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CAF CHALLENGES TO PROMOTE PUBLIC SECTOR CAPACITY

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Foreword

The CAF was presented for the first time in the 1st European Quality Conference in Portugal in the year 2000, so after 20 years, we thought that this is the moment to find the “state of the art” with a European study on “CAF Challenges to Promote Public Sector Capacity”.

On behalf of the Portuguese Presidency, I would like to thank all who have collaborated with this study; namely, the CAF National Correspondents who gave the nuclear information for this study, the CAF experts who agreed to provide their thoughts through interviews, and the European Institute of Public Administration (EIPA). Finally, a special thanks and congratulations to the Portuguese team for the work done to finalize it in a short time.

The study gets a picture of several essential questions for CAF promotion, such as the dynamics and processes at the national and sector level organized by each Member State to stimulate the use of the model. Also, it analyses the evolution of the implementation process of CAF in their Public Administration, based on the information gathered by the CAF National Correspondents. Finally, the Portuguese team held some interviews with CAF experts to examine the main challenges of promoting public sector capacity. This work gives an essential overview and background of CAF evolution about the national dynamics, gathering the primary information of what has happened in the last 20 years.

I hope this study offers good insights to the CAF National Correspondents, the Public Administration DG’s, decision-makers, academics, CAF users and those that still hesitate to use CAF and join the European community of CAF users.

Elda Morais

Deputy Director General for Administration and Public Employment

Executive summary

CAF challenges to promote the public sector capacity have inspired a renewed interest both among practitioners and scholars about the nature of the CAF tool in the first quarter of the 21st century. This tool not only has served many Member States as an introductory tool for public administrations to improve their managerial skills but also it has represented a bridge to compare the main results produced by many public sector organisations.

This study – *The CAF Challenges to Promote Public Sector Capacity*- coordinated by the Directorate-General for Administration and Public Employment during the Portuguese Presidency of the EU, aims to evaluate, based on common European principles and values, the CAF scope, CAF outputs and main outcomes such as the quality of public management or the governance of public sector organisations.

This study involved a thorough collaboration between the Portuguese team, the CAF National Correspondents of the Member States of the EU, and the European CAF Resource Centre at the European Institute of Public Administration in Maastricht (EIPA). The data was collected through two surveys and some interviews. We sent the first questionnaire to the CAF National Correspondents (NC) to acquire information on CAF status in their country (the Member States and candidate Members of South-Eastern Europe). We sent a second questionnaire to NCs to collect data on CAF implementation and showed the evolution of CAF dynamics in each country since the last EIPA's inquiry held in 2011.

The study comprises the analysis of the scope of the CAF tool within the framework of the European countries and South-Eastern Europe; the implementation process of CAF compared to the results of 2011 and examines the CAF outcomes to determine what changes are needed to improve the Public Administration's effectiveness, its efficiency, and its overall ability to fulfil its mission and appropriately serve its citizens.

As an overall conclusion within the EU, the implementation of the CAF model has a remarkable diversity in its approach; the analysis shows that significant similarities and convergences have become clear from a cross-country perspective.

The use of CAF extends to organisations that impact on citizens' lives every day, mainly on prominent sectors such as schools and higher education, municipalities, social services, and police & security; however, compared to the data of 2011, the potential to use the CAF in the future is in decline in all sectors. The scope of CAF spread across the various tiers of the government landscape (central, regional and local); however, compared to the results of 2011, the use of CAF in all levels of government increased, but the potential to use CAF in all levels of government – central, regional, subregional and local government - decreased from 2011 to 2021.

The CAF community grew from 200 registered CAF users in 2003 to 2552 registered organizations today. Still, we found some incoherent numbers among the main sources. As an example, according to EIPA sources, the number of registered CAF users is 4.100. Gathering appropriate information continues to be a problem at the micro level (information on each sub-criteria) but also at the macro level. So, EIPA has a prominent work here.

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. Though not all countries are seeking this joint effort, this can easily be explained by the fact that several countries are promoting and encouraging the use of the excellence model in the public sector and others are not so intensely interested in the CAF implementation.

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. According to the answers of the questionnaire, 39% of CAF NCs work together with a national partner to disseminate the CAF in their country, while 61% do not have a national partner.

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); information materials; users' training and training of trainers; consulting; CAF-online tool (for self-evaluation); informative sessions; videos; quality awards; important projects; national networks; learning labs; online support and webinars. Concerning communication, most respondents have a communication strategy, namely through newsletters and news on the website. Many countries organise national CAF events annually or periodically or in the scope of broader events on quality approaches.

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

Most CAF NCs agree that the eight principles fully cover TQM excellence, but some CAF NCs feel that the principles of excellence should be emphasised more as the fundamentals of the CAF; others ask for more stress and explanation of sustainability and SDGs, diversity and innovation and digitalisation. The main reasons for progress concerning CAF evolution in the MS are related to the funding programmes that support National CAF Centre activities and the organisational CAF implementation processes, support from CAF Centre to the CAF process implementation, and the institutionalisation of a CAF RC with dedicated HR and promotional CAF activities.

While public sector capacity has emerged as a major concern as Governments are increasingly called upon to address increasingly complex problems derived by the COVID-19 pandemic, there are considerable disagreements on the scope, intensity

and effects of the CAF tool and there are few systematic efforts to operationalize and measure its implementation. While some EU member states have shown how vital both long-term and short-term CAF capacities are to initiate a continuous improvement process in the public sector and create conditions for efficient and high-quality services, other countries do not encourage any quality management in their central administrations and support for TQM tools decreased. There is still a long journey to strengthen the administrative capacity of all Member States.

Recommendations

The results of this study suggest that political will and the CAF network connectivity may help to promote a perceived need for strategic policy. Looking at the experiences of CAF, organizational capacity for political engagement can create very powerful policy capacity on the CAF network.

- To make the most of such an opportunity by delivering options to a member of government, a minister, or top public manager to align CAF to their political agenda and widely endorsed by the CAF network community, requires analytical, operational and political forms of capacity at the organizational level.
- Converting Public Organisation capacity into systemic policy capacity through collaborative professional and CAF network communities to gain broad-based support for strategic policy initiatives is also critical, but significant time is needed to build trust and cohesiveness in the CAF network.
- CAF policy tool needs to be more cognisant of each policy sector and service delivery issues and needs to be undertaken in collaboration with different stakeholders and external organizations.
- A policy research community through protocols with universities can play a key role in enriching public understanding and debate on CAF outputs and outcomes. This also requires some coordination between participating organizations on CAF implementation to ensure that the research undertaken is relevant.

- A stronger role of EIPA to promote the CAF Resource Centre on the centralization of data availability. These studies and data need to be available in a repository at the EIPA CAF Resource Centre. The EIPA CAF Resource Centre may keep the improvement of the User's Database for sharing of practices and networks among CAF users and for monitoring and assessments/studies proposals.

“Discussing (...) “CAF” in the context of public activities is a bit like tossing a rock into a pond – the ripples just seem to keep on spreading, bouncing, and criss-crossing”
(Colin Talbot, 2010)

Introduction

A paradigm shift in public sector organisations has occurred in Europe since the late twentieth century. In the 1990s, ideas about performance measurement and management of public services were highly influential in both western and eastern Europe. The New Public Management (NPM) proposed quality management as an effective tool by adopting private-sector strategies to maximize performance in the public sector, challenging the assumptions and practices of traditional public administration (Hood, 1991; Löffler & Vintar, 2004).

Given the importance of self-assessment methodologies for improving the organisation’s performance, including the public sector, the Ministers of the Member States of the EU responsible for Public Administrations created the Common Assessment Framework (CAF). Since the launch of CAF in 2000, this quality management system, founded on Total Quality Management principles for the public sector, has continued to evolve. CAF 2020 is the fifth version of the Common Assessment Framework, a European guide for good governance and excellence in public sector organisations.

The aim of this study, coordinated by the Directorate-General for Administration and Public Employment during the Portuguese Presidency of the Council of EU 2021, is to evaluate the Common Assessment Framework based on common European principles and values to improve the quality of public management and governance of public sector organisations. In December 2020, some templates (see Appendix 1-5 for more details) were sent to the national CAF correspondents to obtain information on CAF status in their country (the Member States and candidate Members of South-Eastern Europe). In March 2021, a questionnaire (see Appendix 6) was sent to collect

information related to CAF implementation. There was a rewarding collaboration to get information between the Portuguese team, the CAF national correspondents of the Member States of the European Union, and the European CAF Resource Centre at the European Institute of Public Administration in Maastricht (EIPA).

Within the EU, the implementation of the CAF model has a remarkable diversity in its approach; the analysis shows that significant similarities and convergences have become clear from a cross-country perspective. While some EU Member States have shown the vital both long-term and short-term CAF capacities to initiate a continuous improvement process in the public sector and create the conditions for efficient and high-quality services, many other countries did not encourage quality management in their central administrations and support for TQM tools decreased.

The first part of the study aims to analyse the scope of the CAF tool within the framework of the European countries. The Common Assessment Framework is commonly described as challenging to reshape the public service delivery and the assumptions and practices of traditional public administrations. Based on a template-based study fulfilled by CAF national correspondents, the aim of this part is:

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

The second part of the study examines the implementation process of CAF among the MS of the EU. Based on a questionnaire fulfilled by the CAF national correspondents, this part aims to analyse NC's perception on CAF implementation to explore NC' experiences of the use of the Common Assessment Framework form and to evaluate how the CAF process is conducted, how the information is collected, by whom and how it is used.

The third part of the study examines the primary CAF outcomes to determine what changes are needed to improve the Public Administration's effectiveness,

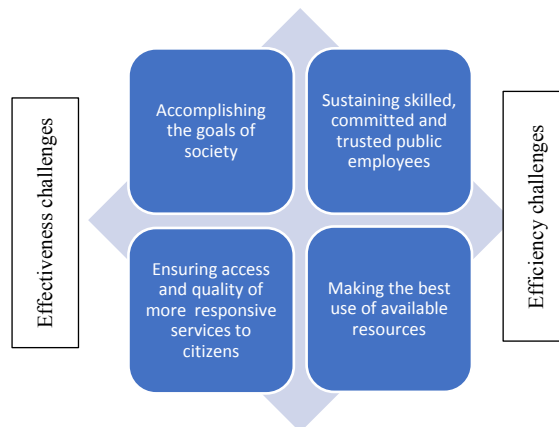
efficiency, and its overall ability to fulfil its mission and appropriately serve its citizens. However, again, the critical question is how to meet the needs of those citizens' best. It creates an ongoing demand for new and different services, some of which are needed for new or expanding citizens' groups and innovation in how the existing services are provided.

Part 1

CAF: The scope of the quality model in Europe (2000-2021)

Since the second half of the 80s, the Member States of the European Union are experiencing fundamental challenges in their Public Administrations. The main challenge is to accomplish the European organisation's mission by providing high-quality programs and services in a way that makes the best use of resources available, to serve demands of citizens for public services and to accomplish the goals of society and of governments, sustaining and motivating the employees, providing, and increasing public service quality for their users, strengthening transparent organisations. Therefore, specific models that enable planning, effectiveness, governance, evaluation, public trust and improving quality have played a significant role during these years (Pollitt & Bouckhaert, 2017; Christensen & Laegreid, 2007; Baimenov & Liverakos, 2019).

Figure 1 - Challenges of Public Administration



1. CAF as a strategic tool for Public Administration

The Common Assessment Framework is one of the essential quality management models developed in the 20th century and has evolved over the years to become an effective tool for improving the organisation's performance for the public sector (ENGEL, 2002). The idea behind CAF is a tool that activates an assessment process through the different levels of Public Administration services – central, regional or local. It examines how public administration should set up their organisational and management structures and review its performance to determine current strengths and opportunities for improvement and then apply the information obtained to make positive changes. The CAF provides a simple, easy-to-use framework, suitable for a self-assessment of public sector organisations. It is a self-assessment tool to support public organisations in improving organisations and facilitating the spread of specific management ideas among the Member States (Pollitt & Bouckhaert, 2017: 269). Using the CAF also allows an organisation to conduct a self-assessment evaluation.

The growth and development of CAF in public organisations across the EU was based on the EU Lisbon 2000 Strategy. The commitment to promoting CAF assessment in public organisation's structures and processes will provide public sector organisations with ways to increase continuous improvement and create conditions for efficient and high-quality public services. Managers, together with employees, improve their organisation by communicating with their many and varied citizens and customers about the improvements that have been done positively based on common European principles and values of public management and governance. Those who lead, manage or work in the public sector, as well as those who have an interest in the performance of public services, can use the CAF model to serve better the citizens: what it is, why it is important, how it works, how it can be applied in a way that addresses the needs of the public sector. The essence of CAF is a holistic system that considers all the relationships within the system and the external

environment, understanding what is happening and using this information to improve it. Based on the Total Quality Management which is about the permanent mobilisation of all the resources to improve, in a systematic and integrated, organisational perspective, all aspects of an organisation, the quality of goods and services delivered, the satisfaction of its stakeholders and its integration into the environment (Heino and Tuominen, 2013; Dahlgaard; Chen; Jang., Banegas., & Dahlgaard-Park; 2013).

1.1. Quality Management Models used in EU Public Administration Before and After the use of the CAF

The period from the late 1980s to the early 1990s saw the rise of new managerial focus in the public sector, and a set of service quality improvement schemes were implemented, especially in the Anglo-Saxon countries, due to the desire of national policymakers to have their excellence award or model, often based on TQM or ISO 9000 principles. According to the literature on public management, governments have made numerous interventions to improve the performance of public organisations (Talbot, 2010; Wynen & Verhoest, 2015; Pollitt & Bouckhaert, 2017; Dooren, Bouckaert, and Halligan, 2015).

The Canadian “Management Accountability Framework” (MAF) was created from a mix of generic models, such as the Canadian Excellence Framework and another public sector model, inspired by notions of quality and excellence and predated the promulgation of the *Malcolm Baldrige Quality Awards*. The Baldrige Awards of the United States derived from the general emergence of the quality and excellence movement, including in part the earlier Canadian framework and the McKinsey 7-S Framework (Colin Talbot, 2010).

The influence of Baldrige crossed the Atlantic to influence the European Foundation for Quality Management (EFQM) that emerged to promote the idea of

business excellence and competitiveness in the public sector. The EFQM Model was launched in 1988 and is based on managing organisations through a set of interdependent systems, processes and facts, inspired by the principles of TQM theory. The reactions of the European organisations were very optimistic concerning the EFQM Award scheme. Several years later, in a context dominated by the Austrian EU Presidency, the possibility of developing a *European Award for the public sector* was discussed in the framework of the informal meetings of the network of the Directors-General of the Public Administration of the EU Member States, which subsequently became the IPSG – the Innovative Public Services. Quality models in Europe cluster around two main models: the 1999 version of the European Excellence Model and the 1998 version of the *Speyer Quality Award* for German-speaking countries (Colin Talbot, 2010; Denhardt, 1993), resulting, in the year 2000, to the Common Assessment Framework, an easy to use and free tool based on Total Quality Management for self-assessment in the public sector.

So, many Member States of the EU, looking to implement a quality management system in their public service organisations, typically opted for one of these scenarios: (i) to satisfy established standards with certification, through the International Organisation for Standardisation (ISO), an internationally recognised standard for quality assurance; (ii) to use the Excellence Model from the European Foundation for Quality Management (EFQM); or (iii) to implement the Common Assessment Framework (CAF), created for the public sector in 2001, inspired by the Excellence Model (European Commission, 2018).

The idea of a quality award was not consensual because the diversity of cultures and visions of “quality” in the public sector among the EU Member States, would not allow for direct competition. Nevertheless, an alternative idea came up and was finally accepted: the creation of a common European quality framework that could be used across the public sector as a tool for organisational self-assessment, as the learning function was considered more important than the competitive function (Löffler &

Vintar, 2004; Löffler, 2001). Thus, the basic design of CAF, based on a joint analysis undertaken by the EFQM, the German University of Administrative Sciences Speyer, and the European Institute of Public Administration (EIPA), witnessed a new milestone, giving the final form to the CAF in 1998. Developed in 2000 by the EU Member States as a common framework of the public domain assessing and improving public administration, CAF is based on fundamental concepts, on similar self-assessment criteria used by the EFQM Model. Figure 2 shows all quality management instruments that were used before and after the introduction of CAF. These specific models enabled planning, organizing, evaluating and improving quality to play a significant role improvement quality service and products.

1.2. Tools and concepts that are directly or indirectly related to performance management

The Balanced Scorecard (BSC)

BSC is a strategic management system (not only a measurement system) that enables social units to clarify their vision and strategy and translate them into action. It provides feedback around both the internal business processes and external outcomes to continuously improve performance. The BSC suggests that a social unit must be seen from four perspectives, focusing on customer-defined quality service, financial accountability, internal work process efficiencies, and the learning and growth of employees. The BSC evolved into the principles of the Strategy Focused Organisation (as a social unit) and further into the new strategy execution closed-loop management system. The BSC underlines that performance must be evaluated by multiple stakeholders who have potentially contradictory expectations (Reed, 2015).

The Public Sector Scorecard (PSS)

Despite successful BSC implementations in the public sector, there are certain difficulties in its use for public sector social units (e.g., the financial perspective is not the prime performance criteria for the public sector). Therefore, the BSC has to be modified for use in the public sector. PSS extends and adapts the BSC to fit the culture and values of the public sector. In particular, it has an outcome focus and considers the much wider range of stakeholders in these sectors. It also has greater emphasis on service and process improvement and on culture, risk management, and working across institutional boundaries.

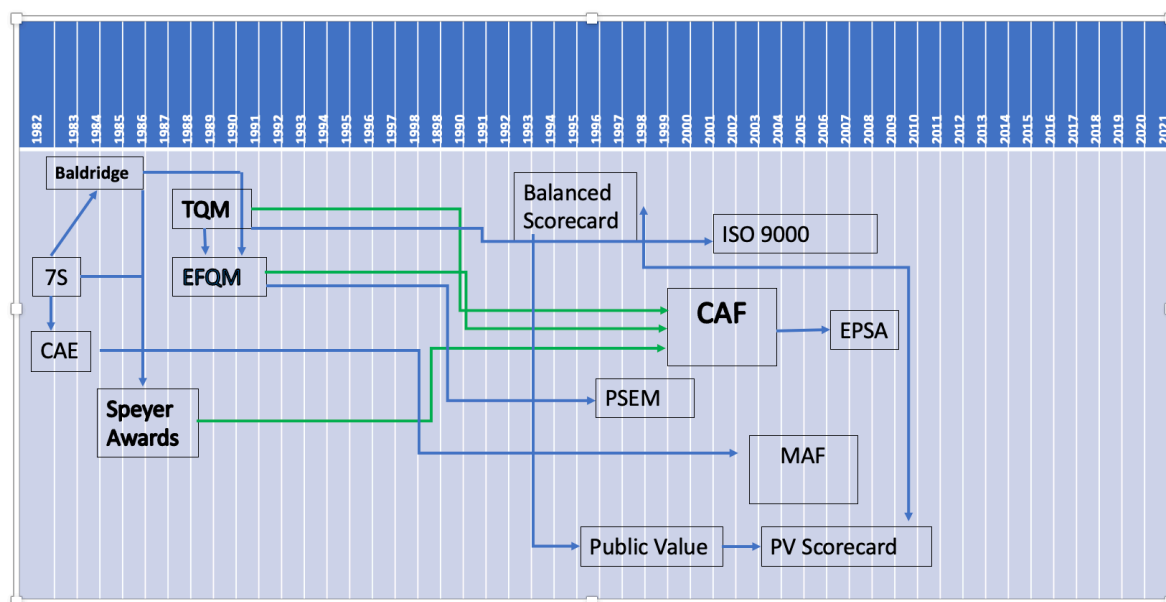
ISO standards

The International Organisation for Standardisation (ISO) is a worldwide federation of national standards bodies from more than 140 countries. The most widely known standards in a public service context are ISO 9000 and ISO 14000. The ISO 9000 series is a device for establishing an effective quality system and improving a social unit's performance, focusing on customer satisfaction. The public sector uses the ISO 9000 certification to control quality systems, from identifying goals and expectations to reviewing improvements based on ISO 9000 standards. ISO 14000 is a set of standards that offers a systematic approach to environmental management. ISO standards and management systems built upon them are based on the principle of 'quality assurance'. ISO 26000 CSR (Corporate Social Responsibility) standards include directions for sustainable development and CSR – setting out an understanding of CSR, the principles of CSR, stakeholders, main topics of CSR, and implementation of CSR within a social unit.

EFQM model and CAF

EFQM model is based on nine criteria, five 'Enablers' (i.e., what a social unit does), and four 'Results' (i.e., what a social unit achieves). 'Results' (customer results, people results, society results, and critical results) are caused by 'Enablers' (leadership, people, strategy, partnerships and resources, processes, products, and services), and feedback from 'Results' helps to improve 'Enablers'. The EFQM Excellence Model is the foundation of the CAF aiming to assess the quality of public administration bodies. CAF defines *performance* as a combination of customer/citizen-oriented results, people-oriented results (performance and satisfaction), society-oriented results (societal and environmental performance), and finally, key performance results (about the mandate and specified objectives of the social unit) (Nina Tomaževič, Metka Tekavčič & Darja Peljhan, 2017).

Figure 2 - Mapping the evolution of Management Quality Tools



Source: Adapted from Colin Talbot, 2010: 177

1.3. CAF Milestones in EU Member States

The CAF dynamic on a European level is supported by the European CAF Resource Centre, based at the European Institute of Public Administration (EIPA). The CAF is a total quality management tool applicable to public organisations that concern public institutions' manner at the national or federal, regional or local level. It is based on the premise that excellent results in organisational performance, citizens/customers, people and society are achieved through leadership driving strategy and planning, people, partnerships, resources and processes. Therefore, it looks at the organisation from different angles simultaneously: the holistic approach to organisation performance analysis.

In the past twenty years, the CAF has evolved along different periods. The first period was developed in 1998 and 1999 based on join analysis undertaken by the EFQM, the Speyer Academy Award and EIPA. The first wave of CAF was evaluated during the Belgian Presidency in the second semester of 2001, focusing on the self-assessment based on TQM principles and values in the public sector by using the CAF. The second period concentrates on actions resulting from the discovery of many areas of improvement after the self-assessment.

The third period draws attention to the mature culture of excellence in public service organisations, and the new Procedure of External Feedback, once most quality management tools have recognition schemes to evaluate assessments within an organisation. This idea grew to create a system of external feedback, that on the introduction of total quality management with the help of CAF; not only about the self-assessment process but also relating to the way forward chosen by organisations to reach for excellence; in the end, organisations can be labelled as "Effective CAF User". The aim of this external feedback by peers and experts in TQM was to help them to gain a better perception of what had been done and to open new opportunities for high-quality work in the future (Thijs & Staes, 2010).

In the table below, we give a timeline of many key milestones, development, and contextual events. This timeline is not exhaustive but provides an overview of the main developments shape the European Common Assessment Framework *journey*.

As the timeline shows, we can observe a public quality agenda that provides some revealing insights into patterns of convergence of EU public administration on quality among MS of the EU. Many promotional activities find expressions such as national quality conferences, quality events such as the EU Public Administration Quality Conferences and Quality Award Programs such as the Speyer Quality Award in Germany or Austria.

Table 1 – CAF Milestones 1998-2021

Year	EU Presidencies	Key Developments in the History of CAF 1998-2021
1998	United Kingdom Austria	Agreement on the development of the CAF within the EUPAN network
2000	Portugal France	Launch of the CAF at the 1st European Quality Conference for Public Administration: "Sharing Best practices" in Lisbon, 10-12 May 2000
2001	Sweden Belgium	Creation of the European CAF Resource Centre at EIPA (European Institute of Public Administration) in Maastricht, May 2001
2002	Spain Denmark	2 nd European Quality Conference for Public Administration: "Innovation, Change, Partnership" in Copenhagen, Denmark, 2-4 October 1 st revision of the model with the launch of the CAF 2002 "Survey Regarding Quality in the Public Administrations of the European Union Member States", under Spanish EU Presidency
2003	Greece Italy	1 st European CAF Users Event: "Self-Assessment and Beyond" in Rome, Italy 1 st European study on the use of CAF
2004	Ireland Netherlands	3 rd European Quality Conference for Public Administration: "Making Opportunities Work" in Rotterdam, Netherlands, 15-17 September
2005	Luxembourg United Kingdom	2 nd European CAF Users Event in Luxemburg 2 nd European Study on the use of CAF
2006	Austria Finland	4 th European Quality Conference for Public Administration: "Building Sustainable Quality" in Tampere, Finland, 27-29 September Second revision of the model: Launch of the CAF 2006 Dearing, E; Staes, P; Prorok T. eds. (2006). "CAF Works - Better Service for the Citizens by using CAF". Austrian Federal Chancellery, under the Austrian EU Presidency

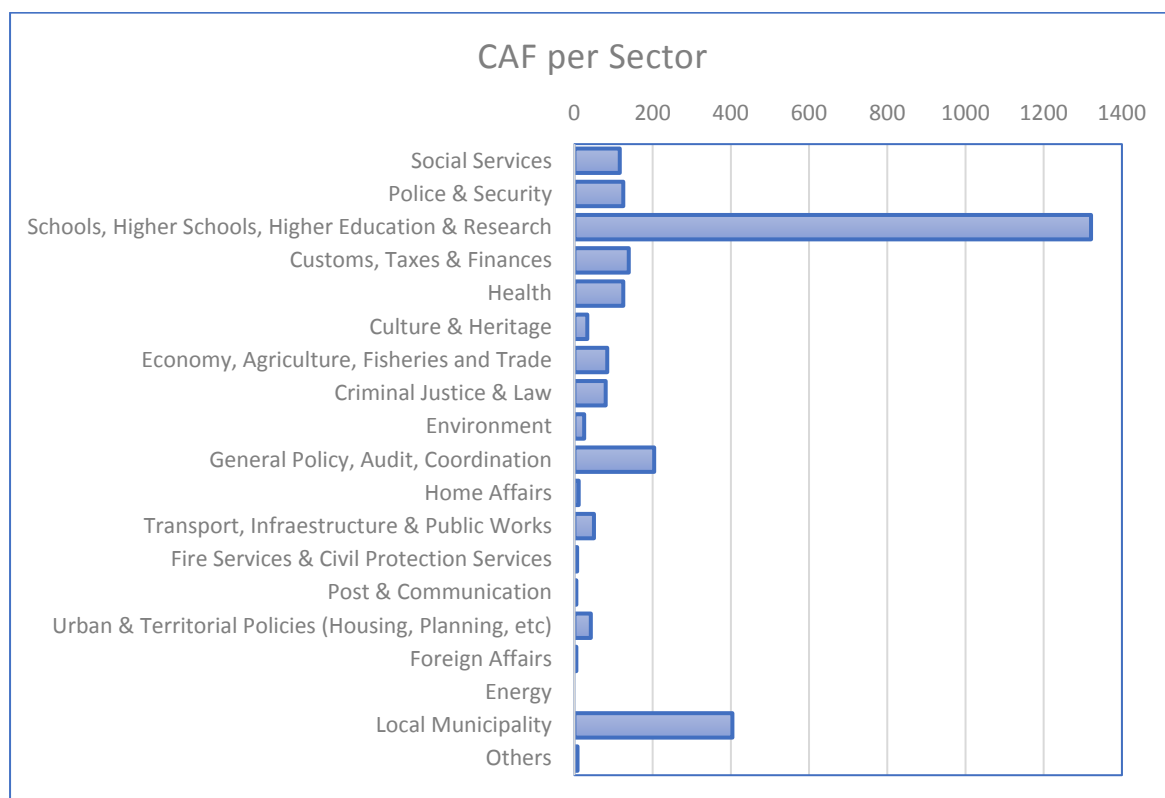
2007	Germany Portugal	3 rd European CAF Users Event: "CAF Inspiring Change" in Lisbon, 11-12 October
2008	Slovenia France	5 th European Quality Conference for Public Administration: "The Citizen at the Heart of European Quality", Paris, 20-22 October Žurga, Gordana. (2008). <i>Quality management in public administrations of the EU Member States: Comparative Analysis</i> . Ministry of Public Administration Ljubljana
2009	Czech Republic Sweden	Presentation of the Procedure for CAF External Feedback "Effective CAF User" label
2010	Spain Belgium	4 th European CAF Users Event: "Progressing Towards Excellence: The Challenge for European Public Administrations in Difficult Times", Bucharest, Romania, 23-24 September Staes P. and Thijs N. (ed.) (2010). <i>Growing Towards Excellence in the European Public Sector - a decade of European collaboration with CAF</i> . EIPA, under Belgian EU Presidency Presentation of CAF Education and celebration of 2000 CAF Users
2011	Hungary Poland	6 th European Quality Conference for Public Administration: "Doing the Right Things Right: Towards Responsible Public Administration" in Warsaw, Poland, 29-30 September 3 rd European Study on the Use of CAF
2012	Denmark Cyprus	5 th European CAF Users Event: "CAF as a Driver for Innovation" in Oslo, September
2013	Ireland Lithuania	7 th European Quality Conference for Public Administration: "Towards Responsible Public Administration" in Vilnius, 3-4 October Thijs Nick (2013). "How the CAF Model Strengthens Staff Participation". EIPA, under the Lithuanian EU Presidency
2014	Greece Italy	6 th European CAF Users Event: "Impact and results with CAF - The exemplary Case of the Education Sector" in Rome, Italy Staes, P. and Thijs, N. (2014). "CAF in the Education Sector: Successful Stories of Performance Improvement". <i>Dipartimento della Funzione Pubblica</i> , under the Italian EU Presidency
2015	Latvia Luxembourg	8 th European Quality Conference for Public Administration: "Strengthening the capacity of public administration in tackling current and future challenges – Public administration as part of the solution" in Luxembourg, 1-2 October
2016	Netherland Slovakia	7 th European CAF Users Event: Staes P; Thijs, N; Claessens, D. (2016). "CAF Improvement Identification, Prioritisation and Implementation" under the Slovakian EU Presidency
2017	Malta Estonia	9 th European Quality Conference for Public Administration: "Joining forces and breaking silos towards a better performing, transparent and inclusive public administration" in Malta, 15-16 May
2018	Bulgaria Austria	8 th European CAF Users Event: "Public sector organisations on their way to maturity - Embedding the Principles of Excellence" in Sofia (Bulgaria), 12 April
2019	Romania Finland	10 th European Quality Conference for Public Administration: "Growing Towards Excellence in the European Public Sector" in the 20 th anniversary of CAF 5 th version of CAF (CAF 2020) and 4000 th CAF user registered
2020	Croatia Germany	EUPAN. (2020). <i>CAF Guidelines for implementing the CAF</i> . EUPAN, under the Croatian EU Presidency
2021	Portugal Slovenia	Digital Network Forum "CAF2020 - Towards Public Administration Reform and European Integration" (KDZ Austria). Prorok, T and Parzer, P. (Eds.). (2021). "Transforming Public Administration with CAF". KDZ, Austria. Launch a multi presidency European study on CAF implementation (national dynamics and CAF user perspective)

Source: Elaborated by the authors

2. CAF as a Strategic Tool for Public Service Organisations

Quality models may be used for self-assessment or as the basis of external assessment in areas or sectors of public administration. The CAF is less demanding than the Excellence Model and therefore perfectly appropriate for public sector organisations that aim to use quality management techniques, less systematically, to encourage organisational learning and improve performance in public organisations at a national, regional or local level. Along these years of CAF implementation illustrate the contribution of quality management in the public sector organisations and has been employed under a wide variety of circumstances, such as a systematic reform program or as a basis for guiding improvement efforts in public sector organisations (CAF, 2008:2). The public administration organisations that have implemented CAF in the last two decades ranging from public safety and national security to protect children and the elderly, from managing the criminal justice system to protecting the environment. CAF assessment covers a diversity of public sector areas to improve the provision of services for individuals and groups, at every level of the Administration, but also to the society, such as: (i) Justice: Courts, Public prosecutor's office, prison services; (ii) Defence and Security Military forces (Police and Military forces); (iii) Public Administration (Municipal authorities, State Administration); (iv) Education system (Schools, Universities, Grant agencies); (v) Religion, culture and sport (churches, parishes, museums, libraries, special agencies and associations); (vi) Healthcare Services (hospitals, elderly centres, social service agencies); (vii) Others (transport, telecommunications, housing, environment, industry) (Staes and Thijs, 2010). As shown in the figure below, the number of CAF Users represents, in fact, a diverse group whose number is significant, and it is growing. The use of CAF extends to organisations that impact citizens' lives every day in prominent sectors such as schools and higher education, municipalities, social services and police & security.

Graphic 1¹ - Spreading CAF users per sector in 2021



Source: Elaborated by the authors

According to some CAF experts, assessment is not just a process; it is a methodology of self-assessment²: (i) to seize the specific characteristics of public sector organisations in the way of thinking about what services are delivered; (ii) to improve the performance of their organisations and know how they are delivered; (iii) to serve as a bridge between various tools of quality management to know how the people who provide them are supported and trained; (iv) to perform the critical functions of public administration better. At the same time, public sector organisations function in a complex system of processes and paperwork designed to improve their performance, quality and customer oriented. The CAF represents a strategic tool for public sector organisations because of two main factors: responsibility and capability

¹ This graph is based on the CAF per Sector template and the sum numbers per sector filled in by the NCs were considered. Some data in the sum do not match the data filled in by the NC in the total number of users.

² Staes, P., & Thijs, N. (2005). Quality Management on the European Agenda. Eipascope, 2005/1, pp.33-41.

(Pollitt & Bouckhaert, 2011: 6). On the one hand, public sector organisations have a broad scope of responsibility as they provide services for citizens. As it was remarked in CAF events, a fast-spreading aspiration arose over the years to make public sector organisations more responsible towards their citizen-users. They are responsible for the services that allow our society to function and impact on citizens' lives. On the other hand, capability comes from having special knowledge, skills, or talents important to an organisation and in short supply. Administrative capability is increasingly recognized as a prerequisite for delivering public services in order to achieve satisfactory results. Public sector organisations operate under a complex system of processes designed to guarantee principles and values of good governance consistent with democratic norms of justice, fairness and equity treatment (Denhardt & Denhardt, 2000: 554).

2.1. CAF users in Member States of the EU

Between 2000 and 2021, around 4100 European public administrations used the CAF to improve their organisations (EIPA, 2021). Table 2 shows the scope of CAF spread across the various tiers of the government landscape (central, regional and local). Except for four countries, the remaining respondents use CAF at all levels.

Table 2 – The Use of CAF at the State level of Administration

Central Government	Regional Government	Local Government
MEMBER STATES OF THE EU		
AT, BE, BG, CY, EE, FI, DE, GR, HU, IT, PL, PT, SI, SK, SP	AT, BE, BG, CY, CZ, FI, DE, GR, HU, IT, PL, PT, SK, SP	AT, BE, BG, CY, CZ, FI, DE, GR, HU, IT, PL, PT, SI, SK, SP
SOUTH-EASTERN EUROPE		
BZ, MK, RS	BZ, RS	BZ, MK

Source: Elaborated by the authors

2.2. CAF Users community

The quality wave, which was produced by the promotion of the CAF in some EU Member States, quickly reached an expansion in the number of CAF Users. The CAF community grew from 288 registered CAF users' database in 2005, 2006 users in 2010 to 3122 registered organisations today.

Table 3 – CAF users 2000 – 2021

CAF USERS	2021	2019	2017	2014	2013	2010	2006	2003
	DGAEP/3122	EIPA	EC	EC	EIPA/ 2576	EIPA/ 2066	CAF/ 1083	CAF /200
Austria	250	104	102	95	94	89	51	26
Belgium	500	344	344	335	316	293	196	65
Bulgaria	79	38	29	11	11	10	4	--
Croatia	--	7	7	5	5	3	1	--
Cyprus	21	19	19	19	19	19	8	--
Czech Republic	59	76	75	74	73	64	53	2
Denmark	--	248	248	248	248	248	134	--
Estonia	3	19	19	18	18	18	18	10
Finland	--	141	139	126	118	50	20	2
France	--	30	30	26	25	16	11	1
Germany	8	362	362	357	269	69	47	38
Greece	149	72	71	63	51	39	15	--
Hungary	--	316	316	316	106	104	98	--
Ireland	--	6	6	6	6	5	4	--
Italy	1004	925	913	879	437	324	148	41
Latvia	--	8	8	8	8	6	5	--
Lithuania	--	35	34	28	24	10	9	--
Luxembourg	--	14	14	13	13	12	8	--
Malta	--	16	16	6	3	--	0	--
Poland	424	420	419	351	324	168	43	--
Portugal	424	226	204	189	146	112	93	2
Romania	--	54	50	49	49	45	22	--
Slovakia	86	63	63	59	55	39	12	--
Slovenia	95	82	80	71	70	55	48	11
Spain	--	57	56	49	47	44	9	--
Sweden	--	5	5	5	5	5	5	--
The Netherlands	--	7	7	7	7	3	1	--
UK	--	8	8	7	7	7	2	2
Albania	--	--	--	7	--	--	--	--
Bosnia H.	19	21	21	18	18	18	17	--
R.N Macedonia	--	16	15		--	2	1	--
Kosovo	--	1	1	18	1	--	--	--
Montenegro	--	2	2	2	2	--	--	--
Serbia	1	10	2	2	1	1	--	--

Source: Based on data from CAF, EIPA, the European Commission and the data collected by the NCs for this study

2.3. Key Performance Results by Areas or Sectors

Performance management literature and most literature on quality emphasises the importance of involving the entire organisation in quality initiatives about all organisational areas or sectors (Van Dooren & Van de Walle, 2008). It shows how plans are transformed in results, and it underlines the importance of integrating processes, methodologies and activities, which used isolated will not give the same results.

As will be analysed in the second part of the study dedicated to the implementation of CAF, the push to evaluate performance to improve services comes from elected and appointed members of Government that coordinate the process of one of the most relevant standards for quality management of public administration performance, but also it is promoted by career managers who are trying to spread limited resources (OSCE, 2017:4).

Strong leadership and direction are keys to achieve excellent results in organisations. This demonstrates how an organisation's influential strategic leaders define its mission or purpose, the vision, and the values by which the organisation will be managed. These concerns require well-developed capacity policies and modern and efficient processes to reach quality on the performance of the public administration and modernization of public services in the short and long term. In order to make resources available, leaders must continually review their ability to achieve their mission and their capability to be efficient and effective in meeting the needs of those they serve. For resources to be available, leaders must continually review their ability to accomplish their mission and their ability to be efficient and effective in meeting the needs of citizens/customers (Prorok, 2020).

Between 2000 and 2021, different paths of administrative reforms in most EU Member States have shown different results, mainly due to different degrees of reform capacity, sustainability of reform approaches and coverage. The incentives that triggered the NPM wave of reforms in the Member States of the EU, addressed

domestically recognised needs to reduce the size of the Government and make administration more efficient. According to a report of the EC: “The size, structure and scope of public institutions are unique to each country, and their architecture and organisation is a national competence. At the same time, good governance is recognisably in the interests of the EU, as well as individual Member State. Without effective public administrations and high quality, efficient and independent judicial systems, the EU’s acquis cannot be effectively implemented, the internal European market cannot be completed, and the Europe 2020 goals of smart, inclusive and sustainable growth cannot be realistically achieved” (EC, 2018:3).

The search for higher performance in public administration organisations is based on a continuous exploration of measurable outputs and outcomes indicators. According to the CAF, the best results in organisation performance, citizens, and society depend on the leadership, strategy and planning, human resources, partnerships, resources, and process management.

Typical key performance results include results orientation, citizen-oriented focus, leadership and constancy of purpose, management by processes and facts, people development and involvement. So, key performance results ask for levels and trends in key measures of product or service quality, client satisfaction, financial performance, workforce, and leadership governance.

2.4. Dynamics of CAF Promotion (Centre of Resources, Training, Websites, Technical Support, and Outsourcing)

Since its early beginnings, CAF has widely been spread in the public sector of European countries. Until today, it has been translated into more than 20 languages (EIPA, 2011). Between 2000 and 2021, most of the EU Member States have started to actively promote the use of the CAF across or in parts of the public sector. Though not all countries are joining this common effort, this can easily be explained by the fact that several countries promote and encourage the use of the excellence model in the





public sector and are not as heavily interested in the CAF as others (Interviews #4 and #10).

Many activities have been undertaken to promote and support the use of this common European tool to improve public administrations. For the present report, the Member States provided comprehensive information on the dynamics of CAF promotion, confirming that the EU Member States have different traditions for promoting CAF in their public administration. Template 'CAF Scope' (see Appendix A) shows that 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 different reasons, several countries have not assigned this task to any institution. In addition, many countries have adopted a partnership approach in disseminating and promoting the Common Assessment Framework. In Member States where CAF promotion in public administration goes together with organisational support of responsible for the implementation of CAF, are established at the government level and in most cases at the ministry in charge of the economy.

Table 4 shows an overview of the different social media platforms promoted in the countries. The template 'CAF Process' (see Appendix A) shows the main promotional CAF activities and user's support, such as dedicated webpages or specific sections in institutional websites; social media platforms; information materials; CAF users' training and training of trainers; consulting; CAF-online tool (for self-evaluation); informative sessions; videos; quality awards; central projects; national networks; learning labs; online support and webinars. As for External Feedback Procedure, half of the responding countries have implemented this external recognition, and therefore a variable number of organisations are recognized as 'Effective CAF Users'.

Concerning communication most of the respondents have a communication strategy, namely through newsletters and news in website. Many countries organized national CAF events on an annual basis or periodically or in the scope of broader events on quality approaches.

Table 4 - 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

2.5. Human Resources allocated to CAF Budget, Centre of Resources, National Level and/or EU Funds

Overcoming the existing and future challenges to public services is only possible by addressing the entire management of the system, its control and its coordination. CAF concept is precisely a tool to improve the quality of public services in response to the challenges confronting them. As the template 'CAF Resources' shows in Appendix A, the different MS need to find ways to increase CAF RC and CAF teams' capability to maximize their available financial and human resources as the CAF team lacks the human and financial resources to promote CAF activities. Efforts to link the outcomes of assessment processes to strategic planning and future budgets have not been introduced yet but establishing links between those processes and making assessment part of the decision-making process may be the key to institutionalize the CAF self-assessment process in the framework of the organisation of Public Administrations in the EU.

Part 2

CAF Implementation from 2001 to 2021: Performance Improvement in Public Service Delivery

1. Understanding Self-Assessment in Public Administration as the Strategic Goal for Public Administration

The application of the CAF model takes place to assess the policy effectiveness, operational performance or quality of public services as crucial factors in responding to the changing needs and expectations of citizens and enterprises. Public administration services have been taking up these challenges that became solid drivers for change and cut across traditional boundaries of public administration services and, in some cases, of the responsibilities of different levels of administration. Consequently, several profound reforms have been undertaken in most EU Member States to improve public organisations' efficiency, effectiveness, economic and social responsibility.

The primary purpose of the different approaches was launched across all public organisations to make public administration more responsive to society's changing needs and demands. Most public sector organisations indicate that a clear identification of the strengths and weaknesses can be used to examine critical functions and determine the best ways to meet those challenges in their quest for continuous improvement. The CAF model is built on principles of excellence which are embedded in processes that contribute achieving the mission and strategy of the organisation, getting key performance results that show how well we are in building up the organisation towards excellence.

1.1. Evolution of the CAF Model: 2000-2021

The CAF model was built on the following set of interrelated core values and concepts. These beliefs and behaviours are embedded in good, effective, and efficient organisations. They are the foundation for integrating critical performance and operational requirements within a results-oriented framework that creates a catalyst for a complete improvement process within the organisation.

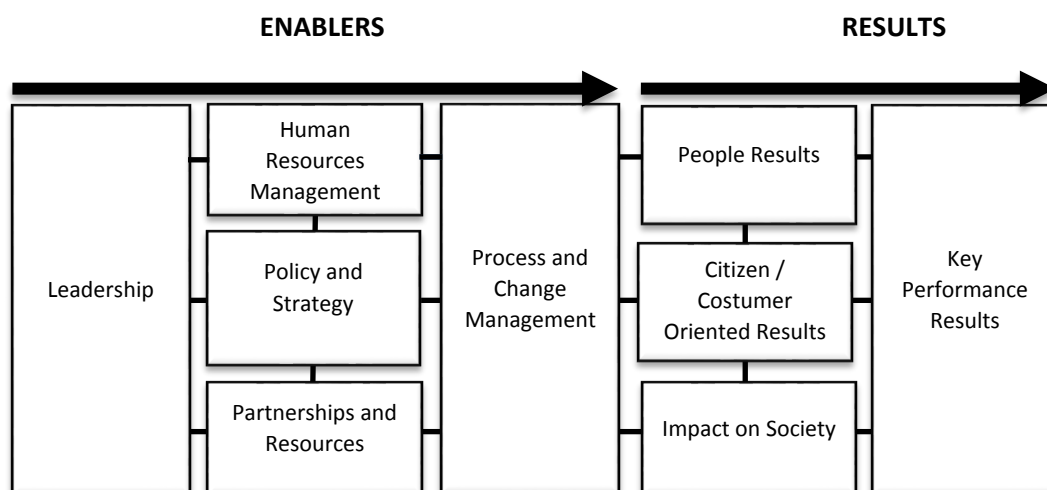
The CAF model was revised four times, namely in 2002, 2006, 2013 and 2020, to better support the public sector to benefit all its stakeholders and society. Concepts such as users' orientation, public performance, innovation, digitalization, ethics, and effective partnerships with other organisations, sustainability, agility, diversity and social responsibility have been integrated into the Model over these two decades.

The CAF model of self-assessment is structured in a nine-box structure that identifies the main aspects requiring consideration in any organisational analysis. The nine criteria set the framework of analyses in 9 criteria and 28 sub-criteria. Criteria 1-5 deal with the managerial practices of an organisation: the so-called Enablers. These determine what the organisation does and how it approaches its tasks to achieve the desired results. In criteria 6-9, results achieved in citizens/customers, people, social responsibility and key performance are measured by perception and performance measurements. Each criterion is further broken down into a list of sub-criteria. The 28 sub-criteria identify the main issues that need to be considered when assessing an organisation (CAF, 2013: 10). In order to update the CAF, specific revisions have been introduced over the years to make the model more suitable for the public sector. To mention some of the most important of these versions, the CAF puts a much stronger emphasis on the notion of managing change and establishing a suitable reform process in public sector organisations (in the *"process"* criteria). It also tries to work out the *"customer/citizen"*- dichotomy found explicitly in the public sector, it puts a stronger emphasis on issues such as fairness and equal opportunities, it more clearly works out the importance of an organisation's contribution to society (*"Impact on Society"*

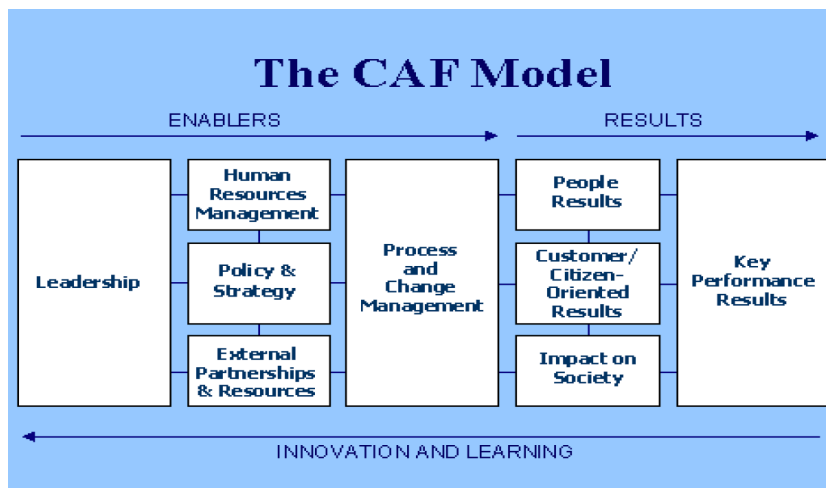
criteria). Also, it more clearly distinguishes – under the criterion “*Key Performance Results*” – between financial and non-financial outcomes to emphasise that in the public sector, in particular, other than purely financial outcomes deserve as much attention. Further, the CAF tries to explain the key implications of each of the criteria for the public sector to help organisations understand their relevance, and it provides examples of indicators to support their self-assessment. Regarding the revisions of the model, we highlight the CAF 2006 version with the most significant changes regarding the designation and content of Criteria and sub-criteria, the introduction of guidelines for applying the CAF and a new scoring system. Another important change was in the CAF 2013 version where it was introduced the Eight Principles of Excellence for the first time.

Figure 3 – CAF Models from 2000 to 2020

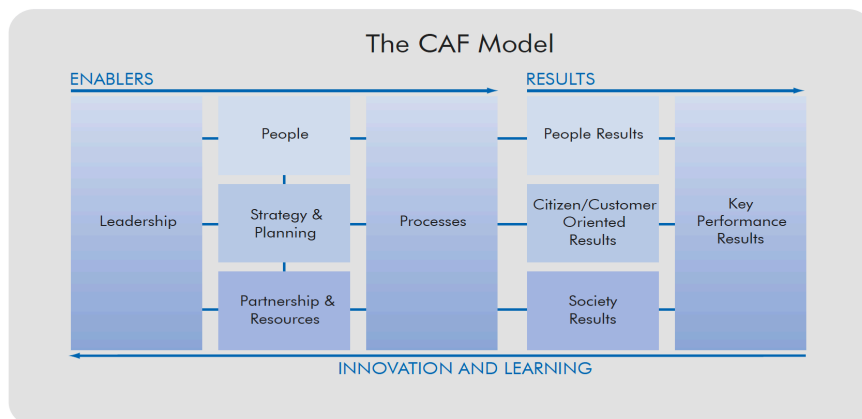
The CAF Model in 2000



The CAF Model in 2002



The CAF Model in 2006



The CAF Model in 2013 and 2020

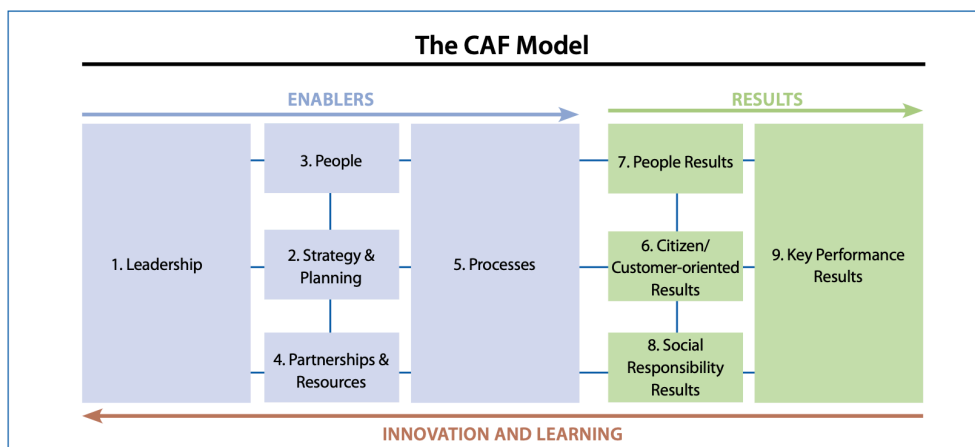


Table 5 shows the evolution of the structure of the nine criteria over the five versions of the model and shows the evolution of the sub-criteria, starting with 44 and currently stabilising at 28 sub-criteria.

Table 5 – Evolution of CAF Criteria (2000-2020)

Leadership (2000-2020)

CAF 2000 9 criteria 44 sub-criteria	CAF 2002 9 criteria 27 sub-criteria	CAF 2006 9 criteria 28 sub-criteria	CAF 2013 9 criteria 28 sub-criteria	CAF 2020 9 criteria 28 sub-criteria
1. LEADERSHIP	1.1. Develop a clear vision, mission and value statement	1.1. Give a direction to the organisation: develop and communicate vision, mission and values	1.1. Provide direction for the organisation by developing its mission, vision and values	1.1. Provide direction for the organisation by developing its mission, vision and values
	1.2. Demonstrate personal commitment to and role model for continuous improvement	1.2. Develop and implement a system for managing the organisation	1.2. Develop and implement a system for the management of organisation, performance and change	1.2. Manage the organisation, its performance and its continuous improvement
	1.3. Motivate and support the people in the organisation	1.3. Motivate and support the people in the organisation and act as a role model	1.3. Motivate and support people in the organisation and act as a role model	1.3. Motivate and support people in the organisation and act as a role model
	1.4. Create involvement with customers/ citizens and partners	1.4. Manage the relations with politicians and other stakeholders	1.4. Manage the relations with politicians and other stakeholders in order to ensure shared responsibility	1.4. Manage effective relations with political authorities and other stakeholders

Strategy and Planning (2000-2020)

CAF 2000 9 criteria 44 sub-criteria	CAF 2002 9 criteria 27 sub-criteria	CAF 2006 9 criteria 28 sub-criteria	CAF 2013 9 criteria 28 sub-criteria	CAF 2020 9 criteria 28 sub-criteria	
2. STRATEGY AND PLANNING	2.1. Develop, review and update Policy and Strategy based on clear criteria	2.1. Gather information relating to the present and future needs of stakeholders	2.1. Gather information relating to the present and future needs of stakeholders	2.1. Identify the needs and expectations of the stakeholders, the external environment and the relevant management information	
	2.2. Base Policy and Strategy on information relating to present and future needs of stakeholders	2.2. Develop, review and update strategy and planning	2.2. Develop, review and update strategy and planning considering the needs of stakeholders and available resources	2.2. Develop strategies and plans based on gathered information	
	2.3. Build capacity with regard to organisational learning and continuous improvement	2.3. Implement strategy and planning in the whole organisation	2.3. Implement strategy and planning in the whole organisation	2.3. Communicate and implement strategy and planning in the whole organisation and review it on a regular basis	2.3. Communicate, implement and review strategies and plans
			2.4. Plan, implement and review modernization and innovation	2.4. Plan, implement and review innovation and change	2.4. Manage change and innovation to ensure the agility and resilience of the organisation

People (2000-2020)

CAF 2000 9 criteria 44 sub-criteria		CAF 2002 9 criteria 27 sub-criteria		CAF 2006 9 criteria 28 sub-criteria		CAF 2013 9 criteria 28 sub-criteria		CAF 2020 9 criteria 28 sub-criteria	
3. PEOPLE	3.1. Plan, manage and improve human resource policies aligned with the policy, strategy, structure and processes of the organisation	3. PEOPLE	3.1. Plan, manage and improve human resources with regard to strategy and planning	3. PEOPLE	3.1. Plan, manage and improve human resources transparently with regard to strategy and planning	3. PEOPLE	3.1. Plan, manage and improve human resources transparently with regard to strategy and planning	3. PEOPLE	3.1. Manage and improve human resources to support the strategy of the organisation
	3.2. Manage recruitment, career development in relation to fairness of employment and equal opportunities		3.2. Identify, develop and use competencies of employees, aligning individual, team and organisational targets and goals		3.2. Identify, develop and use competencies of employees, aligning individual and organisational goals		3.2. Identify, develop and use competencies of people aligning individual and organisational goals		3.2. Develop and manage competencies of people
	3.3. Develop skills and new competencies of employees		3.3. Involve employees by developing dialogue and empowerment		3.3. Involve employees by developing open dialogue and empowerment		3.3. Involve employees by developing open dialogue and empowerment, supporting their well-being		3.3. Involve and empower the people and support their well-being
	3.4. Develop practices which allow employees to become involved in improvement activities and ensure that they are empowered to take action								

Partnerships and resources (2000-2020)

CAF 2000 9 criteria 44 sub-criteria		CAF 2002 9 criteria 27 sub-criteria		CAF 2006 9 criteria 28 sub-criteria		CAF 2013 9 criteria 28 sub-criteria		CAF 2020 9 criteria 28 sub-criteria	
4. PARTNERSHIPS AND RESOURCES	4.1. Consider what measures are in place to ensure that external partnerships are managed	4. PARTNERSHIPS AND RESOURCES	4.1. Develop and implement key partnership relations	4. PARTNERSHIPS AND RESOURCES	4.1. Develop and implement key partnership relations	4. PARTNERSHIPS AND RESOURCES	4.1. Develop and manage partnerships with relevant organisations	4. PARTNERSHIPS AND RESOURCES	4.1. Develop and manage partnerships with relevant organisations
	4.2. Consider what measures are in place to ensure that the performance of the organisation is benchmarked against leading counterpart organisations		4.2. Develop and implement partnerships with the citizens /customers		4.2. Develop and implement partnerships with the citizens/customers		4.2. Develop and implement partnerships with the citizens/customers		4.2. Collaborate with citizens and civil society organisations
	4.3. Consider what measures are in place to ensure that finances are managed		4.3. Manage knowledge		4.3. Manage finances		4.3. Manage finances		4.3. Manage finances
	4.4. Consider what measures are in place to ensure that information resources are managed		4.4. Manage finances		4.4. Manage information and knowledge		4.4. Manage information and knowledge		4.4. Manage information and knowledge
	4.5. Consider what measures are in place to ensure that information technology is managed		4.5. Manage technology		4.5. Manage technology		4.5. Manage technology		4.5. Manage technology
	4.6. Consider what measures are in place to ensure that other resources are managed		4.6. Manage buildings and assets		4.6. Manage facilities		4.6. Manage facilities		4.6. Manage facilities
	4.7. Consider what measures are in place to ensure that information resources are managed								
	4.8. Consider what measures are in place to ensure that information technology is managed								

CAF processes (2000-2020)

	CAF 2000 9 criteria 44 sub-criteria	CAF 2002 9 criteria 27 sub-criteria	CAF 2006 9 criteria 28 sub-criteria	CAF 2013 9 criteria 28 sub-criteria	CAF 2020 9 criteria 28 sub-criteria
5. PROCESSES	<p>5a Process management 5.1. Consider the evidence of how the organisation manages and assures its processes, through creation of a conceptual and analytical framework to support effective planning</p>				
	5.2. Process management: Consider the evidence of how the organisation manages and assures its processes, through systematic design and management of processes				
	5.3. Process management: Consider the evidence of how the organisation manages and assures its processes, through effective resource allocation				
	5.4. Consider the evidence of how the organisation manages and assures its processes, through effective project management				
	<p>5b. Change management 5.5. Consider the evidence of how the organisation assures and manages change by planning and management of change</p>	5.1. Identifies, designs, manages and improves processes	5.1. Identify, design, manage and improve processes on an ongoing basis	5.1. Identify, design, manage and innovate processes on an ongoing basis, involving the stakeholders	5.1. Design and manage processes to increase value for citizens and customers
	5.6. Consider the evidence of how the organisation assures and manages change by establishment of a suitable reform process	5.2. Develops and delivers services and products by involving customer/citizens	5.2. Develop and deliver citizen/customer-oriented services and products	5.2. Develop and deliver citizen/customer-oriented services and products	5.2. Deliver products and services for customers, citizens, stakeholders and society
	5.7. Consider the evidence of how the organisation assures and manages change by mobilization/qualification of employees for Reform				
	<p>5c. management of customer /citizen orientation and involvement 5.8. Consider the evidence of how the organisation manages the interaction with customers /citizens to improve openness and understanding</p>				
	5.9. Consider the evidence of how the organisation manages the interaction with customers /citizens to improve public access to services				
	5.10. Consider the evidence of how the organisation manages the interaction with customers /citizens to actions taken to empower customer/citizens				
		5.3. Plans and manages modernization and innovation	5.3. Innovate processes involving citizens/customers	5.3. Coordinate processes across the organisation and with other relevant organisations	5.3. Coordinate processes across the organisation and with other relevant organisations

Citizen/Customer oriented results (2000-2020)

CAF 2000 9 criteria 44 sub-criteria		CAF 2002 9 criteria 27 sub-criteria		CAF 2006 9 criteria 28 sub-criteria		CAF 2013 9 criteria 28 sub-criteria		CAF 2020 9 criteria 28 sub-criteria	
6. CITIZEN/CUSTOMER-ORIENTED RESULTS	6.1. Consider what results the organisation has achieved in its effort to meet the needs and expectations of customers and citizens through: reaction to results of customer/citizen perceptions	6. CITIZEN/CUSTOMER-ORIENTED RESULTS	6.1. Results of customer/citizen satisfaction measurements	6. CITIZEN/CUSTOMER-ORIENTED RESULTS	6.1. Results of citizen/customer satisfaction measurements	6. CITIZEN/CUSTOMER-ORIENTED RESULTS	6.1. Perception measurements	6. CITIZEN/CUSTOMER-ORIENTED RESULTS	6.1. Perception measurements
	6.2. Consider what results the organisation has achieved in its effort to meet the needs and expectations of customers and citizens through: Results of actions taken to improve public access to services		6.2. Indicators of customer/citizen-oriented measurements		6.2. Indicators of citizen/customer-oriented measurements		6.2. Performance measurements		6.2. Performance measurements
	6.3. Consider what results the organisation has achieved in its effort to meet the needs and expectations of customers and citizens through: Results of actions taken to empower customer/citizens								

People results (2000-2020)

CAF 2000 9 criteria 44 sub-criteria		CAF 2002 9 criteria 27 sub-criteria		CAF 2006 9 criteria 28 sub-criteria		CAF 2013 9 criteria 28 sub-criteria		CAF 2020 9 criteria 28 sub-criteria	
7. PEOPLE RESULTS	7.1. Consider evidence of results relating to: results achieved in respect of people's perception of the organisation's leadership and management	7. PEOPLE RESULTS	7.1. Results of people satisfaction and motivation measurements	7. PEOPLE RESULTS	7.1. Results of people satisfaction and motivation measurements	7. PEOPLE RESULTS	7.1. Perception measurements	7. PEOPLE RESULTS	7.1. Perception measurements
	7.2. Consider evidence of results relating to results achieved in respect of people's satisfaction with the organisation's working conditions, competency development, active involvement in the organisation, measures indicating levels of motivation								
	7.3. Consider evidence of results achieved in relation to competency development		7.2. Indicators of people results		7.2. Indicators of people results		7.2. Performance measurements		7.2. Performance measurements
	7.4. Consider evidence of results achieved in relation to active involvement in the organisation								
	7.5. Consider evidence of results achieved in relation to measures indicating levels of motivation/morale								

Societal results (2000-2020)

CAF 2000		CAF 2002 9 criteria 27 sub-criteria	CAF 2006 9 criteria 28 sub-criteria	CAF 2013 9 criteria 28 sub-criteria	CAF 2020 9 criteria 28 sub-criteria				
8. SOCIETAL RESULTS	8.1. Consider what the organisation is achieving in respect to impact on society, with reference to: results relating to improved perceptions by society of the organisation's social performance	8. SOCIETY RESULTS	8. SOCIETY RESULTS	8. SOCIAL RESPONSIBILITY RESULTS	8. SOCIAL RESPONSIBILITY RESULTS				
	8.2. Consider what the organisation is achieving in respect to impact on society, with reference to: Results achieved in relation to the prevention of harm and nuisance					8.1. Results of societal performance	8.1. Results of societal measurements perceived by the stakeholders	8.1. Perception measurements	8.1. Perception measurements
	8.3. Consider what the organisation is achieving in respect to impact on society, with reference to: Results of activities to assist in prevention and sustainability of resources					8.2. Results of environmental performance	8.2. Indicators of societal performance established by the organisation	8.2. Performance measurements	8.2. Performance measurements
	8.4. Consider what the organisation is achieving in respect to impact on society, with reference to: Results of other indicators of societal responsibility								

Key performance results (2000-2020)

CAF 2000		CAF 2002 9 criteria 27 sub-criteria	CAF 2006 9 criteria 28 sub-criteria	CAF 2013 9 criteria 28 sub-criteria	CAF 2020 9 criteria 28 sub-criteria				
9. KEY PERFORMANCE RESULTS	9.1. Consider the evidence of trends in results being achieved for the organisation in relation to financial outcomes	9. KEY PERFORMANCE RESULTS	9. KEY PERFORMANCE RESULTS	9. KEY PERFORMANCE RESULTS	9. KEY PERFORMANCE RESULTS				
	9.2. Consider the evidence of trends in results being achieved for the organisation in relation to non-financial outcomes					9.1. Goal achievement	9.1. External results: outputs and outcomes to goals	9.1. External results: outputs and outcomes to goals	9.1. External results: outputs and public value
	9.3. Consider the evidence of trends in results being achieved for the organisation in relation to measurement performance					9.2. Financial performance	9.2. Internal results	9.2. Internal results: level of efficiency	9.2. Internal results: level of efficiency

Source: Elaborated by the authors

As a Total Quality Management tool, CAF subscribes to the fundamental concepts of excellence as initially defined by EFQM, translates them to the public sector/ CAF context and aims to improve public organisations based on these concepts. The main TQM principles and the EFQM concepts of excellence are results orientation, customer focus, leadership and constancy of purpose, management by processes and facts, involvement of people, continuous improvement and innovation, mutually beneficial partnerships and corporate social responsibility. These principles make the difference between the traditional bureaucratic public organisation and the one oriented towards Total Quality.

1.2. The CAF Model in 2021

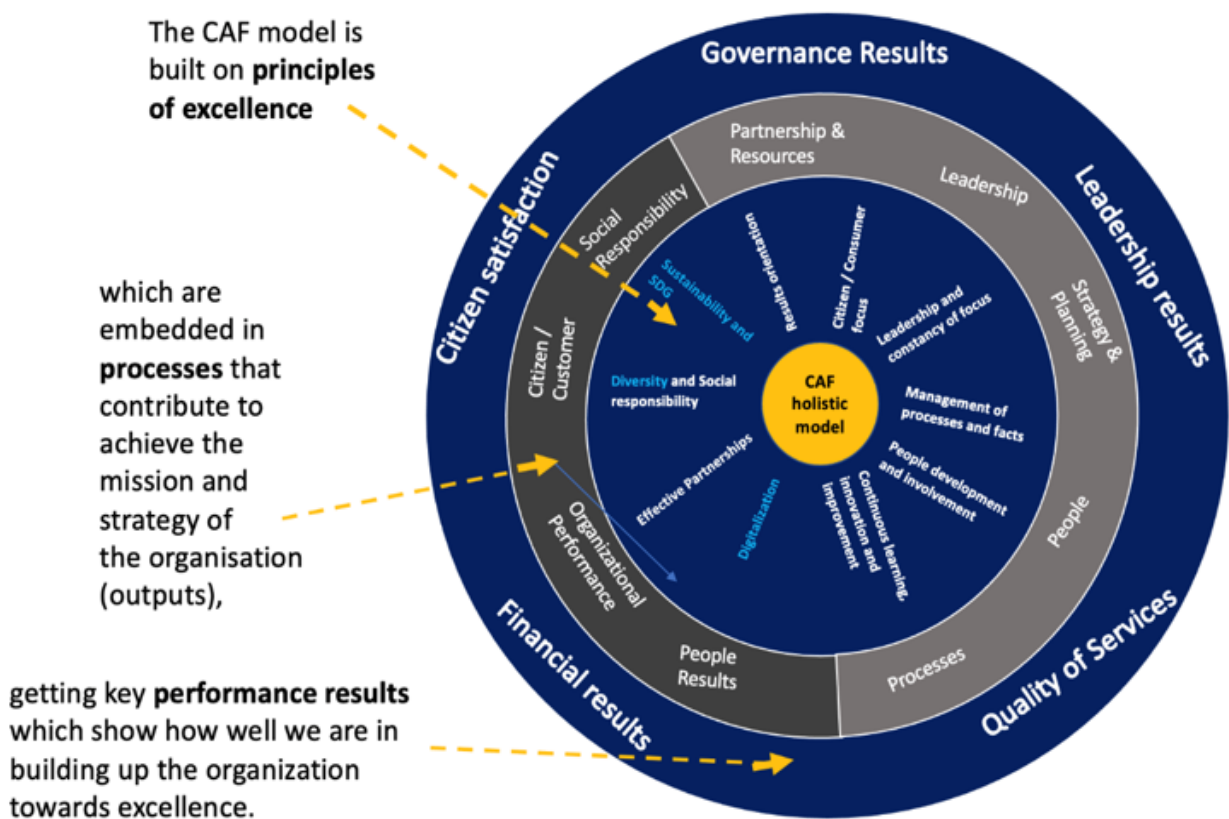
The CAF model can be visualized due to an integration of the various dimensions that drive strategy, performance, and results. CAF 2020 is a moderate adaptation of the old versions, incorporating the focus on digitalisation and paying attention to principles such as agility, sustainability and SDG and diversity (in blue colour in the Figure 4). So, the CAF model is built on principles of excellence, which are embedded in processes that contribute to achieving the mission and strategy of the organisation, getting key performance results that show how well are in building up the organisation towards excellence.

1.3. The underlying Principles of Excellence in the Public Sector

Excellence in the public sector depends on the ability of leaders to deliver public services in a competent, effective, and efficient way. In an atmosphere of continual change, the organisational assessment provides a way to examine critical functions and determine the best ways to engage employees' knowledge and expertise, combined with the ability and desire to work collectively for the public good. Therefore, the goal is to improve efficiency and effectiveness and create an

organisational culture that encourages high-quality practices, and enables and motivates people to achieve high-performance levels. Introducing and creating a culture of CAF assessment can provide critical feedback that promotes higher levels of performance and motivates the public employees in a way that uses their knowledge and abilities to accomplish the mission, and improve communication with multiple publics.

Figure 4. CAF Model



Source: Elaborated by the authors, based on the Baldrige model

Principle 1: Results orientation

The organisation focuses on results. Results are achieved which please all of the organisation's stakeholders (authorities, citizens/customers, partners and people working in the organisation) concerning the targets that have been set. (EIPA, 2010: 60; EIPA, 2011:32; EIPA, 2019: 8)

Principle 2: Citizen/Customer focus

The organisation focuses on the needs of both presents as well as potential citizens/customers. It involves them in the development of products and services and the improvement of their performance. (EIPA, 2010: 61; EIPA, 2011:32; EIPA, 2019: 8)

Principle 3: Leadership and constancy of purpose

This principle joins visionary and inspirational leadership with the constancy of purpose in a changing environment. Leaders establish a clear mission statement, and a vision and values; they also create and maintain the internal environment in which people can become fully involved in realising the organisation's objectives. (EIPA, 2010: 61; EIPA, 2011:32; EIPA, 2019: 8)

Principle 4: Management by processes and facts

This principle guides the organisation from the perspective that the desired result is achieved more efficiently when related resources and activities are managed as a process, and effective decisions are based on the analysis of data and information. (EIPA, 2010: 61; EIPA, 2011:32; EIPA, 2019: 8)

Principle 5: People development and involvement

People at all levels are the essence of an organisation, and their full involvement enables their abilities to be used for the organisation's benefit. Employees' contribution of employees should be maximised through their development and involvement and creating a working environment of shared values and a culture of trust, openness, empowerment and recognition. People at all levels are the essence of an organisation, and their full involvement enables their abilities to be used for the organisation's benefit. Employees' contribution should be maximised through their

development and involvement and the creation of a working environment of shared values and a culture of trust, openness, empowerment and recognition. (EIPA, 2010: 61; EIPA, 2011:32; EIPA, 2019: 8).

Principle 6: Continuous learning, innovation and improvement

Excellence is challenging the status quo and effecting change by continuous learning to create innovation and improvement opportunities. Continuous improvement should therefore be a permanent objective of the organisation (EIPA, 2010: 61; EIPA, 2011:32; EIPA, 2019: 8).

Principle 7: Mutual beneficial partnership development

Public sector organisations need others to achieve their targets and should therefore develop and maintain value-adding partnerships. An organisation and its suppliers are interdependent, and a mutually beneficial relationship enhances both to create value (EIPA, 2010: 61; EIPA, 2011:32; EIPA, 2019: 86).

Principle 8: Corporate and Social responsibility, Sustainability and SDG

Public sector organisations have to assume their social responsibility, respect ecological sustainability and meet the local and global community (EIPA, 2010: 61; EIPA, 2011:32; EIPA, 2019: 77). This development is suitable for meeting present needs without compromising the possibility of meeting the needs of future generations. Concerning the SDG, the 17 Sustainable Development Goals (SDGs) are the United Nations (UN) political objectives to ensure sustainable economic, social and environmental development. Key aspects of the objectives include advancing economic growth, reducing disparities in living standards, creating equal opportunities and sustainable management of natural resources that ensure ecosystem conservation and resilience (EIPA, 2019: 90).

Principle 9: Agility

Agility refers to the 'ability of an organisation to respond to change by adapting its initial stable configuration' rapidly. This practice helps to rapidly adapt to market and environmental changes in productive and cost-effective ways. This ability can be

achieved through innovative methods such as scrum, kanban, lean, design thinking, as well as supporting an 'agile mindset' on management and staff levels through customized training (EIPA, 2019: 72).

Principle 10: Diversity and Innovation

Diversity relates to differences. It may refer to values, attitudes, culture, philosophy or religious convictions, knowledge, skills, experience and lifestyle between groups or individuals within a group. It may also be based on gender, national or ethnic origin, disability or age. In public administration, a diverse organisation would reflect the society and different needs of the customers and stakeholders it serves (EIPA, 2019: 79).

Principle 11: Digitalization

Digital transformation and innovation refer to a process of adopting digital tools and methods by an organisation, typically those that have either not been including the digital factor as part of their core activities or have not kept up with the pace of change in digital technologies. The practice of digital transformation in the public sector must also consider the public purpose and involve additional factors of ownership and retention of public data (especially identity), data security and privacy, digital service accessibility for everyone and public digital literacy. (EIPAN, 2019: 78)

2. Strategic Goals for Public Administration Sectors and the Evolution of CAF: Towards the Alignment and Integration of all Criteria in the Organisational System

Along with the evolution of CAF, there appears to be some overall CAF architecture or systems model in mind that was considered when designing each subsystem and approach of public sector organisations, so that each piece works well with the others to drive strategy performance and results.

Table 6.a: Integration of the Fundamental Excellence Concepts within the Criteria

CAF CRITERION and SUB-CRITERION	1. LEADERSHIP				2. STRATEGY AND PLANNING				3. PEOPLE				4. PARTNERSHIPS AND RESOURCES						5. PROCESSES		
	a	b	c	d	a	b	c	d	a	b	c	d	a	b	c	d	e	f	a	b	c
EXCELLENCE PRINCIPLES																					
1. Results orientation																					
2. Citizen / Consumer focus																					
3. Leadership and constancy of focus																					
4. Management by processes and facts																					
5. People development and involvement																					
6. Continuous learning, innovation and improvement																					
7. Effective Partnerships																					
8. Diversity and Social responsibility																					
9. Agility																					
10. Sustainability and SDG																					
11. Diversity and Innovation																					
12. Digitalization																					

Source Elaborated by the authors

Table 6.b: Integration of the Fundamental Excellence Concepts within the Criteria

CAF CRITERION and SUB-CRITERION	6. CITIZEN/CUSTOMER-ORIENTED RESULTS		7. PEOPLE RESULTS		8. SOCIETY RESULTS		9. KEY PERFORMANCE RESULTS	
	a	b	a	b	a	b	a	b
EXCELLENCE PRINCIPLES								
1. Results orientation								
2. Citizen / Consumer focus								
3. Leadership and constancy of focus								
4. Management by processes and facts								
5. People development and involvement								
6. Continuous learning, innovation and improvement								
7. Effective Partnerships								
8. Diversity and Social responsibility								
9. Agility								
10. Sustainability and SDG								
11. Diversity and Innovation								
12. Digitalization								

Source: Elaborated by the authors

3. Assessment of Output measures

3.1. Key questions for improving the Public Administration Outputs

The main components of CAF criteria:

- Leadership
- Strategy & Planning
- People
- Partnerships and Resources
- Processes
- Citizens/Customers-oriented Results
- People Results
- Social Responsibility Results
- Key Performance Results

(1) Leadership

The leader's behaviour in a public organisation can help create simplicity and harmony to achieve its goals. Leaders indicate the means of the public service; develop its mission, vision and principles for successful long-term operation. Leaders provide incentives and support the people of the public organisation to act as a unit. Hence the performance of each public organisation depends a lot on the performance of its leadership.

Leadership: How do leaders lead the organisation?

(1) How the leadership could develop an organizational culture, structure and strategy which should support constant learning and boost the confidence level of employees' knowledge, leading to the development of a cognitive organization?

(2) How do organisation's leaders provide direction for the organisation by developing its mission, vision and values?

(3) How do public organisations' leaders manage the organisation, their performance and their continuous improvement?

(4) How do public administration leaders communicate their mission, vision and objectives and engage with all employees, key stakeholders, and key customers?

(5) How do public administration leaders motivate and support people in the organisation and act as role model?

(6) How do public administration leaders manage effective relations with political authorities and other stakeholders?

Governance and Societal Contributions: How do organisation's leaders govern public organisation and make societal contributions?

(1) How do organisational leaders ensure responsible governance?

(2) How do organisational leaders evaluate the performance and their governance board?

(3) How do organisational leaders address current and anticipate future legal, regulatory, and community concerns with their products and operations?

(4) How do organisational leaders promote and ensure ethical behaviour in all interactions?

(5) How do organisational leaders incorporate societal well-being and benefit into their strategy and daily operations?

(6) How do organisational leaders actively support and strengthen their key communities?

(2) Strategy & Planning

A public organization's quality and overall performance depend a great deal on its planning and its strategy. The public organisation implements its mission and vision through a clear strategy to outfit the needs of the shareholders and get in line with the public policies carried out by other public organisations.

Strategy Development: How do public organisations develop their strategy?

(1) How do are public organisations doing to develop strategic planning?

(2) How do are public organisations doing to communicate and implement strategy and planning?

(3) How do public organisations collect and analyse relevant data on stakeholders' present and future needs?

(4) How do public organisations decide which employees will accomplish key processes by external suppliers, partners, and collaborators?

(5) Which are the public organisations' key strategic objectives and their most important related goals?

(6) How do public organisations strategic objectives achieve an appropriate balance among varying and potentially competing for organisational needs?

Strategy Implementation: How do public organisations implement their strategy?

(1) What is your key short- and longer-term action plans?

(2) How do public organisations deploy their action plans?

(3) How do public organisations ensure that financial and other resources are available to support the achievement of their action plans while they meet current obligations?

(4) What are public organisations key employee plans to support your short- and longer-term strategic objectives and action plans?

(5) What key performance measures or indicators do public organisations use to track the achievement and effectiveness of their action plans?

(6) What are public organisations performance projections for short- and longer-term planning horizons?

(7) How do public organisations recognize and respond when circumstances require a shift in action plans and rapid execution of new plans?

(3) People

Human resources are the organisation itself; they are the most critical asset. The way employees interact with each other and manage the organisations' other resources determines the overall quality of the public service.

Laboral Environment: How do public organisations build an effective and supportive employee environment?

(1) How do public organisations assess their workforce capability and capacity needs?

(2) How do public organisations recruit, hire, and on board new workforce members?

(3) How do public organisations prepare the workforce for changing capability and capacity needs?

(4) How do public organisations organize and manage workforce?

(5) How do public organisations ensure workplace health, security, and accessibility for the workforce?

(6) How do public organisations support their workforce via services, benefits, and policies?

Employee Engagement: How do public organisations engage their employees for retention and high performance?

(1) How do public organisations determine the key drivers of workforce engagement?

(2) How do public organisations assess workforce engagement?

(3) How do public organisations foster an organisational culture that is characterized by open communication, high performance, and an engaged workforce?

(4) How do public organisations workforce performance management system support high performance?

(5) How do public organisations learn and develop system support the personal development of employee members and organisation's needs?

(6) How do public organisations evaluate the effectiveness of learning and development system?

(7) How do public organisations manage career development for their workforce and their future leaders?

(8) How do public organisations ensure that their performance management, performance development, and career development processes promote equity and inclusion for a diverse workforce and different workforce groups and segments?

(4) Partnerships and Resources

The way that the public organisation plans and manages its key partnerships (citizens-customers, other organisations) in order to support its strategy and planning, affects its quality and efficiency. In addition to this, in order to operate, organisations need other resources, such as assets, budget, information technology systems, etc. These resources are used in order for the organisation to achieve its goals.

How do partners stimulate the external focus of the organisation and generate expertise?

How do public organisations develop and manage partnerships with relevant organisations?

How do public organisations develop and implement partnerships with the citizens/customers?

How do public organisations manage their key types of partnerships?

How do public organisations manage partnerships to produce and deliver their products and customer support services?

How do public organisations manage partnerships to contribute and implement innovations in their organisations?

How do you manage your organisational resources?

How do you use your organisational resources to embed learning in the way your organisation operates?

How your organisation manages its major technologies, equipment, facilities, and knowledge assets?

(5) Processes

Each organisation identifies, manages, improves and develops its key processes to support its strategy and planning. Those processes are a set of consecutive activities that indicate the way that the organisation transforms resources or inputs into results or outputs.

How do public organisations handle processes to be consistently effective?

How do public organisations ensure that processes are consistent?

How do public organisations decide which of their employees will accomplish key processes?

How do public organisations identify, design, manage and innovate processes on an ongoing basis, involving stakeholders?

How do public organisations develop and deliver citizen/customer-oriented services and products?

How do public organisations coordinate processes across the organisation?

3.2. Key questions for improving the Public Administration Performance Results

Citizen/Customer Results

How do public organisations reflect the complex relationship between the administration and their public?

How do public organisations meet the needs and expectations of customers and citizens through the results of perception measurements?

How do public organisations meet the needs and expectations of customers and citizens through performance measurements?

People Results

How do public organisations achieve results about their people's competence, motivation, satisfaction, perception, and performance?

How do public organisations measure people's perception of the organisation and the products and services the organisation provides?

How do public organisations measure the results achieved regarding people's overall behaviour, performance, development skills, motivation, and the level of involvement in the organisation?

Social Responsibility Results

How do public organisations satisfy the needs and expectations of society?

How do public organisations achieve their social responsibility through the results of perception's measurements?

How do public organisations achieve regarding their social responsibility through the results of performance measurements?

Key Performance Results

How do public organisations measure, analyse, and improve organisational performance?

How do public organisations track data and information on daily operations and overall organisational performance?

How do public organisations select comparative data and information to support fact-based decision making?

How do public organisations ensure that performance measurement systems respond to rapid or unexpected organisational or external changes and provide timely data?

How do public organisations review organisation's performance and capabilities?

How do public organisations project their organisation's future performance?

How do public organisations use findings from performance reviews to develop priorities for continuous improvement and opportunities for innovation?

Information and Knowledge Management

How do public organisations manage their information and their organisational knowledge assets?

How do public organisations verify and ensure the quality of organisational data and information?

How do public organisations ensure the availability of organisational data and information?

How do public organisations build and manage organisational knowledge?

How do public organisations share best practices in their organisation?

How do public organisations use knowledge and resources to embed learning in the way their organisation operates?

Work Processes

How do public organisations design, manage, and improve their key public services and work processes?

How do public organisations determine key product and work process requirements?

How do public organisation measure key work processes?

How do public organisations design products and work processes to meet requirements?

How do public organisations day-to-day operation of work processes ensure that they meet key process requirements?

How do public organisations determine their key support processes?

How do they improve their work processes and support processes to improve products and process performance, enhance their core competencies, and reduce variability?

How do public organisations manage supply network?

How do public organisations pursue identified opportunities for innovation?

Operational Effectiveness

How do public organisations ensure effective management of their operations?

How do public organisations manage the cost, efficiency, and effectiveness of their operations?

How do public organisations ensure the security and cybersecurity of sensitive or privileged data information and key assets?

How do public organisations provide a safe operating environment for the workforce and other people in the workplace?

How do public organisations ensure that organisation can anticipate, prepare for, and recover from disasters, emergencies, and other disruptions?

4. CAF Scores to assess Processes and Results (2000-2021)

CAF has been proposed as a standard and generic tool to self-assess public sector organisational strengths and weaknesses. The primary purpose is to introduce public administration into a culture of permanent organisational improvements and good governance. The assessment in CAF is based on the premise that excellent results regarding the organisational performance, citizens/clients, people and society are achieved through leadership driving strategy and planning, people, partnership, resources and processes.

The CAF assessment process is carried out to elaborate a global score to each set of criteria. The goal is not to achieve a maximum number of scores but rather to establish a system on the direction to follow for improvement activities (Dearing et al. 2006). The scoring generates discussion and coordination from different perspectives. Most CAF users and CAF experts believe this is the most important achievement of the CAF assessment; they find internal communication more critical than scoring (Moullin, 2011).

The model consists of criteria that inter-relates the key parameters that need to be considered when assessing an organisation, following the holistic approach of TQM and CAF. Criteria 1–5 are the so-called enabler features of an organisation. They determine what the organisation does and how it manages its tasks to achieve the planned results. Criteria 6-9 are selected to assess organisational results. Each criterion is further divided into a list of 28 sub-criteria. These sub-criteria are considered assessment examples, taking into account the specific needs and contextual circumstances and suggesting potential areas to be addressed to explore how the administration meets the requirements included in the sub-criteria (EIPA, 2019). The holistic approach helps integrate the conclusions from the assessment of the enablers and results criteria into the managerial practices that constitute the continuous innovation and learning cycle accompanying organisations on their journey towards

excellence (CAF 2013). Some CAF experts have mentioned CAF consistency is achieved by establishing a cause and effect between the enablers and their results as well as providing feedback in terms of results to enablers in the form of an improvements plan in an organisation, as a consequence of evaluation findings (Staes and Thijs 2005; CAF 2006).

The PDCA-cycle plays an essential role in the application of the score criteria. As mentioned in several CAF reports, the enablers and the results are not two separate entities in the organisation as they play a part in a cause-effect relationship that connects the left and right side of the model. The enablers represent causes, and results represent effects; feedback from the latter to the former is also part of the process. The assessment conclusions are made according to nine primary CAF criteria into which the scores of sub-criteria are aggregated. According to the PDCA approach, regular reviews are conducted in the assessment process to prepare a plan to reduce its weaknesses and enhance its strengths. These measures are part of the assessment report as well as the new assessment plan. The quality of this information and systematic analysis brings the CAF cycle to an end, integrating it into the process of permanent improvement, which allows the organisation to operate on a higher level of self-reflection.

The CAF model is designed to raise the importance of organisational processes, which are placed at the centre of the CAF model. To accomplish a holistic assessment of an organisation in public administration, one cannot do it directly by simply assessing nine criteria. An organisation is not a machine that can be dissembled into significant components that need to be maintained in the best possible way to work perfectly. In a complex organisation like one operating in the public administration, independently observed criteria and sub-criteria can suggest excellent performance, but the organisation as a whole can still show poor performance due to conflicts between enabling factors of the organisation. The organisation in public

administration serves conflicting goals, such as to meet the expectations of citizens and to save public money.

In comparison with private organisations, they are not autonomous in defining their inputs and goals. However, they are relatively autonomous in making decisions on transforming inputs into results. This means that knowing a public organisation mostly means knowing its internal processes, how synergistically it transforms its inputs into outputs.

One of the most prominent values of CAF assessment is its holistic and systematic process. It offers a structured framework to collect, review, and compare information to have more excellent organisational knowledge than they would have individually. All too often, decisions about the performance and capability of an organisation are based on unreliable information, and the resulting decisions can be very subjective. The process of conducting an assessment is in many ways equally as important as the results obtained. It provides a way to involve members of the organisation in seeking out the needed information and encourages them to use it to create new knowledge. The process of assessment is action-oriented and extends beyond reporting performance and monitoring the status of the organisation. Steps taken to change organisational strategies and policies can be based on this information (Van de Walle & Van Dooren, 2010).

As mentioned before, in addition to the qualitative diagnosis of the organisation's strengths and weaknesses, the CAF provides the possibility of obtaining a quantitative diagnosis of the organisation's performance through the scoring system.

CAF provides two ways of scoring: the PDCA cycle is the fundament of both. The 'classical' CAF scoring gives a global appreciation of each sub-criterion by indicating the PCDA phase in which the sub-criterion finds itself. The 'fine-tuned' CAF scoring reflects the analysis of the sub-criteria in more detail. It allows you to score – for each sub-criterion – all phases of the PDCA (PLAN, DO, CHECK, ACT) cycle simultaneously and independently (EIPA, 2019: 53). The process facilitates a review

of the organisation's priorities and provides a way to examine whether actions and critical support, including the allocation of financial resources and workforce planning, are aligned with the organisation's mission, goals, vision, and plans. Figure 7 shows how are the main strategic and operational goals based on a holistic assessment. It is possible to identify the main results achieved by organisations: reactive, premature, mature and role model, taking into account the main cross-functional issues including strategic planning, human resources, knowledge management, and performance measures that are keys to the organisation's success.

4.1. CAF Classical Scoring

The classical scoring system is used when the organisation is not familiar with self-assessment, needs to become more acquainted with the PDCA cycle or wants to focus the organisation on a quality approach. The scoring system could be structured as follows: (i) in the enablers' assessment panel, the organisation is effectively improving its performance when the PDCA cycle is entirely in place, based on learning from its reviews and external comparison; (ii) in the results assessment panel, the trend of the results and the achievement of the targets are both taken into consideration. The organisation is continuously improving when excellent and sustainable results are achieved, all relevant targets are met, and favourable comparison with relevant organisations for the key results are made (EIPA, 2019: 54).

Figure 5 – CAF Classical Scoring

Enablers Panel – classical scoring

PHASE	ENABLERS PANEL - CLASSICAL SCORING	SCORE
	We are not active in this field, we have no information or very anecdotal.	0-10
PLAN	We have a plan to do this.	11-30
DO	We are implementing / doing this.	31-50
CHECK	We check / review if we do the right things in the right way.	51-70
ACT	On the basis of checking / reviews we adjust if necessary.	71-90
PDCA	Everything we do, we plan, implement, check and adjust regularly and we learn from others. We are in a continuous improvement cycle on this issue.	91-100

Results panel – classical scoring

RESULTS PANEL - CLASSICAL SCORING	SCORE
No results are measured and/or no information is available.	0-10
Results are measured and show negative trends and/or results do not meet relevant targets.	11-30
Results show flat trends and/or some relevant targets are met.	31-50
Results show improving trends and/or most of the relevant targets are met.	51-70
Results show substantial progress and/or all the relevant targets are met.	71-90
Excellent and sustained results are achieved. All the relevant targets are met. Positive comparisons with relevant organisations for all the key results are made.	91-100

Source: EIPA, 2019: 54

4.2. CAF fine-tuned scoring

When public organisations want to analyse in detail and information is more precise, another system called the CAF fine-tuned score. This methodology offers more information than the other score system in some specific areas. For each enabler and result of the CAF model the PDCA cycle (PLAN, DO, CHECK and ACT) and all progress revisions are further improved, increasing the coherence and simplicity of the model in each of the phases. This way, there is a distinction between the trend of the results and the achievement of the targets. This feature helps the organisation analyse the trend or focus on a better achievement of targets (EIPA, 2019).





Figure 6 – CAF fine-tuned scoring

Enablers Panel – Fine-tuned scoring

ENABLERS PANEL - FINE-TUNED SCORING								
SCALE		0-10	11-30	31-50	51-70	71-90	91-100	Tot.
PHASE	EVIDENCE	No evidence or just some ideas	Some weak evidence, related to some areas	Some good evidence related to relevant areas	Strong evidence related to most areas	Very strong evidence related to all areas	Excellent evidence, compared with other organisations, related to all areas	
PLAN	Planning is based on stakeholders' needs and expectations. Planning is deployed throughout the relevant parts of the organisation on a regular basis.							
	Score							
DO	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation on a regular basis.							
	Score			Areas of improvement				
CHECK	Defined processes are monitored with relevant indicators and reviewed throughout the relevant parts of the organisation on a regular basis.							
	Score							
ACT	Correction and improvement actions are taken following the check results throughout the relevant parts of the organisation on a regular basis.							
	Score							





Source: EIPA, 2019: 55

Results panel – Fine-tuned scoring

RESULTS PANEL - FINE-TUNED SCORING						
SCALE	0-10	11-30	31-50	51-70	71-90	91-100
TRENDS	No measurement	Negative trend 	Flat trend or modest progress 	Sustained progress 	Substantial progress 	Positive comparison with relevant organisations for all results
SCORE						
TARGETS	No or anecdotal information	Results do not meet targets	Few targets are met	Some relevant targets are met	Most of the relevant targets are met	All the targets are met
SCORE						

Source: EIPA 2019: 56

Figure 7 – Strategic and Operational Goals by Processes and Results

Strategic and Operational Goals	Representation	Operations	Results
Reactive level		Operations are characterized by activities, not processes, and largely respond to immediate needs or problems. The targets are poorly defined.	The initiation level has not been reached. Results that are important to the organization continuous success is absent, not used or reported randomly.
Initiation		The organization is beginning to perform operations with repeated processes, evaluation and improvement, and there is some initial coordination between the units. The organization defines a set of targets: strategy and quantitative targets are being defined.	A result-oriented culture is systematically promoted in the organization, Results that are important for the continued success of operations are reported, tracked over time and enhanced.
Maturity		Operations are characterised by their respective processes which are regularly evaluated for improvement purposes. The learning is shared and there is coordination between the organizational units. The processes address the main strategies and objectives.	The results are monitored and are important for the organization's continued success go in the right direction and go well in relation to competitors or other relevant organizations.
Role Model		Operations are characterized by repeatable processes that are regularly evaluated for change and improvement in collaboration with other affected units. The organization success seeks and achieves efficiencies across units through analysis, innovation, and the sharing of information and knowledge. Processes and measures track progress on key strategic and operational goals.	The full array of results that are important to the organization's ongoing success are reported and trended over time, indicating top performance relative to other organizations.

Source: Adapted from Baldrige Excellence Builder, 2021

4.3. Organisational Performance

The holistic approach of CAF towards organisational performance has proven to be very useful. The meaningful transfer of knowledge can take place from several levels of analysis, from the collection of information to the application of information. Once the information is collected and compared, changes can be identified and traced. The comparison of information involves indexing the data within a context and using it to determine the current state of performance related to the results achieved by others. This information is helpful to identify patterns, prepare charts or evaluate trends over time. Once the information is collected and compared, it is possible to analyse the information to interpret and apply it. At this stage, the organisation can use the information to examine results and trends or evaluate their significance. This data can define the underlying factors and processes that explain how public sector organisation results are achieved. This information is also helpful for public managers to consider whether a program is doing well and whether changes are needed to improve performance. CAF also provides employees' opinion about management

regarding the effectiveness or efficiency of a program or process. Also, about its utility, that is, whether it is of use to the public organisation that provides it in meeting their goals and whether it remains an appropriate use of the funding and other resources available to them. Even though gathering appropriate information requires much time, the systematically gathered information fosters both the self-assessment and the organisation's efficiency in a way that contributes to improving the operations of the program or organisation (Immordino, 2019: 14).

An assessment process is a structured method of collecting and evaluating cross-functional information about those areas of a public organisation's operation that are most closely associated with organisational excellence. It is a comprehensive program that begins with understanding the current organisation. This information is compared to the leaders' vision so that a determination can be made of the gap between the current and desired operating methods. The knowledge gained during the assessment is used to identify opportunities for improvement and determine the relative priorities of those potential improvements (Löffler & Vintar, 2004; Immordino, 2019).

Finally, the feedback process forms the starting point for a new cycle of assessment and improvement. It relies on the participation of those who work in a public organisation as the "consultants" who collect the information and assess the organization's current state. Assessment enables participants at all levels to look at the organisation and ask if the pieces are in place to create the type of organisation it aspires to be. The involvement of employees also provides leaders with an opportunity to build an internal case for change to meet their citizen's increasing and evolving demands. Engaging in this type of process has benefits both for the organisation and the individuals who have the opportunity to participate. The CAF assessment on organisations can provide a structured communication process that takes existing information and creates new knowledge through exchanging information. Also, to define organisational excellence and provide a common

understanding of the measures of success; to identify the strengths of the organisation; to provide a realistic picture of the challenges and opportunities facing the organisation; to help identify both the critical issues and what the relative priorities are for those issues, able to create a shared sense of the improvement possibilities.

As several CAF experts mentioned in the interviews, for individual participants, the assessment provides a common language for talking about the organisation and how it can be improved and provides a way to engage employees from all areas and at all levels in improving the organisation, focusing the attention of leaders and staff members on the opportunities for improvement and helping to prioritize the challenges facing the organisations (Interview #9; Interview #2). A key step in determining the effectiveness of any organisation is assessing the clarity of the organisation's mission: what they do, for whom they do it, and why. For those considering an organisational assessment, the process begins with a serious discussion about the mission. Many organisations have a primary mission and other secondary missions or added functions that have become part of the responsibilities over time. Why is this important? People who differ in their perception of the organisation's core mission may differ, perhaps significantly, on the issues and challenges that face the organisation. They may be very sincere and well-meaning in their efforts to do their job but work at different or cross purposes because they perceive the issues and priorities differently. Reaching consensus on the mission can also help to create consensus on the strengths, the issues, and the challenges that it faces. One method for gathering this information is through an employee survey on their opinions and perceptions, but surveys are still scarce. (Interview #4).

5. Results of the Questionnaire to CAF national correspondents on the Implementation of CAF in the Member States (2011 - 2021)

DGAEP developed the survey for CAF national correspondents who are responsible for the dissemination of the CAF in the Member States. The survey was

sent to all CAF NCs on 14 April 2021. They were asked to return the completed survey before the end of April. The deadline was later postponed to 14 May (See more details in Appendix C).

Eighteen CAF NCs completed the survey, representing Austria, Belgium, Bosnia Herzegovina, Bulgaria, Cyprus, The Czech Republic, Estonia, Finland, Greece, Italy, Luxembourg, Poland, Portugal, Serbia, Slovakia, Slovenia, Spain, Sweden. Compared to the 2011 survey, several countries were not represented: Germany, Hungary, Latvia, Lithuania, Norway, Malta, and Romania, and new countries answered the survey: Bosnia Herzegovina, Bulgaria, and Serbia.

5.1. Profile of the CAF NCs in the Member States

All the CAF NCs work for public organisations; 39% of CAF NCs work together with a national partner to disseminate the CAF in their country, while 61% do not have a national partner. The countries with a national partner are Austria, Bulgaria, Finland, Serbia, Slovakia, Italy, Poland. These national partners are public organisations.

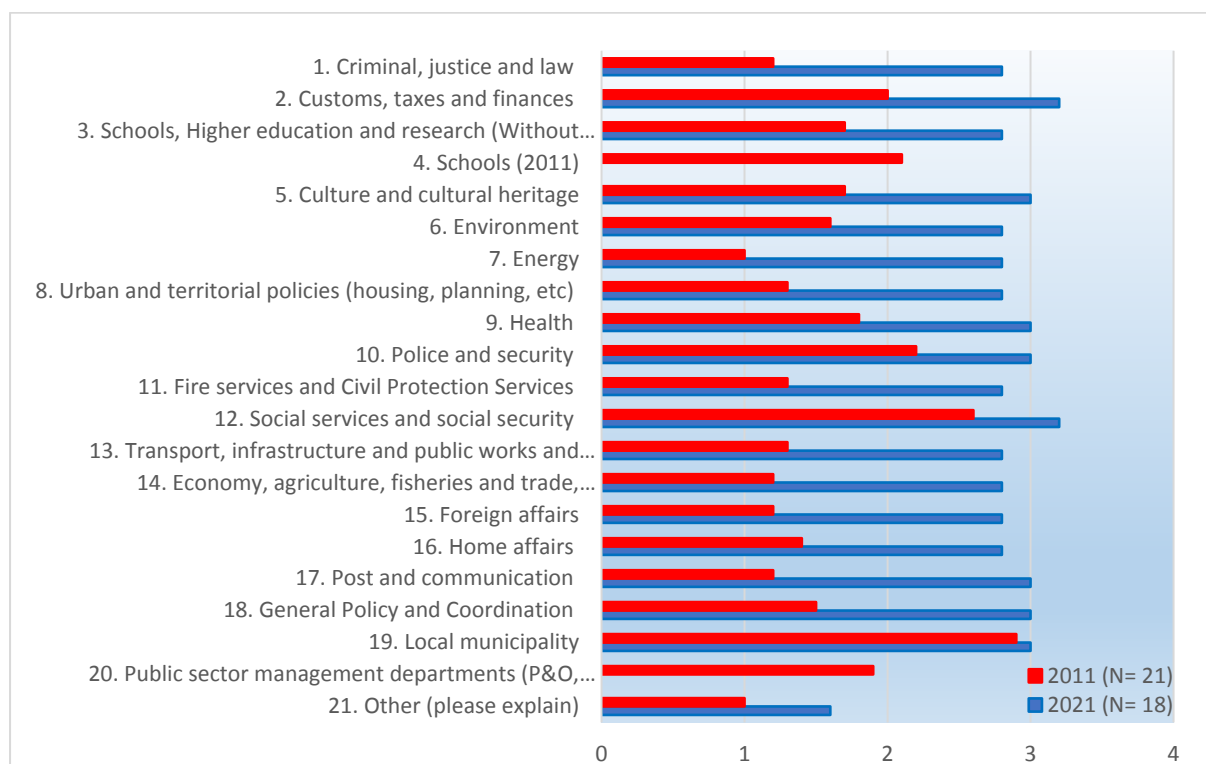
5.2. The use, potential and impact of the CAF in the Member States

5.2.1. The Use and Potential of the CAF per sector

The CAF NCs were asked to estimate the use and the potential of the CAF in their countries per sector. They could indicate a score ranging from 1 (no activity/potential at all) up to 5 (a lot of activity/potential). They were advised to use the number of organisations using the CAF in each sector as an indicator for the use of the CAF. Likewise, the number of organisations that expressed the intention to use the CAF in the future served as an indicator for the potential of the CAF.

Graphic 2 and Graphic 3 shows the mean scores for the use of CAF and the potential per sector in 2011 and 2021. The means are calculated from a total of 18 answers for the use (n=18) and a total of 18 answers for the potential (n=18), for 2021. The evolution of the use of CAF, according to Graphic 2, increased from 2011 in almost all sectors. In 2021, most organisations using the CAF are from higher education and research, police and security and health. There are also the sectors where most organisations have expressed the intention to use the CAF in the future (potential). One of the conclusions is that, compared to the data of 2011, the potential to use the CAF (Graphic 3) in the future is in decline in some sectors but it is increasing in others.

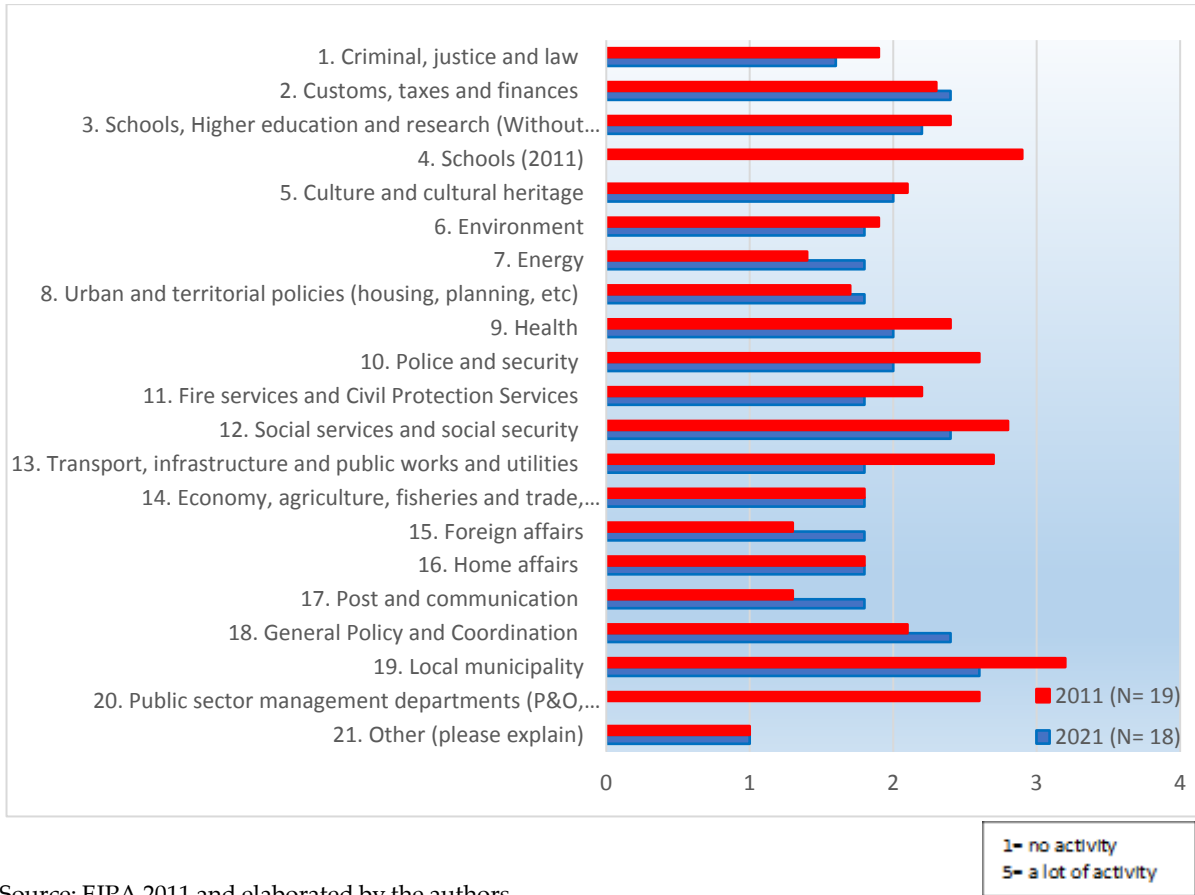
Graphic 2 – Evolution of Use of the CAF per sector in 2011 and 2021



Source: EIPA 2011 and elaborated by the authors

1= no activity
5= a lot of activity

Graphic 3 – Evolution of Potential of the CAF per sector in 2011 and 2021



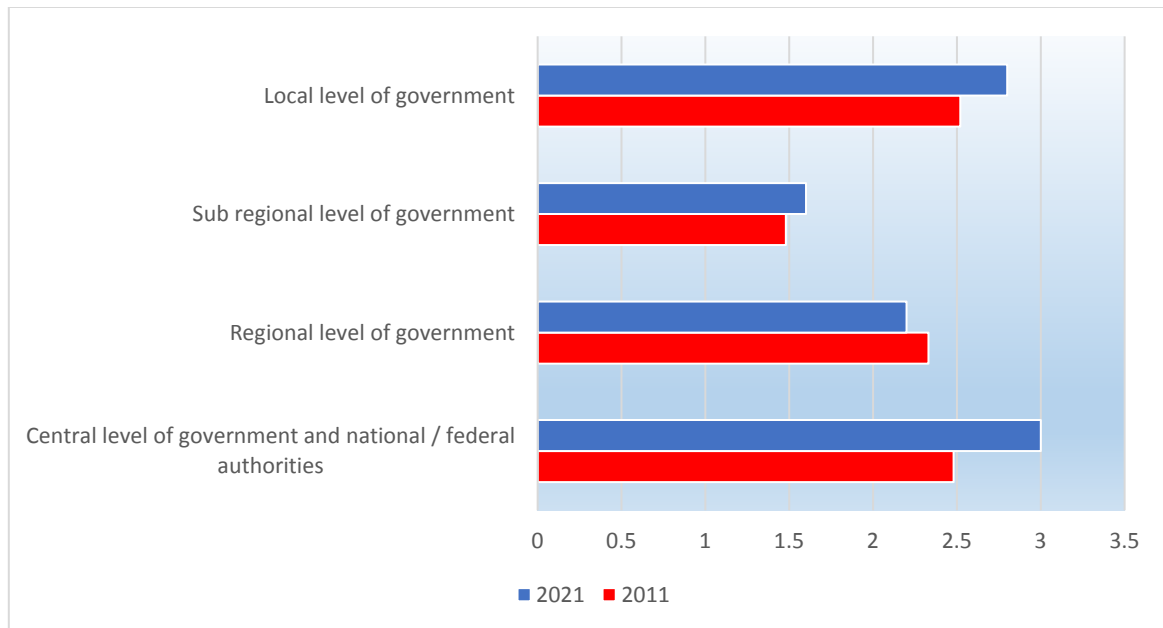
Source: EIPA 2011 and elaborated by the authors

5.2.2. The use and potential of the CAF per government level

The CAF NCs were asked to estimate the use and the potential of the CAF in their country per government level. They could indicate a score between 1 (no activity/potential at all) to 5 (a lot of activity/potential). They were advised to use the number of organisations that use the CAF at each government level as an indicator for using of the CAF. Likewise, the number of organisations that have expressed the intention to use the CAF in the future served as an indicator for the potential of the CAF. Graphics 4 and 5 shows the mean for the use and the potential per government level. The mean is calculated from 18 answers for the use (n = 18) and a total of 18 answers for the potential (n =18). Compared to the results of 2011, the use of CAF in

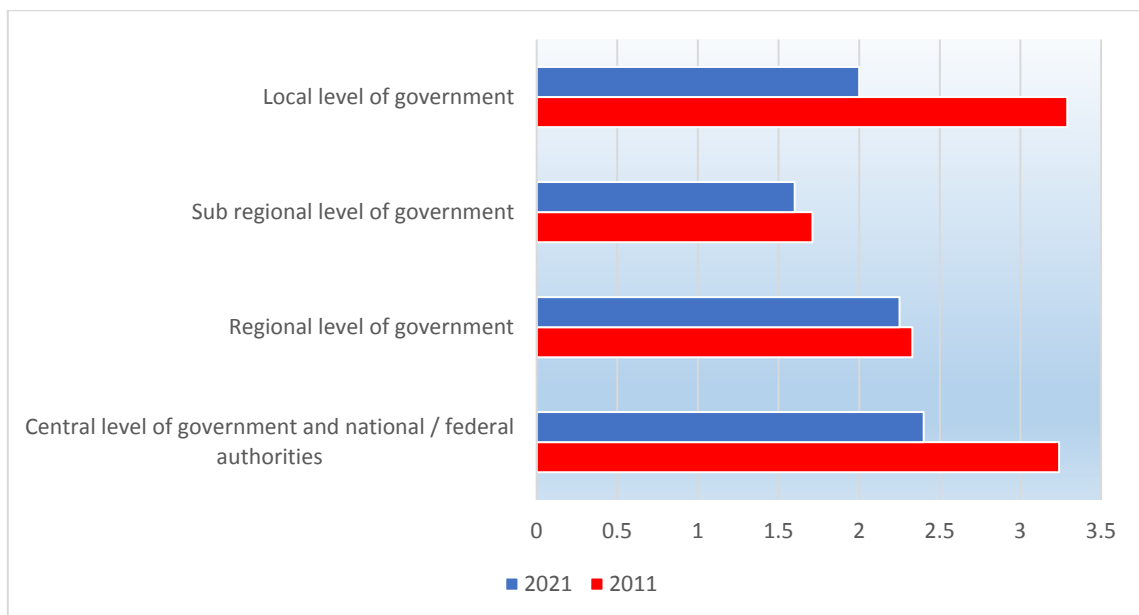
all levels of government increased but the potential to use CAF in all levels of government – central, regional, subregional, and local government - decreased from 2011 to 2021.

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)

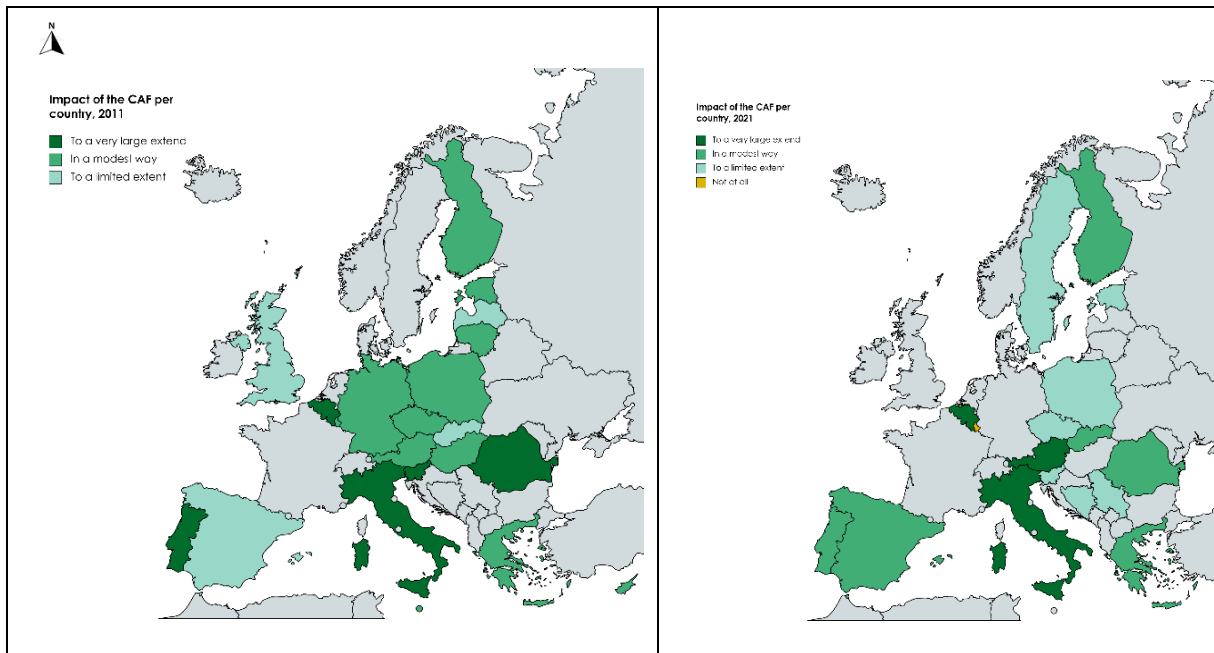


Source: EIPA 2011 and elaborated by the authors

5.2.3. The Impact of the CAF in the Member States

In the survey, the CAF NCs were asked to estimate the extent to which the CAF stimulates a change of culture in the public sector in their country. As can be shown in the map, Luxembourg answered that the CAF has no impact at all. Eight CAF NCs answered, “to limited extent” (Bosnia Herzegovina, Czech Republic, Cyprus, Estonia, Poland, Serbia, Slovenia and Sweden); six CAF NCs answered, “in a modest way” (Bulgaria, Finland, Greece, Portugal, Slovakia and, Spain) and three CAF NCs answered that the CAF stimulates change in the public sector of their country to a “very large extent” (Austria, Belgium, Italy). These findings are summarised in the map below.

Figure 8 - Impact of the CAF in the Member States in 2011 and 2021



Source: EIPA 2011 and elaborated by the authors

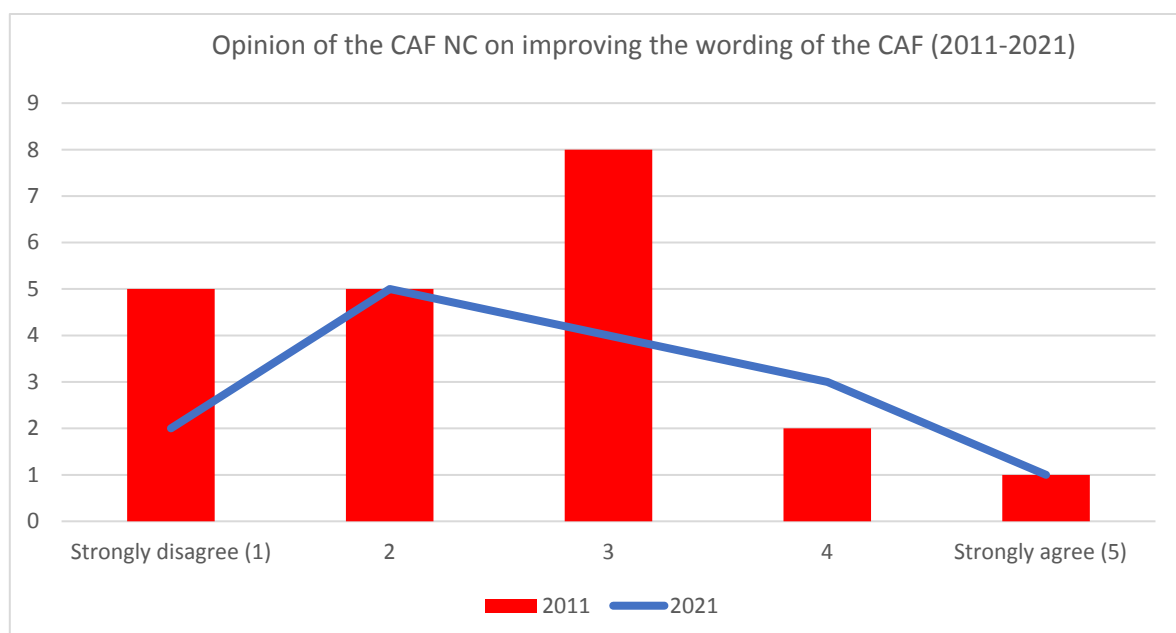
5.2.4. Improvement of the CAF

Previous improvements of the CAF resulted in the CAF 2002, 2006, and 2013 versions. In addition, the wording, the criteria and themes, the principles of excellence as well as other suggestions are discussed.

5.2.4.1. The wording

The CAF NCs were asked if the CAF should be rewritten in a more accessible way, adapting the wording more to the public sector context. The CAF NCs in favour (scores 4 and 5) represent Bulgaria, Finland, Greece, and Serbia. Belgium, Bosnia Herzegovina, Italy, Luxembourg, Poland, Slovenia, Spain do not see the necessity (scores 1 and 2). The remaining five CAF NCs (Czech Republic, Cyprus, Estonia, Portugal, and Slovakia) are neither in favour nor against the CAF's rewriting (score 3). Therefore, we can conclude that the previous efforts to improve the wording of the CAF, which resulted in the CAF 2006, and CAF 2013, have been effective. Two CAF NCs do not answer this question (Austria and Sweden). Thus, eleven countries do not want to spend too much energy in rewriting the CAF.

Graphic 6 - Improving the wording of the CAF (2011-2021)

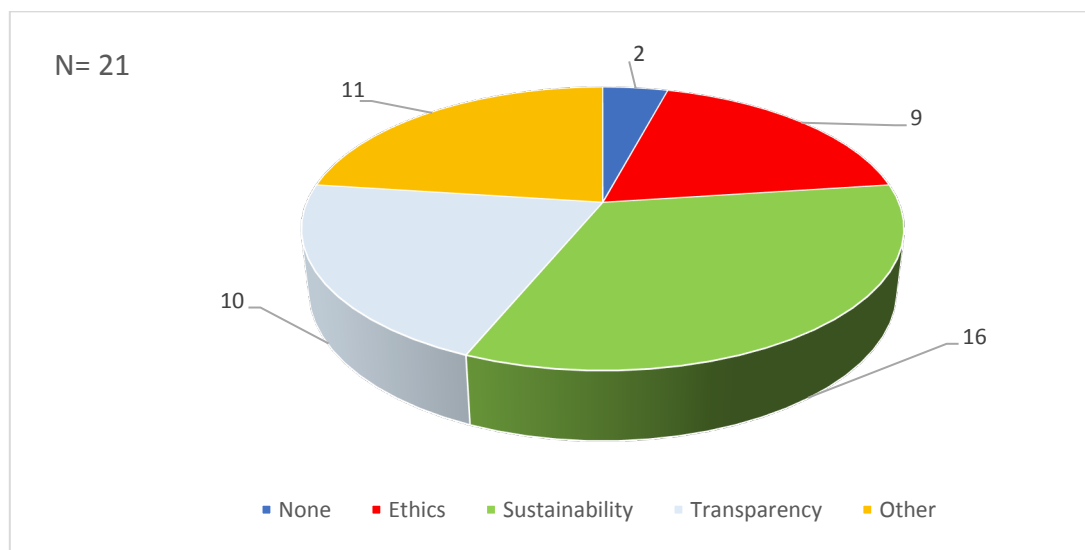


Source: EIPA 2011 and elaborated by the authors

5.2.4.2. Criteria and Themes

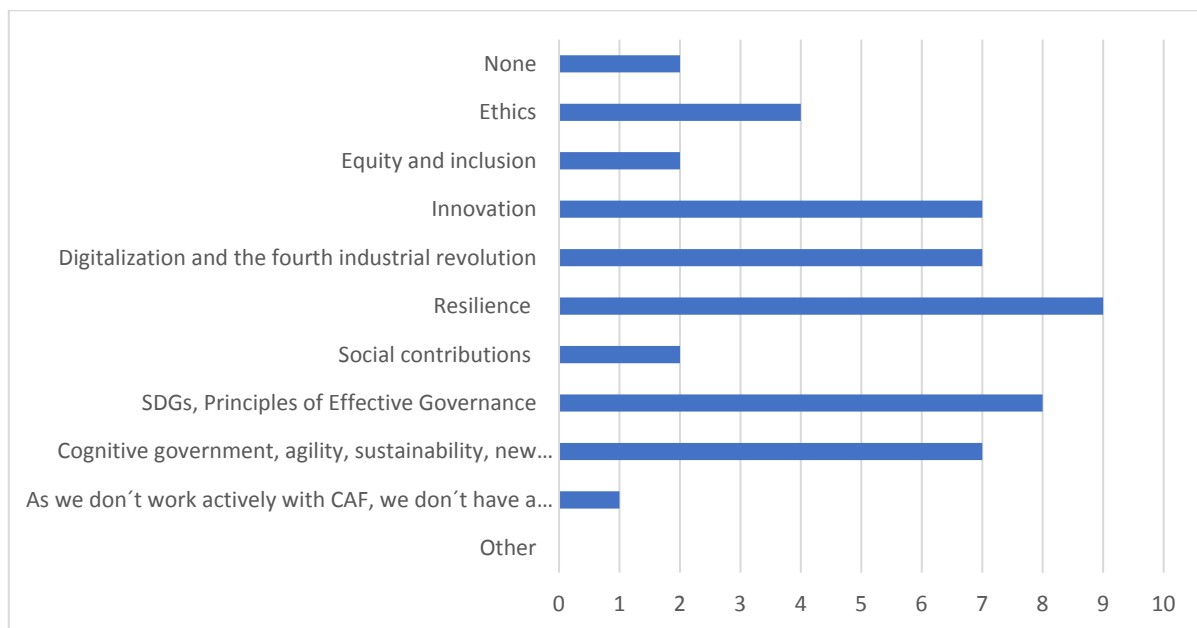
As it was mentioned, the Common Assessment Framework is structured by ‘enablers’ and ‘results’ as well as by the potential for ‘innovation and learning’. The first two blocks cover nine criteria, presented in the nine-box structure. These criteria represent the most important aspects of an organisation. Each criterion is further broken down into a list of sub-criteria. The 28 sub-criteria identify the main issues that need to be considered when assessing an organisation. They are illustrated by examples that explain the content of the sub-criteria in more detail and suggest possible areas to address, to explore how the administration meets the requirements expressed in the sub-criterion. Because the most important aspects of an organisation in 2002, 2006, 2013 or 2020 might differ from those today or tomorrow, the CAF NCs were asked, whether or not, new criteria or themes should be integrated. Graph 7 shows that CAF NCs first chose sustainability as a new theme to be integrated into CAF, 10 NCs answered *transparency* and 9 chose *ethics*, but 11 did not feel the need to add any specific CAF theme in 2011.

Graphic 7 - New Themes to be integrated in the CAF according to the NC, 2011



Source: EIPA 2011

Graphic 8 - New Themes to be integrated in the CAF according to NC, 2021



Source: Elaborated by the authors

Graphic 8 shows two CAF NCs answered that no criteria or themes should be integrated into the CAF model (Luxembourg and Poland). Four CAF NCs answered that ethics should be integrated into the CAF model (Cyprus, Finland, Portugal, and Slovakia). Two CAF NCs answered that equity and inclusion should be integrated into the CAF model (Cyprus and Italy). Seven CAF NCs answered that innovation should be integrated into the CAF model (Czech Republic, Cyprus, Estonia, Greece). Seven CAF NCs answered that digitalization, and the fourth industrial revolution should be integrated into the CAF model (Belgium, Czech Republic, Cyprus, Estonia, Finland, Greece, and Slovakia). Ten CAF NCs answered that resilience should be integrated into the CAF model (Austria, Bulgaria, Czech Republic, Estonia, Finland, Greece, Italy, Portugal, Slovenia, and Spain). Two CAF NCs answered that social contribution should be integrated into the CAF model (Austria, Greece). Eight CAF NCs answered that SDGs, Principles of Effective Governance should be integrated into the CAF model (Austria, Bosnia, Bulgaria, Estonia, Greece, Slovakia, Slovenia, and Spain). Eight CAF NCs answered that Cognitive government, agility,

sustainability, new working conditions should be integrated into the CAF model (Bulgaria, Czech Republic, Estonia, Finland, Greece, Italy, Portugal and, Serbia). Finally, only the CAF NCs from Sweden answered that they don't work a strong view as they don't work actively with CAF.

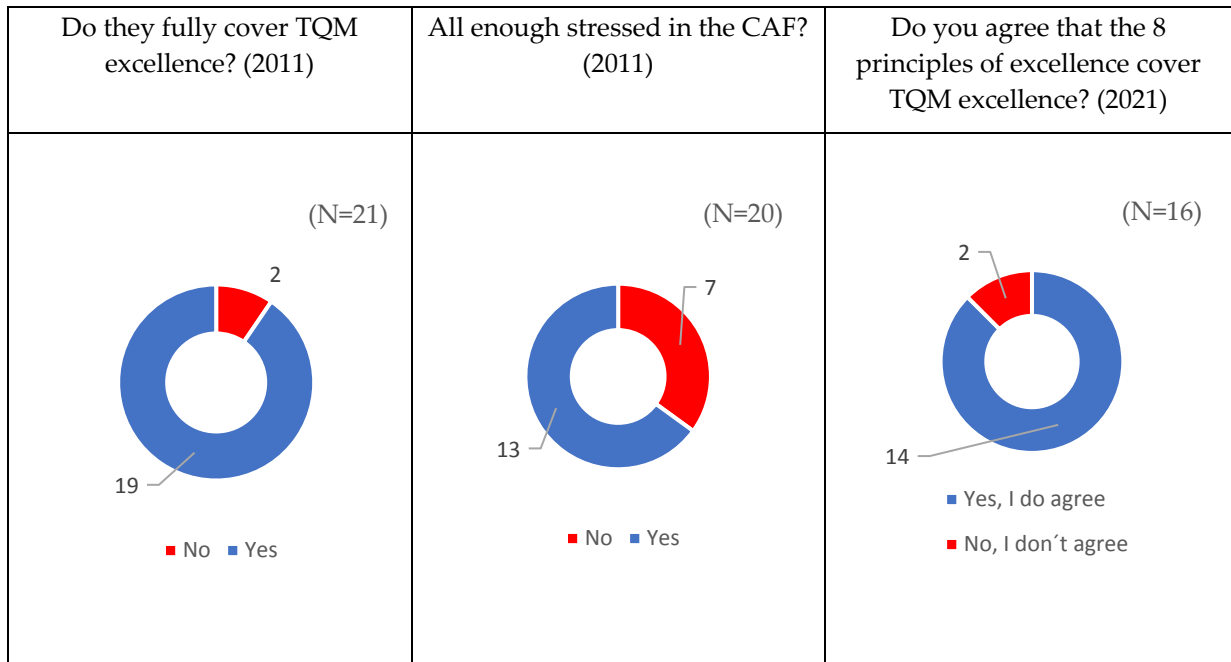
5.2.4.3. The principles of Excellence

As was mentioned in 2011, the Common Assessment Framework has become an excellent self-assessment model, but also it contributes to improve organisations and help them grow towards excellence.

In the 2021 questionnaire, the CAF NCs were asked two things. The first question was if the eight principles fully cover TQM excellence. Secondly, they were asked if the aspects of excellence were stressed enough throughout the CAF model.

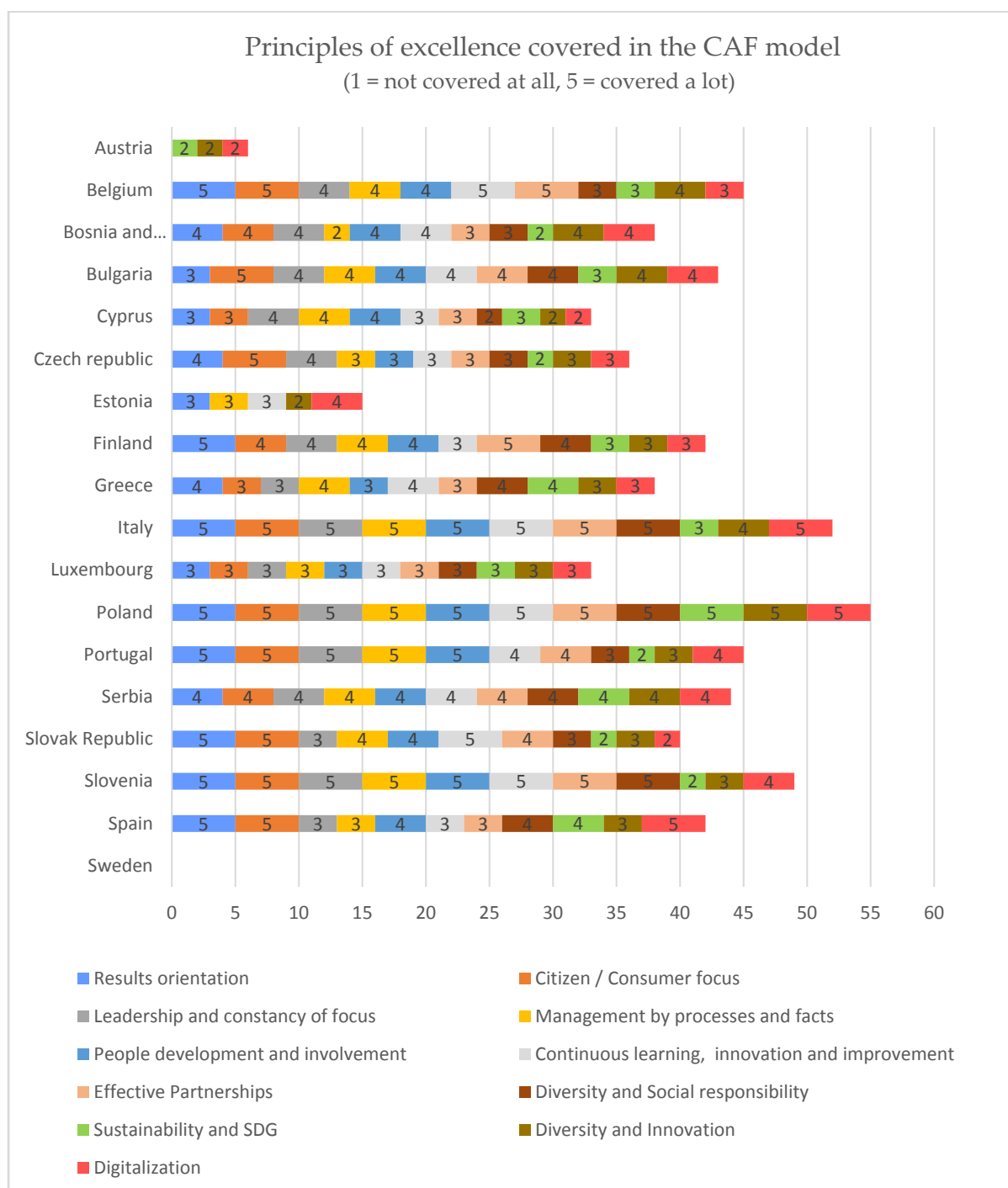
Most CAF NCs agree that the eight principles fully cover TQM excellence, but only two doubted that all the principles are stressed enough in the CAF (Austria and Estonia). The second question was about the principles of excellence: if there were not stressed enough throughout the CAF model. Some CAF NCs feel that the principles of excellence should be emphasised more as the fundamentals of the CAF; others ask for more stress and explanation of Sustainability and SDGs, diversity, innovation, and digitalization. In 2011, those principles that ask for more stress were corporate social responsibility, partnerships, innovation and creativity. Also, in 2021, most CAF NCs feel that the principles of excellence that are enough stressed in the CAF are results orientation, citizen/customer focus and continuous learning, innovation, and improvement. Therefore, in 2011, two suggestions were mentioned: (i) to stress the relationship between the principles of excellence and the principles of good governance to understand better the eight principles of excellence and (ii) to adapt the principles to the revised concepts of the EFQM model, which are much more inspiring now (EIPA, 2011:31).

Graph 9 - Opinion of the CAF NC on the principles of Excellence in 2011 and 2021



Source: EIPA 2011 and elaborated by the authors

Graphic 10 - Principles of excellence within the public sector that are not enough covered throughout the CAF model



Source: Elaborated by the authors

5.3. Dissemination of the CAF

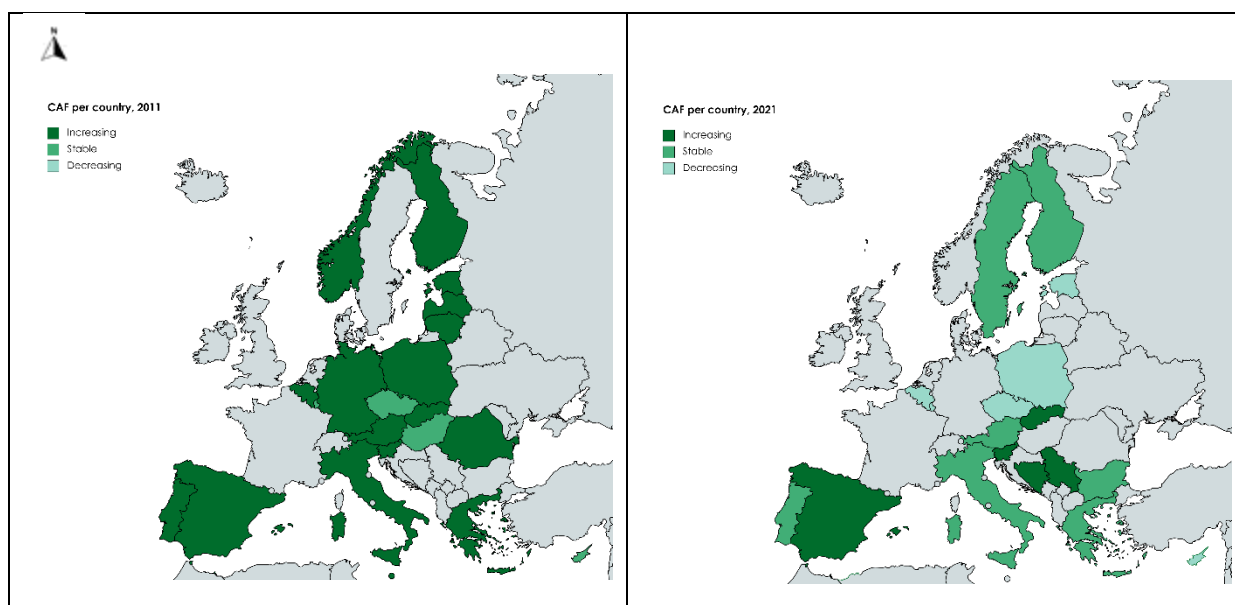
The evolution of the CAF in the Member States, and the supporting actions at the national and European level, are presented in the next section.

5.3.1. Evolution of the CAF in the Member States

The map below summarises the evolution of the CAF in the Member States during the past years. The map is based on the estimations of 21 CAF NC in 2011 and 17 CAF NC in 2021. In 2011, none of them thought that the use of the CAF was decreasing in their country; four estimated that it was stable (Cyprus, the Czech Republic, Hungary and Luxembourg); and 17 indicated that the use of the CAF was increasing (Austria, Belgium, Estonia, Finland, Germany, Greece, Italy, Latvia, Lithuania, Malta, Norway, Poland, Portugal, Romania, Slovakia, Slovenia and Spain).

In 2021, six of the CAF NCs think that the use of the CAF is decreasing in their country (Belgium, Czech Republic, Cyprus, Estonia, Luxembourg, Poland); seven CAF NC estimate that it is stable (Austria, Bulgaria, Finland, Greece, Italy, and Portugal); five indicate that the use of the CAF is increasing (Bosnia Herzegovina, Serbia, Slovakia, Slovenia, Spain).

Figure 9 - Evolution of the CAF in the Member States (2011 - 2021)



Source: EIPA 2011 and elaborated by the authors

The CAF NCs were also asked what are or were, in their opinion, the main reasons for this evolution. We summarised the reasons and made a distinction between reasons for progress and reasons for stagnation or decay.

The participants do not need to pay for implementing CAF (training and expert support are free of charge). They get fully support advice from their staff all the time during the CAF implementation. They have an annual project cycle for CAF implementation: inviting potential CAF users, supporting them with information, training, expert support during the implementation, monitoring the activities and promoting (awards for CAF beginners, CAF users, Effective CAF users).

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

- some countries implement the CAF with EU or other funding programmes that support National CAF Centre activities and the organisational CAF implementation process's (with training and expert support). However, this reason is also an open question about the future. To what extent those countries are sufficiently prepared for a time after the funding period.
- support from the CAF Centre for the public sector organisations, for free in quality and improvement, is seen as an incentive to arise CAF using. As well as a CAF RC with dedicated HR, a website with relevant information for CAF users and promotional CAF activities.
- a constant promotion and support by the National CAF RC is stable over time when addressed to specific sectors where the need to use it and the policy context are conductive.

Concerning the main reasons for stagnation or decay concerning CAF evolution in the MS we summarize it in the table below:

Table 7 - Stagnation or decay of CAF in MS

	Reasons for stagnation or decay
National dynamics	Lack of CAF promotion or not sufficient promotion of advantages that CAF could bring to the organisation. Lack of support (or decreasing) from the political authorities and senior level of public servants. Lack of resources, both human and capital. Slow integration of organisational culture change.
Institutionalization	No CAF Resource Centres or entities responsible for promoting CAF at the national level.
Using the Model	The CAF is not yet used in all EU countries.
	The European institutions do not use the CAF.
CAF Network dynamics	European CAF Network has no clear rules and knowledge management.
	The CAF still is a “gated community” with very few partnerships with academia, the non-profit or private sector.
	The “effective CAF user” label is outdated and not widely known.
Other priorities	Another quality systems.
	Not actively promotes the CAF because of economic crisis and priorities shifting.

Part 3

CAF Outcomes: Linking Assessment with Improvement

The third part of this publication will look at the CAF outcomes in the public sector organisations. This part is enhanced with the contributions gathered from ten interviews launched between May 25th and June 7th to ten CAF experts³ with several questions about the CAF outcomes and challenges to promote the public sector capacity (see Appendix 7). The responses helped us reflect on all the many options available to organisations with years of experience with CAF self-assessment, improvements and organisational quality practices that have contributed to promoting organisational change. A critical outcome of the CAF model is accountability to determine the best ways to hold public organisations and their leaders that conduct their operations accountable.

An important remark to make is that the CAF model does not seek to assess the quality of political policies but rather the management of quality at the organisational level and how policies are formulated in terms of strategic planning. The assessment of the public sector organisations is something separate from public policies which have been developed outside its scope of responsibility. Policy capacity is relevant only to the extent that the public sector organisations have direct responsibility implementing the policy. As many CAF experts referred, policy capacity differs across sectors because policy domains and public organisations have different capacities and challenges (interview #1, #4, #9 and #10). Furthermore, the influence, centralizing tendencies and advice preferences of the different ministers shape the capability of the public sector. One of the recommendations that may be drawn in this first release of the report is that policy

³ The persons that were interviewed represent several stakeholders or experts from MS that left the CAF Network: three national CAF correspondents; two Member States that have left the network or are not active in CAF promotion; one voice from EU candidate countries; two Feedback External Agents; and two experts with much former experience in CAF promotion at European level. This selection also ensures the geographical diversity of the interviewees.

design should be more aware of implementation and service delivery issues, and much more collaboration with external organisations could be undertaken. Even though any CAF expert touched deeply on these issues, we wonder if policy design could be more adapted to implementation challenges. One of the problems that always come in the literature is that government members often drive the design while the Public Administration team leaders deliver the services. The cases of CAF implementation highlight this problem, and while the Government may want more control of implementation, perhaps it is also worth considering that the public administration organisation should have more input into the policy design (Interview #3, #8).

For more than twenty years, the CAF tool has evolved along with the drivers of organisational competitiveness and long-term achievements. Through this evolution, the Common Assessment Framework offers today's public sector organisations a non-prescriptive guide that facilitates a holistic approach to achieve excellence (Interview #6).

While the organisational assessment process can be a powerful tool for identifying the current diagnosis of the organisation and creating an awareness of possible solutions regarding the organisation's starting position, awareness itself is necessary but not sufficient to move the organisation forward. The full benefit of self-assessment is in completing the cycle of assessment and improvement by using the information obtained to initiate and lead to improvement by consonance with the organisation's mission (interview #10). An organisation that has completed an assessment process and has identified opportunities for improvement has accomplished a great deal and gained many benefits in terms of employee communication and organisational learning. However, if the resulting recommendations for improvement are not implemented partially or totally, employees and collaborators will be frustrated, making it that much more challenging to participate in a future CAF assessment (interview #6).

Public Service Improvements and Planning

Thanks to the collected information it is possible to analyse it to introduce change in the self-assessment process. The content and methodology of the information contain significant components such as the opportunities for improvement, the identification of projects, the action plans, and the implementation of the improvement priorities. These actions are essential because the self-assessment process is more than a document or a report, as it provides evidence of tangible results. As some CAF expert expressed: "Those that are focusing just on assessment are going in the wrong direction and are reflecting a traditional approach of public administration (...) because the main sense of CAF is an improvement, not assessment" (interview #4). The CAF makes the assessment process real for both those who participated and those who were aware that the process was taking place but did not have the opportunity to be part of it. To be successful, one must consider the dynamics of change and the role of change management.

With its emphasis on information collection and employee participation, the self-assessment process enables leaders to build a knowledge base that can lay the basis to act on the priorities for change and translate the knowledge gained into improvements. This process is an excellent starting point for any public sector organisation to evaluate and improve how organisations function. On the one hand, the shared knowledge can influence the way people perceive things by making them aware of strengths and opportunities for improvement. However, on the other hand, the goal will be to keep the attention focused on the organisation, and provide the most significant benefit in helping the organisation achieve its mission.

The assessment process shows the areas to improve the quality of public services, namely: (i) the capacity to adapt and learn through the process of self-assessment; (ii) the process of improving actions through aligning public services to citizens' needs; (iii) the capacity to introduce change from assessment to improvement; (iv) CAF capacity to manage data on the scope of excellence.

1. Policy capacity to adapt and learn through the process of CAF self-assessment

Public sector organisations are very diverse, not just in terms of people who work there but also in terms of the nature of sectors that they represent. As a result, people often have very different ways of talking about what goes on in their organisation and how they get it done. It seems logical to think that people who work for the same organisation and accomplish activities designed to achieve the organisation's mission and goals would have common ways of describing the organisation: its inputs, structure, people, strategy, and partnerships. However, this is not always the case, and people may not have opportunities to interact or share information with others outside their department, unit, or organisation.

One of the most critical success factors of the policy capacity to adapt and learn through the process of CAF self-assessment depends on the level of commitment and participation of the organisation's people in the process of self-assessment (interview #9). There are several levels of commitment:

- The level of commitment is low when some organisations have a passive involvement of their staff members: these staff members are aware of the concept of self-assessment but are not actively engaged in the self-assessment process. It is known how difficult it is for specific organisations to deal correctly with planning the self-assessment because we do not have all the information in the people's hands (interview #9).
- The level of commitment is high when organisations actively involve their members in the self-assessment process. The most successful assessment processes involve a broad range of people from across the organisation to facilitate the information inputs (interview #9).

Concerning the level of participation, the most crucial factor is determining a balance that meets the needs of the public organisation. A critical step is to convince organisational leaders that participation in a self-assessment is valuable and is not an added burden for the organisation's people. There is no possibility to manage outcomes if the decision to use the CAF model is not taken at the right level in the organisation. So, they must involve the managerial at the high level (interview #2; interview # 8). In the long run, the goal is to launch a participative culture in the assessment process as it is regarded not as an extra activity but as a key part of the process that enhances the organisation's capability by the benefits that staff participation brings to the public organisations and the good use of the findings of the self-assessment.

According to CAF experts, participants can learn a great deal about their organisation through active commitment in the self-assessment process. The most significant outcome of their participation is improving communication inside and across the organisations (interview #4, #9, and #10). During the self-assessment process, participants develop new communication channels that increase and improve the quality of communication among organisation's people that do not work together regularly. It provides an opportunity to build bridges with others and gives them a space to discuss their different roles and responsibilities (interview #10). The process also creates inter-personal and cross-organisational working relationships that can have impacts and can facilitate and enhance the amount, type and level of communication in the organisation long after the self-assessment process is completed. In sum, the overall outcome of the CAF model is to reinforce the policy capacity to adapt and learn through self-assessment by improving organisational performance practices, capabilities, and results; by facilitating communication to share the best practices among public sector organisations of all different nature, and by serving as a working tool to understand and manage performance, as well as to plan opportunities for learning through the process of self-assessment.

Policy Capacity through the Learning Process

One of the CAF model aims is to help public sector organisations define a set of competencies and capabilities necessary to perform policy functions closer to the values of excellence (Xun Wu, Howlett & Ramesh, 2018). The process of assessing the competencies and capabilities of the organisation relies on the ability to obtain sufficient information to recognise how it functions, and that begins with collecting information that explains practices and results. The process depends on employees' contributions, either through the knowledge they already possess, or their ability to collect the required information (interview #7).

The collection of information requires participants to find information from all parts of the organisation to create a complete picture of the organisation. This requires the participation of people in the collection process. The success of the information collection relies on involving people from different parts of the organisation who have access to different pools of information and different types of knowledge. During collecting and exchanging the information, the participants will find that the assessment process allows them to compare their knowledge with other participants, increasing the scope and depth of knowledge about the organisation (interview #7).

CAF also has enormous potential in maintaining the institutional memory within an organisation and promoting policy learning and an understanding of policy practices and their performance in other countries or sectors (interview #8). The CAF model promotes the process of bench-learning and may turn into a valuable tool of public administration reform because of the completion of the self-assessment, studying best practices and adopting bench-learning. Bench-learning focuses on public organisations' different cultures and behaviours to support performance improvement and attain long-lasting benefits. The CAF model is generally seen as a powerful self-assessment tool that leads to designing an effective action plan for those areas in need of improvement (Vakalopoulou, Tsiotras, Gotzamani, 2013).

The decision to start an organisational assessment through CAF can originate from several internal or external sources: from bottom-up feedback, from a newly appointed organisational leader, or an existing leader, manager or program director, seeking a way to learn about its level of effectiveness or efficiency; but also any external force can initiate an assessment process as a way to address their concerns over program quality, looking to improve an organisation, a service delivery, or to achieve recognition.

Organisational learning is achieved through self-assessment, which involves thinking about what services are provided, how they are being provided, and how the people who provide them are being supported and enabled to perform public services' critical functions best-practice sharing and bench-learning (interview #8). If we want to make quality approaches more effective in the public sector and promote the capacity to adapt and learn through self-assessment, several changes are needed. In other words, public managers need to be challenged by the staff and other stakeholders to ask the right questions. This is the added value that public organisations need (interviewer #4).

Another question concerning the capacity to adapt and learn is not if organisations should implement CAF but how to meet quality requirements and how to define the desired quality level in any organisation. Whether and how analysts in public management can improve public sector organisations' performance by employing experience acquired elsewhere, or how is it possible to adapt and learn from remote experiences for replication elsewhere? In other words, the standards, targets, and the very nature of quality need to be specified before thinking about quality methods and tools. Many public services in Europe have launched self-assessments without being clear about the yardstick. Such kind of self-assessment exercises become very formalistic and do not lead to substantial organisational changes. Therefore, we need to recognise the past and continuing relevance of contextual elements, so no practice works irrespective of conditioning circumstances (Bouckaert & Jann, 2020). The public sector bears responsibility for public organisations' long-term resilience and stability and shapes public outcomes through policy-making and public institutions. Public-sector

capacity is typically defined as the skills, capabilities, and resources necessary to perform policy functions, from public service delivery to policy design and implementation.

2. The process of improvement actions through aligning public services to citizens' needs

As a result of the implementation process of the CAF model, there are several improvement actions to be taken in any organisation, depending on the specific features of organisations in the public administration sector. Among all, two seem particularly appropriate when thinking about public services: the least cost to citizen's needs and the systematic pursuit of excellence. These actions are complementary processes. On the one hand, it is about the citizen's expectations of the public service at the lowest possible cost to society. This involves efficiency and effectiveness to reduce cost and eliminate waste, following sustainability and social responsibility principles.

On the other hand, the process of improvement actions in any public organisation provides a comprehensive model to adopt concepts, techniques, and tools to determine the strength and opportunities to align public services to citizen's needs to assess the systematic pursuit of excellence. CAF is always an opportunity for an organisation to work better. The idea behind is that if the organisation works better, it is better for the citizens (interview #1).

After the implementation process of CAF, there are, as a result, a list of strengths and opportunities for improvement actions and a sense of the organisation's relative strengths in each of the assessment categories. To ensure the success of the efforts and make it more than just an information-assembling exercise, it is critical that those that participated in the CAF process complete the work that has been achieved. While an organisational assessment process is a powerful way to identify the organisation's current state and create an understanding of what is possible, awareness itself does not move the organisation forward. The most significant benefit rests in completing the cycle of assessment and improvement by using the information obtained to initiate and bring

about improvement consistent with the mission and vision of the organisation (interview #4 and #10). An organisation that has completed the assessment process and that has identified opportunities for improvement has achieved significantly and has gained many benefits in terms of staff communication and organisational learning. Many CAF implementations provide evidence of the obtention of “best practices” performance and models of success that are a reference for other organisations to emulate. These benchmarking cases provide proof that these promising results are beneficial to the citizen. However, on the contrary, if the recommendations of improvement are not fully or partially implemented, participants will be frustrated, making it that much more difficult for leaders and employees to justify their involvement in another CAF self-assessment process in the future.

How can leaders engage citizens to contribute to the improvement of public services meaningfully? What pathways can citizens participate in to maximize transparency as a way of ensuring public services are being held accountable to the Sustainable Development Goals (SDGs)? How, and by what means, can citizen legitimate the public policy processes? Many opportunities to improve the organisation can be found in public services' competencies as long as they are mobilized effectively. Much has been done with CAF use, but these efforts must be maintained at the European and national level and even to be increased in the Member States to promote the improvement of the public sector's capacity (interview #10).

In the 1980s, in the period of new public management, there was a general assumption that private sector management methods would help public agencies to become more efficient and customer oriented. That meant abandoning central planning and rigid bureaucratic rules on the provision of services. Instead, making the best use of available resources would allow better resource allocation and, thus, both higher efficiency and responsiveness. Responsiveness to citizens as clients was regarded as the Holy Grail of modern public administration (Vigoda and Yuval, 2003). However, although some management methods and tools of the private sector have been successfully

implemented in public service organisations, there is no evidence that such reforms have led to improved outcomes because of public services' intangible nature. These services cannot be counted, measured, inventoried, tested, or verified in advance of delivery to ensure quality. Instead, they have led to a more transactional view of public services that focuses on delivering quality and efficiency rather than satisfying citizens' welfare and ensuring a high standard of living (Smith, 1995; Parasuraman et al., 1985; Haywood-Farner, 1988).

Beyond the idea of measuring public service performance, there is also a need to evaluate citizens' satisfaction with the services received. In recent decades, satisfaction measures have become prevalent in the public sector. They broadly encouraged the vision of "putting citizens first". Therefore, public administration encourages satisfaction measures as part of performance evaluations inside public agencies and around them, but still, there are no good proves (interview #4). In sum, public decision-makers need to make better-informed decisions on which mix of quality approaches is best suited to their organisation and not just buy into naive ideas, which in most cases do not even work in public sector organisations (interview #4).

3. The capacity of CAF to introduce change from assessment to improvement

What works, for whom and in which circumstances? Although the concept of public service improvement is inherently political and debatable, public service improvement can be defined, measured, and explained by the closer correspondence between actual and desired standards of public services through the CAF process (Boyne, 2003; Asworth, Boyne & Entwistle, 2010).

In the case of CAF, the model was focused, in the beginning, on self-assessment through the introduction of Total Quality Management (TQM) principles and values in the public sector (Gómez, Martínez Costa & Martínez Lorente, 2017). Later, a new phase

concentrated more on the improvements after the self-assessment (such as implementing the actions resulting from discovering of many areas of improvement during the self-assessment). Finally, CAF entered a phase that draws attention to the strengthening of institutional and administrative capacity building that contribute to a mature culture of excellence of any public organisation (such as the work done in the context of the discussions on the new Procedure for External Feedback) (Heichlinger, A., Thijs, N., Bosse, J., 2014).

According to OCDE (2019: 5), ensuring high levels of public service leadership and capability is a responsibility shared by all levels of government and by all public institutions. The commitment of all senior staff and leaders of the public administration towards cultural change is based on continuous quality improvement, which seems essential and determinant of a successful CAF implementation. In this sense, one of the recommendations is to promote CAF implementation regularly. Its absence can be one reason for CAF implementation failure (interview #6). Implementing the desired improvements means introducing an element of change in the Public Administration, affecting people, processes, and relationships. As referred by an expert, “CAF has a great potential for creating change but, as always, it all depends on the people” (interview #1).

Incorporating an understanding of how change takes place can have a great deal of impact on the success of those implementation efforts. *Organisational change* is the term used to describe the complex process through which current operations are modified to create a different way of doing things to reach their best. In this sense, public service excellence remains an essential requirement in managing change. This new knowledge brought into an organisation can help make better decisions, streamline processes, and improve collaboration, leading to increased efficiency, innovation, productivity, and quality of service.

4. The capacity to manage data on the scope of Excellence

The CAF Resource Centre (CAF RC) created at the European Institute for Public Administration (EIPA) in Maastricht, together with the CAF Resource Centre of the Member States are the cornerstone of the CAF database as they give multi-faceted support for the implementation of the model and provide a structured framework for collecting, combining and evaluating information that exists throughout the organisations of the Public Administration. The necessity to construct a robust digital database architecture is vital for operational capability as it allows public officials to connect and collaborate more easily and frequently contributes to good governance. Digitalization in the public sector also has tremendous potential in maintaining the institutional memory within public organisations as it creates a shared understanding of the current state of those elements that are critical to the achievement of CAF objectives, namely (i) to introduce public administrations to the culture of excellence and the principles of TQM; (ii) to guide them progressively to a fully-fledged 'Plan-Do-Check-Act' cycle; (iii) to facilitate the self-assessment of a public organisation in order to arrive at a diagnosis and improvement actions; (iv) to act as a bridge across the various models used in quality management; (v) to facilitate bench-learning between public sector organisations (EIPA, CAF 2020).

Furthermore, managing data provides a way to stimulate discussion and generate opportunities for improvement and a system based on quality improvement with decision-making based on facts -data collection – not on opinions or impressions. That reveals a fundamental assumption: discussion and decisions regarding quality improvements must be based on hard data and not on impressions or an expressed opinion justified in terms of wide or long previous experience.

The pandemic crisis confirmed that all CAF strategy and improved decisions should be research-based: they must be supported by data collected scientifically on all aspects of the operation, even those internal processes that everyone in the pre-COVID-19 way

of doing things believes they know so intimately. This data collection should be the responsibility of all CAF Research Centre covering all levels of public administration (interview #8). Indeed, an essential responsibility of senior leaders and managers of Public Administration is to educate and train the rank-and-file workers to obtain and use data to drive quality improvement (Bouckaert, Galli, Kuhlmann, Reiter, & Van Hecke, 2020).

Conclusion

One of the most important lessons of CAF after these 20 years is that this simple tool can be tremendously beneficial to any public organisation. By carefully considering the operational and human resource factors, it is possible to successfully conduct the Common Assessment Framework in every organization with some planning and forethought. This simple tool routinely applied in Public Administration organisations can create a culture of assessment to review how public organisations ensure that customer-oriented services will be delivered efficiently and effectively to the citizens' benefits. On the other hand, this integrated self-assessment framework is necessary to create a shared understanding by enabling all the public organisations to collect, review, and compare information so that together they have more excellent knowledge of the organisation than they would have individually. The assessment process brings together the integrated perspectives of people who work in different areas and at many different organisation levels: the employees, managers, and leaders.

Some critical voices about the CAF model were also identified in this study. One of the more paradoxical critics that CAF experts heard in the last years is that CAF is "an innovation tool for the public sector that is 20 years old" (interview #9) or that "CAF is no longer a beautiful bride, but a mature married woman with children (interview #1). The paradox of CAF being considered old despite potential gains in efficiency, and quality suggest barriers to CAF in the flow of knowledge and effective governance.

Also, some essential facts that affected the CAF network over the years were explained by some CAF experts: “For several years, there was no active promotion anymore, political responsibilities changed, new ministers came and went away, and resources were bundled and allocated to other projects. Our former direction criticized that the whole CAF process was too time-intensive, too consuming. With a team of 6 people, we could accompany around 12 administrations a year in the beginning. However, from 2010 on, this team was gradually reduced to two people who also manage other projects. More than three administrations a year was impossible to handle” (interview #3). Here, we find that the lack of a political will, could hide CAF results’ strength if they were not properly disseminated.

Another fact that affected the CAF network is related to some internal changes in the structure and organisation of EIPA: “One of the so-called fathers of CAF, Patrick Staes, retired around 2017. Two other important contact persons, from the Public Service and Nick Thijs from EIPA, retired and joined another institution. All these changes, no clear strategy, no real definition of EIPA’s role and missions, poor communication of CAF from EIPA, several points of dissent among the Member States made gradually clear, that for some MS, the added-value of the participation to this network, was limited, and decided to exit the CAF network” (interview #3).

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 organisations perform public services and create a management model based on the cycle of assessment, planning and improvement.

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Appendix



Appendix 1 - CAF EVALUATION MATRIX

CAF EVALUATION MATRIX			
	CAF SCOPE AND DYNAMICS IN MEMBER STATES	CAF EFFECTIVENESS	CAF OUTCOMES
STRATEGIC GOAL FOR PUBLIC ADMINISTRATION (NATIONAL, REGIONAL, LOCAL)	CAF AS STRATEGIC TOOL FOR PUBLIC ADMINISTRATION	CAF ENABLERS ACHIEVEMENTS (LEADERSHIP, HUMAN RESOURCES MANAGEMENT, POLICY & STRATEGY, EXTERNAL PARTNERSHIPS & PROCESS AND CHANGE MANAGEMENT)	CAF AS ADDED-PUBLIC VALUE IN PUBLIC ADMINISTRATION (MS'S NATIONAL CORRESPONDENTS, PEF AGENTS AND SOME EXPERTS)
STRATEGIC GOALS FOR PUBLIC ADMINISTRATION SECTORS	CAF AS STRATEGIC TOOL FOR AREAS OR SECTORS IN PUBLIC ADMINISTRATION	CAF ENABLERS ACHIEVEMENTS BY AREAS OR SECTORS (LEADERSHIP, HUMAN RESOURCES MANAGEMENT, POLICY & STRATEGY, EXTERNAL PARTNERSHIPS & PROCESS AND CHANGE MANAGEMENT)	CSF – CRITICAL SUCCESS FACTOR TO IMPROVE SERVICES (MS'S NATIONAL CORRESPONDENTS, PEF AGENTS AND SOME EXPERTS)
OUTPUT MEASURES Key Performance Results (KPR)	KEY PERFORMANCE RESULTS BY AREAS OR SECTORS (MEASURED BY VOLUME OR ACTIVITY)	DEGREE OF EXECUTION OF CAF TASKS TO STIMULATE INNOVATIVE IDEAS AND THEIR IMPLEMENTATION	CAF IMPACT ON CITIZEN/CUSTOMER ORIENTED RESULTS (MS'S NATIONAL CORRESPONDENTS, PEF AGENTS AND SOME EXPERTS) CAF IMPACT ON SOCIETY
PROCESS MEASURES (Activities that transform resources into services offered)	DYNAMICS OF CAF PROMOTION (CENTER OF RESOURCES, TRAINING, WEBSITES, TECHNICAL SUPPORT, OUTSOURCING, ETC)	TRAINING ACTIONS, PEF CERTIFICATES, EVENTS, WORKSHOPS	DEGREE OF SATISFACTION WITH RESOURCE CENTERS (MS'S NATIONAL CORRESPONDENTS, PEF AGENTS AND SOME EXPERTS)
INPUTS (HUMAN RESOURCES, FINANCIAL RESOURCES)	HUMAN RESOURCES ALLOCATED TO CAF; BUDGET ALLOCATED TO CENTER OF RESOURCES, NATIONAL LEVEL AND/ OR EU FUNDS (EC, FRAMEWORK PROGRAM, ETC)	ACHIEVEMENTS WITH RESOURCES ALLOCATED	DEGREE OF SATISFACTION WITH RESOURCES (MS'S NATIONAL CORRESPONDENTS, PEF AGENTS AND SOME EXPERTS)
CHALLENGES	How to systematize and integrate all CAF activity in a common data base such as the one of EIPA?	How to guarantee the key determinants of successful design and implementation of CAF resources?	How can the CAF model explain changes and improvements in public administration sectors and areas?

Source: Elaborated by the authors

Appendix 2 - CAF SCOPE

SCOPE OF CAF IN EUROPE BY COUNTRY	CAF IN THE MEMBER STATE SINCE...	COUNTRIES NOT IN CAF NETWORK	CAF RESOURCE CENTER OR DESIGNATED OFFICE WORKING ON CAF SINCE...	LOCATION OF THE RESOURCE CENTER IN 2020	CAF VERSIONS ADOPTED (2000, 2002, 2006, 2013, 2020)	CAF EDUCATION MODEL ADOPTED	TOTAL NUMBER OF CAF USERS SINCE 2000	IS THERE A DESIGNATED CAF NC?	SINCE WHICH DATE THERE IS A DESIGNATED NC?	NUMBER OF CAF EXTERNAL FEEDBACK ACTORS	HOW MANY ENTITIES ARE RECOGNIZED AS "EFFECTIVE CAF USERS"?	IS IT IMPLEMENTED THE PROCEDURE FOR CAF EXTERNAL FEEDBACK (PEF)?
EUROPEAN UNION												
Austria	2000	-	2000	CAF Resource centre as part of KDZ Centre for Public Administration Research	CAF 2000, CAF 2002, CAF 2006, CAF 2013, CAF 2020	-	250	Yes	2000	20	17	Yes
Belgium	1998	-	1998	Federal Public Service Strategy and support (FPS BOSA)	CAF 2000, CAF 2002, CAF 2006, CAF 2013, CAF 2020	CAF EDUCATION CAF 2013	500 (2020)	Yes	01/01/1998	40	15	Yes
Bulgaria	2015	-	2015	IPA is a special institution for training Bulgarian administration and National CAF RC to the Council of Ministers	Translated and implemented CAF Version in Bulgaria: CAF 2013 and CAF 2020	CAF in Education is translated in Bulgaria, published on IPA web site and available to the educational (and others) institutions	80 (CAF is also implemented in IPA - twice: in 2016 (CAF 2013) and in 2020 (CAF 2020))	IPA/National CAF RC works more than 5 years	Officially (under legislation) since 2016	1 - IPA/National CAF RC is the national PEF organizer in Bulgaria. In addition, 15 consultants (associate members to the National CAF RC) are actively participating in the External feedback procedure for different Bulgarian organisations, specially trained in PEF. (Total number of trained consultants in PEF during the years (2017-2020) are 27 civil servants).	27 (14 in 2018 + 13 in 2020)	Yes
Croatia	2019.	-	2020	Ministry of Justice and Public Administration	CAF 2020	-	None	Yes	5/24/2019	None	None	No
Cyprus	2004	-	2004	Ministry of Finance, Public Administration and Personnel Department with Cyprus Academy of Public Administration	CAF 2000, CAF 2002, CAF 2006, CAF 2013	-	21 (2017 - 2019) CAPA	Inactive at the moment	2004	0	0	No
Czech Republic	2007	-	2007	Ministry of the Interior of the Czech Republic	CAF 2006	2013	59 (2016, The Analysis of Quality Management's Applications in the Public Administration)	Yes	2007	-	-	No
Denmark	-	-	-	-	-	-	-	-	-	-	-	-
Estonia	-	-	-	Ministry of Finance	CAF 2020	-	3	No	-	-	0	No
Finland	2000	-	HAUS Finnish Institute of Public Management Ltd since 2018 (before that organized differently)	HAUS is State owned company	CAF 2000, CAF 2002, CAF 2006, CAF 2013, CAF 2020	-	Not registered	Yes	2000	20	6	Yes
Germany	2000	Unknown data	KGSt at local level since 2016	KGSt CAF Centre Germany only for municipalities	CAF 2000, CAF 2006, CAF 2013, CAF 2020	Unknown data	494 users; Active CAF administrations: 36 (17 regional, 16 states, 3 national level)	Yes	2006-2016 and since 2020	6 (2016)	~ 5	Yes
Greece	2005	-	2005	Ministry and Entity	CAF 2006, CAF 2013, CAF 2020	CAF 2013	aprox.15 (2016-2019)	Yes	2006	-	-	No

Hungary	2003	-	-	-	CAF 2013, CAF 2020	-	305 (2020)	Yes	-	-	-	-
Italy	2000	-	2006	Public Administration Department, FormezPA	CAF 2000, CAF 2002, CAF 2006, CAF 2013, CAF 2020	CAF 2006, CAF 2013	1004 (2020, FormezPA)	Yes	2000	52	143	Yes
Poland	2004	-	-	There is No one CAF RC in Poland. CAF National Correspondent - Civil Service Department in the Chancellery of the Prime Minister in Warsaw; CAF National Organizer - National Institute for Local Government in Lodz	CAF 2002, CAF 2006, CAF 2013, CAF 2020	-	424 (Poland does not conduct a database on CAF users - information based on EIPA data base)	Yes	2004	30	77	Yes
Portugal	2000	-	2001	(Ministry for Modernization of the State and Public Administration) DGAEP	CAF 2000, CAF 2002, CAF 2006, CAF 2013, CAF 2020	CAF 2006, CAF 2013	425 (2000-2018) DGAEP	Yes	2000	8	16	Yes
Slovakia	2000	-	2004	Slovak Office of Standards, Metrology and Testing	CAF 2000, CAF 2002, CAF 2006, CAF 2013, CAF 2020	unknown data	88 (2020, EIPA database)	Yes	-	14	24	Yes
Slovenia	2002	-	2002	Ministry of Public Administration/ Public Sector Directorate	CAF 2002, CAF 2006, CAF 2013, CAF 2020	-	95 (2019, MPA)	Yes	2002	36	8 (2020)	Yes
Spain	2000	-	2000	Ministry of Territorial Policy and the Civil Service	CAF 2000, CAF 2002, CAF 2006, CAF 2013, CAF 2020	CAF 2006	11 (We can only provide data on certified users at the central administration level)	Yes	2000	0	8	In Spain we have our own certification procedure
Sweden	-	Not in CAF network	The Swedish Agency for Public Management is the national contact point for CAF since 2012. We do Not perform any activities related to the promotion and coordination of CAF	-	We're part of the EUPAN network and did work actively with CAF for some years, but we have Not actively promoted CAF since at least since 2012.	No	We don't follow up on this.	Yes	The Swedish Agency for Public Management has been the national contact point since 2012. Other agencies were national contact points before that.	We don't work actively with promoting CAF	Public organisations may use CAF. We don't follow up on it	No
The Netherlands	-	-	-	-	-	-	-	-	-	-	-	-
Switzerland	-	-	-	-	-	-	-	-	-	-	-	-
SOUTH EASTERN EUROPE												
Bosnia and Herzegovina	2015	-	2017	Public Administration Reform Coordinator's Office	2013, 2020	No	19 (2020, PARCO)	Yes	2017	0	0	No
The Republic of North Macedonia	2011	-	Ministry of information society and administration	Ministry of information society and administration	CAF 2013, 2020	Yes CAF 2013	48	Yes	2011	20	-	No
Kosovo	-	-	-	-	-	-	-	-	-	-	-	-
Montenegro	2019	-	-	-	-	-	-	-	-	-	-	-
Serbia	2019	-	2019	Ministry of Public Administration and Local Self Government	CAF 2000, CAF 2013	-	1 (2019/2020, http://mduls.gov.rs/saopstenja/mduls-prvi-primenjuje-evropski-alat-za-upravljanje-kvalitetom-rada/?script=lat)	No	-	-	0	No

Source: Elaborated by the authors, based on the data collected by the NCs

Appendix 3 – LEVEL OF ADMINISTRATION

SCOPE OF CAF NETWORK AT STATE LEVEL BY COUNTRY	MINISTRY RESPONSIBLE TO PROMOTE AND COORDINATE CAF AGENCY AND DATE	MINISTRY / DEPARTMENT RESPONSIBLE FOR THE IMPLEMENTATION OF CAF	CAF APPLIED AT THE CENTRAL LEVEL OF GOVERNMENT	CAF APPLIED AT REGIONAL AND SUB-REGIONAL LEVEL OF GOVERNMENT	LOCAL LEVEL OF GOVERNMENT (Municipality, province)
EUROPEAN UNION					
Austria	Ministry for Arts, Culture, Civil Service and Sport, since 2000	Ministry for Arts, Culture, Civil Service and Sport. Directorate General for the Civil Service and Public Service Innovation	Yes	Yes	Yes
Belgium	Federal Public Service Strategy and Support (BOSA) Directorate general budget and policy evaluation since 1998	Flemish region Chancellery 2002 Walloon region Human resource department 2002 Brussels region Secretary general 2002 Federation Brussel and wallonie internal audit 2002	Yes	Yes	Yes
Bulgaria	Institute of Public Administration, IPA to the Council of Ministers (IPA has a function to work as a National CAF Resource Centre under the legislation, officially since 2016 under IPA's Regulation) - with the support of the Council of Ministers, in particular "Public Administration Modernization" Department	Institute of Public Administration, IPA; In Bulgaria CAF is implemented in the Public Administration System/sector – on all levels (Central, Regional and Local)	Yes (n.º of Central Administration's organisations applied CAF: 21)	Yes (n.º of Regional Administration's organisations applied CAF: 35)	Yes (N of municipalities applied CAF: 24)
Croatia	Ministry of Justice and Public Administration	Ministry of Justice and Public Administration	No	No	No
Cyprus	Ministry of Finance since 2004	Since 2004: Public Administration and Personnel Department	Yes	Yes	Yes
Czech Republic	Ministry of the Interior of the Czech Republic, 2007	Not Applicable	No	Yes	Yes
Denmark	-	-	-	-	-
Estonia	Ministry of Finance	Ministry of Finance	Yes	No	No
Finland	Ministry of Finance since 2000	Public Governance Department	Yes	Yes	Yes
France	-	-	-	-	-
Germany	Federal Ministry of the Interior, Building and Community and KGSt	Federal Ministry of the Interior, Building and Community and KGSt	Yes	Yes	Yes
Greece	Ministry of Interior since 2019	In 2006: Secretariat of Public Administration and Local Government. In 2011: Ministry of Public Administration Reform In 2015: Ministry of Public administration Reconstruction. Since 2019 Ministry of Interior/Department of Quality and Standards	Yes	Yes	Yes
Hungary	Prime Minister's Office since 2014	Prime Minister's Office	Yes	Yes	Yes
Ireland	-	-	-	-	-

Italy	Prime Minister Office-Public Administration Department (2000)	FormezPA	Yes	Yes	Yes
Latvia	-	-	-	-	-
Lithuania	-	-	-	-	-
Luxembourg	-	-	-	-	-
Malta	-	-	-	-	-
Poland	The Chancellery of the Prime Minister/ Ministry of the Interior and Administration	Civil Service Department/ National Institute for Local Government	Yes	Yes	Yes
Portugal	Ministry for Modernization of the State and Public Administration since 2019	In 2000: SMA, IIAE Since 2002: DGAP	Yes	Yes	Yes
Romania	-	-	-	-	-
Slovakia	Slovak Office of Standards, Metrology and Testing	Quality and Project Management Department	Yes	Yes	Yes
Slovenia	Ministry, responsible for public administration (Ministry of Interior, Ministry of Public Administration), 2002	Ministry, responsible for public administration (Ministry of Interior, Ministry of Public Administration), 2002	Yes	No	Yes
Spain	Ministry of Territorial Policy and the Civil Service since 2017	Dirección General de Gobernanza Pública (DGGP)	Yes	Yes	Yes
Sweden	The Swedish Agency for Public Management is the national contact point for CAF since 2012. We do Not perform any activities related to the promotion and coordination of CAF.	The Ministry of Finance is responsible for issues related to public administration	No	No	No
The Netherlands	-	-	-	-	-
Switzerland	-	-	-	-	-
SOUTH EASTERN EUROPE					
Albania	-	-	-	-	-
Bosnia and Herzegovina	Public Administration Reform Coordinator's Office, 2017	Public Administration Reform Coordinator's Office	Yes	Yes	Yes
The Republic of North Macedonia	Ministry of information society and administration since 2011	Ministry of information society and administration since 2011	Yes	Yes//No	Yes
Kosovo	-	-	-	-	-
Montenegro	-	Implementation of CAF in two institutions/units so far, namely the former Directorate General for Good Public and Non-governmental Organization Activities of the Ministry of Public Administration and the Bureau of Metrology. Having completed the CAF training in 2019, the two institutions/units subsequently finalized their CAF Action Plan and are in the process of its implementation	-	-	-
Serbia	Ministry of Public Administration and Local Self Government since 2019	Strategic Planning Department	Yes	No	No

Source: Elaborated by the authors, based on the data collected by the NCs

Appendix 4 – CAF PER SECTOR

N. ° OF CAF USERS BY SECTOR	SOCIAL SERVICES	POLICE & SECURITY	SCHOOLS, HIGHER EDUCATION & RESEARCH	CUSTOMS TAXES & FINANCES	HEALTH	CULTURE & HERITAGE	ECONOMY, AGRICULTURE, FISHERIES AND TRADE	CRIMINAL JUSTICE & LAW	ENVIRONMENT	GENERAL POLICY, AUDIT, COORDINATION	HOME AFFAIRS	TRANSPORT, INFRASTRUCTURE & PUBLIC WORKS	FIRE SERVICES & CIVIL PROTECTION SERVICES	POST & COMMUNICATION	URBAN & TERRITORIAL POLICIES (HOUSING, PLANNING, ETC)	FOREIGN AFFAIRS	ENERGY	LOCAL MUNICIPALITY	OTHERS, WHICH ONE?	NUMBER OF CAF USERS
EUROPEAN UNION																				
Austria	6	15	25	70	10	-	-	-	7	45	-	1	-	-	2	-	-	10	59	approx. 250
Belgium	50 (2019)	100 (2019)	150 (2019)	50 (2019)	50 (2019)	10 (2019)	-	50 (2019)	5 (2019)	5 (2019)	5 (2019)	5 (2019)	5 (2019)	5 (2019)	5 (2019)	5 (2019)	-	100 (2019)	-	500 (2019)
Bulgaria	4 (for example: Agency for people with disabilities, Agency for social assistance, Agency for child protection)	-	12 (for example: Ministry of Education and Science, National Inspectorate of Education and regional education departments in the country)	1	6 (for example Regional Health Inspections to the Ministry of Health)	-	10 (4 Economy, 5 Agriculture, 5 Ministry of Tourism)	1 (Ministry of Justice)	-	-	-	2	-	-	Regional administrations: 18	-	-	24	1 Ministry of Defence	80
Croatia	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	None	0
Cyprus	-	-	3 (2018 - 2019)	6 (2017 - 2018)	1	-	5 (2019)	-	-	1 (2019)	1 (2019)	-	1 (2019)	-	3 (2019)	-	-	-	-	21
Czech Republic	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	58	-	59
Denmark	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Estonia	1	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finland	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
France	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Germany	1 (federal level)	-	2	-	2 (federal and state level)	1 (federal level)	-	-	-	-	-	-	1 (local level)	-	-	-	-	-	Church administration 1 (state level)	494 users; Active CAF administrations: 36 (17 regional, 16 State, 3 national level)
Greece	10(2018)	-	20(2018)	8(2018)	18(2018)	7(2018)	6(2017)	-	5(2018)	4(2018)	1(2018)	4(2018)	-	-	11(2018)	-	-	55	-	-
Hungary	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Ireland	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Italy	18	-	761	1	26	6	11	17	5	5	3	34	-	-	-	-	-	117	-	1004
Latvia	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lithuania	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Luxembourg	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Malta	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Poland	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	424
Portugal	19 (2018)	4 (2018)	311 (2018)	-	8 (2018)	4 (2018)	4 (2018)	-	-	48 (2018)	1 (2018)	3 (2018)	-	-	-	-	-	22 (2018)	-	424
Romania	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Slovakia	6	5	36	1	4	-	2	11	3	3	-	1	-	-	1	-	-	7	6	88
Slovenia	0	1	1	0	0	5	1	1	0	77	0	0	0	0	2	0	0	7	-	95
Spain	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sweden	Public organisations may use CAF. We don't follow up/count how many.	Public organisations may use CAF. We don't follow up/count how many.	Public organisations may use CAF. We don't follow up/count how many.	Public organisations may use CAF. We don't follow up/count how many.	Public organisations may use CAF. We don't follow up/count how many.	Public organisations may use CAF. We don't follow up/count how many.	Public organisations may use CAF. We don't follow up/count how many.	Public organisations may use CAF. We don't follow up/count how many.	Public organisations may use CAF. We don't follow up/count how many.	Public organisations may use CAF. We don't follow up/count how many.	Public organisations may use CAF. We don't follow up/count how many.	Public organisations may use CAF. We don't follow up/count how many.	Public organisations may use CAF. We don't follow up/count how many.	Public organisations may use CAF. We don't follow up/count how many.	Public organisations may use CAF. We don't follow up/count how many.	Public organisations may use CAF. We don't follow up/count how many.	Public organisations may use CAF. We don't follow up/count how many.	Public organisations may use CAF. We don't follow up/count how many.	Public organisations may use CAF. We don't follow up/count how many.	Public organisations may use CAF. We don't follow up/count how many.
The Netherlands	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Switzerland	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SOUTH EASTERN EUROPE																				
Albania	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bosnia and Herzegovina	0	0	0	0	0	0	0	0	0	15	0	0	0	0	0	0	0	4	-	19
The Republic of North Macedonia	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Kosovo	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Montenegro	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Serbia	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	-	1

Source: Elaborated by the authors, based on the data collected by the NCs

Appendix 5 - CAF PROCESS

SCOPE OF CAF NETWORK BY PROCESSES	CAF 2020 BROCHURE TRANSLATED IN COUNTRY'S LANGUAGE	N.° WEBSITES ESTABLISHED AT NATIONAL LEVEL DEDICATED TO CAF (REFER WHICH ONE)	CAF MARKETING (CAF IN SOCIAL MEDIA NETWORKS: LinkedIn, TWITTER, FB, YouTube)	DISSEMINATION OF CAF DEVELOPMENT	COMMUNICATION STRATEGY (NEWS AT NATIONAL LEVEL)	NATIONAL CAF EVENTS PER YEAR	NATIONAL N. ° OF PARTICIPANTS IN EVENTS DEDICATED TO CAF	NATIONAL N° OF TRAINERS (TRAINED IN COORDINATION WITH THE NATIONAL CAF RESOURCE CENTER OR CAF NATIONAL CORRESPONDENT S)	N. ° NATIONAL AGENTS FOR CAF PROMOTION AND TRAINING	IS PEF - PROCESS OF EXTERNAL FEEDBACK - FREE OF CHARGE?
EUROPEAN UNION										
Austria	Yes	caf-zentrum.at, caf-center.eu	LinkedIn, Facebook	External Recognition, Information material, training, consulting, CAF-online-tool	CAF website, Newsletter, Newsletter of the Ministry	"Quality dialogue", once a year. 3 meetings of EFACs per year	50-100 per event	15	7	Cost of EUR 1.950
Belgium	Yes	www.caf.belgium.be	LinkedIn	External Recognition, Material support, Informative Sessions, videos	Yes	Annual CAF Events online	149 (2020) 950 (2002) 650 (2004) 550 (2008)	40	8	Yes
Bulgaria	Yes (in Bulgarian language, published on the IPA web site)	https://www.ipa.government.bg , special CAF section	Yes, FB, YouTube	Yes: Support through IPA's CAF Projects, financed by the EU - European Social Fund; External Recognition - Bulgarian CAF good practice is shared on EIPA's CAF RC web, participation in the work of the international CAF group/network, others	Yes: IPA's web site - CAF section, Bulgarian CAF e-newsletters, Bulgarian animated movies (on CAF model 2013 and on CAF 2020), CAF news (shared by emails and social media), etc.	CAF National Events: 2017: 2 Conferences on CAF good practices (50 people each) 2018: 2 Conferences (on CAF good practices and on PEF label - 1st: 50 people, 2nd: 100) + 8 European CAF Users Meeting (organized in Sofia in the framework of the Bulgarian Presidency of the Council of the EU with 160 participants) 2019: 1 Conference (on CAF good practices - 50 participants); 2020: 2 events (1 Conference on CAF good practices - 50 and the 1st Annual meeting of Bulgarian CAF Users - 81)	Total: around 600 2017: 100 2018: 310 (160 European CAF Users meeting in Sofia +150 in 2 conferences); 2019: 50 2020: 131	Total: 113 in the period of 2014-2020 (many of them are the same persons as participating in different types of training - for lecturers, for consultants, in PEF); In particular: 2014: 16 - for lecturers in CAF, 2016-2018: 56 - for lecturers and consultants in CAF (of which 16 in PEF), 2019-2020: 41 - for lecturers and consultants (of which 11 in PEF); Currently active trainers/consultants are 36: The national CAF Correspondent and a manager of the National CAF RC + 35 Associated members of the National CAF RC.	1 - It is the National CAF Resource Centre to the Institute of Public Administration	Yes (for organisations); it is funded by IPA's CAF Projects)

Croatia	Yes	https://uprava.gov.hr/eu-projekti/uvodjenje-sustava-upravljanja-kvalitetom-u-javnu-upravu-rh/16177	No	No	No	No	No	No	No	No
Cyprus	Yes	None at the moment	No	Training and material support	None at the moment	CAF National Event 2008	220 (Event 2008)	6 national trainers actively trained between 2018-2019	6 national trainers actively trained between 2018-2019	No
Czech Republic	Yes	https://www.mvcr.cz/clanek/kvalitni-verejna-sprava.aspx?q=Y2hudW09NQ%3d%3d	-	conferences, quality awards	Yes	-	-	-	-	-
Denmark	-	-	-	-	-	-	-	-	-	-
Estonia	No	No (subpage on the MoF website)	No	Central projects by MoF to promote CAF (training, external assessors - costs covered 100% by MoF)	No	No	-	0	0	Not established
Finland	Yes	(https://haus.fi/kehittamispalvelut/caf/)	LinkedIn, Twitter, Facebook	National CAF network (CAF fila)	Yes	Varies annually	Not registered	Separate train-the-trainer sessions are Not organized	Not registered	No
France	-	-	-	-	-	-	-	-	-	-
Germany	Yes	Without activity since 2016	Without activity since 2016	Website https://www.kgst.de/ , https://www.verwaltung-inNovativ.de/ ; Working group at federal level	Yes, Website KGSt and Verwaltung-inNovativ.de	Without activity since 2016	-	-	-	No
Greece	Yes	1) http://e-quality.gov.gr 2) a new updated website funded by SRSS is programmed to be constructed during next months	Twitter	Communication plan 2020-21 under way	CAF website	CAF National Events and Public Sector Awards 2007 and 2009	average number 250 participants in both events	without any activity	3	No
Hungary	Yes	https://caf.kim.gov.hu/dc_caf.dll/#PAGE	-	https://caf.kim.gov.hu/dc_caf.dll/#PAGE	Yes	-	-	-	-	-
Ireland	-	-	-	-	-	-	-	-	-	-

Italy	Yes	http://qualitapa.gov.it/	FB	Seminars and Learning Labs, Award on CAF, External recognition, National CAF Events, Platform for online support, eTools, Video tutorials, Webinars	CAF eNews, CAF website	2003 (1 European event), 2012 (4 regional events), 2014 (1 European event and 1 national event), 2015 (1 national event), 2017 (2 national events), 2018 (1 national event), 2019 (2 national events)	Between 50 and 200 participants per event	42	6	Yes
Latvia	-	-	-	-	-	-	-	-	-	-
Lithuania	-	-	-	-	-	-	-	-	-	-
Luxembourg	-	-	-	-	-	-	-	-	-	-
Malta	-	-	-	-	-	-	-	-	-	-
Poland	Yes	https://www.gov.pl/web/sluzbacywilna/caf ; https://www.nist.gov.pl/aktualNosci-caf,1.html ; https://www.gov.pl/web/sluzbacywilna/wiadomosci-caf	FB	material support, consultations for stakeholders, dissemination of information on website, online platform for CAF experts	CAF eNews, CAF website	0	0	30 (The national CAF network of EFACs is coordinated by the CAF NO)	-	Yes PEF is available only for local government units
Portugal	Yes	https://www.caf.dgaep.gov.pt/	FB	External Recognition, Material support, Informative Sessions	CAF eNews, CAF website	CAF National Events (2004, 2014, 2016, 2018)	Nr. of participants: 400 (Event 2004), 130 (Event 2014), 150 (Event 2016), 155 (Event 2018)	Without activity since 2011	Without activity since 2011	No
Romania	-	-	-	-	-	-	-	-	-	-
Slovakia	Yes	https://www.unms.sk/?model-CAF-2020	FB	External Recognition, Material support, Informative Sessions - We are currently working on a new website focusing solely on CAF centre, sending informative emails	Yes (website, informative emails, FB)	Annual National Quality Conference	approx. 80 participants each year	14	-	No
Slovenia	Yes	1 (https://www.gov.si teme/kakovost-in-iNovativNost-v-javnem-sektorju/)	None	web site, newsletters, events, brochures, promotional material, posters, roll-ups,	Yes	min.10	cca. 350/year	6	-	Yes

Spain	Yes (already translated, to be published)	1 (https://www.mptfp.gob.es/portal/funcionpublica/gobernanz-a-publica/calidad.htm)	TWITTER	External Recognition, Material support, Training Sessions	Ministry website	None	-	77	5	-
Sweden	No	No	No	No	No	0	0	0	0	-
The Netherlands	-	-	-	-	-	-	-	-	-	-
Switzerland	-	-	-	-	-	-	-	-	-	-
SOUTH EASTERN EUROPE										
Albania	-	-	-	-	-	-	-	-	-	-
Bosnia and Herzegovina	Yes	https://parco.gov.ba/upravlanje-kvalitetom/	FB	Informative Sessions	Yes	Quality Management - CAF Event (2015, 2017, 2108, 2019, 2020)	70 per event	25	10	-
The Republic of North Macedonia	Yes	https://www.kvalitet.mioa.gov.mk	Social Networks	Workshops, Informative sessions	CAF website	2013, 2014, 2018	300	48 trainers	No	No
Kosovo	-	-	-	-	-	-	-	-	-	-
Montenegro	-	-	-	-	-	-	-	-	-	-
Serbia	No	planned for year 2021	No	Planned from 2021	planned from 2021	No	-	-	-	-

Source: Elaborated by the authors, based on the data collected by the NCs

Appendix 6 - CAF RESOURCES

CAF RESOURCES IN 2020 BY COUNTRY	HUMAN RESOURCES ALLOCATED TO CENTER OF RESOURCES	HUMAN RESOURCES ALLOCATED TO CAF NATIONAL LEVEL	FINANCIAL RESOURCES ALLOCATED TO CAF AT NATIONAL LEVEL	EU FUNDS ALLOCATED TO CAF BY YEAR	DO YOU PROMOTE CONSULTANCY SERVICES?	ARE CAF CONSULTANCY SERVICES FREE OF CHARGE	COSTS FOR CONSULTANCY SERVICES	DO YOU PROMOTE CAF TRAINING?	ARE CAF TRAINING FREE OF CHARGE?	COSTS FOR TRAINING	ARE PEF FREE OF CHARGE?	COSTS FOR PEF (in Euros)
EUROPEAN UNION												
Austria	3	2	60.000	-	Yes	No	Depends on scope of services	Yes	Yes and no	-	No	1950 Euro
Belgium	2	2	0	900.000 with 7 other European countries (2021-2023)	Yes	Yes	0	Yes	Yes	0	Yes	0
Bulgaria	National CAF RC: Total 7 officials at IPA (1 - National CAF Correspondent and manager of the Centre + 6 - in the CAF team and in the team, responsible for the IPA's CAF projects)	42 7 IPA's civil servants + 35 associated members to the National CAF RC - lecturers and consultants	Total financial resources in the period 2016: 747 840 (€) (IPA's Project "CAF Implementation into Bulgarian administrations" 2016-2018 under the Operational program "Good Governance", co-funded by EU - ESF : 420 650 (€) + IPA's Project "CAF Implementation into Bulgarian Administration" 2019-2020 under the Operational Program "Good Governance" co-funded by EU - ESF: 327 190 (€)	For the period 2016-2018 under the IPA's CAF Project - total: 420 650 € For the period 2019-2020 under the IPA's CAF Project - total: 327 190 (€)	Yes	Yes	They are under the mentioned IPA's CAF Projects	Yes - for trainers/consultants and for Organisations applying CAF	Yes	They are under the mentioned IPA's CAF Projects	Yes	They are under the mentioned IPA's CAF Projects
Croatia	2	5	100,000.00	3,000,000.00	Yes	Yes	-	Yes	Yes	-	-	-
Cyprus	None at the moment	None at the moment	-	€ 200000 (2018-2019)	Yes	Yes	-	Yes	Yes	-	-	-
Czech Republic	0	0	-	-	No	-	-	No	-	-	-	-
Denmark	-	-	-	-	-	-	-	-	-	-	-	-
Estonia	0	0.25	10.000	30.000 per year up to 2023	No	Inside projects only	0	Yes (in MoF projects)	-	30 000 per year for all projects and their activities	-	0
Finland	2	1	-	-	Yes	No	-	Yes	Some are free, some charged	-	No	1.500 (€)

France	-	-	-	-	-	-	-	-	-	-	-	-
Germany	There is no centre of resources for CAF at the federal level since 2017	KGSt probably 1	-	-	Yes - cooperation with KDZ	No	-	Yes	No	-	No	Between 1000 and 2400 € depending on the number of employees
Greece	Number	6	-	-	Yes	Yes	Free in case of services provided by public entity	Yes, in cooperation with the National Centre of Public Administration & Local Government	Free in case of services provided by public entity	No cost	-	-
Hungary	-	2	-	-	No	-	-	No	-	-	-	-
Ireland	-	-	-	-	-	-	-	-	-	-	-	-
Italy	1	1	2.000 €/month (partial coverage of wage expenditures on average)	146.000 €/year (2017-2020)	Yes	Yes	-	Yes	Yes	-	Yes	-
Latvia	-	-	-	-	-	-	-	-	-	-	-	-
Lithuania	-	-	-	-	-	-	-	-	-	-	-	-
Luxembourg	-	-	-	-	-	-	-	-	-	-	-	-
Malta	-	-	-	-	-	-	-	-	-	-	-	-
Poland	-	2	-	-	Yes	No	-	Yes	Yes	-	Yes * PEF is available only for local government units	-
Portugal	2	2	4.000 (€)/month	1.821.861 € (2017-2020)	Yes - cooperation with PALOP	No	-	No	-	-	No	663,11 €
Romania	-	-	-	-	-	-	-	-	-	-	-	-
Slovakia	5	5	-	[1]	Yes	Yes	-	Yes	Yes	-	No	1.900 €
Slovenia	0	3	75.000 EUR/per year/salaries	57.000 EUR	Yes	Yes	-	Yes	Yes	15.000 EUR	Yes	3.000 €
Spain	1	5	-	None	Yes	Yes	-	Yes	No	Depends on the organisation budget	-	-

Sweden	0	0	0	0	No	-	-	No	-	-	-	-
The Netherlands	-	-	-	-	-	-	-	-	-	-	-	-
Switzerland	-	-	-	-	-	-	-	-	-	-	-	-
SOUTH EASTERN EUROPE												
Albania	-	-	-	-	-	-	-	-	-	-	-	-
Bosnia and Herzegovina	3	3	200 (€)/month	0	Yes	Yes	0	Yes	Yes	0	-	-
The Republic of North Macedonia	2	2	-	No	-	Yes/No. If institutions are supported from MISA, consultancy is free of charge but if institution doing it on her own it is chargeable	-	Yes	Yes	-	No	-
Kosovo	-	-	-	-	-	-	-	-	-	-	-	-
Montenegro	-	-	-	-	-	-	-	-	-	-	-	-
Serbia	0	1	0	9.800 € in 2020 65.000 € for 2021	Yes	Yes	-	Yes	Yes	630 (€) in 2020	There are no PEF trainings	-

Source: Elaborated by the authors, based on the data collected by the NCs

Appendix 7 - CAF Questionnaire for National Correspondents

CAF Questionnaire for National Correspondents. DGAEP Survey 2021

***Required**

Email address *

1. Country:

2. Name of the CAF National Correspondent:

3. Name of the organization in charge of the CAF in your country:

3.1. Type of the organization in charge of the CAF in your country:

Mark only one oval per row.

	public	private	non-profit
Type of the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Do you have a national partner that assists the organization in charge of CAF in your country?

Mark only one oval per row.

	Yes	No
National Partner in charge of CAF in your country	<input type="radio"/>	<input type="radio"/>

5. Which is the name of the national partner assisting the organization in charge of CAF in your country

II. Application of the CAF in your country

6. CAF in sectors. Below you will find a list of sectors the CAF can be applied in. Please indicate to what extent the CAF is used in each sector in your country at this moment. (1 = not at all, 5 = a lot)

Mark only one oval per row.

	(1) Not at all	(2)	(3)	(4)	(5) A lot
SOCIAL SERVICES	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
POLICE & SECURITY	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SCHOOLS, HIGHER EDUCATION & RESEARCH	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CUSTOMS, TAXES & FINANCES	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HEALTH	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CULTURE & HERITAGE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ECONOMY, AGRICULTURE, FISHERIES AND TRADE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CRIMINAL JUSTICE & LAW	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ENVIRONMENT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
GENERAL POLICY, AUDIT, COORDINATION	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

HOME AFFAIRS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TRANSPORT, INFRASTRUCTURE & PUBLIC WORKS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
FIRE SERVICES & CIVIL PROTECTION SERVICES	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
POST & COMMUNICATION	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
URBAN & TERRITORIAL POLICIES (HOUSING, PLANING, ETC)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
FOREIGN AFFAIRS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ENERGY	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
LOCAL MUNICIPALITY	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OTHER	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6.1. If you answered "other", please explain in which sector the CAF is being applied

7. Potential of CAF in the future. Below you will find a list of sectors the CAF can be applied in. Please indicate the potential for the near future. The number of organizations that have expressed the intention to use the CAF in the future is a good indicator of the potential. (1 = no potential at all, 5 = a lot of potential)

Mark only one oval per row.

	(1) Not at all	(2)	(3)	(4)	(5) A lot
SOCIAL SERVICES	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
POLICE & SECURITY	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SCHOOLS, HIGHER EDUCATION & RESEARCH	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CUSTOMS, TAXES & FINANCES	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HEALTH	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CULTURE & HERITAGE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ECONOMY, AGRICULTURE, FISHERIES AND TRADE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CRIMINAL JUSTICE & LAW	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ENVIRONMENT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
GENERAL POLICY, AUDIT, COORDINATION	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HOME AFFAIRS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TRANSPORT, INFRASTRUCTURE & PUBLIC WORKS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
FIRE SERVICES & CIVIL PROTECTION SERVICES	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
POST & COMMUNICATION	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
URBAN & TERRITORIAL POLICIES (HOUSING, PLANING, ETC)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
FOREIGN AFFAIRS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ENERGY	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
LOCALMUNICIPALITY	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OTHER	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7.1. If answered "other", please explain which other potential sectors the CAF can be applied in

8. CAF at the level of government. Please indicate to what extent the CAF is used at each level of government in your country at this moment. (1 = not at all, 5 = a lot)

Mark only one oval per row.

	(1) Not at all	(2)	(3)	(4)	(5) A lot
Central level of government and national / federal authorities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regional level of government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sub-regional level of government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Local level of government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. Potential of CAF at the level of government in the future. Please indicate the potential for the near future. The number of organizations that have expressed the intention to use the CAF in the future is a good indicator of the potential. (1 = not at all, 5 = a lot)

Mark only one oval per row.

	(1) Not at all	(2)	(3)	(4)	(5) A lot
Central level of government and national / federal authorities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regional level of government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sub-regional level of government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Local level of government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Impact of the CAF in your country. To what extent do you think CAF stimulates a change of culture in the public sector in your country?

Mark only one oval.

- Not at all
- To a very limited extent
- In a modest way
- To a large extent

III. Improvement of the CAF

11. Does the CAF has to be rewritten in a more accessible way, adapting the wording more to the publicsector context?

Tick all that apply.

- (2) Strongly disagree
- (2)
- (3)
- (4)
- (5) Strongly agree

12. Which new themes should be integrated or strengthened into a new version of the CAF model?

Tick all that apply.

- None
- Ethics
- Equity and inclusion
- Innovation
- Digitalization and the fourth industrial revolution
- Resilience
- Social contributions
- SDGs, Principles of Effective Governance

Other: _____

13. Do you agree that the 8 principles of excellence fully cover TQM excellence?

Tick all that apply.

- Yes, I do agree
- No, I don't agree

14. Which principles of excellence for the public sector are not enough covered in the model? (1 = notcovered at all, 5 = covered a lot)

Mark only one oval per row.

	1 - Not covered at all	2 -	3 -	4 -	5 - Covered a lot
Results orientation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Citizen / Consumer focus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership and constancy of focus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management by processes and facts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People development and involvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Continuous learning, innovation and improvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effective Partnerships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Diversity and Social responsibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sustainability and SDG	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Diversity and Innovation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Digitalization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Other suggestions to improve the CAF in a future revision of the model? (ex. introduction and presentation of the model, structure of the model, examples, benchmarking / bench-learning, self- assessment, improvement process, scoring system, other (please, explain))

16. Do you have a databank with the CAF applications in your country?

Mark only one oval.

Yes, we do

No, we don't

IV. Dissemination of the CAF

17. How would you describe the evolution in the use of CAF in your country in the past years?

Mark only one oval per row.

	CAF activity
Decreasing	<input type="radio"/>
Stable	<input type="radio"/>
Increasing	<input type="radio"/>

18. What are, in your opinion, the main reasons for this evolution?

19. What are the most important requirements and conditions to disseminate the CAF in your country now and in the future?

20. Why are some actions to disseminate the CAF in your country not undertaken?

21. What is your advice to other CAF NC for successful dissemination of the CAF in their country?

22. Quality conferences and the link with the CAF: In your country, has the CAF been used to select gpractices?

23. Quality conferences and the link with the CAF: Have the quality conferences helped to raise aware of the CAF in your country?

V. Support at the national level

24. Which support do organizations request from the CAF NC /CAF RC? Please answer in the list below(1 = not requested at all, 5 = requested a lot)

Mark only one oval per row.

	(1) Not at all	(2)	(3)	(4)	(5) A lot
Information on the CAF model	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Additional tools to help implement the CAF	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individual advice and coaching					
Exchange of experiences/Networking					
Information on application					
CAF Brochures					
Case Studies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

24.1. If answered "other", please specify support

25. How do you meet these requests? Which actions do you take? Please explain.

26. Do you offer support to organizations as a CAF NC with the CAF Center of Resources?

Mark only one oval per row.

Please, select one	
Yes	<input type="radio"/>
Partly	<input type="radio"/>
They have to cover themselves	<input type="radio"/>
Covered by EU funds	<input type="radio"/>

27. How do you plan to meet these requests in the future? Which actions are planned? Please, explain.

28. Have specific CAF versions been developed in your country?

Mark only one oval per row.

Please, select one or more

CAF Education	<input type="radio"/>
Local government	<input type="radio"/>
Health	<input type="radio"/>
County level	<input type="radio"/>
Judiciary sector	<input type="radio"/>
Culture and cultural heritage	<input type="radio"/>
Police	<input type="radio"/>
Border guard	<input type="radio"/>
Pension Insurance offices	<input type="radio"/>
Adult training centers	<input type="radio"/>
Voluntary relief organizations	<input type="radio"/>
Music and Art schools	<input type="radio"/>
Ministry of Infrastructure	<input type="radio"/>
Church administration	<input type="radio"/>
Regulators	<input type="radio"/>
Central State administration	<input type="radio"/>

29. To what extent can organizations appeal to external support in your country in implementing the improvement actions? (1 = no support at all, 5 = a lot of support)

Mark only one oval per row.

	1 - No support at all	2 -	3 -	4 -	5 - A lot of support
Databases with best	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
practicesPrivate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
consultants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training institutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internal consultants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
National correspondent /	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ResourceCentre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

29.1. If answered "other", please explain:

30. To what extent is there interest in the External Feedback Procedure in your country?

Mark only one oval.

	1	2	3	4	5	
No interest at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Much interest

31. Which preparations have your country made to realize the External Feedback Procedure?

Mark only one oval per row.

Please, select one or more

No real actions were taken, we are in the planning phase	<input type="radio"/>
The External Feedback Procedure brochure has been translated and distributed	<input type="radio"/>
Marketing on the PEF and the CAF label has been organized amongst the CAF Users and the potential CAF Users	<input type="radio"/>
The PEF National Organizer has been appointed	<input type="radio"/>
Training for External Feedback Actors has been organized	<input type="radio"/>
The Effective CAF User Label has been awarded	<input type="radio"/>
Do you have a national data bank with CAF applications in your country?	<input type="radio"/>
Are there internal (national) or external bench (European) learning projects in your country?	<input type="radio"/>

VI. Support at the European level

32. How satisfied are you with your contacts at the European CAF Resource Centre?

Mark only one oval.

	1	2	3	4	5	
Not satisfied at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very satisfied

33. What is your overall satisfaction with the support from the European CAF Resource Centre?

Mark only one oval.

1	2	3	4	5	
Not satisfied at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/> Very satisfied

34. Please, select EIPA activities in which you received support (1 = no support at all, 5 = a lot of support)

Mark only one oval per row.

	1 - No support at all	2 -	3 -	4 -	5 - A lot of support
Support and stimulation through the European CAF network	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Presentation on a quality conference	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Newsletter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support on PEF	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support on CAF & Education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E-tools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E-community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
European CAF database	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
EIPA Center of Resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

35. To what extent the support of EIPA's Resource Centre was useful? Indicate how satisfied you were with the European CAF Resource Centre's work on each aspect of support (1 = not satisfied at all, 5 = vsatisfied).

Mark only one oval per row.

	1 - Not satisfied at all	2 -	3 -	4 -	5 - Very satisfied
Support and stimulation through the European CAF network	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Presentation on a quality conference	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Answers on questions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Newsletter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support on PEF	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support on CAF & Education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E-tools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E-community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
European CAF database	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
EIPA Center of Resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

36. Which support of the European CAF Resource Centre did you not receive that would have been useful?

37. Which aspects at the CAF European Resource Centre should improve?

38. What are your future expectations from the European CAF Resource Centre?

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Appendix 8 - QUESTIONS FOR THE INTERVIEW ON CAF OUTCOMES

POLICY CAPACITY TO ADAPT AND LEARN THROUGH THE PROCESS OF CAF SELF-ASSESSMENT

1. Do you think that the common assessment Framework lead to better outcomes?
2. Does the CAF process support the achievement of better outcomes for citizens?
3. To what extent the CAF has been able to increase the policy capacity of the state?

THE PROCESS OF IMPROVEMENT ACTIONS THROUGH ALIGNING PUBLIC SERVICES TO CITIZENS' NEEDS

4. In your opinion, do you think that the CAF model can promote change, from assessment to improvement?
5. What are the key factors that promote the effectiveness of CAF in different contexts?

THE CAPACITY OF CAF TO INTRODUCE CHANGE FROM ASSESSMENT TO IMPROVEMENT

6. Do you think that is it possible that CAF promotes excellence in public service delivery?
7. If we want to make quality approaches more effective in the public sector and promote the capacity to adapt and learn through self-assessment, which changes do you think CAF can promote?

THE CAPACITY TO MANAGE DATA ON THE SCOPE OF EXCELLENCE

8. Which is, in your opinion, the policy capacity of CAF to adapt and learn through self-assessment?
9. In your opinion, do you think that the CAF National Correspondents and CAF Research Centres have the capacity and resources (human and financial resources) to manage data on the scope of excellence?
10. Do you think that the CAF National Correspondents and CAF Research Centres have the resources (human and financial resources) to evaluate citizens' satisfaction?

EXIT FROM CAF

11. Which is your opinion about the decreasing participation of some countries such as Denmark, France, Ireland, Great Britain in the CAF network?
12. Which are the main reasons to exit this network in your country?
13. Do you know if your country is using another quality tool and model such as the International Organisation for Standardization (ISO), Balanced Scorecard (BSC), European Foundation for Quality Management (EFQM), Management Accountability Framework (MAF)?



<http://www.dgaep.gov.pt/en/index.cfm>