Appendix A – Comparative Tables of the eight focus countries

Table 1. Comparative Table - Internal enabling environment

Element	Leadership	Strategic Documents and Policies		Quality as a core Value	Resources	
Classification Criteria	Political will	Strategic documents and Policies	Regulatory status	Customer satisfaction & quality measurements	Current funding	Past funding
Country						
Austria	Quality Management by itself is **not a priority topic** on the political agenda. The **interest from political leadership is fluctuating**. However, is still often seen as a **necessary basis to realise topics that are higher on the political agenda.**	Quality Management is mentioned **prominently although without clear definitions** in the current "Programme for the Austrian Government (2020-2024).** Public administration at Federal level is managed since 2013 according to the principle of **outcome orientation**.	The **use of CAF is recommended** for public administrations **on the federal and local level but not mandatory while the use of EFQM, ISO 9001 are voluntary.**	Measurement of the Quality of Public Services is valued in Austria and they therefore participate in **a number of regular EU-wide and national initiatives.** An indicator of quality management, specifically on the **number of external feedback procedures, is included in the federal budget documents.** Public organisations also measure satisfaction on an operational level by **"customer surveys".**	**No direct national/local/EU funding**, however **indirect funding** is available because public sector organisations are offered various **supportive services regarding the implementation of CAF via the National CAF Centre hosted by KDZ, which receives federal funding.**	

Belgium	Quality Management (QM) is **not a distinct topic of the political prioritisation**. However, **the continuous support for the BOSA competence centre**, **mandatory Quality Management in schools and the mandatory FIA audits** are indications for a **stable political commitment** to Quality Management in the public administration of Belgium.	**Quality Management is a prominent topic, although it is not mentioned directly.** Quality Management is a substantial pre-requisite (next to risk assessment) of fulfilling the mandatory requirements under the annual FIA audit.	**Utilisation of QM is voluntary for most public sector organisations**, however **QM utilisation is mandatory for schools and local authorities**. Furthermore, QM utilisation is recommended for some cooperations with international organisations like e.g. European Commission, however, no specific model is prioritised.	**A quality barometer is established at the federal level** and the regions have their own measuring regiments. Similar as in other EU countries, **the practice of measuring Quality and Citizen satisfaction on the organisational level is widespread**. There are as well sporadic measurements performed in cooperation with BELSPO and Belgium Universities.	**There is no direct funding available for QM implementation** as other focus areas as diversity, digitalisation and sustainable development are prioritised with direct funding options. However, due to the obligations under the FIA audit, **it is expected that PA organisations reserve budgets for internal quality controls and the national Competence Centre BOSA.**	
Bulgaria	**Political instability**, changes in government, difficulty in convincing top leaders about adopting Quality Management (QM) and CAF in particular.	The need for quality management systems was **explicitly defined** in the Strategy for the Development of Bulgarian Public Administration (2014-2020) and its accompanying Roadmap.	Under the Bulgarian Law on Administration Adoption of a total quality management is **mandatory**. Choice of QM model is **voluntary**.	**Annual** User Satisfaction Assessment Report. **Annual** report on status of administrative services.	**No budget** for QM-related projects or for adopting QM models.	Funding for CAF-specific IPA's projects co-funded by the **European Social Fund** (2014-2022)

Italy	**Decreasing political will related to Quality Management (QM), change in priorities, lack of continuity between governments, lack of a systematic approach**	**QM was mentioned in policy and strategic documents until around 2014,** afterwards the focus has been on concepts such as leadership and performance	**Voluntary**	**Several directives have been issued on customer satisfaction and the measurement of internal quality/performance.**	**No central funding for QM.**
Montenegro	There is **political support** for the adoption of Quality Management (QM)	QM is included in strategic documents, directives and initiatives of public organisations at the national level. Most importantly, QM is part of the new Public Administration Reform (PAR) Strategy 2022-2026 and the related Action Plan. The Service Delivery pillar of those documents includes **specific targets, responsible institutions, timelines and budget information.**	The adoption of QM is mainly **voluntary.**	PAR Strategy prioritises the implementation of a **systematic method for measuring public service users' satisfaction.**	**Funding from EU and UNDP**
Poland	Quality Management (QM) is important and endorsed by the Head of Civil Service and the Ministry, however **other issues like structural problems in the remuneration system or**	'Efficient State 2020' strategy (2013-2020). The strategy's section on improving management standards **directly referenced** the CAF model. New strategy planned but not yet adopted.	Adoption of quality management is **voluntary.**	**No central body** that collects information and monitors the implementation of quality management in Poland. Public Opinion Research Centre conducts a **survey at national leve**l entitled 'Evaluation of the	**No funding for QM: each authority has to pay for it. Exception: local government offices can apply for the CAF Effective User**

	recruitment for senior positions are taking precedence.			functioning of public administration institutions and officials.	**label, as part of the PEF procedure, free of charge.**	
Slovakia	Changes in government can, to some extent, impact the political will and support for Quality Management (QM). However, the general interest and overall promotion of Total Quality Management in Slovakia **have been growing** over the past few years	Quality Management Systems (QMS) are included in the National Quality Programme of the Slovak Republic	The organisations implement the QMS **voluntarily**	**Each public entity independently conducts voluntary surveys** to assess citizen satisfaction, typically through their websites. There is **no survey organized on national level.**	At the national level, there is **no funding available** for QM implementation, and each organization must use its own budget.	**Funding options were available until 2022** through the National Project "Implementation and Support of Quality Management in Public Administration Organizations," which was **supported by the European Social Fund.**
Spain		The General Framework for the quality improvement at the General State Administration outlines **six key quality programs** which encompass elements such as self-assessment and recognition based on established quality models like EFQM (European Foundation for Quality Management), CAF	**Strongly recommended**	**Report on the activity of the Spanish Ministries (ISAM) (last one in 2022).** **Report on Citizens' Perception of Public Services (last one in 2018).** The **Observatory of the Quality of Public Services** utilizes data gathered from user satisfaction evaluations conducted through the Demand Analysis and	**No funding has been available** in the past and currently no EU funding is known to be available.	

		(Common Assessment Framework), and other national models (such as EVAM and Cyklos.)		Satisfaction Evaluation Program. Under the framework of the Observatory of the Quality of Public Services program, an **annual report** is published to monitor the implementation of Quality Programs across Ministries However, it's important to note that **formal evaluations of public service quality at the central government level have not yet been conducted.**		

Table 2. Comparative Table - Organising for quality

Element	Structure/Coordination of QM practitioners		
Classification Criteria	**Structure**	**Model of CAF Resource Centre (if existing)**	**Other Centres of QM Competences**
Country			
Austria	**Section III of the Federal Chancellery** carries out a wide range of tasks within the federal administration, these include impact-oriented administrative control as well as quality management and administrative innovation.	The Zentrum für Verwaltungsforschung **(KDZ) is the Austrian CAF Centre. KDZ operates independently of the Ministry of Arts, Culture, Civil Service and Sports, although they receive funding by them.** Many of their services are **free of charge,** while **more customised ones are paid.**	**Quality Austria** is a private organisation that provides information, training and expert support for organisations implementing ISO and EFQM (more **private-sector oriented**). Austrian Universities have access to information, expert, workshop and certification support from the **"Agency for Quality Assurance and Accreditation Austria"** (AQ). Austrian schools gain information, expert, community and trainings support for the implementation of "Qualitätsmanagementsystem für Schulen" (QMS) from the **RQB	OeAD,** the Austrian Reference Point for Quality Assurance in General and Vocational Education and Training, a support unit active for the Ministry of Education.
Belgium	The **minister of public affairs has to coordinate administrative reform**, however, e.g. the digital agenda and ICT reforms are usually the responsibility of another minister or state secretary. The **implementing QM itself is decentralised**	BOSA **can be categorised as a competence centre for QM in Belgium, but not as a specialised CAF centre**. This is because they offer support with a range of QM framework	BOSA also works together with other specialised competence centre like **NIDO (Belgian Innovation Lab for the Public sector)** to realise events and to propagate the advantages of solid Quality Management in relation to their

	to reflect the autonomy of the regions in Belgium. **However, control of the outputs of the QM process is centralised.** The federal service for Policy and Support (BOSA) is the main actor responsible for the administrative coordination within this mix of centralisation and regional autonomy.	& tools to aid public organisations to reach their QM goals and obligations.	work (implementation of successful Innovation strategies in this case).
Bulgaria	CAF-related activities are **centralised** and coordinated by the Institute of Public Administration (National CAF Resource Centre).	The Institute of Public Administration plays the role of the National CAF Resource Center (under the legislation). IPA is an **independent** public organisation to the Council of Ministers. It coordinates with the **Directorate of Modernization of the Administration**, which is responsible for the quality policy in the Bulgarian PA. The institute is **financed by the Council of Ministers**, which approves and monitors the implementation of its budget. The Council of Ministers approves IPA's training programs and the Institute **sends a yearly report to the Prime Minister** of Bulgaria.	
Italy	**Decentralised** structure, **high autonomy to public administrations, particularly at the local, regional, and sectoral levels.** At the central government level, the **Department of Public Administration** at the Presidency of the Council of Ministers serves as the reference point. The Head of the Department nominates the CAF National correspondent	Formez, a **private but publicly-funded entity** aiming to support the reform and modernisation of the Italian PA, is the National CAF Resource Centre. It operates **under the control and supervision of the Department of Public Administration.**	

Montenegro	**The Ministry of Public Administration** oversees quality management indicators within Montenegro's public administration. A **Directorate for Quality Management and a Coordination Committee for Quality Management** have been established and a **CAF National Correspondent nominated.**	A **National CAF Resource Centre** will be established in the near future.	
Poland	**No clear hierarchy** for the promotion of QM. The **Ministry of Finance (MoF)** coordinates management control. The **CAF National Correspondent** (CAF NC), representing the Head of the Civil Service, operates within the Civil Service Department of the Chancellery of the Prime Minister. **CAF National Organizer for self-government units** (CAF NO) fosters CAF adoption and coordinates PEF in local administration. **Head of Civil Service is not directly responsible** for self-government, administration, or public sector administration in general.		
Slovakia	The **Slovak Office of Standards, Metrology and Testing** is the only body responsible for state quality policy in the Slovak Republic.	The "CAF Centre" in Slovakia was created within the Slovak Office of Standards, Metrology and Testing	
Spain	The approach to the implementation of quality management tools is highly **decentralized** and depends on the level of administration concerned (local, regional, central). In the Central Administration,	**There is no CAF Resource Centre as such in Spain** (in the past that role was performed by AEVAL).	The **Inter-Administrative Network for Quality in Public Services** is a cooperation forum made up of the bodies responsible for quality and evaluation of the General State Administration, the Autonomous Communities and the Autonomous Cities of Ceuta and Melilla and the

	the **Directorate General for Public Governance, and within it the Deputy Directorate General for Inspection and Consultancy**, is responsible for the *promotion, development and monitoring of quality programs in public services.*		Spanish Federation of Municipalities and Provinces (FEMP). However, the experts observe that the continued instability and changes in Government in Spain have meant that this network is **lacking the needed impetus** from the managers in charge of its work.

Table 3. Comparative Table - Support functions

Element	Information & Communication		Capacity Building	Rewarding quality & engagement of people	
Classification Criteria	**Information & Communication**	**Conferences & other events**	**Training**	**Quality awards**	**External feedback**
Country					
Austria	Efforts on this are mainly from **KDZ** and *Quality Austria.* RQB | OeAD and AQ provide similar services solely for the education sector.	KDZ supports **professional exchange through meetings and training sessions.** The Innovate and Quality Dialogue conferences are organised by the Austrian Federal Ministry of Arts, Culture, Civil Service and Sports **every year.**	KDZ offers various trainings designed for leadership and quality management professionals in public administrations, they **range from basic to advanced and focus on CAF.** KDZ is in charge of **developing the professional CAF network** and providing them with the necessary knowledge and skills to join the Austrian EFAC network.	*Verwaltungspreis* is an **annual** award organised by The Austrian Federal Ministry of Arts, Culture, Civil Service and Sports **with award categories related to QM.** *Staatspreis Unternehmensqualität* organised by Quality Austria is **focused on private sector organisations, however is also open to practitioners of the Public sector.**	**KDZ** serves as the primary contact point for external feedback procedures that culminate in the "Effective CAF User" label.

Belgium	**BOSA utilises its website** to make documents (like guidelines in all national languages) available to the Belgian QM community and has a Microsoft Sharepoint page specifically for QM practitioners with more detailed documents. They also cooperate with universities for new publications.	BOSA facilitates meetings (**two times per year**) and information exchange within a Belgium Quality Network with the aim to bring together expertise to develop and implement quality project. Also international exchange is supported e.g. country visit by QM practitioners to Denmark. BOSA also cooperates with a number of Universities and even supports a PHD Doctorate program in relation to QM.	Trainings for CAF, ISO, EFQM and BPR (Business process reengineering) **on the implementation level and some more advanced levels.** CAF is free of charge. The CAF training are free of charge. The PEF training are free of charge. The CAF project animation is free of charge.	As observed in other EU Member States, awards are given out for staff or exceptional efforts within PA organisations. **QM is not a specifically mentioned category in the awards,** however, work within such categories is supported by an active QM approach within an organisation. Examples thereof are the Employer, Sustainable, Digital, Diversity and Innovation awards. Especially the innovation lab NIDO of BOSA hosts the Annual Federal Innovation Award[1] together with OCDE and OBSI, is a platform for cross-fertilisation between the QM and Innovation focus areas of the BOSA.	BOSA facilitates **a number of certification schemes regarding QM in Belgium.** -PEF assessment for the CAF network with 40 active EFAC certifiers. -ISO 9001-2015 certificated administration -EMAS certification administration
Bulgaria	**CAF section on IPA website**	**Annual** meetings on QM and annual forum on QM **since 2020.** In addition, many conferences	IPA has developed and regularly updated and offer training programs on CAF for Bulgarian organizations (through its training Catalog). These include a general	Free "Effective CAF User " Label **Annual national contest on good practices**	IPA/National CAF RC is the Bulgarian Organized of PEF. IPA supports public orgs. with external feedback procedure (**free**).

		on CAF under the IPA's CAF projects.	program on CAF, as well as specialized practical training for the process of Self-Assessment (SA) and development of Improvement Plans. IPA also organised CAF training for CAF lecturers, consultants and PEF evaluators.		
Italy	The **qualitapa.gov.it portal** disseminates information and updates on quality-related matters.	National conferences for exchanging best practices and networking have been held **in the past.**	**CAF-based trainings were available in the past. Now trainings are offered on topics such as digitalisation, simplification and leadership.**	**In the past, the National award 'Qualita'PA,' based on the CAF model, was organised three times between 2007 and 2012.**	**The CAF external Feedback procedure is implemented upon demand of Public Administrations (PAs) by the CAF National Centre,** however, over the last four years, **the number of applications for the External Feedback procedure has decreased due to the lack of funding for the centre.**
Montenegro	**Dedicated page on QM** on Ministry of PA website.	QM Day in November 2022.	**Basic and specialised trainings on implementing CAF** are planned to be offered, both online and/or in-person.	Western Balkans Public Awards Government award to recognise excellence and contributions in public administration	

Poland	The CAF National Correspondent and the CAF National Organizer disseminate promotional content in the national language through digital platforms, including social media and websites.	Public Management Forum **2/4 times per year.** Webinars on CAF Users' experience **twice a year.**	Occasionally, the National School of Public Administration and the National Institute for Local Self-Government arranges **training sessions on the implementation of CAF** for public organizations.	A **cyclical competition** entitled "Innovative Practices in Public Administration" is organised.	PEF procedure is **only available to local government units** and is coordinated by the National Institute for Local Self-Government
Slovakia	They regularly inform CAF users via email and their website about the latest news and organize trainings and workshops for public administration organizations to facilitate the exchange of experiences and best practices. The communication and promotion of CAF in this case is **rather centralised and easily accessible**	The CAF Centre **annually** organizes the Conference on Quality and Social Responsibility.	**The CAF Centre offers free training** for public administration organizations on QM-related topics.	The Slovak Office of Standards, Metrology and Testing organizes the Slovak National Quality & Social Responsibility Award **on a yearly basis.**	**The Slovak Office of Standards, Metrology and Testing conduct themselves the trainings and issue the certifications.** Organizations seeking certification must first apply through the CAF Centre in Slovakia.
Spain	Through the social networks (**060 and transparency portal**) promotional content is disseminated on a regular/irregular basis. Main activities for communication and dissemination comprise **mailings, regular updates, announcements, and reminders** that are sent	Meetings of the Inter-Administrative Network for Quality in Public Services (last in 2021). Quality in Public Services Conferences **every two years.**	**The National Institute of Public Administration (INAP) organises on an ad-hoc basis trainings** (in collaboration with the Ministry of Public Administration) **on quality but without an structured plan.**	**The Excellence Recognition Subprogram** entails certifying organizations that have achieved a specified level of excellence compared to recognized reference models (**annual awards**). The Secretary of State for Public Administration organizes	Following the prescribed procedure of the **Excellence Recognition Subprogram**, organizations undergo self-assessment based on performance models and subsequently receive certification of their level of excellence. The process concludes with the issuance of a certification resolution and the awarding of a Seal, reflecting the model used for self-

| | via different means in several languages to relevant stakeholders. | | | quality award ceremonies for the **Quality and Innovation in Public Management Awards.** | assessment and the verified level of excellence recognized by the General Directorate. |