

The CAF 2013 and the Public Sector Quality Management dynamics in Europe

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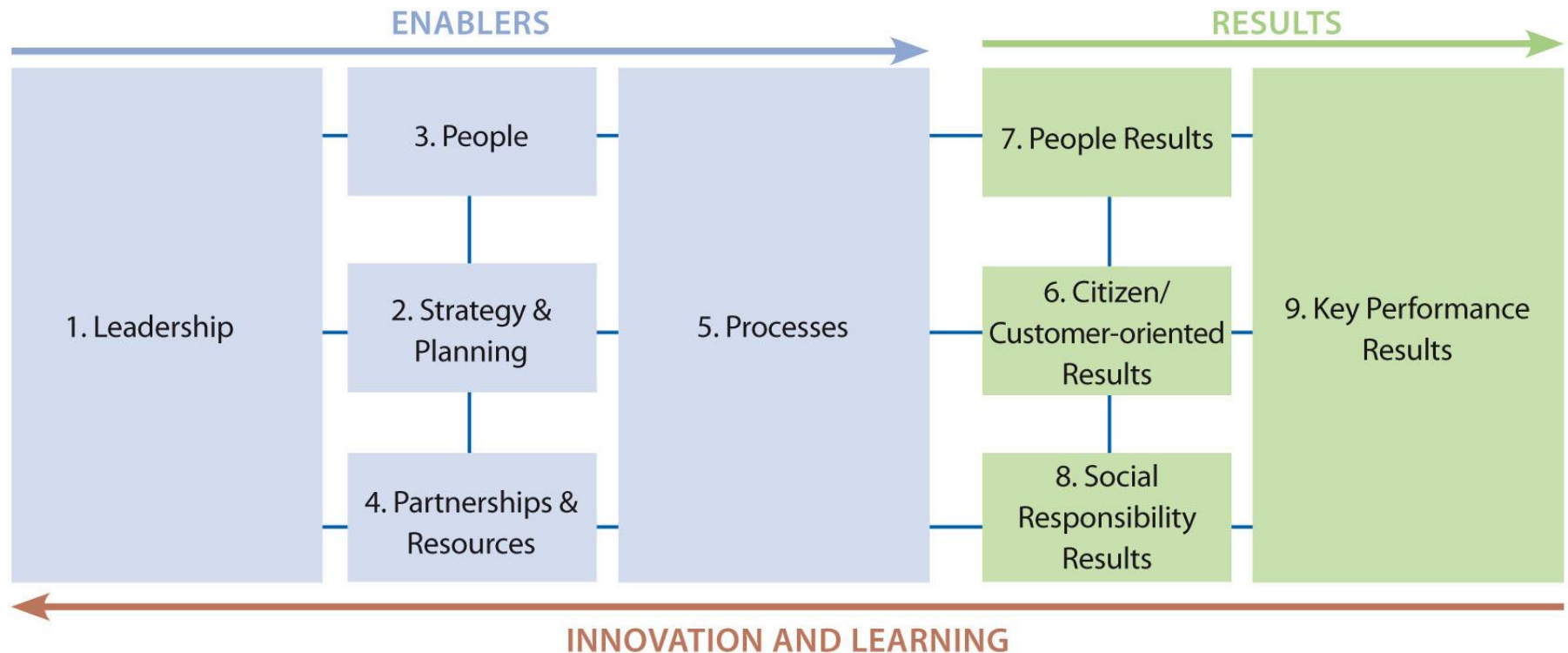
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1. CAF development at European Level: Objectives and State of the Art

The CAF Model



Objectives of the CAF

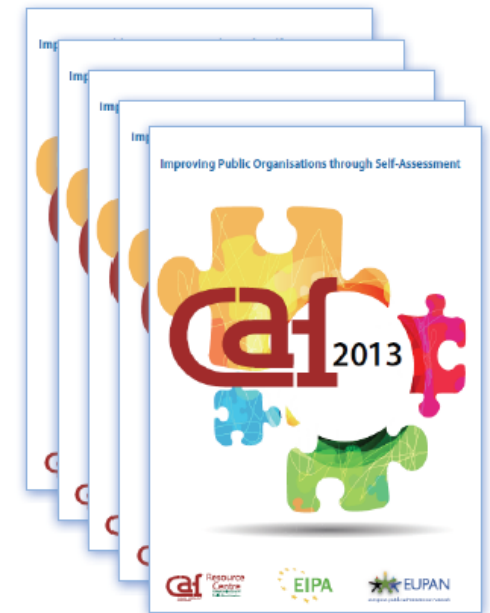
- To **introduce** public administrations into the culture of excellence and the principles of TQM;
- To guide them progressively to a **fully-fledged 'PLAN, DO, CHECK, ACT' cycle**;
- To facilitate the **self-assessment** of a public organisation in order to obtain a diagnosis and a definition of improvement actions;
- To act as a **bridge** across the various models used in quality management, both in public and private sectors;
- To facilitate **bench learning** between public sector organisations.

The 8 principles of excellence



For the moment:

- Various member states are in the process of translating and promoting the CAF 2013
- Translations are available online in/from:
Albanese, Dutch, French, FYROM,
Norwegian, Polish, Slovak, Spanish,



Focus points of the CAF 2013



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



Processes: focus on core-processes in criterion 5, management processes in criteria 1 and 2 and supporting processes in criteria 3 and 4 .



Coordination of processes 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

CAF and Education

- As with the CAF 2006, the CAF 2013 has been “translated” for the sector of education and published online
- Thanks to the Working Group (Belgium, Italy, Norway, Portugal and EIPA)
- Available in English/ French. Other translations currently available still relate to the CAF 2006 (Spanish, Portuguese)

European and national CAF action plans & state of affairs

- MTP ambition: Drafting of European and national CAF plans
- Link with the EU 2020 strategy (“*qualitative public sectors*”)
- & with the EU 2014-2020 programming/budget.
Topical area 11 of the common strategic framework (“*Enhancing institutional capacity and efficient public administration*”)
- The important role CAF plays and can play in this field

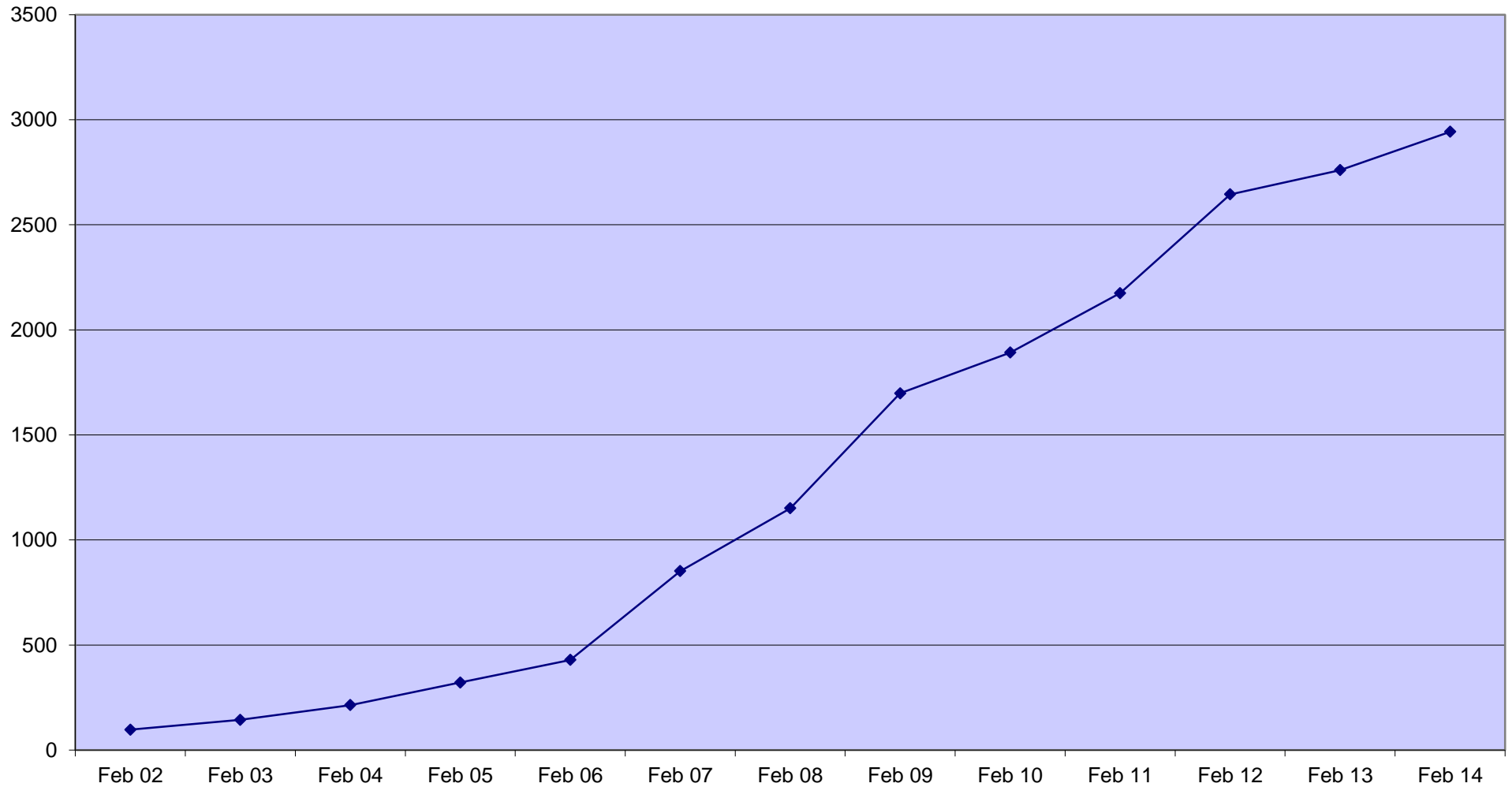
Situation February 2014:

2943 registered users in 48 countries and the European institutions

Italy 528	Czech Republic 73	<i>EU Institutions and EC 12</i>
Poland 324	Greece 63	Bulgaria 11
Belgium 317	Slovakia 55	Latvia, <i>FYROM</i> , <i>Turkey</i> 8
Germany 272	Romania 49	<i>Iceland</i> 9
Denmark 248	Spain 47	NL, UK 7 - <i>Ireland</i> 6
Portugal 147	<i>Switzerland</i> 27	Sweden, Croatia 5
Finland 121	France 25	<i>Russia</i> 4
Hungary 106	Lithuania 24	Malta 3
Austria 94	Cyprus 19	Montenegro 2 - Kosovo, Serbia 1
<i>Dominican Republic</i> 87	Estonia 18	<i>China, Namibia, Ecuador, Tunisia</i> 2
<i>Norway</i> 85	<i>Bosnia-Herzegovina</i> 18	<i>Egypt, Morocco , Peru</i> 1
Slovenia 71	Luxembourg 13	<i>Brazil, Chile, Ivory Coast, South Africa</i> 1

European Institutions and EC: GS Council of the EU DGA2, European Court of Auditors, Europol, EC DG Admin, EC DG Trans, EC DG Trade, ERA, ECDC, Committee of the regions, ESSC, EU Foundation Improvement Living and Working Conditions, European Environment Agency.

Evolution registered CAF users since 2002



Evolution registered CAF users since last year

No new users since last year

Denmark, Hungary, Norway,
The Netherlands, Romania, Estonia,
Spain, Latvia, Cyprus, BiH, Bulgaria,
Malta, Turkey, UK, Ireland, Sweden

Small increase since last year

Austria, Lithuania, Slovenia, Luxembourg
Germany, Portugal, France, Croatia

Main increase

Italy, Finland, Poland, Greece,
FYROM, Iceland, Belgium

Major Activities at European and International level

- The different language versions CAF 2013
- European CAF and Education 2013
- National CAF Events (e.g. Italy, Kosovo, Lithuania, Greece)
- The 6th European CAF Users Event : end 2014
- New countries joining or postulating for joining the Network of CAF National Correspondents:
 - Iceland - Croatia - Bosnia & Herzegowina – FYROM -
 - The republic of Tatarstan (Russia) - Cape Verde

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Efforts on ACB by the 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 realizing 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

CAF in this context

- CAF is part of the EIPA training/ consultancy in DG EMPL
- CAF is explicitly mentioned in *The Guidelines for the verification of the ex-ante conditionality* of the thematic objective 11 “Enhancing institutional capacity of public authorities and stakeholders and efficient public administrations” and the Guidance Note on the *Assessment of Operational Programmes* on Public administration Reform, Thematic Objective 11.
- EIPA takes part in Open Days in Brussels in 2013 and the Kick Off of ESF in 2014

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The new study on CAF implementation to be enabled by the Italian presidency (July – December 2014)

Accepted proposal by Italy to make the study together with EIPA:

Why: better understanding of the impacts of CAF on public organizations and the potential of dissemination

What: policy guidelines to be delivered to the DG's to help MS's using effectively the CAF also with regard to the new phase of Social Funds implementation (TO 11).

How: collection of cases together with quantitative and qualitative data concerning the various MS implementation policies of the CAF

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- Italy invites the CAF National correspondents to take part in its National CAF Conference in Rome
- Belgium will organise the meeting of the CAF National correspondents in Brussels to discuss the content and approach of the study
- The idea to organise a meeting in Brussels related to the ACB, shared by the Greek presidency in collaboration with the European commission is under investigation