



I. NATIONAL INITIATIVES: THE ITALIAN 'CAF TUTORIAL'

At the 6th European CAF Users' Event, Italy presented a new form of introduction to CAF: the CAF Tutorial. This video is an initiative of the Italian CAF Resource Centre, realised in the context of the Italian EU semester Presidency. The objective of the film is to explain clearly in only 5 minutes, the advantages of using CAF for improving public organisation performance. The main target audience are CAF users or potential CAF users, interested in its contribution to enhancing their performance in the future.



We hope you are interested in using the CAF tutorial. Please send your request to the Italian CAF correspondent:

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In our next newsletter, we will provide more details about the next **European Quality Conference**, taking place in *Luxembourg on 1-2 October 2015*.

II. CAF PARTICIPATION IN OECD STUDY ON PEER LEARNING IN PUBLIC SECTOR REFORM

Since the launch of the Common Assessment Framework at the first European Quality Conference in Lisbon in 2000, both initiatives of the European Public Administration Network (EUPAN) had one common goal: *'strengthening the Quality of the public sector organisations in Europe by learning from each other's successes, and sometimes also from our failures'*. As peers from different public sectors from different countries, we presented and discussed our experiences during European Quality Conferences, European CAF Users' Events and many meetings of the EUPAN working groups. Each time we went home with new ideas and new inspiration for improving our public sector at home. Practical results showed that this approach works: there are nearly 4000 registered CAF users, but we never invested in research on the impact of our peer learning.

A new initiative will now respond to that need. We would like to present it to the CAF community and invite you to take part in it at the end.



The OECD has commissioned Matt Andrews, Associate Professor of Public Policy at Harvard, and Nick Manning, former Head of the Governance and Public Sector Management Group at the World Bank, to undertake a **survey on peer learning approaches in public sector reform**.

The essential question is the extent to which, and how, individual contacts help in technical and tactical decisions about identifying the need for reforms, about prioritising

change, about political strategies and about technical design of reform ideas.

The obvious hypothesis that underlies this work is that there is most likely as much, or more, to be gained from the tactical and strategic responses of other reformers than from 'first best' technical advice from experts – an opinion that we have shared since the start of CAF.

The study will have a particular focus on how reformers learn and where they learn from. This will be achieved via qualitative case studies as presented by 'reformers' (leaders/coordinators of public sector management reforms), and a more quantitative online survey of officials who have experienced peer learning approaches. To participate by contributing a short case study, please contact Nick Manning (see details below). The online survey is available [here](#).

As the European CAF Resource Centre in charge of an important professional network of quality and change managers in the European public sector, we would like to stimulate all our readers to consider taking part, at least in the online survey. The findings will be shared and used within the CAF network and to improve the learning effects of CAF. The more CAF respondents, the more useful the insights for the network.

For more info, contact:

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

In the previous newsletter (2014/3) we mentioned the place and importance of Quality Management Systems, and CAF in particular, in the new ESIF programming period. In 2014-2020, the ESI Funds will increase their support to the enhancement of institutional capacity-building and reforms.



During the European Semester process, the European Commission reviews Member States' administration' performance and any underlying areas for improvement. The European Council adopts country-specific recommendations on the basis of this analysis. The European Structural and Investment Funds have a dedicated thematic objective for investing in the quality and capacity of public authorities. For the 2014-2020 period, it is expected that 17 Member States will invest at least €4.5 billion from the European Social Fund and the European Regional Development Fund for that purpose.

In order to support, guide, encourage and inspire those who want to build public administrations that will create prosperous, fair and resilient societies, the European Commission took the

initiative to create an **'EU Quality of Public Administration Toolbox'**, and commissioned EIPA to support them in this. The Toolbox tries to help countries to address country-specific recommendations and to deliver successful strategies and operational programmes. There is no panacea – one solution for all – to building quality administrations; but it aims to capture the various dimensions and complexities and to make them easily accessible to the practitioner and policy-maker.

The Toolbox is not a new EU policy statement: it brings together various existing EU policies and international standards concerning the quality of public administration in any country. Most importantly, the application of principles and tools is illustrated with more than 160 case studies from Member States and around the world.

The CAF is explicitly mentioned in this Toolbox and illustrated with some concrete cases at the organisational level, and with approaches at the country level. The ESI Funds have shown to provide opportunities to invest in CAF activities. We hope that many Member States and organisations use the full benefits of the new ESIF programme period to launch CAF activities.

We will inform you as soon as the toolbox is publicly available.

IV. AGENDA 2015

Strategy and Planning in the Public Sector of Today and Tomorrow

Maastricht (NL), 11-13 February 2015



Description

The start of the new European Commission is a perfect moment to bring **Good Governance** back into the picture as the critical success factor for the performance and the legitimacy of the European Union. The importance to good governance of well-performing EU public institutions as well as the public institutions in the MS is obvious. **Building up this administrative capacity** is a highly complex and challenging process: how can organisations be strengthened to become more efficient, effective, resilient and better run? How can public sector organisations be enabled to **achieve policy results**? In a system of representative democracy, elected politicians make the strategic choices and define the goals they want to achieve in different policy areas. Public policies need to be translated into operational strategies (objectives and desired outcomes). Formulating strategy starts from the clear development of mission and vision, translating these into relevant strategic objectives and cascading these down into operational objectives and actions that can be monitored and measured – the basis of the holistic approach of Total Quality Management for the public sector as elaborated in the Common Assessment Framework CAF.

The CAF will be the context of this seminar, but the focus will be on strategy-making, bringing it back down to earth, and showing a **practical way of how to develop a strategy** that is linked to the day-to-day work of public administrations. It will provide a methodology and a process for creating a strategy and monitoring its realisation.

Objectives

By the end of the seminar, the participants should have a clear understanding of:

- the importance of strategic thinking in building up administrative capacity;
- the CAF 2013 quality model itself, the implementation process and the impact on the organisation;
- the process of developing a strategy for their organisations;
- the necessary working steps and examples;
- materials to be used.

Consequently, the participants will return to their administration with a first rough draft of their own strategy.

For more information click [here](#).

* Registrations are welcomed until **23 January 2015**, or for as long as places are available.



IV. AGENDA 2015

The Holistic Management Approach to Risk Management

Maastricht (NL), 18-20 May 2015



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

EIPA and PRIMO have combined efforts in order to align the risk management and quality management dynamic, and invite you to our seminar in Maastricht on 18-20 May 2015.

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 **27 April 2015**, or for as long as places are available

Choose from the following CAF-related activities and trainings:

 **Strategy and Planning**
Maastricht (NL), 11-13 February 2015

 **CAF and Risk Management**
Maastricht (NL), 18-20 May 2015

 **Strengthening the Performance of Your Organisation with the CAF 2013**
Barcelona (ES), 7-9 October 2015

 **The Social Responsibility of the Public Administration of the Future**
Maastricht (NL), 10-11 December 2015

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 667 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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