the learning and exchange of lessons learned by ReSPA when it comes to involvement and integration into the European CAF Network led by the European CAF Resource Centre at EIPA, establishing QM inter-disciplinary teams, cultivating cross-border networks, and addressing and implementing multifaceted initiatives across various nations.

This step is a mix between

- (inter)-regional exchange and learning together
- Deep-dives and capacity building in the countries
- Building up capacity (step-by-step) in the countries
- Lay the foundations for sustainable approach
- Include key actors GiZ and SIGMA, together with CAF RC EIPA (as the CAF knowledge and expertise centre) and ReSPA (as the hub in the WB on CAF).

## Joining forces

This activity is organised together with ReSPA and EIPA

The Regional School of Public Administration (ReSPA) is a regional organization established in 2010 as a joint initiative financed by European Commission and Western Balkan administrations. As a regional hub aiming to help governments find an effective and sustainable way to resolve the historical burden of weak institutions in public administration, and to take forward Western Balkans in the area of Public Administration Reform, ReSPA devotes special emphasis to Policy Development and Coordination, European Integration and Accession Negotiations, Human Resources Management and Professional Development and Service Delivery. ReSPA also hosts the Regional Quality Management Centre providing regional expertise in Quality Management and assists public administrations in strengthening their capacities to implement Quality Management tools and systems.



The European institute of Public Administration (EIPA) was created in 1981 at first European Council held in Maastricht. Mission of EIPA is to provide practical knowledge about EU policies, to all professionals related to EU public affairs. Main objective is to improve skills and capacities for efficient management of the policies. EIPA also hosts the European CAF resource centre. The European CAF Resource Centre was created in the year 2000, following the decision of the Directors' General in charge of public service. The centre works in close cooperation with the network of CAF national



correspondents, who are the nominated persons to represent their country in the official CAF network. It is a centre of expertise in CAF implementation promoting the CAF and good practices in its use in public administrations in Europe and beyond.

#### **Target group / audience:**

This initiative focuses on engaging established or potential CAF leading institutions, particularly those that participated in the GIZ/SIGMA Academy event titled "Quality Management Systems and Quality Culture" (held from September 4th to 8th in Georgia). Moreover, other pertinent institutions recognized as influential stakeholders in fostering sustainable Quality Management dynamics within their countries will also be included as part of the target audience.

To optimize efficiency and foster a partner-centric approach for swift learning and the exchange of best practices, the participant count will be 3 participants per country.

#### **Method**

The program will employ a diverse array of training methodologies to ensure comprehensive learning and engagement. These methods will include interactive presentations, in-depth discussions, collaborative group exercises, hands-on skill-building sessions, simulations, role-playing activities, case studies, and practical applications. This multifaceted approach aims to enhance the different learning styles and encourage active participation and engagement of all participants, fostering a deeper understanding and practical application of the concepts being taught.

#### **Working language**

The training will be conducted in English.

#### **Location**

ReSPA premisses Podgorica - Montenegro

## **Draft agenda**

### **Monday 26 February 2024**

Arrival of participants in Podgorica – Montenegro

### **Day 1 - Tuesday 27 February 2024**

#### **09.30 Module 1: Welcome and opening**

- ✓ Welcome by ReSPA director, short presentation of ReSPA
- ✓ Opening and intro of the programme by OECD/SIGMA and GiZ
- ✓ Roundtable presentation of the participants

#### **10.15 Module 2: The Common Assessment Framework (background, content and process of implementation)**

- ✓ Crash-course: CAF ABC

#### **11.15 Coffee break**

#### **11.45 Module 2: Continuation**

- ✓ Repetition of the major aspects in the process of applying CAF

#### **13.00 Lunch**

#### **14.00 Module 3: The role of the European/ national/regional CAF/QM centre and the role of the CAF**

### **national correspondents**

- ✓ The European CAF Resource Centre at a glance & Partnership with ReSPA
- ✓ ReSPA: Regional Quality Management Centre. From Feasibility Study to remarkable results. Presentation by CAF correspondents from Montenegro, Serbia, Bosnia and Herzegovina, North-Macedonia and Slovenia

**15.15 Coffee break**

**15.45 Module 3: Continuation**

- ✓ Q&A + what is needed for the East countries (capacity/needs/state of play exercise ...)

**16.30 End of day 1**

## **Day 2 - Wednesday 28 February 2024**

**09.30 Welcome and intro to day 2**

**09.45 Module 4 the CAF in practice**

Number of CAF users presenting from the WB region and EU (Montenegro, ReSPA and Slovenia)

**11.15 Coffee break**

**11.45 Module 4: Continuation**

**13.00 Lunch**

**14.00 Module 5: Preparing sustainable approach / roadmap**

- ✓ Presenting building blocks, the approach and the impact of the strategic planning in QM
- ✓ Presenting policies and integration of the QM, SIGMA principles

**15.15 Coffee break**

**15.45 Module 5: Continuation**

- ✓ How to approach the Roadmaps?

**16.30 End of day 2**

## **Day 3 - Thursday 29 February 2024**

**09.30 Welcome and intro to day 3**

**09.45 Module 6: Visiting Montenegro public administration(s)**

On selected topics eg. Quality Management, Service delivery, Simplification, Burden reduction, Innovation and Digitalisation

**13.00 Lunch**

**14.00 Module 7: Preparing for the concrete next steps**

- ✓ Engaging in the process of **securing buy-in from political and senior-level stakeholders** by effectively communicating the value and significance of the initiative, emphasizing its strategic importance and benefits: targeted meetings, presentations, and discussions to garner support and commitment.
- ✓ Identifying and selecting suitable **pilot projects** to be used in the “experimental phase” for implementing the initiative. This entails careful consideration of specific criteria and objectives to ensure the pilots represent the broader scope and objectives of the initiative and to be able to comply with the “deepening QM initiative” phase.

**15.15 Coffee break**

**15.45 Module 7: Continuation**

- ✓ Developing and refining comprehensive **CAF (Common Assessment Framework) materials** tailored to the needs and context of the initiative. This includes creating guidelines, manuals, training resources, and documentation essential for successful implementation, ensuring they are accessible and applicable to the targeted audience. Additionally, adapting these materials to suit different organizational structures or sectors may be part of the preparation process.

**16.30 End of day 3**

**Friday 1 March 2024 – Planning Meeting of Network on Re-Engineering of Partner Institutions in the framework of EaP Regional Fund Project “Re-Engineering of Public Services in the Eastern Partnership”**

**Premises: hotel conference room**

**09.30** Welcome and presentation on conducted/ongoing activities within EaP Re-Engineering for 2023, as well as presentation of status of project indicators, followed by discussion - by Hrachik Yarmaloyan, Regional Project Manager of EaP Re-Engineering

**10.30** Presentation of preliminary operational plan for 2024 by Hrachik Yarmaloyan, Regional Project Manager of EaP Re-Engineering

**11.30** Coffee break

**12.00** Continuation of discussion on OP 2024, suggestions on adding new activities

**13.00** Lunch

**14.00** Presentation and discussion on upcoming 3<sup>rd</sup> phase of the Regional Fund and foreseen topics within EaP Re-Engineering for the 3<sup>rd</sup> phase

**15.00** Coffee break

**16.00** Feedback session on CAF visit in REsPA, Montenegro

**17.30** Summary and end of working week

**Saturday 2 March 2024**

Departure of participants from Podgorica – Montenegro according to planned schedules