

THE COMMON ASSESSMENT FRAMEWORK CAF 2020

EXPERIENCE OF CAF IN BELGIUM

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First Annual Meeting of CAF Users in Bulgaria
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1. CAF 2020

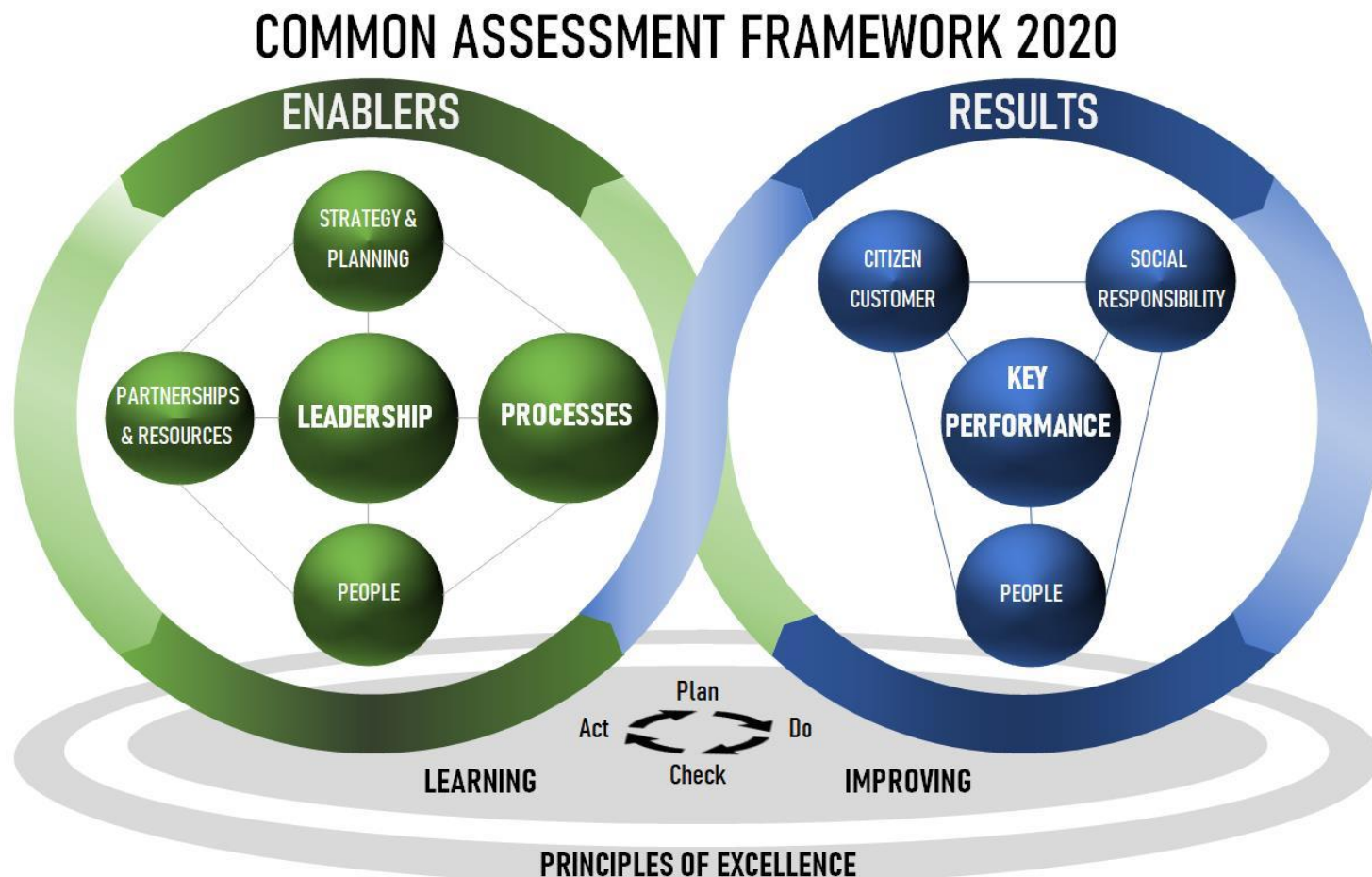


PATH TO CAF 2020

- **CAF Working Group Talinn, 28/9/2017 – Decision to create a new CAF Version**
- **CAF Event Sofia, 12/4/2018 – Gathering input from 160 participants**
- **CAF Working Group Sofia, 13/4/2018 – Consensus on roadmap to CAF 2020, Adapted CAF-questionnaire, Gathering additional input from NC's**
- **CAF Working Group Brussels, 3/7/2018 – Discussion on first draft of CAF 2020**
- **CAF Working Group Vienna, 12/10/2018 - Discussion on second draft of CAF 2020**
- **CAF Working Group Bucharest, 6/5/2019**
- **CAF Working Group Helsinki, 1-2/10/2019**
- **DG meeting validation of CAF 2020, 28/11/2019**



The core structure of the CAF remains unchanged CAF 2020



FOCUS POINTS OF CAF 2020

- **Impact of Digitalisation on Public Sector Organisations and Human Ressource Management**
- **How to ensure agility and innovation of public administration**
- **Sustainability and SDGs as leading principles of public management**
- **Managing Diversity**

FOCUS



- Good governance
- Focus : digitalisation, agility, development durability, innovation and diversity
- Easy to understand 9 criterias, 28 sub criterias
- Engagement of the personnel, use of data and information
- Free of charge
- PEF certification
- In Europe : **4047 CAF users in 59 countries, 187 PEF**

CAF 2020 incorporates the lessons learned, and results of

- Sustainable Development Goals (SDG) by UN
- Toolbox - Quality of Public Administration, EComm, 2018
- Principles of Public Administration, SIGAM OECD, 2019
- Embracing Innovation in Governments Global Trends, OECD 2018
- European Public Sector Award (EPSA)
- Observatory of Public Sector Innovation (OPSI), OECD
- The five principles by the European Ombudsman, which should guide the European Union's civil service: Commitment to the European Union and its citizens, Integrity, Objectivity, Respect for others, and Transparency

Criterion 1: Leadership

- 1.1 Provide direction for the organisation by developing its mission, vision and values
- 1.2 Manage the organisation, its performance and its continuous improvement
- 1.3 **Inspire**, motivate and support people in the organisation and act as a role model
- 1.4 Manage effective relations with political authorities and other stakeholders



- challenges of digital transformation
- National and supra national strategies /EU strategies
- organisational agility
- new means of communication
- learning culture

Criterion 2: Strategy and Planning

- 2.1 Identify the needs and expectations of the stakeholders, the external environment and the relevant management information**
- 2.2 Develop strategies and plans based on gathered information**
- 2.3 Communicate, implement and review strategies and plans**
- 2.4 Manage change and innovation to ensure the agility and resilience of the organisation**



- Integration of sustainability, social responsibility, diversity, global challenges(e.g. climate, demographic etc.)
- Innovation - driven culture
- SDG's as reference for change

Criterion 3: People

3.1 Manage and improve human resources to support the strategy of the organisation

3.2 Develop and manage competencies of people

3.3 Involve and empower the people and support their well-being



- Principles of fairness, political neutrality, merit base, equal opportunities
- Transparent criteria in people development (recruiting, remuneration, performance dialogue)
- Attract and develop talents
- New ways of working and learning –Agility

Criterion 4: Partnerships and Resources

4.1 Develop and manage partnerships with relevant organisations

4.2 **Collaborate with citizens and civil society organisations**

4.3 Manage finances

4.4 Manage information and knowledge

4.5 Manage technology

4.6 Manage facilities



- Encourage participation and collaboration
- Intergenerational fairness, balanced budget, financial transparency
- Use digital transformation for knowledge management
- Open data-Provide and distribute data
- Data protection and cybersecurity
- Life cycle management

Criterion 5: Processes

5.1 Design and manage processes to increase value for citizens and customers

5.2 Deliver products and services for customers, citizens, stakeholders and society

5.3 Coordinate processes across the organisation and with other relevant organisations



- Organisational agility—processes around customer needs, full life-cycle
- Diversity, gender mainstreaming
- Digitalisation, data drivenness and open standards
- Culture for working across borders

Criterion 6: Citizen/Customer-oriented Results

6.1 Perception measurements

6.2 Performance measurements

- Results regarding transparency, accessibility and integrity
- Results regarding stakeholder involvement and innovation
- Usage of digitalization and e-government procedures

Criterion 7: People Results

7.1 Perception measurements

7.2 Performance measurements

- Digital skills
- Perception of the management and management systems
- Perception of the working conditions
- Perception of the career and skills development
- Results regarding individual performance and capacities



Criterion 8: Social Responsibility Results

8.1 Perception measurements

8.2 Performance measurements



- Impact of the organization on the quality of citizens'/customers' life beyond the institutional mission
- Impact on environmental sustainability, climate change.
- Impact on the quality of democracy, transparency, ethical behavior, the rule of law, openness and integrity.
- Preserve and sustain resources shared services

Criterion 9: Key Performance Results

9.1 External results: outputs and public value

9.2 Internal results: level of efficiency



- **Results of public sector reforms' implementation**
- **Efficiency of the organisation in managing the available resources including people, knowledge and facilities.**
- **Impact of digitalisation on performance of the organization.**

Next steps – How to support CAF 2020

- Organising National CAF Days introducing CAF 2020
- CAF Handbooks & Leaflets
- Initiating Pilot CAF Implementations as lighthouse projects
- Offering CAF Trainings in the Institute of Administration (IFA)
- National CAF Expert Networks
- Hosting CAF User Events and Quality Conferences
- Providing the Label „Effective CAF User“ and the External CAF Feedback

2. CAF in Belgium





ЕВРОПЕЙСКИ СЪЮЗ
ЕВРОПЕЙСКИ
СОЦИАЛЕН ФОНД



ИНСТИТУТ
ПО ПУБЛИЧНА
АДМИНИСТРАЦИЯ



ОПЕРАТИВНА ПРОГРАМА
ДОБРО УПРАВЛЕНИЕ

CAF in Belgium

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Проект „Въвеждане на Общата рамка за оценка (CAF) в българската администрация“ се осъществява с финансовата подкрепа на Оперативна програма „Добро управление“, съфинансирана от Европейския съюз чрез Европейския социален фонд.
www.eufunds.bg

Our activities



SUPPORT

PROMOTION

**PARTNERSHIPS
INTERNATIONAL
COOPERATION**

**EXCHANGE OF
GOOD PRACTICES**

CERTIFICATION

Support

- Translating CAF2020 into other languages (French, Dutch, German)
- Guidelines and templates CAF application
- Consultancy/advice and support CAF users
- Contacts facilitator - partnerships benchlearning
- CAF training
- CAF schools, local government, police, jail ...
- CAF thesis

- CAF users register

Promotion

- CAF 2020 presentation (3 colleges)
- 5 CAF national conferences (2002 quality of public services – 950, 2004 challenges of the administration – 650, 2006 customer focus – 550, 2008 learning organization – 500, 2010 social responsibility - 450)
- CAF event
- PEF ceremony award
- Quality network
 - Site (What we have already done? What we want to do?)
 - One day CAF for managers
 - CAF 2020 on website Federal Public Service Strategy and Support (FPS BOSA)

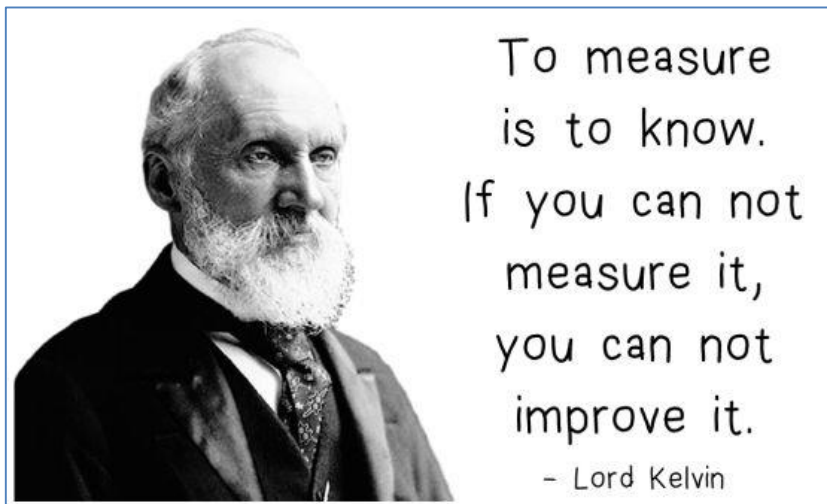
Partnerships

- France, Luxemburg, Nederland, Germany, Austria, Italy
- CAF schools, local government, police, jail
- CAF report and analysis from ULB, UCL
- **International cooperation**
- Taiex Ukraine with Italy (Chernobyl, Kiev) 2/2019
- Balkan conference (Kosovo, Croatia, North Macedonia, Bosnia Herzegovie) 7/11/2019
- Ministry of interior emergency services Romania 20/1/2020
- National CAF users event Bulgaria 26-28/2/2020



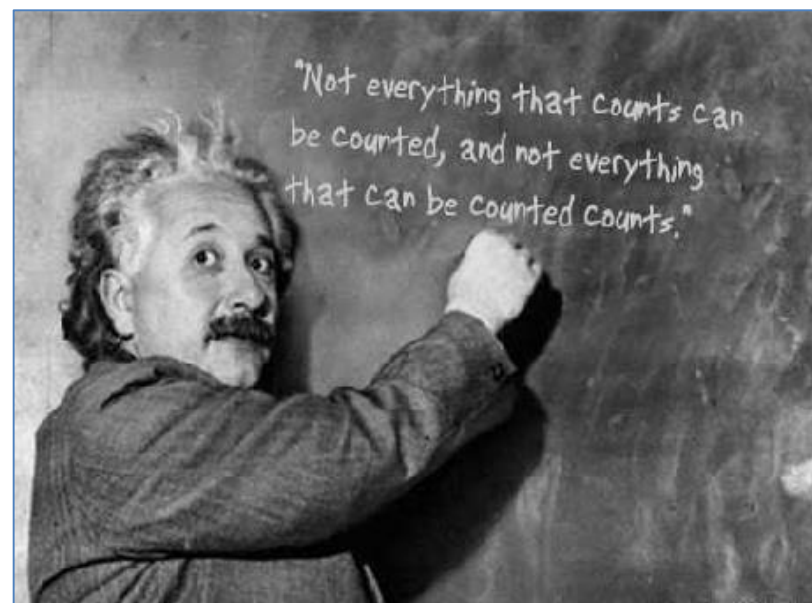
Exchange of good practices

- Contact person in the regions
- Selection of Belgian good practices for the European conferences and CAF users events
- Federal quality Meeting with the regions



Learning together during the Quality Journey

Bench learning: Learning from each other



Certification

- Process External Feedback - PEF
- National PEF organizer
- 40 external auditors
- PEF brochure



Lessons Learned (1)

- Open dialogue, culture, transparency, mutual confidence, solution oriented
- Practical and easy to use – possible adaptation of CAF
- Find alliés
 - Build a CAF community
 - CAF is part of the national strategy
- Conscious of changes
 - CAF = changes
 - CAF continuous improvement
 - CAF European guide for excellence in the public sector

Lessons Learned (2)

- **Convince**
- **Not mandatory**
 - Show succes, promote good practices
 - Platform
 - Use CAF effectif user label - 15 PEF (federal administrations, local government, schools)
- **Public sector reforms**
- **Priority of the Brussels and Walloon Regions**

Lessons Learned (3)

- Importance of oral feedback
- Follow-up of the feedback report
- Label for 3 years
- Benchlearning on PEF
 - Peer review
 - EFAC's
 - PEF Event



More info:

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