

CREATING A CULTURE OF QUALITY DEVELOPMENT IN THE REGIONAL ADMINISTRATION LOVECH, REPUBLIC OF BULGARIA

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**10th CAF Users' Event under the Polish Presidency of the Council
of the EU**

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LOVECH REGION ON THE BULGARIAN MAP

The Lovech region is one of the 28 regions, defined by a Decree of the President of the Republic of Bulgaria in January 1999.

The town of Lovech is the administrative centre of the region.

Administrative division:

- 8 municipalities
- 112 settlements
- 116394 residents
- territory 4 128 km²



The Regional Administration (RA) Lovech is one of the first institutions in Bulgaria to apply the Common Assessment Framework (CAF) in 2017.

In the period 2021-2022, the Regional Administration Lovech has implemented CAF for second time.

Two „Effective CAF user“ certificates for correct and high-quality implementation of the CAF model (in 2018 and 2023).

Process

Phase 1: Planning

Started in August 2021.

Phase 2: Analysis

An anonymous satisfaction survey with the employees.

Assessment letters from 18 partners.

Phase 3: The improvement plan

5 key areas of improvement :
strategic planning, work processes,
administrative services, skills enhancement
stimulating employee initiative.

Phase 4:

Implementation of the
improvement plan

2022 - 2024 Г.


Carrying out the self-assessment

- Communication Plan has been drawn up
- Self-assessment report has defined 259 strengths, 162 areas/elements for improvement and proposed 179 ideas for improvement measures/activities

The report has been approved by the Regional Governor of the Lovech Region and presented to the employees and the other stakeholders


The documents are published on our website:
<https://www.lovech.government.bg/section-94-content.html>

Result area 1: Strategic planning of organisational development




A Development Strategy is adopted with mission, vision, and values.

(<https://www.lovech.government.bg/section-325-content.html>)



Stakeholder participation in the preparation process of the Development Strategy is ensured.



Improved communication with the internal and external stakeholders on strategic and planning documents.

The Risk Management Strategy is up to date.

Partnership cooperation agreements were contracted with 5 of our partners and a register of partnerships was established.

A proactive information policy has been conducted on how the organization works, its structure and processes.

Result Area 2: Human Resource Management

Training on "Effective Communication" is organized. Team building events have been organized.

A system to encourage employees to implement innovations and good practices in their work and promote initiative is approved.

A system of flexible working conditions is introduced.

Voluntary participation of more employees in activities related to social responsibility is encouraged.


Social responsibility causes are identified by employees annually,

A separate waste collection system is introduced in the administration, etc.

A mechanism for sharing what employees have learnt from different types of training is created.

Apprenticeship programs are implemented as a means of attracting new staff to the administration.


Result Area 3: Technology management in line with the strategic and operational objectives of the Regional administration Lovech



Digitalisation Plan with specific objectives, activities and measures is implemented, the paper-based workflow is reduced.



The ways of surveying the users' satisfaction with the provided administrative services is updated.



The internal rules for the operation of the regional councils and committees are updated with the possibility of online/offline meetings (in view of COVID-19).

Citizens are encouraged to give ideas, suggestions, signals. Information is analysed and used to improve the organization's performance.

The provision of administrative services in accordance with the deadlines and quality required by law is guaranteed.

Some of the recommended standards for the quality of administrative services Ordinance are introduced.



Lesson One: Building a balanced and motivated team

- Employees with different backgrounds provide different and fresh perspectives
- Training is a must for everyone
- Recognition for contribution and effort
- The key role of the project leader



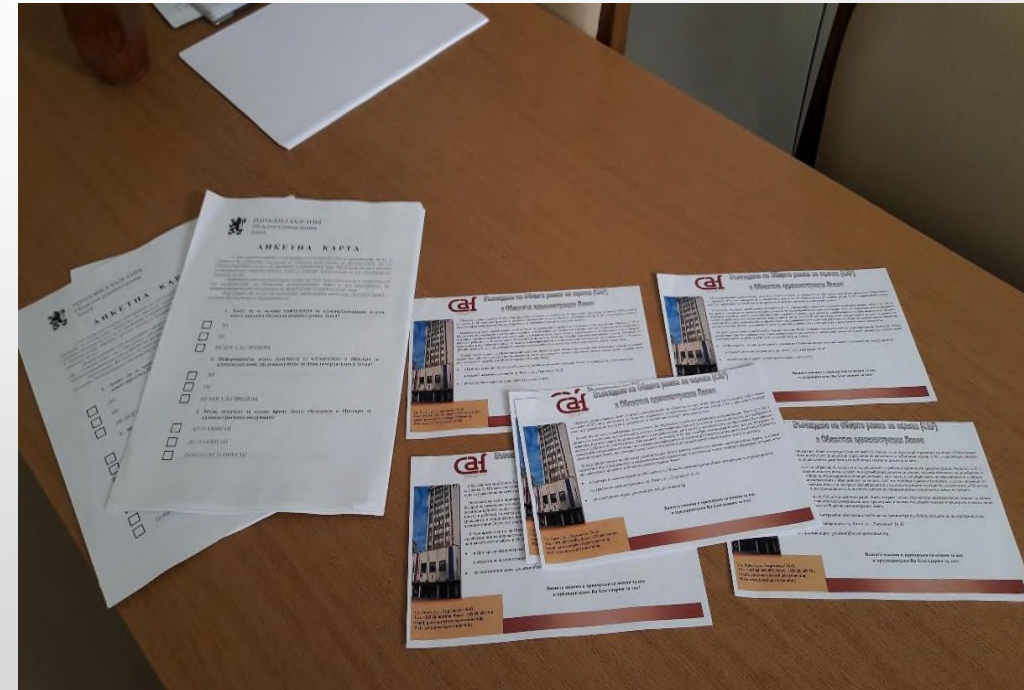
Lesson Two: Communication, communication and more communication...



The project should be open to all stakeholders (inside and outside the organisation).

Broad communication creates commitment and dedication to the project.

A wide range of actions and channels need to be used.



Lesson Three: Good planning guarantees future success

- Good planning and a balanced distribution of tasks within the team is essential.
- Every step in the process must be planned.
- Periodic review and monitoring of the performance ensures prompt corrective measures.
- Documenting the entire process is invaluable for analysing what happened during the process.



Thank you for your attention!

Contact details

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