



Newsletter 2016/1

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I. STUDY ON THE IMPACT OF CAF AND THE 7TH CAF USERS EVENT - BRATISLAVA (SK) - 30 NOV 2016

European CAF User events have been organised on a regular basis since 2003. Each of them was an inspiring meeting point for CAF users. It offered the opportunity to take stock of the results achieved with the CAF in public sector organisations and of insights from recent studies. Participants discussed the future of quality development in the public sector in Europe and beyond.

The central theme of the upcoming 7th CAF Users Event, to be held on 30 November 2016 in Bratislava, will be: **'CAF setting the building blocks for comprehensive quality approaches - Improvement actions started as a result of the CAF self-assessment, leading to better performance'**.

In collaboration with the European Network of National CAF correspondents, EIPA initiated a study, describing 24 cases coming from all EU member states and beyond. In the course of the study, the outcome of the self-assessments will be analysed, what kind of successful improvement actions the member states installed and how they selected these approaches. Methodologies of prioritisation will be described in detail. A selected number of the cases will be presented at the 7th CAF Users Event in Bratislava.

As a CAF User you might be interested to contribute to the Study, and to share the impact of CAF on your managerial practices with other CAF Users. If you do, please don't hesitate to contact your [National CAF Correspondent](#) who will inform you on the procedure and send you a short template to present your candidature. Please note, that your candidature must be presented to EIPA on 29 February 2016. EIPA is responsible for the final selection of the cases that will be part of the CAF Study and the CAF Event.

At the 7th CAF Users Event, keynote speakers will enrich the case presentations and speak about:

- effective prioritisation methodologies;
- professionalisation of senior civil servants as a key success factor for organisational performance;
- horizontal coordination of processes as a critical success factor for policy implementation.

At the end of the CAF Users Event, the speakers will discuss on how the CAF can contribute to structural reforms of the Public Administration.

As before, the target audience the CAF User Event is CAF users from inside and outside the EU.

II. EIPA SUPPORTS QUALITY MANAGEMENT DYNAMICS IN BIH

Bosnia and Herzegovina: Conference 'Quality Management – Instrument for Better Administration'

In the framework of the programme Strengthening of Public Institutions in Bosnia and Herzegovina (SPI), EIPA supported the PARCO (Public Administration Reform Coordination Office) in the development of a Roadmap towards Sustainable Quality Management.

In the implementation of this Roadmap and following the lines of its annex Operational Plan for PARCO, EIPA was invited to carry out some first steps i.c. 'Awareness raising to the wider public sector in BiH' and was entrusted with the task to support PARCO and GIZ with the organisation of a conference.

On 27 October 2015, the conference 'Quality Management – Instrument for better Administration' took place in Sarajevo. The Conference was organised for the national institutions, and other partners of the PARCO in the process of public administration reform. At the end of the Conference, the Memorandum of understanding for the establishment of cooperation in the field of quality management was signed between the PARCO, the Standardisation Institute of BiH and the German Institute GIZ.



II. EIPA SUPPORTS QUALITY MANAGEMENT DYNAMICS IN BIH – CONTINUED

The Council of Ministers, represented by Mirko Šarović, Minister of Foreign Trade and Economic Relation of BiH, presented the decision and engagement to fully support the quality management approach in the BiH public sector.

The PAR coordinator of BiH, Dragan Ćuzulan, said that modernisation of public administration, implemented in BiH, requires also introduction of the system of quality management in public sector, and that the PARCO was given a role of promoting the use of instruments of total quality management, to develop the necessary trainings, to offer the necessary information and function as a central point of this initiative.

The programme manager of the SPI programme, Rajnhard Luke from GIZ, pointed out that the conference was organised with the objective of awareness raising regarding the significance of introduction of quality management as a driving force for improvement of a public service. Furthermore it contributes to further economic and social development and promoting the process of integration of BiH in the EU by supporting a successful implementation of the Public Administration Reform Strategy.



Via a series of speakers the quality dynamic, the tools, its practical implementation and the concrete future plans in BiH were elaborated. **The press coverage of the conference was high and the feedback from participants was very positive.**



III. CAF AND THE FIRST EUROPEAN PUBLIC SECTOR PERFORMANCE STUDY MISSION OCTOBER 2015

The CAF Resource Centre at Maastricht partnered with BCS Management Services (UK) and Benchmarking Partnerships (Asia/Pacific) to conduct the First European Public Sector Performance Study Mission from Sunday 27 September to Friday 2 October 2015.

The successful Study Mission covered Brussels (Belgium), Maastricht (the Netherlands), Mannheim (Germany) and Luxembourg. The programme in Europe this year was built around delegates from various countries outside Europe learning about the CAF including site visits and presentations by users of CAF. In addition, delegates learned about best practices displayed by CAF users and others related to the criteria of CAF. The delegation was also specially invited to take part in the 8th European Public Sector Quality Conference (8QC) attended by about 300 people in Luxembourg.

Delegates from 5 countries rated their experiences and learnings during the Study Mission **very highly** with all delegates who responded saying that they would recommend a similar Study Mission to others. The overall rating by delegates **was 96% of the maximum possible score.**

A report of the key learnings and experiences of the Study Mission was made available to all delegates and hosts/speakers and will be published soon.

Further to the success of this first Study Mission, the preparations to organise the Second European Public Sector Performance Study Mission in 2017 have already started.

Study Mission Opportunity - Canada - September 2016

The next collaborative Study Mission is being arranged for **Vancouver Canada** in the last week of September 2016 by GBN Members – BCS Management Services, Organisational Excellence Services and Benchmarking Partnerships. CAF users are invited to attend this Study Mission and learn and adapt best practices from outside the public sector, focused through the lens of a similar Framework like CAF. Download the [flyer](#) for more information.

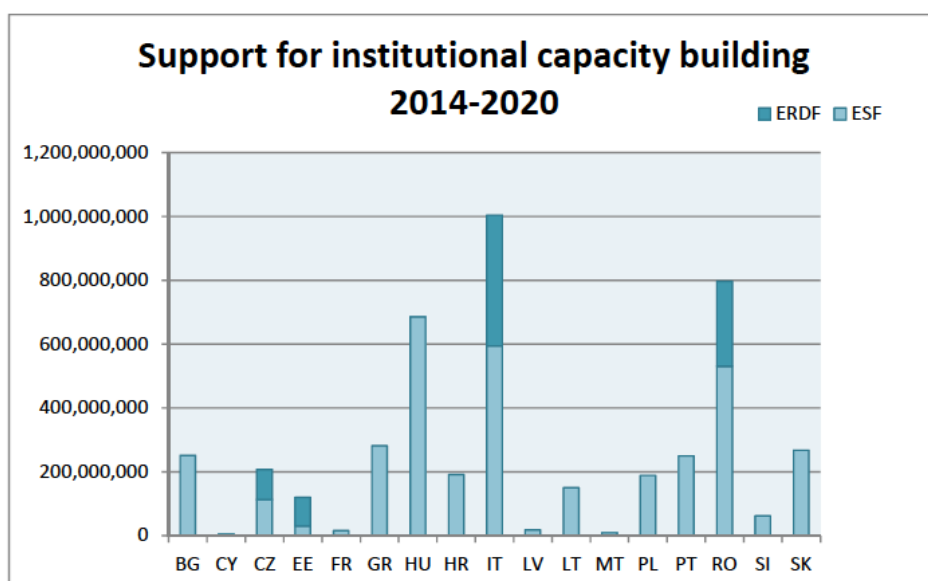


IV. EUROPEAN FUNDS FOR CAF ACTIONS AND PROGRAMMES

Smart administration, development of human capital and related ICT of administrative and public services were seen as a fundamental requirement for economic growth and jobs already with the renewed Lisbon agenda. In response to the needs, institutional capacity building became a key policy priority for the European Social Fund in the **2007-2013** programming period. Altogether, about €2 billion of European Social Fund (ESF) and European Regional Development Fund (ERDF) were allocated to measures supporting quality of public administration in 19 Member States.

In **2014-2020**, the **European Structural and Investment (ESI) Funds** should be the catalyst for achieving the objectives of the Union Strategy for smart, sustainable and inclusive growth. The European Commission undertakes every year a detailed analysis of EU Member States' programmes of economic and structural reforms and provides them with **Country Specific Recommendations, CSRs** for the next 12-18 months. Last year some 20 Member States have received **CSRs in the area of public administration**. The ESI Funds will serve as an effective means to support the implementation of the CSRs. 17 of them have programmed support to address the challenges under **the specific thematic objective 'enhancing institutional capacity of public authorities and stakeholders and efficient public administration' (TO11)** for a total of about **€4.2 billion**.

In the past years many countries have used ESF resources to fund CAF actions/programmes (see previous newsletters to see e.g. the CAF actions undertaken in Italy, Malta, Poland, and Lithuania). For the current programming period 12 countries have planned actions in the area of quality management (many of them directly mentioning CAF) others are expected to come. The European CAF Resource Centre is supporting these countries to exchange experience, to learn from each other and to create administrative capacity in a multilateral way during the CAF network meetings and in a bilateral way through direct collaboration with the countries. If you have any further questions, please contact us via caf@eipa.eu or your **National CAF Correspondent**.



V. EPSA KNOWLEDGE-TRANSFER ACTIVITY ORGANISED BY EIPA



The European Public Sector Award (EPSA), a biennial scheme, recognises the best and most innovative performers in public administrations across Europe. Its aim is to showcase and reward European public excellence. Under the overarching theme

'The Public Sector as a Partner for a Better Society', EPSA 2015 was looking for those cases that embrace public administrations as partners in integrated and participatory governance approaches to public service delivery, that show increased effectiveness and efficiency in the context of maintaining social cohesion, innovative public management and leadership approaches, as well as sound public finance.

Click [here](#) for more information.

EPSA motto being 'Assess Yourself and Learn from the Best', we would like to draw your attention to the following seminar which is of particular interest for the CAF Community: **'Better Public Service Delivery and Cost Reduction through Innovative Change Management Processes'**, taking place in **Amsterdam** on **25-26 February 2016**.



The seminar is organised together with the winner of the European Public Sector Award 2015 (in the local category): the **Youth Protection Amsterdam**. It is a unique opportunity to learn from the success of a public organisation on how to design and manage innovative system-wide change processes leading to significant cost savings and reduction in administrative burdens. The project was also represented at the 8th Quality Conference organised by CAF on behalf of the Luxembourg EU presidency.

VI. EIPA SEMINAR: PUBLIC SECTOR BUDGETING FOR SERVICE DELIVERY

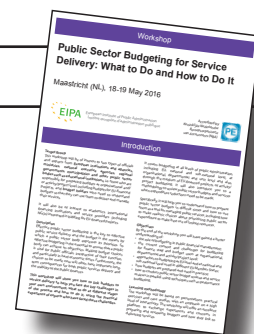
EIPA is organising a seminar entitled: **'Public Sector Budgeting for Service Delivery: What to Do and How to Do It'** in Maastricht on 18-19 May 2016.

Public sector budgeting is about making choices i.e. choices about where to allocate resources and what quality and amount of public services should be delivered with them. For too long it has been fashionable for public sector bodies to avoid hard choices and pursue the politics of 'and' rather than the politics of 'or'. This failure has contributed to the precarious state of public finances across Europe and to 'equality of misery' in making decisions about services which, over time, risks undermining the quality of public services.

Effective budgeting processes – with decisions made by accountants, service professionals and politicians working together – are the way to decide priorities for the delivery of quality in public services.

This seminar aims to show you what to do to ensure effective budgeting and how to do it.

Click [here](#) for more information.



VII. CAF AGENDA 2016

✔ Performance Management in Public Sector Organisations – The contribution of the CAF

Maastricht (NL), 20-22 April 2016

Click [here](#) for more information.

✔ Risk Management in the Context of CAF and TQM

Maastricht (NL), 25-27 May 2016

Click [here](#) for more information.

✔ Strengthening the performance of your organisation with the CAF

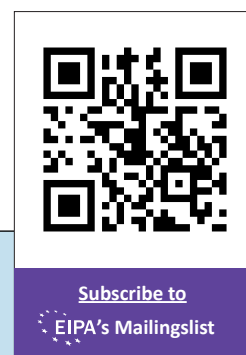
Barcelona (ES), 5-7 October 2016

✔ CAF Master Class

Maastricht (NL), 8-10 November 2016 ***new date***

✔ New item: 7th CAF User Event

Bratislava (SK), 30 November 2016



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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