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Regional Quality  
Management  
Centre



# ReSPA

Regional School  
of Public Administration

BUILDING TOGETHER  
GOVERNANCE FOR THE FUTURE

**WELCOME TO THE WORLD OF QUALITY  
IN THE PUBLIC SECTOR, AND  
GOOD LUCK ON THE CAF JOURNEY  
TOWARDS EXCELLENCE!**



## About CAF

## What is CAF?

CAF is the European Common Assessment Framework, **tailor-made for better quality in public administration. It is a self-assessment tool used jointly by managers and employees** to analyse and recognise their strengths and potential for improvement. The ultimate goal is to achieve excellent results and impacts for the benefit of customers, citizens and the society. Depending on the sector, using CAF can lead to “quick and correct business licences”, “well-educated students”, “high life quality through public health services”, or in general “a comprehensive citizens service”, “sustainably managed infrastructure”, or “highly motivated employees”.



The CAF's core is a **sample questionnaire of approximately 200 questions** that captures the quality of a public administration or organisation. Then, through the **CAF Action Plan**, an organisation implements the jointly defined improvements.

Many users have recognised the CAF benefits such as: it is tailor-made for the public sector; it uses everyday language and implies people involvement and evidence-based improvement.

Depending on the organisation's size, CAF can be introduced for the whole organisation or in single departments. That is why **CAF can be the “compass” to help managers to find the path to Excellence!**

## EXCELLENCE



## What is CAF model?

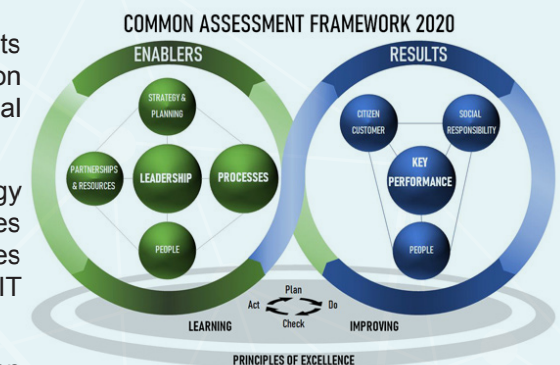
CAF wants to achieve an excellent result and impact which have to be measured and proved by facts and figures.

The CAF defines **five “enablers”** that boost the organisation to perform at its best and deliver excellent results for citizens, clients and employees.

Above all is the leadership, which sets the organisation's strategic direction and creates the organisational foundations.

Excellent leadership enforces “strategy and planning”, “human resources management”, and manages resources such as budget, knowledge and IT sustainably.

On these bases, the organisation defines and documents the internal “processes” and develops them permanently.



Also, the CAF defines **four result criteria** to measure the impact of the organisation's services:

- ✓ Staff-related results, e.g. How satisfied are the employees are with their work in the organisation and their training needs?
- ✓ Citizen-related results, e.g. How satisfied are the citizens with the organisation's work (ministry, municipality, school, etc.)? How satisfying is the accessibility (via telephone, personally, etc.)?
- ✓ Social responsibility results, e.g. What is the organisation doing to fulfil its social responsibility?
- ✓ Main performance results, e.g. What outputs, outcomes and impacts are achieved depending on the sector (e.g. public transportation, police security, environmental protection, social services, quality of laws, etc.)?



## How to implement CAF?

Before the organisation starts the CAF-implementation, it shall define to what extent CAF can support the organisation's objectives and fits the organisational culture itself. Also, before deciding whether to start using CAF, ask yourself and your leadership a few inspiring questions: What are my departments doing and what challenges do we see? or How may we improve the processes and products, i.e. services in the given period with inhouse capacities and available staff?

Implementation of the CAF requires clear responsibilities and contact persons involved in the process.

CAF implementation goes through three phases:

### Phase 1

#### Self-assessment

**CAF Self-assessment**, which focuses on CAF questionnaire to identify strengths and potential for improvement. This phase's main result is a catalogue with **suggestions for improvement** for the organisation's further development.

### Phase 2

#### Action plan

**CAF Action plan** specifies **implementing the suggestions for improvement** by prioritising the individual measures. It provides time-frame, responsibilities and required resources.

### Phase 3

#### Implementation

**CAF Implementation** implies **implementing the measures and projects defined in the CAF Action Plan**, so this is the most comprehensive CAF program phase. At the end of this phase, re-running the CAF self-assessment and starting again at Phase 1, which often happens every two to three years. This "loop" ensures the continuous improvement process in the organisation.

The organisation can get CAF Certificate "Effective CAF USER"

## How to get "Effective CAF USER"

Organisation that implements CAF can be rewarded by the label "Effective CAF USER" which is proof of its effort, and excellent work. The CAF label confirms a high degree of efficiency in administrative procedures and service orientation to achieve effective and sustainable improvements for citizens and society. Before rewarding the Label, it is necessary to go through the CAF external evaluation (PEF) process.

## Procedure for External Feedback (PEF)

The CAF External Feedback Evaluation Procedure (PEF) **can lead to awarding the "CAF Effective User" Certificate** to the interested institutions and organisations in the Western Balkans public administration institutions.

The Procedure for External Feedback (PEF) starts upon the request of the institutions that is implementing CAF for more than a year. It provides external feedback on the level of CAF implementation and aims to support CAF users in their further journey towards Excellence. This feedback comes out of the external evaluation of implemented CAF and the way forward chosen by the organisation. It also reflects evaluated level of maturity achieved on the road to excellence.

RQMC will engage CAF External Feedback Actors (so-called EFACs) to undergo an external evaluation to detect CAF implementation quality in the WBs institutions and award them with the Certificate, upon their request. The EFACs have successfully passed a three-module training and have obtained the "CAF External Feedback Actor (EFAC)" Certificate. Certified EFACs will be members of the regional PEF network within the RQMC.





# Guide to CAF implementation

The management team should openly discuss CAF implementation. CAF is not an “expert” procedure in which external experts determine what is “good” or “bad”. It is the joint action in discovering potential for organisational improvements.

For the smooth running of the CAF program, the organisation undertake the following steps:

## Setting up CAF-Program Structure

**1** **Information of the employees** about the CAF program and engage them in the realisation through united teams is the essence of successful CAF implementation.

**Define CAF program roles** within CAF program management: a *CAF-programme manager* (with the CAF moderator) leads the CAF process, sets milestones, selects the CAF self-assessment group and is available internally for any questions about the CAF programme, while a *CAF program assistance* supports the CAF program management and take care of the ongoing issues. *CAF self-assessment group* is responsible for the CAF self-assessment implementation.

**Set communication plan** is accompanying project communication focusing on accurate and timely information related to CAF programme implementation using the relevant communication tools.

## Self-assessment phase

**2** **Conduct CAF training** aims to inform the CAF self-assessment group members about CAF and their specific tasks.

Each CAF self-assessment group member passes through the **individual self-assessment phase** (which is anonymous and confidential) by answering the CAF grid and focusing on a description of strengths, potential for improvement, and further development and conclusive assessment measures. At the end of this four - to six - week phase, the evaluation grids is transmitting to the (external) moderation in preparation for the CAF consensus workshop.

**CAF consensus workshop** is at the heart of the CAF program because the CAF Self-Assessment Group unites and discusses the different perspectives and experiences itself as a strategic unit and administrative development engine.

A moderator does a **CAF-self-assessment report** and hands it over to the CAF program management. It shows the strengths, potential for improvement and measures for further development as well as the outcome of the discussion (consensus) on all nine criteria of the CAF.

## CAF-Action Plan

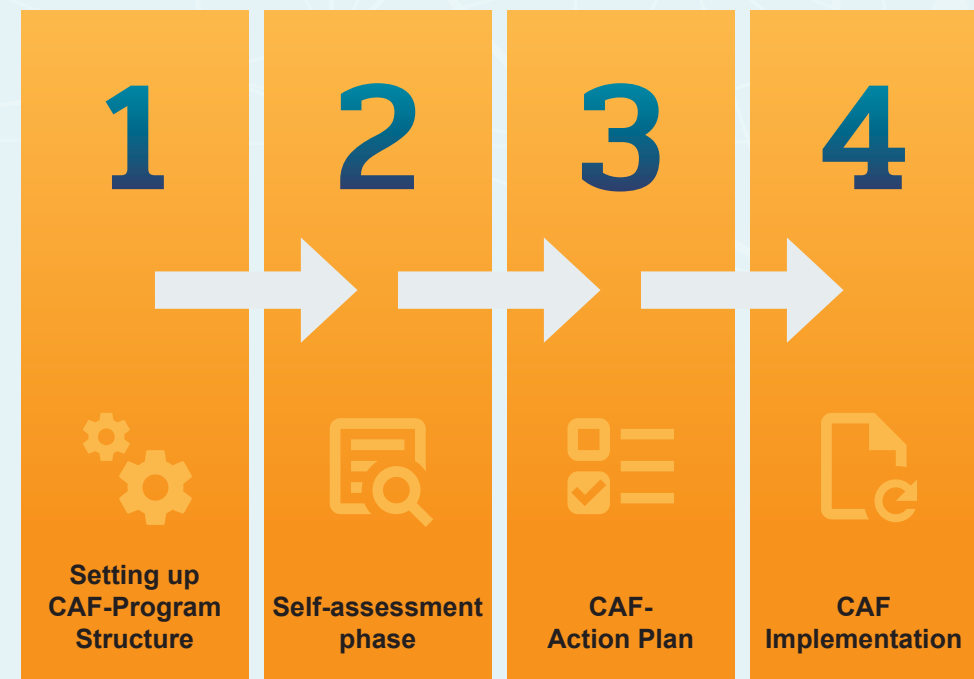
**3** The CAF self-assessment group **prepares CAF-Action Plan** during the workshop. The plan provides responsibilities and timelines.

**CAF-Action Plan Report** is based on the CAF-Action plan, and it should be shared with several groups (“CAF Action Groups”) that pool together related actions.

## CAF Implementation

**4** The action plan for **CAF implementation requires a timeframe of one to three years**. It should be regularly incorporated in the team discussions so the team members can be informed of the project's status and discuss possible challenges.

**Carry out ongoing project controlling** is important not to lose sight of the implementation and regularly review the project. This central management tool of the CAF program provides essential insights on where support is needed, specific issues that need to be resolved, and whether time and resources are on schedule.





## ReSPA is the CAF Resource Center for the Western Balkans public administrations

Regional Quality Management Centre (RQMC) within ReSPA provides regional expertise in the Quality Management area and assists public administrations in strengthening their capacities to implement Quality Management tools and systems. The ultimate goal is to upgrade administrations' quality management as a prerequisite for better work performance and better public services quality.

RQMC will focus on CAF implementation as the most relevant quality management tool in public administration. Therefore, **RQMC also acts as the CAF Resource Centre by providing capacity building activities aimed at the CAF institutionalisation in the Western Balkans.**

Besides, the Centre provides an external evaluation of the level of successful CAF implementation within Western Balkans public administration institutions, alongside promoting and creating the data basis with CAF good practices examples.

Within the institutionalisation of CAF, 15 CAF pilot projects were implemented in the Western Balkans.



As an “Effective CAF-USER” and strong CAF believer, ReSPA is devoted to bettering quality in the Western Balkans public administrations through the broader implementation of the CAF as a tailor-made quality management tool for better public administration in favour of citizens and businesses.



### RATKA SEKULOVIĆ

*ReSPA Director*

ReSPA Regional Quality Management Centre will have a role of Quality Management focal point of expertise in the region, while one of its main features is to become the Centre of expertise in CAF implementation and institutionalisation.

The Centre provides the training and consultancy for CAF implementation. It fosters the regional networks of CAF national contacts and of regional CAF external evaluators, so-called PEF network.

Our goal for RQM Centre is to become the entity that is built enough to undertake a certification of “CAF Effective User label” for the institutions in Western Balkans public administrations.

In the upcoming period, we will invest considerable efforts towards further structuring and operationalisation of the Centre.

We are also proud that ReSPA itself was awarded “Effective CAF USER” label in June 2020 that reflected our efforts and devotion in a two-year implementation of the CAF within ReSPA. These efforts have been supported and guided by the KDZ and ADA since 2018 up to date, and we can say that this has been exceptional joint cooperation that is expected to be continued.



### THOMAS PROROK

*Deputy Managing Director of the KDZ, Centre for Public Administration Research and Head of the Austrian CAF-Center*

“ReSPA is our key partner for the implementation of Common Assessment Framework (CAF) in the Western Balkans and to improve the quality of public administration.

CAF is the driver for the European integration of the Western Balkans region.

**KDZ and ReSPA together have implemented CAF programs in 15 ministries, agencies and municipalities through the BACID program. Their improvement results with CAF are impressive.**

We are looking forward to many more CAF initiatives and effective governances with ReSPA.

ReSPA is our key partner for the implementation of Common Assessment Framework (CAF) in the Western Balkans and to improve the quality of public administration.





## Better resilience with the CAF!

### LJILJANA UZELAC

Head of Strategic Planning Department Ministry of Public Administration and Local Self-Government of Serbia



The Ministry of Public Administration and Local Self-Government (MPALSG) introduced CAF in 2019/2020 as the very first in Serbia at the time.

We started as a pilot sector in the Ministry with the professional support of the Austrian KDZ and ReSPA.

As the MPALSG is in charge of strategic planning in the area of PAR, or public administration reform, we saw the opportunity and **connected CAF with the new 10-year PAR strategy** and more specifically we connected it with service delivery reform. We saw that service delivery reform cannot be implemented only by legalistic measures, which means we cannot just adopt the law and implement the law. We need a different kind of approach. In that way CAF can be a useful tool. **For us CAF was and is a learning process, it's a self-growing process** that can improve a feedback, customer-oriented culture, communications, better performance, and in that way the MPALSG decided to dive into the new CAF cycle in 2021 and, not only that: in parallel **we are planning to roll out CAF in 10 new institutions in the period of the next two years.**

## The CAF supports professional civil service in the Federation of BiH!

### SAMRA LJUCA

Head of the Civil Service Development Department Civil Service Agency of Federation of BiH



The CSA started the implementation of the CAF in 2017.

As a part of the total management tool, the **CAF was crucial in strengthening the evaluation culture and has made some processes easier to carry out, particularly regarding partnership development with different stakeholders and the development of a customer satisfaction methodology.** Apart from introducing CAF within the institution, the internal expert of the Civil Service Agency, along with ReSPA and KDZ Austria support, piloted CAF in local government units in BiH such as Živinice, Bihać and Gračanica.

## Implementing operational improvements with the CAF

### NAINA ČTURIĆ

Head of Section for International Cooperation Bureau of Metrology, Montenegro



In our view, the CAF methodology provides the foundation for good public services and also for improvement in everyday work. **The CAF model is a modern, simple and interesting tool** whose preparation and application means both the improvement of everyday work processes and strengthening of the team spirit.

The CAF methodology enables an in-depth identification of critical processes, and then through different tools finding efficient ways to improve all of them. **The implementation of the CAF model at the BOM will bring enormous benefits to our everyday work** through simple definition of our responsibilities and roles and also of deadlines. **We strongly encourage all public administrations to implement the CAF because it is "fast drive" and its application can significantly improve everyday operations.**







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