



FINAL REPORT
SPANISH PRESIDENCY OF EUPAN
(1st July - 31st Dec. 2023)

Preparing for the Future:
Public Administration and Next Generation

I. FAREWELL LETTER

Dear EUPAN colleagues,

As we approach the end of 2023, we can be proud of how the European Union has come together in the face of large-scale challenges and threats. In this context, Spain assumed the Presidency of the European Public Administration Network (EUPAN) during the second half of 2023 under the motto "*Preparing for the future: public administration and next generation*".

It has been 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.

The Spanish EUPAN Team (composed by delegates from the DG for the Civil Service and the DG for Public Governance, both depending on the Secretariat of State for the Civil Service at the Ministry of Finance and the Civil Service) has worked to maintain the level of previous EUPAN Presidencies and has made efforts to provide spaces for networking and knowledge-sharing as increasing public administration capacity is a long-term undertaking that requires sustained efforts, coordination and learning from peers.

Under the current EUPAN Strategy to face current and future challenges in a broader European and international public transformation network ecosystem, and building on achievements of previous presidencies, the Spanish Presidency decided to focus 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.*

The results of the Spanish Presidency are, undoubtedly, the product of a team work of all the EUPAN members, to whom we want to express our warmest gratitude, and in the following pages you will find further references.

Finally, we wish all the success in 2024 to our colleagues from Belgium and Hungary and we would like to continue strengthening our cooperation in the coming years.

Yours sincerely,

Ms. Isabel Borrel, Director General for the Civil Service.

Ms. Clara Mapelli, Director General for Public Governance.

II. PRIORITIES

According to the EUPAN present rolling programme with three pillars:

1. Transformation of the civil service and human resources policies

1.1.- Promoting gender equality in the civil service

This topic has been covered through a special **survey** and specific **workshops** in WL and DG meetings.

In the context of the social event for the DGs meeting in November in Madrid, a special visit to **El Prado Museum with a gender perspective** has also taken place.

The **final report**, with all the inputs, will be published in EUPAN website.

1.2.- Civil service expertise as a tool for international technical 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.

In 2023, first results from the Public Administration Cooperation Exchange (PACE) and the presentation of COMPACT by the European Commission have proved important steps to re-consider possibilities of exchanges and cooperation among EUPAN members.

The special number of the **EUPAN eNews**, available at EUPAN website, was devoted to the subject *“Fostering mobility of public employees in international projects for technical cooperation between public administrations”*. It was only possible thanks to the valuable contributions of all delegates that have shared very useful good practices. Special panel sessions in WL and DG meetings allowed further exchange on good practices.

<https://www.eupan.eu/wp-content/uploads/2023/11/ENEWS-EUPAN-2023-SPANISH-PRESIDENCY.pdf>

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

2.1.- Building trust through open government and innovative public participation

This topic has been covered through specific **workshops** in WL and DG meetings.

Open government as a tool to promote citizen trust: transparency and accountability, public policy evaluation, integrity and participation.

The final product: Conclusions of the EUPAN Summer School and constitution of a European open government community of practice.

A workshop in DG to promote and embed Open Government in Public Administrations on this subject allowed active participation and open debate, using the open software tool called mentimeter. There were five questions provided to reflect on the participants' own ideas and approaches to the concept and measures leading to Open Government.

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

3.1.- Developing inclusive digital public services

Innovative, inclusive, and ethical practices that ensure that no one is left behind in the digital transition were highlighted during the Spanish Presidency.

A questionnaire was launched to EUPAN members and observers, with the aim to share good practices and learn from their organizations.

3 topics were dealt with in this survey: E-government, digital divide and older people.

24 answers to the survey were received, including the ones from Spain.

During the plenary session of the Working Level meeting, that took place on October 4th, 2023, and also during the plenary session of the Directors General meeting, held on November 27th, 2023, the preliminary results of the survey were presented. This panel ended successfully with a fruitful debate, which

highlighted the relevance of this topic for EUPAN countries and the European Commission.

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

According to the programme of this one-day meeting, the plenary sessions presented the priorities of the Spanish Presidency of EUPAN, and the Spanish General Framework for Quality Improvement, with a particular focus on the implementation of the CAF model.

A special space was also dedicated to share the importance of recognition to promote quality management in public administration, giving voice to the EPSA Awards and the national awards, which have a track record of XVI editions.

The European Commission was invited to present its perspective on what the culture of quality through the use of the CAF model can bring to the future of European public administrations, and a structured debate was held on the integration of CAF in the public sector and its institutionalization, in which there was the opportunity to listen to the experiences of the CAF EIPA Resource Centre, SIGMA, the OECD and ReSPA.

In addition, two workshops were held, the first one on the implementation of the Common Assessment Framework, the CAF model, in the context of teleworking, as a tool that facilitates planning and performance management of public organizations and the second one focused on how to make the model more attractive and pass on the message, based on the recommendations derived from the international project on "Strengthening the resilience of Public Administration after the Covid-19 crisis with CAF 2020".

III. CALENDAR OF EVENTS

- 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**, online.
- November 27th and 28th. **EUPAN DIRECTORS GENERAL MEETING**, Madrid.

IV. ACTIVITIES

1. WORKING LEVEL MEETING

A **Brief Note about the WL meeting** in INAP-Madrid on October 4th and 5th, including the reflection and results of the debate on “EUPAN matters”, was distributed to the delegations on 31st October by email, together with the presentations.

2. CAF NATIONAL CORRESPONDENTS MEETING

The meeting of the CAF Correspondents Network, a permanent working subgroup of the EUPAN Network, was held on 6 October 2023 at the Feria de Madrid, IFEMA.

The meeting of the CAF National Correspondents Network, co-organised with the CAF Resource Centre of the European Institute of Public Administration of EIPA, was attended by 45 participants, including national CAF users, CAF Correspondents, representatives of EIPA, the European Commission and the OECD. In addition, this meeting was webcast, which involved more than 15 additional attendees.

3. SUMMER SCHOOL

From November 6 to 8, 2023, the EUPAN Summer School was held at the headquarters of the Menéndez Pelayo International University Consortium in the city of Barcelona.

This event had a total of **55 attendees**, including: delegates from Member States of the European Union and observer States, representatives of the OECD, the European Commission, EIPA, the OGP, civil society (Access Info, Fundación Corona and Transparencia Internacional) and the University (UNAM and UNED).

Spain presented as the **main objective of the event the creation of a European Open Government Network** to facilitate the identification of people responsible for this matter throughout Europe, and promote more direct and closer contact between them following the example of informal work networks. in which we participate in the Latin American sphere.

Regarding the Summer School program, we highlight that all sessions were plenary , with the purpose of developing common learning and discussing the main pillars of Open Government: Transparency, Participation, Accountability and Integrity.

In this sense, the sessions were grouped by blocks of knowledge linked to each of these principles. Each of them began with an opening speech given by an expert, and then moved on to the development of interactive workshops moderated in many cases by representatives of civil society, with the intention of promoting diversity of perspectives and the exchange of good practices. between the different delegations.

The first day was dedicated to conceptualizing **Open Government** with the help of the OECD and the General Subdirectorate of Open Government, and then went on to analyze the two fundamental aspects of **Transparency** : active advertising and the right of access to information.

The second day was dedicated entirely to **Public Participation** , contemplating different aspects such as citizen commitment, innovation laboratories and digital tools, culminating with a Speed Dating for the dissemination of regional/local experiences such as Gobierno Fácil (Aragón), Decide Madrid, Decidim Barcelona and European Capital of Democracy.

Accountability and Integrity were analyzed by the Public Policy Evaluation Institute and the Technical General Secretariat of the Ministry of Justice.

Likewise, a cultural activity was included in the program consisting of a visit to the Picasso Museum on the afternoon of November 6, which was accompanied by a group dinner at its facilities.

The Summer School was a success because all the attendees are already registered in the European Open Government Network that we have hosted in HazLab , due to the congratulations received, and of course, thanks to the fruitful dialogues developed in the different sessions.

4. EUPAN DIRECTORS GENERAL MEETING

Celebrated in IFEMA on 27th and 28th November, a **link to download** all the presentations of the different sessions was sent by email on 5th December, together with a first reminder of the Quality Survey as requested by the previous Swedish Presidency.

In addition, a **Briefing of the meetings and debates** of the DGs meeting was distributed by email on 21st December, devoting special attention to the EUPAN MATTERS debate.

A new request to send the Quality Survey, for those who had not done it yet, was extended until 24th December as for some delegations (Portugal, Italy, The Netherlands) there were technical problems with the access to the online form.

We express our warmest gratitude to the **seven delegations** who have taken the time to fulfill the questionnaire and send it back to us, as all feedback is welcome. In general terms, there is a special recognition of the efforts of the Spanish Presidency on providing a forum for delegates to express their opinions and networking with peers.

Therefore, special thanks to **Greece, Poland, Romania** (highlighting the opportunity for networking and future collaborations), **Croatia** (highlighting also the importance of the subjects covered by the Summer School), **Hungary** (highlighting the importance of the Briefing from the Sectoral Social Dialogue Committee for Central Government Administrations and the exchange of good practices on digitalisation and the use of AI); **Sweden** (requesting more focus on open discussions and sharing best practises with a more active moderation of panel discussions as EUPAN should be used to further deepen knowledge in relevant matters, rather than disseminating information from networks and organisations that can be accessed through their websites. Suggesting a concrete measure could be to ask organisations such as CAF, EIPA, DG Reform and FIIAPP to concretise how their presentations can contribute to knowledge sharing within the network; the “hot potato round”, mentioned by the Netherlands seems an inspiring way to promote sharing and participation in EUPAN meetings); and the **DG Human Resources & Security - European Commission** (EUPAN DGs meetings should include more sharing of best practices - there is certainly more value when EUPAN members can share a best practice or bring a challenging topic for which a rich discussion between members can help the best way forward to tackle it; several presentations were less relevant and the information could have been shared in writing - OECD SIGMA, EIPA, PACE, CAF).

Through the **Forms online format** one more **anonymous questionnaire** was received, highlighting that the time for discussion in the workshops should be longer and the moderators should have a good grasp of the topics and know how to encourage the participation of all group members, and that Citizens' trust in public services and government is fundamental to strengthening democracy so the workshop on Digital Services at the DGs meeting was highlighted as very relevant.

5. COMMUNICATION: EUPAN WEBSITE & MAILBOX

- Spain opened a special mailbox account (eupanspain@correo.gob.es) to deal with the different request communications.

- Spain, after internal debates at the EUPAN Secretariat (+5) and the Working Level meeting, invited the Director of ReSPA to participate at the DG level meeting in Madrid.
- Communication with the DG of Human Resources and Security & DG Reform from the European Commission, together with EIPA/CAF Resource Center, and OECD, has been pivotal for a smooth running of the activities.
- Information about activities under the Spanish Presidency has been uploaded in the EUPAN website, together with updates of the contact details of the national delegates.

¡ Muchas gracias !

A heartfelt thank you!