



Ministry  
of Administration  
and Digitization

Opening Conference – Operational Programme Effective Public Administration  
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# CAF as a driving force for the development of the local government in Poland. Lessons learned in the period of 2007–2013

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# Agenda

- ▶ **Local self-government in Poland**
- ▶ **Institutional capacity building – EFS**
- ▶ **CAF dissemination;**
- ▶ **Challenges and lessons learned.**

# Local self-government in Poland

**2808 local government units in Poland:**

- ▶ 16 regions;
- ▶ 314 counties;
- ▶ 2478 gminas (1563 – rural gminas; 304 – urban, 611 urban–rural gminas);

**Local administration is not homogeneous group:**

<b>Staff</b>	from 15 clerks to more than 5 ths in Warsaw
<b>Population</b>	from 1700 inhabitants to 1,7 mln in Warsaw
<b>The annual tax revenue per capita</b>	varies from – 82 euro to 8,2 ths euro

# ESF support – starting point

- ▶ Sub Measure 5.2 Human Capital Operation Programme – 200 mln Euro;
- ▶ First thought „organisational development” = staff training...
- ▶ In 2008 CAF was almost not existing as a quality tool in local government;
- ▶ Self-government is independent in their organizational structure;

# Implementing CAF – 1 step

Launching systemic project – 2009  
(2,5 years – 1 mln euro)

## Pilot phase 2009–2010

Adapting documents  
and testing usefulness of CAF

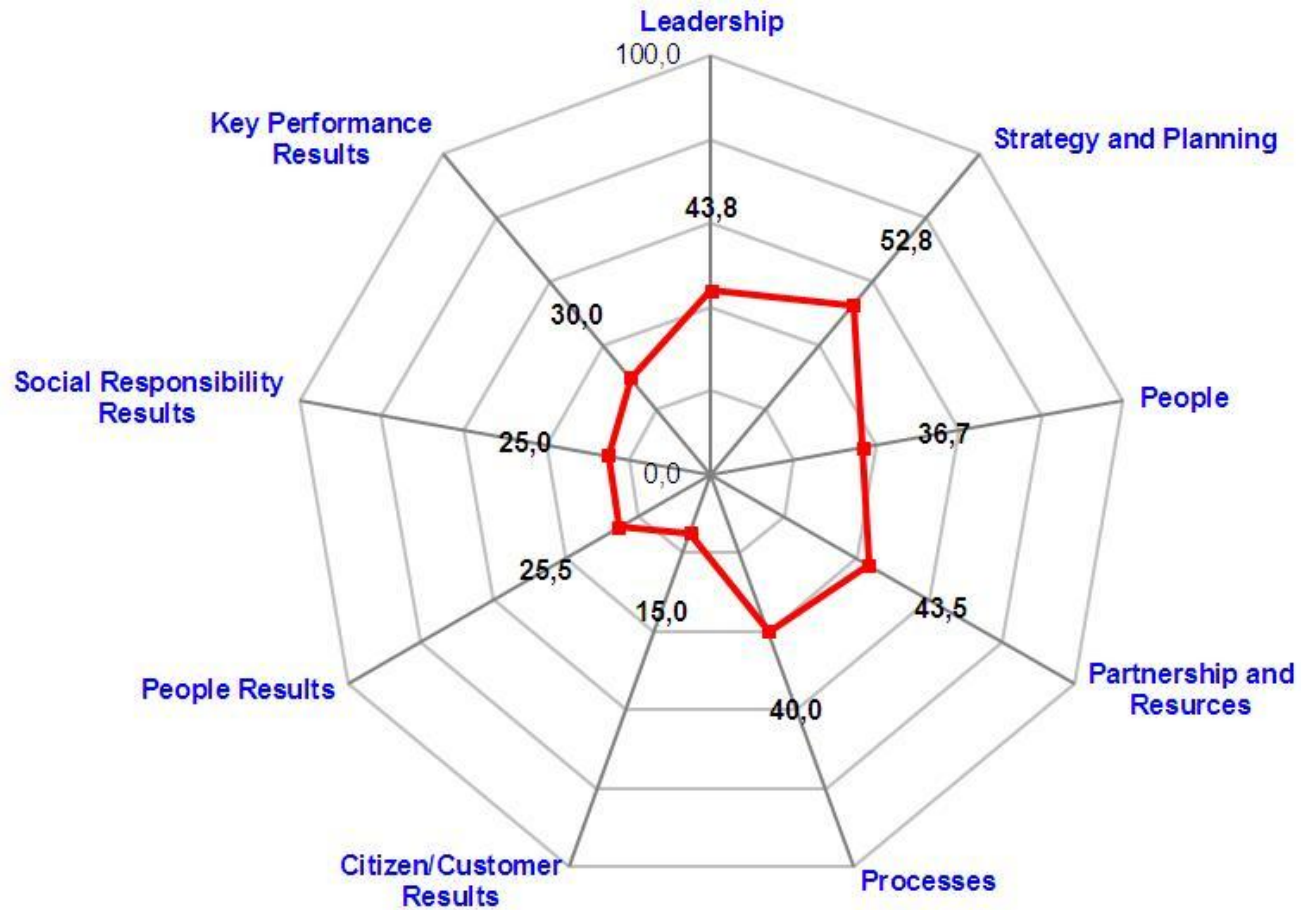
Testing – 80 offices (volunteers)

## Dissemination phase – 2010–2011

Income criteria – 918 eligible offices

303 offices prepared  
self-assessment report

# Scoring graph



# Implementing CAF – 2 step

Call for proposals exclusively for CAF users (17 mln euro)

Applications (improvement plans) – 2012

62 applications submitted  
from 334 offices

assessment – 39 met all criteria

Agreements – (signed 39)

207 offices ~each 80 ths. euro

Predefined areas – required  
improvements

# Implementing CAF – 3 step


**CAF External Feedback Procedure**



**Effective Caf User – preparation phase – 2014**

Adapting EIPA documents

Selection of experts  
(peer-to-peer review)



**Labelling effective CAF users – 2015**

50 offices signed up

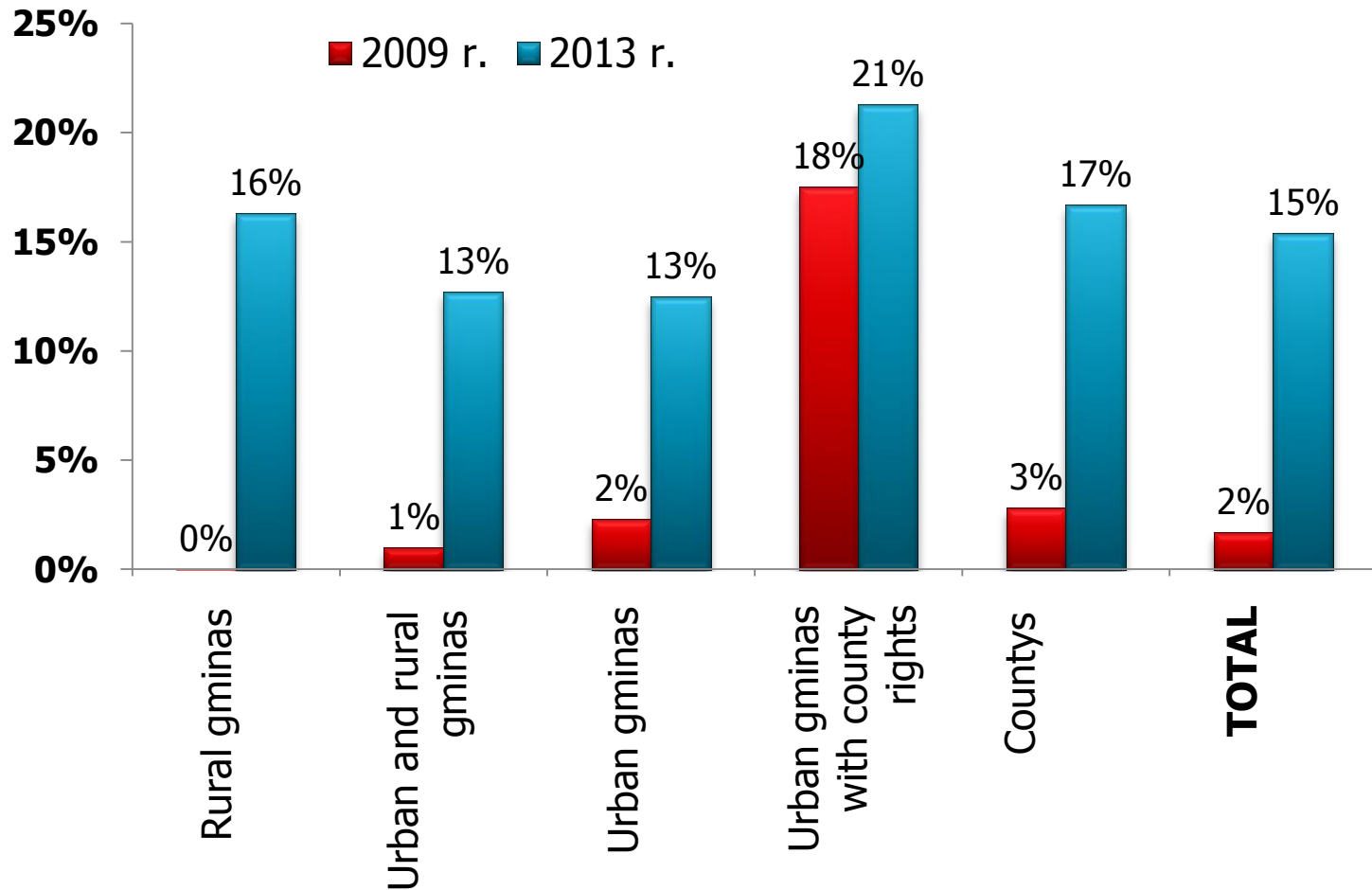
Target – 100 offices



# Lessons learned

- ▶ CAF self-assessment – gives in depth diagnose, guidance and helps to build staff engagement to do the improvement actions;
- ▶ balance between enablers and results;
- ▶ CAF is not a goal itself (tool to define tailored improvements – helps growing towards excellence);

# 400 CAF users in local administration





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**Thank you for your attention**

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