



Adoption of Quality Management Systems for RDPs by Managing Authorities

11th June 2015

Andrea Evangelista

Italian National Rural Network

**Consiglio Nazionale per la Ricerca ed
Analisi dell'Economia Agraria (ex INEA)**





Introduction

According to the Art. 54 EU Regulation No. 1305/2013 “networking by the national rural network shall aim to improve **the quality of implementation of RDPs**”.

The project “**Guidelines for implementing Quality Management Systems for RDPs**” has been inspired by this need and other needs such as the **strengthening of the administrative capacity** of MAs or the **reduction of error rate** in rural development spending.

The project has been coordinated by the Italian **Ministry of Agriculture** and the Italian **National Rural Network**.



Quality Management System – Adoption by MAs

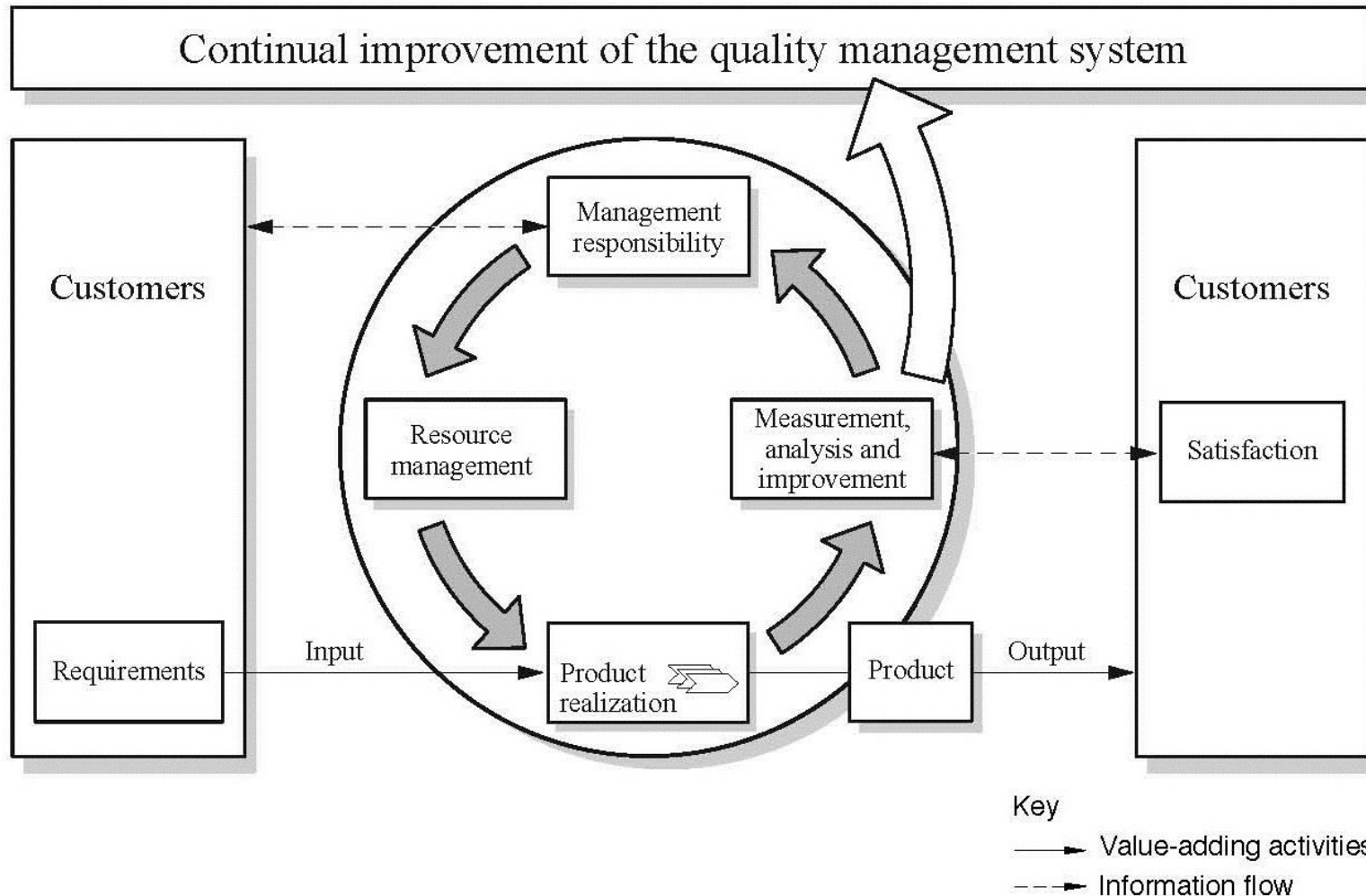
The implementation of a Quality Management System by Managing Authorities should aim to describe, organize, run and control their activities in order to:

- ensure an **adequate quality level** of their services,
- increase the **efficiency and effectiveness** of their processes, guaranteeing the strengthening of their administrative capacity.

The design of a QMS begins with the analysis of all documents already prepared or used by the MA (e.g. RDP, manuals, procedures, templates, checklists, etc.) integrating them with appropriate quality requirements indicated by the international standard ISO 9001 (e.g. definition of objectives and indicators, quality records, procedures for internal auditing or continuous improvement, etc.).

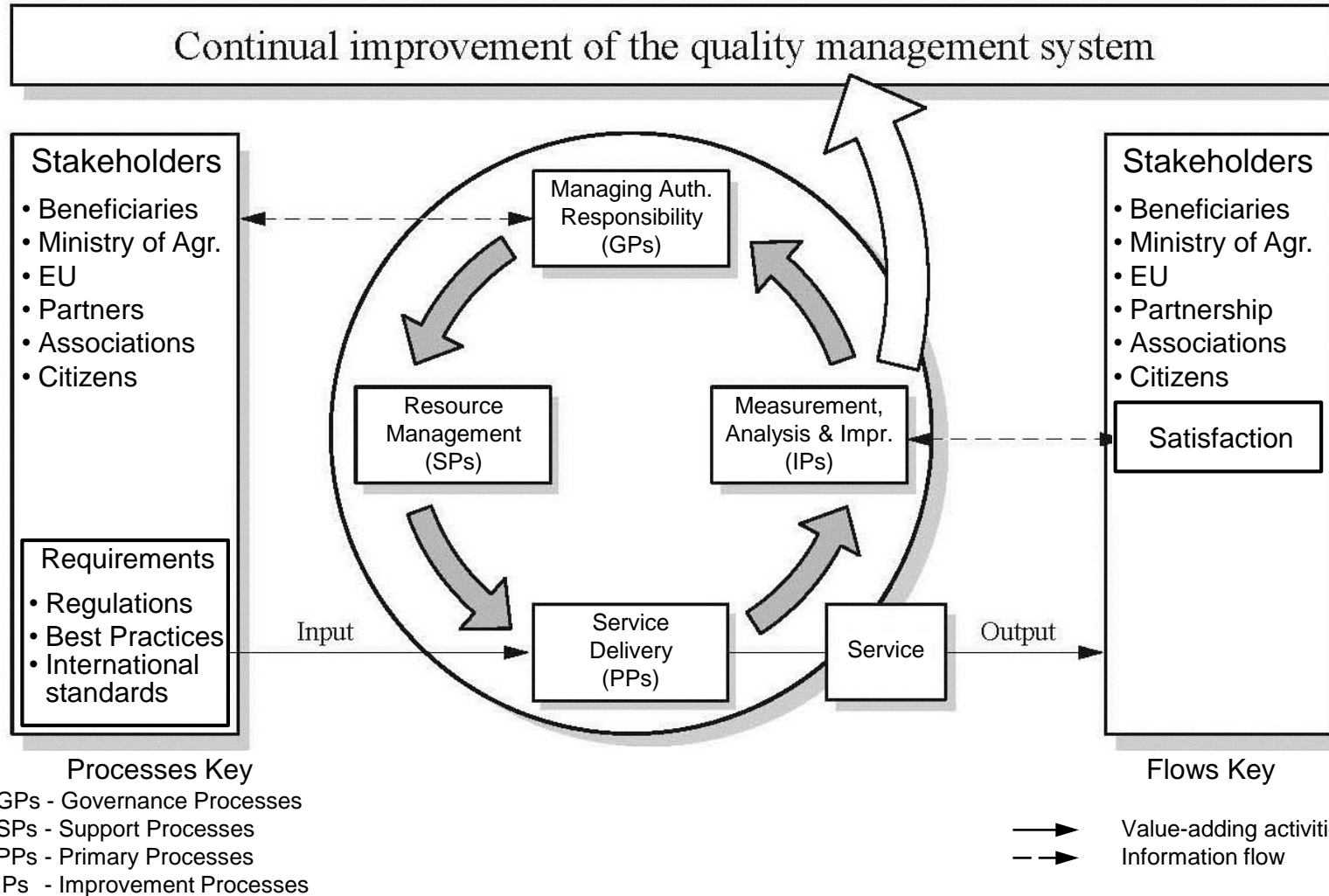
The standard ISO 9001 was chosen as reference for its **adaptability** to all type of organizations and it guarantees high **replicability** of these kind of projects.

Methodological approach ^{1/2}



Model - ISO 9001

Methodological approach ^{2/2}



Model - ISO 9001 for RDPs

Governance Processes (GPs)

RDP drawing
and update

QMS drawing
and update

Organizational structure
drawing and update

Primary Processes (PPs)

Planning

Service design

Service Delivery

Preparing
Calls

Receiving
applications

Assessing
applications

Selecting
Operations

Approving
Operations

Reporting

Quality control

Support Processes (SPs)

Regulatory update

Document management

Communication management

Agreements management

Supplier management

Training management

IT management

Improvement Processes (IPs)

Non-
conformities

CA-PA-IA
management

Internal
auditing

Performance
analysis

Annual
review

Complaints
management

Beneficiary
Satisfaction

Adopting a QMS - SWOT Analysis

Internal factors

STRENGTHS

- more effective and efficient processes
- higher quality level in service delivery
- tighter control and continuous improvement of the processes

WEAKNESSES

- cost of investment in terms of time and money
- lack of technical skills for designing the QMS
- lack of technical skills for implementing the QMS

External factors

OPPORTUNITIES

- taking advantage of RNN support (guidelines, training, etc.)
- reduction of inactivity cost (high error rate, payments suspension)
- make QMS option (versus buy option)

THREATS

- adoption of gold-plating procedures
- weak Managing Authority commitment
- buy QMS option (versus make option)

Positive factors

Negative factors



Next steps ^{1/2}

The Italian National Rural Network aims to facilitate any initiative that goes in the direction of the implementation of Quality Management Systems both at a national and EU level.

National perspective

Nationally the Italian NRN intends to support MAs with several activities like:

- training on QMSs and quality management principles;
- coaching on specific themes like: QMSs design and implementation, certification process, internal auditing techniques, complaints management, Beneficiary satisfaction surveys, etc. ;
- Conducting friendly audits on MAs' QMSs (documental audit or on-site visit)



Next steps ^{2/2}

EU perspective

At EU level the Italian NRN desires to share this experience with others similar initiatives undertaken by EC or other Member States on this topic.

Furthermore Italian NRN would like to broaden this discussion to a EU level involving EU Institutions, ERN and other NRNs in order to investigate any feasible instrument which could encourage the adoption of QMS thinking also to incentive or rewarding mechanisms for virtuous MAs.

Spreading the culture of quality will surely prevent financial corrections, increase of error rate in spending, suspension of payments