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A farewell to Patrick Staes



Patrick Staes, Head of the European CAF Resource Centre at the European Institute of Public Administration (EIPA) will retire on the 1st of September 2017. Patrick joined EIPA in 2003 as a seconded national expert attached to the Belgian Ministry of Public Administration. Before joining EIPA, he served as Belgian CAF National Correspondent in the EUPAN Network.

Over the past 15 years at EIPA, Patrick lifted the CAF to a higher level. He chaired the revisions of the CAF model in 2006 and 2013. Together with a core group of member states he initiated the CAF for Education version and the Procedure on External Feedback (PEF). He trained hundreds of civil servants in the CAF methodology in practically all EU Member States and beyond. People who worked with Patrick enjoy his infectious enthusiasm and conviction about the added value of the CAF.

With the retirement of Patrick, the European public sector will lose a frontrunner who believed in the strength of the public sector and the crucial role of quality management.

On behalf of the CAF Network, we would like to thank Patrick for his many years of professional dedication to the CAF as a model, as well as for his inspiring collegiality.



Report: 9th Quality Conference in Malta

Malta (MT), 15-16 May 2017



The 9th Quality Conference took place on 15-16 May in the wonderful location of Malta within the framework of the Maltese Presidency of the Council of the European Union. The overarching theme of the high-level conference “Joining Forces and Breaking

Silos towards a Better Performing and Inclusive Public Administration” built on the strategic domains and specific topics of interest outlined in the first EUPAN Strategy Paper (July 2016 - July 2019) for facing today’s complex and multi-dimensional challenges as well as on the topics introduced by the Rolling Programme by the Maltese Presidency.

During the 20 parallel sessions and the in-depth working sessions, 300 participants from all over Europe, speakers from 20 countries

and the European Commission had the opportunity to share their experience, views and best practices on four main sub-themes:

1. Human Resource Management in the Public Service
2. Cooperation and Inclusiveness in policy making and implementation
3. Innovative Service Delivery to Citizens and Businesses to satisfy customers’ needs
4. Open and transparent government as a solid foundation

Not only was the main conference theme of breaking silos ideally reflected in the 36 outstanding public cases, but also in the line-up of keynote speakers who are renown lateral thinkers, public innovators and interdisciplinary “border crossers”. They inspired the audience with their concrete cases of innovation in the public sector, visionary concepts and a touch of magic.

All presentations and photos of the conference will be available soon at the event’s webpage 9qc.gov.mt



Article: CAF Programme in Bulgaria

Galina Mutafchiyska, Institute of Public Administration (IPA)

CAF is set as a priority in a number of national strategic and programming documents for the development of the Bulgarian administration until 2020. It is recognised as extremely suitable for state administration and as a catalyst for processes to improve the efficiency and quality of work of the administrative structures at central, regional and municipal level.

taking the challenge of implementing CAF in 48 state administrations. Before the project was started IPA conducted a survey in order to analyse efficiency and effectiveness of implemented TQM tools within public administration in Bulgaria, the main challenges and benefits of using these and to suggest how to go towards Excellence.



The Institute of Public Administration (IPA) – the national CAF resource center since 2015 has the leading role of implementing CAF in the state administrations. During this project, that started in September 2016 and will finish by the end of 2018, IPA is

The overall conclusions from the survey are positive, but the TQM systems are not used efficiently. Although in recent years, more than 35% of administrations have introduced Quality Management Systems (93 % of which are based on ISO standard), generally those systems are not used for actual management of strategies, people, partnerships, resources and processes in the organisations. In some cases, the systems

even reinforces the established bureaucratic practices. Heads of administrations and senior civil servants in many cases are not convinced of the benefits of the systems. Most administrations still have difficulties at defining indicators, targets, making “cost-benefit” analysis etc. that obstruct proper use and implementation of such tools.

The project includes a set of interrelated activities – conducting general CAF trainings to administrations, trainings for CAF coaches, assisting administrations in the process of implementation, capacity building for external feedback and promoting the CAF model in the state administrations by executing a large communication campaign.

Thanks to the strong support of the European CAF RC, the good relationship between the National CAF Correspondents network and the shared good practices and experience with CAF correspondents, IPA already managed to achieve some good results: more than 400 civil servants were trained on how to implement CAF and the first wave of implementation into 16 administration has started, with two more waves to go. Our next challenge is to develop a web based system to support the self-assessment process and to increase the number of CAF users in the administration.



Article: CAF Programme in Portugal

Maria da Luz Claro, Directorate General for Administration and Public Employment (DGAEP)

State Modernisation is one of the strategic pillars of the National Reform Programme that translates the goals and commitments assumed by Europe 2020 Strategy into national objectives.

The priority is to accelerate relevant reforms, overcoming weaknesses in the business environment, regulatory barriers, red tape costs and complexities in legal and administrative procedures.

“ ‘Good governance’ in public administration is a key factor for economic development, quality and improved efficiency in providing services to citizens and business, as well as to accelerate relevant reforms of State modernisation. ‘Good governance’ is the basis and ultimate goal of institutional capacity building...”¹

In this context, the Directorate General for Administration and Public Employment² developed a partnership with the Agency for Administrative Modernisation³ to launch a CAF financial program on 30th June 2016, under the operational programme of “Competitiveness and Internationalisation”, co-financed by the European Social Fund and aligned with Portugal 2020 objectives (TO11).

This operation was intended for applications at individual and sectoral level and has predefined specific activities and deliverables, deadlines, team profiles, dedicated investment lines for the different steps of the CAF implementation:

The purpose of the operation is:

- To promote institutional capacity and “Good governance” in public administration by providing organisations with a management tool (CAF) based on the principles of excellence;
- Increase efficiency, effectiveness and agility in the delivery of public services by adopting a strategic and results-oriented approach aligned with the Portuguese administrative reform;
- Promote transparency and public trust in public services, through CAF external feedback on the quality of the CAF implementation process and the maturity level achieved related to the principles of excellence.

The operation was successful and had a significant adherence by public organisations, bringing us one step closer to the co-creation of public services with added value to citizens and business.

¹ Source: Thematic Guidance Fiche For Desk Officers Institutional Capacity Building (Thematic Objective 11).

² National CAF Correspondent in Portugal.

³ Agency responsible for European Funds management under TO 11.



Report: CAF National Correspondents meeting

Brussels (BE), 23 March 2017

The last meeting of the CAF National Correspondents – the main CAF contacts points in Europe and beyond – took place in Brussels on 23 March 2017. It was kindly hosted by the Belgian colleagues. The 26 participants dealt with important issues regarding recent developments and the future of the CAF.

Among others, the following topics were discussed: The next CAF Users Event in Bulgaria foreseen to take place in spring 2018, feedback of the “CAF 2016 Vision Note” by the Director-Generals

of the EUPAN Network, possible initiatives for amending or harmonising the Procedure on External Feedback (PEF) across Europe, CAF experiences in different Member States as well as the impact of a CAF application developed in Finland and finally possible revisions of CAF for 2020.

The next meeting of the CAF National Correspondents will take place in Tallinn in September this year under the Estonian Presidency.

Agenda 2017

Few places left!

Seminar: The Common Assessment Framework: The Reference model for Total Quality Management in the Public Sector

Barcelona (ES), 28-30 June 2017

This seminar is essential for public top and middle managers as well as quality and change managers interested and/or involved in introducing management tools and quality management techniques in the public sector as it will equip you with the right instruments and skills to bring your organisation step-by-step to the maturity level of Excellence. This seminar builds on CAF as a Total Quality Management (TQM) tool specifically designed for and successfully used by the public sector. At the end of this three-day training course, you will be able to:

- Understand the CAF 2013 quality model itself, the scoring system and the self-assessment process;
- Start to implement the CAF 2013;
- Use the CAF for self-assessment and to formulate improvement actions;
- Prioritise improvement actions on a short-term, medium-term and long-term basis.

Don't miss this opportunity to participate and register before 9 June.
Click for more information!

Announcement of new CAF website

We are currently working on a new CAF website to serve the (potential) CAF users even better. Keep an eye on EIPA's CAF website for the latest changes. We will keep you informed on any developments via this Newsletter.



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.

HELP US INCREASE THE VISIBILITY OF #CAF ON TWITTER

Via our Twitter account, we keep you informed about events, initiatives and other relevant developments. Follow us here: @CAF_RC_EIPA and use #CAF Common Assessment Framework in your tweets

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