



THE EUPAN-HANDBOOK



Foreword

During the Finnish Presidency (2006), it was decided that a EUPAN handbook would be drafted. It would be based on the work done previously for the IPSG handbook, the EUPAN Administrative Framework, the Communication Plan and the EUPAN Circa protocols.

During the Portuguese Presidency (2007) a second draft of the EUPAN Handbook was drawn up, taking into consideration the Finnish draft, several documents from previous presidencies available in CIRCA and suggestions from the working group members.

The final version was approved by the Directors General in their 49th meeting of 10-11 December 2007 in Lisbon

WHAT IS THE EUPAN HANDBOOK?

This handbook has been drawn up for the use of the European Public Administration Network (EUPAN).

This handbook is a concise manual, intended to be a guideline book that provides specific information concerning EUPAN functioning.

It describes the EUPAN mission, structure, and standard procedures as recommendations for the different fora of the Network.

WHY THE HANDBOOK?

The aim of the EUPAN handbook is:

- To work as an information tool for new individuals joining the Network and its meetings.
- To promote information-sharing and horizontal co-ordination and co-operation inside the Network as well as strengthening their effectiveness.
- To share a common vision of knowledge management inside the Network.
- To promote good practice and continuous development of working methods.
- To provide information of the Network to outside co-operative and interested partners, and the general public.

HOW TO MAINTAIN THE HANDBOOK UPDATED?

This handbook is not intended to be a static document. It is crucial for its permanent usefulness that the Presidencies update the information when deemed necessary, in light of Network developments (e.g. the contact list).

HOW TO MAKE THE HANDBOOK VISIBLE?

The handbook should be available in CIRCA and on the EUPAN Website. Furthermore, each Member State should make it available on their national websites.

List of ABBREVIATIONS

AHG(s)	AD-HOC GROUP(S)
CAF	COMMON ASSESSMENT FRAMEWORK
CIRCA	COMMUNICATION AND INFORMATION RESOURCE CENTRE ADMINISTRATOR
CRC	CAF RESOURCE CENTRE
DG(s)	DIRECTOR-GENERAL(S)
DISPA	DIRECTORS OF INSTITUTES AND SCHOOLS OF PUBLIC ADMINISTRATION
EC	EUROPEAN COMMISSION
EFQM	EUROPEAN FOUNDATION FOR QUALITY MANAGEMENT
eGOV WG	E-GOVERNMENT WORKING GROUP
EGPA	EUROPEAN GROUP FOR PUBLIC ADMINISTRATION
EIPA	EUROPEAN INSTITUTE OF PUBLIC ADMINISTRATION
EU	EUROPEAN UNION
EUPAN	EUROPEAN PUBLIC ADMINISTRATION NETWORK
HR	HUMAN RESOURCES
HRM	HUMAN RESOURCES MANAGEMENT
HRWG	HUMAN RESOURCES WORKING GROUP
IPSG	INNOVATIVE PUBLIC SERVICES GROUP
LT(s)	LEARNING TEAM(S)
MS	MEMBER STATES
MTP	MEDIUM TERM PROGRAMME
NCP	NATIONAL CONTACT POINTS
OECD	ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT
SG(s)	SUB-GROUP(S)
TF(s)	TASK FORCE(S)
WG(s)	WORKING GROUP(S)

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I. GENERAL INFORMATION ABOUT EUPAN

1. DEFINITION

EUPAN is an informal network of the Directors General responsible for Public Administration in the Member States of the European Union, the European Commission and observer countries.

The informal structure of the Network is steered by the Ministers responsible for Public Administration.

2. ORGANISATION

EUPAN is organised on three levels:

- Political: Ministers and the Commissioner responsible for Public Administration;
- Management: Directors-General;
- Technical: Working-Groups.

3. HISTORY

Informal co-operation in Public Administration within the scope of the European Union Council has been taking place since the second half of the 70's in a structure designated as the Committee of the Directors-General for the Public Services of the Member States and the Commission.

This structure has always had an informal character as the Treaties of the European Union do not establish community powers for public administration organisations.

This Committee held annual meetings and discussed themes of common interest for public administrations in the context of European integration, with special emphasis on the free movement of workers.

The first Informal Conference on Management in Public Administrations of the European Community, bringing together the Ministers of the Member States responsible for public administration and the European Commission was organized in Maastricht on the 24-25 February 1988.

There the Ministers “agreed on the desirability to exchange information and experiences

among themselves and between their top-level civil servants responsible for management and personnel policy in their administrations”, and called upon these top-level managers to arrange informal meetings in order to prepare the next informal conference at ministerial level. Representatives of the European Commission also participated in this preparatory committee, which requested submission for proposals on further improvement of public management in the European context.

The Ministers also agreed on the role of the European Institute of Public Administration (EIPA, created in 1981), this role being primarily to stimulate and coordinate studies on matters of public management.

The Second Informal Conference of the Ministers from the Member States and the EU-Commissioner in charge of public service took place in Luxembourg on 5-6 July 1990. In this meeting the Ministers expressed the will to continue informal discussions on issues related to public administrations and their capacities to deal with European affairs. They also decided that the preparatory committee would meet at least once a year in the country holding the Presidency of the Council or at another agreed venue, such as EIPA. The Ministers discussed the possibility of associating the preparatory committee with the Committee of the Directors-General for the Public Services of the Member States and the Commission.

In 1991 a decisive impulse was given to the structuring of the network.

In their 18th meeting, held in Brussels on 19-20 September 1991, the DGs responsible for Public Administration debated and adopted the suggestion put forward by the French delegation that a request be put to Ministers to give them a clear mandate so as to allow for a better structure of the DGs meetings.

At their third informal conference, held in Maastricht on 19 November 1991, Ministers decided to entrust to DGs, in collaboration with the Commission and with the support of EIPA, the responsibility for the agenda and preparation of the documents for the meetings of the Ministers. This decision also included a clear mandate given to the DGs to meet regularly to exchange points of views on developments in public management within EU Member States, and in particular to consider detailed matters such as quality in and access to public services. Procedural and organizational matters would be freely established by the DGs, who decided on a two-tier co-operation structure: political guidance would be ensured by the Ministers and the management/operational level by DGs (designated as Informal Group of DGs).

Following this mandate given by Ministers, the DGs, on 4 December 1992 in London, agreed on the terms of reference and organizational aspects for their meetings.

As terms of reference they established that they would discuss questions of common interest arising from the involvement of public authorities in the activities of the Community with a view to improve its efficiency, including the contribution made through the modernization of the public administration in member states; strengthen collaboration between national authorities through regular exchange of information; prepare the meetings of Ministers and put into effect its conclusions; and assess regularly the value of their work. As far as the organizational aspects were concerned, it was decided to meet twice a year in the Member States holding the Presidency of the Council of Ministers, which would act as chair of the meeting.

At that time the task of preparing the meetings documents was given to EIPA.

At this meeting it was also agreed to establish a Directors-General Troika for preparing DGs meetings. The Troika would be composed of the Presidency and the immediate past and next Presidencies and also the Commission and EIPA.

The mandate given to DGs was broadened by Ministers in 1996. DGs were asked to handle other subjects such as national civil servants' training in European affairs and the related issue of mobility between European Union countries' public administrations, alongside other areas where administrative co-operation ought to be strengthened.

At the DGs meeting held on Helsinki on 3-4 November 1999 the question was raised on the issue of setting up a permanent secretariat that would be responsible for making preparatory work in such detail as to prepare documents that would permit proposing conclusions to be adopted. The secretariat should follow the developments on the principal topics of concern to the DGs and should be directly linked to the troika.

Also raised in 1999 was the need to promote the continuity of the work carried out by DGs, ensuring that issues of a general interest to the EU Member States lose no importance or be simply left out of the agenda without the desired results being achieved. Unanimity was reached on the proposal for making a multi-annual planning (medium-term) leaving, nevertheless, to each presidency the room to develop its own initiatives or proposals in order to combine continuity with innovation. This project was developed by the following Presidencies and the first MTP was presented in 2001 (Swedish Presidency).

In 2000 the Troika structure was redesigned in a formula of Troika+1. The extended Troika was now composed of the Presidency and the two immediate past and next Presidencies and also the Commission.

In November 2000 the DGs at their meeting in Strasbourg decided that each member of the Troika should appoint a correspondent who would take an active part in the organisation and

follow-up of work of the DGs and related working group. This was the establishment of the Troika Secretariat.

The structure of the Network was established and the idea of EUPAN started to take form.

The idea of a permanent website for the DGs had been pursued for some time and new developments came in 2001 when the Commission stated that the CIRCA system could be used for that purpose. The DGs at their meeting in Uppsala on 17-18 May 2001 welcomed and accepted this offer and decided that the secretariat should be responsible for the operation of the permanent website which would serve as a database and tool for information sharing, and that it should be evaluated after two years.

In 2002, the Danish Presidency made a self-evaluation of the Network (designated as European Public Administration Network - EPAN). The purpose of such an assessment was to establish whether the network was reaching its objectives, and whether the functioning and organisational structure of the network could be improved. No evaluation was made on whether the issues dealt with by the Network were appropriate.

The assessment was presented to the DGs in their meeting, held in Ellsinore on 25-26 November 2002, where DGs agreed to continue and improve their co-operation by establishing some procedural adjustments on the Network's organisation.

The EUPAN website idea started also in 2002 under the Danish Presidency, and its aim was to disseminate suitable documents to a wider audience, providing accessibility to everyone. In 2003 the idea was developed and the DGs welcomed the management and financing by EIPA of this new site. The website was presented in 2004 at the DGs meeting held in Maastricht on 22-23 November and became operational in 2006. As the abbreviation "EPAN" was already being used by another network, the website and the logo for the Network were produced under the name EUPAN.

4. MISSION

To improve the performance, competitiveness and quality of European public administrations by developing new tools and methods based on the exchange of views, experiences and good practices among EU Member States, the European Commission and observer countries, in the field of central public administration.

5. VISION

To support the implementation of the Lisbon Strategy, placing the citizen at the centre of public management, by working in different areas (human resources, innovation, quality, e-government) and with different actors in order to support efficiency and customer orientation in European public services.

6. NETWORK

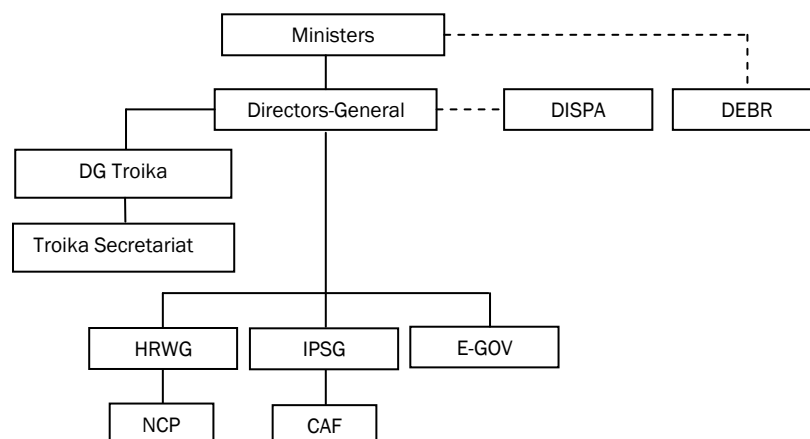
The Network is composed of three working groups (WGs) which report directly to the DGs:

- Human Resources Working Group (HRWG)
- Innovative Public Services Group (IPSG)
- E-Government Working Group (E-Gov).

Both HRWG and IPSG have Subgroups:

- HRWG – National Contact Points (NCP);
- IPSG – Common Assessment Framework Expert Group (CAF).

The scheme below represents the structure of the Network as well as the two Groups (DISPA and DEBR) that work in co-operation with EUPAN:



II. THE ROLE OF THE DIFFERENT ACTORS

1. MINISTERS

The Ministers responsible for public administrations in the EU together with the Commissioner in Charge of Personnel and Administration meet approximately once in two years. The Ministers' meetings are the most important ones in regard to the approval of guidelines and steering the Network. The Ministers' meetings concentrate on the main issues of EUPAN and do not take a stand on what is happening in the detailed projects.

The Ministers' meetings are scheduled so that it is possible for them to steer the DGs in what is the political will with regard to the target-setting of the MTP.

2. DIRECTORS-GENERALS

Based on what guidance and visions the DGs have received from the Ministers, the role of the DGs is to provide further guidance for EUPAN. This is done by setting specific targets for the Network and by reacting to the reports from the working groups. This means that the DGs have a role in redirecting the work if necessary, if the targets are not achieved and if work concentrates on other than priority areas.

The DGs meet once during each Presidency.

3. PRESIDENCY

The Presidency is the country that presides over the Council of EU, and it is an important actor in EUPAN work.

One of the most important tasks of the Presidency is to push EUPAN work forward, by taking the initiative in developing projects or by stimulating and coordinating the work of the WGs.

Within common targets, the different WGs have to decide upon how to reach the targets and plan what should be done during each presidency. This planning is made by the Presidency with the collaboration of the WGs members.

Each Presidency should present amendments to the work programme at the end of the Presidency.

Each Presidency is assigned with tasks, as follows:

- To manage the documents available on CIRCA;
- To organise and chair the Network meetings though other countries can volunteer to host specific meetings;
- To make documents available before the meetings, with at least one week's notice; the documents should also be available at CIRCA.
- To produce the minutes and to make them available after the meetings.
- To update the contact list of Network members in different groups;
- To contact and provide information to outside partners of the Network (e.g. OECD, EGPA).

4. EUROPEAN COMMISSION

The main role of the Commission in EUPAN is to:

- Help to identify working areas which complement the activities undertaken in the Community Institutions;
- Advise and provide expertise.

The Commission actively participates in the three levels of EUPAN: the Commissioner responsible for administrative affairs assures representation at a political level whilst participation at management level is assured by the Director-General of the Personnel and Administration Directorate-General (DG ADMIN) where also the overall coordination of EUPAN activities takes place. Working and expert groups are attended by Commission staff from DG ADMIN, the Secretariat General (SG) and the Directorate General for Information Society (DG INFSO). The European Administrative School (EAS) participates in DISPA meetings.

5. EXTENDED TROIKA

The extended Troika consists of the country of Presidency as well as the two previous and two upcoming countries of Presidency and also the European Commission. The role of the Troika is to ensure continuity in the planning and implementation of the EUPAN MTP agenda and to assist the Presidencies in their work on planning for each Presidency agenda and planning of the meet-

ings. The Troika countries also monitor the work and results of EUPAN on a more frequent basis so as to be able to give advice to the Presidencies on upcoming issues.

Troika co-operation is also vital in ensuring the whole-of- the network point of view in the work done in the WGs during each presidency. Therefore it is recommendable that in the Troika meetings the different EUPAN WGs are presented as much as possible.

The DG Troika and Troika secretariat are important for the preparatory work but also as a meeting point of the representatives from the different SGs. The Troikas have a co-ordinating role as well as a role in surveying between the DGs meetings on how the work related to the goals is progressing.

5.1 DG-EXTENDED TROIKA

The DG-Troika (consisting of the DGs of the Troika countries and the European Commission) is important in planning DG-meetings and in keeping the DGs informed of the work done in the different WGs.

The DG Troika meetings take place twice in each Presidency.

5.2 EXTENDED TROIKA SECRETARIAT

The Troika secretariat consists of members from the working group level of the Network and is in close contact by e-mail to help each Presidency to carry out its tasks. The Troika secretariat also works on connecting the different points of view of the WGs.

The Troika secretariat meetings take place twice in each Presidency.

6. WORKING GROUPS

The WG form the EUPAN structures of work, and are composed of national experts from the EU MS and the European Commission.

Each WG has core working areas, although they all work towards the main aims of EUPAN.

The basis of the WGs work derives from the Ministers and DGs resolutions and from the MTP, which, along with each Presidency's priorities, define the

7. SUB-GROUPS

specific working areas, the projects and the results to be achieved.

The WGs also prepare the DGs meeting from the perspective of each WG's field of subjects.

Depending on the DGs approval, the WGs can create SGs focused on a specific working area of the WG. These SGs can be seen as expert groups.

SGs are stable structures composed of delegates from the EU MS, but do close down when the mandate is over.

The SG work programme is defined by the WG responsible for giving a mandate to the SG.

For the creation of a SG it is important that:

- The WG should have some working area that is important for the WG, although to be undertaken properly it requires specific meetings or specific tasks;
- The countries represented in the WG should volunteer to participate in the SG;
- The WG should give a clear mandate to the SG, approve the work programme, monitor the ongoing projects and evaluate the work done;
- The DGs should approve the SG creation in the DGs meeting.

8. AD-HOC GROUPS & TASK FORCES

The WGs can create AHGs or TFs to develop specific projects that need specific expertise.

The AHG/TF has a short life span, limited to the mandate given by the WG, which is a specific task to produce a specific result.

It is composed of members of the WGs and of experts from the public administrations if they are useful to the group task.

For the creation of an AHG/TF it is important that:

- The WG has some specific task that demands specific expertise to be undertaken properly;
- The members represented in the WG should volunteer to participate in the AHG/TF based on special interest or expertise;
- The WG should give a clear mandate to the ad hoc group, monitors the

ongoing work and evaluates the results.

9. LEARNING TEAMS

Temporary LTs can be set up within each WG or within EUPAN, on the basis of particular common interests of some members, with the objective of producing outputs to share within the WGs. The LTs work has to be connected to WGs/EUPAN mission, as well as the MTP in course.

The Learning Teams participants could be:

- Members of one group;
- Members of different EUPAN WGs;
- Experts/consultants invited by the LT.

There are some guidelines and principles that should be taken into account to ensure the LTs run well:

- The LT philosophy of action should be “win-win”: all LT members should learn with the LT experience.
- The LT nature is not academic but practical.
- The LT “clients” are the LT members, the WGs members, the EUPAN Network and the European public services.
- The LT is free to set up the form of work, i.e. coordination, responsibility for the minutes of the meetings, possible reports and presentations, etc. To avoid extra costs to MS attendance meetings it is not a prerequisite, but LT members are free to decide on this.
- The role of the Presidencies is strictly to approve the creation of each LT, oversee the work developed and collect the results of the LT working plan. Their responsibility is only to facilitate the work, not to finance or to assume direct coordination of the LT.

The creation of LTs could be useful:

- To align the WGs activity to the Member States’ needs and expectations (volunteer basis).
- To cover more themes in the MTP, increasing the WGs results.
- To share practices and findings among MS in a deeper way.
- To work on specific themes that doesn’t have the necessary consensus of the WGs to be a common project.

10. DELEGATES

The delegates represented in the groups have an important role in the Network. Some of the most important tasks of the delegates are:

- To participate in the meetings actively;
- To participate in the WG projects, by giving their opinion, responding to surveys and collaborating in the group activities;
- To share good practices or relevant information in the meetings;
- To take initiatives for new projects or new LTs;
- To feedback the EUPAN discussions and results back to their national administration.

For the proper work of the Presidency, each delegate is responsible for:

- Keeping the Presidency in course informed about the national representatives (name, organisation, e-mail; telephone);
- Making the registration in the meetings in time;
- Liaising in his national administration with actors and stakeholders concerned by the respective EUPAN topics;
- Commenting on the documents sent by the Presidency related to the meeting.

III. THE EUPAN WORKING GROUPS

1. HUMAN RESOURCES (HRWG)

Definition

The HRWG is an interest group for discussing and sharing experiences on all issues related to the HRM policies of central government administrations and some general strategic matters concerning government reform and change.

History

In February 1995 the Ministers held their fourth meeting and the main concerns debated were the opening of public administrations regarding mobility (free movement of workers) and training.

Following the concerns showed by the Ministers, the Directors-General main priority in 1995 was to open the public service to Community nationals and training at European level. In this framework it was decided to set up two ad-hoc working groups that would operate under the overall control of the Troika. The first group should handle the “Entry to the Public Services of the Member States” and the second the “Pension Schemes for Officials”. Their mission consisted of exploring the ways that could offer practical solutions for the opening-up of European public services. The Member States were invited to delegate 1 or 2 experts to them.

At the 28th meeting of DGs held in The Hague on 29 - 30 May 1997 the proposal of the constitution of a Network of national coordinators for mobility of civil servants was discussed, taking on the work developed by the previous ad hoc work groups. Three main questions were raised regarding the establishment of this network: the mandate for a working group in charge of coordination, the organisation of the work and the logistical support that the Commission could give. An ad hoc volunteers group was formed, including EIPA, in order to submit a preliminary report on these matters to the next Presidency.

In Luxembourg, on the occasion of the 29th DGs meeting held on 27-28 November 1997, the proposal drafted by this ad hoc group was presented and

approved and the ad hoc group on mobility was set up.

In May 2001 (Swedish Presidency) DGs agreed to replace the mobility group by a working group for Human Resources Management (HRM) issues with a broader mandate. This group, besides continuing the ongoing and planned work on mobility, increased its scope of work to include issues related to training and to an informal social dialogue for the public sector.

In November of the same year, the mandate of the HRM group was broadened, in the wake of a presentation made by EIPA regarding human resources management. The group should handle all issues regarding HRM.

Delegates

The HRWG has representatives of all Member States, the European Commission and EIPA.

Observers

During the Finnish Presidency (second semester of 2006), it was decided that each Presidency could decide on its part whether to invite Norway to the HRWG meetings during their respective Presidency.

1.1 NATIONAL CONTACT POINTS (NCP)

Definition

The NCP is a forum for discussing and sharing experiences on the questions of mobility, constituted by experts of the regulations and/or legislation concerning mobility in the public administrations of each Member State.

History

In November 1998, during the Austrian Presidency, the DGs considered for the first time the possibility of creating a network of National Contact Points (NCP), with a view to strengthening and facilitating mobility and exchange of officials amongst the respective administrations of the Member States.

In November 2000, during the French Presidency, the Mobility Group presented to the DGs a report emphasising the importance of continuing the

progress in the activation of the NCP network. The main goal was to allow the national administrations to consult the NCPs regarding the specific difficulties discovered by the candidates for European mobility, and propose initiatives that would make it possible to solve difficulties. In the Resolution adopted, it was accorded that the Mobility Group would activate the network.

During the Belgian Presidency, in November 2001, the delegations of the Member States were invited to communicate the names and other details of two persons to carry out the tasks corresponding to the NCP in each country and afterwards, and the DGs approved a Declaration establishing the tasks of the NCP network.

In November 2002, during the Danish Presidency, the DGs, in their meeting in Ellsinore, approved the procedural guidelines.

The network was then considered operative.

The HRWG was assigned the task of assessing the need for steps to be taken on the basis of the annual evaluation of the network, the first time during the Irish Presidency in 2004. This Group was asked to follow closely the implementation of the network during the Greek Presidency.

A start-up meeting of the network was scheduled for December 2002 to discuss and adapt the expectations to the future work and co-operation.

In February 2004, during the Irish Presidency, an information sheet for the evaluation of the network was sent with the purpose of updating the information from the Greek and Italian Presidencies and of assessing the role and operation of the network.

During 2005, the Presidency NCP would report to the HRWG on the implementation of the proposals presented during the Irish Presidency (In "The Evaluation of the Network of National Contact Points"-Ireland 2004).

A second review should be undertaken to evaluate the role of the network as its structures develops.

During the Dutch Presidency, in 2004, a NCP conference was organized by the German delegation of HRWG in cooperation with the Dutch Presidency with the objective of establishing face-to-face contacts between NCPs after the EU enlargement, to present and reflect on the state of affairs of EU-wide

mobility of civil servants and employees as well as the activities of the NCP network to date and to discuss possibilities of improving cooperation within the network.

A new NCP meeting took place in April 2005, during the Luxembourg Presidency with the aim to restate the goals of the group and provide further updates on its short- and longer-term activities.

Tasks

Besides the exchange of experience and mutual information between the NCPs, the network is also assigned the task of answering the requests of national administrations of all Member States so as:

- To provide information on all basic issues concerning the exchange of public servants and their secondment.
- To provide information on place and form of publications, including use of the Internet.
- To refer the requesting administrations to the national, regional and local points in charge of personnel matters.
- To provide information on existing EU-wide exchange programmes and bilateral agreements.
- To endow assistance to other administrations involved in case of detachments, without doing the administrative work itself.
- To serve as contact to the European Commission regarding mobility in MS.

The access to NCPs has been clearly limited to the public administrations of the Member States, excluding always the direct access of the citizens, taking into account that it would otherwise be necessary to provide the NCP with a permanent administrative structure that has not been foreseen. However, the opening of the NCP to the public is of permanent concern.

Delegates

In general terms, each Member State has one or two delegates.

Procedural guidelines

The specific guidelines for NCPs are divided into two different sections, according to the tasks of the network:

- a) When acting as a forum for discussion and exchange of experiences, the network works on an internal basis, supporting and improving the functions of each NCP in relation to requests from other NCPs or national administrations. For this purpose the forum can use different work methods (e.g. e-mail).

Each NCP is responsible for communicating and providing adequate information to the other NCPs about the implementation of new or amended legislation or administrative practices with relevance for European mobility.

Each NCP is also responsible for the updating of this information on the websites relevant for the network.

Experiences, questions or special cases or problems of interest to all Member States should be communicated to the whole network. The answers or comments to such communication should also be given to the whole group.

In case of specific questions or problems concerning one or few Member States, the contact can be made only between them. On the other hand, if the question or problem has a more general character, the NCP who launched it is responsible for communicating the relevant information to the rest of the network.

- b) When answering requests of the national administrations of all Member States and because the network works without direct contact between the NCP and citizens, the queries from citizens are presupposed to be addressed via national administration, not directly to the NCP. Therefore, in order to avoid unnecessary administrative work, the NCP should forward general information to the national administrations or relevant websites, where basic information on mobility can be found.

Meetings can be arranged according to the needs of the network. A more detailed organization of such meetings will be decided by the network, and

similarly as regards bilateral meetings between two or more contact points.

An updated list of the NCPs must always be available on the CIRCA website.

Updating the list is the responsibility of the Member State that holds the Presidency.

Evaluation

In order to secure an optimal function and to uncover possible needs for improvement, the network will annually add up the number, character and scope of the enquiries and also the possible problems and needs for improvement.

The information is given to the Human Resources Working Group. The Human Resources Working Group assesses whether necessary steps have to be taken on the basis of the information given, i.e. involvement of the Directors-General.

It is the responsibility of the NCP whose country holds the Presidency to collect the information from the rest of the network and to pass it on to the Human Resources Working Group.

The information should be passed on to the working group before the end of February each year.

2. INNOVATIVE Public Services (IPSG)

Mission

The IPSG mission is to contribute to improving the quality and efficiency of the European public services, by developing tools and sharing good practices between Member States. The main goal is to introduce quality management and the customer orientation in public administrations.

Important IPSG products are:

- The Quality Conferences for Public Administrations in the EU;
- The Common Assessment Framework (CAF).

History

The creation of the group of innovative public services has its antecedents in two initiatives related to quality in public services.

The first was the benchmarking initiative related to the development of the issue “influence of public service and administration on competitiveness”. This initiative was the Conference on Benchmarking that was held in Copenhagen on 20 and 21 February 1997 and brought together representatives from 10 European Union Member States, the European Commission, and a few other organisations such as the OECD and the European Foundation for Quality Management (EFQM).

The Conference conclusions stated that the group formed the basis of a network aiming to pursue the exchange of experiences by using methods which go further than the EFQM model. One of the goals of the network formed was to be a forum where ideas and experiences were exchanged and to form a body for the encouragement and promotion of ideas and projects maintaining co-operation with participant organisations.

The results of this Conference and its conclusions were discussed and approved by DGs on their 28th meeting held in The Hague on 29-30 May 1997.

The second initiative was designated “European Award for Excellence in Public Administration” that started with the Austrian Presidency. The preparatory work of this initiative was made by a management committee that brought together the European Commission, EIPA, the EFQM and a representative from the Speyer Public Service Academy alongside the Austrian delegation in two meetings. The first meeting of the committee took place in Vienna on 31 March 1998 and the second in Brussels on 9 November 1998.

As a result of these meetings a proposal was presented redefining the project of the European Award. This proposal was presented to the DGs meeting held in Vienna on 11-13 November 1998 and consisted of the joint development of a quality model and the setting out of evaluation criteria for the selection of “best practice” cases to be presented during a European conference on quality.

This proposal was presented and approved at the Ministers’ meeting held in Vienna on 12-13 November 1998, where a discussion was held regarding

collaboration on issues related to administration modernization, in particular regarding quality and performance comparisons.

As a consequence two experts' networks were set up: the first with the aim to organise the Conference on quality in public administrations, and the second to identify the common performance indicators that would allow international comparisons.

These two groups were merged six months later under the German Presidency (first semester 1999) and formed the Innovative Public Services Group. The first purpose of the group was to promote benchmarking between public administrations and to promote the adoption of best practices. In the same year the IPSG developed the Common Assessment framework and started preparation of the first Quality Conference (Lisbon 2000).

The IPSG mandate has been updated since then. In the MTP 2006/2007, the Group is presented through the following statement: *"The improvement in the quality of public services provided for citizens and business, as the main activity of IPSG, is the core of the reform of public administrations in the EU Member States."*

The most visible outputs of the work done by IPSG are the Quality Conferences, the CAF model and the CAF Events.

Delegates

The IPSG has representatives of all Member States, the European Commission, EIPA and EFQM.

Observers

In 2000 Norway joined the IPSG as observer. Since then, Norway has also participated in the CAF Expert Group and in the Customer Satisfaction Management Group.

Ad-hoc groups

The IPSG nowadays has two ad-hoc groups: the Customer Satisfaction Management ad-hoc group and the 5th Quality Conference ad-hoc group.

2.1 CAF EXPERT GROUP

In 1999 a basic tool introducing quality management in the public sector was developed – the Common Assessment Framework (CAF). At the DGs meeting in Strasbourg, on the 9th -10th of November 2000 it was decided to set up a support Resource Centre that could take charge of the CAF, specifying the methods of its use as a benchmarking tool between administrations.

The CAF Resource Centre (CAF CRC)

In response to this, during the Swedish presidency in 2001, the DGs decided, at their meeting in Uppsala, that a Resource Centre should be established.

They recommended that:

- Countries willing to co-operate on the CAF should each appoint a national organisation/ministry responsible for the CAF and designate a qualified person, attached to that organisation/ministry, as a country correspondent.
- These correspondents should stay in close contact with the IPSG and should be the natural first contact point for organisations interested in the CAF.

EIPA was assigned to act as the international CAF Resource Centre (CAF RC). This centre would be in charge of providing methodological support to administrations in applying the CAF, report on experiences related to its use in different Member States and set up a website and a training programme. The main tasks of the CAF RC are:

- to promote the use of CAF at European level;
- to act as the observatory of CAF applications in Europe (European data base);
- to provide up-to-date and reliable information on implementation of the CAF;
- to provide training in the CAF and technical assistance on demand of countries;
- to help the CEG to organize its meetings and those of the CAF users network.

In 2004, the Irish Presidency funded a review on the operational effectiveness of the EIPA Resource Centre. The DGs recommend that the IPSG oversees the development of proposals by the EIPA Resource Centre and the CAF

Network, to address the findings and implement the recommendations in the report.

The IPSPG supervises and steers the overall work of the CAF RC. The CAF RC coordinates the CAF Network consisting of the national correspondents in charge of the dissemination of the CAF at national level.

The CAF Expert group (CEG)

In 2003 the Greek Presidency proposed the realization of an expert meeting relating to the CAF. The idea was considered but the sense of the word “expert”, the goals of such a meeting, the members of the meeting and the issues for discussion had to be worked out.

In 2004 the IPSPG, in their meeting of 30 March held in Vienna, took the decision to set up the CAF expert group for developing a draft CAF Action Plan.

The CAF expert group is composed of the CAF national correspondents of countries, the EIPA CAF RC and EFQM representatives. The group is open to the participation of experts of CAF/TQM nominated by countries. It meets at least twice a year and the major tasks are:

- to improve and regularly up-date the CAF;
- to define in collaboration with EIPA the role of the European CAF Resource Centre (tasks, mandate, placement, financing);
- to develop in collaboration with EIPA CAF support tools (e.g. CAF website);
- to analyze the problem of self-assessment validation;
- to validate the different ways to adapt CAF for national or sectorial use;
- to assist and promote the exchange of good practices of operational managerial tools between European member states;
- to organize the CAF users events (content papers and programmes);
- to report back to the IPSPG at least twice a year.

The CAF Users Network

The CAF RC, in cooperation with the CAF network of national correspondents aims to register the organisations in Europe using the CAF. As stated in the resolution of the DGs in December 2006 (Helsinki), it is important to invest in reaching the goal of 2010 registered CAF users by the year 2010.

3. E- GOVERNMENT (E-Gov WG)

Since 2003, CAF users can meet and exchange experiences at the European CAF events which are organised every two years. Since 2006, the Quality Conferences has included a CAF Centre, with specific workshops and information.

Vision

The overall vision of the CAF Network and the CAF Resource Centre can be described as “The further dissemination of the CAF within Europe, maximising collaboration at national and European level aiming to reach the target of 2010 registered CAF users in 2010, in order to contribute to the proper functioning of public sector organisations and the quality of the service delivery to the citizens”.

Definition

The overall objective of the e-government working group (eGov WG or eGOV) is to facilitate and carry out the exchange of views, experiences and good practices among the Member States in the field of e-government, in particular with regard to public administration aspects of e-government. The e-government working group liaises with the European Commission, with regard to various e-government initiatives at EU level.

History

In 2000 the Ministers responsible for public administration decided, at their meeting in Strasbourg on 7 November, to promote and develop e-government with a view to improving services provided to users, more efficient functioning of administrations and better working conditions for civil servants. In this context Ministers entrusted DGs with the responsibility to follow up the work on benchmarking and to ensure the accuracy, relevance and development of those tools.

At the 35th meeting of the Directors General held in Strasbourg on November 9-10, 2000, the Directors General agreed to the establishment of an e-

government working group under their auspices.

In the DGs resolution at their 38th meeting held in La Rioja on May 28-29, 2002, it was stated that the Directors General:

- Confirm the importance of exchanging views and experiences in the field of e-government.
- Recognise the need to strengthen the working-relationship between themselves and their e-government working group.
- Agree to refocus the term of reference of the e-government working group into a distinctive public administration approach to e-government.

In the sequence of this, during the Danish Presidency (second semester of 2002) the terms of reference were approved by Directors General.

The first e-government ministerial conference took place in Brussels on 29-30 November 2001 and was organized jointly by the European Commission and the Belgium Presidency. The ministerial declaration issued in the context of this conference focused on e-inclusion, on promoting trust and security, building on best practices, encouraging participation and the future steps for e-government.

The declaration issued at the Ministerial Conference held in Como in July 2003 gave further relevance to the role of EPAN in proposing recommendations and in promoting the exchange of good practices. The Communication of the Commission, adopted in September 2003, explicitly indicated the need for close cooperation with EPAN in order to follow up of the actions identified. In view of this, the working group strengthened collaboration with the Commission to further develop the issues discussed within the group.

In 2001 during the Swedish Presidency the DGs stressed the need for a coordination of efforts by and in different organisations in order to avoid duplication regarding e-government. This idea was reinforced in 2003 when DGs clearly stated that the e-government working group should work in recognition of other European and international e-government activities, including the activities of the OECD. The e-government working group should coordinate its activities with activities of the European Commission, including the IDA programme and the eEurope 2005 action plan, and other EUPAN working groups.

4. CO-OPERATION WITH OTHER GROUPS

4.1 DISPA

E-government's most visible outputs are their Conferences. The first took place on November 2001 in Belgium, the second in Italy on July 2003, the third on November 2005 in the United Kingdom the fourth in Lisbon in September 2007. (Please note: none of the conferences was an EUPAN conference, they were all organised by the Presidency and the Commission; EUPAN was only mentioned in the declaration as a group for best practice sharing).

Delegates

The eGov is composed of delegates from the Member States and the European Commission.

The informal nature of the network enables co-operation (informal) with other interest groups outside its structure.

Definition

DISPA is an informal network formed by directors and presidents of central training schools and institutes of public administration in the Members States of the European Union.

DISPA develops its work in close connection with EUPAN WGs, especially with the HRWG.

Mission

The main objective of DISPA is to promote co-operation and exchange of experiences throughout the EU concerning the training of civil servants.

History

At the DGs meeting held in Paris on 2-3 May 1995, it was agreed to organize a first meeting of the schools of public administration of the Member States in October. A preparatory meeting was scheduled in Strasbourg on June 1995 to present a proposal on a "provisional method of organization for the annual meetings of the training schools" that would later be submitted to the Troika.

A representative of the public administration from each MS was invited to the Strasbourg meeting along with a delegate from its PA school or institute. At the end of this meeting it was agreed to hold regular meetings in the country holding the Presidency of the EU that would be responsible for its financing. Regarding the specific characteristics of the presiding country it should be possible to invite the regional schools of public administration, limiting, however, the maximum number of participants per Member State to three or four delegates. EIPA participation in these meetings was emphasised and it was established that a report on each meeting there should be drawn up.

The DGs meeting in Seville on November 1995 discussed the result of the Strasbourg meeting and the issue was raised as to whether these meetings should be released from the supervision of Directors-General. A statement was made so that informal relations between the directors of the national schools of public administration were developed while maintaining a structural links with the meetings of the Directors-General.

Having met three times the schedule for these meetings was discussed at the DGs meeting of The Hague held on 29-30 May 1997 and it was agreed to hold the meetings on an annual basis insofar as there would be sufficient reason for a meeting and to combine the date and place of them with those of the EIPA Scientific Council, as many members belong to both bodies.

Meetings

This network meets in general every semester in the EU country that holds the Presidency.

Definition

DEBR is an informal network formed by Directors and Experts of Better Regulation who work on better regulation in their respective countries.

It is a forum for identifying and sharing best practices in relation to drawing up regulations.

The participants report and comment on developments in their own countries and at EU level.

4.2 DEBR

This group reports to the Ministers responsible for public administration.

Meetings

Meeting are generally twice a year, usually preceding the start of a new EU Presidency, and are not necessarily hosted and presided by the acting EU Presidency.

IV. SETTING TARGETS AND REPORTING RESULTS

1. MINISTERS RESOLUTIONS

The Ministers' resolutions are the main output of their meetings in regard to decision-making and the establishment of the core priorities of the network. The Ministers' resolution does not include detailed information or guidance on how the working groups will run the given priorities, but it focuses on the larger framework of the network, including:

- EUPAN structure (working groups and sub-groups);
- EUPAN ambitions and priorities for the future work (MTP);
- The overall working areas of the working groups.

2. DIRECTORS-GENERAL RESOLUTIONS

The DG's resolutions during each Presidency are used for clarifying the MTP targets set for the next Presidency and for revising the targets if needed. The DG's resolution concentrates on the coming work and on possible revisions based on the reporting but do not include statements about the work already done.

3. TROIKA RECOMMENDATIONS

The Troika recommendations result from the extended Troika DGs meeting and consist of general recommendations for the WGs.

4. MEDIUM TERM PROGRAMME

The MTP is the document where the targets are set for the network and the main document that steers the work of the network for a two-year time frame.

The goal of the MTP-format is to strengthen the focus of and reporting in the EUPAN network in a result-oriented direction. This development is in line with enhancing the role of the DGs to give direction to the WGs.

The MTP is built around themes common for the whole network decided by the Directors General.

The DGs state common visions to which the working groups connect their

work and the working groups then report to the DGs on results achieved. How the targets will be reached (what kind of projects and means) is up to the WGs.

EUPAN has limited financial means and other resources, as the Presidencies are most often the sole contributors. Thus it is vital that the network concentrates its resources on its core business.

The MTP is scheduled so that the common targets have timeframes. Interim targets can also be set to guide the work. In reporting during the MTP period remarks on the interim targets can be included. This way it is possible to monitor along the way whether extra effort needs to be made to reach the targets or whether the targets need to be discussed and reopened. The possible joint Presidencies would be helpful in scheduling the targets.

Nevertheless, it is consensual within the network that each Presidency has the room to develop its own initiatives or proposals in order to combine continuity and innovation.

Brief Historical Background

The first MTP was approved in 2001 under the Swedish Presidency, in the context of the Directors-general meeting that took place in Uppsala. In the meeting of Ministers responsible for public administration that took place in La Rioja on 27th May 2002 the programme included in the first MTP was updated and received political recognition (backing).

In the context of the meeting of Ministers responsible for public administration in Rhodes in June 2003, the Ministers assigned the Directors-General Troika to more closely co-operate on the elaboration of the new MTP, taking into account the new environment resulting from enlargement. Complying with this resolution, the Directors-General of Greece, Italy, Ireland and the Netherlands elaborated the MTP for 2004-2005. The 2004-2005 MTP was approved in Rome on 1st December 2003 by the Ministers and the Commissioner responsible for public administration.

The elaboration of the MTP for 2006-2007 took into consideration the new surroundings created by the enlargement and by the self-evaluation of EUPAN made in 2004, which had drawn up guidelines for implementing changes in

the network. The MTP for 2006-2007 was approved in the Directors-General meeting of 9th May 2005 in Luxembourg.

**5.
WORK PROGRAMME**

The WGs draw up their programmes according to the MTP, DG's resolutions and Presidency programmes. Of special importance is the co-ordination between Presidencies and between the different working groups. For example, it is important that in the working group meeting the representatives of the other working groups should not just report on the work done but are present to discuss the work to be done in common areas. The Presidency coordinates the working programmes of the different WGs.

**6.
AGENDA**

In close co-operation with the Troika each Presidency draws up its agenda so that it is related to achieving the common targets set in the MTP but also giving space for the Presidency's own priorities. The Presidency agenda is a work programme for the coming half-a-year. The Presidencies should work closely together towards joint Presidencies.

**7.
MEETING MINUTES**

The minutes of meeting are an important task for the country that hosts the Presidency and chairs the meeting. It includes mainly the following aspects:

- the venue and date of the meeting;
- the participants' names and countries;
- what was discussed on the agenda;
- the decisions taken; and
- the next steps.

**8.
RESULTS REPORT**

The WGs report to the DGs. This is done in a separate report not as part of the resolution as the resolution should be devoted to steering and target setting. Reporting and target setting need to be separated more distinctly from each other.

The DGs report to the Ministers about the results achieved in the network and

9.
EVALUATION RESULTS

how well the targets have been met and the political will of the Ministers fulfilled.

Each working group should evaluate the results achieved, as follows:

- At the end of each semester: The Presidency should analyse the balance between *what was expected & what was done*. This kind of balance should be presented at the end of the second meeting.
- At the end of the second year of the MTP: The Presidency, with the support of the WGs members, should make an evaluation of the results achieved. Some indicators for the evaluation could be:
 - Number of activities planned vs. number of activities concluded
 - Number of activities concluded vs. number of results available at the EUPAN website
 - Others

V. DIRECTORS-GENERAL MEETINGS GUIDELINES

<p>1. MEETINGS PERIODICITY</p>	<p>The DGs meet twice a year, in general at the end of the ongoing Presidency.</p>
<p>2. CHAIRMANSHIP</p>	<p>The chairmanship shall be ensured by the MS holding the Presidency of the Council of Ministers.</p>
<p>3. VENUE</p>	<p>In principle the meeting venue is in the country of the Presidency.</p>
<p>4. COORDINATION AND LOGISTICAL ISSUES</p>	<p>All issues regarding coordination and logistics of the meeting are the responsibility of the host country.</p>
<p>5. PREPARATION OF DOCUMENTS</p>	<p>All the documents that support the meeting are prepared by the country that holds the Presidency.</p>
<p>6. LANGUAGE REGIME</p>	<p>The Presidency will provide for interpretation at DG's meetings. The reports and other documents should be available in the English language.</p>
<p>7. EXPENSES</p>	<p>All the expenses regarding the organization (meeting room, reception, transport, visits) are the responsibility of the host country. Expenses relating to travel and hotel costs are the responsibility of each MS.</p>

VI. WORKING GROUPS MEETINGS GUIDELINES

1. GENERAL CONSIDERATIONS

In general the WGs meet two times per semester, four times every year. Besides the WG delegates, the informal nature of EUPAN allows for the admission of observers if agreed by the Ministers or DGs. However, the meetings of the network should be kept manageable in logistical and procedural terms: large meetings are only recommendable if there is a clear gain for all participants.

2. BEFORE THE MEETING

Participants

The number of participants in every WG meeting should preferably be limited to two participants per Member State. This guideline does not apply to the Member State which previously held the Presidency or to the two Member States which will hold the following Presidencies.

Acceding¹ and candidate² countries should be invited by the Presidency to participate actively in all WGs meetings.

Applicant countries³ and other European countries, that may or may not wish for EU-membership, are not automatically invited to attend WGs meetings.

However, in recognition of the informal nature of the network and the autonomous responsibilities of each of the members, it may be possible that a Presidency wishes to invite an applicant country or other European country (which may or may not wish EU-membership) or to honour a request for invitation from those countries. If so, the Presidency must indicate to them in writing that this participation only applies during that particular Presidency and that no precedent shall be created for future Presidencies.

In order to improve knowledge-sharing and co-operation within EUPAN, the

¹ **Acceding members** – countries for which an irrevocable accession date has been set.

² **Candidate countries** – countries for which the Council has accepted the opening of negotiations.

³ **Applicant countries** – countries for which the Council has not yet accepted opening negotiations, but where the Commission accepted the application.

chair of other WGs can participate, on a full basis, in every formal meeting of each WG. The main objective of these participations is to express the views of other WGs and gather first hand information about the work in progress.

Contact list

An updated contact list should be available at least one week before the meetings.

Agenda and documents

The draft agenda must reach the participants at least two weeks before the meeting.

The main documents to be discussed must be available at least one week before the meetings.

3. DURING THE MEETING

Chair

The WGs shall be chaired by the respective national representative from the Member State holding the Presidency of the Council of the EU.

The chair will be responsible for the course of works carried out during the Presidency.

Documents

In every WG meeting the MS that holds the Presidency is responsible to provide all participants with the documents that support the meeting, especially those which were not yet made available.

Another option is to communicate by e-mail to all the participants, before the meeting, informing them that they should bring the documents to the meeting.

Presentations in meetings

To ensure the best possible use of the time in the meetings, presentations and follow-up discussions should be planned as far ahead as possible.

More extensive oral presentations should be prioritized in the meeting agendas.

It is suggested that an upcoming presidency should consult WG members and discussing at the Troika to check on the interest in the topics being pursued in the presentations at the meetings. If there are a number of interesting proposals, there is a possibility also to organise parallel discussion groups, but it is important that these are announced in advance and that appropriate preparations are made through circulating background papers in advance to any presentations/discussions.

The presentations:

- Should be clear, interesting to the target group, touch on a significant subject for the working group and be related to the targets set in the EUPAN MTP.
- The layout should be in a way to enhance communication (e.g. powerpoints)
- Time allocation should always be respected to allow enough time for discussions and for the hosting Presidency to conduct meetings efficiently.

In the last meeting of the ongoing presidency, the incoming chair shall present the main issues to be discussed during the next Presidency.

Language regime

The WG meetings shall be held in the English language. The Presidency may decide to provide for interpretation into other languages. All the documents should be available in the English language.

Records of the meetings

The WGs meetings can be recorded, under the supervision of the Chair, in

order to facilitate the drafting of the Minutes.

Sharing practices

MS interested in sharing knowledge should contact the Presidency (and the Troika) to discuss which would be the best possible way to share information in order to keep the focus of the network on the agenda and targets set in the MTP.

4. AFTER THE MEETING

Minutes of the meeting

These minutes must be available at least one week before the following meeting where they will be presented and submitted for approval.

Dissemination of information on EUPAN website and CIRCA

If there were presentations of good practices in the meeting or if there were other kinds of results (studies, guidelines...) they should become available at the EUPAN website and CIRCA no later than fifteen days after the meeting.

VII. KNOWLEDGE MANAGEMENT, WORKING METHODS AND TOOLS

1. CO-OPERATION WITHIN THE WORKING GROUPS

One of the most important benefits of EUPAN is the possibility of sharing practices between different public administrations.

The participants of the WGs can, whenever they believe it is of the interest of other WG members:

- inform/share their good practices;
- compare national strategies and initiatives;
- ask for opinions and suggestions;
- ask for collaboration in specific matters;
- suggest the creation of LTs.

2. CO-OPERATION BETWEEN THE WORK- ING GROUPS

The information sharing and closer co-operation between the different WGs has for long been one of the aims of the network's knowledge management.

This goal can be reached in several different ways, such as:

- sharing information;
- asking for different views or suggestions about specific subjects;
- asking for responses to questionnaires;
- participation in the other WGs meetings in order to present specific projects;
- participation of the chairs in other WGs meetings;
- developing common themes and working areas with the participation of several WG representatives;
- creation of LTs.

**3.
WORKING METHODS
FOR SHARING
KNOWLEDGE**

Several working methods can be used by the WGs with the aim of sharing knowledge, such as:

Ad-hoc groups/Task forces

The creation of AHGs or TFs with participants of two or more WGs, for the development of specific projects in order to achieve specific results.

Learning teams

The creation of LTs with participants of two or more WGs with the objective of producing outputs to share within the WGs.

Questionnaires/surveys

Surveys among the member states can be a very valuable tool for collecting information on public administration developments, practices and policies. However there are difficulties in possible overload for members of the Network to handle all surveys. Sometimes there are also difficulties in understanding the specific purpose and terminology of the survey.

To avoid these problems it would be best if the surveys could be discussed at a working group meeting presenting the proposal for the survey as well as how the information will be analysed and presented. All efforts should be made to link and choose the themes of the surveys so that they connect well with the goals of the MTP.

Seminars/Workshops

The WGs can organize seminars or workshops with the purpose of sharing knowledge.

If the WGs work together on common themes, they can organize common seminars or workshops in order to share the results achieved. In this case the country that holds the presidency can establish the link between the different groups. MS shall as often as possible invite experts on the matters.

4. TOOLS FOR SHARING KNOWLEDGE

Presentation of practical cases

The country that holds the Presidency can make use of its meetings to invite other MS to present some practical cases on the subjects under discussion in the meetings.

But, if one MS thinks its experience in a certain matter is of interest to other MS, it can ask the Presidency if they agree on the presentation.

Documents in meetings

Besides the documents that support the meeting, the country that holds the Presidency or any other participant (in this case after communicating to the Presidency), can deliver documents considered of the interest to the WG or to the Network.

EUPAN Glossary⁴

This tool, through the definition of a common terminology, facilitates the knowledge, comprehension and exchange of information or of points of view between the different MS.

E-mail

Nowadays e-mail is the most accessible tool to get closer to EUPAN WG members. However this communication tool should be used in a balanced way, avoiding uncontrolled growth.

The e-mail message should explain its purpose, and if including documents it should describe them and explain whether they are for collecting comments or to give information only and if the documents are available at Circa.

Between meetings e-mail communications should be used to develop the work in progress e.g. circulating important papers for comments and revision in advance.

⁴ In development.

CIRCA

CIRCA is an extranet tool, developed under the European Commission IDA programme, and tuned towards Public Administrations needs.

It enables a given community (e.g. WG) geographically spread across Europe (and beyond) to maintain a private space on the Internet where they can share information, documents, participate in discussion fora and other functionalities.

All the information and documents of interest to the WGs (e.g. documents related to the meetings, resolutions and decisions) should be made available by the presidency on CIRCA as soon as possible, but always at least one week before the meeting they are related to.

Virtual meetings

The CIRCA virtual meetings facility it's a "chat" facility where WG members can exchange views and opinions in an interactive and real time mode.

This working tool, which takes advantage of the potentialities offered by the CIRCA website, allows the WGs members to:

- exchange information;
- collect different views or ideas about specific subjects;
- ask/answer questions related to a specific project or subject.

5. CONTINUOUS IMPROVEMENT

The EUPAN Network aims at continuous improvement of its working processes. Therefore also this handbook should be frequently revised and completed according to upcoming practices and ways of working. For this it is important that:

- the aims of knowledge management are always defined clearly;
- there are report mechanisms in place for addressing problems and suggesting improvements;
- technology is used in best possible way to communicate with EUPAN members.

VIII. Visibility of the Network, products and accessibility

1. EUPAN WEBSITE

The EUPAN Website is the place where EUPAN activity is made visible to the citizens and public servants. It is managed by EIPA with the support of the country that hosts the Presidency.

The Presidency is responsible for sending to the EUPAN website administrator (EIPA) at the end of the semester:

- the output of the Groups (studies, guidelines...);
- the good practices presented in the meetings.
- the updated Newsletter;
- the updated list of links for the members' organizations.

The layout of the EUPAN website should be continuously improved. For this, the Presidency should inform the EUPAN website administrator of the improvements to be made.

2. NEWSLETTER

The country that holds the Presidency is responsible for producing the newsletter with the contributions of the WG members. There are two newsletters per year and the updated version should be available no later than one month after the end of the Presidency.

The newsletter goal is to inform citizens and public administration what the Network is doing, what is new and where to find the information to learn more about it.

To reach a larger number of persons the Newsletter should not only be available on the EUPAN website; it should also be made available by e-mail to the WG members who will be in charge of circulating it within their national public administration.

The Presidency is responsible for sending it to the EUPAN website administra-

	<p>tor at EIPA.</p> <p>The layout of the Newsletter should be continuously improved. For that the Presidency should inform the EUPAN website administrator of the improvements to be made.</p>
3. CONFERENCES AND EVENTS	<p>The Network can share knowledge and the WGs outputs with citizens and public administrations also by organising conferences or events (e.g. Quality Conferences; CAF Users Events).</p>
4. STUDIES	<p>The studies could have different natures (evaluation, comparison, technical...), goals and targets (DGs, public services, citizens). They could be produced by the WG members or by other organisations sponsored by the Presidencies. They should all be made available on the EUPAN Website.</p>
5. FRAMEWORKS	<p>The EUPAN WGs can work on frameworks to be use in public service management. The Frameworks are basic conceptual structures used like reference or model to outline possible courses of action or to present a preferred approach to an idea or project. Until now the EUPAN have developed the Common Assessment Framework, which is a model for self-assessment evaluation.</p>
6. GUIDELINES	<p>The guidelines are practical guides, usually composed of technical orientations and practical examples to be used by the public services (e.g. Practitioners Guide on Citizen Charter).</p> <p>This kind of output should be available on the EUPAN website, and can also be presented in the conferences or events of the Network.</p>