



The Future of CAF for the Future of Public Governance



CAF 2020+
Towards PA Reform and European
Integration

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1. Models and checklists for quality and governance
2. CAF as a leverage for public governance in Europe
3. Changing political and public governance realities
4. CAF2020+ as leverage for future effective governance
5. Some conclusions

1. Models and checklists for quality of management and governance

1. Models:

- ISO, BSC, EFQM, CAF, MAF
- History of convergence
- History of competition
- Discussion between public vs private

2. Checklists for 'good' governance

- corporate governance (private), OECD, EU, ...
- SDG driven principles by CEPA
- Tensions: organisations vs policy



2.CAF as a leverage for public governance in Europe

- From bench-marking to bench-learning
- Cross-country, cross-policy, cross-level of government
- From 'radar' to 'awareness' to 'critical assessment'
- From 'assessment' to 'improvement'
- Impact by exporting the model beyond Europe

3.Changing political and public governance realities

Three moving targets:

- 1.Delivering 'Routine' Services
- 2.Solving ((Un-)expected) Crises
- 3.Re-inventing/Innovating Possible Futures

Implications for civil services and schools of government:

- 1.Changing Decision Making
- 2.Changing Contents of Policies
- 3.Changing from 'Hierarchy' to 'Hierarchy, Market, and Networks'
- 4.Combine Logic of Consequences with Logic of Appropriateness

4.CAF2020+ as leverage for effective public governance

- 1.From functioning organisations to effective policies
- 2.From logics of consequences (results, performance) to logics of consequences and logics of appropriateness (individuals, organisations, policies)
- 3.From ‘enablers’ to ‘capacity’ to deliver services, contain crises, innovate
- 4.Effective governance equals: Effectiveness, Accountability, Inclusion (see CEPA-UN’s 11 principles)
- 5.From ‘Risk’ to ‘Risk and Uncertainty’
- 6.Focus on the ultimate objective: Trust and Legitimacy

5. In conclusion

- Adjusting CAF is necessary
- Working with the CAF2020+ model should mobilise for an effective government at all levels, especially in times of crises
- Linking CAF2020+ to future models of public governance is needed

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