



THE COMMON ASSESSMENT FRAMEWORK CAF 2020

EXPERIENCE OF OECD/EU Commission joint
project “Strengthening the resilience of public
administration after the COVID 19 crisis

Isabelle Verschueren

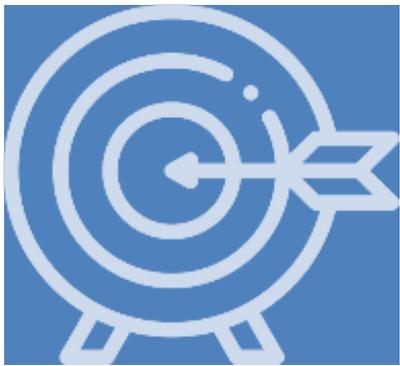
Belgium

6 October 2022

Annual Meeting of CAF Users in Bulgaria



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



KEY OBJECTIVES

Enquiries

Extend the network to Observatory of Public Sector Innovation (OPSI), OECD + Principles of Public Administration, SIGAM

11 Cases studies projects CAF 2020 implemented as part of the Operational Program Knowledge National Management Development of each Member States

Social innovation and transnational cooperation

A network for cooperation and exchange of experiences between officials from Europe and in the world



PATH OF PROJECT



- **CROATIA - CAF Working Group, 12/3/2020 – Decision to create a TSI project**
- **GERMANY - CAF Working Group, 12/9/2020 – Gathering input from participants**
- **PORTUGAL - CAF Working Group, 13/3/2021 – Validation of the project, Consensus on roadmap of the project, Adapted CAF-questionnaire, Gathering additional input from NC's**
- **FRANCE - CAF Working Group, 23, 24/6/2022 – Discussion on first deep dive workshop**
- **BULGARIA – NATIONAL CAF USERS EVENT, 6/10/2022**
- **TCHEQUE - CAF USERS EVENT, 19/10/2022 - Discussion on second draft of CAF 2020**
- **AUSTRIA - CAF Working Group, 8-9/11/2022 - second deep dive workshop**
- **SWEDEN - CAF Working Group, 1-2/01/2023 – OCDE publication of good practices**



ЕВРОПЕЙСКИ СЪЮЗ
ЕВРОПЕЙСКИ
СОЦИАЛЕН ФОНД

FOCUS

- Good governance
- Digitalisation, agility, development durability, innovation and diversity
- Engagement of the personnel, use of data and information
- PEF certification

FOLLOW UP OF THE TSI PROJECT

- Strategic and planning Lead PORTUGAL – OCDE with Austria, Finland, Ireland, Latvia :
 - transversal objectives
 - budget and planning
 - center of government capacity building and knowledge
 - climate change coordination
 - policy development
 - transition planning preparation of further development
 - Monitoring, indicator, policy evaluation
- In house consulting Lead CHYPRUS – PD with Finland, Denmark, Latvia
- Customer satisfaction Lead CROATIA – OCDE with Austria, Spain, Greece, Slovakia, Slovenia, Estonia
- PEF Lead AUSTRIA – Slovakia, Italy, Slovenia, Portugal, Bulgaria

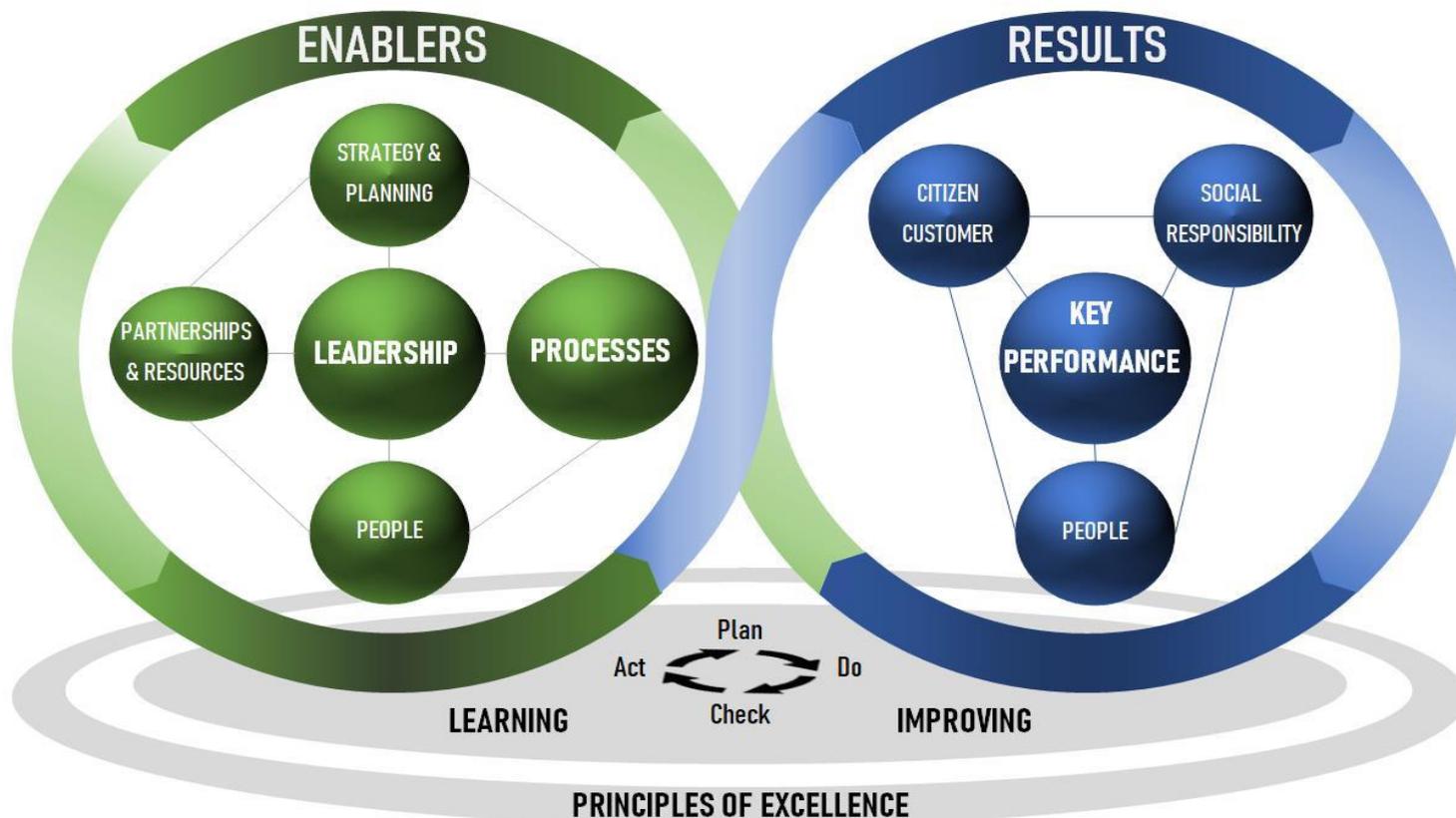


CHANGES CAF 2020



Certification

COMMON ASSESSMENT FRAMEWORK 2020

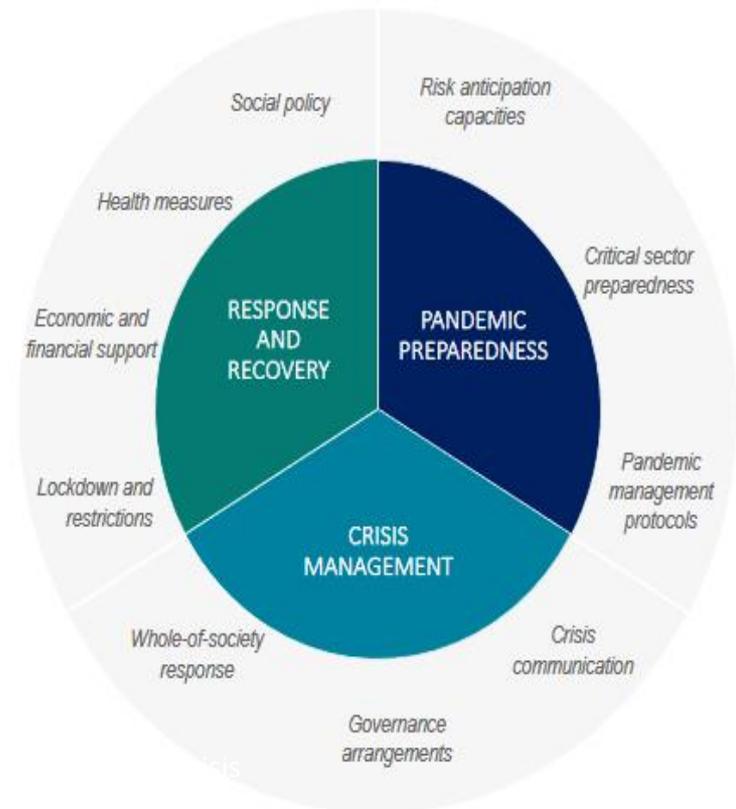


OECD FRAMEWORK FOR EVALUATING NATIONAL COVID-19 RESPONSES

The 2014 OECD Recommendation of the Council on the Governance of Critical Risks identifies three major phases of the risk management cycle that need to be addressed by strategies and policies:

- 1. pandemic preparedness**
- 2. crisis management**
- 3. response and recovery**

Pandemic preparedness refers to a government's ability to anticipate a pandemic before it materialises and prepare for a global public health emergency, by developing the right knowledge and capacities: foresight, prevention policies, mitigation programmes, ...



LESSONS LEARNED FROM EVALUATING PANDEMIC PREPAREDNESS

Pandemic management protocols

- Existing procedures and guidelines to follow in the event of a pandemic
- Clearly defined responsibilities on leadership & and risk management frameworks
- Pandemic protocols are at the heart of pandemic response capacities in governments

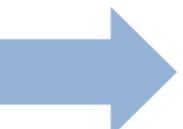
Risk anticipation capacities

- Through early warning systems, risk assessment exercises, foresight, or building critical material stocks (e.g. personal protective equipment)
- General lack of capacity to anticipate shocks of this magnitude
- Early warning systems and other anticipation tools, while costly, are crucial for risk management

Critical sectors preparedness

- In 2011 OECD identified the need for countries to **improve** their national critical infrastructures in anticipation of global pandemics. Few OECD countries (7 out of 34) considered “health care and public health sector” as critical infrastructure sectors when surveyed in 2018

KEY INSIGHTS ON PANDEMIC PREPAREDNESS

- 
- Investment in risk anticipation capacities and in critical sectors was **insufficient** in most countries for adequate pandemic preparedness:
 - COVID-19 no black swan event → pandemic was **anticipated** by most national risk assessment frameworks!
 - Many OECD countries **overlooked lessons learned** from previous global virus outbreaks such as SARS or H1N1!
 - Pandemic preparedness requires:
 - Well-developed **emergency plans** and **procedures** for governments to prepare and equip critical sectors (protective equipment, testing capacity, training).
 - **risk anticipation** and **assessment** (data infrastructure to monitor key health indicators such as infection rate)
 - **strategic foresight** capacities
- 

SUMMARY OF SURVEY RESULTS ON CRISIS PREPAREDNESS

1

Most organisations were **moderately prepared**, even more so at the local level.

2

Large organisations (over 250 employees) were slightly better prepared than smaller organisations.

3

Around **half of organisations** had a **crisis management plan** or some relevant protocols in place.

4

More than half of the respondents used the model **during the crisis** and 77% confirmed that it helped during the crisis.

LESSONS LEARNED FROM EVALUATING CRISIS MANAGEMENT: AGILITY AND SPEED

Governance arrangements

- Interagency co-operation requires commitment from leadership and fit-for-purpose governance structures with clear mandates
- Effective communication and reporting processes can provide challenging
- Scientific advisory bodies while valuable could rely on more varied sources of expertise

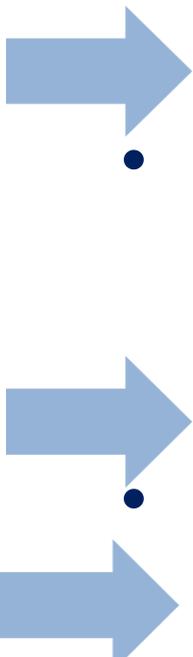
Crisis communication

- Unprecedented communication use
- Despite efforts information not always timely, consistent and comprehensive
- Inconsistencies in channels and messages
- Importance of timeliness

Whole of society response

- Federal countries put more emphasize on evaluating cooperation across governance levels → the quality of coordination among levels of government as a key determinant in the effectiveness of the response
- Impaired democratic accountability mechanisms → strengthen effort to involve stakeholders in decision-making for crisis management.

KEY INSIGHTS ON CRISIS MANAGEMENT

- 
- Interagency co-operation requires commitment from **leadership** and **fit-for-purpose** governance structures with clear mandates
 - More targeted, informed and coherent messaging is needed to foster **trust**
 - Governments could **involve civil society, the private sector and local actors** more to increase transparency in decision-making and facilitate the implementation of crisis management responses

SUMMARY OF SURVEY RESULTS ON CRISIS MANAGEMENT AND STRATEGY AND PLANNING

1

Public sector organisations have adapted to the crisis, equally on strategy and planning.

2

The uncertain environment, the challenge to manage human resources and difficulties to reach out to users were common obstacles to strategy and planning

3

Priorities have shifted towards digitalisation and workforce management.

4

New top priorities are consistent across sizes of organisations.

OBSERVATIONS FROM THE CASE STUDIES ON CRISIS PREPARATIONS AND MANAGEMENT

1. **Crisis management protocols and plans** were insufficient / rarely used to address the effects of the pandemic.
2. **Regulations, roles and missions** had to be adapted fast.
3. **High-level strategies** were adapted in few cases in response to the crisis.
4. **Management structures** have evolved to be more effective, frequent and inclusive. **New management models and organizational structures** have been tested.
5. **The formats of partnerships** have evolved and new approaches and strategies were developed in several cases.
6. Special attention was devoted to vulnerable populations.
7. **CAF assessment and implementation plans** were considered very useful.

OUR ACTIVITIES



SUPPORT

PROMOTION

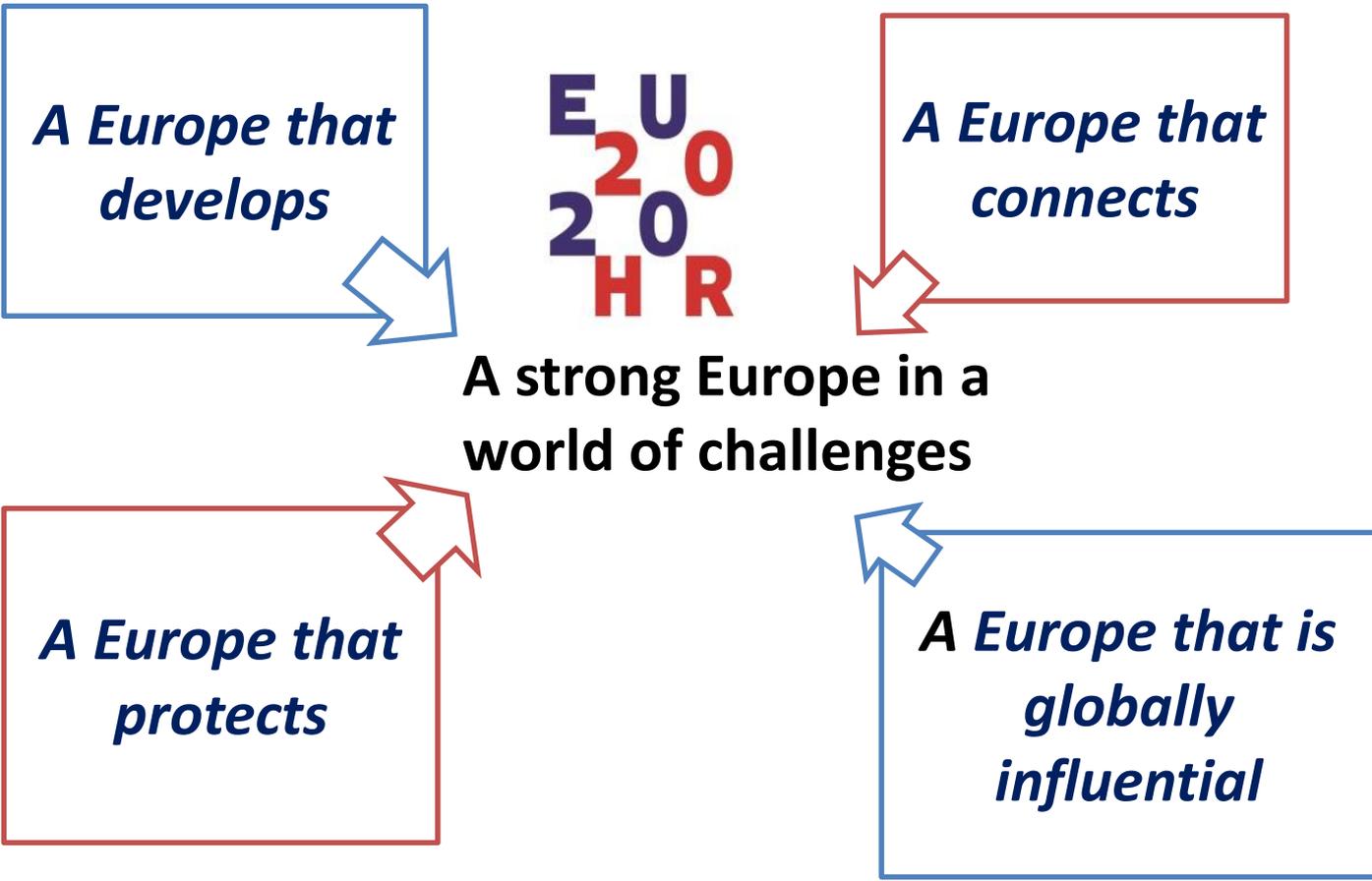
**PARTNERSHIPS
INTERNATIONAL
COOPERATION**

**EXCHANGE OF
GOOD PRACTICES**

CERTIFICATION



HR PRESIDENCY 2024



CAF VISION 2030

CAF is

European recognized guideline for good governance and excellence in public sector

- **Good governance** is considered the ability to achieve stated policy goals, in line with the principles and values of integrity, rule of law, transparency, accountability, effectiveness and efficiency, among others.
- **Excellence** is challenging the status quo, searching and striving for improvement, and effecting change by continuous learning to create innovation opportunities.

CAF VISION 2030 - EUPAN

- **Working together for high quality public administrations and public services in Europe**
- **CAF 2020** - promote and measure of CAF effect/results/impacts on good governance in EU (and worldwide)
- Monitoring framework on CAF added value for informing EUPAN DG level and stakeholders
- Foster benchmarking and learning between CAF users and EU countries
- Determine target PA bodies and key stakeholders on national, EU and worldwide level and as a tool for promotion of CAF added value to all interested parties

FURTHER READING

- OECD (2022), [First lessons from government evaluations of COVID-19 responses: A synthesis.](#)
- OECD (2020), [Building resilience to the Covid-19 pandemic: the role of centres of government](#)
- OECD (2020), [The territorial impact of COVID-19: Managing the crisis across levels of government](#)
- OECD (2018), [Assessing Global Progress in the Governance of Critical Risks, OECD Reviews of Risk Management Policies](#)
- OECD (2014), “Recommendation of the Council on the Governance of Critical Risks”, [OECD Legal Instruments, OECD/LEGAL/0405](#)



More info:

Isabelle Verschueren -

isabelle.verschueren@bosa.fgov.be

Federal Public Service Strategy and Supply -

BOSA

DG Budget and Evaluation policy

Belgium



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