

CAF Policy Note 2018

The Common Assessment Framework is an important result of the cooperation within the EUPAN-Network. Starting as model for quality management in the public sector in the year 2000 CAF is meanwhile a unique standard for excellent public governance in Europe. More than 4000 public sector organizations have used CAF in 55 countries and around 200 CAF Effective Users Labels have been assigned. The CAF 2013 version is translated in more than 28 languages.

The importance of CAF has recently been shown in the EUPACK project¹ and the „Toolkit for Quality of Public Administration“² both carried out by the European Commission with the support of EIPA. These researches prove that CAF contributes to Public Administration Reforms and improves the performance of public sector organisations. Furthermore studies of CAF-users show the impact of CAF on the improvement of services and the increasing of customer satisfaction (e.g. Survey on CAF implementation in Austria³).

Several outstanding CAF-programmes have recently been implemented in the EU member states (e.g. Bulgaria: IPA has just completed the CAF implementation in 2 ministries, 20 municipalities, 11 regional administrations, 7 agencies and 8 different territorial structures and rewarded 14 ECU labels. Italy: 54 CAF implementations completed - 17 in organizations for adult education (CPIA), 19 organizations responsible for transport (ACI), 17 schools and the national Agency for Space, and 13 ECU labels have been rewarded. Romania: CAF in 5 ministries and 25 municipalities and county councils. Slovenia: 25 new CAF users in recent 2 years, CAF PEF pilot projects successfully completed. Austria: Regional Court of Auditors. Belgium: Mypension.be digitalized the pension scheme with support of CAF. Finland: City of Turku got the ECU-label for the Children and Adolescents' Outpatient Clinic. Greece: CAF in the Region of Crete. Poland: CAF in City Hall of Krakow. Spain: CAF in Madrid City Council. Portugal: CAF in Alcala School Group). Besides that CAF gets a role model for public sector improvements in several EU-accession and Eastern Partnership countries and ReSPA (Regional School for Public Administration in Western Balkans) started to set up a Regional Quality Center to foster CAF in South East Europe.

As consequence of these gratifying developments of CAF the European CAF Resource Centre at EIPA has reinforced its CAF-team with the external expert Thomas Prorok, Head of the Austrian CAF-Center. The core task for the next year will be the creation of the **CAF2020**.

Based on an Austrian proposal the National CAF correspondents unanimously decided during the meeting in Tallinn in September 2017 that the 2013 CAF model needs to be revised. The aim is to present the new CAF in the year 2020.

Till now the following steps towards CAF2020 have been set:

- CAF Working Group Tallinn, 28.9.2017
 - Decision to create a new CAF Version
- Short Questionnaire on fields of improvement of CAF implemented by EIPA
- Desk Research: New developments in Public Governance and EFQM, Feedback from CAF Users, etc.
- 8th CAF User Event, Sofia, 12. April 2018

¹EUPACK – European Public Administration Country Knowledge <https://publications.europa.eu/en/publication-detail/-/publication/15cd2969-9605-11e8-8bc1-01aa75ed71a1/language-en/format-PDF/source-77313339>

²<https://ec.europa.eu/social/main.jsp?catId=738&langId=en&pubId=8055&type=2&furtherPubs=no>

³<http://kdz.eu/de/file/17392/download>

- The event was organized by EIPA and the Bulgarian Institute of Public Administration.
- Over 160 participants attended and inspiring cases have been presented.
- Based on the findings of the survey the drafting of CAF2020 started.
- ❑ CAF Working Group Sofia, 13. April 2018
 - Consensus on road map to CAF 2020
- ❑ Detailed questionnaire for NC's on proposals for CAF2020 implemented by Austrian CAF-Center
- ❑ Video Conference of interested NC's organised and implemented by Italy, 15. June 2018
 - Discussion on further development of CAF 2020
- ❑ Preparation of the first draft based on the input of NC's
- ❑ CAF Working Group, Brussels 3. July 2018
 - Discussion on first draft of CAF 2020
- ❑ Preparation of the second draft based on the input of NC's
- ❑ CAF Working Group, Vienna 12. October 2018
 - Discussion on second draft of CAF 2020

The CAF National Correspondents have agreed on the overall principles of CAF 2020:

- ❑ CAF2020 will stress five current challenges of public sector organisations which have been defined based on the above-mentioned questionnaires and surveys. These challenges are: Digitalisation, Innovation, Agility, Sustainability, Diversity. Of course this is not a final list but it is used as a guideline for the further development of CAF.
- ❑ The core structure of CAF remains unchanged to ensure an easy connection to the prior versions and recognition.
- ❑ CAF should be "easier": Redundancies will be decreased and the language - whenever applicable - more understandable. PDCA vocabulary in the examples will be reduced by ensuring the PDCA logic in each enabler criteria.
- ❑ The glossary will be expanded and a section for each sub-criterion with relevant managements instruments, best practices, methods etc. included. This new section is open for specific amendments of the countries.

Further steps towards CAF 2020:

During the EU-Presidencies of Romania and Finland in 2019 it is foreseen to finalise the work on the CAF2020. This comprises the CAF2020 assessment grid and an adapted guideline for the process of the CAF. The NC's of Romania, Finland, Italy and Belgium already expressed their will to support the work on CAF2020 with hosting the meetings of the CAF National Correspondents.

The Network of National CAF Correspondents and the European CAF Resource Centre highlight the importance of a substantial support by the EUPAN Directors Generals on the further implementation and development of the CAF2020 and asks all represented countries to ensure contribution to the development of CAF2020 and its implementation.

On behalf of the European CAF network

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Vienna, December 13, 2018

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