



CAF-structure, responsibilities and strategies in North Macedonia

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Strategic framework

- **Strategy Public Administration Reform and Action Plan (2018-2022)**
 - priority area “Delivery of Services and ICT Support to Administration”
 - Specific objective “Increased quality and availability of public services”
 - Measures for “Improvement of the quality management system” and “Measuring customer satisfaction”
 - The Action Plan of the PAR Strategy also includes number of activities in this area



Legal framework

- **Law on implementation of system for quality management and the common assessment framework in the functioning and providing services in the public institutions**
- **Guidelines for implementation**
- **Coordinative body for Quality Management**
- **Job position that coordinates the process of implementation of the quality management standards and instruments**

National plan for Quality Management (2018-2020)





Role and activities of MISA

- National contact point and a resource center for implementation of the CAF model in the country;
- is responsible for ensuring proper implementation of the CAF model in the institutions;
- promotes good practices in the use of the CAF model in public administrations;
- Keeps a register of national CAF Users;
- Provides support to the public institutions for the implementation of the CAF model;
- Keeps a register of certified CAF facilitators/trainers in the country



Role and activities of MISA

Within its competencies, MISA conducts capacity building and promotional activities for implementation of the CAF model. Some of these activities implemented in the past period were:

- Organization of National conferences on quality management
- Counseling municipalities on the Law on implementation of system for quality management and common assessment framework in the functioning and providing services in the public institutions
- Document for international best practices for implementation of the CAF model
- National brochure on CAF
- 47 trainings and capacity building activities on the implementation of the CAF model have been delivered for the public institutions in the country with around 800 participants



Implementation of the CAF model in the public institutions in North Macedonia

- According to the information of the Ministry of Information Society and Administration, total of **42** institutions in the country are using the CAF model
 - 28 institutions on central level
 - 14 institutions on local level
- There are **46** facilitators for implementation of the CAF model
 - 2012
 - 2014
 - 2018



Surveys on the use of the CAF model in the public institutions

- The results of the surveys showed that the implementation of the CAF model contributes to the improvement of the work of the institutions
- The main reasons why the institutions have implemented the CAF model are the obligation imposed by Law, the will of the top management and the desire of the institutions to improve their functioning and achieve better results
- The institutions besides the CAF model use other quality management instruments, most of them (77%) use ISO 9001 and some of them (19%) implement customer satisfaction surveys
- Based on the feedback of the institutions they have worked with, most of the CAF facilitators think that CAF is a useful instrument for improving the public services
- The survey showed that most of the institutions (74%) plan to implement the CAF model again in the future