

eNews – Second Semester 2023

Fostering mobility of public employees in international projects for technical cooperation between public administrations

Spanish Directorate-General for the Civil Service

Ministry for Finance & the Civil Service

<https://www.eupan.eu/>



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EUPAN E-NEWS REQUEST:

*Fostering mobility of public employees
in international projects for technical cooperation
between public administrations*

Information on **best practices, plans, measures or reforms** to implement, or already implemented, in the area of mobility of public employees to take part in international cooperation projects (such as PACE, Twinning, TAIEX, bilateral agreements, etc.)





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- Under the motto *Preparing for the future: public administration and next generation*, the Spanish presidency of EUPAN, building on the work carried out by previous presidencies and different pilot projects, is willing to share experiences and good practices to promote international mobility of public employees in technical cooperation projects.
- Public employees expertise serves as a tool to provide new solutions for the common challenges that European Public Administrations are facing, and in order to generate a shared know-how among Member States and the European Commission, specially by **highlighting the important role of public employees to spread the principles and values of democratic public administrations** in cooperation projects beyond EU frontiers.
- International cooperation at administrative level is highly developed in Spain in specific areas, such as police forces, scientific research or assistance to developing countries. However, other areas of public administration policies are emerging as priorities for cooperation exchanges.



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BACKGROUND



- **2021:** in the conclusions on European Public sector expertise in the EU's external action, the **Council of the European Union** has recognized the EU Public expertise as a key asset in supporting partner countries. The potential of public talent and expertise from the civil service across the EU is key to building international partnerships and leveraging resources for transforming public administrations.
- 2022: the ***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.
- 2023: the Public Administration Cooperation Exchange Initiative (**PACE**) is a Flagship Technical Support Project of the EU 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 EU.
- As a way of increasing awareness of the value of knowledge transfer and best practice exchanges to reinforce administrative capacity, the Spanish Presidency intends to highlight the relevant role of civil servants in international technical cooperation projects financed by the EU aimed at supporting transparency, structural reforms, and good governance across the globe, especially for candidate countries to EU or partners in the neighbouring policies (Twinning, TAIEX projects, etc.).



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PREVIOUS INITIATIVES:

- **2004 to 2017: Bellevue Programme.**

130 European civil servants from 10 Member states took part in the programme.

- Sponsored by the Robert Bosch Stiftung, it was created in cooperation with the Office of the Federal President of Germany, under the auspices of the heads of state of the participating countries: France, Germany, Greece, Hungary, Ireland, Italy, Poland, Portugal, Slovenia and Spain. Each year, the Bellevue Programme enabled twelve highly qualified young executives from various government authorities to take part in a 12-month work placement in one of the ten partner countries. The goal was to promote the participants' professional, intercultural, and European-policy expertise, as well as cross-border cooperation between the ministries of different member states.
- During their exchange, fellows were required to attend four seminars organised in various European cities. Three of these seminars aimed at offering the participants insights into current European political challenges, through presentations and discussions with key decision-makers and high-ranking representatives of European institutions. A fourth seminar was dedicated to leadership and negotiation skills.



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EUROPEAN PUBLIC ADMINISTRATION NETWORK



PREVIOUS INITIATIVES (II):

- **2021: EULEP (EU Leadership Exchange Programme):** pilot programme under the Portuguese Presidency in June 2021, designed by EUPAN and DISPA and coordinated by Portugal. Five participating countries: Belgium, France, Portugal, Slovenia, Spain and the European Commission, aimed at middle managerial levels. Maximum length of stay: five days. Works involved 2 weeks prior preparation and ex post evaluation.

<https://www.ina.pt/index.php/cooperacao/programa-intercambio/en>

- **2022: II Summer School of EUPAN under French Presidency of EUPAN.** Devoted to the “*European mobility for transformation of the public administrations*”, with more than 30 participants of the Member States and the European Commission and producing a document of conclusions and ideas.

<https://www.eupan.eu>



MULTICOUNTRY: Nordisk Udvekslingsprogram (NORUT) DENMARK, FINLAND, SWEDEN, ICELAND, NORWAY:

- For cultural and historical reasons, Nordic societies have evolved similarly. As a result, the social and economic structures of the Nordics have much in common, but the tools and solutions developed and employed by the different governments vary. The purpose of NORUT is to find and share tools and solutions for shared challenges, by letting state employees meet and work closely with their peers.
- Under the Nordic Council of Ministers, Denmark, Finland, Faroe Islands, Greenland, Iceland, Norway, Sweden and Åland, exists the Nordic Exchange Program (NORUT). Through NORUT, state employees in the Nordic region go on exchanges lasting between 2 weeks and 3 months to an administration in another country or self-governing area within the region. The information page is only available in Nordic languages, but **main features** are as follows:



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MULTICOUNTRY: NORUT

- The Nordic employee exchange program gives all Nordic public employees the opportunity to go and work within the public administrations of other Nordic countries. The main objectives of the program is to increase Nordic collaboration and give public employees the opportunity to increase their knowledge on management, public administration, the relevant legal framework and innovation in their field of expertise.
- A fund to support the employees who go on the program is divided between the countries. The individual fund for the year 2023 is DKK 18.000 per month. Travel expenses are also covered.
- The employees remain on their payroll during the exchange.
- The employee applies for a posting in some other Nordic country.
- The exchange is usually for 1-2 month but can be up to 6 months.



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MULTICOUNTRY: NORUT



- Every year, approximately 10 Icelandic civil servants go on such an exchange program.
- The program for the mobility of public employees within the Nordic countries has been instrumental for reform in the public sector. To maintain welfare and continue its development it is necessary to seek ideas across borders. Therefore, the exchange program has allowed Nordic public employees to get insight from other Nordic countries on their field of work.
- The Nordic countries have through the ages developed a common view on the role of society. Legislation, collective agreements and contracts have created similar conditions for people who live there. The methods towards those ideas of society can however differ from one country to the other.
- The exchange program has also laid a foundation for collaboration and comparative research with the EU and the European Economic Area as well as helped creating a Nordic vision for opportunities and implementation of ideas issued from the European collaboration in the Nordic countries.



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MULTICOUNTRY: PACE COORDINATED BY FRANCE

IN LINE WITH THE NEW STRATEGY OF THE EUPAN NETWORK

13 participating Member-States) => currently 23 planned exchanges

The multicountry PACE – Public Administration Cooperation Exchange project coordinated by the French DGAFP, with the financial support of the Technical support instrument of the European Union, enables exchanges between civil servants from 13 countries (Bulgaria, Greece, Italy, Spain, etc.) On various themes to share challenges and possible solutions in the key area of the current EUPAN strategy. More than 20 exchanges will be organised between October 2023 and March 2024. A second phase will be dedicated to the evaluation of the exchanges, with a specific concerns for the skills developed during a mobility.



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SOME IMPACTS OF PACE

Exchange of best practices and peer-to-peer dialogue

- Encourage the **identification of common solutions** between public administrations
- **Sharing honest practical experience** of human resources transformation policies and reforms: failures and successes
- Creation of **networks between EU experts** on similar topics
- **Strengthening and promoting bilateral and multi-lateral cooperation**



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SOME IMPACTS OF PACE

Development of European mobility

- A cross-disciplinary reflection on European mobility (phase 2), drawing on the experience of the staff involved and the expertise of European mobility professionals: refining the **skills developed** and **the solutions** for developing them (e.g. common evaluation grids);
- **Share the results** of the evaluations of PACE (best practices, difficulties) to EU networks to further strengthen and promote European mobility ;
- Disseminate best practices and communicate within **national administrations**;
- Organisation of **workshops** to exchange on EU mobility.



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EUPAN & PACE as a tool to:

- Work together on topics falling under the EUPAN strategy and Strasbourg Declaration;
- Strengthen the links between our public administrations;
- Foster EUPAN collaboration;
- Use exchanges' results as input for EUPAN's work (ex: greening);
- Promote the EUPAN PACE to articulate the work with other networks;
- Choose the topics to be dealt with and influence other networks' agendas;
- Learn from previous PACE not to duplicate the same mistakes (ex: loss of time in methodology).



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EUROPEAN COMMISSION

The external mobility in the Commission focusses on secondments and long-term missions of officials to Member States' administrations, Intergovernmental Organisations (IGOs), third countries, universities or research organisations. Short-term staff exchanges also take place with IGOs for the purpose of sharing knowledge and best practices. Current efforts focus on making these exchanges more strategic, in-line with the overall political priorities.

The Commission (DG HR) also participates in the PACE flagship. The results of the pilot will be evaluated in view of further extending the exchanges between the Commission and MS in the scheme.



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AUSTRIA

The goal of mobility promotion in the Austrian Public Administration is to encourage federal employees to take on new tasks, face new challenges and further develop their professional skills. For this purpose, different mobility offers exist for public officials e.g. internships within the European institutions such as EPA or NEPT or in the administrations of other EU countries on the basis of bilateral agreements.

Through bilateral exchange internships, employees can get to know the administrative structures and processes of other countries (agreements with Germany, Great Britain, Finland, France, Italy, Sweden or Slovenia).



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CROATIA

Croatia has successful history in various programmes and projects for international cooperation due to the recent accession to the EU, having similar legal framework with neighboring countries as well same language.

Majority of cooperation is done through twinning instrument (North Macedonia, Montenegro) and Taiex (North Macedonia). Many of the projects are also executed in close cooperation with other EU member states (Finland, Austria). These projects are great opportunity to share proven experience in creating and implementing public policies, making innovative solutions with partner countries as well gaining new knowledge.



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ESTONIA

The Estonian international personnel management plan is managed by the Ministry of Foreign Affairs, the plan itself has limited access.

*However, the Ministry of Foreign Affairs has made a memorandum to the government, which quite clearly reveals the directions and content of the plan. It is in Estonian: **Eesti rahvusvahelise personalipoliitika tegevuskava 2022-2026***



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FRANCE

France implements among others 2 key actions to foster mobility of public employees: international technical experts and the PACE project.

The international technical experts generally work on a daily basis with partners abroad, each on a specific field. The role of the experts mobilised under this mechanism is to provide technical assistance and advice to the partners and to support the links with the relevant French actors.



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GERMANY

The joint Master's degree programme "MEGA" is a German-French part-time programme designed to run two years. Germany and France offer qualified young professionals from the German and French administration, EU member states, EU institutions and states with accession prospects a unique preparation for the challenges of Franco-German as well as European and international administrative cooperation. The programme combines legal and economic content with management and leadership skills and prepares the participants for leadership positions in public administration, focusing on the Franco-German as well as the European and international aspects of administrative action.



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POLAND: SYNERGIA – A Network for cooperation and exchange of experience between high-level officials from Central and Eastern Europe

Lech Kaczyński National School of Public Administration (KSAP) implemented four editions of the Synergia project financed by European Social Fund. KSAP's partners in the project were PA schools and institutes from BG, HU, LV.

The objective of the project was the development and realisation of education and cooperation programme for top civil servants from PL, BG, HU, LV (around 20 days of trainings and workshops, delivered in the partner countries and online by lecturers from top world managerial schools e.g. Harvard Univ., MIT, IESE Business School).

During this programme, specific solutions to managerial problems were also discussed and developed. These solutions can be then implemented in parent offices/institutions of participants.

An average of 60 top-level officials (30 from Poland and 30 from partner countries) participated in each of the 4 editions. It was a great opportunity for top civil servants from administrations of different countries to develop competences but also establish contacts and exchange experiences. [More information on the Synergia](#)".



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PORTUGAL

The participation of public employees in exchange programs and international technical cooperation projects between public administrations must be based on the public interest of the respective project and requires the consent of the employer and the competent members of the government.

With regard to cooperation projects within the framework of bilateral agreements with third countries, there is a specific legal regime known as the Co-operator's Statute which covers the provision of this service by public employees.

Link to the decree-law approving the Co-operator's Statute:

<https://diariodarepublica.pt/dr/detalhe/decreto-lei/49-2018-115553662>



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ROMANIA

The National Agency of Civil Servants (NACS) in Romania, central administration body managing civil service and civil servants, had, throughout the years, the opportunity to take part in international cooperation projects such as Twinning or TAIEX.

As a result, building on best practices encountered, NACS adjusted the civil service recruitment policy and procedures, developed a competency framework for all civil servants and started to digitalize various HR processes.

Career development is important both for employees and institutions and NACS works constantly on creating the mechanisms to increase civil servants mobility



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SLOVAKIA

In Slovakia, we are currently analysing our institutional and legislative set up aiming at identifying and removing possible administrative obstacles that might be hampering more active involvement of public institutions and their experts in the international projects. We have been successfully sharing public expertise through the EU Institution Building Instruments or bilateral tools.

However, the time has come to ask: Could we do more and better? There are many great examples to follow within the EU family. Some missing pieces in the puzzle we have already found, for example, thanks to the discussions with our Lithuanian or Spanish colleagues.



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SWEDEN

The Swedish Council for Higher Education administers exchange programs for government employees, mainly through providing information on the opportunities for state employees to work abroad. In order to increase knowledge about the opportunities for state employees to participate in such exchanges, the Council arranges webinars to inform state employees, managers and HR personnel about the possibilities of international mobility.

UHR administers both longer and shorter exchanges, such as:

- Erasmus Public Administration Programme (EPA)*
- National experts under professional training (NEPT)*
- Exchanges between the European Commission and Sweden*



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IRELAND

Following the Commission's launch of the Technical Support Instrument (TSI) 2024 Funding Round earlier this year, our TSI National Co-ordination Unit hosted an in person outreach session for Civil and Public Servants. Mr. Mario Nava, Director General, EC DG Reform, launched the event and particular emphasis was placed on the Flagship Projects for 2024 including promotion of PACE (Public Administration Co-operation Exchange).

Ireland very much recognises that co-operation and cross-border exchanges with other Member States builds administrative capacity and the sharing of best practices supports the next generation of Policy Makers. As such, Ireland will be supportive of PACE applications if received in this funding cycle.



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LATVIA

Public officials are involved in the Twinning project “Increasing integrity and preventing corruption in the public sector in Armenia”. This project is implemented by the Ministry of Justice and the Corruption Prevention and Combating Bureau of Latvia in Armenia. There is one representative of the Corruption Prevention and Combating Bureau of Latvia residing in Armenia on a permanent basis for the duration of the project, while several public officials from Ministry of Justice, the State Chancellery, the Financial Intelligence Unit etc. are involved as experts and visit Armenia to share their expertise.

Further information about this example: www.tm.gov.lv/lv/projekts/twinning-projekts-godpratiguma-veicinasana-un-korupcijas-noversana-armenijas-publiskaja-sektora

From 1 January 2022, Latvian Development Cooperation agency started to operate. Hence, the mobility of Latvian public employees within international development co-operation projects could potentially increase. Further information:

www.cfla.gov.lv/lv/attistibas-sadarbibas-agentura-latvija?utm_source=https%3A%2F%2Fwww.google.com%2F



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LUXEMBOURG

In terms of bilateral agreements, Luxembourg's Minister for the Civil Service and Belgium's Minister for the Federal Public Service signed a declaration of intent on August 31 2021 to deepen their bilateral cooperation in the field of public administration by contributing to the development and modernisation of both civil services. In 2022, 2 exchanges of experts took place, focusing on themes of common interest such as on the management and development of competencies, forward-looking workforce planning, recruitment, leadership and new ways of working.

In the future, this cooperation could also include different forms of mobility programs for public employees from both public administrations.



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SPAIN



SPANISH REGULATION FOR POSTING NATIONAL SECONDED EXPERTS: After joint proposal of the Ministry of Foreign Affairs & Ministry for the Civil Service, the Spanish Council of Ministers passed an Agreement on 26th April 2019 in order to regulate the profile conditions for applicants and the legal status for National Seconded Experts to EU institutions, defining a common pre-selection process of the National Experts before submitting it to the EU institutions and establishing mechanism for mutual Benefit, both for the experts and for their origin institutions. Published at the Official Bulletin of the State:

<https://www.boe.es/eli/es/o/2019/05/21/pci614>

Spanish International Cooperation Agency programme for public administration workers in Latinamerica & the Caribbean - INTERCOONECTA: Plan of Transference, Interchange & Knowledge-Management:

<https://intercoonecta.aecid.es/intercoonecta/acciones/AAPP>



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Thanks for your collaboration!

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