
Newsletter 2014/01

www.eipa.eu/caf

INTRO

As is customary, we would like to present to you one country's experiences with the CAF. On this occasion, you can read about the initiatives in Portugal, as well as in Cape Verde, with the involvement of our Portuguese colleagues.

In this edition we also focus on Administrative Capacity Building (ACB), as well as informing you about new activities for the coming months.



I. NATIONAL EXPERIENCES

I.I PORTUGAL

What are your country's CAF strategies and initiatives for 2014?

The CAF Resource Centre at the Directorate-General for Administration and Public Employment (DGAEP) has as its main guidelines: to provide informational resources required by public services to develop the self-assessment processes and organisational performance improvement in an autonomous way, and based on the CAF; to provide CAF users with updated information about the model and related issues; and to promote the sharing of experiences among its users.

In 2014 the key areas of our work will focus on two aspects: national and international. At national level, the following activities will be carried out: distribute the new version of the CAF 2013 model and its respective supporting tools; disseminate the CAF External Feedback process among CAF users and provide training in this area; encourage partnerships among users in setting up groups of benchlearning.

Internationally, the strategy is geared towards Portuguese-speaking African countries (PALOP) to disseminate the model through the

administrations of those countries, and afterwards create partnerships for sharing experiences among public administrations with a common genesis of administrative practices and language. Experience has been acquired through the CAF project in Cape Verde (hereinafter presented), for which the DGAEP provided technical assistance through UNIDO.

What is the role of CAF in your country, e.g. political support?

The CAF has been disseminated as a model for assessing and improving organisational performance, framing the need to promote changes in management practices, the reorientation of priorities and the allocation of scarce resources in the Portuguese public services.

The DGAEP invests in a bottom-up strategy and in this way it is important to provide as much support as possible, to be present and available, and associate CAF with public programmes that are underway, such as system performance assessment of public services. The education sector, including schools of basic and secondary education, is currently the main user of CAF Education as a self-assessment model within a public programme for the external evaluation of schools.

I.II CAF IMPLEMENTATION IN CAPE VERDE'S PUBLIC ADMINISTRATION

Cape Verde is at an important stage of its consolidation as a middle-income country. The public administration plays a key role in the new challenges posed by this new reality for the country. In this sense, Cape Verde's government has undergone a considerable number of administrative reforms, among which the 'Changing to Compete – 100 State Reform Measures Programme' should be highlighted. In this programme, the administrative modernisation measures are to be emphasised, with particular reference to the Quality Management.

Within the framework of studies on business environment, it was concluded that one of the major improvements to be made was related to the public administration operation and service delivery.

On the basis of the study and the need for the improvement which was pointed out, the Directorate-General for Public Administration (DGAP), with the technical support of UNIDO, chose to adopt CAF as a quality model in order to improve the operation of Cape Verde's public administration.

The introduction of the principles of Total Quality Management is a priority for Cape Verde's public administration. The search for excellence and administrative modernisation led to the adoption of measures with an impact on the quality of public services.

At the political level, the application of the CAF model was assumed as a priority by the Secretary of State for Public Administration, who personally got involved in the workshop for the launch of the CAF model and its dissemination.

I.II CAF IMPLEMENTATION IN CAPE VERDE'S PUBLIC ADMINISTRATION (continued)

So, DGAP and UNIDO, in close cooperation, submitted the CAF project to the public administration services, through a large launch workshop in May last year.

As a result, a training action was immediately carried out with a view to preparing two pilot experiences in two institutions. In addition to the two institutions subject to pilot experiences, employees of several other sectors were trained, with the purpose of starting the implementation of the CAF model in their own organisations.

The CAF model was then implemented in these pilot experiences, more specifically in the Directorate-General for Industry and Trade and the Registry, Notary and Identification Office.

The Directorate-General for Industry and Trade adopted the CAF model because of its strong dynamics of relationship with users, in particular in the service delivery for businessmen. The Registry, Notary and Identification Office plays a key role in the relationship with citizens and customers, and it is crucial for acts related to citizen and company life.

In the two above-mentioned institutions, self-assessments have already been carried out, and the improvement plan is currently in the implementation phase.

At the moment, great enthusiasm among the collaborators of these institutions and the commitment of managers can be perceived, and several improvements have been introduced thanks to the self-assessment.

The Agency for Regulation and Public Procurement (ARAP) carried out the self-assessment using the CAF model as a self-starter, and the improvement plan is in the implementation phase.

Several institutions have already expressed the desire and the need to apply the model, including the education sector.

At this moment, the Secretary of State for Public Administration has been travelling throughout all of the islands and country councils in order to promote the application of the model in the municipalities, and some of them have immediately accepted it.

The commitment of DGAP to the CAF model is such that in its 'Professional Internships in Public Administration Programme', a training module on Quality in the public administration has been introduced: The CAF Model.

The DGAP, with the technical support of UNIDO, is preparing for the creation of the CAF Centre – Cape Verde.



II. STUDY TOUR ANNOUNCEMENT AUTUMN 2014: 'INCREASING ORGANISATIONAL PERFORMANCE IN EUROPEAN PUBLIC SECTOR'

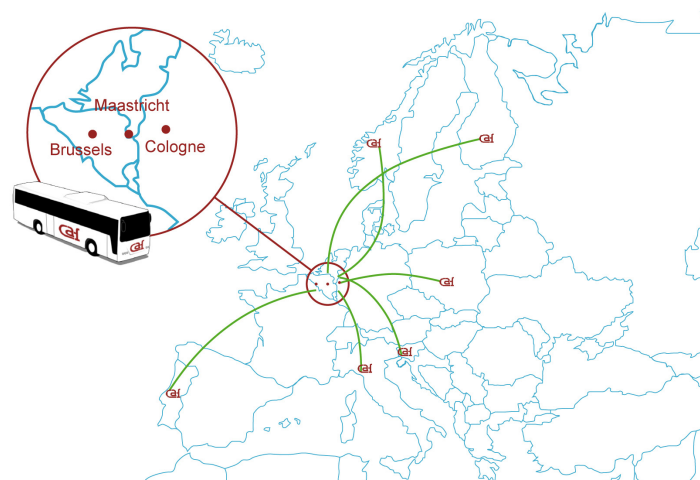
The European CAF Resource Centre in EIPA (Maastricht) is joining forces with two international partners, Benchmarking Partnerships and BCS Management Services, both active in Asia and Australia, to organise a study tour to get a better insight into *The Common Assessment Framework (CAF) dynamic as a catalyst towards a culture of excellence*.

This study tour will provide participants with:

- an in-depth insight into the **CAF instrument** and the European and national dynamics;
- a unique opportunity to receive first-hand information from the **driving actors** behind this successful dynamic (national actors and the European CAF Resource Centre);
- various occasions to meet, discuss and share experiences with public sector organisations working with CAF, and **demonstrating** the steps in the process of working with CAF and the results achieved;
- a closer look at **good practices** from European public sector organisations on topics such as:
 - public sector **leadership**, leadership schemes and programmes;
 - driving a participative **cultural change** starting from an organisational self-assessment approach;
 - **HR aspects**: recruitment and selection, appraisal, training and coaching schemes;
 - in-depth **citizen-/user-oriented** approaches;
 - successful result focus and **performance measurement** systems;
 - **innovative** approaches in European public sector organisations.

For more info on this study tour and to express your initial interest, visit

www.eipa.eu/caf
www.eipa.eu
www.benchmarkingpartnerships.com



III. CAF AND ADMINISTRATIVE CAPACITY BUILDING (ACB) EUROPEAN STRUCTURAL AND INVESTMENT (ESI) FUNDS FOR 2014 TO 2020



The quality of public administration is important for economic competitiveness and societal well-being. At a time when Member States are facing increasing pressures on public budgets, the challenge of ensuring high-quality public services requires technological and organisational innovation to boost efficiency. This applies both in public administration and in delivering public services and quality public investment. At the same time, good governance and legal certainty are necessary for a stable business environment. It is essential that the institutions that govern economic and social interactions within a country fulfil a number of key criteria. These criteria include the absence of corruption, a workable approach to competition and procurement policy, an effective legal environment, and an independent and efficient judicial system. Moreover, strengthening institutional and administrative capacity, reducing the administrative burden and improving the quality of legislation underpins structural adjustments and fosters economic growth and employment.

The strengthening of institutional capacity and the efficiency of public administrations and public services at national, regional and

local level and, where relevant, social partners and non-governmental organisations, were a major ESF priority for the 2007-2013 period (Article 3.2(b) – Regulation EC 1081/2006). For the 2007-2013 programming period, Member States indicatively approved € 3.7 billion to be invested in ACB actions(8). Institutional Capacity-Building is funded mainly by the ESF (two-thirds) and ERDF/CF. ESF-supported ACB is implemented as a separate operational programme (with one or more priority axes) in four Member States (BG, RO, HU and EL). Ten Member States have chosen to implement ACB as one priority axis in other programmes, especially in regional programmes (CZ, EE, IT, LV, LT, MT, PL, SK, SI, UK Wales).

In 2014-2020, the ESI Funds will increase their support to the enhancement of institutional capacity-building and reforms. The objective of this support is to create institutions which are stable and predictable in their relations with the citizen. However, the institutions should also be flexible enough to react to the many societal challenges, open for dialogue with the public, and able to introduce new policies and deliver better services. The investment in the structures, human capital, and systems and tools of the public sector is oriented towards more efficient organisational processes, modern management, and motivated and skilled civil servants. The EU encourages Member States to approach modernisation of public administration from a strategic point of view, with a focus on 'principles of excellence'. A special thematic objective is created to concentrate the Member States' efforts in the field of public administrative reform and administrative capacity-building.

The new framework has a stronger focus on performance. A key element is the ex ante conditionalities attached to EU funding. This means that a Member State wanting to use these funds to invest in reinforcement of its administrative efficiency will be required to have in place (or first to establish) a number of (pre-)conditions. The focus on Quality management systems and approaches is one of them. As such, CAF is explicitly mentioned in the Guidelines for the verification of the ex ante conditionality of TO 11 as well as in the Guidance Note on the Assessment of Operational Programmes on TO 11.

<http://ec.europa.eu/esf/>

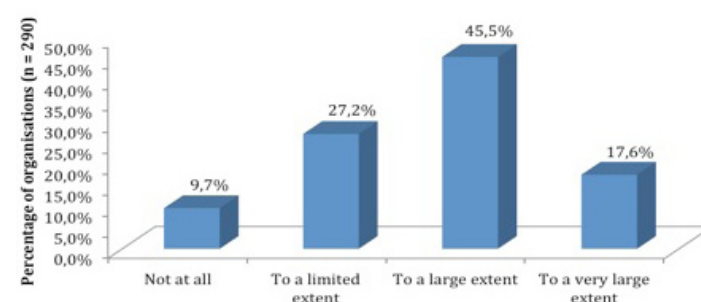
IV. CAF AND THE STRATEGIC DIMENSION

In February, PMI (the Project Management Institute) published its report 'The High Cost of Low Performance'. In this report, 88% of organisations stated that strategy implementation is important – 61% acknowledge that their organisations often struggle to bridge the gap between strategy formulation and its day-to-day implementation. This gap demonstrates a lack of understanding among organisation executives that all strategic change happens through projects and programmes. While some projects improve an organisation's ability to 'run the business' and don't rise to the level of a strategic initiative, all of an organisation's strategic initiatives are projects or programmes, which inevitably 'change the business.'

This integration of the CAF improvement actions in the strategic (management) plan – resulting in day-to-day follow up – has always been strongly promoted. The last big European CAF survey also demonstrated some encouraging figures in this regard, stating that 63% of the CAF users integrated the CAF actions (to a large and very

large extent) into the management plan(s) of the organisation. It is not the only way for success, but it helps in keeping the focus on the CAF actions by the executive management of the organisation.

Integration of the improvement actions in the management plans
(n=290)



V. AGENDA 2014

Choose from one of the following CAF-related activities and trainings at EIPA.

- **CAF and Risk Management**
Maastricht (NL), 14-16 May 2014
- **CAF and the Balanced Scorecard**
Maastricht (NL), 18-20 June 2014
- **Strengthening the Performance of Your Organisation with the CAF 2013**
Barcelona (ES), 15-17 October 2014
- **Leadership in the Context of TQM**
Maastricht (NL), 11-12 December 2014



The Holistic Management Approach to Risk Management



EIPA and PRIMO have combined their efforts in order to align the risk management and the quality management dynamic. Our seminar in Maastricht on 14-16 May 2014 will place the topic more firmly on the agenda.



PUBLIC RISK MANAGEMENT ORGANISATION
European Platform for knowledge sharing & dialogue in the public domain

The Common Assessment Framework (CAF) is based on the premise that excellent results in organisational performance, citizens/customers, people and society are achieved through leadership to drive strategy and planning, people, partnerships, resources and processes.

Nowadays much attention is focused on the functioning of good governance. Due to the worldwide financial and economic situation, every government organisation must deal with reduced budgets. It is a challenge to reach goals and to improve performance, whilst budgets are simultaneously being cut drastically; all kinds of risks can occur.

Key items in good governance are risk management and internal control. What are the risks and how can we reduce them? Internal control is an important control measure that can reduce risks. Are the working processes at a level at which they can be trusted from a good governance perspective?

In this seminar, participants will discuss these issues amongst themselves and with the speakers, as well as working on concrete examples of quality management and good governance.

Registrations are welcomed until 17 April 2014 or for as long as places are available, click [here](#) to register or to find more detailed information.

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.

JOIN CAF ON LINKEDIN AND FACEBOOK

We would be happy to receive your mails or comments on LinkedIn or Facebook regarding your experience with quality in general, and the CAF 2013 in particular. Join the 610 members already registered on LinkedIn or find out and like what the network shares on our Facebook pages. (click on the icons to visit the pages directly).



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