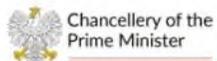


The CAF Network and its European Resource Centre: Navigating Challenges and Driving Change Successfully

Gracia Vara Arribas & Tihana Puzić

Head and Deputy Head of the European CAF Resource Centre, EIPA

CAF Users Event, Warsaw April 10th 2025



The **CAF Users Event** as the blueprint and key source of inspiration of our work



- Passion for a **human-centric** public sector
- **Principles of Excellence** at the core of each action
- Coordination and support to the **CAF Network**
- **Strong collaboration with National CAF Centres and National CAF Correspondents**
- **Promotion, expertise and commitment** to excellence, good governance and public administration principles by using CAF

What are our challenges? And how we prioritise them?



Driving continuous transformation in the public sector



Overburdened agendas



Working within smaller budgets



Quality Management Focus in political agendas



Further alignment with EU and national & regional priorities



Coordinating,
initiating & facilitating
with CAF expertise:



1. Strong CAF Network and committed CAF National Correspondents and CAF Centres

2. **Strengthening capacity-building** through training & research

3. **Dissemination & exchange of knowledge** within CAF community and QM Networks

4. Strong partnerships with EIPA Board Members and EUPAN, EC, OECD/SIGMA, ReSPA, GIZ, UNDP and the regional and local authorities



[Course: International CAF Trainers Event - 2024 Edition | learning.eipa.eu](https://learning.eipa.eu)

Training Needs Analysis

Conducted beginning of 2024 – targeted CAF users, national correspondents, EFAs, and CAF experts.

High demand for

- Self-assessment process (CAF Phases at a Glance)
- Soft skills and facilitation techniques
- External Feedback Procedure training

Pilot Event

Held at EIPA Maastricht in November 2024.

30 participants from 13 countries + ReSPA and GIZ representatives.

Positive feedback → curriculum refined based on input, and published for free use on EIPA`s website.

Intergenerational and multicultural learning in the CAF community: senior knowledge, sharing the perspectives with the new generations.

„It does not mean that only experienced CAF trainers can meaningfully contribute to the CAF as the change catalyst. It is about the will to learn and to improve our knowledge. And this, everyone with a genuine interest can do“

Italo Benedini, CAF Expert, Italy



Institutionalisation of Quality Management Research

Study Scope

Part of European Public Sector Award (EPSA) 2023–24.

27 EU countries + candidate countries.

Key Findings

Varied maturity in QM across Europe.



Recommendations

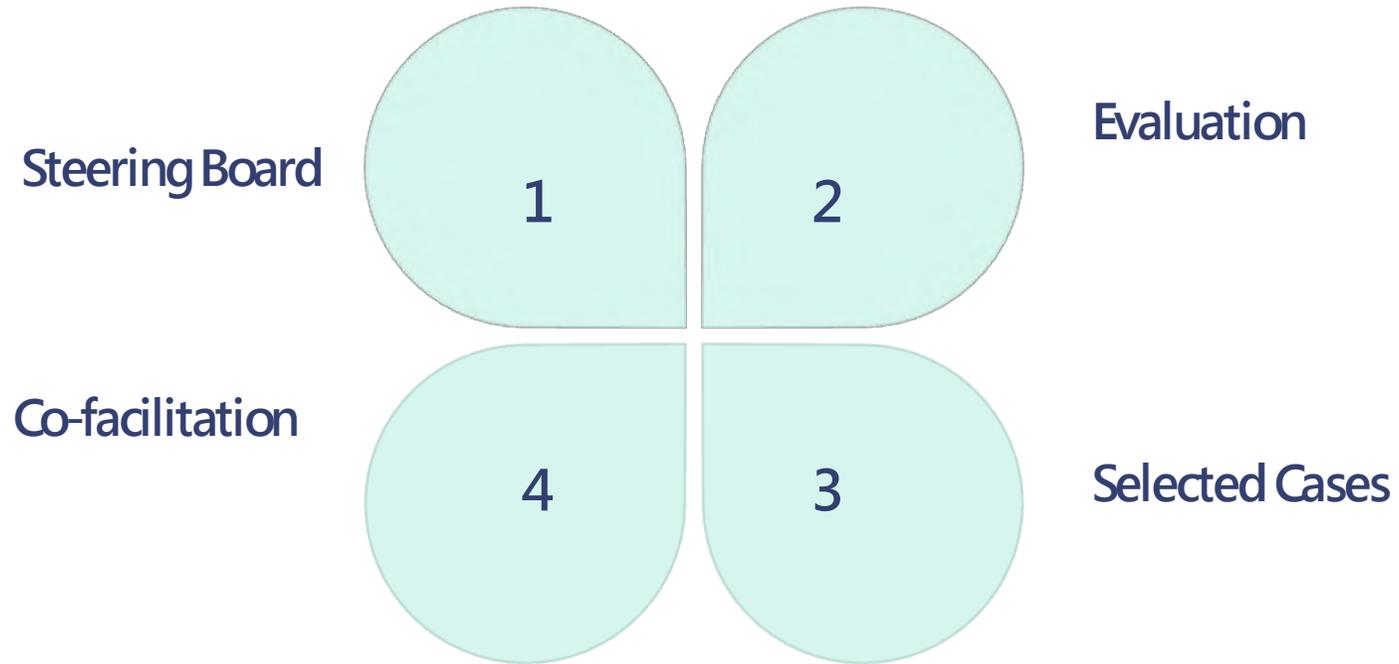
Sustained political commitment.

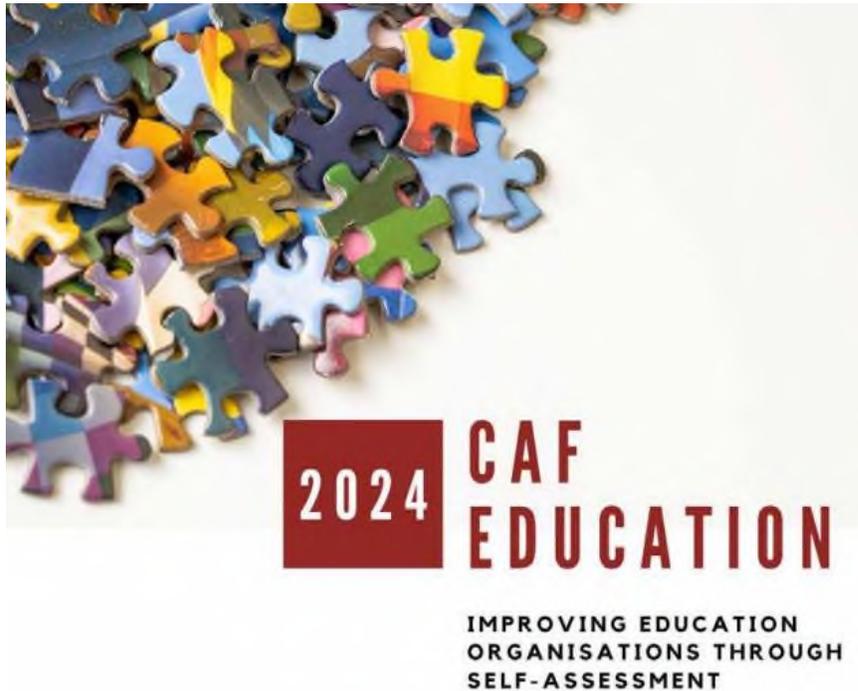
Institutionalisation needs to be reinforced via competence centres

Strengthen cross-border cooperation and knowledge sharing.

Support further bench-learning in QM

Support to the CAF Users Event under the Polish Presidency





Final Version
Published

January 2025



Aligned with
European
priorities

European educational
priorities and SDGs



Structured
approach

Provides a structured
approach to quality
management in
education

#Hardwork Last update: From PEF to CER

the CAF Excellence Recognition (CER)



Development Process

Incorporating lessons learned from previous procedures and user-centricity

Core Working Group – CAF Network

Austria, Italy, Belgium, Slovakia, Slovenia, Bosnia-Herzegovina, ReSPA and European CAF Resource Centre, supported by Poland and Bulgaria

Final Submission

Final version was submitted to EUPAN working level members by the Polish team in March 2025 and to the DG level in May 2025

PROCEDURE FOR CAF EXCELLENCE RECOGNITION

IMPROVING PUBLIC ORGANISATIONS THROUGH SELF-ASSESSMENT



At the Centre of CAF
expert community,
sharing knowledge and
promoting the
excellence of the public
sector:

Caf Compass

Three interviews in 2024: Italy, Bulgaria and
Belgium

(are you the next one?)

Eipa in conversation

**More than 200 public servants engaged in the
sessions in 2024**

CAF newsletter

2.500 subscriptions

CAF E Tool

**English, Polish, German, Armenian, Dutch, French,
Georgian, Portuguese, Romanian
& others in planning**

Other Quality Initiatives and Actions

- **New National CAF Correspondents Portugal, Italy, Georgia**
- **Initiatives and studies on country levels in the member states**
- **Preparation of the CAF National Correspondents Meeting**
- **Partnerships with OECD/SIGMA, GIZ (Ukraine, Moldova, Armenia, Georgia, Tunis) ReSPA and Western Balkans**

Challenges & Next Steps

1

Challenges

Political will and sustained commitment to quality: result, process, agility, user and employee orientation

2

Capacity Building and Promoting EU values

Skills development needs and need to integrate EU quality approaches

3

Embedding QM

In governance structures

Next steps:

- Expand training and capacity-building efforts.
- Strengthen cooperation within the CAF Network.
- Ensure continuous alignment with EU governance priorities.

European CAF Resource Centre



**Around the time when the idea of this event was
created....**

**#Madrid, October 2023
National CAF Correspondents Meeting**

**This is a placeholder for the group photo of the
10th CAF Users Event
Poland
Warsaw, 10 April 2025!**



**And keep in mind: Making memories with a smile — even in
challenging times — is the best way to navigate!**

