



CAF as European Instrument for enhancing the administrative capacity

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Centre**

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Public Sector Reform

- High importance of **Public Sector Reforms** in the MS of the EU in the last decades.
- From the Weberian Bureaucracy over New Public Management to New Public Governance.
- The introduction of new principles and common grounds such as:
 - a growing focus on efficiency and effectiveness,
 - attention to transparency and accountability,
 - awareness of public service delivery and
 - the role and place of the citizen/customer
- **Quality** became a central term in the contemporary public administration reform rhetoric since the 90's.

Guiding principles European Administrative Space

- **Rule of law**

as legal certainty and predictability of administrative actions and decisions, which refers to the principle of legality as opposed to arbitrariness in public decision-making and to the need for respect of legitimate expectations of individuals;

- **Openness and transparency,**

aimed at ensuring the sound scrutiny of administrative processes and outcomes and its consistency with pre-established rules;

- **Accountability**

of public administration to other administrative, legislative or judicial authorities, aimed at ensuring compliance with the rule of law;

- **Efficiency**

in the use of public resources and effectiveness in accomplishing the policy goals establishing in legislation and in enforcing legislation.

Prof. Alexandra Ema CIOCLEA, CES Working Papers

Guiding principles: The characteristics of Good Governance

- Participation
- Rule of law
- Transparency
- Responsiveness
- Consensus oriented
- Equity and inclusiveness
- Effectiveness and efficiency
- Accountability

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European Institutions

- **The new “Europe 2020” strategy:**

“Modernising public administration and the quality of public administration as key areas in defining the performance of the Member States.”

- **One of the eleven topical areas focused on to realize the Europe 2020 strategy:**

“Enhancing institutional capacity and an efficient public administration”

- **DG Employment and DG Regio:** enhanced efforts to support ACB in MS during in the new EU programming period 2014-2020.

- **DG Enlargement :** strong emphasis on PAR and ACB in the new instrument for pre-accession assistance 2014-2020 IPA II.

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EUPAN – The European Public Administration Network

- But there is **no separate acquis chapter on PAR** requiring the transposition of regulations into national law: organization of public administration, as a system and its internal rules and methods, is not regulated by EU law through actions described in founding Treaties .
- Important role on Quality development in the Public sector of the EU for **EUPAN**, the informal network of the Directors General responsible for Public Administration in the Member States of the European Union, the European Commission and observer countries. The informal structure of the Network is steered by the Ministers responsible for Public Administration

Mission:

Improve the performance, competitiveness and quality of European public administrations by developing new tools and methods,

Vision:

- contribute to a gradual creation of a European administrative space
- support the implementation of the Lisbon Strategy
- foster efficiency and customer orientation in European public services

Major activities of EUPAN in the field of Quality Management

- **European Quality Conferences:**

2000 Lisbon, 2002 Copenhagen, 2004 Rotterdam, 2006 Tampere,
2008 Paris, 2011 Warsaw, 2013 Vilnius.

- **CAF**

Products: CAF versions 2000, 2002, 2006 and 2013; CAF and Education,
CAF Effective User Label.

European CAF Users Events: 2003 Rome, 2005 Luxembourg, 2007 Lisbon,
2010 Bucharest, 2012 Oslo

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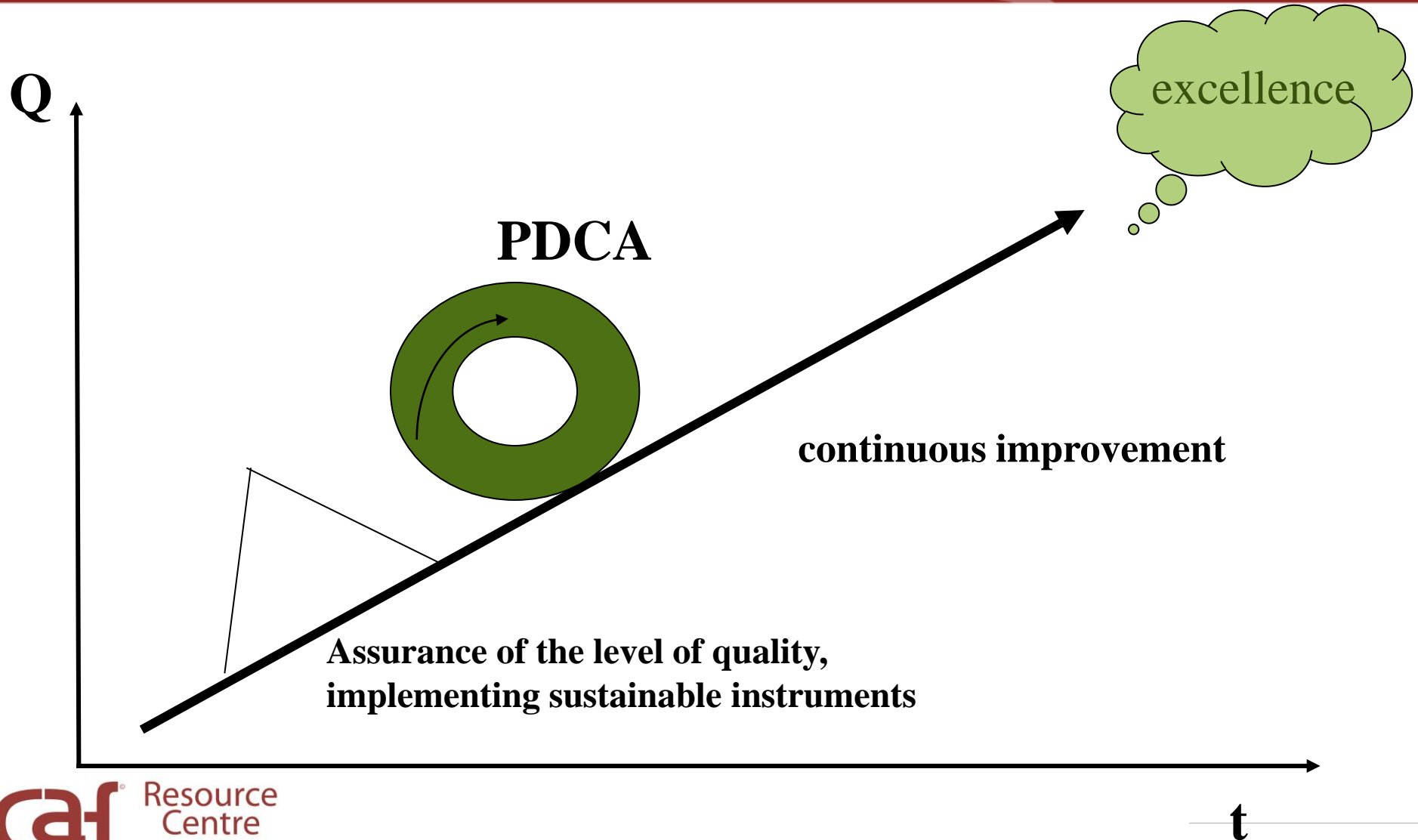
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Total quality Management: a definition

Permanent mobilization of all the resources (especially the people) to improve in a continuous way:

- all the aspects of the functioning of an organisation
- the quality of goods and services
- the satisfaction of its stakeholders
- its integration into the environment

The TQM dynamic



Guiding principles : the 8 principles of excellence



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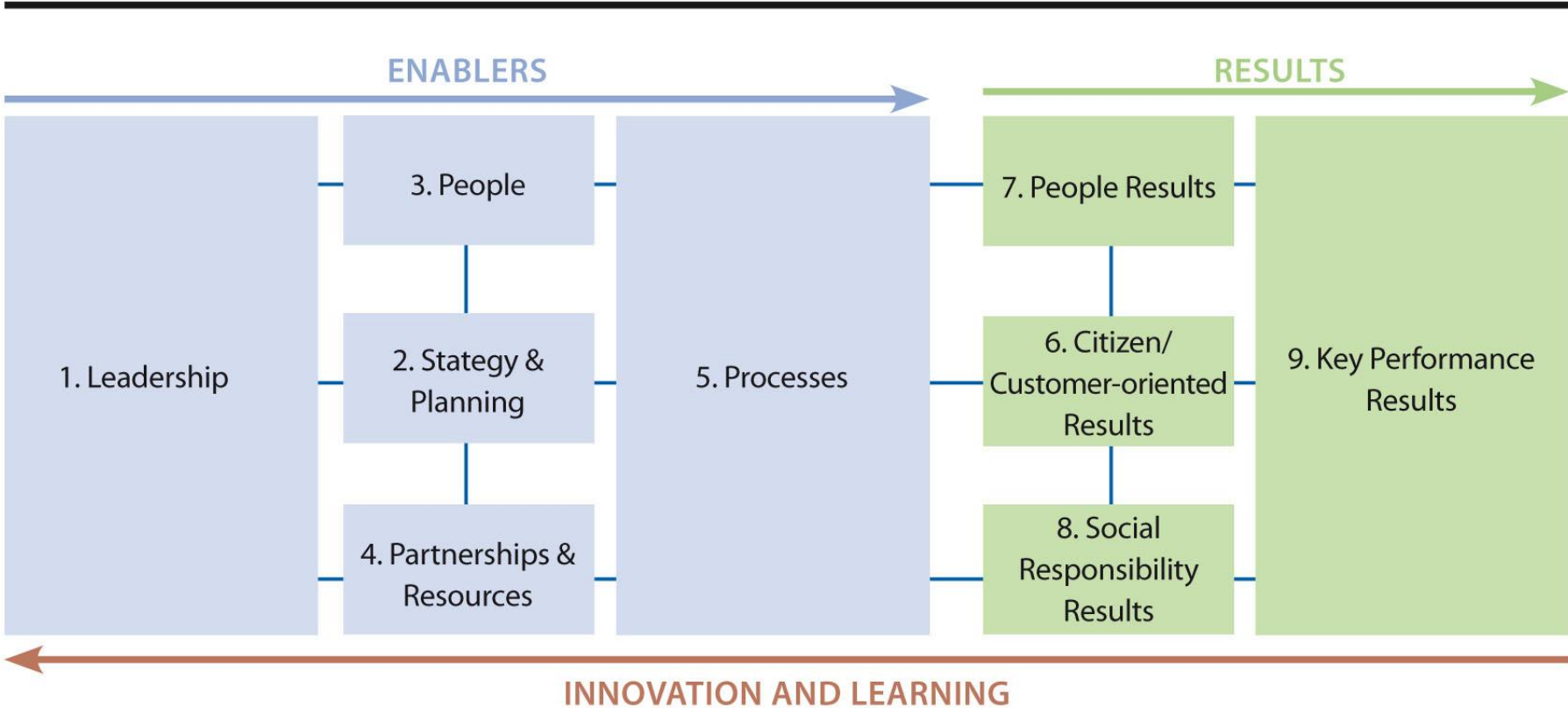
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The CAF Model



The use of the CAF model

1. CAF as a **self-assessment tool** to introduce TQM
=> self assessment, diagnose, awareness
2. CAF as an instrument for effective **improvement**
=> analyse, prioritise, launch targeted improvement actions
3. CAF as way forward to a **mature excellent** organisation
=> development of the 8 principles of Excellence:

Focus points of the CAF 2013



Citizens customers involvement as co-designers, co-decision makers, co-producers and co-evaluators



Strengthened processes orientation:

- **core-processes** in criterion 5,
- **management processes** in criteria 1 and 2 and
- **supporting processes** in criteria 3 and 4 .



Coordination of processes within the organisation and with other relevant organisations,

Focus points of the CAF 2013



Performance orientation, strengthening perception and performance measurements in the results criteria



Innovation supported by leadership



Social responsibility