



Celebration time: 25th language version of the CAF 2013 Brochure published!

Quality work is hard work. That we all know from experience. Changing a traditional bureaucratic public administration in a stakeholders, result and impact oriented organisation always provokes resistance. But all together we can set steps forwards. We make new tools, exchange our good practices and learn from each other. On that account our beta version in English of the CAF tool have to be translated to be accessible to as many people as possible. This spring, the 25th language version of the CAF 2013 model was published in Arabic (Egypt); it represents the "silver edition" of the CAF 2013. Congratulations to all who contributed to this success. [Go to all languages](#).

II. FINLAND: STATE TREASURY, EMPLOYER SERVICES FOR AGENCIES

From last year the CAF National Correspondent role was taken over by Marika Tammeaid (*left*) and Aila Särmälä (*right*) from State Treasury from Johanna Nurmi who we thank for the many years of work and dedication. In Finland State Treasury plays an important role in developing and providing internal corporate services for central government. The vision of State Treasury is to create favourable preconditions for the productivity, efficiency and service capacity of state units, by means of high-quality personnel and fiscal management. CAF as a tool suits very well to this capacity building.



of Finnish Local and Regional Authorities. A special target group of the CAF work in Finland, the general directors of the agencies, have been gathered to an own seminar focusing of CAF and change management.

After the change Finnish CAF work has continued in traditional manner with some new flavours. The public sector best practice selection where the assessment is based on CAF was organized again. This time the winner was Vaskivuori Upper Secondary School with shared leadership practices and a special recognition was given to Occupational Health Helsinki for developing services in partnership with customers. Public sector quality and assessment seminars are also organized 3-4 times a year in close cooperation with the Association

The means of social media have been taken in full use in promoting of CAF, distributing CAF materials in Finnish and in networking between quality practitioners. CAF was also well presented at State Expo organized in Helsinki in May with Nick Thijs as special guest. That was also a start for providing the external feedback procedure in Finland. 25 new external feedback providers were trained and the first organizations have already stated their interest in a PEF-procedure. The role of the State Treasury as the National Organizer is to keep up the network and inspire central government agencies as well as municipalities in their quality work.



III. CAF QUICK SCAN FOR MANAGEMENT TEAMS

Every CAF users will agree that one of the critical success factors for the use of the CAF in the public sector is the involvement of the top managers in the whole process; their ownership. Very often this ownership is provoked by an introductory awareness session or presentation. However, listening to an expert does not always lead to conviction and engagement. Doing is very often more persuading than listening. For that reason, and on demand of the European CAF Network, the European CAF RC in collaboration with Belgium developed a 1-day workshop for management teams. EFQM also provided input to the development of this new programme by sharing their approach on this issue, which served as a rich source of inspiration. CAF demands nevertheless a particular approach which has now been developed. The 1-day workshop has 3 objectives:

1. Introduce Total Quality Management in the Public Sector in general, the 8 Principles of Excellence and the CAF in particular to the top managers;
2. Make a quick scan of the organisation by defining the Critical Success Factors CSF in line with the 8 Principles of Excellence and assessing the implementation of the Principles of Excellence;
3. Define a prioritized strategic organizational improvement plan using the CAF Model.

The new methodology will soon be tested in 2 public organisations. The conclusions will be presented at the [CAF Masterclass on 8-10 November 2016](#) and at the European CAF Network that meets in Bratislava on 29 November, the day preceding the 7th European CAF Users Event on 30 November in Bratislava. Furthermore, it will be presented more in detail in the first Newsletter of 2017 and published on the CAF website.

IV. SUCCESSFUL STUDY TOUR FOR A DELEGATION OF 25 BIH CIVIL SERVANTS: FACT FINDING ON CITIZEN/CUSTOMER SATISFACTION MANAGEMENT, CAF AND ISO

On 6-8 June 2016, a delegation of 25 senior civil servants from various organisations in Bosnia and Herzegovina participated in a Study Tour delivered by the European CAF RC in the framework of the Thematic Area for Quality Management within the Programme for Strengthening of Public Institutions in Bosnia and Herzegovina, commissioned by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

The members of the delegation were coming from the following 7 organisations in Bosnia and Herzegovina: the Central Bank, Agency for pre-primary, primary and secondary school, Statistics Agency, PARCO, Agency for Civil Service, Agency for Development of Higher Education and Quality Assurance and the Institute for Standardization.

The programme consisted of 3 National CAF Correspondents illustrating the use of CAF in their countries; Sabina Bellotti (IT) came to Brussels to fill a slot on the Italian case, while Cristina Evaristo and Maria Luz Claro (PT) and Marika Tammeaid (FI)

joined the delegation via video conference. Further to that several testimonies and examples of quality instruments used in the public sector in Belgium and in the Netherlands such as customer and personnel satisfaction measurement systems. Another half-a-day was reserved for 5 parallel meetings with different operational services in Belgium where the delegation members could meet with their Belgian counterparts. The programme also elaborated on the ISO and how it relates to the CAF, 2 very interesting disquisitions on this topic were delivered by Anni Koubek from Quality Austria and Eva Sejkret-Tunke from the city of Vienna.

The feedback from the participants to the Study Tour was very positive. Also from the side of the European CAF RC, we can only say that it was a true pleasure to have the opportunity to host such an interested and enthusiastic group. All of them were very keen on finding out (more) on the most suitable quality approach for their organisations. We hope we have been able to contribute to this process.



V. CAF AS THE BASIS FOR THE STRATEGIC PLAN 2013-2017 OF THE WORLD CUSTOMS ORGANIZATION'S REGIONAL OFFICE FOR CAPACITY BUILDING OF WESTERN AND CENTRAL AFRICA REGION, REPRESENTING 23 AFRICAN COUNTRIES

The World Customs Organisation (WCO) is an independent intergovernmental organism, created in 1952. Its major objective is to improve the efficiency of the customs administrations members. The WCO represents now **180 Customs Administrations**, organised in 6 regions. The WCO capacity building policy is to create regional structures whose mission is to develop its own expertise and to implement strategies that take into account members specificities but based on the WCO standards.

One of them is the Regional Office for Western and Central Africa region (ROCB-WCA) representing Customs Administrations from 23 countries: Benin, Burkina Faso, Cameroun, Cap Vert, Congo-Brazzaville, *Cote d'Ivoire*, Gabon, Gambia, Ghana, Guinee, Guinee Bissau, Liberia, Mauritania, Mali, Niger, Nigeria, the Democratic Republic of Congo, the central African Republic, Sao Tome and Principe, Senegal, Sierra Leone, Togo and Tchad.

Since 2013, the Regional Office for Capacity Building of Western and Central Africa Region launched a Regional Strategic Plan 2013-2017 using the CAF as its basis. This plan focusses on 5 axes: leadership, strategic management, HRM, partnerships and customs procedures. Each strategic axe is translated in different operational objectives and every operational objective contains diverse actions in order to reach the goals. For every action the results are defined as well as the timeframe.



The Office uses annual action plans or roadmaps per country '*feuilles de route*' to follow up annually the realisations of the actions. The regional strategic plan and the roadmaps are complementary to the national and common orientations.

The evaluation methodology is inspired by the CAF. Every administration disposes of a modernisation committee that meets once a year to do a self-assessment. Every action of the roadmap will be evaluated on the level of implementation and the results achieved by the implementation of each action.

For the evaluation of the implementation, the following scoring table is used:

Score	Description	Level
0	Nothing has been done concerning this action. The action of the regional roadmap has not been integrated into the national plan.	
1	The action of the regional roadmap has been integrated into the national plan.	PLAN
2	The action of the regional roadmap has been integrated into the national plan and is implemented.	DO
3	The action of the regional roadmap is implemented and checked.	CHECK
4	The action of the regional roadmap is checked and the administration has taken corrective measures following the good practices.	ACT
5	The action of the regional roadmap is integrated in the normal functioning of the administration.	PDCA

To evaluate the results the following table is used:

0	The action of the regional roadmap has been planned, implemented but not evaluated.
1	The action of the regional roadmap has been evaluated and the results show a negative impact on the organisation, nothing changed.
2	The action of the regional roadmap has been evaluated and the results show a relative improvement regarding the expected goal achievement.
3	The action of the regional roadmap has been evaluated and the results show an improvement of the service confirm the expected goal achievement.
4	The action of the regional roadmap has been evaluated and the results show excellent improvements of the service, clearly above the expected goal achievement.
5	The action of the regional roadmap has been evaluated and the results show excellent improvements of the service, clearly above the expected goal achievement and comparisons with other administrations show that the organisation has the best practice.

East/Central Africa



An e-tool has been developed to assist the evaluation. It is called '*le Miroir*'. This tool allows to detect regional tendencies or specificities for each administration in order to identify strengths and areas of improvement, to formulate recommendations and exchange good practices. Several statistics can be made up. It can be found on the website www.omdaoc.org.

Not only the method of evaluation, but the regional road map itself is also strongly influenced by the CAF. The five strategic axes of their 2013-2017 Regional Plan, reflect the criteria of the CAF and many CAF examples can be found among the actions of this plan. It should be noted that the use of CAF in developing the 2013-2017 strategic plan, comes from the evaluation and limits found in the first regional strategic plan 2009-2013

which included seven strategic axes. The 2013-2017 regional strategic plan, based on the CAF was adopted by the 18th Conference of Directors General of Customs of the Western and Central African region in March 2013 in Accra, Ghana. A first, very fruitful video conference with the European CAF RC in EIPA and the WCO's Regional Office for Capacity Building took place on 19 April 2016. Further contacts will be elaborated.

VI. CAF AGENDA 2016



The Common Assessment Framework: The Reference model for Total Quality Management in the Public Sector Barcelona (ES), 28-30 September 2016

While the use of the CAF model is spreading throughout Europe (and beyond) EIPA continues to receive demands to organise a basic CAF training for the CAF 2013 model. A qualitative and in-depth introduction in this reference model for TQM in the public sector is an essential starting point of the journey towards excellence. The experience of European CAF RC in transmitting the knowledge, training, implementing and evaluating the use of the CAF tool, guarantees the added value of this training for newcomers as well as experienced users.



CAF Masterclass: Expert Solutions to Assure Effective Implementation of the CAF Maastricht (NL), 8-10 November 2016

After many years of CAF applications, many CAF experts and CAF users still have questions or concerns regarding some theoretical and practical aspects of the CAF. To discuss these issues and find appropriate solutions adapted to the specificity of every administrative context, the European CAF Network asked the EIPA to organise a CAF Masterclass. This Masterclass has the objective of bringing together experienced users, coaches, organisers and CAF National Correspondents to have in-depth discussions and come to new insights in the applicability of CAF.

7th CAF User Event

Bratislava (SK), 30 November 2016

Should you be interested to attend the 7th CAF Users Event, please contact your **National CAF Correspondent**. Since the number of participants to the event is limited, the National CAF Correspondents will be responsible for assembling the national delegations.



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Visit the website of CAF at EIPA (www.eipa.eu/CAF) to see for yourself and find out what the CAF 2013 model might bring to you. For more information and updates on translations into other languages you can also contact your CAF National Correspondent.

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