

THE EUPAN HANDBOOK

A CONCISE
MANUAL



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LIST OF ABBREVIATIONS

CAF	– Common Assessment Framework
CMS	– Content Management System
DG	– Director General
DISPA	– Directors of Institutes and Schools of Public Administration
EC	– European Commission
EGPA	– European Group for Public Administration
EIPA	– European Institute of Public Administration
EU	– European Union
EUPAN	– European Public Administration Network
HRIOD	– Human Resource Innovation and Organisational Development
MLM	– Ministerial Level Meeting
MS	– Member States
OECD	– Organisation for Economic Cooperation and Development
PA	– Public Administration
RP	– Rolling Programme
SID	– Service Innovation and Delivery
SP	– Strategy Paper
SWOT Analysis	– Strengths, Weaknesses, Opportunities and Threats
TUNED	– Trade Unions' National and European Administration Delegation
WL	– Working Level

1. INTRODUCTION



The **European Public Administration Network - EUPAN** is an informal network of the DGs responsible for public administration in the Member States of the European Union, the European Commission (EC) and observer countries.

History

EUPAN has a long-established tradition. The organisation was granted its official function in 1988, however informal co-operation among Member States' public administrations within the scope of the European Union has been taking place since the latter half of the 70 's. This took place within a structure designated as the Committee of the Directors-General for the Public Services of the Member States and the European Commission. This structure has always had an informal character as the Treaties of the European Union do not establish community powers for public administration organisations.

The first meeting of Ministers of the Member States responsible for public administration and the European Commission was organised in Maastricht the 24 -25 February 1988. During this meeting the Ministers expressed the desire to exchange information and experiences among each other and to establish regular informal meetings for this purpose. Gradually, by 1991, the Ministers passed a mandate to the Directors General to meet regularly in order to exchange opinions on developments in public administration management. Throughout the 1990 's and early 2000 's, the DGs worked to establish the basic structure and organisational aspects for their meetings, this eventually led to the creation of EUPAN as it is known today.

The starting point for the last **EUPAN evaluation** process was the DGs resolution from Rome, December 2014, which identified 3 main areas where further reforms could be envisaged in EUPAN. A taskforce was established and met several times during 2015 to evaluate EUPAN

and develop a strategy for the future vision and functioning of EUPAN. The evaluation of EUPAN in 2015 introduced several changes to the functioning of the meetings¹. The need to update the EUPAN Handbook was one of the outcomes of the evaluation.

> This **Handbook** is a concise manual, set up by the Portuguese Presidency 2007 and updated in 2009, 2011, 2016 and 2021 by the Czech, Polish, Slovak and Portuguese Presidencies respectively, that intends to be a guideline providing specific information concerning the structure and function of the network.

Mission

The main objective of the network is to make cooperation among European public administrations more relevant and focused, with clear deliverables and to find an effective way of selecting topics of interest for a common agenda in line with MS and EU level priorities, while also taking into account current developments and **debates**. The uniqueness of EUPAN lies in its role to provide DGs and experts responsible for public administration in EU MS with a platform to exchange knowledge, experience, good practices, inspire change in public administration and facilitate collaboration. Moreover, EUPAN fosters the development of common tools, activities and/or visions that are utilized among all its members.

Mandate of EUPAN Members

Member states' representatives (working level, DGs, Ministers) participating in EUPAN on behalf of their public administration represent different Ministries and areas, and have different mandates in their national administration. This adjusts and defines the current areas of cooperation within EUPAN and with the EC. The EC is represented by the DG Human Resources and Security.

Main areas of interest

The network is organised around its main domains, which include human resources management and organizational development, service innovation and delivery, but is also

open to further areas of public administration, such as public administration reform implementation, open governance, mobility of civil servants (including the development of exchange programs and of tools to support mobility, while taking into account existing programs) etc. The direction of EUPAN's work is determined by two main documents:

- **Strategy Paper:** defines strategic domains to be managed at a working level during each Presidency with a perspective duration of 3 years (further see chapter 8).
- **Rolling Programme:** operates in a fluid 18-month programming perspective and is designed within a perspective of 3 active Presidencies (the present Presidency and the upcoming two Presidencies), the previous Presidency and together with the EC to ensure continuity (further see chapter 8).

Core Characteristics of EUPAN

> The core **principles & characteristics** of the network include a stable structure, informality, flexibility, transparency and consensus.

Structure

EUPAN has a well-established structure consisting of various levels of experts in public administration that are delegated to the respective meetings.

Informality

EUPAN aims at contributing to efficient, effective and high quality public administration which is responsive to the needs and expectations of their citizens. The uniqueness and strength of EUPAN lies in its informality and in bringing together the cultural and structural diversity of the many public administrations in Europe. EUPAN as a network contributes to the gradual creation of a European administrative space.

Flexibility

EUPAN has a clear and definite organisational structure at three different levels, however due to the necessity to adopt new methods of cooperation and react to changes, the network is open to further flexible collaboration. Should Member States opt to go further, they can organise more in depth peer-to-peer-consultations or knowledge transfer, capacity and expertise in a specific area of public administration reform or modernisation, bilaterally or in smaller groups. The Presidency can transfer its experience to the next Presidency by temporarily exchanging the civil servant(s) involved. The more the network develops a shared vision on topical areas or domains, the more EUPAN can become the reference network and sparring partner in areas of civil service and good public administration at not only the national level, but at the European level as well.

Transparency

The EUPAN website is the channel for communication and dissemination of documents and shall include all necessary information, all of which is also available to the public.

Consensus

As an informal network, EUPAN Members work together based on mutual consensus meaning that they develop, and agree to support a decision in the best interest of EUPAN. Consensus is an acceptable agreement that can be supported by everyone, even if it is not everyone's most preferable choice.

The **working language** of EUPAN meetings at the working level is English. At the DG meetings the question of interpretation depends upon the respective Presidency, nevertheless in order to support interactive working methods and networking, it is preferable to use English as the working language at the DG level as well.

2 . FUNCTIONING OF EUPAN



In order to ensure professionalism, stability and the continuity of the network, EUPAN is **organised** at three levels:

- 1. Political:** Ministers and the Commissioner responsible for public administration,
- 2. Managerial:** Directors General responsible for public administration
- 3. Working:** coordinating professionals and practitioners/experts in areas of public administration

At the political level **Ministers** from all EU Member States and the Commissioner of the EC steer the long-term direction and priorities of EUPAN.

> The **3-layered structure** guarantees the participation and approval of professionals from different levels of public administrations in EUPAN

At the Managerial level **Directors General** prepare the Strategy Paper, coordinate and approve the work of the working level and set goals to be achieved in relevant areas of PA based on the Strategy Paper. One of their core tasks is to update and validate the Rolling Programme and to evaluate the results at the end of each semester.

> Each Presidency has the possibility to **adapt the Rolling Programme** to their term with respect to the approved Strategy Paper and the need of the RP's continuity

The **Working Level** meetings are organised by each Presidency and attended by delegates from the EU Member States, the EC and observer countries. The main task of the delegates is to work on the activities planned in the **RP**.

The main working level domains shall be defined every 3 years by each strategy paper.

Working level meetings and DG level meetings are prepared by EUPAN 5 Secretariat (see chapter 4).

Regular meetings of EUPAN

Each organisational level has its own periodicity and format of meetings:

- Ministerial level: preferably at least once per three years,
- Directors General level: at least once per presidency,
- Working level: at least once per presidency,
- EUPAN 5 WL Secretariat: at least once per presidency,
- EUPAN 5 DG Secretariat: at least once per presidency.

Other EUPAN events

EUPAN maintains and develops events like the Quality Conference, CAF event and others (e.g. social gatherings, exchange of good practices and framework). The **European Quality Conference** and the **European CAF Users Event** gather all experts on quality management and CAF users in the public sector from and outside the EU. The topics of the Quality Conference are in line with the current and/or the forthcoming Strategy Paper. The Common Assessment Framework is one of the products of EUPAN and has become a reference on Total Quality Management for the public sector in many European countries.

In addition, the **CAF national correspondents' network**, chaired since 2001 by the European CAF Resource Centre at the EIPA, meets once per semester.

EUPAN may consider additional conferences and/or expert seminars on specific topics of strategic relevance and interest.

EUPAN cooperates where needed with other institutions, organisations and structures from the field of public administration.

The role of the Presidency

Each EU Member State that presides over the Council of the EU has the responsibility to advance the work of EUPAN, primarily by stimulating and coordinating the RP implementation in accordance with the agreed priorities included in the relevant SP. Within the common targets drafted in the SP, members of the EUPAN 5 Secretariat continuously deliver proposals to the network in order to update the Rolling Programme for the period of 18 months. Each EUPAN Presidency is assigned with the following **tasks**:

- To organise and chair the regular network meetings - whereas other countries can volunteer to host specific events;
- To make documents available before the regular meetings with at least two weeks' notice by email;
- To manage and upload documents on the EUPAN website following the meetings;
- To update the contact list of EUPAN members, using a common document with all relevant information to be disseminated and passed out by the different presidencies;
- To provide summary reports on the results achieved during the WL meetings as well as within the network in general to other EUPAN Members;
- To coordinate with preceding and upcoming Presidencies;
- To focus the types of issues on the agenda in order to facilitate high quality reports and discussion;
- To evaluate each meeting or event in order to continuously learn and improve.

- To prepare at least one EUPAN eNews issue during their presidency. However, there is no fixed or required number of additional EUPAN eNews that each presidency has to release. The content of eNews can be either thematic or general. It is advisable that the content is in some way aligned with the topics and strategic domains set in the EUPAN Strategy Paper.
 - A statistical issue of EUPAN eNews is launched biennially, by the Member State, that holds the presidency in the first half of the year. The data collected refer to 31 December of the previous year. The issue contains the data of the workforce composition of the central/federal governments.

Observer countries

The informal nature of EUPAN allows for the admission of observer countries. Currently, Iceland, Norway, Switzerland, Montenegro, the Republic of Northern Macedonia, the Republic of Serbia and Turkey have observer status, which entitles them to access meetings, conferences and other events within the framework of EUPAN. The participation of other observer countries together with any relevant EU candidate country shall be subject to approval at the level of Directors General or Ministers. Under certain conditions countries outside the EU can also be invited for collaboration (e.g. accessing countries in line with the DG meetings' decision).

Under the Finnish Presidency 2019 it was agreed that organisations or institutions dealing with public administration matters can be invited to EUPAN meetings based on each Presidency decision.

A **Memorandum of Understanding between EUPAN and EGPA** was signed at the Directors General meeting in Helsinki in November 2019 to ensure scientific support to EUPAN from the academic community.

European Institute of Public Administration: since 1988 EIPA is a partner of EUPAN. As one of the leading Centres for European learning and the development of the public sector, it plays a role in the dissemination of EUPAN results. At the behest of the Directors General, since 2001, EIPA has hosted the European CAF Resource Centre that supports the implementation of the Common Assessment Framework as the TQM tool for the European public sector . EIPA also hosts the EUPAN website. Therefore it is a tradition to invite EIPA to the WL and DG meetings.

Trade Unions' National and European Administration Delegation: it has become a tradition to invite a delegation of TUNED to be part of the EUPAN DG meetings.

EUPAN Summer School: under the German Presidency 2020, Directors General agreed to set up a EUPAN Summer School intended to foster the exchange of knowledge and experiences among public service staff from EUPAN Member States, Observers and the European Commission.

Coordination with other networks :

Whenever relevant EUPAN implements its activities in coordination with other networks dealing with public administrations at European and international level with the aim to draw on each others work, avoid duplication and reviewing the added value of the work of EUPAN. Representatives of relevant networks may be invited as experts of specific topics to join EUPAN meetings, when relevant, on a case by case basis, and in coordination with the EUPAN secretariat, to present and discuss the work achieved on common topics.

3 CODE OF CONDUCT



EUPAN Members are designated at the **level of Directors General** (DG) responsible for Public Administration as well as delegates at the **Working Level** (WL) from all Member States of the European Union (EU), the European Commission (EC) and observer countries (hereinafter "EUPAN Members").

At the DG level each EUPAN Member shall designate a Director General or Directors Generals, or other delegates with a corresponding function responsible for Public Administration or responsible for one of the main domains of EUPAN. The DG and one additional delegate are entitled to participate in the DG meetings and if applicable in the EUPAN 5 DG Secretariat meetings.

At **WL meetings** each EUPAN Member designates two EUPAN delegates in line with the SP domains who are entitled to participate in the WL meetings. Delegates can be accompanied by topic experts where needed. Topic experts may participate in workshops in accordance with their field of expertise, however, the main representatives at EUPAN meetings are the permanent delegates of EUPAN Members. The final number of participants may be limited by the Presidency in order not to overcharge budgets.

In order to ensure the continuity of membership at all levels of EUPAN, each Member designates a single contact point. It is advisable that the single contact point uses a specific EUPAN e-mail address. The single contact point coordinates the participation of member delegates in the meetings and coordinates information exchange regarding the represented administration. In case of any changes to the lines of delegates, the single contact point is responsible to notify the current Presidency about these changes. The single contact point shall inform the current Presidency about the inability of delegates to participate in the relevant EUPAN meetings. If the relevant EUPAN delegate is not able to attend the meetings, the respective Member is expected to ensure a substitute. The single

contact point shall use a specific EUPAN e-mail address, where applicable.

> The single contact point from every member ensures the continuity of each EUPAN Member in the network

RIGHTS & DUTIES

In order to foster informal cooperation, the **rights representing** the minimum standard for EUPAN Members are as follow:

- attending the meetings of EUPAN,
- submitting proposals for topics to the current Presidency,
- sharing experiences and good practices,
- comparing national strategies and initiatives,
- providing feedback within EUPAN discussions, also asking for opinions and suggestions,
- commenting on resolutions and minutes of the EUPAN meetings,
- asking for collaboration on specific matters,
- disseminating information to relevant bodies within the administration,
- commenting and approving at the Ministerial and/or DG level on the Rolling Programme and the Strategy Paper,
- reporting results to their administration.

On the other hand, in order to foster informal cooperation **and strengthen the network's effectiveness, specific duties of EUPAN Members** include:

- designating a single contact point,
- promoting EUPAN activities and results at the administration level and disseminating information to relevant bodies,
- actively participating in the definition and approval of each SP and RP making proposals and comments,
- actively participating in the implementation of each RP during and in-between the EUPAN meetings,
- working on tasks in accordance with the agreed priorities included in the RP currently in force,
- filling out surveys and questionnaires concerning PA within EUPAN,
- informing fellow EUPAN Members on subjects concerning PA,
- reporting to DGs on the results achieved within WL and on the evaluation of targets,
- contributing proposals and comments on resolutions of the EUPAN meetings with the aim to finalise them for approval,
- treating all EUPAN Members equally and with respect.

EUPAN DGs are involved in drafting the Strategy Paper and have the right to set specific targets for the network and to react to the reports issued by the WL.

> EUPAN Members work within the environment of an **informal network** and bear **rights & responsibilities varying** on the level of their representation.

4 . EUPAN 5 SECRETARIAT MEETINGS



The **EUPAN 5** Secretariat operates on a rotating basis and is always formed by the current Presidency together with the previous one, the two following Presidencies and the European Commission (5 members). If needed, the Presidency may expand this group to the Presidency before last.

The role of EUPAN 5 is to ensure continuity in the planning and implementation of the EUPAN Rolling Programme agenda and to assist the Presidencies in shaping the agenda of the respective WL and DGs meetings. Moreover, EUPAN 5 Members monitor the work and results of all EUPAN meetings in order to provide useful information to current and future Presidencies on upcoming issues.

EUPAN 5 works in 2 different set-ups: the **EUPAN 5 WL Secretariat** and the **EUPAN 5 DG Secretariat**. Both of these serve as essential organisational teams which ensure the preparatory work for the meetings and also as a meeting point. The EUPAN 5 teams also have both a coordinating role as well as a role in surveying the progress of work related to the goals shared by the Working level and DG level meetings.

> EUPAN 5 meetings are held during each Presidency at both the working and managerial levels in order to complete the **preparatory work** ahead of EUPAN meetings.

The EUPAN 5 WL Secretariat Meeting

It consists of members of EUPAN 5 at the working level who work in close contact to support each Presidency in order to carry out its tasks. This first meeting takes place in order to introduce the EUPAN Presidency Team and the objectives and goals of the current Presidency. The meeting includes discussion about the upcoming meeting agenda as well as information on Rolling Programme. The EUPAN 5 Secretariat meeting

is usually concluded by a presentation on the priorities of the upcoming Presidency in order to demonstrate continuity. The EUPAN 5 Secretariat works on connecting the different viewpoints and ideas of the working level, as well as on creating a relevant and inclusive working level agenda for the current Presidency.

The EUPAN 5 DG Secretariat Meeting

It is comprised of the DGs of EUPAN 5 responsible for public administration. Its role is important, especially in planning the DG meeting of the present Presidency and in keeping the DGs informed of the work accomplished at the working level. The aim of the meeting is to introduce and discuss the DG meeting agenda, adopt changes if needed and create interconnections with the working level results. During this meeting, the DGs evaluate the results of the RP implementation and draw up general recommendations for the network's future activities. The DG level meetings draw upon and steer the Working level meetings.

> EUPAN 5 Secretariat meetings take place **once per Presidency** but may be organised more often based on specific requirements.

General information

Both the EUPAN 5 WL Secretariat and EUPAN 5 DG Secretariat meetings take place once during each Presidency and usually require a one-day meeting. The current Presidency is responsible for organising the meetings, setting the programme and inviting relevant participants.

> The respective **Presidency ensures the organisation**, programme and invitations for the EUPAN 5 Secretariat meetings.

5 WORKING LEVEL



Working level meetings (WLs) of EUPAN are composed of experts from the EU Member States, the EC and observer countries. Participants of the meetings are 2 nominated delegates from each EU Member State and the EC. In addition to them, WLs include representatives from observer countries. The WL delegates are experienced civil servants working in one of the two main domains of EUPAN. EUPAN Members can bring additional topical experts on selected issues where relevant.

> Two permanent delegates nominated by each EUPAN Member for the WLs.

Purpose

Each Presidency selects several topics for discussions, roundtables and/or workshops during the WLs. These topics should be in line with the main domains defined in the Strategy Paper, as well as the Rolling Programme in force.

The main purpose of these WLs include:

- exchange of knowledge
- learning from best practices
- brainstorming through interactive discussions
- establishing areas of interest for deeper cooperation
- preparing initiatives, projects, proposals in areas of EUPAN
- selecting topics for discussion during the DG meeting
- dealing with the current affairs of EUPAN

> The purpose of these meetings is to exchange up-to-date information on current trends in public administration and establish deeper cooperation among members.

Tasks

WLs should discuss, collect, analyse and disseminate best practices and case studies among EUPAN Members. The results of the WL activities should be part of discussions during the next DG meeting. WLs also provide a platform for discussing current affairs within EUPAN.

Functioning

WLs are organised at **least once per each Presidency** covering the RP agenda. The WLs consist of plenary sessions and parallel workshops:

- Plenary sessions: serve to introduce the programme, deal with general issues, provide space for relevant presentations and draw conclusions.
- Parallel workshops: allow each participant to actively participate in discussions within smaller groups and in their selected topic in order to attain deeper knowledge.

WLs embrace innovative working methods (e.g. using audience interaction tools to register comments, questions and carrying out live polls). The conclusions and outcomes of the meetings are summarized in a short report.

6 DIRECTORS GENERAL LEVEL



The management level of EUPAN is formed by the Directors General responsible for public administration across all the Member States of the European Union, the DG Human Resources and Security from the EC and observer countries.

Purpose

Directors General discuss issues within the main domains of EUPAN on a strategic level and coordinate the direction of the network. They meet once per Presidency in order to evaluate the results of the working level meetings, set goals for the next period and discuss matters concerning the functioning of EUPAN. Discussion within the DG meeting focuses on both the development and the methods of improvement for public administration together with the main challenges and issues that public administrations in Europe face.

> Good organisation of the DG meeting facilitates fruitful discussion of the delegates.

Tasks

DGs play an important role in **setting specific targets** for the network in accordance with the guidance and visions of the Ministers. EUPAN DGs are involved in drafting and approving the Strategy Paper. Their role also includes **discussion of strategic topics** in line with the Strategy Paper and Rolling Programme, as well as the **evaluation of the reports** issued by the delegates at the working level. As for their **decision-making competencies**, the DGs approve the EUPAN Strategy Paper and the Rolling Programme as well as other main findings, reports, proposals and recommendations, revise the targets if needed and conclude necessary findings. The DGs are entitled to redirect the work in cases where the targets are not achieved, and if the work does not concentrate on priority areas (for further rights and duties please see chapter 3).

> The main role of the DGs is to discuss and decide strategic priorities, as well as to manage and coordinate the functioning of EUPAN.

Functioning

The meeting of DGs is carried out once during each Presidency, generally towards the end of the ongoing Presidency. The DG meetings are usually carried out over the span of **two days**. During the DG meeting it is tradition to invite a **TUNED** delegation to participate in some parts of the meeting in order to facilitate a thorough discussion. DGs may bring an additional delegate to the meeting in order to have support and assistance in the fields of discussion. The general set-up of the DG meetings consists of plenary sessions with presentations and keynote speeches, as well as **roundtables** (or workshops), where issues are discussed more in depth.

> The DG meeting shall **highlight** the work of each Presidency.

7. MINISTERIAL LEVEL



Ministers in charge of public administration from EU Member States and the Commissioner of the EC are **responsible for steering EUPAN** at the political level. The output of their meeting is taken into account in EUPAN's work. EUPAN ministers preferably will meet at least every 3 years to validate a forthcoming SP and to discuss evaluation of the leaving SP. In case Ministers cannot meet, the SP is validated by the DGs.

In case of consensus among EUPAN members, additional meetings of ministers may be organised at any agreed time by the current Presidency.

> **PA ministers** with their experiences and political influence are essential for improving the performance and quality of public administration in Europe.

Purpose

Ministerial Level Meetings (MLM) can provide political guidance to EUPAN and steer EUPAN's work. The meetings are also an opportunity for ministers to exchange and share views, experience, tools and best practices. Ministers evaluate and coordinate the work of DGs, while concentrating on the main strategic domains of EUPAN.

Functioning of MLM

Ministers focus on defining general objectives for the network. MLM mainly:

- provide political support to EUPAN activities by setting future directions;
- steer EUPAN by validating the Strategy Paper.

> The meetings are **informal**; ministers can freely discuss their opinions and ideas, while focusing on their experiences to conclude the most efficient and reliable solutions.

8 STRATEGY PAPER & ROLLING PROGRAMME



In order to **separate the strategic directions** of EUPAN from both the more **concrete and current challenges** and questions we are facing within public administrations, two main documents have been created within the network which shall be updated periodically: the Strategy Paper (SP) valid for 3 years and the Rolling Programme (RP) valid for 18 months.

STRATEGY PAPER

The Strategy Paper is a short, focused statement and a vision document defining and highlighting major strategic domains (3-4) and topical areas of EUPAN, to be dealt with at the working level during each Presidency. The objective of the SP is to focus on a limited number of strategic domains that value EUPAN's capacities and uniqueness, and encompass the most important challenges for the future of public administration in national, European and international contexts.

The EUPAN Strategy Paper is developed for a period of 3 years (6 Presidencies) and approved based on consensus. All EUPAN Members have to be involved and consulted in the process at the DG level. In case any new developments during the duration of the SP require changes, the current Presidency together with the EUPAN 5 WL Secretariat, takes care of the process of updating the SP involving all DGs.

Prior to the conclusion of the current SP a process shall start to create an updated SP for the following 3 year period. The preparation of the updated SP should take into consideration the evaluation of the previous SP, an updated trend analysis, an updated SWOT and stakeholders' analysis, as well as an updated playing field overview. In order to have an updated SP by the end of the 3-year period, it is recommended to start the preparation process during the 5th Presidency of that period. In general, the EUPAN 5 WL Secretariat is responsible for the process.

Reporting

The implementation of the SP as a guideline for designing Rolling Programmes (see hereafter) shall be reported at the end of a current SP. The report will also set the design of the next SP. Expected results will be defined under the RPs.

> **The Strategy Paper** defines strategic domains to be dealt with at an operational level during each Presidency with a perspective of **3 years**.

ROLLING PROGRAMME

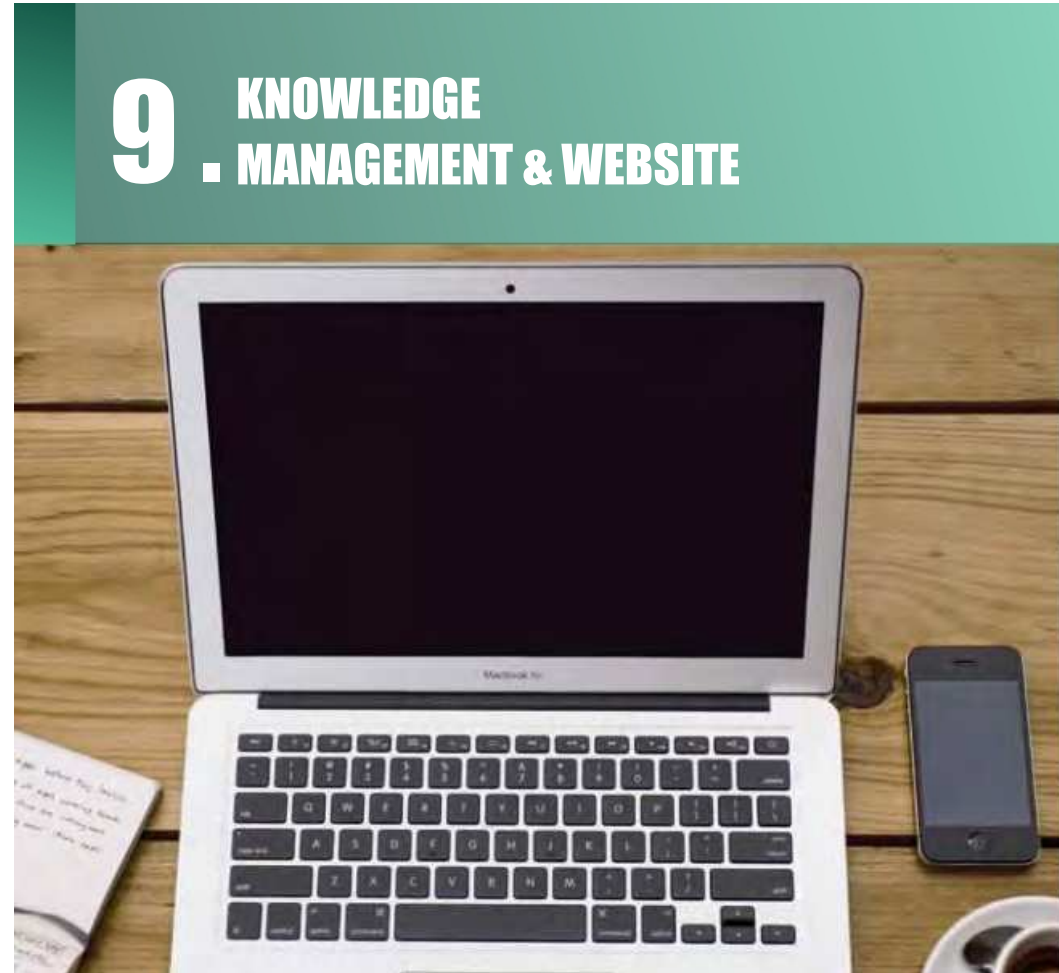
The Rolling Programme (RP) is the working document of EUPAN meetings for a period of 18-months and is designed in the perspective of 3 Presidencies together with the leaving Presidency and the EC to ensure continuity. During every Presidency, the RP is updated and expanded with the topics of the next Presidency in line. The updated RP shall be approved every 6 months during the DG meeting.

RPs focus on fewer topics and outcomes to bundle resources and create more impact. The RP defines activities and expected results based upon the SP providing specific priorities, domains and topics of work. At the end of each Presidency, the RP is adjusted to the results achieved, as well as to new challenges. In that perspective, this includes the possibility that any topic driven by a Presidency could also be launched before that Presidency starts and it could continue after the end of that Presidency in order to ensure continuity of network activities and a better performance in terms of results.

The inspiration for specific operational tasks under the RPs should take into account the SP currently in force, the EU agenda, the current Presidency agenda and MS consultations.

The RPs should have a short and concise format listing key elements in a structured tabular way. The RP is validated during a DG meeting after consultation and consensus.

9 KNOWLEDGE MANAGEMENT & WEBSITE



Online cooperation: information and knowledge sharing

Cooperation is essential at all levels of EUPAN. The most efficient method for immediate communication and networking is online cooperation which provides timeliness and effectivity. To ensure an easy access point to any of the EUPAN Members, the single contact points shall be available on the EUPAN website.

EUPAN will define a minimum set of basic PA data which are to be gathered from all its members (factsheets). Factsheets shall be available on the EUPAN website together with other statistics, for example: HR data and analytics, major reforms in MS. PA factsheets and other statistics constitute the **EUPAN Public Administration database**. Factsheets are created using agreed upon formats and are based on common information periodically delivered by EUPAN Members. The PA database represents an important source for research and learning.

> The principal tools for knowledge sharing are the EUPAN website, the single contact points and the e-news.

Management of the EUPAN website

The EUPAN website is an important tool for knowledge management and information sharing as it is the central communication channel for EUPAN Members and the public. The website provides basic information about the network, a calendar of events and brief information about all relevant activities, agendas and results. The content of the website should be managed and continuously updated under the current Presidency in order to preserve the proper functioning of the website.

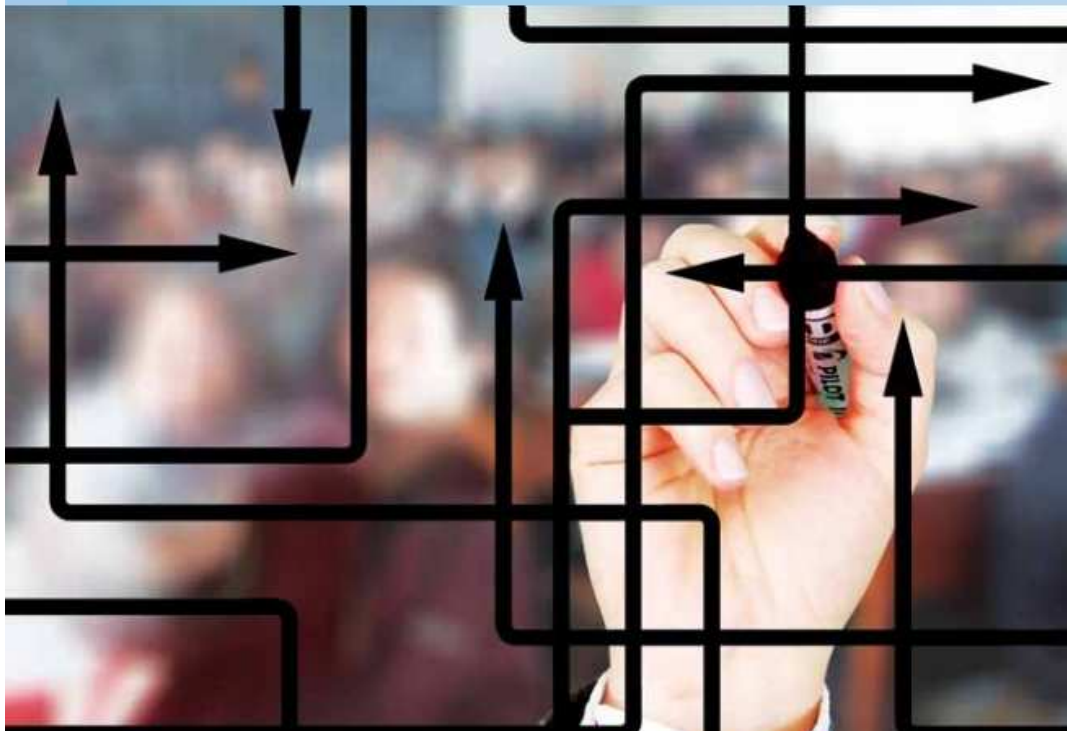
Regularly uploaded **documents** on the website by the Presidency include:

- Strategy Paper and Rolling Programme;
- Timelines of events, calendar;
- Single contact points;
- Meetings documents, invitations, presentations;
- Public Administration database (PA factsheets, statistics, HR data and analyses);
- Articles, reports, studies, projects, surveys and policy papers.

The website is accessible to the public and managed by the Presidency. Each Presidency updates the website at the beginning of its mandate by uploading plans and documents for the upcoming term as well as updating the calendar of events. The Presidency also manages news and events, being responsible for:

- keeping the website content up-to-date;
- uploading and updating documents for events organised by the Presidency;
- taking care for the publication information and articles initiated by EUPAN Members;
- administrating the single contact points.

10 . PRACTICAL INFORMATION FOR THE ORGANISATION



The Presidency plays an important part in ensuring EUPAN 's work. The role of the Presidency is essential in terms of taking the initiative in proposing new projects or by stimulating and coordinating the activities at the working level in accordance with the agreed priorities included in the 18-month Rolling Programme that is under implementation.

> The role of the Presidency is crucial in **dealing with priorities** in accordance with the Rolling Programme as well as the Strategy Paper.

Roadmaps of meetings

One of the main responsibilities of the Presidency is to organise and chair the meetings. These include the meeting of the EUPAN 5 WL Secretariat (see chapter 4), which is the first meeting held during the ongoing presidency. Subsequently, this meeting is followed by the Working Level meeting/s (see chapter 5) and the EUPAN 5 DG Secretariat meeting (see chapter 4). Normally the concluding meeting held during the Presidency is the DG meeting (see chapter 6). In addition, once every three years, there is an additional meeting at the Ministerial Level (see chapter 7). In this case, the DG meeting takes place after Ministerial Level meeting.

> All issues regarding **coordination and logistics** of the meetings are the responsibility of the Presidency.

Practical documents

Each Presidency is responsible for preparing all the documents needed for the meetings held.

Welcome letter: it is a best practice that the Presidency sends out a welcome letter at the beginning of its term so as to notify about the main priorities and events taking place during the 6 months period.

Invitations: before every meeting, the Presidency is required to send out invitations including the name of the event, date, time and place of the meeting venue as well as an informative preliminary agenda of the meeting.

Practical information: it is a best practice to send practical information to the participants prior to the event regarding the registration, meeting venue, accommodation, transportation, as well as general information about the presiding Member State and important contacts.

Draft agenda: it must reach the participants at least two weeks before the actual meeting takes place. The main documents to be discussed must be made available at least two weeks before the meeting via email.

Meeting reports: results and recommendations from the working level meetings are summarized in a short report or any other form which the respective Presidency considers appropriate (atmosphere report, short minutes, main conclusions etc.). These reports are shared to all participants via the EUPAN website as well as by email and include the main conclusions from the workshops together with possible proposals for the DG meeting.

The Presidency is responsible for providing all participants with the **documents prior to the meetings**. The draft agenda, reports and other documents shall be available in English and distributed through the single contact points.

In case of the WL meeting as well as the DG meeting, it is advisable for the Presidency to organise roundtables concerning specific topics in order to facilitate interaction among participants. For this purpose, the Presidency shall send out **1-2 pagers** including the description of the topic of the individual roundtables, workshops, possible questions for discussion and reference to MS' best practices. It is important for participants to receive the 1-2 pagers well in advance in order to familiarize themselves with the topic and to register for the particular workshop topic accordingly.

The Presidency may carry out an **informative survey** concerning the preferences of participants in the selected roundtables. The Presidency, in cooperation with the EUPAN 5 Secretariat, assesses the options for the practical use of questionnaires in line with the SP and RP. These questionnaires may be sent out by the Presidency in order to gather relevant information for a survey/study which is then presented at the EUPAN meetings.

The Presidency is also responsible for updating the RP and presenting it at its meetings.

Registration

An important requirement for the Presidency is to open the online accreditation system at least one month before the meeting in order to give sufficient time for delegates to register. The Presidency is responsible to provide both the username and password, which are required for registration.

Accommodation and travel arrangements

It is a good practice that the Presidency ensures recommendations and/or pre-reservation of suitable hotels for the delegates close to the venue of the meeting. Participants are responsible for financing their own accommodation and travel expenses.

> Each Presidency organises a set of EUPAN meetings and makes all the necessary practical arrangements.

Contacts and website

In addition to the above mentioned responsibilities, each Presidency is also assigned with tasks such as managing the documents available on the EUPAN website, producing reports and other relevant outcomes, making these documents available after the meetings online, updating the **contact list** of EUPAN members and providing information to partners (see chapter 10).

11 VISIBILITY & USEFUL LINKS



Information dissemination

Information dissemination represents one of the major principles of EUPAN and its work. In order to effectively share information within as well as outside the network, the following means can be used:

Internal dissemination:

Communication via e-mail.

External dissemination:

- Media (Internet, social networks, documents etc.);
- Other organisations (EIPA, OECD, universities etc.);
- External activities (conferences, researches, studies etc.).

When it comes to sharing information within EUPAN, the most frequently used tool is e-mail communication. The single contact point is responsible for exchanging and disseminating information to relevant bodies within the administration. In case Members would like to collect information from other Members on specific topics, it is agreed to do so only by sending a request or short survey to the single contact points of EUPAN.

In addition, information dissemination to the public is mainly conducted via Internet by uploading documents on the EUPAN website, preferably after each meeting. Furthermore, dissemination of information may be carried out via social networks.

- Website: www.eupan.eu

> The administration of the EUPAN website is passed from Presidency to Presidency in order to keep the public and EUPAN Members updated.

Useful and relevant documents

The EUPAN website contains complex information and all essential documents concerning the organisation and functioning of the network, the latest outcomes from the meetings and conferences as well as regularly updated news, reports and studies. The following links include some basic documents concerning EUPAN 's functioning:

- EUPAN documents: <http://www.eupan.eu/en/documents/>
- Strategy Paper 2022-2025: <https://www.eupan.eu/documents/>
- Recommendations of the evaluation of EUPAN: https://www.eupan.eu/wp-content/uploads/2019/05/eupan_2015_recommendations_for_the_future_of_eupan.pdf
- The EUPAN Handbook – The Polish Update: https://www.eupan.eu/wp-content/uploads/2011/12/eupan_handbook_polish_update_2011.pdf

Partners & other experts in public administration

EUPAN works in cooperation with external partners and other relevant organisations. The following links refer to the websites of some of these organisations:

- European Institute of Public Administration: <http://www.eipa.eu/>
- The Directorate for Public Governance and Territorial Development (OECD): <http://www.oecd.org/gov/>
- European Group of Public Administration: <https://egpa.ias-iisa.org>
- Directors of Institutes and Schools of Public Administration: https://europa.eu/eas/dispa_en.htm

Annexes

The Strasbourg Manifesto (2008):

https://europa.eu/eas/dispa/docs/the_strasbourg_manifesto_en.pdf

Memorandum of Understanding (EUPAN & EIPA) (2008):

https://www.eupan.eu/wp-content/uploads/2021/02/mu_eupan_eipa_2008.pdf

Memorandum of Understanding (IPSG & EFQM) (2009):

https://www.eupan.eu/wp-content/uploads/2021/02/mu_eupan_ipsg_efqm_2009.pdf

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