

Dear EUPAN Colleagues,

It has been a great privilege and our pleasure to hold the Presidency and welcome you to Copenhagen in September and December. We are now passing the Presidency and EUPAN bell on to Cyprus.

As the Danish Presidency of EUPAN draws to a close, I would like to take this opportunity to reflect on the past months and express our sincere gratitude for your engagement and contributions. The two meetings have proved that we share a common ambition: to strengthen public administrations across Europe.

Our Focus and Approach

During the Danish Presidency, we focused on three interconnected themes that we believe are crucial for the future of public service and administration in Europe. Each theme was explored through a hands-on and collaborative approach, combining keynotes, workshops, and interactive formats to ensure practical insights and peer learning.

The first theme we discussed was **Artificial Intelligence**, addressing complex questions of ethics, accountability, security and digital sovereignty. Our discussions included climate considerations and legal competencies related to AI. The keynote by Kristian Nilas provided valuable insights by drawing parallels between digitalisation and AI in legislative work.

The second theme we discussed was **Strengthening Public Leadership**, which is essential for attracting talent, fostering innovation, and creating cultures of integrity and professionalism. At both the Working Level and Director Generals' meeting, we had the great pleasure of Kristian Molbech, who let delegates try out actual, implemented modules from the official Danish "Programme for Leadership Development in the State". Finally, we conducted a survey, which mapped out leadership training programs and values across Europe.

The third theme we discussed was **IT-Management**, which has become a strategic necessity to ensure secure, reliable, and adaptable digital infrastructures. Through workshops and panel debates, we examined the many strategic dimensions of IT-Management, including cost, complexity, and risk management. In collaboration with academics from both Copenhagen Business School and Hertie School in Berlin, we conducted a thorough survey on digital governance across Europe. It revealed that, despite our differing approaches to IT-Management, we all see the necessity and are all heading in the same direction.

In addition, we discovered a strong, shared interest in the efficiency of public administration. This common goal was successfully integrated into our agenda, demonstrating the advantages of EUPAN's informal and flexible structure. Thus, Deputy Director General, Thomas Stoltenberg-Gloy, introduced The Danish Central Administration Work Program, which sparked an interesting discussion.

The key objective of the program is to reduce unnecessary administration by reducing the number of rules, amount of supervision, expand our digital transformation and prioritise core task of the central administration.

We hope you enjoyed our in-depth exploration of the focus areas, and we also hope you enjoyed our introduction to the walk & talk concept. The intent of this diversity of approaches was to foster greater discussions on the themes and facilitate hands-on learning experiences.

Beyond the formal program, we also hope you enjoyed the informal parts of the Presidency – from the Copenhagen City Hall and Christiansborg Palace to the lights of Tivoli and the evening dinners.

Before closing, I would like to extend my heartfelt thanks to all who contributed to the success of this Presidency – from survey respondents to panelists, keynote speakers and our partner organizations, EIPA, the EU Commission, ReSPA, OECD and OECD SIGMA. Your insights, commitment and contributions have been invaluable.

Sharing of materials

Enclosed in this email are a summary of our presidency, presentations from the DG meeting and results from our surveys on IT-Management and Public Leadership. Please note that data gathered on the IT-Management survey may be used for further research.

Photos from both meetings can be found here:

[Working Level meeting](#)

[Director Generals' meeting](#)

You will find all relevant material from the Danish EUPAN Presidency on the EUPAN website.

If you have any comments or any other reports or materials which you would like us to share, please reach out to eupan@oes.dk.

We are pleased to hand over the Presidency to Cyprus and look forward to your leadership. We are confident you will carry the work forward with energy, insight, and dedication.

Thank you for being part of the Danish EUPAN Presidency and thank you for your contributions.

We wish you a Merry Christmas and look forward to seeing you again in 2026.

Line Nørbæk

Director General

Agency for Public Finance and Management – Ministry of Finance, Denmark

Agency for Public Finance and Management // Ministry of Finance



**Danish
Presidency**
Council of the
European Union