



RESOLUTION

62nd Meeting of Directors General

19-20 June 2014, Athens

1. General considerations

At their 62nd Meeting held in Athens on 19-20 June 2014, the Directors General responsible for public administration in the European Union and the European Commission:

- welcome the efficient implementation of the Medium Term Priorities (MTP), as well as the significant results achieved during the Hellenic Presidency within the first semester of 2014;
- appreciate the successful cooperation of the Irish, Lithuanian and Hellenic Trio Presidency in implementing the MTP;
- value the provision of a theoretical background and relevant case studies of reforms in various fields of public administration, that helped to elaborate pillar themes and develop concrete thematic papers;
- welcome the interesting and valuable themes and projects elaborated and especially the surveyson **1. Structural Reforms in Public Administration, 2. Innovations in Selection Systems of Public Managers, 3. Simplification of administrative procedures-reduction of administrative burdens**, in line with the MTP pillars;
- appreciate the work methods and the comprehensive approach used during the Hellenic Presidency as a means to enhance the active involvement of EUPAN members in working groups and discussion sessions, which led both to a fruitful interaction and a sharing of knowledge and national experiences;
- thank the Extended Troika (Trio Presidency, Italian, Latvian and Luxembourghish delegations) for the assistance and support, provided during the Hellenic Presidency, in particular as far as the composition of the upcoming MTP is concerned;

- thank EUPAN members, observer countries, and associate institutions for their valuable contribution and active involvement in the Hellenic Presidency's activities and note that it is important for EUPAN network to respond to the needs of public administration;
- recognisethat, throughout the Hellenic Presidency, network members have sought to promote cooperation with other networks, institutes and other organizations that deal with public administration matters, such as OECD, EIPA and DISPA.

2. Implementation of the Medium Term Priorities

The Directors General appreciate the further implementation of the Medium Term Priorities by reference to the overarching theme of ***Delivering a more resilient, professional and responsive public administration to the citizen***. They also value the Hellenic Presidency's efforts to elaborate different aspects of this horizontal theme by putting emphasis on structural reforms in public administration, innovations in selection systems of public managers as well as on the simplification of administrative procedures and the reduction of administrative burdens.

The following topics were thoroughly discussed:

- Implementation, monitoring and evaluation of reforms in Public Administrations
- Actions to drive efficiency through professional HR: Best practice HR policies – public sector 2020
- Workforce Planning and new systems for selecting public managers
- Transparent and Open PA: Role of ICT in transforming service delivery
- Simplification of administrative procedures & reduction of administrative burdens
- Structural reforms in public administration leading to redesigning of public services

The Directors General highly appreciate the development of thematic papers and consolidated documents, that were based on discussion notes, discussion sessions and responses to the surveys' questionnaires. The presentations and case studies given by the European Commission, EUPAN members, representatives of international organisations on the sub-themes explored during the Hellenic Presidency as well as the discussions that followed in the IPSG/HRWG are also acknowledged by the Directors General.

2.1 Structural reforms in public administration

The Directors General recognise the importance of structural reforms in public administration in the areas of crisis, not only as a method to reduce operational cost but also to enhance public sector effectiveness and efficiency. Within this framework, a survey was conducted by the Hellenic Presidency in line with paragraph 5.1 of the Medium Term Plan (MTP) seeking to analyse EUPAN member's approach to structural reform in public administration and to enhance the exchange of knowledge and experience among member states on this issue.

The study focuses mainly on structural reforms in ministries and tries to identify the fields where the reforms have taken place. Emphasis is also set on the challenges and the obstacles as well as the mechanisms adopted to overcome them due to their impact on the context and the implementation of the reforms. It is recognised that the survey presents different aspects of structural reforms, such as selection processes, public servants' participation and evaluation. It also gives an insight into the outcome of the reform strategies in each member state and the impact of reforms to the internal structure of public entities. Finally, it identifies examples of successful reforms in all EUPAN members to facilitate the exchange of best practises.

Furthermore, it is acknowledged that European public administrations aspire to deal with the deficiencies of current public administration and make it more effective and efficient. The survey highlights there is no single approach to reform and there are obvious differences among European countries.

2.2 Innovations in Selection Systems of Public Managers

The Directors General acknowledge the importance of the discussions related to public managers' selection systems. The Directors General recognise that public managers' selection systems constitute a critical factor towards the effort to enhance administrative capacity and professionalism, by at the same time ensuring openness, transparency, efficiency and effectiveness in the administrations of the Member States.

The data analysis of the EUPAN members' responses presents a trend towards implementing mixed systems of selection of public managers in the Member States. Those systems combine elements from both career-based and position-based systems, to a lesser or greater extent. In most cases, a clear orientation towards managerial competencies is observed, since there is an obvious tendency to seek for and select the manager that best fits a specific position, thus eliminating the phenomenon of promoting and appointing managers without the ability to get adjusted to the peculiarities of the vacancy.

In the field of the reform undertaken, it is noted that the vast majority is directed towards a more managerial way of evaluating the necessary competencies. The main trend in reforming the public managers selection systems is moving towards a more specialized and less homogeneous "one size

fits all” recruitment/selection process. In some cases, this approach incorporates methods and mentalities coming from the private sector and aim at developing initiatives that strengthen the sense of managerialism in public administration. It is also highlighted that reform proves to be rather a dynamic than one-off procedure, asking for continuous review of the implementation phases and methodically exploiting the provided feedback as to redesign and incorporate all necessary features in a continuously changing environment.

The Directors General also acknowledge the need to ensure that all efforts in the field of Human Resources aim at achieving agility and sustainability and set solid foundations for a dynamic European economy. Within this framework, all actions are coordinated in aligning all HR policies as well as other reform initiatives under a common strategic framework.

2.3 Simplification of Administrative procedures and Reduction of Administrative Burdens

The Directors General highly appreciate both the work and the survey that have been carried out as well as the discussions held on administrative simplification and the cutting of red tape. The reduction of administrative burdens on citizens and businesses is a critical factor for the provision of quality public services to users and for the enhancement of competitiveness of the member states’ economies.

The Directors General recognise that administrative simplification and reduction of Administrative Burdens (AB) are complex issues that require adequate coordination at all levels. This is also corroborated by the fact that, as the survey’s findings indicate, a number of EUPAN member states have transferred the overall competency of such policy initiatives to leading horizontal Ministries dealing with Public Administration/Reform or Finance etc. or to top level bodies i.e. close to the PM Office.

The Directors General take note of the fact that along with traditional simplification tools, which aim at alleviating burden of citizens and businesses, more innovative ones seem to gain momentum, with a view to radically restructuring a procedure or to shifting the paradigm. According to the responses to the Hellenic Presidency questionnaire, there is a clear indication that a lot of EUPAN members start to question the necessity of their existing licensing systems for low to medium risk activities and have even proceeded to the abolishment of some licensing formalities and to their replacement with notification requirements.

The Directors General value the presentations and case studies on One-stop shops (OSSs) given during the Hellenic Presidency and fully understand that OSSs play an important role in improving the responsiveness of Public Administration to citizens and businesses. The survey findings indicated that,

an overwhelming majority of the EUPAN members have established a type of One-stop shop (OSS), either a single business or/and citizen oriented OSS, several specific ones or a combination of these two types of OSSs.

In addition to these, the Directors General have taken notice of survey findings which suggest that, when putting in place plans with the aim of improving the business environment, most EUPAN members still primarily target the simplification of the licensing stage (before a business commences its activities) rather than the subsequent stage of the business lifecycle. The Directors General also acknowledge, as is indicated by the collected data, that the simplification of the business lifecycle procedures are gradually becoming one of the main concern in most EUPAN members and view that this is a move in the right direction, as equal attention should also be paid at the procedures of all stages of business activity.

Moreover, according to the smart regulation principles and the objectives set by the European Commission and the Council in 2012 and 2013, including those related to the "Regulatory Fitness and Performance Programme" (REFIT), the Directors General highlight the importance of setting challenging targets for reducing all regulatory costs, not only the administrative ones.

Finally, the Directors General encourage all EUPAN members to distribute the aforementioned reports within their national administrations.

3. Evaluation of the Medium Term Priorities

The Directors General thank the Irish, Lithuanian and Hellenic Trio Presidency for their substantial efforts towards the effective implementation of the Mid Term Priorities and Work Programmes under the horizontal theme of "***Delivering a more resilient, professional and responsive public administration to the citizen*** (1 January 2013- 30 June 2014) which was adopted at the 59th Directors General meeting in Nicosia, Cyprus (5-6 December 2012).

The Directors General highly appreciate the interesting findings of the themes and sub-themes that were explored during the Trio Presidency and support the utilisation of the information and overall conclusions included in surveys, thematic papers and other material reflecting EUPAN's work.

The Directors General also appreciate the fact that the Common Assessment Framework (CAF), the Total Quality Management (TQM) instrument for the public sector developed by EUPAN, is becoming more and more a reference model on quality in the public sector and is recognised as an important support for Administrative Capacity Building inside and outside the European Union. They congratulate the members of the CAF network for having reached the target of 3500 registered CAF users.

The Directors General consider that the work of the Trio created added value for EUPAN members by, amongst others:

- Exploring ways of implementation, monitoring and evaluation of reforms in Public Administration
- Examining the issue of staff engagement and motivation in times of change
- Putting emphasis on the workforce planning: right people in the right place at the right time
- Disseminating the quality management activities and in particular through the organisation of the 7th Quality Conference during Lithuanian Presidency
- Looking at innovative models of selection/recruitment staff and of performance management and evaluation systems
- Addressing the Transparency and Openness in Public Administration and more specifically the role of ICT in transforming service delivery (Open Government initiatives and the impact of social media)

4. New Medium Term Priorities

The new Medium Term Priorities and Work Programmes under the general heading of “**Enhancing Institutional Capacity and Ensuring an Efficient Public Administration for Sustainability, Social Cohesion, Economic Growth and Labour Market**” (1 July 2014-31 December 2015) were drafted by the next Trio Presidency, namely Italy, Latvia and Luxembourg and were discussed within the Extended Troika Secretariat and the Extended DG Troika during the Hellenic Presidency. The draft MTP was presented at the joint HRWG/IPSG meeting held in Athens (7-8 April 2014) and EUPAN members also had the opportunity to comment on the elaborated draft.

The Directors General

- thank Italy, Latvia and Luxembourg and the members of the extended Troika under the Hellenic Presidency for the drafting the new Mid Term Priorities and Work Programmes
- consider the themes and sub-themes included in the MTP,namely
 - Future role of Public Administration: open and efficiency-oriented
 - Innovative and open public administration to build trust and sustain integrity
 - Working together: a pre-condition for seamless, efficient and transparent public services in a cost-effective way

-Organisation of a new European study on the use of CAF, in the sector of Education, and of the 6th European CAF Users Event

-Organisation of the 8th Quality Conference

-Evaluation of the role of the EUPAN network in the 2020 perspective

to be value adding and useful for EUPAN members, providing the basis for challenging discussions and interesting conclusions for the next 18 months

- approve the Medium Term Priorities and Work Programmes attached as annex to the resolution. The new MTP will come to effect on 1st July, 2014.

5. Informal meeting between EUPAN DGs and TUNED

The Directors General appreciate the continued engagement between EUPAN Directors General and TUNED representatives on the basis of a dialogue on common areas of interest that are closely related to the current EUPAN Medium Term Priorities.

The Directors General welcome the opportunity to engage during their informal meeting with TUNED on 20th June 2014, on the basis of key areas of interest for both parties.

They also reassert the willingness of future Presidencies to host informal DGs meetings with TUNED representatives in order to discuss common issues, share experience on the topics of the meeting agenda and strengthen cooperation among EUPAN and TUNED.

6. Publication Clause

The Directors General approve the following documents for publication and for uploading onto the EUPAN website:

- Directors General Resolution from their 62st Meeting in Athens on 19-20 June, 2014.
- “Enhancing Institutional Capacity and Ensuring an Efficient Public Administration for Sustainability, Social Cohesion, Economic Growth and Labour Market” the 18-month MTP to be put into effect on 1st July, 2014 during the upcoming Presidencies of Italy, Latvia and Luxembourg
- The minutes of the IPSG/HRWG as well as the DG meetings held in Vilnius on 27-28th October, 2013 and on 5-6th December, respectively

- Thematic Paper Series: the Hellenic Presidency of EUPAN
January - June 2014:

- ✓ Structural reforms in public administration
- ✓ Innovations in Selection Systems of Public Managers
- ✓ Simplification of administrative procedures- Reduction of administrative burdens

Medium Term Plan for the European Public Administration Network (EUPAN)

(1 July 2014 – 31 December 2015)

Enhancing Institutional Capacity and Ensuring an Efficient Public Administration for Sustainability, Social Cohesion, Economic Growth and Labour Market

FOREWORD

This Medium Term Plan (MTP) is drafted according to the provisions of The Eupan Handbook and is a brief strategic document presenting the priorities of the EUPAN as an intergovernmental and informal network. It outlines the main strategic issues and common themes for the network, focusing on a horizontal approach of the main priorities and on increasing cooperation among WG's for an 18-month time frame. This MTP is drafted jointly by the Trio Presidencies: Italy, Latvia and Luxembourg that will have to implement it. The 18 month Medium Term Plan will inform the programme of activities for the upcoming Presidencies of Italy, Latvia and Luxembourg. The individual Presidencies are responsible for developing their own content (activities and topics). For this reason, the programme of activities is indicative and may be subject to some changes.

INTRODUCTION

The recent financial crisis threatened growth and cohesion goals and imposed and still requires several countries – yet at a different extent – to take major action to reduce and contain public spending. In order to achieve these objectives, measures were adopted to rationalize and contain the procurement of goods and services, reduce the perimeter of Public Administration and the organisational arrangement of administrations as well as rationalize the presence of the central Government at local level. As a result of such policies, civil service was required to make a major contribution to achieve the planned public spending containment goals by cutting expenditure and staff. In addition to this, the need to reduce public spending often affects labour protection standards, given the rigidity of labour relations as well as its cost structure.

Against this background, enhancing administrative capacity remains, at a time when Member States are facing pressures on public budgets, a precondition for the success of any action aimed at growth and cohesion, as envisaged in Europe 2020. The challenge of ensuring high-quality public services requires technological and organisational innovation, quality (skills) and motivation of human resources, soundness of performance management systems effective interinstitutional relations and the capability of involving citizens and stakeholders so to boost efficiency in public administration and enhance the quality of public investment.

Furthermore, at the mid-term of this European reform agenda, it will be relevant for public administration to develop a clear vision of its future profile as an innovative, future oriented actor who is able meet the needs and expectations of society in terms of openness,

transparency and trust. Moreover, the state of the art of social dialogue has to be analysed in this general contexts well as how to simplify administrative procedures, to break silos and cut down administrative burdens for citizens and businesses.

Moreover, public administrations are required to be more open, to dialogue with civil society, stakeholders and other institutions and to enact effective integrity systems also in view of restoring trust and preventing corruption. Coupled with the recent technological innovations such as open data and take up of social media this leads to more information and knowledge exchange [1], together with enhanced connectivity, openness and transparency on all levels [2]. Citizens and businesses are therefore expecting better and more individualized public solutions and services, efficient and effective service delivery, burden reduction, transparency and participation [3][4].

An approach, driven by opening up and sharing assets - making data, services and decisions open - enables collaboration and increases bottom-up, participative forms of service design, production and delivery. The kind of public sector organisation that is at the heart of this transformation is Open Government, based on the principles of collaboration, transparency and participation and functioning within an open governance framework [3].

EUPAN can be the relevant European forum where EU member countries can exchange views on the main administrative and policy challenges and on solutions adopted or being developed to meet the need to enhance institutional capacity and ensure efficient public administration in Europe that can boost growth and development thanks to a better use of funding tools and partnership opportunities with the private sector, moving towards the Open Government concept.

HORIZONTAL THEMES

1) Future role of Public Administration: open and efficiency-oriented

Over the last years, the process of administrative modernization aimed at enhancing public service provision, touched upon many aspects concerning transparency and citizen participation in public decision-making, through measures to promote accountability and organizational performance. Among the main actions to support economic development and growth, Public Administrations have been attaching special importance to systemic consultation initiatives, integrity systems and simplification measures, as well as the use of new information and communication technologies that will result in a radical change in the relationship between PAs and citizens and businesses.

a) Innovative and open public administration to build trust and sustain integrity

Open Government is not only a right of citizens and businesses, but also an opportunity for administrations themselves, as the latter have to account not only for "what" they do but also for "how" they do it by ensuring data accessibility on organization and staff, services, payments, as well as performance measurement and assessment. Moreover, PA's commitment to transparency and accessibility will provide a useful tool to better identify areas

in need of reform, rationalize resource allocation, identify areas to implement anti-corruption and simplification measures and promote a competitive exchange between public entities.

- 1 The theme will be discussed under the Italian Presidency considering how open government policies, including those referred to participation, co-production of services and release of open data, permeated and shaped public administration reforms in the last years.
- 2 Under the Latvian Presidency, the following issues will be investigated:
 - 2.1. Future role of public administration and CoG, building a common understanding of efficient public administration, inter alia top managers as change agents, and finding new ways of providing information and services to the general public;
 - 2.2. Future labour market, from the perspective of young generation; how to attract and retain the knowledge in public administration and how to transform public administration into an attractive employer.
- 3 Under the Luxemburgish Presidency, the issue of trust and transparency will be investigated alongside the strategic and innovative capacity of public administration. A general prospective study should draw a broad outline of a future oriented PA for 2020, based on the ongoing modernization policies and the content and results of the quality conference as a privileged moment to take stock of the best practices and initiatives in terms of innovation.

In terms of working methods, these horizontal themes will be dealt during the DG meetings and presented at the plenaries of the joint HR-IPSG meetings. The further breakdown in more specific aspects as innovative service delivery, competency management as a key element to enhance administrative capacity and quality management, digitization and data protection will be addressed within the working groups, either in joint or working group specific sessions.

b) Working together: a pre-condition for seamless, efficient and transparent public services in a cost-effective way

The organizational structure of PAs reflects a specialization with a multiplicity of ministries, agencies, services, etc. This is both due to the complexity of areas covered and the principle of separation of powers, the basis of democracy. This specialization results in functional islands/silos which do not interoperate and are optimized to achieve local and not global optimum. What is perceived as a “local optimum” could be negative from a global perspective. Moreover, horizontal flows of information among the silos are rare and accidental. The impact of this must not be minimized and goes beyond the difficulty in putting in place end-to-end public services to a lack of global understanding of multi-dimensional problems (e.g. sustainable development, criminality) and consequent lack of coordinated actions to solve such multi-dimensional problems.

What should be pursued is a “whole-of-government” approach. Public administrations should reengineer - or even draft and put in place from scratch non-existing - *interfaces* to ameliorate the consequences of this fragmentation. There are two types of such *interfaces*: a) external interfaces to society (citizens, businesses, etc.); that is how PA receives needs/info and provides services/info to/from its clientele, b) the internal communication interfaces among the different administrative sub-systems; that is how the sub-systems (e.g. ministries) communicate and coordinate their actions both for problem identification and for the delivery of solutions/services. Interoperability, in all its dimensions including organizational, financial

and human aspects, is a necessary condition for the two types of *interfaces* mentioned above. The Commission will deliver presentation on “Breaking the Silos – the Commission Toolbox”.

2) Evaluation of the role of the EUPAN network in the 2020 perspective

The need is felt across Europe to discuss the different aspects – structural and organisational - of the overall PA agenda at a high level in a comprehensive manner.

EUPAN is a unique network dealing with many different aspects concerning Public Administration modernization. During the French Presidency (2008) a Task Force on the Future of EUPAN was organized. The Final Report identified four areas of improvements in the organization and procedures of the network (horizontal coordination and co-operation within EUPAN, co-operation with other organizations, and dissemination of results – visibility of EUPAN, and sustainability and continuity of EUPAN.). The network adopted a resolution incorporating these actions.

Five years after the resolution, a reflection should be conducted, both at the level of DGs and Working Groups, so to evaluate the results of these actions. This evaluation could either confirm the current approach or lead to further modifications in the functioning of EUPAN. In particular, the reflection should highlight ways of enhancing the role of the network vis-à-vis the growing importance of administrative capacity for effective democracy, sustainable growth and quality public services.

The theme will be launched under the Italian Presidency and discussed during the DGs meeting in Rome. As a result of the debate, a questionnaire will be drafted jointly by the Trio to be submitted to Eupan members. In 2015 the results of the questionnaire will be collected and elaborated. The process will be finalized by Luxemburg that will present the outcome of the whole exercise.

WORKING GROUP ACTIVITIES

HRWG

Enhancing institutional and administrative capacity in the field of Human Resources Management entails safeguarding labour relations vis-à-vis a public spending reduction scenario and keeping public administration an attractive and performing employer.

The proposed themes to be addressed within the EUPAN – HRWG under this MTP include:

1) Competency management as a key element to enhance administrative capacity

- strategic workforce planning;
- competency-based management;
- tools for learning and skills development;
- skills shortage/ skills retention;
- IT skills;
- developing organisational and professional skills; leadership skills;
- lifelong learning;
- diversity management on the public sector;
- mobility as a tool for skill development.

2) An administration for generation X and Y

- needs and expectations of generation X and Y;
- trade-off between cost reduction and safeguarding labour relations;
- job attractiveness;
- intergenerational management;
- new challenges for recruitment, career management training;
- motivation and workers' identity;
- demographic change.

Italy, in particular, will focus on the following activities:

- 1 “Organization, Learning and Skills” in civil service. The goal of this initiative is mapping the skills used by civil servants in their work as well as the “strategic” competencies, the so-called High Performance Work Organizations (HPWO) which generate continuous learning and lead to greater organization efficiency. The research could also investigate the systems used by EUPAN members to implement mobility schemes in civil service based on competences and skills mapping.

The research is based on the key principles of *Knowledge-based economy*, technological service innovation, organization by processes and the need to foster (individual and meta-individual) self-learning to constantly enhance organizational performance. Against a background of economic crisis and major social and economic changes, enhancing and developing human resources is the key factor to achieve successful change and, consequently, the organization of knowledge in the workplace is the most important strategic factor alongside technological innovation, to make public administration the key for development and not for deceleration.

Latvia, in particular, will focus on:

Next generation HR: How to attract and retain knowledge in public administration? What are the needs of civil servants and how to retain experts in public administration and maintain the expertise? What are the needs and expectations of young generations? What do they expect from the government as an employer? What will it be like next generation HR management? Is there a need to change the HR management practice and approach? Those questions have to be answered today to transform public administration into an attractive employer tomorrow.

Luxembourg, in particular, will focus on the following activities:

1. Analyse and present the trends in terms of needs of personnel and competencies in public administration as an innovative organisation in a context of demographic and cultural change. In detail, a survey will present the statutory evolutions, new strategies in terms of job and competency planning, recruitment and mobility.
2. In the context of life-long learning strategies, the challenge of quality management in the process of training civil servants will be the theme for the meeting of the Directors of Institutes and Schools of Public administration.

Enhancing institutional and administrative capacity is relevant both in the general administrative reform processes and in the implementation of cohesion policies, thus requiring the public sector to be an innovative, future-oriented actor.

The proposed themes to be addressed within the EUPAN – IPSG under this MTP include:

1) Innovative service delivery

- leadership as an inspiring role model for innovation;
- new services and innovative ways of knowledge sharing;
- managing diversity and multi culture environments;
- the learning organization and environment.

2) A well-functioning effective public sector

- the profile of an efficient PA;
- modernization policies in Europe;
- the development of quality management systems (QMS) and CAF;
- digitization.

Italy, in particular, will focus on the following activities:

1 Enhancing institutional and administrative capacity.

The topic is particularly important at the European level since 2014 marks the beginning of the new EU programming period 2014-2020 where “Enhancing institutional capacity and ensuring an efficient public administration” is not only one of the 11 thematic objectives but also a cross-cutting theme vis-à-vis cohesion policies. The goal is analysing the contribution of public administration modernization and of administrative capacity building in the implementation of public policies. The topic will be tackled combining an analytical approach, via preliminary discussion notes, with interactive debates during the IPSG meeting, in order to highlight the various perspectives and the different experiences in the MSs. The final sum up will be presented at the DG meeting in Rome.

2 The development of quality management systems (QMS): the CAF for cohesion policies

Given the importance of self-evaluating organizational performance in relation to national and European policies to enhance administrative capacity of public administrations, the use of the CAF model in this direction will be further explored by the CAF Network.

The following activities will be implemented:

- a. A new European study on the use of CAF, more qualitative than the previous ones, focusing on: impact on performance results and organizational culture and effective methods to promote and support its utilisation. The exemplary case of the education sector will be deeply analysed with the support of experts' opinions and opinion leaders on the general use of the model. The goal is gaining insight to draft guidelines/strategies to support Member States involved in CAF dissemination policies.
- b. Planning the *6th European CAF Event* in cooperation with the CAF Network and organize it in November 2014 in Rome. A new format for the event will be planned and implemented taking into account the focus on education and at the same time the need to involve the large European and non European CAF community. During the event the results of the study will be presented and a draft of possible guidelines will be discussed.
- c. During the DG meeting in December 2014 the results of the survey will be presented and a "CAF policy brief" will be discussed for approval.

Latvia, in particular, will focus on:

Public administration reform is not just a crisis-created necessity, but also a result of the country's sustainable development objectives. This creates a need to develop policy implementation and assessment tools to ensure effective reform objectives. During the Presidency we will focus on the role of the Center of Government (CoG) in the reform process, building a common understanding of efficient public administration, as well as emphasising ICT enablers towards open and collaborative government and interoperability solutions for public services delivery..

This activity includes:

1. Specific case studies in working groups that will help find possible solutions to improve effectiveness of CoG in decision making, reform implementation and evaluation process.
2. Mapping of best practices of ICT tools use in regard of society involvement in decision making processes and improvement of provision of public services, paying attention also to the legal issues.
3. Highlighting achievements and further policies in the field of interoperability in provision of cross border public services.

In close cooperation with Latvian IT Cluster, the conference “CONT_ACT RIGA 2015: *ICT solutions & Public Services (extension of the title and synopsis TBC)*” will be organized and held on 6th May 2015 under the Latvian Presidency. The conference will bring together e-governance experts and decision-makers from the EU, EEA and “Eastern Partnership” States to share their experience about government and ICT industry co-operation and search for opportunities to increase the efficiency of government and public service delivery, by broadening the use of technology.

Luxembourg, in particular, will focus on the following activities:

1. Organize the 8th Quality Conference as a synthesis of the themes and challenges tackled in the present MTP;
2. Analyse the security policies and the stake of data protection in an environment of new forms of service delivery.

IPSG	HRWG
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PRIORITY	TOOL	PRIORITY	TOOL
Enhancing institutional and administrative capacity in administrative reforms and the implementation of cohesion policies (IT)	- Discussion paper	Organization, learning and skills in civil service. Mapping skills and strategic competencies and enhancing mobility (IT)	- Research study
The development of quality management systems: the CAF for cohesion policies (IT)	- European study on the use of CAF - 6 th European CAF Event - CAF policy brief	The impact of open government, policies on public administration reforms (IT)	- Qualitative study
Future role of public administration and CoG, building a common understanding of efficient public administration (LV)	- Case studies in working groups - Research	Needs and expectations of young generations (future labour market) (LV)	- Survey
Role of ICT enablers towards open government and interoperability solutions for European public services delivery (LV)	- Mapping of actions implemented by MS - Case studies	Needs of civil servants and how to retain the experts and leaders in public administration (LV)	- Research
New forms of procedure, virtualization and collaborative	- Survey and best practice	Transformation of public administration to become an	- Case studies in working groups

production of services (LU)		attractive employer (LV)	
Security policies and data protection in an environment of new forms of service delivery (LU)	- Study	<p>Trends in terms of needs of personnel and competencies in an innovative public administration:</p> <ul style="list-style-type: none"> - job and competence planning , recruitment, mobility - statutory evolutions 	- Survey and thematic paper
	-	<p>DISPA: Quality management in the training process - A challenge for schools and institutes of national public administration.</p> <p>(LU)</p>	- Survey and best practice
<p>Service delivery in a multicultural environment – managing diversity and multi culture environments</p> <p>Ageing, migration and demographic change</p> <p>(LU) – New needs of services, intergenerational management</p>			

- [1] Y. Benkler: The wealth of networks: how social production transforms markets and freedom, 2006
- [2] H. Margetts, P. Dunleavy: The second wave of digital-era governance: a quasi-paradigm for government on the Web, 2013
- [3] A vision for public services. Draft version. EC DG CONNECT, 2013
- [4] http://www.innovation.cc/volumes-issues/intro_eva_sorensen_torfig_17v1i1.pdf