



SPANISH PRESIDENCY OF EUPAN

Second semester 2023

*Preparing for the Future:
Public Administration and Next Generation*



SPANISH PRESIDENCY
COUNCIL OF THE EUROPEAN UNION

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Welcome letter

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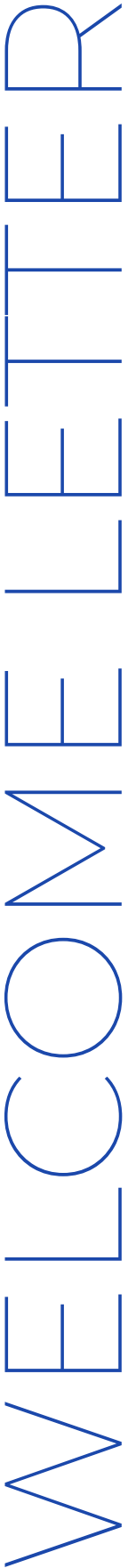
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Dear EUPAN colleagues,

Spain will assume the Presidency of the European Public Administration Network (EUPAN) during the second half of 2023. It is an opportunity to promote, together with our European partners, the goals of the 2022 Strasbourg Declaration on the Common Values and Challenges of European Public Administrations.

Increasing public administration capacity is a long-term undertaking that requires sustained efforts and coordination. EUPAN Strategy identifies the actions necessary to face current and future challenges in a broader European and international public transformation network ecosystem.

We want to express our recognition for the Swedish and previous presidencies for advancing the Strategy and conveying common values of public administrations in the European Union.

Building on previous achievements, the Spanish Presidency wishes to share perspectives with EUPAN members on the following priority themes:

- i) Promoting gender equality in the civil service.
- ii) Civil service expertise as a tool for international technical cooperation.
- iii) Building trust through open government and innovative public participation.
- iv) Developing inclusive digital public services.
- v) Implementing CAF in the context of telework as a way of improving resilience and executive capacity.

We look forward to being your host in Spain and wish for an excellent continuation of our cooperation.

Yours sincerely,

Isabel Borrel, Director General for the Civil Service.
Clara Mapelli, Director General for Public Governance.

For more than three decades, EUPAN has proved to be a unique cooperation network among European public administrations and has actively contributed to making public administrations more robust.

Building on the excellent work carried out by previous presidencies, the Spanish presidency aims at reinforcing synergies between EUPAN and other networks to make cooperation more relevant and focused and build shared visions on key challenges identified in the 2022 Strasbourg Declaration on the Common Values and Challenges of European Public Administrations.

The Next Generation EU initiative provides unprecedented resources to Member States for investments and reforms, representing a unique opportunity to set the foundations of public administrations that deliver long-term objectives. That is the reason for the underlying theme of the Spanish Presidency. *Preparing for the Future: Public Administration and Next Generation.*

The selection of topics of interest intends to identify common trends for transforming public administrations of Member States and align priorities with those of the European Union.

According to the EUPAN present rolling programme with three pillars:

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1. Transformation of the civil service and human resources policies

1.1 Promoting gender equality in the civil service

The 2022 Strasbourg Declaration calls for implementing exemplary actions within public administrations to achieve gender parity in all positions of responsibility in the civil service, as well as diversity, inclusion, and the fight against discrimination, in line with the ambitions of the European Pillar of social rights.

The EU Gender Equality Strategy delivers on the Commission's commitment to achieving a Union of Equality. The Strategy presents policy objectives and actions to progress significantly by 2025 toward a gender-equal Europe. The goal is a Union where women and men, in all their diversity, are free to pursue their chosen paths in life, have equal opportunities to thrive, and can equally participate in and lead our European society. The key objectives are ending gender-based violence; challenging gender stereotypes; closing gender gaps in the labour market; achieving equal participation across different sectors of the economy; addressing the gender pay and pension gaps; closing the gender care gap and achieving gender balance in decision-making and politics.

Establishing the Recovery and Resilience Facility (RRF) is also an opportunity to channel extraordinary resources toward measures that include the principles of gender equality.

Gender equality is at the core of an inclusive public administration. Women have the right to equal employment in their governments across all sectors and positions. Ensuring equal inclusion of women in public administration is vital to building representative and effective institutions and reinforcing citizen trust. Achieving gender equality in public administration signals the relevance of mainstreaming gender equality across society.

Promoting equality and diversity in public administration also improves the functioning of government and the quality of services delivered since it provides valuable input on designing policies and operating structural government functions.

Although there has been progress in women's representation overall in public administration, persistent gaps remain in senior positions and

1.1 Promoting gender equality in the civil service

sectoral participation. Glass ceilings prevent women from advancing to positions at the highest levels of influence and from accessing sectors historically dominated by men- such as defence, foreign affairs, STEM and finance.

Achieving gender balance in decision-making positions requires strengthening data availability to track women's progress in decision-making in public service and gender-sensitive recruitment, retention, and promotion policies in the civil service.

Identifying best practices across public administration in the European Union is critical to devising new approaches to promote more gender-inclusive public administration. Therefore, the Spanish Presidency wishes to conduct a comparative study on gender equality in public administration in the European Union based on previous studies developed by the European Commission, the European Institute for Gender Equality (EIGE), and the European Institute for Public Administration (EIPA).

This topic will also be covered through specific workshops in WL and DG meetings.

1.2 Civil service expertise as a tool for international cooperation

The 2022 Strasbourg Declaration on the Common Values and Challenges of European Public Administrations underlined the importance of enhancing the expertise of European public services at the international level to promote shared values and the strengthening of public administrations beyond the European Union.

The Public Administration Cooperation Exchange (PACE) Initiative is a Flagship Technical Support Project of the European Union that aims at promoting cooperation and cross-border exchanges among Member States to build administrative capacity and prepare the next generation of policymakers in the European Union. It is a unique opportunity for civil servants of national administrations to experience the working methods and culture of other EU public administrations in selected areas and use that expertise to improve their daily work.

As a way of increasing awareness of the value of knowledge transfer and best practice exchanges to reinforce the administrative capacity of the States, the Spanish Presidency intends to highlight the relevant role of civil servants in international technical

cooperation projects financed by the European Union aimed at supporting transparency, structural reforms, and good governance across the globe, especially for candidate countries to enter the EU or partners in the enlargement and neighbouring policies (Twinning, TAIEX projects, etc.).

In its conclusions on European Public sector expertise in the EU's external action, the Council of the European Union has recognized the European Union Public expertise as a key asset in supporting partner countries. The potential of public talent and expertise from the civil service across the European Union is key to building international partnerships and leveraging resources for transforming public administrations.

The PACE Initiative creates connections between officials of different countries and synergies in working methods that allow for cross-border cooperation and the creation of a European Administrative Space. Public sector expertise in international cooperation provides lessons and proposals on how to strengthen the PACE Initiative in terms of project-based public administration reform initiatives and structured collaboration opportunities for national administrations in areas of common interest.

2. Transparent, accessible, resilient, and green public services meeting user expectations

2.1 Building trust through open government and innovative public participation

In continuity with the conclusions' principles and objectives from their previous meeting in Lisbon on June 22nd, 2021, during the Portuguese Presidency of the Council of the European Union, for an innovative, participatory, open, and transparent public administration close to the citizens, the Strasbourg Declaration stressed the need for more transparency and openness of public administrations. EUPAN Strategy covers under its second strategic domain topics regarding transparency and open government.

As stated in the EU Quality Toolkit for Public Administration, among European Union member states, "there appears to be an unstoppable movement towards greater openness and transparency in government and the judicial system. The public sector is more open than ever in history, and many administrations have embraced that reality by adopting legislation permitting freedom of information. ICT is both a driver and an enabler of this openness."

Better access to information, enhanced accountability, a sound foundation of integrity frameworks, and active citizen engagement through innovative public

participation are different dimensions of open government which serve as building blocks of the right to good administration. Exchanging best practices and sharing knowledge on open government initiatives through the EUPAN network effectively extends the boundaries of openness in government and public administrations across the European Union.

The first edition of the EUPAN Summer School in Germany was devoted to Civil Service Integrity. Through an integrated and process-oriented approach that combined peer-to-peer learning, integrating the work context, and teaching tandems, it addressed the topics of integrity, trust, and ethics in the context of different administrative cultures and various understandings of the role of civil servants and institutions. In the framework of the Czech and Swedish Presidencies, a round of workshops has highlighted the importance of integrity, a topic of utmost relevance in investments in MRR Facilities and anti-fraud measures.

The Spanish Presidency wishes to build upon these previous achievements through a third edition of the EUPAN Summer School Programme.

2.1 Building trust through open government and innovative public participation

Its learning objectives are increasing participants' knowledge of the different dimensions of open government and enabling them to develop innovative approaches to creating a community of practice on open government. This topic will also be covered through specific workshops in WL and DG meetings.

3. Organizational changes, public innovation, digital transformation, and greening of public administrations

3.1 Developing inclusive digital public services

The 2022 Strasbourg Declaration highlighted the relevance of developing a voluntary digital inclusion policy to train and support citizens who are furthest from the digital world and give them the means to benefit from the digital transition and ensure that, in the framework of digitalization, the provision of in-office face-to-face public services is always warranted for citizens who need them, those with special needs or with persistent digital divides.

Digital transformation is at the core of the Recovery and Resilience Facility, and national plans must allocate at least 20% of investments to the digital area. Member States have exceeded this target across the approved Recovery and Resilience Plans, distributing more than 26% of their spending to the digital transition and accelerating the digital change in the EU Member States through implementing EU digital strategies.

The progressive generalization of digital public services gives rise to new scenarios, contexts, and conflicts that must be resolved by adapting citizen rights to the digital environment. In Spain, Article XII of

the recently adopted Charter of Digital Rights refers to access gaps in the digital environment and establishes that "efforts shall be made to promote and facilitate everyone's access to, use of, and training for digital environments [...] to guarantee full digital citizenship and participation in public affairs of all groups at greatest risk of social exclusion, especially older people, as well as the use of the digital environment in active aging processes."

The exceptional situation resulting from the COVID-19 pandemic has highlighted the difficulties older people face when accessing electronic services. While the digital divide related to Internet use has been progressively narrowing in this age group, there is another remarkable gap related to digital skills.

Although significant efforts have been deployed to provide multichannel administrative services, searching for information about how to access services can still take time and effort. Groups affected by the digital divide might need to be aware of available information and assistance services to help them solve their problems. ID systems, the gateway to digital

3.1 Developing inclusive digital public services

services, could be more user-friendly. Information is often presented in hard-to-understand bureaucratic language.

Under the third strategic domain of the EUPAN Strategy, devoted to organizational changes, public innovation, digital transformation, and greening of public administrations, the digital divide and how to address it is one of the selected topics. Innovative, inclusive, and ethical practices that ensure no one is left behind in the digital transition will be highlighted through specific workshops at WL and DG levels.

3.2 Implementing CAF in the context of telework as a way of improving resilience and executive capacity

Managing performance is an agenda for change and achieving results in the increasing complexity of policy issues. Public administrations must rapidly adapt and deploy policies and services to meet the challenges. The 2022 Strasbourg Declaration stressed the need to offer high-quality, inclusive digital public services that respect European values.

The Common Assessment Framework was presented for the first time at the 1st European Quality Conference in Portugal in 2000. The CAF model is built on a set of interrelated core values and concepts that catalyses a complete improvement process within the organization. It has been revised four times and has evolved to meet the needs of the public sector, its stakeholders, and society. Creating a culture of CAF assessment may provide essential feedback for higher levels of performance and public employees' motivation, especially in the context of telework. However, according to the study *CAF Challenges to Promote Public Sector Capacity*, coordinated by the Directorate-General for Administration and Public Employment during the Portuguese Presidency of the Council of EU 2021,

"while some EU Member States have shown the vital both long-term and short-term CAF capacities to initiate a continuous improvement process in the public sector and create the conditions for efficient and high-quality services, many other countries did not encourage quality management in their central administrations and support for TQM tools decreased."

Moreover, the COVID-19 crisis highlighted the need for public sector organizations to increase their capacity to adapt to external shocks and strengthen their resilience. In order to find out how the CAF model can help administrations to adapt to changes, particularly after the COVID 19 crisis, OECD led a project entitled *Strengthening the Resilience of Public Administration After the Covid-19 Crisis with CAF 2020* with the financial support of the European Union (DG REFORM) and implemented in collaboration with the European CAF Resource Centre, hosted by the European Institute for Public Administration (EIPA) and the Centre for Public Administration Research (KDZ). The project aimed to strengthen the resilience of public sector organizations in European Member

3.2 Implementing CAF in the context of telework as a way of improving resilience and executive capacity

States through the lens of the CAF 2020 and CAF community.

The project showed that quality management tools, in particular the CAF2020 model, have helped public sector organizations better understand and continuously improve the functioning of their organizations, prepare, and adapt to unexpected events, and become more resilient. Public sector organizations that used the CAF reported that its use resulted in a more efficient response to the COVID-19 crisis. These organizations have demonstrated a strong capacity to adapt institutional arrangements and service delivery models and introduced novel ways of working, communicating, and interacting with citizens and partners.

Although the use of CAF can be tremendously beneficial to any public organization by creating a culture of assessment and improvement, there is a challenge in actively promoting CAF as an indispensable tool for building results-oriented, resilient, and innovative public administrations. Moreover, CAF anticipates the use of common frameworks when addressing organizational challenges.

Under the third strategic domain of the EUPAN Strategy, Member states are encouraged to implement the CAF model.

The Recovery and Resilience Facility may help allocate CAF dissemination and promotion resources. Still, active promotion and communication of the public value of the model in the context of recovery are also needed. By encouraging the exchange of best practices of CAF users through the CAF correspondents' network in the framework of EUPAN, along with EIPA support, the Spanish Presidency wishes to highlight the contributions of the model to better-performing administration in the recovery context. This topic will also be covered through specific workshops in WL and DG meetings.

CALENDAR

SEPTEMBER,
12TH

EUPAN 5 WL SECRETARIAT,
ONLINE

OCTOBER,
4TH AND 5TH

EUPAN WORKING LEVEL
MEETING, MADRID

OCTOBER,
6TH

CAF CORRESPONDENTS'
MEETING, MADRID

NOVEMBER,
6TH, 7TH AND
8TH

SUMMER SCHOOL,
BARCELONA

NOVEMBER,
13TH

EUPAN 5 DG LEVEL
SECRETARIAT MEETING,
ONLINE

NOVEMBER,
27TH AND 28TH

EUPAN DIRECTORS GENERAL
MEETING, MADRID

ACTIVITIES

1. WORKING LEVEL MEETING

1.1. Objectives

The EUPAN Working Level Meeting aims to exchange up-to-date information on current trends on public administration and establish deeper cooperation among members.

The main work of the delegates is to discuss, collect, analyze and disseminate best practices and case studies among EUPAN members. WL meetings also provide a platform for discussing current affairs within EUPAN.

1.2. Methodology

WL Meeting is organized in plenary sessions, including a keynote speech, presentations, and roundtables on main priority themes, and the following workshop sessions:

W1. Promoting gender equality in the civil service.

W2. Building trust through open government and innovative public participation.

W3. Developing inclusive digital public services.

W4. Implementing CAF in the context of telework as a way of improving resilience and executive capacity.

Workshops are structured in two rounds. A wrap-up session will follow in the plenary meeting.

1.3. Participants

Participants of the EUPAN Working Level are the two nominated delegates of EUPAN members, the European Commission and observer countries, as well as EUPAN partners (EIPA, OECD, and DISPA).

1.4. Schedule

Working Level Meeting will last a day and a half. The presidency will send the agenda and the documentation for the meeting at least 15 days before the meeting.

1.5. Venue

National Institute for Public Administration (INAP), Atocha Street 106, Madrid.

<https://www.inap.es>

1. WORKING LEVEL MEETING

1.6 Social events

Dinner will take place at Fernán Núñez Palace. It's located near the city center of Madrid, at Calle de San Cosme y San Damián 24.

<https://ffe.es/palacio>

2. CAF NATIONAL CORRESPONDENTS MEETING

2.1. Foreword

The Common Assessment Framework (CAF) results from the cooperation among the EU Ministers responsible for Public Administration.

The CAF is an easy-to-use, free tool to assist public-sector organizations across Europe use quality management techniques to improve their performance. It is specially designed for public-sector organizations, considering their characteristics.

The model was last updated in 2020, right before the COVID-19 crisis, and included focuses on resilience, agility, and digitalization. It was developed by the European CAF Correspondents Network and the European Institute of Public Administration (EIPA) in a two-year interactive process.

A CAF Resource Centre (CAF RC) was created in the year 2000 at the European Institute of Public Administration (EIPA) in Maastricht following the decision of the Directors General in charge of public service. It works in close cooperation with the Network of CAF national correspondents, who are the nominated persons to represent their country in the official CAF network.

The CAF Resource Centre supports and stimulates the European Network of National CAF contacts and the community of CAF users.

The CAF Correspondents Network meets every six months to discuss issues related to the model and its improvement, implementation, use, and dissemination across EU and non-EU countries.

2.2. Objectives

The CAF Working Group, coordinated by the EIPA, is the EU forum for discussing the implementation of the CAF in Europe, its updating, improvement, and effectiveness.

The CAF Correspondent Network meetings, among others, usually addressed some topics such as sharing the state of play of implementing quality systems and the CAF model in the countries; news from the EIPA CAF Resource Centre (courses, website, database); the status of working groups on specific topics being developed in the framework of the CAF Network, e.g., TSI projects, revisions of CAF versions/procedures (CAF education, PEF); and sharing good practices regarding quality management in European Public Administration and using models.

2. CAF NATIONAL CORRESPONDENTS MEETING

As a specific objective concerning the CAF in the Spanish presidency, the aim is to explore how the CAF could be used as a framework to evaluate and improve the quality of the implementation of new forms of telework, especially teleworking in a public organization.

In the current context, teleworking has gained significant relevance due to the COVID-19 pandemic and changes in work practices. Many public organizations have had to implement or expand teleworking to ensure operational continuity and protect the health of their employees.

Although the CAF quality model is not specifically related to teleworking, setting clear and measurable objectives in relation to teleworking implementation, aligned with the criteria of the CAF model, allows efforts to be directed towards continuous improvement and efficiency in adopting this work modality. Additionally, it facilitates the evaluation and monitoring of the results obtained concerning those objectives, contributing to more effective implementation of teleworking in a public organization.

2.3. Methodology

The CAF meeting will take place in a plenary session and will cover discussions on the topics to be addressed and two simultaneous workshops sharing good practices of CAF users' organizations certified by the Spanish external procedure.

2.4. Participants

The participants are National CAF correspondents, European Commission, observer countries, EIPA and Spanish CAF users sharing good practices.

2.5. Schedule

CAF Meeting will last a day with a program that includes presentations on main priority themes, covering the topics usually addressed and the results of the CAF and telework implementation study. The presidency will send the agenda and the documentation for the meeting at least 15 days before the meeting.

2.6. Venue

The meeting will be held at IFEMA MADRID (Ferial Institution of Madrid), situated northwest of the city, close to Barajas airport. <https://www.ifema.es/>

3. SUMMER SCHOOL

3.1. Foreword

EUPAN Summer School 2023 will take over the 2021 and 2022 EUPAN Summer School developments in Germany and France. In this new edition, the School will focus on open government, understood as a governance system based on the pillars of transparency and accountability, citizen participation, and public integrity, which includes citizens in the decision-making process and the development of public policies.

Against democratic backsliding and the rise of populist politics, it is high time to retake the conversation on open government. The unprovoked and unjustifiable war waged by Russia against Ukraine highlights the need to uphold and strengthen our democracies and the commitment to the core values of open government, including transparency, accountability, integrity, and participation. The EUPAN Summer School 2023 will benefit from the professionalism and various understandings of implementing these values in the different European administrative cultures, providing a more robust knowledge that contributes to

reinforcing the foundations of our democracies.

3.2. Objectives

The EUPAN Summer School aims to create a space for learning and exchange for mid-career public servants from all EU Member States, the EUPAN's observer States and the European Commission. The School will intertwine political and administrative sciences and other disciplines to offer an ideal context for (self-) reflection and action-focused case studies. The goal is to transcend beyond day-to-day tasks and address the challenges of reinforcing our democracies and improving public sector delivery through good governance tools and open government policies.

3.3. Methodology

During the Summer School, the participants, speakers, and facilitators shall jointly address, through a practical approach, how to build better foundations for our democracies through the principles of open government from the point of view of civil servants. The standard thought process should lead the group to the central questions of how transparency,

3. SUMMER SCHOOL

accountability, participation, and integrity may serve as a common standard for transnational administrative action.

3.4. Participants

The EUPAN Summer School 2023 participants shall be recruited from the public administration of EUPAN members currently working on open government policies or related issues - Transparency, Accountability, Participation, and Public Integrity. Five years of work experience in public administration is desirable.

3.5. Venue

Universidad Internacional Menéndez Pelayo, Barcelona, Centre Ernest Lluch. Montalegre, 5, Barcelona. CUIMPB - Centre Ernest Lluch

<https://cuimpb.cat/es>

4. EUPAN DIRECTORS GENERAL MEETING

4.1. Objectives

EUPAN Directors General Meeting has the purpose of discussing issues within the main domains of EUPAN on a strategic level and coordinate the direction of the network. They evaluate the results of the WL meeting, set goals for the next period and discuss matters regarding the functioning of EUPAN.

Departing on the vision set by the Strasbourg Declaration, a discussion on strategic priorities of the Spanish Presidency under each of the pillars of the EUPAN Strategy will take stock of national practices through presentations and workshops.

4.2. Methodology

DG Meeting is organized in plenary sessions, including a keynote speech, presentations, and roundtables on main priority themes, and the following workshop sessions:

W1. Promoting gender equality in the civil service.

W2. Building trust through open government and innovative public participation.

W3. Developing inclusive digital public services.

W4. Implementing CAF in the context of telework as a way of improving resilience and executive capacity.

Workshops are structured in two rounds. A wrap-up session will follow in the plenary meeting.

4.3. Participants

Participants of the EUPAN DG Level are the two nominated delegates of EUPAN members, the European Commission and observer countries, as well as EUPAN partners (OECD, EIPA and DISPA).

DGs may bring an additional delegate to the meeting to have support and assistance in the fields of discussion.

EUPAE and the TUNED delegation will participate in presenting the work of the sectoral social dialogue committee for central government administrations.

4.4. Schedule

DG Level Meeting will last a day and a half. The presidency will send the agenda and the documentation for the meeting at least 15 days before the meeting.

4. EUPAN DIRECTORS GENERAL MEETING

4.5. Venue

The meeting will be held at IFEMA MADRID (Ferial Institution of Madrid), situated northwest of the city, close to Barajas airport.

<https://www.ifema.es>

4.6. Social events

The social event starts with a guided tour of El Prado Museum.

The dinner will take place at Santoña Palace: <https://www.palaciosantona.es/>

Transportation from the AC Hotel Madrid Feria entrance to the Museum will be provided, and a return bus will be provided after dinner.



CONTACT

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