

# Newsletter 2013/02

[www.eipa.eu/caf](http://www.eipa.eu/caf)

## INTRO

As is customary, we would like to present to you a country's experiences with the CAF. On this occasion, you can read the report of an interesting example of learning and exchanging best practices between two countries in the field of prison management.

We also invite you to discover the initiatives taken by the Republic of Tatarstan to improve the quality of their administration.



## I. BILATERAL CAF EXPERIENCES IN THE SECTOR OF JUSTICE AND PRISONS: LITHUANIA - BELGIUM

### Lithuanian penal system institutions take yet another step towards quality management

The Lithuanian penal and probation system consists of a prison department under the Ministry of Justice of the Republic of Lithuania, 11 other institutions subordinate to it, along with five regional and 49 territorial probation offices. The penal system is a specific area which, just like other subjects of public administration, needs to effectively adapt and operate in the ever-changing social and political context of Europe. When performing the functions of public and internal administration, offices of penal and probation systems must aim towards effective management and implement result-oriented, evidence-based management, with the help of different quality management methods and means.

Every penal or probation office in Lithuania has yet to become acquainted with the Common Assessment Framework (CAF) and the ways in which it can help improve their practices. The remand prisons of Kaunas and Siauliai took this deficiency as a challenge. On 28 March 2013, an agreement was reached with the European Social Fund Agency for financing and managing a project called "Quality Management Implementation in Remand Prisons of Kaunas and Siauliai". Kaunas remand prison is a project promoter, while Siauliai remand prison, along with the prison department under the Ministry of Justice of the Republic of Lithuania are its partners. The implementation of CAF should not only improve the efficiency of practices in Kaunas and Siauliai remand prisons, but also encourage interinstitutional communication and broadening of competency while applying quality management initiatives in the Lithuanian penal and probation system.

During a seminar held on 23 April 2013, managers and higher-level specialists learnt about the latest CAF version and the basic principles of its implementation. On 24-26 April, employees of Kaunas and Siauliai remand prisons attended a practical seminar on CAF implementation for self-assessment groups. The seminar was delivered by Patrick Staes, the Head of EIPA CAF Resource Centre, and Nick Thijs, a Lecturer at EIPA.

On 3-7 June 2013, a visit was organised for the sharing of best practices with penal institutions in Belgium, which have already started or finished implementing CAF. During their stay, the Lithuanian delegation of 18 persons met representatives of the General Directorate of Prisons and visited four Belgian prisons in Bruges, Ghent, Leuven, and Hasselt. It is expected that the insights gained during the seminars and



*Lithuanian delegation in General Directorate of Prisons in Belgium.*

the visits will help to effectively implement CAF in all stages of the project. During the seminars, through self-assessment the target groups of institutions gained theoretical knowledge about the specifics of CAF implementation. During the visits to Belgian penal institutions, the Lithuanian delegation learnt about the hosts' experiences in implementing the principles of quality management and received useful advice on solving the structurally, institutionally and organisationally conditioned problems that may arise during the implementation of a quality management system.

The implementation of CAF in Kaunas and Siauliai remand prisons is set to start in September 2013 and is planned to be completed by December 2014.

Report by:  
Dovile Kriukelyte, Project administrator  
Kaunas Remand Prison

## II. CAF IMPLEMENTATION IN THE REPUBLIC OF TATARSTAN



In 2012, a delegation of The Kazan (Volga region) Federal University and the School of Public Administration visited EIPA to sign a Memorandum of Understanding with a view to:

- introduce the functioning of the European institutions, their policy fields and decision-making processes;
- introduce the ongoing changes in public management and reform in the EU, in particular the principles of TQM and CAF, to the public sector from the Volga region and other interested organisations in Russia;
- facilitate the self-assessment of public sector organisations from the Volga region and other interested organisations in Russia, in compliance with the CAF model;
- facilitate benchmarking and bench-learning with public sector organisations of EU countries.

To that end, a programme of activities was established and is currently being implemented.

### CAF/TQM awareness study visit of officials to EIPA

From 15 to 19 April 2013, a group of 13 senior representatives from Tatarstan and the Volga region undertook a study visit starting at EIPA Maastricht. After a two-day training on the TQM/CAF dynamic in the EU, they had the opportunity to visit both, national and European institutions using the CAF, as well as the German CAF centre at the Federal Office of Public Administration in Cologne.

### Train the Trainers Training of EIPA in Kazan



At the end of August, the EIPA experts Patrick Staes and Nick Thijs travelled to Kazan in order to deliver a three-day specialised CAF training to ca. 50 high-level administrators from various public administrations in the region. It should allow them to situate the existing quality efforts and the quality tools used in their administrations in the context of TQM, and to implement the CAF in their organisation or to assist other administrations to do so.



In the next few months, the EIPA CAF Resource Centre will support the project leaders from the different pilot organisations in some key steps of the CAF process via video conferences. To close the year, a one-day CAF conference will be organised in December 2013.



### III. THE CAF 2013 – WORK IN PROGRESS

#### A. CAF AND EDUCATION

Whilst several countries have already translated the CAF 2013 into their national language and have shared these versions on our website, we are pleased to announce that the 2006 CAF and Education version has also been revised.

The overall European CAF version for the Education and Training sector, intended for all teaching and training institutions, regardless of their level – from pre-school level to higher education and lifelong learning in Europe – is now available in its 2013 edition.

[www.eipa.eu/files/File/CAF/CAF\\_Education\\_web.pdf](http://www.eipa.eu/files/File/CAF/CAF_Education_web.pdf)

Our colleagues from the Slovak Republic are already in the process of translating the English reference text. Translations will be published as soon as they are available.



#### B. THE PROCEDURE ON EXTERNAL FEEDBACK

The Procedure for External Feedback (PEF) is currently being implemented in several countries. **Portugal** has recently joined the group. The Portuguese brochure has been published on our web pages and our Portuguese readers can find further information here:

<http://www.caf.dgaep.gov.pt/index.cfm?OBJID=aed6097f-fef4-4c5d-bc87-f3d4a8dad4d2>

For further details on the contact points – the so-called CAF National Organisers – in the different countries, please consult:

[http://www.eipa.eu/files/File/CAF/D5\\_CAF\\_National%20Organiser\\_24feb13.pdf](http://www.eipa.eu/files/File/CAF/D5_CAF_National%20Organiser_24feb13.pdf)

#### The role of the European CAF Resource Centre

The European CAF Resource Centre (CAF RC) at EIPA Maastricht has been given the mandate to act as broker/dispatcher in the following cases:

- organisations from countries outside the European Union;
- European/international institutions; and
- organisations from EU countries without a CAF national correspondent.

It will do so with the cooperation of colleagues, the National Organisers in the Member States and their national feedback actors.

The first application that was handled originated from FYROM. The label was awarded to its Ministry for Information Society and Administration (MISA) last July.

Currently, 36 organisations from eight different countries are registered on the CAF RC database as “Efficient CAF users”. Find out who they are at [caf.eipa.eu](http://caf.eipa.eu)

### IV. PROJECTS

#### The Holistic Management Approach to Risk Management

Shrinking budgets and reduced staff numbers, new regulations and increased demands for services are forcing today’s risk executives to do more with less. In addition, climate change, advances in technology and population growth continue to put the existing infrastructure under strain and change both, the levels and types of risk present.

A well thought out and comprehensive risk management programme should be used by organisations within the public sector to align their strategic and operational goals to government policy and initiatives so as to achieve the greatest level of operational efficiency and effectiveness. Risk management should underlie resource management and any budgetary control agenda so as to encourage an inherent risk management mindset in all decisions. A successful risk management programme must be all-encompassing, robust and most of all an integral part of the organisation’s culture.



The European Institute of Public Administration (EIPA – [www.eipa.eu](http://www.eipa.eu)) and the Public Risk Management Organisation (PRIMO – [www.primo-europe.eu](http://www.primo-europe.eu)) are combining their efforts in order to align the risk management and the quality management dynamic.



Knowledge and networks of both organisations will be combined to realise the goal of having a platform through which civil servants and (local) politicians can learn about good governance. In the course of 2014, training courses will be organised to place the topic more firmly on the agenda.

