

CAF 2020 as an entry point for structured and institutional quality management and quality assurance

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Part I – The European CAF Resource Centre at EIPA, Maastricht
Part II – Quality Management demystified, *quick run*
Part III – The Common Assessment Framework, *quick run*

European Institute of Public Administration (EIPA)

- EIPA was created in 1981 on the occasion of the first European Council held in Maastricht.
- Supported by the EU Member States and the European Commission.
- Cross-national and cross-institutional comparative, analytical perspectives on EU policies.
- Hosting the European CAF Resource Centre.
- Longest-standing experts in EU public affairs.
- Core Mission: To provide a mix of deep insights and practical knowledge about EU policies, to all professionals related to EU public affairs;
Key objective: Further improvement of their skills and capabilities for efficient management of the policies.

About the European CAF Resource Centre

Our CAF Resource Centre operates in a spirit of open coordination between the members of the European Public Administration Network (**EUPAN**) and practises common European public sector values: openness, accountability, participation, diversity, equality, solidarity, collaboration and partnership.



<https://www.eipa.eu/caf-resource-centre/>

The European CAF Resource Centre

European CAF Resource Centre



CAF TRAININGS

We develop capacity building seminars to implement CAF model in a harmonised and consistent manner in different countries.



CAF USERS DATABASE

We host the European database of CAF users.



CAF EVENTS

We debate in lively conversations with CAF experts and share best practices from experience.



CAF SPEAK-UP NEWSLETTER

We publish a quarterly newsletter "CAF SPEAKUP" to keep our network updated about our activities.



CAF BEST PRACTICES

We gather best practices across CAF users to foster mutual learning and share experience.

Our current activities

- * **CAF in Education** – updated version 2024
- * **External Feedback Procedure** – updated version 2024
- * **Quality Management Institutionalisation Research** – with EC support
- * **Curricula and Training Development/International CAF Trainers Event** – with EC support, November 20 and 21, Maastricht
 - **CAF Events preparation** – CAF Users Event, April 10th 2025 Warsaw
 - QM Event, Tunis February 2025
 - CAF National Correspondents Meeting, April 11th Warsaw (focus at CAF in Education 2024)
- * **Diverse CAF Trainings:** EU, WB, EaP, Tunisia



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**Our (dream)
team at the
European CAF
Resource
Centre**

Part II

Quality management concepts and terminology demystified

Quick Run

Quality management in public administration: the three most common approaches

International Standard Organisation (ISO) – International Standard

Common Assessment Framework (CAF) - Model of Excellence

European Foundation for Quality Management (EFQM) - Model of Excellence

Common value: focus on quality and continuous/permanent improvement.

The organization is screened from different angles at the same time; a holistic approach to analysis, strategy and improvements.

Application of CAF, ISO and EFQM in public administration

CAF – Self-assessment and possible external validation after six months of the self-assessment report – Effective CAF User Label.

Made from the public administration for public administration.

Cost and time-efficient. TQM.

EFQM – Self-assessment and external validation, public and private sector. Possible price barrier for awards and recognitions. External consultancy recommended (certification); Different types of awards/certification/stars. TQM.

ISO – mainly for private sector, but used widely also in the public sector. Certification usually attempted but optional. Medium to high costs, risk of high consultant dependency at stage of implementation. QM with possibility to expand to TQM.

Part III

The Common Assessment Framework

Quick Run

The search for Quality



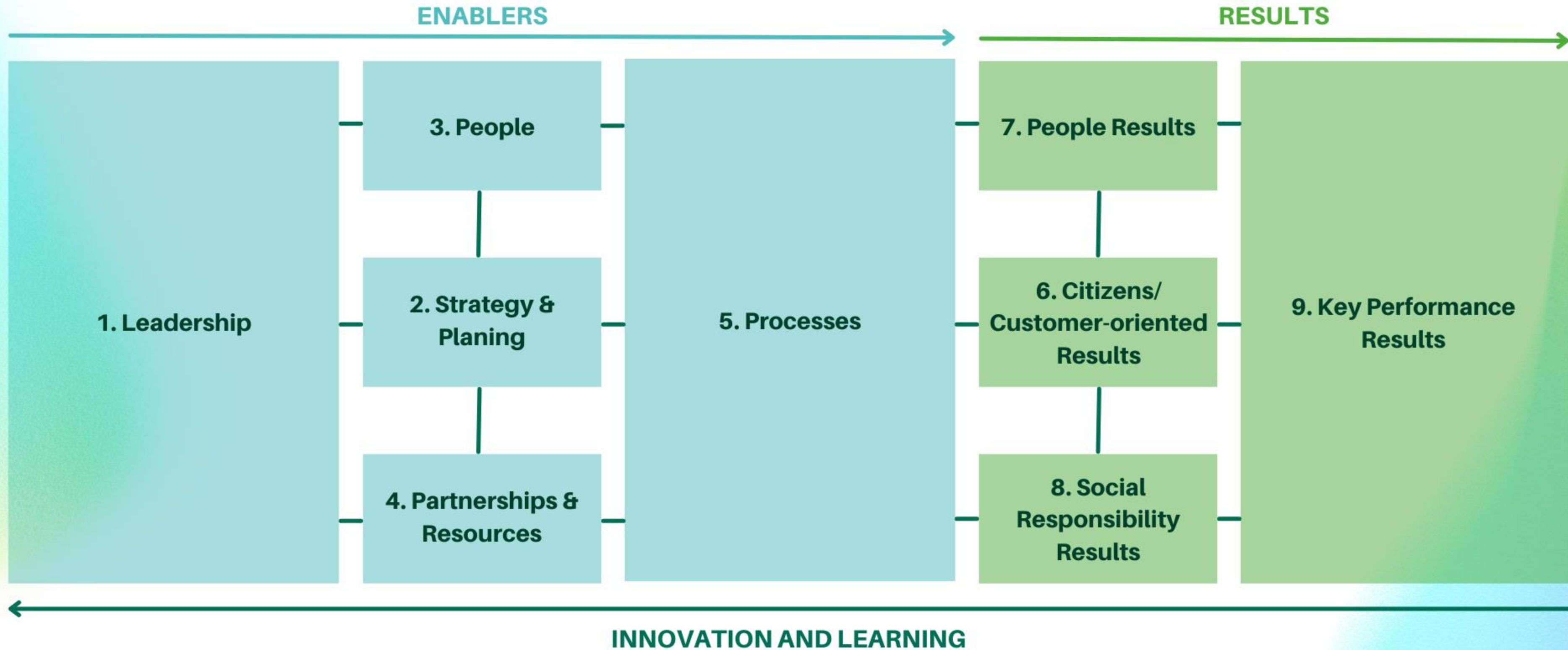
Exercise

- What does quality mean for your organisation ?
- If you think of a qualitative organisation, what are its characteristics ?

The Principles of Excellence



The CAF Model 2020



Common Assessment Framework - CAF Objectives

- To introduce public administrations into the **culture of excellence** and the **principles of Total Quality Management**;
- **To be bold**: provide the access to a holistic organisational analysis and come with improvement actions and projects
- To facilitate the **implementation and monitoring** of the improvement actions;
- To act as a **bridge across the various models** used in quality management
- To boost the **public administration efficiency, transparency, employee, citizens and results-orientation**



Why self-assessment matters?

Who evaluates?

- **A group as representative as possible:**
 - ✓ The various parts of the organisation,
 - ✓ The various responsibility levels
 - ✓ Not necessarily the big boss!
- A well-informed group individually
- Critical and constructive individuals



The employees are the best consultants!

Phase 1 – The Start of the CAF Journey

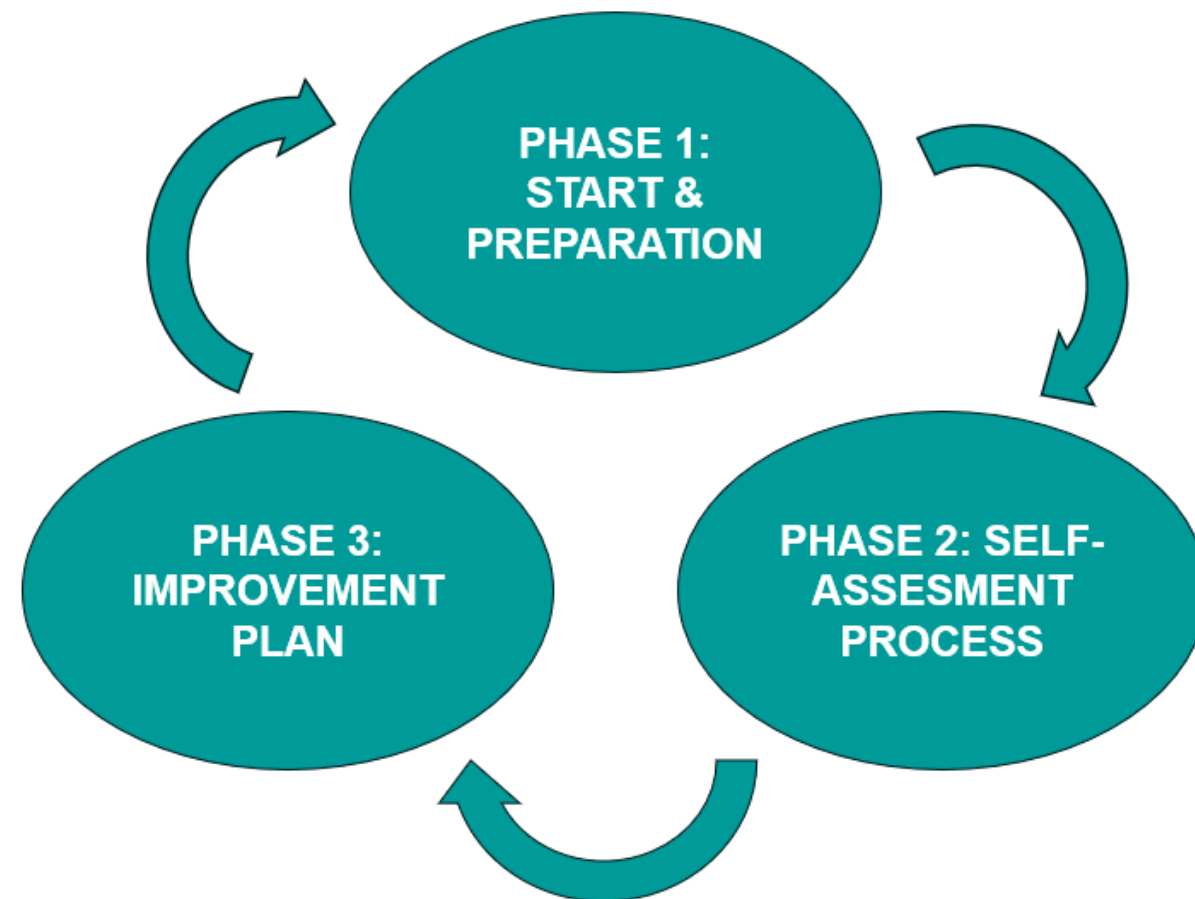
- Step 1: Decide how to organise and plan the self-assessment
- Step 2: Communicate the self-assessment project

Phase 2 – Self-Assessment Process

- Step 3: Compose one or more self-assessment groups
- Step 4: Organise training
- Step 5: Undertake the self-assessment
- Step 6: Draw up a report describing the results of self-assessment

Phase 3 – Improvement Plan / Prioritisation

- Step 7: Draft an improvement plan, based on the accepted self-assessment report
- Step 8: Communicate the improvement plan
- Step 9: Implement the improvement Plan
- Step 10: Plan next self-assessment



Three phases and ten steps

How to do the self-assessment?

EIPA CAF E-Tool

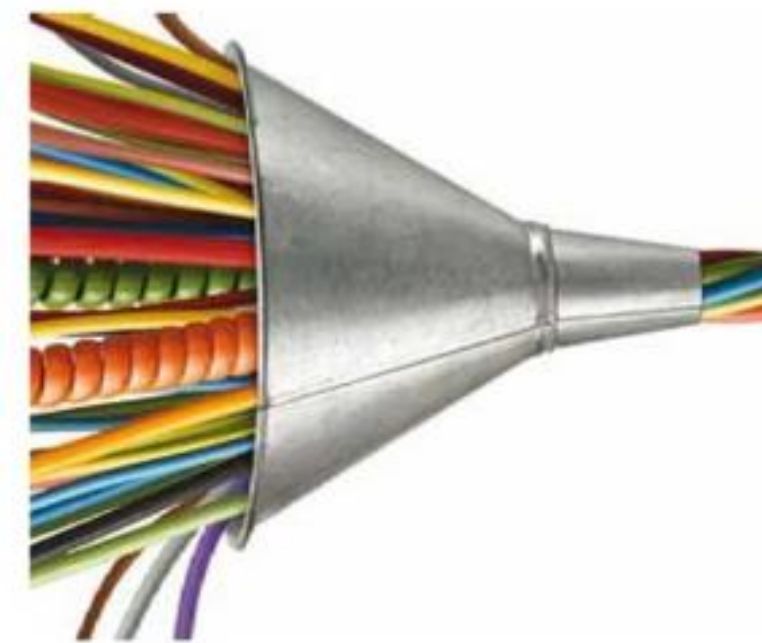
Factsheet:

- anonymous self-assessment
- consists of a browser based survey & Excel based exports for the respective CAF project leader/coordinator
- language support in English, Polish, French, Dutch, Portuguese, Armenian, Romanian and Georgian (and others based on requests)
- Focus on strengths, improvement areas & improvement actions

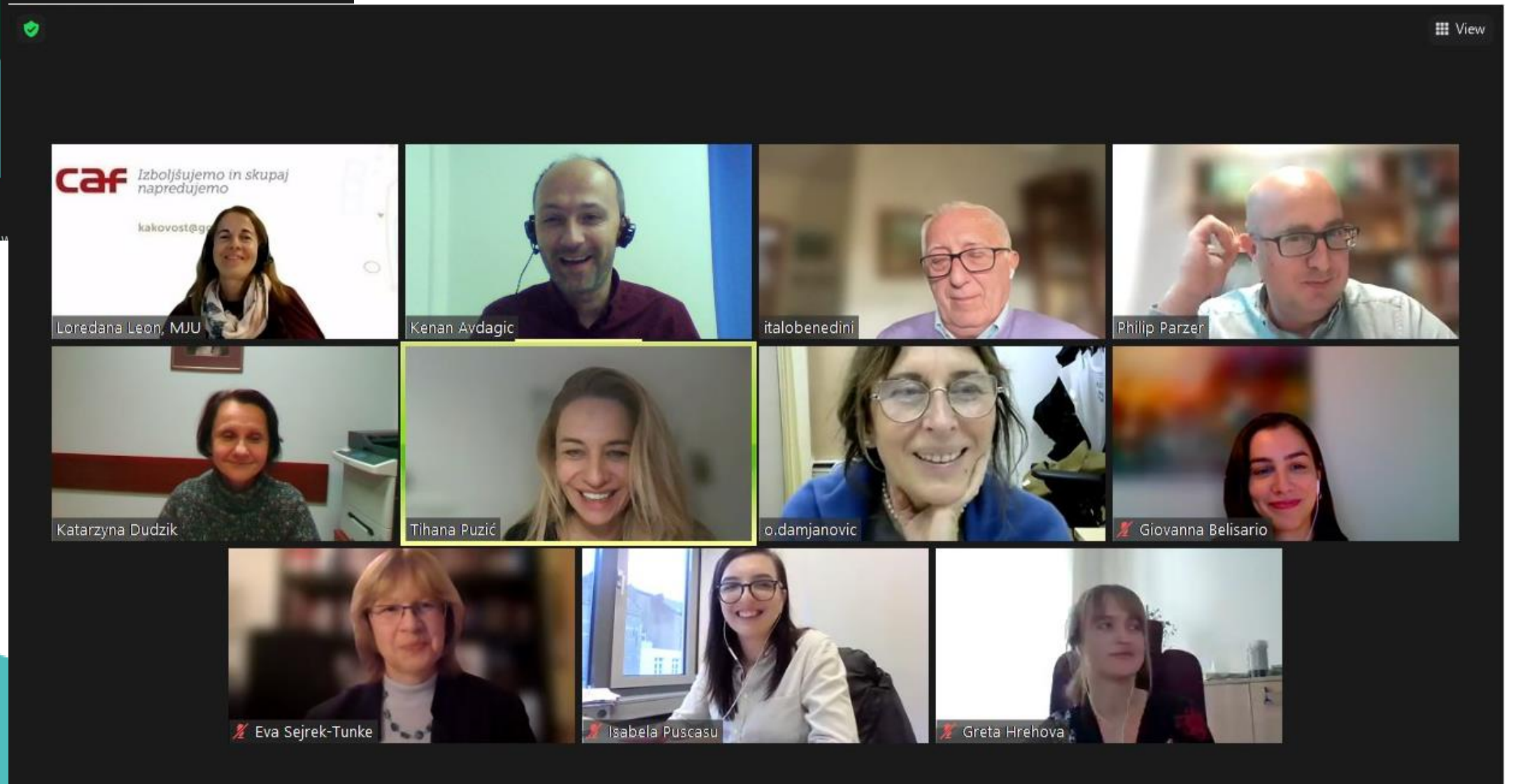
The Certification in CAF

Introduction

- PEF involves establishing a structured process for gathering **external feedback and assessment on the introduction of TQM**, from **independent evaluators** outside the organization.
- External evaluators can identify areas of strength and areas for improvement, providing **valuable insights for growth**, without judging their obtained level of excellence.



The Update of the External Evaluation – countries and people behind



Who is doing the External Evaluation?

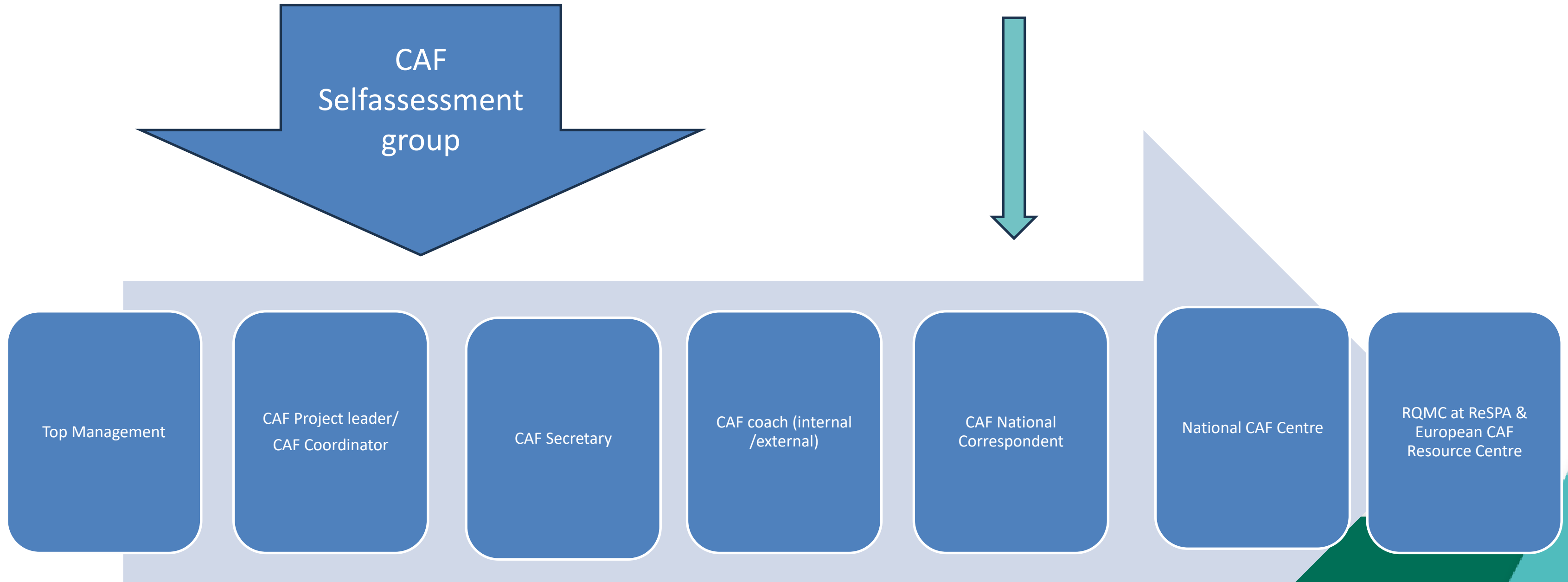
External Feedback Actors – largely trained by the ReSPA, RQMC

Listed: <https://www.respaweb.eu/110/pages/15/caf-external-feedback-procedure-pef>

Training provided by National CAF Resource Centres, ReSPA and EIPA

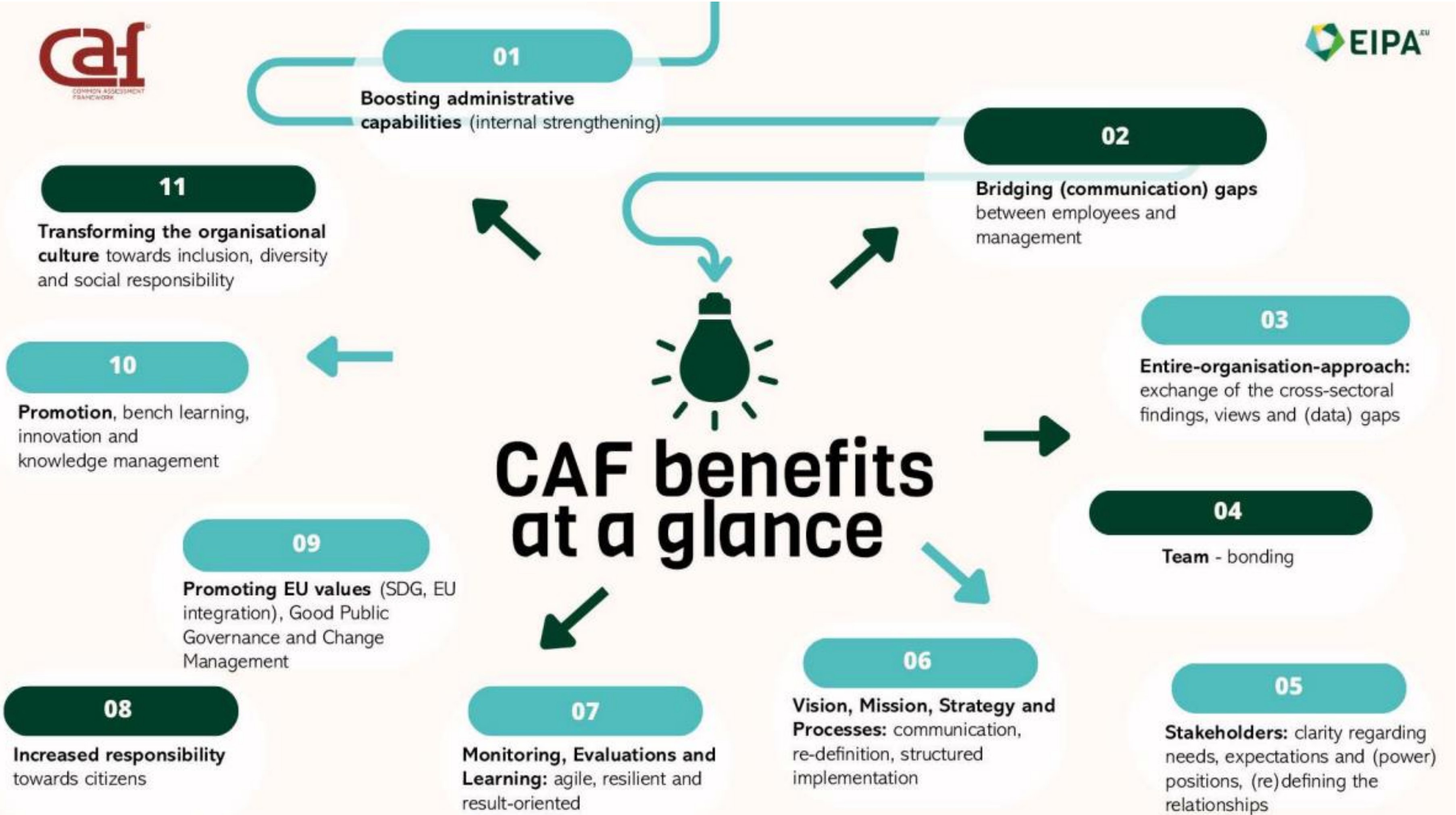
CAF: Roles & responsibilities

https://www.eipa.eu/caf-resource-centre/caf-national-correspondents/?utm_source=homepage+CAF&utm_medium=website&ad_sid=3871118356



Situation October 2024 : 1952 CAF Users

Austria - 43	Kosovo - 1
Azerbaijan - 2	Latvia - 1
Bangladesh - 1	Lithuania - 13
Belgium - 97	Macedonia - 6
Bosnia and Herzegovina - 25	Malta - 12
Brazil - 1	Moldova - 1
Bulgaria - 79	Montenegro - 5
Croatia - 3	Netherlands - 5
Cyprus - 20	Norway - 41
Czech Republic - 25	Pakistan - 1
Denmark - 30	Poland - 125
Dominican Republic - 1	Portugal - 111
Estonia - 11	Romania - 117
Ethiopia - 1	Senegal - 1
Finland - 79	Serbia - 6
France - 8	Slovakia - 44
Georgia - 3	Slovenia - 112
Germany - 151	South Africa - 1
Greece - 40	Spain - 31
Hungary - 120	Swaziland - 1
India - 2	Switzerland - 1
Ireland - 3	United Kingdom - 1
Italy - 568	United States - 2



CAF benefits at a glance

To conclude....



ELIMINATE THE
INTRANSPARENCY AND
LACK OF A CLEAR
VISION



COMMON ASSESSMENT
FRAMEWORK

Feel like reaching out?

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**You are a CAF user or researcher?
Want to register in our data base?**

**Stay in the loop with all the latest news and updates
by subscribing to our newsletter today!**

<https://www.eipa.eu/caf-resource-centre/caf-services/>

