

General Introduction & Vision:

Introduction & Context

The CAF network – composed of the CAF Correspondents of the Member States (MS), Candidate Member States and Observers & the CAF Resource centre at EIPA - wants to further coordinate its efforts to stimulate self assessment in the public administrations using the Common Assessment Framework as the first step in the way forward to improve the functioning of public sector organisations and to raise its efficiency and effectiveness and the quality of the service delivery to the citizens in Europe.

In this sense, the CAF network contributes to the realisation of the Mid Term Program (MTP) of the European Public Administration Network (EUPAN) 2013-2014 to strengthen the administrative capacity of the European public sector, in line with the Europe 2020 strategy of the European Union and the EU programming period 2014-2020 in which “*Enhancing institutional capacity and an efficient public administration*” is one of the topical areas.

The Network implements the ambition expressed by the Ministers responsible for Public Administration in the European Union to promote the quality of services with the use of CAF in Europe. It puts into practice the DG resolution of the Cyprus presidency (December 2012) in which the DG’s commit themselves “to support the further use of CAF 2013 in their public administrations”.

Mission

The CAF network’s mission is

to improve the performance of public administrations by promoting and facilitating the use of CAF and thus move public organisations towards excellence through continuous improvement and innovation.

Vision

CAF is appreciated by the Public managers in Europe as an adequate instrument that helps them to strengthen systematically their organisation in a holistic way. Using the CAF, through self assessment and subsequent improvements, raises the administrative capacity and organisational performance. It enables them to deal successfully with the overall challenges of the public sector’s management and the quality of services for the citizens especially in these times of crisis.

Our values

We are a comprehensive, dynamic and effective European CAF network based on strong and interactive regional, national and European CAF communities. Public organisations are active partners in the dissemination of the CAF model.

“Together for better, better together”

Strategic objectives

In order to achieve the goal of 3500 registered CAF Users by the end of the MTP, the 3 main objectives of this action plan are:

- 1. to promote the use of CAF at European and national level to enhance administrative capacity of the public sector in Europe;**
- 2. to spread and improve the use of CAF;**
- 3. to support organisations in the use of CAF.**

Operational objectives

Each strategic objective has been developed into operational objectives or actions to be realised in close collaboration between the national correspondents and the European CAF Resource Centre.

Objective 1:

Promote the use of CAF at European level and national level to enhance administrative capacity of the public sector in Europe

Actions

1.1. **Maintain the sustainable support of the Ministers and the Directors General for the CAF**

Periodically inform Ministers and DG's responsible for Public Administration on the evolution and impact of the use of CAF in Europe in order to maintain their engagement for quality development in the public sector in the EU.

- Report at the meetings of the European Ministers and the DG's responsible for Public Administration.
- Report at national level to all interested stakeholders on the evolution of the CAF model and its use at national and European level.

1.2. **Stimulating European networking on CAF between the MS** by regular meetings of the network of CAF correspondents, at least once during each presidency, in order to follow up the European action plan and learn from each others approaches.

1.3. **Contribute to the discussion on MTP related issues and themes** during the EUPAN meetings based on the gained knowledge and expertise in public management by the 13 years of use of CAF.

1.4. **Promote the CAF at the 7th Quality Conference in Lithuania in October 2013**

During this large-scale event public sector organisations can learn about CAF as an appropriate quality management tool for the public sector.

1.5. **Organize the 6th European CAF Event in 2014**

Presenting and sharing the experience of CAF users in an event is indispensable for old and new CAF users and sets good examples for new users

1.6. **Newsletter**

Circulate a Newsletter on CAF related matters at least 3x/year and look into new ways to spread it

1.7. **Promote the Procedure on External Feedback and the CAF label** amongst CAF users.

1.8. **CAF Education 2013**

Spread the use of CAF and Education 2013 amongst the Education and training institutions in Europe.

1.9. **Networking**

Link with quality related networks/associations: establish contacts, participate in networks and quality events in order to increase the awareness of CAF in the overall Community of quality development (public and private sector, NGO's).

Objective 2:

Spread and improve the use of CAF

Actions

2.1. Organise CAF activities all over Europe through National CAF action plans

Each CAF correspondent or national CAF Resource Centre drafts a national CAF action plan as part of this global action plan. These plans can support drawing a general overview of the CAF activities in the MS, which is important for the visibility of the CAF. National action plans can be a source of inspiration for other MS setting up a national strategy. They will be part of this global action plan (see annex) and published on the CAF homepage.

2.2. Support from the CAF RC to the MS on demand in developing a national CAF strategy

Intensify the bilateral collaboration between the CAF RC and the National CAF correspondents or RC in developing a national CAF strategy on the use of CAF on demand of the NC or the MS.

2.3. Support from the CAF RC to the MS on demand in implementing the national CAF strategy.

The CAF RC will assist the NC or RC in implementing their national strategy e.g. by organizing training sessions on location, supporting national CAF user events, presenting the CAF and caf experiences at national quality conferences, etc.

2.4. Support from the CAF RC to the MS for networking and activities on regional and local level

The CAF RC will assist/support the NC or RC and or regional/local actors in organising supranational networks and events (e.g. euregional initiatives) as well as regional events and networks, in order to increase the use of CAF at regional and local level.

2.5. CAF training at EIPA

- The CAF RC organises a number of CAF 2013 trainings in Maastricht, in its Antennas or in specific regions covering different MS.
- The CAF RC, in cooperation with the CAF network and the IPSG, organises regular training sessions relating CAF to the main issues and trends in public management or public sectors e.g. The CAF and the Balanced Scorecard (BSC), CAF and Citizens/Customers satisfaction management, Strategy and Planning, Performance Management, Process Management, Leadership etc.

2.6. CAF activities in the MS:

- Each MS engages itself in its national action plan to organise at least one relevant CAF related event a year and/or to integrate CAF training in the annual training programme for public sector employees.
- Each MS will support the marketing of the CAF training sessions at EIPA.

2.7. Implement the procedure of external feedback (PEF) on a voluntary basis.

Make the PEF operational in as many MS as possible

Objective 3:

Support organisations in the use of CAF

Actions

3.1. FAQ CAF 2013

Document Frequently Asked Questions on the use of CAF will be constantly updated on the website – taking into account questions received by CAF users.

3.2. The CAF website

- The European CAF website is the depository of all information and instruments related to CAF and its implementation in Europe;
- Invites visitors to inform themselves on the national CAF related websites presenting the adequate links;
- Collects and presents articles on CAF in the different languages as proposed by the NC

3.3. CAF e tool

Inform the users about the improvements of the CAF 2013 e-Tool and promote its use.

3.4. CAF in the social media

Use the social media in an appropriate way to spread CAF (Facebook, LinkedIn, Twitter etc.).

3.5. CAF database

- Stimulate users to introduce their good practices.
- Collect and share more info on improvement actions as the result of CAF
- Publish the labelled CAF users

3.6. Registration of CAF users

Registering of CAF Users helps to exchange good practices and increases the visibility of CAF in the MS and in the EU in general.

→ Raise the reliability of the database by regular coordination between the CAF RC and the CAF NC and by actively stimulating CAF users (both existing and new ones) to register themselves.

3.7. Coaching/ Consultancy

The EIPA CAF RC, CAF NC/national CAF RC will coach CAF applications in organisations on demand or through supporting programmes and projects. The EIPA CAF RC will inform national CAF correspondents on its coaching/consultancy activities in a given MS.