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Report: 7th European CAF Users' Event

Bratislava (SK), 30 November 2016

The CAF Users' Events have become a bi-annual tradition for bringing together CAF Users from all over Europe and beyond to exchange inspiring practices and learn from one other. The Events maintain and strengthen the network of CAF Users and assure continuity and sustainability of the work on quality in the public sector. The Slovak Presidency hosted this year's edition in Bratislava on 30 November 2016.

The European CAF Resource Centre at EIPA supported the organisation of the Event by coordinating the input from the CAF National Correspondents Network and by bringing together 20 inspiring cases from 13 countries out of 43 candidates. The study paper "CAF Improvement Identification, prioritisation and Implementation" was the result of this joint effort and was presented at the Event.

During the Event, all 20 cases were enthusiastically given account of during 12 parallel workshops, each with their own theme. These sessions were alternated with 3 key note speeches and the programme was concluded in the afternoon with a panel debate on how the CAF contributes to structural reform.

Almost 200 participants accepted the invitation to the Event and evaluated the Event to be very successful (an average score of 8,2/10). We would like to thank all of those who contributed to this success: the National CAF Correspondents, the keynote speakers, the case presenters, the facilitators of the workshops and last but not least the hosts - the Slovak Presidency - whose engagement for the organisation and the logistics of the Event were critical to the overall success.

It was a great pleasure to announce at the end of this Event, that the next European CAF Users' Event, the 8th already, will be organised by Bulgaria during its Presidency of the Council of the EU in the first Semester of 2018.

The event documentation:

www.eipa.eu/caf > EU CAF Users' Events

The study:

www.eipa.eu/caf > CAF Publications



Report: CAF in Senegal

A collaboration between the Senegalese Office of Organisation and Methods (*Bureau d'Organisation et Méthodes (BOM)*) and the European CAF Resource Centre at EIPA with the objective to introduce CAF into the Senegalese public Administration started in mid-2016. This partnership is supported by the Senegal-Luxembourg Cooperation.

The BOM is part of the Secretariat General of the President of the Republic of Senegal. It consists of advisors on organisational issues who support the Senegalese public administrations in their development. The BOM plays an important role in the implementation of the modernisation strategy of the public administration in Senegal. This strategy wants to strengthen the effectiveness and the efficiency of the public sector to stimulate the economic and social development and to respond better to the demands of the citizens.

An important aspect of the functioning of BOM is its support in the introduction of quality management in order to obtain a sustainable management of their performance.

In June 2016, the BOM visited Belgium and the Netherlands to learn about CAF. The collaboration with EIPA was established and Mr. Patrick Staes, head of the European CAF Resource Centre and Mr. Jean-Marc Dochot, Belgian National CAF Correspondent, developed together with BOM a strategic plan for the introduction of CAF in Senegal.



Three operational objectives, to be realised by the end of 2017, were defined in order to build up the capacity on assisting public administrations in the implementation of CAF.

1. The implementation of CAF at the BOM itself;
2. The creation of an expert team on CAF in BOM and the implementation of CAF in 2 ministries assisted by the EIPA experts with the expert team of the BOM as observers;
3. The implementation of CAF in 2 other ministries assisted by the expert team of the BOM with the EIPA experts as observers.

For the moment, the CAF self-assessment of BOM is finalised and resulted in an improvement plan of 10 strategic actions and 12 Quick Wins. The learning process was very intense but led to a remarkable result. The challenge is now to transfer the obtained knowledge of the theory and practice of CAF into the capacity of assisting other organisations to implement the model. The different partners are very optimistic and enthusiastic to continue on this journey towards excellence. The next step is the Train the Coaches Training that will take place on 17-19 January in Dakar (SN).

Publication: CAF Vision Note 2016



At the EUPAN DG meeting during the Slovakian Presidency in December 2016, the Director Generals in charge of the Public Administrations in the European Union were presented with the CAF Vision Note 2016 that was drafted by the European CAF Resource Centre at EIPA on demand of the National CAF Correspondents. As the title suggests, this note focusses on the merits of the CAF model and its future. This article tries to capture the major headlines, the full text can be found on EIPA's website: www.eipa.eu/caf > [CAF Resource Centre](#)

At the end of 2016, around 4,000 public sector organisations have applied the model in 52 countries in- and outside Europe and 185 CAF Effective Users Labels have been awarded. The CAF 2013 model is translated in more than 25 languages. At the meeting of the National CAF Correspondents on 29 November 2016 and during the 7th European CAF Users' Event in Bratislava on 30 November 2016, attended by 200 participants, the impact of CAF on the performance of public sector organisations was reconfirmed. Even more, the use of the model was seen as an effective approach to realise public administration reforms in the many aspects it may contain and as a systemic support administrative capacity building.

The 8 Principles of Excellence that are at the basis of the TQM approach with CAF in the public sector change the DNA of the traditional Weberian bureaucratic administration into a modern citizens and service oriented public administration where efficiency and effectiveness are crucial. All structural reforms of the public administration contain these principles.

The CAF model 2013 enables the implementation of these Principles of Excellence - who are part of all the structural reforms - at organisational level. By analysing the 5 criteria of the enablers but also by measuring the results achieved in the 4 criteria of the results, the model allows the full implementation of the PDCA cycle in the public sector organisations, stimulating the continuous improvement. This way, the structural reforms are implemented bottom up and give a permanent basis. By involving staff and management in the self-assessment that leads to a prioritised improvement plan, CAF assures ownership of the members of the organisation and of the change process.

Several countries foresee CAF training and implementation in responding to the ex-ante conditionality regarding Thematic Objective 11 and in their Operation Plans in the context of

the support by the European Commission on Administrative Capacity Building, 9 countries are included in the ex-ante conditionality for TO11 related to Quality Management Systems and 12 countries have planned activities under TO11 in their ESIF Operational Programmes.

The National CAF Correspondents, the CAF Users and the European CAF Resource Centre have the ambition to spread more intensively the model in the European public sector and to integrate CAF in public administrative reforms to avoid that CAF-applying-organisations become isolated islands of excellence. The number of inspiring practices for each criterion in the best practices database at EIPA will be increased to facilitate bench learning and cooperation. Further to that the

CAF network aims to start during the Austrian presidency in 2018 the preparation of a new revision of the model leading to the CAF 2020 by the end of 2019.

In this perspective, the CAF network calls upon the Directors General in charge of the public administration in the Member States to continue their support for promoting and implementing this common European holistic management tool for the public sector. Many public sector organisations could benefit from the model but there is need for a minimum of sustainable support at national level. Without this support, many expertise that has been built up over the past years might be lost despite the great interest in the European public sector for Total Quality or Total Performance Management.

Article: **Colleagues working together, raising money for the battle against cancer. The social responsibility taken up in practice.**

Elias Staes, civil servant at the Belgian Federal Public Service Health, Food Chain Safety and Environment.



In 2016, a group of employees of the **Belgian Federal Public Service Health, Food Chain Safety and Environment**, decided to take part in an event aimed at raising money for cancer research and showing solidarity with those affected by the disease. Even though the CAF-model as a means of continuous self-improvement is not actively practiced in its complete form within this organization today, the Belgian Federal Public Service (BFPS) had many positive encounters with the model in the past years. Its criteria and sub criteria offer a comprehensive way of looking at their organization. One important criterion is Social Responsibility, which is exactly what the initiative described below meant for them. Even though the work they do every day as a public service is in and of itself aimed at improving people's lives, the employees taking part in this event experienced how good it feels to do something with a very direct impact while at the same time undertaking a social activity with colleagues. Not only did they raise money for a good cause, in doing so they got to know each other better and created positive memories! Having asked them, they would definitely recommend such an activity to others!

In 2016, the *Université libre de Bruxelles (ULB)* decided, for the second consecutive time, to host a Relay for life. These Relays are organized throughout the world every year and are mainly a nice, active way to show support and raise money for cancer research. In Belgium the money raised goes to the Foundation against cancer, a national organization for the battle against cancer in Belgium. People can take part in the event by forming a team and subscribing on the website of one specific relay. Each team then tries to raise as much money as possible before and during the 24 hour event. In addition, there is a 1km track on which at least one member of the team has to be walking or running constantly throughout the 24 hours of the event.

After a presentation about the initiative by the people of the ULB, some employees of the BFPS decided to form a team and raise money. A spontaneously formed project team proposed this initiative to the board of directors, whom were very positive from the start. They got permission to use the internal communication platform, the building and various materials to promote the event, search for members for their team and raise money. They even received a budget to buy sports clothing with the logo of the organization. After an active campaign, the action raised more than € 2700 and found more than 30 employees willing to run or walk! The project team sold used books, bracelets, old promo material they found in the basement, homemade cakes,... In the case of the homemade cakes, they launched a demand to people who liked to cook and asked them to make anything they wanted, as long as they could then sell it. It was great to see how many responded.



In taking part in this initiative as team captain of the project team, it has been a great pleasure to see how many people were willing to put their time and effort into this project in one way or another. There are people that made a significant commitment, like one colleague who took on a big part of the organization. But many people helped in other ways, like baking cakes, selling books, providing transport to the event, ... And let's not forget all the colleagues that bought or made something to show their support or those that were willing to come and join the team on the track!

Agenda 2017

9th European Quality Conference

**Joining forces and breaking silos
Towards a better performing,
transparent and inclusive public
administration**

Malta (MT), 15-16 May 2017

EUPAN (the European Public Administration Network) is a network of European countries dealing with public administration issues, by means of sharing information and learning from each other (www.eupan.eu). As one of the means of doing so, EUPAN has been organising European Quality Conferences since the year 2000. The Maltese Presidency of the Council of the European Union will be hosting the 9th European Quality Conference on the 15th and 16th of May 2017. This high level event addresses policy makers, advisers and civil servants who are constantly looking for frontline information on the latest state of affairs in the field of improving public administrations.



Details on the content of the Conference will be provided on the website 9qc.gov.mt
For further information please contact: 9qc@gov.mt

CAF seminar

**The Common Assessment Framework:
The Reference model for Total Quality
Management in the Public Sector**
Barcelona (ES), 28-30 June 2017

The CAF is a Total Quality Management (TQM) tool specifically designed for the public sector, starting with a self-assessment of its organisational performance leading to an effective improvement plan that brings the organisation step-by-step to the maturity level of Excellence.

At the end of this training course, you should have a clear understanding of:

- the concepts of TQM and their integration in the CAF 2013 model;
- how to use the CAF for self-assessment;
- how to formulate and prioritise improvement actions.

[More information / registration at seminars.eipa.eu](http://seminars.eipa.eu)



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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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