



FINAL REPORT

OF THE TASK FORCE

ON THE FUTURE OF EUPAN



NOVEMBER 30TH, 2008

INTRODUCTION

The present report is the result of a process initiated under Slovenian Presidency with the launching of a discussion on the Future of EUPAN.

The resolution adopted by 50th meeting of the Directors-General, held at Brdo on 28 and 29 May 2008, identified four areas where improvements in the organisation and procedures of the network were needed in order to enhance its effectiveness and efficiency, namely:

- Horizontal coordination and co-operation within EUPAN;
- Cooperation with other organisations;
- Dissemination of results - visibility of EUPAN;
- Sustainability and continuity of EUPAN.

In an annex to the resolution, a series of possible operational measures pertaining to each of the above areas were listed, to be analysed as follows:

1. Horizontal coordination and co-operation within EUPAN:
 - Grouping of EUPAN activities:
 - Thematic learning teams limited in time and mandate;
 - EUPAN forum of all WGs under each Presidency.
 - Assessment/evaluation of working groups (mission, structure, results);
 - Dissolution of all working groups - only ad hoc groups related to the MTP topics;
 - Find the right balance between topics (“learning groups”, LG) and working groups (WG) to ensure continuity.
2. Co-operation with other organisations:
 - Intensified cooperation with other organisations such as OECD, NISPAcee, World Bank, IIAS, etc.
 - Exchange of information, invitation to EUPAN meetings, meetings with secretariats of other organisations;
 - Development of common projects, joint meetings;
 - Improvement and sharing of knowledge and avoidance of overlapping.
3. Dissemination of results - visibility of EUPAN:
 - “New breath” for EUPAN web site:
 - Interactive web site, accessible to the public;
 - Links with national administrations and partners;
 - Continuous improvement of EUPAN website;
 - Improvement of CIRCA management.
 - Better use and link with DISPA and QC;
 - Materials/reports accessible at national level;
 - Presidency/Troika initiatives at EU and national levels in order to disseminate results.

4. Sustainability and continuity of EUPAN:

- Expand the TRIO model to all EUPAN areas;
- Explore further the feasibility of establishing the permanent secretariat.

The Directors-General invited the French Presidency to further develop operational solutions regarding the above mentioned areas and to present them at the 51st Directors-General Meeting for approval.

In order to fulfil its mandate, the French Presidency decided to set up a task force, so that all willing of network members could be associated with the reflections and work to be carried out.

The French Presidency also decided to make use of the study that it had already contracted out on “Knowledge Management within Eupan”, to provide assistance to the task force.

The consultants were invited to attend task force meetings, and present progress reports, as well as facts, benchmarks, analyses and recommendations relevant to the various issues under study.

The report containing all the study findings and results, and the recommendations of the consultants will be issued separately and distributed to all network members.

The Task Force held four meetings (July 24, September 19, October 23-24, and November 24).

On September 29, the Presidency informed the DG Troika of the progress of the work done in the task force, and the presentation was followed by a general discussion of key issues to be addressed.

On its first meeting, the task force decided to merge the topics n° 1 and N° 4 (respectively “Horizontal coordination and co-operation within EUPAN”, and “Sustainability and continuity of EUPAN”) under the more general heading of “Eupan Internal Organisation”.

Three sub working groups were set up, comprised of the following countries:

- Dissemination and visibility: Germany and Luxembourg;
- Cooperation with other organizations: France and Slovenia;
- EUPAN Internal Organisation: the European Commission, Poland, Portugal, the Czech Rep, Sweden.

All three working groups prepared written reports, which were presented and reviewed during the task force meetings.

Over the successive task force meetings, a consensus progressively emerged, on three sets of measures based on the proposals prepared by the working groups, as amended following the debates and exchanges between task force members.

The present document is the result of a final review carried out on November 24th on the last task force meeting; it was approved by all task force members participating in that meeting.

1/ DISSEMINATION OF RESULTS / VISIBILITY OF EUPAN

During the last decade, the EUPAN network has produced a large amount of material (studies, analyses, reports) which contain valuable knowledge about how to improve the effectiveness, efficiency, performance and motivational incentives of public administrations in the EU Member States. It furthermore developed useful tools, which aim at enhancing the reform efforts of public sector organizations.

However, until now, the public awareness of the network, as well as the practical impact of its work for the governments and public administrations of the Member States cannot be considered satisfactory.

A major challenge for bringing forward the network and for making a more effective use of the results produced is to better benefit of this comprehensive knowledge by strengthening the visibility of EUPAN as a network and by improving the dissemination of results.

A strategy for better dissemination of results has to start with a more coherent and focused work programme, which puts the emphasis on a small number of topics of political relevance and solution-oriented targets which are of interest to all participants.

EUPAN issues related to public administration are not often on the top of European and national agendas, except for their indirect relation with other key topics, such as the fight against corruption. However, EUPAN should look more actively for links between the topics it chooses to address, (both at the stage of programming when preparing the MTP and implementation by each Presidency) on the one hand, and the European or national political agendas, on the other hand.

The implementation of the EUPAN work programme, including the use of its outcomes, should be organised in a more target-oriented way. The formal debate over the results and their proper use is the responsibility of the DG's, but their role is minimised by the approach in which the reports are presented and submitted. Within the DG meeting there is not enough time to properly discuss the contents, the findings and adequate steps of follow-up.

The DISPA could be encouraged to become an important forum for better disseminating the results of EUPAN because the schools and institutes participating in DISPA can make immediate use of EUPAN knowledge by integrating the results of EUPAN studies, surveys, discussion in their innovative training programmes.

At the moment, the connection between DISPA and the "regular" EUPAN structures is weak. However, a large part of EUPAN work results would be suited for inclusion in the programmes of the advanced training institutions where they could be a valuable asset. For example, this includes the studies "A New Space for Public Administrations" (Luxembourg Presidency), "Decentralisation and Accountability" (Austrian Presidency), "Public-service Ethics of the EU Member States" (Finnish Presidency), "Performance Appraisal in the Public Service" (German Presidency) or "Competency Management" (Portuguese Presidency).

Better use should be made of the quality conferences ("QCs") to disseminate the results of EUPAN work. To this end, the topics of the conferences should be more consistently linked to the key issues dealt with by EUPAN and its working groups. By doing this, EUPAN work

results could be better included in the QC events and discussed together with the perspectives of practical implementation.

Last – but not least - the EUPAN website, which is maintained and updated by EIPA, is a key tool to disseminate the work results to a wider public. The content and format of the website is crucial to promote the visibility of EUPAN. However, the website hosted by EIPA on www.EUPAN.org is not very dynamic and not always up to date, while EUPAN is not yet a well-known actor in the European debate about public administration and governance issues. In consequence there is a need of a ‘new breath’ of the EUPAN website which should serve as an information knowledge open database. The website has to be enriched with a comprehensive presentation of EUPAN – its structure, activities, news, and links with other organizations.

An inventory of EUPAN studies and reports has to be done. It should include information on the background and the reasoning of the undertakings, on how they were linked to the political agenda at that time as well as on the results of the debates at the DG meetings thereof. Easy access to the inventory and to the studies/reports should be guaranteed for everybody working in public administration. The information in the EUPAN website needs to be regularly updated, and the EUPAN website must be prominently linked to the national civil service/public administration homepages.

PROPOSALS

Strategies:

1.1/ Subjects and coherence of work

- At planning and implementation stages, network members aim at strengthening the link of EUPAN activities with the wider political agenda at European and national levels;
- Each Presidency, after consulting with the Troika, identifies of one or two main topics to be discussed at DG meetings;
- DG meetings organization puts emphasis on more structured and shorter presentation of the working groups’ activities;
- All presentations contain proposals for follow-up-steps and dissemination of results;
- Each Presidency, together with the Troika, assesses the options for the practical use of the outcome and the dissemination of the findings, before deciding and commissioning any study, questionnaire or report. The result of this analysis becomes a mandatory chapter in the documents, reports, and studies, as well as in their executive summaries.

1.2/ Target audiences

- The Presidency, on behalf of the DGs, officially sends the results of the most significant studies to the Ministers responsible for the Public Administration of each interested member countries;

- Working group experts are encouraged to be active in transferring the knowledge and information gathered in the different working groups to their colleagues in other ministerial departments and agencies at national level;
- From time to time, possibly in connection with the Quality Conference, or alternating with it, **a general symposium** of the members of all working groups is organised;
- Network members are encouraged to create or develop national forums of experts in EUPAN related fields in order to share the information generated on public administration.

Synergies

1.3/ With DISPA

Reinforce links **with DISPA**, so as to encourage and facilitate a better use of this channel to disseminate the network's results

- coordination of work programmes, so that each network (EUPAN/DISPA) has the possibility of working on subjects proposed by the other; moreover, the DGs may propose concrete projects for DISPA undertakings;
- invitation of the DISPA chair to participate in the HRWG meetings;
- At DG meetings, inviting the DISPA chair to regularly inform how it can contribute to the dissemination of EUPAN work and how this will be put into practice;
- The DISPA Chair is invited, early enough in the programming process, to indicate what topics would be of particular interest to DISPA members.

1.4/ With Quality Conference

Increase synergies between the Quality Conference and the overall activity of EUPAN.

- early coordination in the preparation of the QC programme: the Presidency/host country in charge of the Quality Conference analyse and discuss with the Troika at an early stage during the preparatory work which topics and results of the EUPAN and its working groups could be of interest for the QC participants and should therefore be included in its programme;
- provision of a special EUPAN space within QC¹, with the aim of disseminating the information on EUPAN network;
- In the programme of each Quality Conference a panel – or panels - on EUPAN work results are included.

1.5/ With EIPA

Develop the role of EIPA in the dissemination of EUPAN results.

- Management of EUPAN Website (see below);
- Organisation of « EUPAN knowledge transfer workshops » by EIPA;

¹ During the 5QC, a EUPAN space was in place.

1.6/ With other Public Administration institutes

Other institutes of public administration are equally invited to include the dissemination of EUPAN results in their activities.

Tools of dissemination

1.7/ Inventory of EUPAN studies and reports

In order to make EUPAN knowledge available to a European wide audience a 'historic consciousness' inside EUPAN must be created:

- The inventory of the studies/reports already conducted should be continued²;
- Easy access to an inventory of studies/reports should be guaranteed for everybody working in public administration;
- In connection with the presentation of reports/studies at DG meetings, the DG's may – if needed - decide that a specific document cannot be made public.

1.8/ EUPAN website

- The French Presidency finances the setting up of a single EUPAN website, based on the comprehensive study made by Ernst and Young, and the project presented at the 3rd task force meeting, as a basis for terms of reference;
- Management of site by EIPA, which would host the website, take charge of its technical maintenance, and dedicate part time personnel for the task (assistant and webmaster)³;
- Call for proposals within EUPAN for the secondment of a national expert to EIPA, to fill the position of content manager for the EUPAN website⁴.

² An inventory of the work over the last two years has been carried out as part of the Knowledge Management Study.

³ Contact is in process between EIPA and the Presidency to work out the details of the agreement; see draft memorandum of understanding in Annex..

⁴ See the annex for the job profile.

2/ COOPERATION WITH OTHER ORGANISATIONS

EUPAN is characterised by a feature no other network can boast of and which is at the heart of its existence: it brings together the central administrations of all EU Member States plus the European Commission. Its scope for action is vast and it has great potential for influence and intervention.

Making EUPAN more open to other organisations may take the concrete forms of ad hoc cooperation and / or institutional partnerships.

This cooperation with other institutions could be initially in the form of knowledge and information sharing (mutual invitations to meetings, regular information sessions, cross-links on web sites, etc).

It is proposed to initiate, on an experimental basis for three years, a limited cooperation plan with two organisations: OECD/GOV and EGPA (IIAS)⁵.

In a second phase, after the assessment of this period of experimentation, closer cooperation initiatives could be envisaged with institutions whose activity is close in nature to the work done by the EUPAN network. Such initiatives, possibly in the form of joint projects (studies, surveys, publications), would be implemented case-by-case, and submitted to the approval of the DGs and according to EUPAN priorities, (planning of the MTP – priorities of the Presidency).

The historical cooperation with EIPA can be reinforced through the “transfer workshops” suggested by EIPA (workshops based on EUPAN studies and common tools that could be organised by EIPA).

Moreover, the international Conference with neighbouring countries in the framework of the French Presidency can be considered as another element within the outreach framework of EUPAN.

PROPOSALS

2.1/ mutual information /coordination of activities

- Invitation of representatives from EGPA and OECD/GOV, with the objective of avoiding duplication and establishing complementarity;
 - If needed, for the Troika secretariat meetings, at the initiative of the acting Presidency,
 - With observer / contributor status to DGs / WGs / LTs meetings, according to the needs and objectives of the Presidency.

2.2/ Cross-referencing web sites

- Creating links between EUPAN and OECD/GOV and EGPA websites⁶.

⁵ See short presentation of OECD/GOV and EGPA in annex.

3/ NETWORK INTERNAL ORGANISATION

Historically, the network has been more or less operating on the understanding that the acting Presidency, covering most of the costs associated with the network's operations, was entitled to influence most of the decisions taken under its watch.

While this arrangement was workable with a small number of Member States, it is now increasingly unmanageable with a 27 strong network, comprised of a very diverse range of members:

- continuity becomes difficult to achieve,
- the priorities of any given Presidency are less likely to meet the needs of all, or most, of the members,
- The burden of the Presidency in terms of staff and financial requirements is bearing heavily even on the largest Member States.

Hence, the benefits to be expected from an improvement of the network's internal organization are clear enough:

Better continuity: while the Troïka cannot by itself ensure continuity, it certainly provides the most favourable framework for it, as past presidencies can be expected to insist that the actions they have initiated are not neglected, while upcoming presidencies have their say in the choice of new actions, and at the same time become co-responsible for their follow-up.

Collective governance: a more collective steering of the network's activity is a good way to make sure that the network's agenda reflects at all times the expectations and needs of a large number of members, rather than the priorities of the sole acting Presidency.

Pooling of resources: the argument in favour of resource pooling is forcefully made by the working group's report: a more stable frame of dedicated EUPAN tools and staff, however small, is sure to improve overall efficiency, through economies of scale, as well as the possibility of capitalizing experience and tools from one Presidency to the next. From the point of view of each Member State, it would also render the burden of the Presidency more manageable, by smoothing the curve of EUPAN related expenses.

The report from the sub-working group on EUPAN internal organization has produced a very clear analysis, highlighting the three main issues that underpin the discussion of EUPAN internal organization.

According to the analysis, the network should:

- choose to privilege either ad hoc learning teams or permanent working groups to carry out the bulk of the network's activity;
- improve its capability to set priorities;
- move toward more collective steering methods.

⁶ The Presidency will initiate exploratory contact with both organisations after approval of the above proposals by the Task Force.

Working Groups and Learning teams

Following the logic adopted by the working group report, the primary question to be answered is whether to retain or abolish the existing permanent working groups⁷. The discussion within the task force has convinced the Presidency that abolishing all permanent working groups is too extreme an option to be realistically feasible. Following this road would deprive the network of real value (regular meetings of likeminded specialists, encouraging the development of a common culture and a shared body of knowledge). Moreover, such a move would be sure to raise an outcry, and would probably cause real internal difficulties in Member States where different administrative structures participate in different working groups.

On the other hand, critics directed at the permanent working groups' way of operating cannot be disregarded. Each working groups tends to set its own agenda with little consideration for the activities going on in other working groups, hence the coordination and overlap problems that are often pointed out. This situation also makes it more difficult to identify a focused and consistent set of priorities at the level of the network as a whole.

Finally, working groups are consuming an important amount of resources, though not necessarily in a directly visible way, mostly under the form of time spent, as well as air trips and mission expenses: four meetings a year for each working group is a considerable amount of expense for each member and for the network collectively.

At a time of fiscal restrictions for all network members, the network has to set up mechanisms to make working groups more accountable for the utilisation of their resources, and the quality of their output.

For this purpose, it is proposed to clarify the status of Working Groups and learning teams so as to give a clear indication that there can be no open-ended commitment for the continuation of any working group.

Moreover, a procedure could be set up for the assessment of working groups output. To be effective, such assessments must be carried out by outside evaluators; however, the procedure should not generate additional costs (which excludes outsourcing the evaluation), and imply a minimum of administrative burden.

The Troïka could designate a panel of "wise men/women" to analyse the production of each group, evaluate them against pre-defined criteria and report back on their findings; the Troïka would then validate the assessment, and, whenever appropriate, formulate any practical corrective measure to be submitted to the Directors-General meeting for decision.

Programming

The Medium-Term Programme, as it currently stands, is criticized on three counts:

- It is a lengthy and cumbersome process;

⁷ The variant solution of keeping only one, all purpose working group appears likely to combine the drawbacks, not the advantages, of the other possibilities.

- It is costly in time and resources that could be put to more productive use;
- It fails to identify clear priorities;

It is therefore necessary to change the nature and the content of the exercise, from preparing a Medium Term Programme to drafting a strategic document designed to highlight a set of wider priorities in line with the proposals pointed out in chapter 1.

Collective Steering methods

On this first issue, a general agreement on the objective of giving a stronger role to the Troika appeared to exist⁸.

To implement this idea it is proposed to create a support function dedicated to the EUPAN's knowledge management at an operational level⁹. The objective is to strengthen the knowledge management capacities of the network, while at the same time to maintain its informal status.

This light support function would be located in EIPA; human resources provided through secondments from willing Member States on a voluntary basis. Its role would be to deal with knowledge management through the E-communication and the web-site.

PROPOSALS

3.1/ Review Working Groups (WG) and Learning Teams (LT) status¹⁰ :

Working group status is subject to the condition of gathering a minimum of 50 % of Member States, as demonstrated by attendance observed in two meetings within two consecutive presidencies.

When a WG falls below the threshold, it becomes automatically a learning team, and has to identify a leader country.

- As a learning team, it reports to the Troika secretariat (which is extended to all countries leading a learning team);
- The Presidency informs the Troika (DG and Secretariat) of learning activities;
- The Presidency may arrange for the presentation of LTs activities to the DG plenary meeting, or may not, according to the way it evaluates their interest;

⁸ See above, chapter 1, visibility and dissemination.

⁹ See above: proposal n° 1.7.

¹⁰ Proposed definitions :

- A working group is established in a permanent way within the network, unless the plenary DG meeting explicitly decides otherwise. It is understood that the Presidency will arrange for the organisation of WG meetings. In response to particular agenda items, member states are encouraged to nominate experts in relevant fields and issues to attend the working group meetings. .
- A learning team is created on the initiative of one or more countries after the agreement of the presidency, in order to address a specific issue. It is driven by an identified country that takes charge of the meetings organisation. The leading country can of course share the costs with other participating countries. Each LT has a sunset clause, and the duration of a learning team can't normally exceed three presidencies.

Both types of structures report to the Troika.

- A LT in the process of being set up will inform the acting Presidency, through the Troika Secretariat;
 - LTs are granted access to the networks resources (website, publicity, dissemination of results);
 - Some topics formerly dealt by WG that has become a LT could upon the initiative of the DGs and through the Troika Secretariat be reintroduce in other WG.
- An evaluation of any working group may be decided by the DGs at the initiative of the Troika or five Member States; the resolution submitted to the DGs includes draft terms of reference for the evaluation.
 - A call for proposal is then organised to appoint a panel of “wise men” to carry out the evaluation;
 - The evaluation panel is selected by the DG Troika among candidates proposed by willing Member States;
 - Panel members are chosen outside the working group under evaluation.

Comment : the balance between WGs and LTs that is suggested above provides an answer to the call for a « sunset clause », an idea that has some proponents within the Task Force but does not reach a consensus, as some countries wish to maintain working groups, while others want to abolish them. The above organisation proposals share the spirit of the sunset clause, without immediately mandating drastic measures like the abolition of groups.

3.2/ Reform the Medium Term Programme (MTP): A new structure for the MTP

- The DGs will decide on a short strategic document presenting the priorities of EUPAN as an « intergovernmental, informal network » : a *Medium Term Priorities*;
- Orientation documents by themes for each working group (priorities)¹¹ in line with the MTP;
- Each permanent working group will have the responsibility for drawing up a proposed programme of activities and an indicative schedule of meetings for an 18-month period¹².
 - This document would be maintained on a revolving basis, being revised every six months;
 - Each Presidency will then be in a position to assess the proposed schedule, in consultation with the Troika, and limit the organisation of meetings to what is really justified by the needs of the work plan.
- The MTP document is updated every 18 months, in order to ensure continuity of the work programme;
- It is drafted in common by the three Presidencies that will have to implement it, and approved by the Troika Secretariat, before submission to the DG’s for approval.

¹¹ The proposed framework does not prevent the setting up of ad hoc learning teams according to needs.

¹² Such proposals should not only be a list of working themes, but identify objectives to be reached, assess the potential utility of the results to Member States administrations, specify dissemination perspectives, and outline estimated necessary inputs.

3.3/ Streamline the organization of steering bodies

- Reduce Troika (DG and Secretariat) to four countries (past, acting and the two upcoming Presidencies) plus the European Commission;
 - Possibility for the acting Presidency to enlarge the Troika to the second past presidency, according to needs (objectives pursued, continuity, endorsement of projects,).
- Organise Troika meetings (notably the 2nd Troika Secretariat) only when the agenda calls for important decisions or endorsements to be made;
- Given the current experiences on the "Trio-model"¹³, such a model is a tool to be considered by incoming presidencies in connection with specific and time-limited projects;
- After having discussed the future priorities of the network, the Troika may request another MS to perform as a “rapporteur” on a specific topic that needs urgent treatment according to the MTP.

3.4/ Reduce administrative burden to the Presidency and the Troika Secretariat

- The seconded expert(s) located at EIPA for EUPAN’s web site management can provide – according to the needs expressed by the acting presidency - a support to the Troika secretariat in its tasks, create continuity in the network activities, entertain links with the national sphere of EUPAN members and partners, and deal with knowledge management through the E-communication and the web-site.
 - Staffing is provided from Member States on a voluntary and temporary basis.
- Another form of staffing could be via associated experts to the Presidency, to be nominated, at the request of the Presidency and on a voluntary basis by Member States, and with the purpose of helping the Presidency achieve its set objectives. These associated experts would remain in their workplace and would cooperate with the Presidency via e-communication means.¹⁴

¹³ The « Trio-model » consist on an agreement between Three presidencies (could be two or four, or more) to deal together with a specific topic, according to a working programme defined on a specific time frame, with an evaluation procedure of results. This Trio Model is experimented by the acting presidency plus the two forthcoming for social dialogue topics.

¹⁴ The § in brackets was not discussed by the task force, having been submitted by the Commission after the last meeting.

CONCLUSIONS

The above proposals, taken together, constitute a comprehensive and consistent blueprint to provide the Eupan network with the organisation, procedures and tools necessary to:

- Increase outputs in experiences with good governance in the different fields of Public Administration in EU;
 - Increase horizontal coordination and cooperation within Eupan;
 - Initiate experimental cooperation agreements with new outside organisations;
 - Disseminate results more widely and improve the overall visibility of the network;
 - Enhance the sustainability and continuity of the network's activities.

In order to reach the ambitious goals outlined by the Directors-General in Brdo, it is obvious that a significant amount of change is needed, and that now is a good time to start the implementation of reforms step by step. This should be done in a prudent, progressive way, that the process is supported by all, and that the organisation and procedures that are experimented will not in any way alter the essential nature of EUPAN as an informal network of Member States working together on a strictly voluntary basis and making their decisions by consensus, a network which is contributing to a gradual creation of a European administrative space.

The Presidency deeply feels that the proposals set out in the present document meet these criteria, and that they can substantially improve the efficiency of the network's operations, as measured by the usefulness of its production to the national administrations of the Member States.

ANNEXES

1/ EGPA

During the XVth International Congress of Administrative Sciences held at Rome in 1971, and more specifically on the occasion of regional meetings organised for representatives of training and research institutions of public administration, the need for strengthening contacts and exchanges among European scholars and practitioners was recognised.

In early 1972, a survey was launched, and led to the setting up of the European Group of Public Administration in 1974 as a Working Group of the International Institute of Administrative Sciences. EGPA held its constituent meeting at Speyer on the occasion of the Hochschule für Verwaltungswissenschaften Autumn Days in September 1974. EGPA is now a Regional Group of IIAS.

OBJECTIVES

- to organise and encourage the exchange of information on developments in the theory and practice of public administration;
- to foster comparative studies and the development of public administrative theory within a European perspective;
- to facilitate the application of innovative ideas, methods, and techniques in public administration; and
- to include young teachers, researchers, as also civil servants in its activities.

ACTIVITIES

- organises and sponsors conferences and small scale study meetings;
- sets up study groups;
- sponsors publications.

ORGANISATION

A Steering Committee determines the activities and programmes of EGPA. It is comprised of the President of EGPA, ten members and the Director General of IIAS, ex officio. The members of the Committee are selected individually and do not represent any given institution or particular country.

A General Assembly meets on the occasion of each EGPA conference.

It is open not only to EGPA members but also to those participants in the conference who are interested in the formulation of the Group's programmes and its activities in general.

2/ OECD/GOV

Good governance is critical to long-term economic, social and environmental development. The Public Governance and Territorial Development Directorate (GOV) identifies changing societal and market needs, and helps countries adapt their governmental systems and territorial policies. This involves improving government efficiency while protecting and promoting society's longer-term governance values.

GOV provides various forums where countries can exchange ideas on how to address the governance challenges they face. Two Committees -- the Public Governance Committee (PGC) and the Territorial Development Policy Committee (TDPC) -- and several specialist working groups meet regularly. Ad hoc expert group meetings and international symposia provide further opportunities for discussion.

GOV supports improved public sector governance through comparative data and analysis, the setting and promotion of standards, and the facilitation of transparency and peer review. It promotes understanding of the dynamics of public management and territorial development policies in different societal and market conditions, with a view to safeguarding the long-term interests of all citizens.

Policymakers, academics and practitioners worldwide can access the results of this work through the country studies, analytical reports and policy briefs available on this website.

The SIGMA programme works with new members of the European Union, Western Balkan countries, Russia and Turkey. It assesses public administration reform progress and advises on improving public governance at the central government level.

3/ JOB PROFILES

3.1/CONTENT ADMINISTRATOR

The content administrator is seconded to EIPA after a call for proposal to network members, and selection by the DG Troika. The duration of the secondment shall not exceed 3 years, non renewable.

The content administrator will be granted a large autonomy concerning day to day decisions related to editorial policy and content; he/she will prepare a yearly activity report, including website traffic data and all other relevant information.

The content administrator is accountable to the acting presidency.

He/she shall regularly report on his activities through the Troika Secretariat and work in close cooperation with EIPA.

The main tasks and responsibilities of the content administrator shall include:

- oversee the management of the site, take care of all editorial aspects;

- Complete the inventory of EUPAN documents and material, carry out the indexing and tagging of existing studies and reports, with assistance from EIPA staff, in order to build a database ensuring easy access to EUPAN results and documents;
- Regularly update databases as well as material published on the website or available through it;
- Link with EUPAN working groups, learning teams and national contact points to ensure that updates and new documents are forwarded in due time;
- And, generally, work to improve the flow of information within the network.

[3.2/ PRESIDENCY ASSOCIATED STAFF

Each Presidency should decide if they want to have associated experts (from Troika Member States?) and how many. The associated staff could be composed of 1-2 national experts, who could work from their national administration(s), in order to help the Presidency with the following tasks:

- Preparing leading questions to stimulate and streamline discussions;
- Preparation of documents and organisation of meetings;
- Managing the written communication with the members;
- Proposing research themes for the studies, as well as a list of suggested contractors, besides EIPA;
- Elaborating concrete suggestions to help continue the reform within the network;
- Constant monitoring of the activities, debates and work reports within the working groups;
- Making sure that there is a sustained inter-working groups dialogue and that they are kept informed of each other's activities;
- Keeping track of the initiatives taken during one Presidency, so as to avoid future duplications or repetitions; however, ensuring if necessary, the continuity of one initiative throughout several Presidencies.

4/ MEMORANDUM OF UNDERSTANDING BETWEEN EUPAN AND EIPA

MEMORANDUM OF UNDERSTANDING

The European Public Administration Network (EUPAN), hereafter referred to as “EUPAN”, represented by its acting President, the Director-General for Administration and the Civil Service of France, and,

The European Institute of Public Administration (EIPA), hereafter referred to as “EIPA”, represented by its Director-General,

Have agreed to the following:

1. The French Presidency, acting on behalf of EUPAN, undertakes the setting-up of a new website to be used for the needs of communication between network members, and for the dissemination of network results, through the publishing of studies, statistics, articles and any other relevant material.
2. The French Presidency, acting on behalf of EUPAN, undertakes to cover the cost of the website (its functionalities, CMS and design).
3. A joint working party will be created between EUPAN and EIPA to oversee the website construction project.
4. The working party will include information technology experts designated by the French Presidency and EIPA; the forthcoming Czech and Swedish Presidencies may also designate representatives to the working party if they so decide.
5. The working party will oversee the tendering process, participate in the evaluation of bids and selection of the contractor. It will carry out the customary testing of deliverables, and advise on the acceptance of the services provided.
6. The website will be hosted by EIPA on its own existing web servers configuration, at no cost to EUPAN.
7. EIPA will seek no compensation from EUPAN for the utilisation of EUPAN urls to which it owns the rights.
8. EIPA will, at no cost to EUPAN, provide sufficient webmaster support to the content administrator/manager and technical assistance to implement the new website in EIPA server.
9. EIPA will not undertake the costs for future developments and modification of the original structure of the website e.g. new functionalities, tools and design requiring deep technical modifications.
10. Any Member State(s) of the EUPAN network may, on a strictly voluntary basis, provide staff, through the secondment to EIPA of one or two experts, whose financial cost shall be supported by the said Member State(s), to implement the website editorial policy, manage all content issues, interface with the network's acting Presidency, steering panels (Troika DG and Secretariat), working groups and members and any related tasks.

11. EIPA will provide, as needed, office space, equipment and communication facilities to the content management staff seconded by EUPAN Member States, as well as some secretarial assistance.
12. EIPA will not undertake any additional costs related to the execution of the content administrator's tasks (travel expenses, accommodation and per diem).
13. EIPA commitments listed above under points 6, 7, 8 and 11, are conditional to the fulfilment by EUPAN of its commitments listed under points 1, 2 and 10.
14. The present agreement is concluded for an unlimited duration. It can be terminated at the request of either party, by giving formal notice to the other party three months in advance.

Paris, December 18th, 2008