



**MINISTÈRE
DE LA TRANSFORMATION
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European Public Administration Network (EUPAN) Strategy Paper

(July 2022 - June 2025)

**Adopted in June 2022 in the framework
of the French presidency**



The current strategy has been adopted by the Directors General of the European Public Administration Network (EUPAN) in the framework of the French Presidency (January 1st to June 30th, 2022).

It outlines the actions EUPAN intends to take to overcome the challenges faced by its member administrations, taking into account the broader ecosystem of European and international networks involved in public transformation and civil service, such as the DISPA network, DG REFORM expert group on public administration and governance, the CEO network, etc.

On this basis, it defines the strategic domains to be addressed for a period of 3 years (6 presidencies), in consistency with the challenges faced by public administrations at national, European and international level, and in continuity with the previous EUPAN strategy papers covering respectively the periods between July 2016 and June 2019 and July 2019 and June 2022.

1. Context and objectives of the strategy

EUPAN aims at enabling an informal, flexible, transparent and consensual dialogue, with a focus on human resources and public administration policy issues, between the Member States of the European Union, in partnership with the European Commission, observer states, and all relevant stakeholders.

The main purpose of the network is to ensure that cooperation between European public administrations is more relevant, more focused, and delivers clear results, and also to select topics of common interest in line with the priorities of the members and the European Union, while taking into account current developments and debates.

EUPAN focuses on issues related to human resources management and organizational development, as well as innovation and service provision, but also addresses other areas of public administration, such as the implementation of reforms, open government, etc. In all these areas, the network should share knowledge, experiences and good practices, foster innovation in the public sector and facilitate cooperation.

In addition, EUPAN promotes the development of common tools, activities and/or perspectives that are used by all its members.

This strategy is the result of a collaborative effort that began with the evaluation of the previous EUPAN strategy (June 2019-June 2022) under the Slovenian Presidency (second half of 2021). This evaluation highlighted the value of this document in providing continuity and consistency of actions between presidencies and providing network members with the necessary material on topics of common interest, while providing the flexibility required to take into account new challenges, as was the case in the context of the COVID 19 pandemic.

The contents of this strategy have been developed in line with the orientations of the Strasbourg Declaration adopted at the Conference of European Ministers responsible for public transformation and the civil service on March 16-17th, 2022, and in the perspective of an operational implementation over three years (July 2022-June 2025).

The building of the strategy was the object of a partnership work covering:

- The evaluation of the previous strategy;
- A survey of the 6 future presidencies and the Secretariat;
- Workshops during the EUPAN working level meeting organized in Paris on April 4 and 5th, 2022;
- Consultation of EUPAN experts on the structure and contents of the future strategy before their validation by the Directors General of the EUPAN Secretariat;
- A discussion and validation at the EUPAN Directors general meeting in Paris on June 15 and 16th, 2022.

The implementation of this strategy will be determined by each of the successive presidencies of the period in the framework of the rolling program, which defines the activities of the network over 18 months.

The EUPAN strategy will have to be implemented in compliance with the "EUPAN Handbook" which specifies the common working methods of the network, the organization of meetings and the tools available to achieve the objectives set.

2. EUPAN ambitions for the period July 2022-June 2025

The EUPAN strategy will contribute to EUPAN's motto, working together for high quality public administrations and public services in Europe, around the core values of professionalism, collaboration, innovation, commitment, sustainability and transparency.

The strategy should contribute to address common challenges for EUPAN members such as:

- "Greening" of public administrations;
- Attractiveness;
- Sharing of knowledge between generations/intergenerational cooperation;
- Digital transformation and the issues it raises (teleworking, right to disconnect, cybersecurity, use of artificial intelligence, interoperability of services and digital solutions, etc.);
- Trust in and resilience of public administration;
- Efficiency, effectiveness and performance measurement of public administrations.

It should also contribute to the promotion of the common values shared by the members states of the European Union and its institutions.

These issues and values common to European public administrations were addressed at the Conference of European Ministers responsible for public transformation and the civil service organized in Strasbourg on March 16-17th, 2022. They are detailed in the declaration adopted on this occasion by the Ministers, which:

- Highlighted the contribution of public services and public workers towards a new model of growth, a human, inclusive and solidary Europe, in line with the ambitions of the European Pillar of social rights, and the promotion of the values of peace and democracy on the European continent;
- Underlined the mobilization and adaptation of public administrations in the context of the fight against the COVID-19 pandemic, to address its economic and social consequences, to deploy European recovery, and to increase their capabilities for major societal challenges, notably the green and digital transitions;
- Took note of the work carried out within the European networks dedicated to public transformation and the civil service, particularly in the areas of human resources management, transformation of public services and support for digital transformation;
- Defined the common values and challenges for European public administrations through three areas of focus, of which the present strategy paper must be the operational implementation, for the field of competence of EUPAN:
 - Attractive, modern and innovative civil services that lead by example;
 - Transparent and resilient public services that meet users' expectations;
 - High quality, inclusive digital public services that respects European values.

DG and EUPAN members therefore intend:

- 1. To define a common, shared and flexible framework through this strategy, taking notice of the common values and challenges put forward by the European Ministers responsible for Public Transformation and the civil service in the Strasbourg declaration ;**
- 2. To implement this strategy by continuously focusing on the overall ambitions and strategic domains of the strategy and by mobilizing available tools for information sharing, in accordance with the EUPAN handbook, such as regular meetings, surveys, sharing of information and expertise, including through the regular publication of EUPAN enews, the organization of EUPAN summer schools and the development of tools to promote European mobility**
- 3. To foster a dialogue with all relevant interlocutors, including other European networks dedicated to public administration and civil service, such as the network of Directors of Public Service Schools (DISPA) and the expert groups set up at European level (expert groups linked to the EPSO network, DG REFORM's expert group on public administration and governance, etc.) with the aim to draw on each other work, avoid duplication and reviewing the added value of the work the EUPAN;**
- 4. To mobilize, when relevant, the expertise of other institutions, such as the Organization for Economic Cooperation and Development (OECD), the European Institute of Public Administration (EIPA) and the European Grouping**

for Public Administration (EGPA).

To ensure the operational implementation of this strategy in line with the network's values and jointly defined ambitions, the EUPAN Directors General invite future presidencies to:

1. Continue to present their priorities in the form of a rolling program (the previous and the next two presidencies) and regularly evaluate the progress achieved in the three renewed strategic domains detailed below;
 2. Pay particular attention, in the implementation of this strategy, to at least one of the two following cross-cutting issues:
 - Digital transformation and its impact in transforming both the organization of work and the delivery of public services;
 - The green transformation and the “greening” of public administrations;
 3. Use the tools at their disposal in accordance with the EUPAN Handbook;
 4. To address these three strategic domains in constant dialogue with other relevant networks at the European and international levels, including through regular meetings, while respecting the prerogatives of each network;
 5. Keep addressing the issue of European mobility for civil servants.
3. **Strategic domains and examples of topics of interest for the implementation of this strategy**

On this basis, the members of EUPAN intend to organize their work according to three broad strategic domains, which will guarantee the continuity of the actions while providing the necessary flexibility to face new challenges. These three strategic areas are complemented by non-exhaustive proposals for topics that may be addressed by successive Presidencies, either individually or jointly.

- ***Strategic domain 1 : Transformation of the civil service and HR policies***

It will address aspects related to human resources within the European civil services, in a context of deep transformation of jobs and expectations.

EUPAN presidencies could choose to address the following themes, among others:

- values of public administrations ;
- management and senior management policies;
- skills, skills development and training, in accordance with the European skills agenda;
- working conditions and well-being at work, threats and violence against public servants and cybersecurity breaches;
- attractiveness of public administrations and retention of talents;
- demographic challenges such as ageing workforce and generational solidarity;
- integration of the green transition in human resources policies;
- inclusion and diversity as well as gender and equality policies;
- future-oriented innovative structures for the organization of services and work.

- **Strategic domain 2 : Transparent, accessible, resilient and green public services that meet users' expectations**

It will cover all aspects of meeting users' and citizens' expectations on public administrations.

EUPAN presidencies could choose to address the following themes, among others:

- performance of public administrations and services, including the assessment of workload in public administrations and users satisfaction regarding public services;
- the need to provide accessible services to all, especially to the most vulnerable groups, such as the elderly and people with disabilities;
- the promotion of an omnichannel approach to public services, adapted to the needs of users;
- administrative culture;
- integrity and trust;
- open government and transparency.

- **Strategic domain 3 : Organizational changes, public innovation, digital transformation and "greening" of public administrations**

It will cover all aspects related to the transformation of organizations facing the challenges identified above.

EUPAN presidencies could choose to address the following themes, among others:

- the impact of digital transformation on the society;
- internal consultancy and public expertise, and their mobilization for the transformation of public administrations;
- the digital divide and how to address it, particularly through innovative, inclusive and ethical practices that ensure that no one is left behind in the digital transition;
- innovation and innovative infrastructures for public services and for the future of work in the civil service;
- the use of artificial intelligence in an ethical, accountable and inclusive manner;
- the organizational changes necessary for the "greening" of administrations and the reduction of their ecological footprint : transport, adaptation of premises, implementation of renewable projects, etc;
- data-driven policy-making in public administrations in order to improve decision-making processes;
- the implementation of the CAF model, especially the implementation of the project "Strengthening the resilience of public administration after the COVID-19 crisis".

Work in all three strategic domains should be conducted with constant consideration of the respective competencies of EUPAN and the other networks.



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