Session II

Public Administration Reform
Linkage of quality management & result-based management systems
and their impact on PAR

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Agenda

1. ==*Quality Management and Public Administration Reform:*==

   1. ==**Linking QM to performance in public administration**==
   2. Contribution of QM as part of PAR based on the new European Commission's approach of "Fundamentals first"

2. **Public sector reform: facing challenges on results-based management:**

   1. Working towards results: strategy development and performance management in the public sector
   2. Incorporating quality and accountability into RBM cycle
   3. CAF as a part of RBM cycle

3. **Q & A**

1.1. Linking QM to performance in public administration

Performance in Public administration =

- More decisions per FTE

- Shorter delays between the introduction of a demand and the decision

BUT

Deciding too fast leads to a loss of quality

SO, WE NEED TO

- Aim for a "zero tollerance" for mistakes

- Deliver decisions that are easily understandable by our costumers

1.1. Linking QM to performance in public administration

POOR OR LOW QUALITY LEADS TO

- Rework to revise decisions and correct mistakes

- Lots of questions by the costumers and ….

- Complaints by the costumers

➡ Quality and performance are not opposites

➡ **Quality and performance are complementary**

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1.2. Contribution of QM as part of PAR based on the EC's "Fundamentals first"

"Fundamentals first" (Source)

- "2018 Communication (Report) on EU **<u>Enlargement Policy (2015)</u>**"

- From: European Commission

- To: The European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions

1.2. Contribution of QM as part of PAR based on the EC's "Fundamentals first"

What are those "Fundamentals" ?

- **Rule of law** (reforming a judicial system, root out corruption, organised crime, terrorism)

- **Fundamental rights** (freedom of expression, child rights, persons with disabilities, minorities, gender equality, prison conditions)

- **Functioning of democratic institutions** (Parliament) and **public administration reform**

- **Migration**

- **Economy** (economic potential)

- **Regional cooperation** and **good neighbourly relations**

1.2. Contribution of QM as part of PAR based on the EC's "Fundamentals first"

Public administration reform (PAR) : the goals

- Improving **quality** and accountability

- Increasing **professionalism**

- **De-politicisation** (in recruitment and dismissals)

- **Transparancy** (of public finances)

- **Better services** for citizens

1.2. Contribution of QM as part of PAR based on the EC's "Fundamentals first"

Public administration reform (PAR) : the way to reach those goals

- Comprehensive public administration and public financial management reform strategies (financial sustainability of reforms, budget transparancy)
- **Strategic planning** (central planning and sector planning)
- **Impact assessments** and consultations of policies, legislation and public investments
- Professionalisation of the civil service
- Rationalisation of the structure of the state administration
- **Improve service delivery**

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2. Public sector: facing challenges on result-based management

Introduction

- One of the (many) challenges of public sector reform certainly is to get better results (performance AND quality).

- How can you aim at and get better results in the public sector?

- Looking from this angle to the Public sector, there's not so much difference with the private sector, be it commercial or industrial.

- Like the private sector, the public sector has;
  - Stakeholders
  - Limited means (budget)

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2.1. Working towards results: strategy implementation and performance management in the public sector

2.1.1 Develop a strategy : the 4 elements

1. MISSION
2. KEY ACTIVITIES
3. VALUES
4. VISION

2.1. Working towards results: strategy implementation and performance management in the public sector

MISSION

What **effect** does our organisation want to have on long term?

'We want to ………. '

2.1. Working towards results: strategy implementation and performance management in the public sector

KEY ACTIVITIES

What **key activities** does our organisation perform?

'Today we realise this by:
- …
- …
- …
- … '

2.1. Working towards results: strategy implementation and performance management in the public sector

VALUES

What **values** does our organisation respect?

'We respect:

- …
- …
- …
- … '

2.1. Working towards results: strategy implementation and performance management in the public sector

VISION

How do we want **to be seen by society** in the **future**?

'We want to be seen as ………. '

2.1. Working towards results: strategy implementation and performance management in the public sector

2.1.2. Implement a strategy

- Strategy is about making choices

- Whilst defining your strategy, you have to make those choices

- Strategy must lead to 'high level' strategic options for the next 2 to 3 years

- The next and final step is to translate those strategic options into operational objectives

2.1. Working towards results: strategy implementation and performance management in the public sector

2.1.3. Performance management

- Link one or more operational objectives to each key activity

- Defining one or more Key Performance Indicators (KPI) for each operational objective

- Make sure that KPI's are: SMART
  - **S** : Specific (clear, understandable, no confusion possible)
  - **M** : measurable (time, volume, quality, …)
  - **A** : acceptable (for the target group or the management)
  - **R** : realistic (can it be realised ?)
  - **T** : Time-related (in what time has it to be realised ?)

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2.2. Incorporating quality and accountability into RBM cycle

2.2.1. What is Result-based management (RBM)?

- RBM is a **tool** used **for strategic control**

- It uses **feedback loops** to help managers **monitor and achieve strategic goals**.

- Various **goals**:
    - physical **outputs**,
    - organisational, behavioural or workflow **changes**.

- **Results** are used for
    - **accountability**, reporting and communication
    - **feedback** into the design, resourcing and delivery of projects and operational activities.

2.2. Incorporating quality and accountability into RBM cycle

2.2.1. What is Result-based management (RBM)?

- **During the design** of an RBM system **all actors** who contribute directly or indirectly to the result:
    - **map out** their **business processes**, products and services,
    - **show how they contribute** to the outcomes being pursued

- This information is used to **identify appropriate measures of progress**.

2.2. Incorporating quality and accountability into RBM cycle

2.2.2. Where and how is Result-based management used?

- The framework is largely used **in government and charitable organisations**

- Because
  - purely financial measures are not their key drivers and
  - there is few of no competition to benchmark against

- Some international examples: the United Nations and the International Committee of the Red Cross.

- Also used in semi-commercial organisations such as the Asian Development Bank.

- In UN it is also called results-based budgeting

2.2. Incorporating quality and accountability into RBM cycle

2.2.3. The key steps in using RBM

1. **Assess**: What is the current situation?

2. **Think**: What caused it? Who is involved?

3. **Envision**: What are we going to achieve?

4. **Plan**: How are we going to do it? (With whom? When? With what resources?)

5. **Do**: Get it done. How is it going? Do we need to adapt?

6. **Review**: What went well/badly? What can we learn for next time?

2.2. Incorporating quality and accountability into RBM cycle
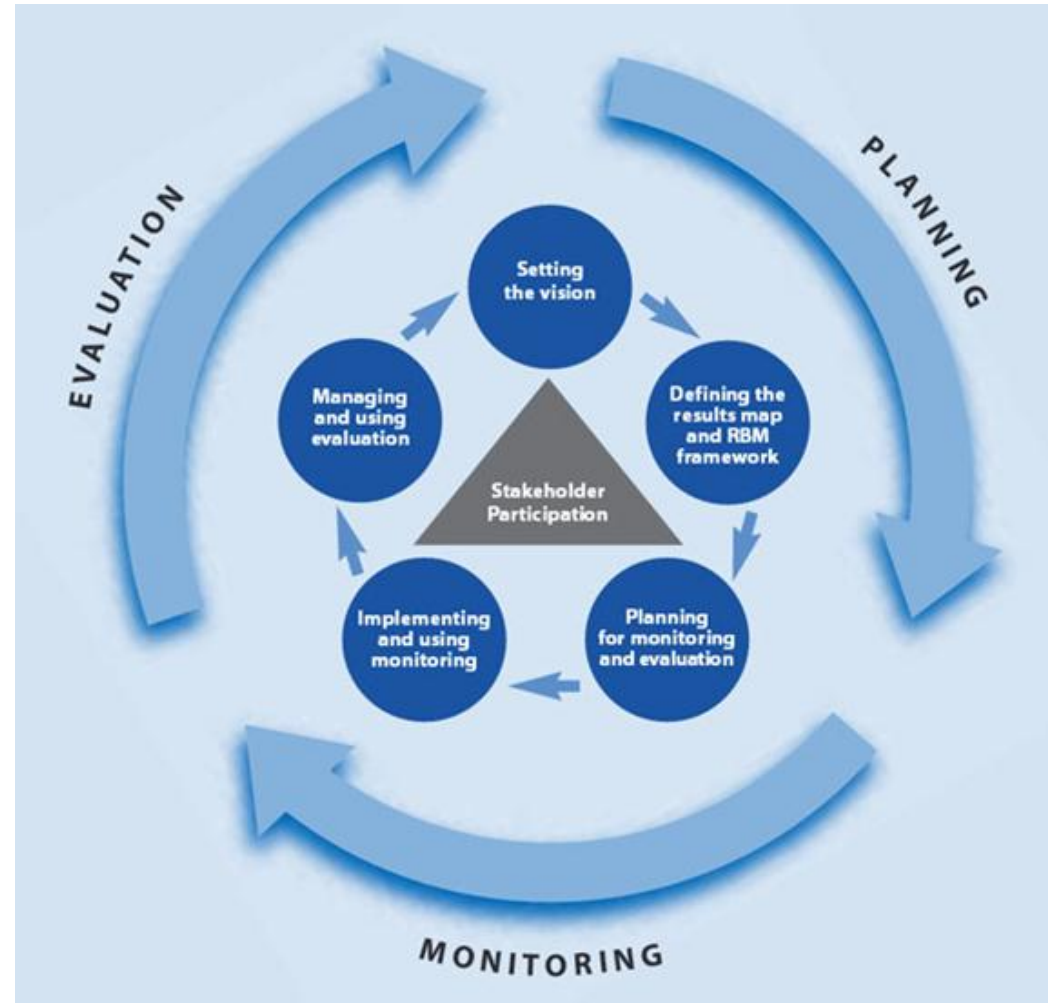
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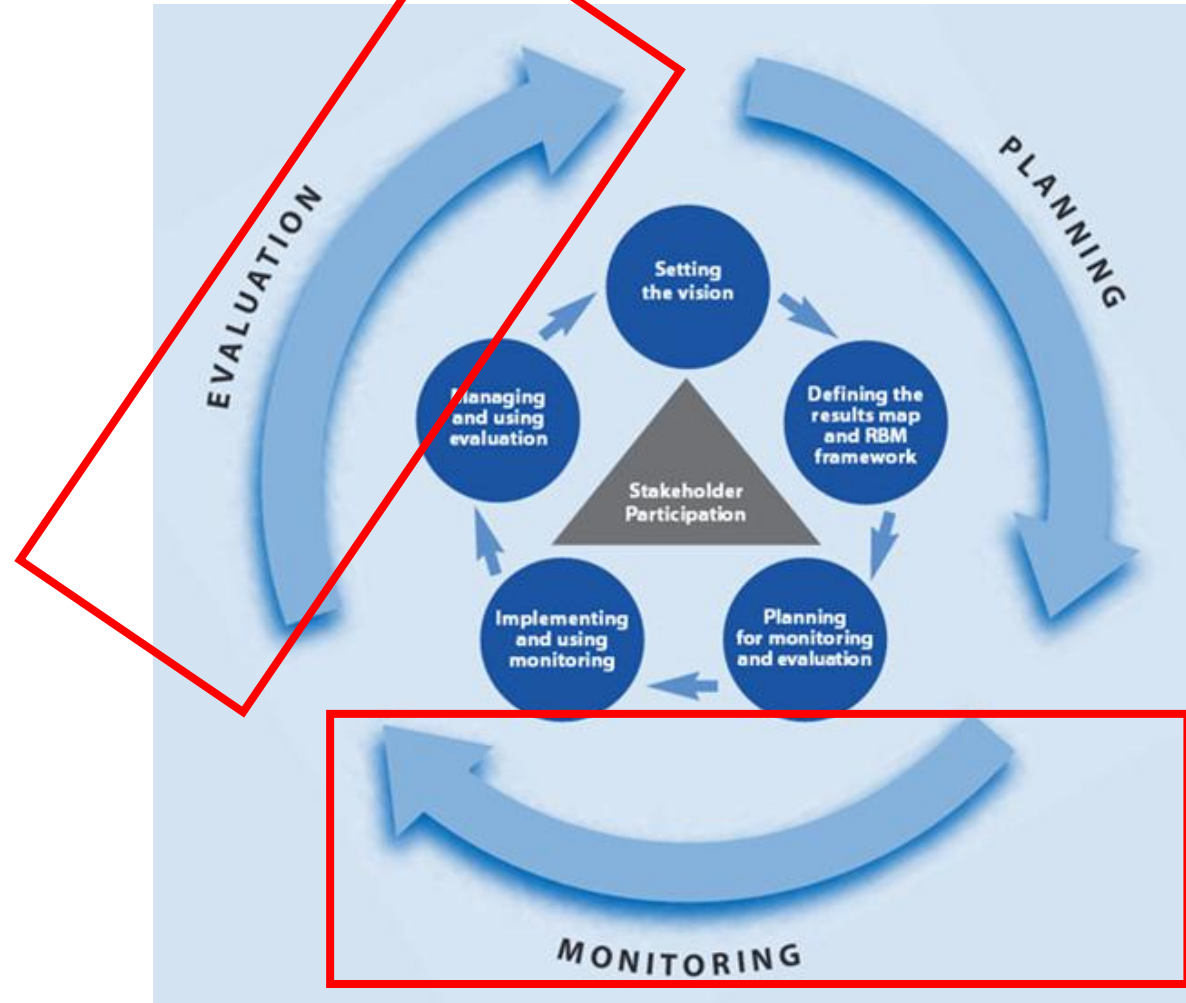
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2.3. CAF as part of the RBM-cycle

- **CAF** (Common Assessment Framework), as my colleagues Hugo and Italo will explain later on and as you will experience yourselves in today's and tomorrow's exercises is a **self-evaluation tool**

- In the **RBM-cycle** CAF plays its role thanks in the domains of

  - **Monitoring**

  - **Evaluation**

2.3. CAF as part of the RBM-cycle

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Are there any questions?

Thank you for your attention

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