



Atelier de démarrage du réseau CQ/SQI

Casablanca, du 28 au 31 mai 2008

Summary

Systemic Quality Improvement (CQ/SQI) is a systemic approach to improving the process quality and management, and was specifically designed for decentralised social systems. Such systems usually have a policy/strategy level (central), an intermediate management level (province or region) and local level (district) comprising service facilities.

CQ/SQI was designed to address an entire system, i.e. structures at all three levels. It was developed with GTZ support in Guinea and is now applied on a national scale in three countries: Guinea, Morocco and Cameroon. It is also being applied at provincial level in the Democratic Republic of the Congo.

Other countries, such as Bangladesh and Yemen, have shown an interest in CQ/SQI, which has received support from technical and financial partners such as the World Bank, the European Union, the French Development Agency, the World Health Organization, the United Nations Population Fund and the United Nations Children's Fund.

The CQ/SQI approach's specific capacity to mobilise an entire system or subsystem (e.g. the health sector, the education sector) in one or two years is particularly promising in an international context in which strengthening social systems ranks high on the agenda (and more resources are available) and results must be rapidly obtained.

Against this backdrop, the GTZ has produced the technical document on the CQ/SQI generic product and a number of technical advisory instruments.

In the three countries where it is applied, the approach has mobilised a critical mass of players fostering public interest in the quality of public services. National expertise in quality management (QM) has been enhanced and reinforced. Networking this existing CQ/SQI expertise could lead to closer cooperation between the countries, strengthen the approach and expand its scope.

To this end, a workshop to launch the CQ/SQI network was held from 28 to 30 May 2008 at the Idou Anfa Hotel in Casablanca, Morocco. The workshop objectives were to:

1. establish a network of experts from the three countries and define its functioning and structure;
2. present the three countries' experiences to external experts and peers in order to obtain feedback for improving and consolidating the concept;
3. explore opportunities for transposing the concept to other countries by structuring the technical competencies available in the three countries.

The workshop was expected to have the following outcomes:

- (i) the members of the network know each other;
- (ii) the network's mode of operation is defined;

- (iii) the members of the network's management structure are identified and their roles and responsibilities defined;
- (iv) the network's website is presented and contributions from the countries identified;
- (v) the matrices of competencies are finalised;
- (vi) operational links are established with GTZ International Services (GTZ IS);
- (vii) the network's forthcoming activities are planned.

The workshop brought together CQ/SQI experts, public and German technical cooperation officials from Guinea, Morocco and Cameroon, QM experts, public and German technical cooperation officials from Yemen, and external experts from GTZ Head Office (Health Division and GTZ IS), Brussels ULB (Université Libre de Bruxelles) and Senegal.

The introduction to the CQ/SQI approach recalled the concept's bases, how it can be adapted, the changes made in the countries using it and the outlook for its field of application.

After an introduction in plenary, the basic outline of the CQ/SQI network's mode of operation and status was defined in working groups.

The network's **general objective** was thus defined as follows:

To encourage the development of a framework for coordination and cooperation between countries with a view to promoting systemic quality improvement approaches.

The **specific objectives** identified are:

1. to document and improve the countries' experiences so as to harmonise the CQ/SQI product;
2. to form and develop a pool of experts and to facilitate exchanges (training, studies, benchmarking visits, etc.);
3. to make the links with GTZ IS operational so as to offer expertise on the cooperation market;
4. to develop partnerships with development banks as the preferred partners for investment;
5. to advocate among partner structures in order to generate interest in the CQ/SQI (PTFs, projects, social sector ministries).

The following **managerial bodies** were decided on:

- the network coordinator as the focal point, backed up by a webmaster;
- the task force of GTZ resource persons and representatives from the member countries, whose main task is network management;
- the Advisory Board, to provide occasional technical advice to the task force and the network of experts.

A matrix of competencies is being prepared to provide information on the capacities and experiences of the network's members in general and on CQ/SQI in particular. This database of CQ/SQI network international experts will make available "tailor-made" CQ/SQI (and QM) competencies on demand. It will facilitate the transposition of the SQI product to other countries and will promote operational links with GTZ IS for the preparation of technical offers and the identification of regional experts.

The CQ/SQI network will communicate with and inform its members through a website, which will provide all basic information on the CQ/SQI approach and country experiences. The website will serve as a portal for those who want to obtain more information or to receive CQ/SQI technical support. It will be used as an interactive forum by the network's members. Its address is **www.gtz.de/sqi**.

The experiences of the countries using the CQ/SQI were presented during the workshop, and the technical and information documents displayed. The screening of the film on the Concours Qualité in Morocco showed how teams experienced the approach's organisation and implementation.

After each presentation the teams received technical feedback from a panel of external experts who discussed the strengths and points requiring improvement.

The approach's objectives and use differ depending on the context in the country.

The **specificities identified for each country** reflect some of the ways in which the CQ/SQI can be adapted.

- In Morocco, for example, the Concours Qualité is national in character and is combined with voluntary participation, a strong sense of political ownership and links between CQ aspects and ongoing health sector reform.
- Guinea launched the approach in a pilot zone, then gradually extended it. The various phases of the Concours Qualité were marked by the involvement of players at the peripheral level and good community involvement. The Concours Qualité was combined with action research as a problem-solving instrument, and synergies exist with other QM tools applied in the country.
- In Cameroon, the approach was introduced in a context of transition to a sector-wide approach (SWAp). The Cameroon CQ/SQI targeted the entire system from the outset (mandatory participation). It was used to develop the future SWAp sector programme and to monitor implementation of the joint programme. A line has been added to the State budget for the SQI. The SQI influences the allocation of resources, is a key planning tool and provides input for the monitoring and evaluation system.

Thanks to a presentation on GTZ IS objectives, structure and operations, the participants obtained a better understanding of the lines of cooperation between the CQ/SQI network and GTZ IS. In order to maximise the potential benefits of this systemic approach, it was decided that GTZ IS could refer to the network and propose the CQ/SQI product in offers for projects with a QM component.

The workshop concluded by identifying the **most urgent action** to be taken for the network to become operational. This concerns above all:

- finalising the status,
- constituting all the network's bodies,
- finalising the matrices of competencies,
- providing input for and servicing the website,
- disseminating information on the CQ/SQI network, and
- organising an upcoming meeting of the management bodies.

At the same time steps should be taken to:

- contact "TPFs" (technical and financial partners), especially the European Union, to advocate the CQ/SQI approach in cooperation with the school of public health at the ULB;
- develop strategic partnerships with universities and research institutes;
- make the links with GTZ IS operational so as to integrate the approach into the technical offers where a system or subsystem needs to be mobilised quickly.

The workshop met its objectives and had the anticipated outcomes. At the end the participants were all satisfied and stated that they were fully available to make the fledgling network work!