



# The CAF education experience in Portugal: The path taken and new challenges

**CONFERENCE – “Effectiveness and quality: 2025 through the prism of CAF implementation”**

**Kyiv, november 26**

# The path taken and new challenges

## Some key milestones along the way

**2013** - Participation of Portugal/DGAEP in the development of a version of CAF specific to the education sector - CAF & Education. The development of the model involved the collaboration of Portuguese experts in the field of education in the European working group responsible for the adapted version

**2014**- Portuguese translation of the CAF & Education version and its dissemination within the education sector, 1st CAF National Meeting entitled "Improving organizational performance with CAF/CAF Education"

**2017** - Establishment of the CAF Education Customer Panel, an advisory working group responsible for: i) Proposing improvements related to the promotion and implementation of CAF Education in public education and training institutions; ii) Collaborating with the DGAEP in the development of products related to CAF Education that contribute to improving the performance of public education and training institutions.

# The path taken and new challenges

## Some key milestones along the way

**2018** - Publication of the Integrated Model: CAF Education, RAE, and EQAVET, which was the result of collaborative work carried out with six school clusters, one secondary school, and five vocational schools . The Integrated Model aims to respond to the real needs of schools, making it a unique model in Europe as it is adapted to the specific context of the Portuguese education sector.

**2019-2020** - Portugal participates with a case study related to education in the OECD Paper : " More resilient public administrations after COVID-19. Lessons from using the Common Assessment Framework (CAF) 2020"

**2021** - Review of CAF Education under discussion at EIPA, webinar “The review of CAF Education and the challenges for education and training organizations in the post-pandemic era.” Portugal is available to participate in the review of CAF Education

CONFERENCE – “Effectiveness and quality: 2025 through the prism of CAF implementation”

# The path taken and new challenges

## Some key milestones along the way

**2023/2024** - Review of the CAF-Education model

**2025** - Development of an exercise to disseminate the implementation of the CAF model in a “Network of Excellence” in a school cluster, in partnership with the municipality where the network is integrated.

Over the last 10 years, CAF implementation by educational organizations has accounted for more than 50% of CAF applications with PEF recognition, with many schools (+/-25%) accounting for two or more successive implementations.

# The path taken and new challenges

## How to bring the CAF model to organizations ?

Three main vectors:

- ✓ Diversification of dissemination forums ,
- ✓ Promotion of benchlearning and/or benchmarking,
- ✓ The use of the CAF model as a direct contribution to the fulfillment of obligations to which organizations are legally or regulatory bound.

## New challenges



**OEIRAS VALLEY** | MUNICÍPIO DE OEIRAS



A project to apply the CAF model to schools that are part of a “Network of Excellence” is underway for 2025/2026.

The partnership directly involves this CAF Center with the municipality to which the schools belong and with the network of which they are part.

CONFERENCE – “Effectiveness and quality: 2025 through the prism of CAF implementation”

# The ESCXEL Project - How can CAF contribute?

The ESCXEL Project – Network of Schools of Excellence is a partnership between eight municipalities, the corresponding 32 public education units, and the Interdisciplinary Center for Social Sciences of the Faculty of Social and Human Sciences of the New University of Lisbon .

This project is one example of partnerships between schools and other actors, which constitute forms of voluntary regulation of a collaborative decentralized, and informal nature, which have emerged in the context of policies aimed at decentralization and school autonomy, which have brought about changes in education systems in recent decades.

# The ESCXEL Project - How can CAF contribute?

## The main objectives are:

1. To empower schools and communities to promote educational excellence;
2. To support municipalities in drawing up municipal educational development plans;
3. To identify, disseminate, and monitor educational “good practices”;
4. To support the development of self-assessment processes;
5. To contribute to scientific production on education.



# The ESCXEL Project - How can CAF contribute?

## Four main areas of action:

1. Assessment Models (internal and external); 
2. Strategic Development (school and local community);
3. Educational Innovation;
4. Scientific Production.

CONFERENCE – “Effectiveness and quality: 2025 through the prism of CAF implementation”

# The ESCXEL Project - How can CAF contribute?

## CAF Education Model - Principles



Introduce a culture of excellence and the Principles of Quality Management.



Improve performance/results.



Promote recognition of the education and training institution.



Improve existing processes.



Guide the management process of the education and training institution for the student/trainee.

## Complete harmony with the leitmotif of the Escxel network

**“We are what we repeatedly do.  
Excellence, then, is not an act, but a habit.”**

Aristotle, 384–322 BC

**And the CAF "mantra"**



# The ESCXEL Project - How can CAF contribute?



CONFERENCE – “Effectiveness and quality: 2025 through the prism of CAF implementation”

# The ESCXEL Project - How can CAF contribute?

## Criterion 4: Partnerships and Resources

### Subcriterion 4.4

#### Manage knowledge and information.

h) Ensure that key knowledge (explicit and implicit) of departing employees is retained within the organization.

### Subcriterion 4.5

#### Manage technological resources.

f) Take effective measures to ensure data protection and IT security and implementation of the GDPR and ensure safe, ethical, effective, and efficient use of technology, with particular attention to the skills of individuals, teachers, administrators, students, and IT staff.

### Subcriterion 4.6

#### Manage material resources.

c) Develop an integrated policy for the management of physical assets, including recycling/safe disposal, through direct management or outsourcing. Promote energy efficiency in school buildings, encourage the use of renewable energy resources, define plans for zero CO2 emissions, calculating the ecological footprint of school activities.



CONFERENCE – “Effectiveness and quality: 2025 through the prism of CAF implementation”

# The ESCXEL Project - How to implement ?

## Main steps:

- ✓ The Municipality of Oeiras promoted a meeting within the scope of the Escxel School Network, with the participation of this CAF Resource Center, to frame the project and define a schedule;
- ✓ The schools were consulted and their consent was obtained to participate in a survey to assess their CAF maturity;
- ✓ An indicative timetable and types of intervention to be provided by the CAF Resource Center were also presented, although adjustments may need to be made in view of the results of the CAF maturity survey.

# The ESCXEL Project - How to implement ?

## What the CAF maturity survey assesses?

The CAF maturity survey assesses the status of different schools in terms of CAF:

- Are they applying or have they already applied the CAF model?
- If so, at what stage are they?
- What are the main difficulties encountered in implementation?

*Complexity of the model;*

*Composition of self-assessment teams;*

*Development of the improvement plan.*

# The ESCXEL Project - How to implement ?

## What the CAF maturity survey assesses?

- What kind of support do they see as necessary?

*Training on the model;*

*Training on the development of indicators;*

*Consultant support;*

*Spaces for debating ideas and cross-cutting solutions*

# The ESCXEL Project - How to implement ?

## Project structure :

### Partners:

- ✓ **CAF Resource Center;**
- ✓ **Municipality of Oeiras;**
- ✓ **10 school clusters in Oeiras,**

There will also be the possibility of other partners joining, both for the training component and for any consulting services that schools may need.

# The ESCXEL Project - How to implement ?

## Project structure

### Calendar:

- December 2025 - CAF maturity report presentation;
- January - Kick-off of the project with alignment of the different groups (depending on the maturity and stage of any ongoing CAF processes);
- April and July 2026 - Quarterly monitoring meetings with the schools involved;
- October 2026 - October 2026 - Two-day event to disseminate the experiences and results achieved by the schools in the Escxel Network and presentation of the project to other Networks/Municipalities

# The ESCXEL Project - How to implement ?

## Expected outcomes

- Change management and promotion of innovation in “education organisations”;
- Gather strategic examples that highlight curriculum updates and innovative teaching methodologies, reinforcing a commitment to excellence;
- Strengthening the vital role of partnerships by establishing closer links between ‘education organizations’ and the labour market



**Thanks you for your attention !**

**CONFERENCE – “Effectiveness and quality: 2025 through the prism of CAF implementation”  
Kyiv, november 26**