



CAF CHALLENGES TO PROMOTE PUBLIC SECTOR CAPACITY

Presentation of Study results - PPUE 21

Bulgaria CAF Users Meeting

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Study on the implementation of CAF

“CAF Challenges to Promote Public Sector Capacity” was coordinated by DGAEP under the Portuguese Presidency of the Council of the European Union– PPUE21.

Study objectives (**evaluate**, based on **common European principles and values**):

- Scope and dynamics of CAF in MS
- Effectiveness of CAF and
- CAF results,

namely, the quality of public management or governance in public sector organizations.

Methodology

- ❖ Exhaustive collaboration between the Portuguese team, the CAF NC.
- ❖ The study offers an overview contextualized of the evolution of CAF in national MS dynamics.
- ❖ Data were obtained from primary and secondary sources:
 - 1) Literature review on the evolution of CAF
 - 2) Two questionnaires (5 templates and one questionnaire) to the CAF NC
 - 3) Interviews with experts at CAF

Study Timeline

Matrix validation by the CAF NC. Filling in the templates (Part I)



December 2020 and January 2021

Presentation of first results, CAF NC meeting, PPUE 21



17 April, 2021

Completion of the Study. Presentation at DG PPUE 21 meeting



June, 2021

September, October and November, 2020



Beginning: preparatory meetings, construction of the CAF evolution matrix and literature review

March and April, 2021



Part II: construction, sending and request filling out the questionnaire, CAF NC

May, 2021

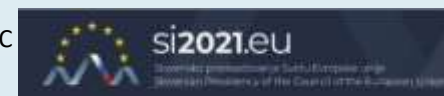


Interviews with CAF NC and CAF experts



Beginning of April: EIPA Newsletter Article "CAF challenges to promote public-sector capacity"

Study findings were presented at the CAF NC meeting on 3 November 2021



Scope



The first part of the study aims to analyse the scope of the CAF tool within the framework of the European countries:

- ❖ **describe CAF's value to public sector organisations**
- ❖ **identify how CAF was promoted in the different Member States; and**
- ❖ **present CAF lessons learned as it integrates assessment, strategic planning, and improvement.**

CAF users' Community

- ❖ The CAF community grew from **288** registered CAF users' database in 2005, **2006** users in 2010 to **3122** registered organisations in 2021.
- ❖ This evolution is more significant in: Italy, Belgium, Austria, Poland and Portugal.
- ❖ Between 2000 and 2021, most EU Member States started to actively promote the use of the CAF across or in parts of public sector organisations.

CAF Dissemination and Promotion

Most EU countries have assigned the **dissemination and promotion** of the CAF to a specific organisation situated at the **central level**, usually at the **ministry in charge of public administration** (Interior, Finance) or the **Prime Minister's office**.

For promotional CAF activities and user's support, countries have several approaches, like dedicated webpages or specific sections in institutional websites; social media platforms (Linkedin, Facebook, Youtube, Twitter);

Table - CAF in Social Media Platforms

Website				
AT, BE, BG, BZ, CZ, ES, FI, GR, HU, IT MK, PL, PT, SI, SK	AT, BE, FI	AT, BG, BZ, FI, IT, PL, PT, SK	BG	ES, FI, GR

Source: Elaborated by the authors

External Feedback Procedure

As for External Feedback Procedure, half of the responding countries have implemented this external recognition, and therefore a variable number of organisations are recognised as "Effective CAF Users".

Regarding the CAF model's improvements, the study showed that eleven countries did not want to spend too much energy rewriting the CAF;

but prioritize new themes to integrate into the model, such as **SDGs, principles of effective governance, resilience, innovation, digitalisation** and the **fourth industrial revolution**.

Principles coverage and CAF activities

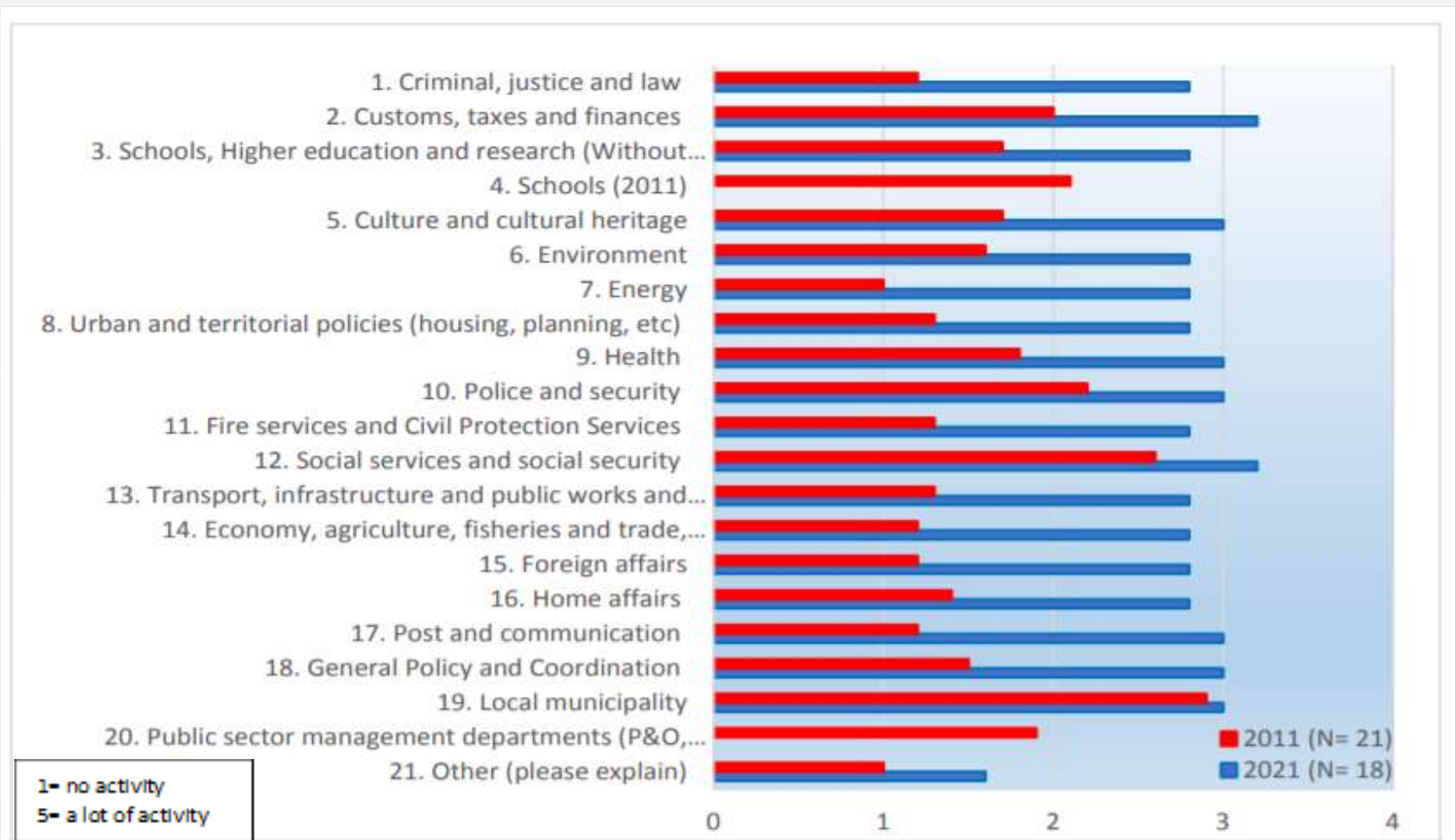
Most CAF NCs agree that the eight principles fully cover TQM excellence, but some CAF NCs feel that the principles of excellence should be emphasized more as the fundamentals of the CAF

The main reasons for progress concerning CAF evolution in the MS are related to:

- the funding programs that support National CAF Centre activities;
- a CAF RC with dedicated HR and promotional CAF activities.

Evolution of Use of the CAF per sector

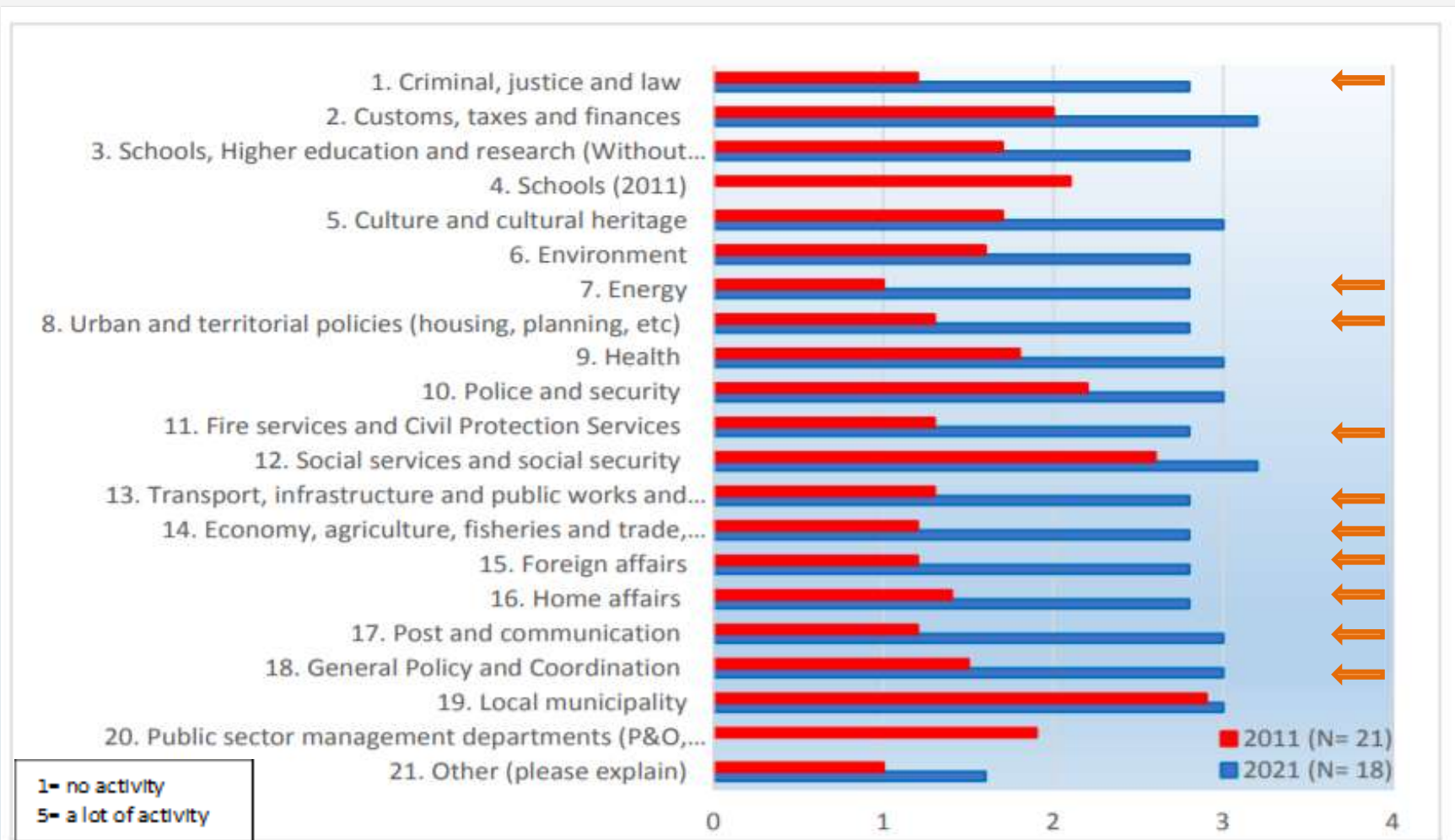
Graph - Evolution 2011 and 2021



Source: EIPA 2011 and elaborated by the authors

Evolution of Use of the CAF per sector

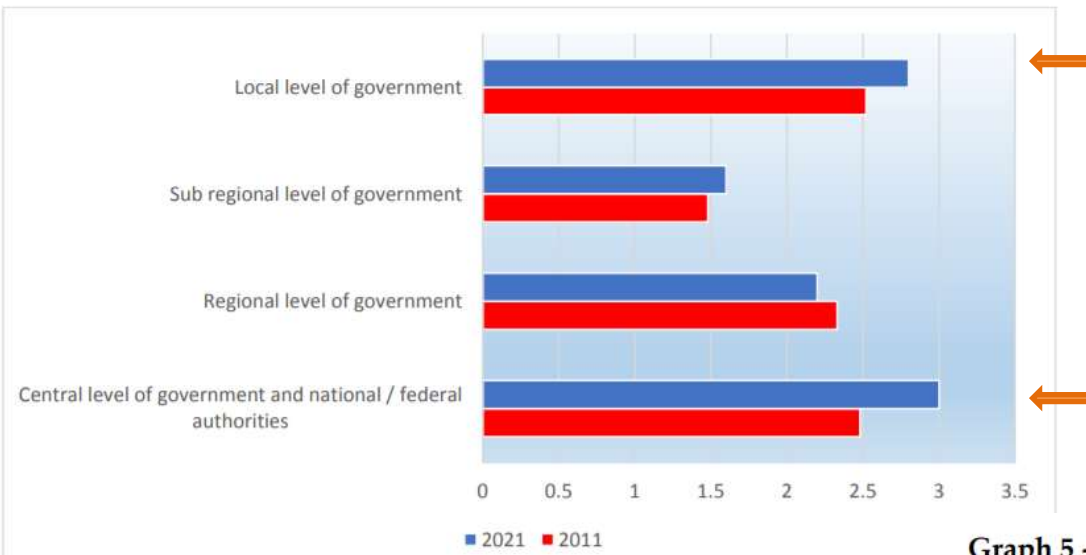
Graph - Evolution 2011 and 2021



Source: EIPA 2011 and elaborated by the authors

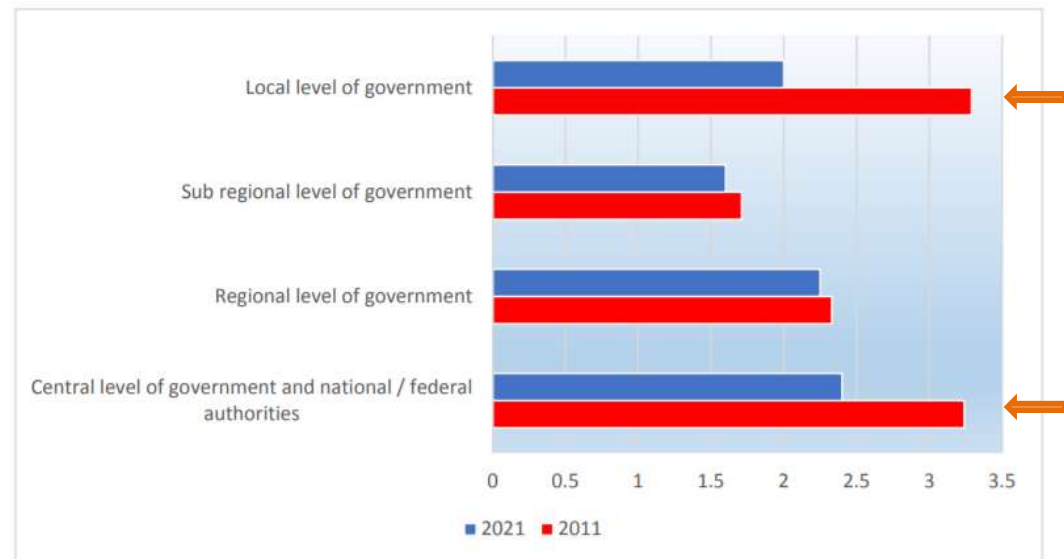
Evolution of CAF per government level

Graph 4- Use of the CAF per government level (2011-2021)



Source: EIPA 2011 and elaborated by the authors

Graph 5 - Potential of CAF per government level (2011-2021)

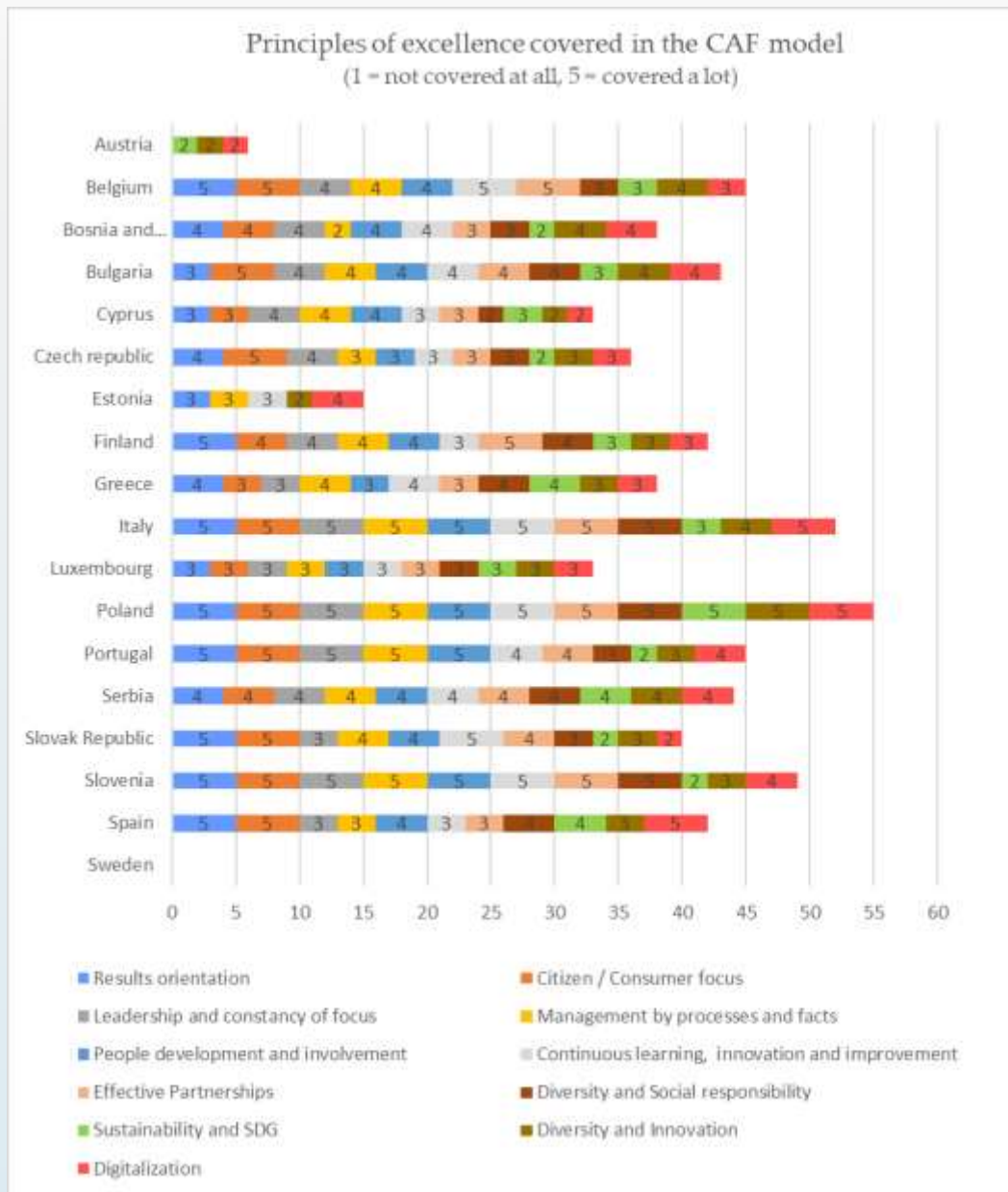


Source: EIPA 2011 and elaborated by the authors

Principles of Excellence



Principles of excellence within the public sector that are not enough covered throughout the CAF model



Poland, Italy, Slovenia, Belgium, Serbia and Portugal are the countries with Principles of Excellence are most covered by CAF model within the public sector

Austria and Estonia are the countries with Principles of Excellence are less covered by CAF model within the public sector

Conclusion

- ❖ One of the biggest lessons of CAF after these 20 years is that this simple tool can be tremendously beneficial to any public organization.
- ❖ By carefully considering the operational and human resource factors, it is possible to successfully conduct the CAF in every organization with some planning and forethought.



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- ❖ One of the biggest lessons of CAF after these 20 years is that this simple tool can be tremendously beneficial to any public organization.
- ❖ By carefully considering the operational and human resource factors, it is possible to successfully conduct the CAF in every organization with some planning and forethought.
- ❖ CAF applied in Public Administration organizations can **create a culture of assessment to review how public organizations ensure that customer-oriented services will be delivered efficiently and effectively to the citizens' benefits.**



Conclusion

In sum, the **challenge for government leaders, managers and employees** is **finding a way to create a culture** in which all employees think about whether there are better, more efficient and effective ways to serve the citizens.



One of the goals associated with the implementation of CAF is to make CAF a regular part of how the organizations perform public services and create a management model based on the cycle of assessment, planning and improvement.

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One of the goals associated with the implementation of CAF is to make CAF a regular part of how the organizations perform public services and create a management model based on the cycle of assessment, planning and improvement.

The assessment process brings together the integrated perspectives of people who work in different areas and at many different organization levels: the employees, managers, and leaders.



Thanks for your attention!

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[Link to Study](#)