

Quality Management and the Reform of Public Administration in Several States in South-Eastern Europe. Comparative Analysis*

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Abstract. *The present requirements impose to achieve profound reforms in public administration both in the EU Member States and in the acceding countries from South-Eastern Europe, in view to align at the European Union standards.*

Public administration reform strategies aimed to identify measures for ensuring the modernization of public administration in order to optimize decision-making, to improve human resource management, public finance, quality of public services by promoting and introducing quality management elements.

The objectives aim in this study consist in identifying the quality policies and their implementation, the use of the quality management instruments in practice and the analysis of the impact of the accession process to the European Union, regarding the promotion and development of quality management in the public sector by means of the reform documents and strategies in the analyzed countries. Through the selection of the analyzed countries within the study, we are attempting to offer an overview regarding the introduction and use of the quality

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management instruments in public administration, as well as their convergence in the South - Eastern European states, EU and non-EU states.

The research of this study is based on the reform documents and strategies of the public sector in the countries analyzed, taken from the Internet, having as source the official websites of several public institutions. Also, this study is based on the analysis of several empirical studies performed (mainly by the European Institute of Public Administration(1)) for the EU Member States and candidate countries, and a series of studies regarding quality management in the public sector. In addition, we mention that there are also EU documents and publications regarding the subject of our study, recently achieved, throughout the EU Presidency of Slovenia(2) (2008) and throughout the EU Presidency of Spain (2002). We also mention the studies published by the World Bank and OECD, which promote, by means of publications, quality management in the public sector. At the national level there are a few researchers studying quality management in the public sector and analyzing and comparing reform documents and strategies in the public sector of different countries in South-Eastern Europe, tracking the promotion and application of the quality management instruments.

Keywords: public administration reform; quality management; reform strategies; convergence.

JEL Code: H11.

REL Codes: 13C, 13G.

I. Introduction

In the continuous process of building an efficient, transparent public administration, oriented towards the citizen, the countries in South-Eastern Europe have become, in the past years, more and more interested in promoting and introducing the elements of quality management in the public sector, and all reform projects in the public sector are designed such as to fulfill these objectives.

This comparative paper presents the process of quality promotion and use of the quality management elements in public administration in several countries in South-Eastern Europe, comprising both European Union Member States (Greece, Romania and Bulgaria), and countries desiring the accession to the EU (Croatia, Albania, Republic of Moldova and Republic of Macedonia). At the same time, the study will also comprise short reference regarding the convergence of quality management elements in public administration in the analyzed states.

As a structure, the study could be divided into two large parts: one part which discusses the notion of quality and its findings in the public sector, and a second part, focusing on the comparative analysis of the reform documents and strategies in the states analyzed having as main objective the identification, within them, of the quality management tools in public administration. We mention the fact that in neither of the states analyzed there is a clear strategy regarding quality promotion in the public sector.

I. Quality –integral part of public administration development

Total quality management (TQM) was initially used in the private sector, in order to achieve integral monitoring and to estimate all relevant activities of an organization, in view of reaching excellent results in business (Matei, Andreescu, 2005, p. 50).

“Quality” is a generic concept and not new in public administration, either. On the contrary, quality was, at least implicitly, a public administration concept since the creation of the modern administrative state, when it was associated with the observance of regulations and procedures, with formal correctness, viability and absence of arbitrary decisions (Engel, 2003, p. 17).

An overview on the emergence of quality in public administration can be found in Engel (2003), who underlines the idea according to which the “impulse for quality” (Massey, 1999, p. 2) was present in the public sector in the last half of the '80s and at a wider scale in the '90s, allowing quality to become “a central term in our contemporary rhetoric” (Pollitt, Bouckaert, 1995, p. 3), one of the subjects and central preoccupations of administrative modernization in Western Europe and in the “OECD world” – or even “a recent epidemics” (Pollitt,

Bouckaert, 2000, p. 168). As a consequence, TQM is seen as a “holistic” tool, and since the end of the ‘80s it was implemented more and more in the public sector (Matei, Andreescu, 2005, p. 50).

II.1. Orientations in defining the notion of quality in the public sector

The concept of quality is expressed in a series of definitions, mutually completing each other. Among these:

- Improvement of the “manner of governing” – constitutional architecture and the structure of government and society – and the efficiency of public action (Bovaird, Löffler, 2002, Bovaird, Löffler, Parrado-Díez, 2002, Daemon, Schaap, 2000, PUMA, 2002);
- Quality can be defined by opportunity of adequate character (OECD, 2001);
- Ensemble of standards and characteristics of a product, in relation to its capacity to satisfy the needs that are known or assumed (Norma ISO 9004-2);
- Quality is the level at which a set of intrinsic characteristics satisfies the requirements; it can be at different levels, respectively: unsatisfactory or poor; satisfactory or good and excellent (ISO 9000:2000 Standard. Quality management systems. Fundamental principles and vocabulary).

Beale and Pollitt (1994) discovered that, in what concerns the standards, customers’ knowledge is very low, even in a country that places information on a central position in the political agenda (for example, Great Britain) (Bouckaert, 2001, p. 101).

The European Commission performed in 1996 a study emphasizing the awareness of the importance/role of quality in the world.

Table 1

Awareness of the importance / role of quality in the world

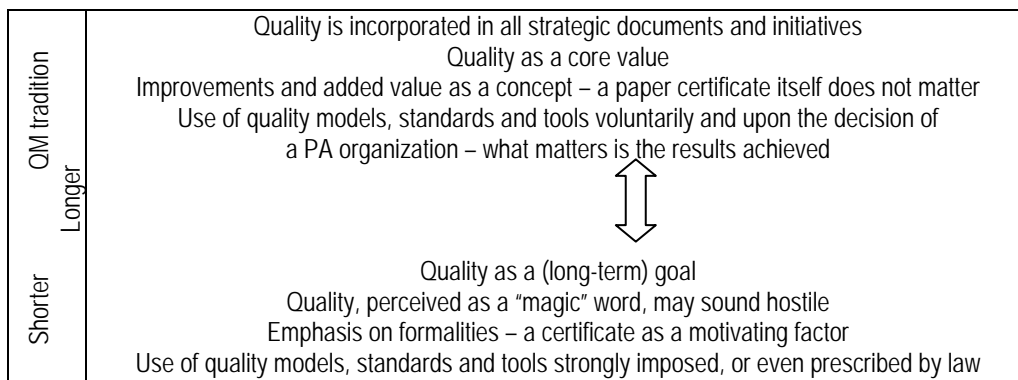
State / Region	The role of quality in management	The level of awareness of the importance / role of quality
Japan	Quality is an essential element of the overall management of organization	Excellent
SUA	Quality has an increasingly important role	Good
Western Europe	Quality is considered a specialized professional management problem	Limited
Central and Eastern Europe	Quality is considered to be only the problem of employees of the departments directly productive	Limited
Other states	Quality is perceived as a secondary problem, not related to management	Reduced

Source: An European policy for promoting quality in view of improving the European competitiveness, European Commission, 1996; in Drăgulănescu, FRPC, 2001.

Service quality represents an important aspect of performance in any organization in the public sector (OECD, 2001), and the public administration of national states attempts to obtain performance by means of quality management strategies.

II.2. Characteristics of quality management in public administration

Quality Management holds a number of features (Moldoveanu, Dobrin, 2003, 9): the objective is to acquire customer satisfaction; quality is defined by the customer; it affects all activities of the organization, whether or not directly related with the product or the service; customers are external; it closes the activities of control, but primarily involves the management of the entire organization; all are involved in its application; the participation is determined by conviction; methodology is particularly directed toward prevention; it aims to do the right things “from the beginning”; the responsibility and the involvement of everyone from organization.



Source: Zurga, G., *Quality Management in Public Administrations of the EU Member States – Comparative Analysis*, Ministry of Public Administration of the Republic of Slovenia, 2008, EUPAN, p. 14.

Figure 1. Characteristics of quality management in public administration in relation to tradition

II.3. “Standard”⁽³⁾ quality instruments used in public administration

The European Foundation for Quality Management, established in 1988 by the high-performance European companies with the aim of promoting and spreading the idea of business excellence in Europe, developed and holds the EFQM excellence model. This model is based on a number of eight fundamental concepts regarding excellence, which are transformed into a diagram of nine criteria that create a framework for quality assessment in an organization. Five criteria cover what the organization does, and the other four criteria cover the results obtained by the organization. The methodology used is that of self-evaluation, which means that the organizations must evaluate their own performance in a structured manner, based on actual facts, and to identify the strong points and the fields where improvement is necessary⁽⁴⁾.

The EFQM model is considerably used in the public sector of several EU Member States (Engel, 2003, p. 25), and in the last years it has spread to the level of non-EU countries.

CAF is a self-assessment instrument concerning the manner of functioning of public institutions. Developed in 1999/2000 by the de EU Member States as a common framework of the public domain for the assessment and improvement of public administration, CAF is based on fundamental concepts, on the diagram and assessment criteria managed by the EFQM Model and, as the previous one, operates with the self-assessment evaluation (Engel, 2002, p. 25). Still, CAF is differentiated from the EFQM Model by a number of dimensions (sub-criteria or areas that must be solved; indicators exemplified; results records system) and takes into account, explicitly, the specific of public organizations.

CAF finality is to offer a simple, easy and no-cost framework for the self-assessment of public organizations in Europe and to allow the use of good practices and benchmarking evaluations (EIPA)⁽⁵⁾.

The ISO 9000 series developed by the International Organization of Standards since 1987 is an international standard accepted for quality assurance in the field of production and service provision, which offers indicators and positions regarding the manner in which a quality system is elaborated within an organization. The series consists of instructions for using the standard (ISO 9000) and requirements for the organizational processes specified for the organizations performing different activities (Engel, 2003, p. 24).

The ISO 9000 series works with the instrument of certification by third parties (executed by certification structures) and allows organizations to officially obtain certificates for their activities. The certificates are issued for a limited period of time, but can also be withdrawn⁽⁶⁾.

Concerning the application of international quality regulations in public administration, the first quality regulation was ISO 9000; there are also applied regulations regarding the environment ISO 14000, ISO 17020 and ISO 17025 and technical regulations in the field of public administration. It is appreciated that the application of the ISO 9000 standards is useful, especially, for organizations lacking the transparency of the written rules, of structures and processes (Löffler, 2001, p. 28).

II.4. Convergence of quality management elements

The study of the convergence aims to describe how the various factors and economic social and political mechanisms act or compete at mitigation of some differences between these entities (Matei, Dogaru, 2010, p. 4).

In Pollitt's view (2001), "administrative convergence" is a term without a clear and agreed-upon meaning, but convergence on a common model implies a reduction of variance and disparities in administrative arrangements.

Basically, we can talk about convergence when core ideas, competences, resources and institutional arrangements match, or fit, - in this case, the probability for convergence is high, and when mismatch is strong, we can expect little or no convergence, or even divergence (Matei, Dogaru, 2010, p. 5).

In our study, convergence will be analyzed by comparing elements of quality management of national policies from public administration of analyzed states with a series of general standards derived from concepts, practices and experiences at EU level, providing elements in view to determine "the global convergence" and the comparison of initiatives, mechanisms and tools promoted in the states under review will determine "the relative convergence" (Matei, Săvulescu, 2011, p. 49).

III. Comparative analysis of quality management in public administration in several states in South-Eastern Europe

The promotion of administration modernization represents an aspect that totally differs from the implementation process (Pollitt, Bouckaert, 2000), most public administration reforms being characterized by a gap between the theoretical and the practical implementation (Engel, 2003).

The implementation strategies and the intensity of the implementation process will differ from one country to another and are clearly influenced by a number of contextual factors, such as the degree of executive decentralization and the administrative and judicial traditions in each separate country (Engel, 2003).

The achievement of reform in all analyzed countries is a major priority for their Governments, by means of which public administration would correspond to the European standards, would contribute to the satisfaction of society's needs, increasing the citizens' quality of life, being characterized by transparency, predictability, responsibility and efficiency.

The reform strategies of public administration have as purpose the identification of the measures for ensuring public administration modernization on the basis of reorganizing the state institutions, of optimizing the decisional process, of improving human resources and public finance management.

III.1. Identification of quality management elements⁽⁷⁾ in the reform documents and strategies

Each of the countries analyzed, having as central objective its alignment to the European quality standards, elaborated "quality strategies" underlining the policy and objectives of central administration with respect to quality in public administration or are still in the process of elaborating such strategic documents. The topic regarding quality is also approached in different documents such as national reform plans and programmes.

Table 2 presents the reform documents, strategies and quality management policies elaborated by the countries subjected to the analysis.

Table 2

Reform strategies and documents, policy documents and legislative initiatives on quality management

State	Strategies, documents and reform initiatives which include elements of quality management	Promoted tools
Greece	<ol style="list-style-type: none"> 1. Operational Programme "Public Administration Reform" 2007 – 2013, 2007, 2. National Strategic Reference Framework 2007 – 2013, 2006, 3. National Programme Reform for Economic Growth and Jobs, 2005-2008, 2005, 4. „Kapodistrias Plan“, 1997 5. Reform Programme for Local Public Administration, 1997, 6. Code of Conduct of Civil Servants, 1999, 7. National Action Plan for CAF 2007 – 2009 and 2010 – 2011, 8. Law on Access to Information of Public Interest, 1999. 	<ul style="list-style-type: none"> • CAF • ISO 9001
Romania	<ol style="list-style-type: none"> 1. National Reform Programme, 2007-2010, 2. National Strategy on Preventing and Combating Corruption in Vulnerable Sectors and Local Public Administration 2008-2010, 2008, 3. Strategy for a Better Regulation for Central Public Administration Level 2009-2013, 2008, 4. Romania's Reform Strategy 2004-2006, 	<ul style="list-style-type: none"> • CAF • ISO 9001

	<ol style="list-style-type: none"> 5. Strategy for Improving the System of Planning and Public Policy Making at Central Public Administration level, 2006, 6. Government Strategy for Accelerating Reform in Public Administration, 2001 – 2004, 7. Government Strategy on Introduction of Information Technology in Public Administration, 2001, 8. Updated Strategy on Institutional Reform of Ministry of Administration and Interior 2005-2006, 9. Government Strategy on National Action Plan on E-Government, 2001, 10. Government Programme for 2009-2012, 11. Government Programme for 2008 – 2012, 12. Government Programme for 2005-2008, 13. Code of Conduct of Civil Servants, 2004, 14. National Action Plan for CAF, 2007, 15. Law on the Status of Civil Servants, 1999, 16. Law on Decisional Transparency in Public Administration, 2003, 17. Law on Measures to Ensure Transparency in Exercise of Public Dignities, civil service positions and in Business, Corruption Prevention and Sanctioning, 2003, 18. Law on Local Public Administration, 2001, 19. Law on Free Access to Information of Public Interest, 2001, 20. Framework Law on Decentralization, 2004. 	
Bulgaria	<ol style="list-style-type: none"> 1. Operational Programme on Administrative Capacity 2007 – 2013, 2. Decentralization Strategy on Public Administration, 2006 and the Programme on Implementation for the period 2006-2009, 3. Programme on transparency in the work of Senior Civil Servants of the State Administration, 2006, 4. E-Government Strategy, 2009, 5. Law on E-Government, 2007, 6. Strategy for a Transparent Management and for Preventing and Combating Corruption, 2006-2008, 2006, 7. Strategy for Modernization of State Administration - from accession to integration 2003-2006, 2002, 8. Strategy on Employees Training in Public Administration, 2002, 9. National Strategy on Anti-corruption, 2001, 10. Code of Conduct of Civil Servants, 2000, 11. Law on Access to Information of Public Interest, 2000, 12. Strategy on Development of Information Society in Bulgaria, 1999, 13. Law on Civil Service, 1999, 14. Electronic System for Self-Assessment of Public Administration, 2003, 15. Measurement methodology of customer satisfaction, 2007, 16. Guidelines for Developing Quality Citizens Charter, 2007. 	<ul style="list-style-type: none"> • EFQM • CAF • ISO 9001
Croatia	<ol style="list-style-type: none"> 1. Development Strategy of Internal Financial Control in the Public Sector, 2009 – 2011, 2. Reform Strategy of State Administration 2008-2011, 2008, 	<ul style="list-style-type: none"> • CAF • ISO 9001

	<ol style="list-style-type: none"> 3. Anticorruption Strategy, 2008, 4. Strategy on Development of the Public Procurement System, 2008, 5. Strategy on Implementation of Acquis Communautaire on Free Movement of Goods, 2007, 6. Strategy on Development of the Services of Postal Market and its Action Plan for Implementation, 2008, 7. Strategy on Development of Electronics Business 2007-2010, 2007, 8. Strategy on Developing E-Government, 2009 – 2012, 9. Code of Ethics of Civil Servants, 2009, 10. National Strategy on Development of Rural Area, 2008, 11. National Anti-Corruption Programme, 2006 , 12. Government Programme for 2003-2007, 2002, 13. Law on Civil Servants, 2005, 14. Law on Public Service, 2006, 15. Plan on Training in Public Service, 2008. 	
Albania	<ol style="list-style-type: none"> 1. Strategy on Public Administration Reform, 2009, 2. Intersectoral Strategy on Preventing and Combating Corruption, 2008, 3. National Strategy on Development and Integration 2007 – 2013, 4. Strategic Plan of the Institute of Public Administration Training 2006 -2009 5. Anticorruption Strategy, 2002, 6. National Strategy on Socio-economic Development, 2001, 7. National Strategy on Decentralization and Local Autonomy, 2000, 8. Law on Ethics in Public Administration, 2003, 9. Law on Status of Civil Servants, 1999, 10. Law on Standardization, 1999, 11. Law on Electronic Communications, 2008. 	<ul style="list-style-type: none"> • CAF • ISO 9001
Republic of Moldova	<ol style="list-style-type: none"> 1. Government Activity Programme "European Integration: Freedom, Democracy, Welfare, 2009-2013", 2. National Strategy on Development of the Republic of Moldova 2008 – 2011, 3. Institutional Development Plan of the Ministry of Foreign Affairs and European Integration, 2009 – 2011 4. Government Activity Programme 2005-2009, "Modernization of the country - welfare of the people", 2005, 5. Reform Strategy of Central Public Administration from Republic of Moldova, 2005, 6. Action Plan for Achieving the National Strategy of the Edification of Company Information Society – "Electronic Moldova", 2005, 7. National Strategy of the Edification of Company Information Society – "Electronic Moldova", 2005, 8. National Programme „Moldovan Village“ 2005-2015, 9. National Strategy for Preventing and Combating Corruption and Action Plan for its implementation, 2005, 10. National Strategy for Preventing and Combating Corruption, 2004, 	<ul style="list-style-type: none"> • CAF • ISO 9001

	11. Law on Public Service no. 443- XIII, 1995, 12. Law on Civil Service and the Status of Civil Servants, 2008, 13. Code of Conduct of Civil Servants, 2008, 14. Law on Transparency in Decision Making, 2008, 15. Law on Preventing and Combating Corruption, 2008, 16. Law on Access to Information, 2000.	
Republic of Macedonia	1. National Strategy on E-Government 2010 – 2012, 2. Strategy on Cooperation between Government and Civil Society 2007 – 2011, 3. Strategy on Training for Civil Servants 2009 – 2011, 2009, 4. National Development Plan 2007 – 2009, 5. Government Programme for 2006-2010, 6. Strategy on Public Information and Communication in the Republic of Macedonia's Process for Accession to EU , 2007, 7. National Strategy and Action Plan on Information Society Development, 2005, 8. National Strategy for European Integration of the Republic of Macedonia, 2004, 9. Memorandum for Cooperation and Development of Vocational Training of Civil Servants in Municipal Administration, 2003, 10. Strategy on Training of Civil Servants in the Process of Accession of the Republic of Macedonia in the EU, 2000, 11. Strategy on Public Administration Reform, 1999, 12. Status of Civil Servants, 2000, 13. Law on Free Access to Information of Public Interest, 2006, 14. Code of Conduct of Civil Servants, 2008, 15. National Strategy for the development of Electronic Communications with Information Technologies, 2007 – 2010.	<ul style="list-style-type: none"> • CAF • ISO 9001

III.2. The emergence and development of quality management

The presence or absence of the quality management elements from the reform documents and strategies of the national public administration of the analyzed states illustrates not only the evolutions in specific fields, but also highlights the less developed fields.

Table 3

The quality management emergence in the public administration of the surveyed states

Years 1990	second half	Greece
Years 2000	first half	Romania, Bulgaria
	second half	Croatia, Albania, Republic of Moldova, Republic of Macedonia

Greece

The effort of the Hellenic State to introduce the notion of quality in public administration started with the “Ioannis Kapodistrias”⁽⁸⁾ plan in year 1997, named after the first governor of independent Greece, which establishes structural modifications in public administration by awarding central competences to certain local services. The Government considers this plan a necessary step towards the modernization of administration, from the local level. Some of the most important objectives of the plan were the modernization of the administrative system by offering high quality services to citizens in the urban and rural areas and the promotion of transparency in the management of the financial resources and the guarantee of legitimacy by means of the responsible application of the local authorities’ policies with respect to citizens.

At the end of the 1990’s, within the General Secretariat of Public Administration of the Ministry of Interior, a Special Unit regarding Efficiency and Quality was created. This continued with the adoption by the Hellenic Parliament of a law in 2004, Law no. 3230/2004 regarding the establishment of a Directorate of Quality and Efficiency within the General Secretariat of Public Administration. This law stipulated the instituting of a network of similar directorates in all ministries and the establishment of an integrated performance management system, the introduction of the quality models (mainly CAF) and policies and a quality prize for the public organization with the best performance.

The unit responsible for promoting CAF is the Directorate of Quality and Efficiency within the General Secretariat of Public Administration. This directorate is responsible for promoting efficiency, efficacy and quality policies in public administration. The Directorate of Quality and Efficiency launched two major initiatives meant to transform the manner in which the Hellenic public organizations should operate: the establishing of an integrated performance management system and the introduction of quality and policy instruments and, especially, the use of CAF by public administration.

The main objectives regarding the modernization of public administration in the strategic documents are:

- improvement of productivity and quality of public services;
- establishing an assessment system regarding the impact of the new legislation on competitiveness;
- administrative transparency – combating corruption;
- development of e-government;
- establishing a framework for life-long learning and for training civil servants;
- improvement of inter-regional cooperation.

The main objectives regarding quality management in public administration: improvement of efficiency, efficacy and quality of public organizations, adoption of an approach oriented towards the citizen-client in public organizations, simplifying and facilitating the access of citizens and enterprises to public administration, creation of an administrative culture oriented towards results; reduction of bureaucracy.

Romania

In public administration in Romania important steps were made in introducing the quality management tools. In year 2004, CAF was applied in a pilot stage within two directorates of the Ministry of Administration and Interior (MAI) and the National Agency of Civil Servants, and later, in 2005, it was expanded at the level of all ministries, prefectures, county councils etc. in Romania.

MAI is responsible for promoting CAF in public administration in Romania. The application of the self-assessment instrument is a voluntary option, it is not imposed by the government, but it is fully supported by Central Unit for Public Administration Reform (CUPAR).

For the purpose of ensuring and consolidating quality management in public administration, certain coherent measures were comprised in the strategic documents issued, especially with respect to the improvement of public service quality, namely:

- Introduction of quality standards for monitoring and assessing public services and the professional activity of civil servants;
- Establishment of a certain number of public servants according to the standards set for each public service;
- Establishment of a strategic planning system for each public authority according to the public services offered;
- Establishment of certain motivational schemes in view of increasing the quality of public services and stimulating innovation;
- Elaboration and application of the “Citizens’ quality charter”, for the purpose of introducing and assessing the quality standards for public services;
- Implementation of an assessment guide for the institutional self-assessment, in relation to CAF;
- Development and increase of the efficiency of electronic public services by public interventions;
- Development of the integrated system for the issuing and renewal of civil state documents.

The main objectives regarding quality management in public administration: reduction of bureaucracy, professionalization of civil service in order to introduce quality in public services, supply of high professionalism public services, modernization of the institutional structures, development of an administration oriented towards the citizen.

Bulgaria

CAF was applied in Bulgaria in 2006, the institution responsible being the Ministry of State Administration and Administrative Reform.

Public administration reform focuses on the application of contemporary governance models and techniques, on the creation of an anti-corruption environment, with clear control rules, the encouragement and motivation of employees for the disclosure and prevention of conflicts of interests, civil service management.

Also, in the strategic documents issued elements of quality management in public administration were inserted, namely:

- Increase of efficiency and efficacy of the public sector;
- Training and development of human resources;
- Development of e-government;
- Improvement and efficiency of administrative regulation and service supplying;
- Increase of transparency and integrity in public institutions;
- Improvement of the image of public sector as employer;
- Increase of satisfaction of both clients and employees;
- Training employees to work with e-government systems.

Also, within the national documents there were established principles for the supply of public services, namely:

- Treatment of all users in a correct, honest and polite way;
- Open communication and supply of complete information;
- Wide consultations and the promotion of continuous improvement;
- Incorporating feedback and learning from complaints;
- Measurement and publishing of citizens' satisfaction results.

The main objectives regarding quality management in public administration are: improvement of the administrative capacity, increase of transparency of public institutions, orientation towards the citizen, professionalization of civil service for introducing quality in public services.

Croatia

The main objectives concerning quality management policy, underlined in the reform documents and strategies of the public sector in Croatia, are as follows:

- Increase of public administration efficiency;
- Increase of the quality level of public services;
- Increase of transparency and accessibility of public administration;
- Consolidation of state of law standards;
- Consolidation of the social sensitivity of the state administration with respect to its citizens;
- Increase of ethics in public administration and reduction of corruption;
- Use of modern technologies of information-communication in public services;
- Inclusion of the Croatian state administration in the European administrative space.

In order to fulfill the mentioned objectives regarding quality management, the reform of public administration in Croatia unravels on five main directions, namely:

1. Structural adjustments of public administration include the increase of efficiency, improvement of coordination, namely openness, transparency of government towards the citizens and civil society participation in the decision-making process;
2. Consolidation of the legislative framework, quality of laws, planning, designing and assessment of the effects of the new regulations;
3. New system of civil servants which will ensure a modern public service, focus being placed on designing the system with respect to the measures of professionalization and depolitization, on the system in continuous development and on human resource management, the fight against corruption and the consolidation of ethics of civil servants, the introduction of a system of incentives and remuneration depending on performance, and the reform of salaries in public administration;
4. Education and training of civil servants, for the purpose of gaining new knowledge, abilities and competences required by the development of the modern public administration;
5. Simplification and modernization of administrative procedures, such as the creation of E-government.

Albania

The concept of quality was also integrated in the reform strategies of public administration in Albania, deriving from their objectives, namely:

- Establishment and consolidation of efficient structures for all public institutions;
- Reform of public service;
- Improvement of performance management system;
- Establishment and application of remuneration systems for civil servants;
- Depolitization of the civil service and its founding on the basis of meritocracy principles;
- Supply of training as strategic means for the development and consolidation of the capacities of civil servants;
- Creation of a modern system for human resources management: a central electronic database for public sector workers.

The main objectives of quality management in public administration in Albania are the increase of efficiency, efficacy, transparency and responsibility of public administration.

Republic of Moldova

In public administration in Republic of Moldova the first steps for introducing the quality management tools were made in 2008, when the Ministry of Foreign Affairs and European Integration applied the CAF.

Within the plans and strategies of public administration reform in the Republic of Moldova there are also comprised measures regarding the improvement of quality in public administration, namely:

1. Assurance of a transparent, equitable, efficient decisional process;
2. Modernization of public services by reducing bureaucracy, increasing efficiency and improvement of the quality of services with maximum positive impact on citizens;
3. Introduction of minimum quality standards for public services and for the system of indicators for monitoring/assessing their quality, as well as for the instruments for submitting complaints with respect to the public services provided below standard;
4. Development of a meritocratic public service, formed of civil servants recruited, evaluated and promoted on the basis of professional skills and performance in fulfilling the job duties;
5. Decentralization of public services and re-establishing of the Government's territorial office;

6. Increase of quality in public administration by means of the unequivocal employment practice, via competition, of public servants, of the institutionalization of a recruitment, evaluation and promotion system based on merit and competences, as well as by means of punishing civil servants for weak performance and dishonest behaviour.

The main objectives regarding quality management in public administration are: transparency of public institutions, increase of public services quality and their modernization, reduction of bureaucracy, participative decisional process.

Republic of Macedonia

In the reform strategies of FYROM the notion of quality was also introduced by means of the objectives set, having as purpose the modernization of administration:

- Increase of transparency and the involvement of citizens and civil society in adopting public interest decisions;
- Consolidation of the administrative capacity and consolidation of the capacity of the control organisms;
- Application of the principle of equitable representation of the community members in public administration;
- Increase of the level of public services quality;
- Promotion of an administrative management and of a system of high-performance human resources management;
- Development of informational technology in public administration, creation of electronic governing.

In what concerns the public function reform in the Republic of Macedonia by means of the Strategy for the training of civil servants of year 2000 and through a strategic document adopted in year 2005 with respect to the creation of a national system for the coordination of training and professional development of civil servants, the following principles regarding the public function were promoted: principle of transparency, of neutrality, competence, accountability, stability, predictability, equality of treatment, ethic, efficiency and efficacy.

Studying the cases of correct practices regarding the quality of services in all Europe, Pollitt and Bouckaert (1995) made two major discoveries. The first discovery is that a high focus on the internal processes, qualities and efficiency oriented towards the producer is complemented by the perspective of the consumer or of the party involved, with respect to the efficiency, results, effects and satisfaction. A second major discovery is connected to the relations within leading and management organizations. The administrations that are developing

go from the relations traditionally dominated by the state of law to a relationship dominated by the action of the parties involved; for example, clients are involved in the process of counseling, decision-making, implementation and evaluation, based on their interests.

This has as consequence the creation of three possible strategies regarding quality improvement, in order to replace the traditional bureaucratic production (meaning, concentration on the internal processes, activities and, sometimes, efficiency and governing through regulations) (OECD, 2001, p. 98):

- from a traditional bureaucracy focusing on the provider to a traditional bureaucratic production oriented towards the citizen;
- from a traditional bureaucracy focusing on the provider to the voluntary participation of customers to this mechanism;
- from a traditional bureaucracy focusing on the provider to the determination or co-determination of the provision, oriented towards quality, by the citizen or client.

III.2. Quality management approach at the level of the countries analyzed

The quality management approach at the level of each state can be⁽⁹⁾:

- centralized, decentralized or a combination between the two and/or
- descending, ascending or a combination between the two.

Each state can use only one approach or may simultaneously use both approaches.

Following the analysis performed on the reform documents in the analyzed states, we notice the fact that Greece, Romania and Bulgaria are simultaneously using the two approaches, namely their combined form. Croatia, Albania, Republic of Macedonia and Republic of Moldova use one approach, generally descending, based on a strong element of central coordination and management. We outline this viewpoint based on the fact that – by comparison – the structure of public administration in these countries is still strongly centralized, with a relatively modest local autonomy and with a high degree of financial dependence towards the central executive.

The centralized and descending approaches are used in the activities performed especially by the ministries competent for the implementation of quality management instruments in the reform strategies of each country, in order to translate CAF, to organize conferences regarding quality in public administration, in order to elaborate the methodology and guides regarding the application of quality standards, monitoring of quality standards implementation, in agreement with different indicators, applying E-governance etc. The decentralized approach is used in the local administration. Each local administration organizes conferences regarding its own quality. The ascending

approach is connected to the application of quality programmes and the quality management system within public organizations. The programmes most used by these organizations are complaints and suggestions, citizens'; charter and self-assessment with the EFQM and CAF models.

III.3. Application of performance models in public institutions and ISO standards

Each of the states analyzed have designated certain institutions of public administration responsible for promoting quality management.

Institutions designated to handle the implementation and coordination of quality management tools in the national administration of the states are central public institutions, namely the ministries with the task of public administration reform, the Ministry of Interior, Ministry of Administration and Ministry of Integration of each state.

The most common, still now, quality management tools is the series of standards ISO 9000 (Engel, 2003, p. 24), and, in general, the national quality policy of the states analyzed was more focused on quality service and products than on TQM.

In each of the states analyzed in this study ISO quality standards are applied⁽¹⁰⁾.

In Greece, the Ministry for the Interior, Decentralization and e-Government through the Directive on Quality and Efficiency from the General Secretariat of Public Administration and E-Government is responsible for promoting CAF and creating the support for using it. This directive has launched two major initiatives meant to transform the way in which Greek public organizations operate: instituting an integrated management system for performance and introducing quality tools and instituting policies and most importantly, using CAF in public organizations.

With regards to promoting quality management, this institution published, in Greek, "CAF 2006", a "Guide for the implementing of CAF" "Answers to the most frequently asked questions on CAF", "A guide to the steps public institutions should take when implementing CAF", all of these having as a main target audience the public organizations from central, regional and local level. The institution also translated into Greek and published "CAF in Education", for promoting the use of quality models in education.

Moreover, the Directive on Quality and Efficiency supports the use of the Balanced Scorecard (BSC) by the public organizations as a tool for establishing objectives and evaluating performance.

The Ministry of Interior gives its support to public organizations for implementing CAF (coaching). To this end, it has organized CAF training sessions (total quality management, performance management and measuring public administration efficiency) for civil servants, while the Ministry of Education organized trainings and CAF seminars for the staff from culture and education units.

Greece does not own a Charter on Quality for Citizens, but through the law regarding access to public interest information, these benefit from answers in reasonable terms from the public administration.

As for the prizes given for public administration quality, in Athens in 2007 the first Conference was organized, and in 2009 the second Conference “The National Quality Prize for Public Administration”, and the National Greek Prize for Quality was awarded. The candidates for the prize were public organizations from central, regional and local level from Greece. In 2009⁽¹¹⁾ the Prize was awarded to the Central Region of Macedonia, the second prize went out to the Municipality of Herakleion (Crete), and the third prize went to three participants: The Center for Services for Citizens of the Municipality of Perama, to three departments from the Prefecture of Larissa and other three departments of the Amarousion Municipality. In 2007, the first prize was awarded to the Greek National Organization for Medicine, the second prize went to the Christian and Byzantine Museum and the third prize went to the Directive of organization and functioning for the citizens from the Ministry of Interior.

Romania

The decision regarding the introduction of a Common Assessment Framework for Romanian public administration belonged to the Ministry of Administrations and Interior (MAI) through the *Central Unit for Public Administration Reform* (CUPAR). The application of this self evaluation system is made voluntarily, without being imposed by the Government, but it is fully supported by the CUPAR.

Promoting this tool on a national level started out in 2005 and to this end more training sessions were organized for civil servants from public institutions, central and local public administration.

Moreover, MAI and CUPAR have also published a “Guide for Implementing CAF” (approach- CAF Background, CAF structure, grading systems) the Brochure “The easiest way to understand CAF” (containing a short presentation of the advantages of CAF, how it can be applied, its structure, the support given for implementing CAF for public institutions from CUPAR.) these having as target audience the public institutions from Romania from

central and local levels, including deconcentrated and decentralized public services; the “CAF 2002 versus CAF 2006” Brochure (containing the most important differences between CAF 2002 and CAF 2006), having as targets the public institutions and the “Best practices” Brochure (presenting the experiences of successful cases after implementing CAF) having as targets the public institutions that already implemented CAF. The National Administration Institute, now a department of The National Agency of Civil Servants (NAPS), the Regional Training Centers, MAI- CUPAR, but also the Faculty for Public Administration from the National School of Political Studies and Public Administration of Bucharest have organized training sessions for high civil servants (module dedicated to the quality management tools) and CAF training sessions (a general presentation of CAF) destined for all civil servants. NAPS and SIGMA organized in 2008 an event having as main purpose the civil servants training in the area of quality management.

Authorities and public institutions from Romania use the concept of the Charter of Quality for Citizens. To this end, the Romanian Government has adopted a Memorandum regarding “Necessary measures for the improvement of the quality of public services”⁽¹²⁾. This memorandum contained a plan for the 2007-2008 period for improving the quality of a number of public services: passport issuing, driver’s licenses, identification records etc. The memorandum establishes a number of general policy orientations regarding the behavior of public service suppliers towards citizens.

Romania has also received Prizes for Excellency in Public Administration. These prizes underline the efforts made towards developing the public administration system in Romania.

In 2005, the Prize for Excellence in Public Administration was given for initiatives of using best practices in the public sector, for example “Excellence Prizes organized by Romanian Leaders” (2007), The Prize for Excellency in Public Administration (third edition) as well as the prizes offered by the National Institute for Administration (2007).

In 2007, MAI- CUPAR from Romania organized the National seminar for the Network of Modernizers “Sharing experiences on using CAF”, and in 2010 it hosted and organized the 4th event of CAF users in cooperation with the National Network of CAF Correspondents and the Centre for CAF Resources EIPA. Moreover, the NAPS created a manual regarding best practices in more fields⁽¹³⁾.

Bulgaria

In Bulgaria, the public institution responsible for promoting and coordinating quality in public administration is the Ministry of State Administration and Administrative Reform.

The EFQM model is compulsory in Bulgaria. Public administration quality is established through self-evaluation based on the EFQM model even since 2003, and CAF has been applied starting with 2006. For promoting quality in public administration, the Ministry of Administration has translated the CAF guide into Bulgarian and published it, together with Best Practices brochures and other materials that stimulate the application of this model in public institutions.

To the same end, the Ministry of Administration has started a project regarding the consolidation of administrative capacity to implement quality management in public administration (especially CAF) in order to give support to other institutions in the process of implementing CAF. Starting with 2008, the ministry organizes annual conferences regarding quality for promoting the quality management tools and best practices. In order to successfully implement quality management in public administration, the Institute for Public Administration and European Integration, subordinate to the Ministry of Administration, has organized many course sessions for the training of civil servants regarding quality management, and several experts from Bulgaria have participated in the training courses organized by EIPA.

In 2006, the Ministry of Administration awarded, on the Day of the Administration Employer, the public institutions for their contribution to the process of modernizing public administration. The prizes were given for the following categories: "Providing accessible and high quality public services", "Best on-line services", "Efficient management of Human resources", "Best PR practices in state administration". Also, in 2003, 2004 and 2005, the Institute for Public Administration and European Integration organized several competitions and gave best practices awards for administrative services, e-Governance and transparency etc.

Starting with 2002 the content of a Charter for Citizen Quality was drafted and it was published at the end of 2006, its application becoming compulsory. In order to measure citizen satisfaction regarding services provided by public administration, in 2002, 2004, 2005 and 2006, surveys were carried out all across the country and as of 2006 it became compulsory.

Taking into account the exchange of best practices, the Ministry of Administration stimulates this by organizing various events, round tables and publishing best practices on its website as well as the website of the Administration Institute.

Croatia

According to EIPA database, in Croatia, CAF is applying in the following institutions: Ministry of Finance, State Inspectorate and City of Vukovar, but we do not know the year of application. The institution responsible for public administration reform and with the provision of trainings in the field of quality management of civil servants is the Ministry of Justice, Administration and Local Government (MoJALSG).

Albania

In Albania, we are not aware of CAF application, but we remark their efforts to promote CAF organizing courses on quality management by the Public Administration Training Institute.

In 2000, the Public Administration Training Institute was created subordinated to the Council of Ministers of Albania. The mission of this institute is to support the improvements and the reform in public service by organizing training courses for civil servants.

The Institute of Public Administration Training, in 2008, published the Guide on Standards and Quality Indicators. Also in 2008, according to the Institute site,⁽¹⁴⁾ a part of the institute staff and other employees of the Ministry of Interior participated in Portugal at a training aiming the sharing of best practices in quality management, namely on introduction of best practices to ensure the quality (in particular, the implementation of CAF), in public institutions from Albania, using the example of public institutions from Portugal.

Republic of Moldova

The self-evaluation framework of the functioning of public administration institutions in Republic of Moldova was implemented in 2008 inside of the Ministry of Foreign Affairs and European Integration (MFA EI).

In MFA EI in 2008 a workshop was organized, for two days, for self-capacity, according to the CCE model, involving the management team of the ministry. Two groups were able to identify many areas of strengths and weaknesses of the institution, the process allowed participants to select and approve a balanced set of Areas for Improvement and provided tools for prioritizing interventions to achieve those improvements.

According to the ministry's strategy, the CAF model self-assessment helped MFA EI:

- to elucidate more details about its organizational structure and the current systems and performance related to international best practices;

- most of these descriptions are derived from the list of competences of the Ministry;
- based on nine key criteria for the analysis of public administration, a consensus has been reached on the priorities for planning the development projects and, of areas of possible “quick win” for each of them.

In order to promote CAF, the Republic of Moldova is making efforts to apply at the level of most institutions.

Republic of Macedonia

In Republic of Macedonia CAF is applied inside of the Government of Republic of Macedonia. The Secretariat for European Affairs is the department which deals with the promotion and implementation of CAF, but do not know the year of application. Also, according to EIPA database, CAF is applied in the Directorate of Protection and Rescue from Department of Research and Analysis.

By applying the European Training Strategy for Civil Servants from Republic of Macedonia efforts are made to promote the CAF through courses in quality management organized by the Training Unit of the Secretariat for European Affairs.

Table 4 shows the number of public institutions from states analyzed, which were registered by 1 January 2011 in the database of EIPA using CAF:

Table 4

**Number of public institutions using CAF
from the states analyzed⁽¹⁵⁾:**

State	Number of public institutions
Greece	39
Romania	45
Bulgaria	10
Croatia	3
Albania	0
Republic of Moldova	0
Republic of Macedonia	2

Regarding the application of CAF, the results obtained at the level of the network modernizers indicates that extending the application of this tool is very slow.

We can remark that the number of institutions using CAF is small (we take into account that this centralization does not include all institutions), CAF still being implemented in all countries.

III.4. Convergence of the elements of quality management in public administration in analyzed states

Referring to the convergence of the policies for promoting and implementing quality in public administrations, it encompasses aspects of compatibility, complementarity or similarity that could be remarked in the national policies concerning the use of quality management in the reforms of national public administrations (Matei, Săvulescu, 2011, p. 49).

We can remark that policies for promoting the quality in public administration of analyzed states which are also EU Member States are more developed than the states in the acceding process to the EU. The explanation for such a situation consists on the one hand from their status as members of the EU, and on the other hand, in the late set up of a coherent, conceptual framework and good practices on promotion of quality and TQM in public administration in the end of 1990s. In fact the model of the European Administrative Space that provided after 2000 the standards in view to assess and monitor the progress in national public administration reforms does not contain explicit approaches on the necessity to introduce and implement quality and TQM policies in public administrations (Matei, Săvulescu, 2011, p. 55).

Analyzing the reform documents of those states we notice strong similarities between the states concerning the broad objectives of developing a quality policy in public administration, there being a high level of convergence.

These similarities are mainly about:

- improvement of public administration performance;
- increase of efficiency and effectiveness in the public sector;
- improving administrative and management capacities;
- improving professional and ethical standards and the transparency in public administration;
- developing an administration oriented towards the citizen;
- professionalizing the civil service;
- introducing compulsory quality standards for public services;
- decentralizing public services;
- modernizing institutional structures;
- developing e-government.

Also, convergence implies the existence of common structures or similar structures to implement the reform in public administration and implicitly in implementing the elements of quality management. By analyzing the

institutional framework which leads to the reaching of the above mentioned objectives we can affirm that there is institutional convergence between the seven states. This institutional convergence derives from the responsibility of the institutions in reaching the objectives regarding implementing and promoting quality management elements in the public administration of each state. The main institutions, in all seven states, which are responsible for implementing and promoting quality management elements are central public institutions, more precisely ministries (The Ministry of Interior, Decentralization and e-Governance in Greece, The Ministry of Administration and Interior in Romania, Ministry of State Administration and Administrative Reform in Bulgaria, The Ministry of Justice, Administration and Local Self-Governing in Croatia, The Council of Ministers in Albania, the Foreign Affairs and European Integration Ministry in The Republic of Moldova and the Secretariat for European Affairs in the Republic of Macedonia).

As for the putting into practice the performance models in public institutions and ISO standards in the analyzed countries, we find once more levels of convergence, but on a higher level in the EU Member States and in a lower one in the future Member States.

In the seven states there are similarities also in what concerns the modes of promoting performance models. In the states that are not yet members of the EU there are very few or no elements of quality management such as: prizes, excellence models, charter for citizens, conferences, testing customer satisfaction, measuring the quality of public administration or sharing best practices. CAF is included in the strategies and national documents of all the states analyzed (for example: the National Plans for Reform) as a modality of increasing performance and efficiency in public institutions and as a basis for modernizing strategies that will be elaborated on an institutional level, this contributing to the well-functioning of public sector organizations and to the quality of providing citizen services.

In all of the analyzed states, except Bulgaria, the use of excellence models and quality norms are only recommended and used on voluntary basis; in Bulgaria the EFQM model is compulsory. These models and instruments receive the help of the states in the process of implementing them, in material aids, financial aids, expertise, training, etc.

As far as the measuring of public administration quality is concerned, none of the states analyzed, with the exception of Bulgaria through the

self-evaluation based on the EFQM model, hasn't achieved such a thing, and the evaluation of citizen satisfaction is made through various surveys organized at a national level, in order to know their needs better.

III.5. The impact, outcomes and convergence of application of quality management on civil service through the strategies and reform documents in public administration of states examined

The reform processes paid attention to civil service, the reform strategies of the states analyzed having a significant impact on it.

Improvements on the quality and effectiveness of public services depend on the motivation of civil servants and broadening their skills and abilities (OCDE, 2001). In this respect, steps have taken in their integration in the strategies for public administration.

Following the examination of the legislation on civil service (Status of Civil Servants, Law on Civil Service, etc.) in analyzed states the promotion of quality was done through the introduction of EU standards on the quality of civil service and the convergence towards the principles of the European Administrative Space.

Table 5

Principles of national civil service and the EU standards

Nr. crt.	State	Principles of civil service ⁽¹⁶⁾	EU Standards ⁽¹⁷⁾	Principles of European Administrative Space
1	Greece	a) professionalism, b) openness, c) efficiency, d) reasonableness, e) promptly, f) objectivity, g) fairness.	- political neutrality, - impartiality, - rule of law, - transparency and openness, - efficiency and effectiveness,	- rule of law; - openness and transparency; - responsibility; efficiency and effectiveness in public administration.
2	Romania	a) legality, impartiality and objectivity, b) transparency, c) efficiency and effectiveness, d) responsibility, in accordance with the laws, e) citizen oriented, f) stability in the exercise of civil service position, g) hierarchical subordination, g) confidentiality.	- serving public interests, - social equality and justice, - responsibility and accountability, - reliability and predictability, - loyalty to the constitutional government, - legality,	

3	Bulgaria	a) lawfulness, b) loyalty, c) responsibility, d) stability, e) political neutrality, f) hierarchic subordination, g) openness, h) confidentiality.	- fairness, - citizen, participation (involvement).	
4	Croatia	a) legality, b) responsibility, c) confidentiality, d) professionalism, e) impartiality, f) serving the public interest, g) hierarchic subordination.		
5	Albania	a) legality, a) integrity, b) openness, c) professionalism, d) honesty, e) impartiality, f) loyalty.		
6	Republic of Moldova	b) efficiency, c) transparency, d) neutrality, e) confidentiality. f) competence, g) legality, h) impartiality, i) independence; j) professionalism.		
7	Republic of Macedonia	a) legality, b) equality, c) transparency, d) fairness, e) neutrality, f) professionalism, g) competence, h) equal treatment.		

Table 6

Frequency of principles emphasized in different national legislation⁽¹⁸⁾

Principles / values	Frequency of principles / values
Legality	6
Confidentiality, impartiality, professionalism	4
Responsibility, efficiency, hierarchical subordination, openness, neutrality, transparency, fairness	3
Competence, stability in the exercise of civil service position, loyalty, objectivity	2
Citizen oriented, serving the public interest, effectiveness, independence, promptly/reasonableness, equal treatment, integrity/honesty	1

Analyzing the principles of civil service on national level (see Table 5) for each of the states concerned we observe that both the EU standards (except predictability) on civil service principles and principles of European Administrative Space are reflected in national legislation on the civil service.

In this regard, there is a high degree of convergence achieved in the seven states by the existence of some common values and principles, related to the European democratic tradition and contemporary administrative practice, which have a strong influence on the EU administrative space as a whole and on each of the Member State (Matei, Dogaru, 2010, p. 16). Thus the seven states analyzed fulfill the conditions required to become full members of the European Administrative Space.

Since 1999-2000, the analyzed states began to adopt the law on civil service and to implement these laws pursuing to build a professional civil service, reliable and neutral (Bossaert, Demmke, 2003). Because these laws do not refer only to the status of civil servants, but also to the system of recruitment, remuneration and promotion, human resources management and development of managerial and leadership skills of the civil service, they directly affect the quality of civil servants and their performance (Engel, 2003, p. 80).

As characteristic activities related to the quality of public services we find also the ethical conduct in civil service, and all analyzed states have adopted, relatively recently, codes of conduct and ethical behavior. Many, if not the most European states, to varying degrees, are involved in establishing the foundations of a trust, neutral and professional civil service, following the model of neutral and professional ideal "Weberian" (Bossaert, Demmke, 2003, Goetz, Wollmann, 2001, Verheijen, 1999).

Conclusions

The main conclusion of the study is that the introduction of elements of quality management in public administration in the states surveyed is determined by internal factors and, in general, closely related to administrative reform initiatives.

In our study, EU accession serves as a reference framework for the introduction of quality of public administration.

Public administration based on European standards can be considered a cornerstone for its efficient functioning. We can remark that both the states acceding to the EU, as well as the EU Member States have implemented a comprehensive public administration reform on the introduction of these standards in the public sector, the reason being that citizens were using inefficient public services at all levels, and, in this respect, concrete, reform programmes and strategies in public administration are preparing the implementation of quality management in the public sector.

Compliance of services provision in generally at European standards will provide a legal framework less arbitrary and less corrupt. For citizens, this will mean efficient and effective services, information system more transparent and professionalized staff.

Regarding the introduction of self-assessment methodology and the organizational quality management systems, the study shows that states have progressed to a certain extent, but the self-evaluation just begun to develop.

It is desirable that quality management tools would be implemented in all central and local institutions of public administration - mainly for reasons of *transparency, credibility and efficiency*.

The quality of public sector is indispensable for legitimate governance. At the same time, this seems to be impossible, intangible, opaque, ambiguous, and multidimensional (Pollitt, Bouckaert, 1995, p. 162). This paradox becomes one of the main challenges of the decade (OCDE, 2001, p. 103).

Notes

- (1) www.eipa.nl.
- (2) www.eupan.eu.
- (3) EFQM Excellence Model, Common Assessment Framework (CAF), ISO 9000 Standards.
- (4) For more information about this model see www.efqm.org.
- (5) For more information about this model see www.eipa.nl.
- (6) For more information about this model see www.iso.org.

- (7) According to Zurga, G. 2008. *Quality Management in Public Administrations of the EU Member States – Comparative Analysis*, Ministry of Public Administration of the Republic of Slovenia, p. 14, www.eupan.eu quality management elements are: Quality Management Development, QM Approach at the State Level, QM strategy, strategic documents and initiatives, QM Policies, Organizational structure for promoting quality, Excellence Models, International Quality Standards, Quality Conferences, Quality Awards, Benchmarking, Quality/Citizen's Charters, Measuring the Quality of PA, Testing Customer Satisfaction, Training for QM, Publications on Quality in PA, Quality Tools in PA Organizations, Government Support for the Use of Excellence Models and Other Quality Tools in PA Organizations, Sharing good practices.
- (8) Hellenic Ministry of Interior, Decentralization and E-Government, www.yypes.gr/en.
- (9) See Zurga, G. (2008). *Quality Management in Public Administrations of the EU Member States – Comparative Analysis*, Ministry of Public Administration of the Republic of Slovenia, www.eupan.eu.
- (10) Although the International Standards Organization has conducted researches on the number of certificates ISO 9000, it has not created a centralized database of ISO certificates which have been consulted.
- (11) Newsletter no. 2/2009, www.eipa.eu.
- (12) <http://www.sgg.ro/docs/File/SGG/memo.pdf>.
- (13) <http://modernizare.mai.gov.ro/evenimentcaf/>.
- (14) www.itap.gov.al.
- (15) To see the names of institutions and for more details see EIPA Database with the institutions that were registered before 1 January 2011 (according to their project) using CAF, www.caf.eipa.eu.
- (16) Heading of table undertaken and updated from Matei, L. and Lazăr, C., Development and Regulation of Civil Service in Central and Eastern European States - A Comparative Analysis in View of Good Governance, IIAS Conference, Helsinki, 2009, p. 21, http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1440099
- (17) According to Demmke, C. 2004. *Working Towards Common Elements in the Field of Ethics and Integrity*. Study for the 43rd Meeting of the Directors-General of the Public Services of the Member States of the European Union, EIPA.
- (18) 1 – Principles stipulated in Constitution; 2 – Principles identified in Civil Service Act; 3 – Principles emphasized defining civil servants' duties; 4 – Principles mentioned in Code of ethics/Code of conduct.

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- www.ypes.gr/en

Romania

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- www.dae.gov.ro/
- www.modernizare.mai.gov.ro/
- www.mai.gov.ro

Bulgaria

- www.mdaar.government.bg/programmes.php
- www.government.bg/eng/othe/index.htm
- www.mdaar.government.bg/docs/strategia_modern.pdf

Croatia

- www.uprava.hr/strat-en.pdf
- www.mfin.hr
- www.gov.mei.hr

Albania

- www.itap.gov.al
- www.mie.gov.al/
- www.lexadin.nl/wlg/legis/nofr/eur/lxwealb.htm
- www.moi.gov.al

- www.keshillministrave.al/?gj=gj2
- www.parlament.al/
- www.president.al/english/pub/default.asp

Republic of Moldova

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- www.gov.md/homepage.php?l=ro
- www.parlament.md
- www.prm.md

Republic of Macedonia

- www.sep.gov.mk/
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