

Medium Term Programme 2008-2009 for Co-operation between Directors-General Responsible for Public Administration in the EU Member States

Prepared by the Portuguese Presidency and submitted to the Troika (Finland, Germany, Slovenia and France) for approval at the 49th DG meeting of 10-11 December 2007 in Lisbon

1. Introduction

The Lisbon Council of March 2000 defined as main goal for the European Union “*to become the most competitive and dynamic knowledge-based economy in the world, capable of sustainable economic growth with more and better jobs and greater social cohesion*”. To achieve such objectives a strategy was defined the Lisbon Strategy, setting out a highly ambitious agenda for the European Union (EU) and individual Member States.

One component of this Strategy emphasised in the subsequent spring Council meetings of 2001, 2002 and 2003 was to improve the legal environment in order to make it more favourable to investment, innovation and business.

The Brussels meeting of the European Council of 16-17 October 2003 reiterated that “*simplifying EU legislation and improving the efficiency and transparency of public administrations will significantly strengthen economic competitiveness through encouraging business confidence and improving standards of public service*”.

The Medium Term Review of the Lisbon Strategy approved at the European Council on March 2005 underlined the importance of innovative, competitive and performance-oriented public sectors as they contribute to the Lisbon goals as well as to the provision of quality public services.

The re-launch of the Lisbon strategy is based on three core pillars:

- 1) Making knowledge and innovation the real engines to drive lasting growth;
- 2) Making Europe more attractive for investment and employment;
- 3) Placing growth and employment at the service of social cohesion.

In order to accomplish these goals each Member State has drawn up its own National Lisbon Programmes, taking in all sectors of activity.

Several studies and meetings have recently emphasized both the existing and the potential connections between public administration and the Lisbon goals.

In the extraordinary meeting of Directors-General (DGs) held on 31 January 2005, an ad hoc group was set up (the Lisbon group), its main goal being to define an integrated plan of activities that could be carried out within the working groups of the European Public Administration Network (EUPAN), the contents of which should be integrated in the Medium Term Programme (MTP), helping to foster and improve the efficiency and coherence of EUPAN.

The Network therefore has to take into consideration this framework of the Lisbon Strategy when developing all its activities.

Public administrations are facing severe economic constraints requiring them to do more with less. The growing demands of societies for more efficient public sectors and for delivering quality services in a more transparent and effective way is a huge challenge.

Another main concern for public administrations is demographic change. This involves, among other things, a rise in life expectancy and low birth rates, with implications for the state and for society. There is an ever more pressing need to tackle the pressure of an ageing population on human resources.

Given these challenges faced by public administrations, EUPAN is the appropriate forum to exchange information, to share experiences and best practices, to compare current developments and reforms, to promote EU-wide concepts and strategies for administration and public services and to jointly search for efficient solutions to the common challenges.



The strategies adopted by each Member State are conditioned by their administrative structures, culture and public administration systems. However, the final aims and the framework in which they act are common, in particular the EU policies and the Lisbon Strategy.

In this context, the network also faces a series of challenges that come from enlargement. The number of Member States has increased from 15 to 27 in three years. This makes it more urgent to rethink the functioning of the network, to find ways to increase knowledge sharing and the exchange of experiences as well as to improve network output visibility.

2. MTP 2008-2009: Priorities and objectives

The establishment of medium-term planning was justified by the need to promote continuity of the work carried out by DGs, ensuring that issues of general interest for EU Member States would have continuity and were not simply left off the agenda without the desired results being achieved. Consensus was reached in favour of multi-annual planning (medium-term) which would nevertheless leave room to reach Presidency to develop its own initiatives or proposals in order to combine continuity with innovation.

The previous three MTP have been successfully fulfilled and have contributed to the development of the Network. Nevertheless, the need to change the programmes, in both format and content, has become apparent in the relatively weak co-operation registered among working groups and the requirements for a more target-oriented approach in dealing with established priorities. As a result the Finnish Presidency, at the DG meeting in Helsinki on 5 December 2006, presented a memorandum on MTP format.

This memorandum gives clear guidelines for the development of the MTP format and content by stating that in the context of the Lisbon Strategy the MTP *“should be built more around themes common for the whole network decided by the Directors-General rather than being a combination of separate sentences that have been drafted in the working groups and collected bottom-up to form a list of areas.”*¹

The goals for developing the MTP format are *“...to strengthen the target setting and the reporting in the EUPAN network towards a more result-oriented direction”* and also to *“enhance the steering role of the directors-general.”*²

In conclusion, the methodology to follow is:

- ⇒ To present the MTP for 2008-2009 with a developed format and content, to be a more target-oriented document, focusing on a horizontal approach of the main priorities, and increasing co-operation among Working Groups.

¹ In The EUPAN Mid Term Programme (MTP) memorandum of Directors General, Finnish Presidency, pag.1

² ibidem

The DGs memorandum also stated clear orientations regarding the phases of the MTP elaboration when determining that it should “...be elaborated in a 2-step process in the course of 2007 under the German and Portuguese Presidencies...” and that the German Presidency in their Ministerial meeting should present as a result “*political targets for further work of EUPAN*”, leaving to the Portuguese Presidency the responsibility of the “*elaboration of concrete programmes and activities in order to finalise the definite MTP 2008-2009*”³

The DGs responsible for Public Administration agreed with the main working areas for the different EUPAN Working Groups at their 48th meeting under the German Presidency. The DGs resolutions defined the main working areas and activities to be developed by each working group, based on the assessment made by the German Presidency through the application of a questionnaire to all Member States. The results of this assessment identified the main issues that Member States want to study within EUPAN in the next two years.

The DGs resolutions were then submitted to the Ministers responsible for Public Administration at their meeting in Berlin with the participation of the Vice-President of the European Commission. As a result of this meeting, the ministers recognized the work done by the previous presidencies in implementing the 2006-2007 MTP, took into account the challenges that public services and public administrations face regarding the implementation of the Lisbon strategy and the implications of demographic change and agreed upon “*the priorities for the future work within the network in general and for the 2008-2009 medium-term programme to be drawn up under the Portuguese Presidency in particular*”.

In defining the agenda of the future MTP, due consideration should be taken of the final report of the Lisbon ad hoc group, presented in Luxembourg on 10 May 2005, which included proposals for an integrated plan of activities for EUPAN and defined common priority areas according to the Lisbon Strategy.

According to this report, the main idea is that “*one of the crucial points for the future of the Lisbon Strategy is improving governance.(...). In the work of EPAN, the emphasis on the*

³ ibidem

governance theme should be placed on interesting practices for participatory policymaking and managerial capacity and efficiency aiming to design, implement and monitor a coherent set of European and national policies⁴.

This report summarized the areas where EUPAN Working Groups could contribute to achieve the Lisbon goals, as follows:

Table 1: Working groups contributions to Lisbon targets Source: Lisbon Ad-hoc group final report

LISBON TARGETS & EUPAN COMMON PRIORITY AREAS	
HRWG: <ul style="list-style-type: none"> ✓ Strategic Management & Leadership; ✓ <u>Efficiency of public administration</u>; ✓ Recruitment - impact of demographic change; ✓ Reward Systems 	E-Government: <ul style="list-style-type: none"> ✓ European User Satisfaction Indices; ✓ <u>Efficiency of public administration</u>; ✓ ICT Licence for Administrative Staff; ✓ Professionalisation of ICT Staff.
IPSG: <ul style="list-style-type: none"> ✓ National Lisbon Programs benchmarking; ✓ European User Satisfaction Indices; ✓ <u>Efficiency of public administration</u>; ✓ Collection of service needs. 	DEBR: <ul style="list-style-type: none"> ✓ Methodology for measuring “administrative burdens” quality; ✓ <u>Efficiency of public administration</u>; ✓ Quality of new national “Lisbon regulations”; ✓ Evaluation of different models in Public-private dimensions

⁴ Final report of the Lisbon ad hoc group, presented in Luxembourg on 10th May 2005.

Taking into account this frame of reference and in particular the Ministers Resolution approved at their 13th meeting, the following main priorities and objectives should be established for EUPAN in the 2008-2009 period:

Table 2: Main Priorities and Objectives

MINISTERS RESOLUTION	
Main Priorities	Objectives
Enhancing the efficiency of public management and governance	1. Enhancing public services, taking into account the demands of citizens and private businesses;
	2. Introducing strategic management into public administration (P.A.);
	3. Raising quality level and efficiency into public administration;
	4. Promoting project-related and team-oriented forms of work and enhancing communication within the P.A.;
	5. Promoting transparency, ethics, integrity and confidence-building in the public service and in the relationship between public administration and the public;
	6. Making systematic use of information and communication technologies;
	7. Openness to change and reforms in order to meet new challenges;
	8. Enhancing the mobility between public administrations of EU Member States.
Managing the implications of Demographic Change & Ageing	1. Ensuring efficient and effective organization of P.A.;
	2. Ensuring the sustainability of pension systems;
	3. Ensuring and improving public services while taking into account a changing population age structure;
	4. Providing for training, integration and promotion to guarantee equal opportunities for recruitment and retention in the public service;
	5. Promoting flexibility (forms of work, pay systems, working conditions and career models) taking account of changing personnel structures in the public service;
	6. Ensuring good working conditions and improving health management in P.A.;
	7. Maintaining the attractiveness of the public service as an employer.

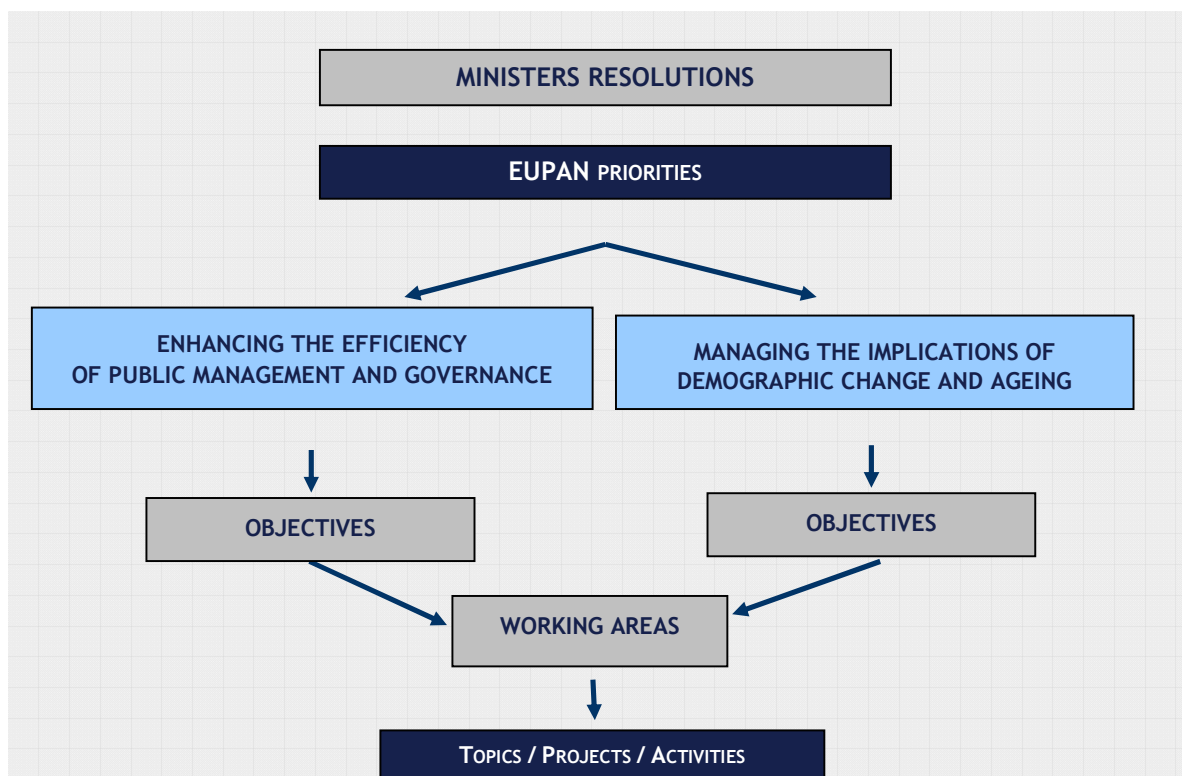
3. Methodology to enhance co-operation within EUPAN

The starting point for work on a new methodology to enhance co-operation among working groups is to define what could be considered co-operation in the EUPAN context.

Co-operation should imply an effective interrelation among EUPAN Working Groups in order to work on common priorities and objectives as defined by the Ministers with different perspectives and approaches but closely connected. This implies the use of specific and agreed methods.

Taking into consideration the above mentioned main priorities and objectives for EUPAN working areas, the concept of cooperation is presented in figure 1.

Fig.1 - Definition of working areas



In order to enhance co-operation among EUPAN Working Groups, common issues should be defined to be dealt with in a horizontal manner.

In order to achieve an efficient result the working areas should be reduced to a limited number. Fewer topics allow for more in-depth analysis.

To identify what should be the concrete EUPAN working areas based on each group's mandate and specific nature, the results of the assessment conducted by the German Presidency, the contributions of member states representatives in the WG and the common vision for EUPAN were taken into account.

Additionally, the main ambition of EUPAN should continue to be support for implementation of the Lisbon Strategy. This includes putting citizens into the focus of public management. Moreover, customer feed-back, as garnered by public services and in the context of some EUPAN projects, should provide the input for new strategies, methodologies and working areas for the EUPAN.

Fig.2 - Co-operation towards the EUPAN main ambition



4. Horizontal working areas within EUPAN

In the following tables the concrete working areas for the network are aligned with the priorities and the objectives taking into consideration the specific contributions from each group.

Additionally, some proposals for in-depth co-operation among the working groups are included. These proposals could be developed by learning teams or joint workshops and seminars.

For co-operation at the national level, particularly for the Member State that hosts the Presidency, it is very important to ensure the coordination and efficiency of the Network and to promote collaboration between Working Groups. In this regard it is advisable for each Presidency to promote internal joint meetings in order to develop a common approach for the work to be done by all the Working Groups during the specific time frame of the acting Presidency.

Aiming to enhance co-operation among the working groups and to ensure close connection in some projects, namely those that have continuity between presidencies, the role of the DGs Troika and the Troika Secretariat are also very important and should be improved.

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Table 3: Working areas for the EUPAN Network - Priority 1

Priority	Working area / item	HRWG	IPSG	eGOV	Objectives Ministers Resolution
THE EFFICIENCY OF PUBLIC MANAGEMENT AND GOVERNANCE	Customer focus	-	EU version of the "Customer insight" Citizen charter guidelines	Initiatives addressing the needs of disadvantaged and potentially excluded citizens How to stimulate the use of e-government services by citizens	Enhancing public services taking into account the demands of citizens and private businesses
	Reduction of administrative burdens		Workshop on administrative procedures simplification	Transformation of backoffices; cross-government collaboration; managing transversal services; methodologies to measure progress and success	Raising quality level and efficiency in public administration Making systematic use of information and communication technologies
			Proposal for learning team/ common workshops : ways to manage shared projects		
	Lisbon Strategy evaluation	Social Dialogue Effective contribution of central government administrations to the implementation of the Lisbon strategy	Evaluation of public administrations' added value to the Lisbon Strategy goals	-	Raising quality level and efficiency in public administration
	Public Administration values	Work on trust, competitiveness, transparency, quality, productivity, including work conditions, training evaluation, motivation, and job satisfaction. Work on public administration vision	Proposal for learning team/ common workshops : ways to increase citizen/customer confidence in e-services. How can the use of electronic services be promoted? How can technologies enable us to connect with customers and meet their needs?		Promoting transparency, ethics, integrity and confidence-building in public service and in the relationship between public administration and the general public
	Quality management	Study research and shared practices to promote the quality level of public administrations services.	Comparative analysis of Quality Management in PAs in the EU MS 5 th Quality Conference, Paris Preparation of 6QC CAF Action Plan 4 th CAF Event	-	Raising quality level and efficiency in public administration Openness to change and reforms in order to meet new challenges
	Strategic management	Strategic vision of efficient measures and effective method for developing a productive P.A management Work on the mobility between PA and EU and PA and the private sector	-	-	Introducing strategic management in public administration Enhancing mobility between public administrations of EU Member States

Table 4: Working areas for the EUPAN Network - Priority 2

Priority	Working area / item	HRWG	IPSG	eGOV	Objectives Ministers Resolution
MANAGING THE IMPLICATIONS OF DEMOGRAPHIC CHANGE & AGEING	Inclusive Government	-	-	Needs of disadvantaged and potentially excluded citizens develop multi-channel services	Making systematic use of information and communication technologies
		Proposal for learning team/ common workshops : how to implement a global programme of qualification/training/ for public servants... Contributing to the creation of innovative and pro-active leaderships; working towards a culture of collaboration, apprenticeship and improvement of the public agents in identifying the acquisition of different skills (not only technical skills)			Ensuring and improving public services while taking into account a changed age structure of the population
	Change management	To search for keys areas of successful public administration management, with a strategic vision to develop (knowledge management; demographic change; mobility)	-	-	Promoting project-related and team-oriented forms of work and enhancing communication within the P.A.
		Proposal for learning team/ common workshops : How to transfer knowledge across generations; how to better use the knowledge of the organizations/people; how to share the knowledge in the organization taking into consideration demographic change and ageing.			Ensuring efficient and effective organization of P.A.
	Leadership skills	Work on improving leadership skills, including senior staff, their development and motivation, gender-oriented assignments to management's positions and ageing	-	-	Providing for training, integration and promotion to guarantee equal opportunities for recruitment and retention in the public service
	Reward system	Work on reward systems including measuring motivation factors and objectives reached.	-	-	Maintaining the attractiveness of the public service as an employer
	Sustainable of pensions systems	To Identify the challenges related to a long working lifetime (changing age structure in PA) and the sustainability of pension systems	-	-	Ensuring the sustainability of pension systems
	Sustaining efficient administration	Social Dialogue Work on sustaining efficient administration in view of demographic changes, including recruitment lifelong learning, staff motivation, competences and talent development, leadership skills, flexibility regarding the forms of work and working life.	Session about the demographic change on 5QC	-	Promoting flexibility (forms of work, pay systems, working conditions and career models) taking account of changing personnel structures in the public service
		Proposal for common workshop at 5QC : ways to face the demographic challenge			
	Working conditions	Social Dialogue Work on violence at work, threats and harassments	-	-	Ensuring good working conditions and improving health management in the P.A.

5. Working areas and projects/activities for each WG

Taking into consideration the main priorities and objectives, the results of the assessment conducted by the German Presidency and the contributions of Member State representatives, it is possible to draft the groups' working areas and define related projects and activities of the Working Groups for the upcoming two-year period.

5.1 - Human Resources Working Group Priorities for 2008/2009

The targets and objectives established in the Ministers Resolution were taken as guidelines to define the Human Resources Working Group (HRWG) working areas and the activities or projects to develop them.

The final average of the items that result from the MTP questionnaire assessment submitted by the German Presidency, along with the contributions of the delegates determined the final working areas decision.

The HRWG decided to establish *no more than two main working areas* for the *next two years*. The two HRWG working areas are ***Public Administration Values and Strategic Management***.

In accordance with the Portuguese Presidency, a proposal for HRWG working areas was accepted by Member State representatives, i.e. that the output of the working group could be more productive if there were a limited number of developments of the proposed activities. Thus a small number of topics can be dealt with in-depth and each topic can be tackled within a horizontal approach by all WG's with each group contribution.

The following tables show the items that HRWG will have to deal with and the activities and methodologies that have to be developed to achieve the proposed goals.

Table 5.1: HRWG working areas

Working area	Items	Activities	Goals
PUBLIC ADMINISTRATION VALUES	PROMOTE COMPETITIVENES, AND QUALITY IN P.A.	<ul style="list-style-type: none"> ▪ To carry out a study to identify staff and organizational demands as future challenges to promote the quality level of Public Administration services; ▪ To identify new methods of competitiveness and productivity in PA; ▪ To define quality level indicators to promote better services in PA; 	<p>Output for organizational structures of the different PA of MS <i>contributing to</i>:</p> <ul style="list-style-type: none"> ▪ Increasing the competitiveness and productivity of public administration; ▪ Raising the quality and efficiency of Public Administration; ▪ Promoting transparency, ethics, integrity and confidence-building in the public service and in the relationship between public administration and the general public; ▪ Maintaining the attractiveness of the public service as an employer; ▪ Measuring central government administration efficiency and effectiveness
	PROMOTING <ul style="list-style-type: none"> ▫ TRUST ▫ ETHICS ▫ TRANSPARENCY ▫ PUBLIC ADMINISTRATION VISION 	<ul style="list-style-type: none"> ▪ To identify and improve staff working conditions, by developing new talents and competences for increasing motivation and more incentives for job satisfaction projects. The results have to be measured; ▪ To identify factors and practices that contribute to promote trust and transparency in P.A (as organization, as employer). 	
Work Methodology <ul style="list-style-type: none"> ◆ Survey based on research (when using questionnaires, they should be structured in an easy way and, if possible, submitted to different levels of respondents); ◆ Shared practices (information between ms by e-mail, virtual meetings or LT); ◆ Evaluate solutions, results and benefits; ◆ Summarize a final report with recommendations to submit to DGs. 			

Table 5.2: HRWG working areas

Working area	Items	Activities	Goals
STRATEGIC MANAGEMENT	MANAGEMENT FOR CHANGE	<p>To search for key areas of successful public administration management, with a strategic vision to develop:</p> <ul style="list-style-type: none"> ▪ HR-support for implementing e-government; ▪ Structures, methods and other conditions for better Knowledge management; ▪ Knowledge in PA management taking into account the challenges of demographic changes, such as the motivation of senior staff considering the increase in working age. ▪ A goal-oriented PA management; ▪ Mobility between PA in EU and PA and the private sector; ▪ Indicators to measure efficiency. 	<p>To contribute to:</p> <ul style="list-style-type: none"> ▪ The definition and implementation of strategic objectives to develop knowledge management in the context of demographic changes; ▪ Identifying an effective method for increasing productivity and the indicators to measure efficiency; ▪ Defining how managers can motivate and reward staff, above all their senior staff; ▪ Searching for solutions for the viability and sustainability of the pensions systems.
	REWARD SYSTEMS	<ul style="list-style-type: none"> ▪ To identify efficient reward systems including measurement of motivation factors and objectives achieved. 	
	IMPROVING LEADERSHIP OR MANAGERIAL SKILLS	<ul style="list-style-type: none"> ▪ To identify the use of leadership skills of senior staff as well as gender-oriented assignments to management's positions; ▪ To develop talents, competences /leadership and the use of ICT. 	
	SUSTAINABILITY OF PENSIONS SYSTEMS	<ul style="list-style-type: none"> ▪ To identify the challenges related to a long working lifetime (changing age structure in PA) and the sustainability of pension systems. 	
<p>Work Methodology</p> <ul style="list-style-type: none"> ♦ Survey based on research (when using questionnaires, they should be structured in an easy way and, if possible, submitted to different levels of respondents); ♦ Shared practices (information between ms by e-mail, virtual meetings or LT). ♦ Evaluate solutions, results and benefits; ♦ Summarize a final report with recommendations to submit to DGs. 			

5.1.1 - Social Dialogue Work Programme for 2008-2009

The Ministerial Resolution of 22nd June 2007 under the German Presidency approved the Action Plan set out in the DGs Resolution on Social Dialogue of 20-21 June 2007, which aims *“to further enhance the European Social Dialogue for central public administrations”* and to *“run a comprehensive test on the practical implications of a strengthened and structured informal social dialogue.”*

The DGs Resolution requires the Portuguese Presidency to *“develop and finalize the framework of the test-phase”*, which includes the establishment of a work programme with TUNED.

In this manner, an independent social dialogue work programme has, for the first time, emerged within the MTP despite its close connection to the general work programme of the HRWG.

The Social Dialogue work programme for the 2008-2009 test phases is shown below. It does not constitute an exhaustive list and will be updated in light of EU developments.

Table 6: Social Dialogue working areas

Working areas	Activities	Main goals
SUSTAINING EFFICIENT ADMINISTRATION	<ul style="list-style-type: none"> Work on sustaining efficient central government administrations in view of demographic changes, etc. 	<ul style="list-style-type: none"> Improving effective management, recruitment, retention, lifelong learning, staff motivation, competencies and talent development; Improving leadership skills; Taking account of diversity and equality in the workforce; Enhancing flexibility with regard to forms of work and working life, having due regard to the issue of (employment) security.
LISBON STRATEGY EVALUATION	<ul style="list-style-type: none"> Work on effective contribution of central government administrations to the implementation of the Lisbon Strategy 	<ul style="list-style-type: none"> Building trust in central government administrations (transparency, good governance and accountability, etc); Ensuring efficient organisation and effective output of central government administrations, taking particular account of the demands of the public/users; Considering the anticipated European Commission initiatives on a revised Lisbon Strategy (in 2008) with regard to central government administrations
WORKING CONDITIONS	<ul style="list-style-type: none"> Work on violence and harassment at work 	<ul style="list-style-type: none"> Observing the forthcoming multi-sectoral discussions, starting 2008, on third-party violence at work.
Social Dialogue (horizontal theme): Reacting to relevant initiatives from the Commission e.g.		

5.2 - Innovative Public Services Group Priorities for MTP 2008-2009

The main focus of Innovative Public Services Group (IPSG) activities will be centred on the citizen (customer orientation), exploring the ways in which public administrations can deliver better services (efficiency and quality) in a specific context of demographic change and ageing societies. The improvements in the quality of public services provided are at the centre of the ongoing reforms in the Member States. This is also one of the main IPSG concerns linked with its contribution to the Lisbon goals.

Some products and activities can be clearly identified.

The Quality Conferences are an important platform to disseminate and share information about innovative practices, to inspire for change and to learn about quality management at a European level. The next steps are to continue the preparation of the 5th Quality Conference for Public Administrations in the EU, which will be held in Paris on 20-22 October 2008 and, since the QC takes place every two years, it is necessary to start preparation of the 6th Quality Conference.

Given the importance of the Common Assessment Framework (CAF) for the implementation of Quality Management in the public administrations of the EU Member States, and the importance of reaching and maintaining high quality standards in the civil service, the objective is to further develop CAF activities for 2008 and 2009 in order to achieve 2010 CAF users by the year 2010. Since the CAF Users Event takes place every two years, it is necessary to decide on which Member State will host the 4th CAF Users Event.

In general the work related to Customer Satisfaction Management should be focused on how to use the European Version of the Primer, which will include good practices from Member States. The aim is to demonstrate the relevance of customer focus and the role of the citizens in public service management; including how involvement can be brought about (customer insight techniques). Regarding customer focus, one objective is to improve knowledge about the use of Citizen Charters to help all public institutions dealing with the public.

Taking into account the three other working areas (the Lisbon Strategy evaluation; the reduction of administrative burdens and demographic change) the work will be based on

evaluation studies (e.g. evaluation on the achieved contributions of public administrations to the Lisbon Strategy) and Workshops or Seminars (e.g. workshop/seminar on streamlining administrative procedures; session about demographic change on 5QC).

There is also a wide range of more specific issues, thus related to the MTP. In this case we need to further explore areas of particular common interest in order to adapt cooperation activities, taking into account the needs of the new Member States.

Table 7: IPSP working areas

Working areas	Activities	Main goals
QUALITY MANAGEMENT	<ul style="list-style-type: none"> Comparative Analysis of Quality Management in PAs in the EU MS 	<ul style="list-style-type: none"> To investigate the area of Quality Management in EU Member States and to present the findings at the 5QC.
	<ul style="list-style-type: none"> 5th Quality Conference, Paris 	<ul style="list-style-type: none"> To share good practices and knowledge.
	<ul style="list-style-type: none"> Impact Assessment Study on 5QC (Conditional) Guidelines for 6QC 	<ul style="list-style-type: none"> To improve the quality of QC, including preparation & dissemination of the cases/results to the relevant target groups, based on the lessons learned from 4QC impact evaluation and from 5QC results.
	<ul style="list-style-type: none"> CAF Action Plan 2009/2010 	<ul style="list-style-type: none"> To develop a CAF Action Plan adjusted to MS needs and to achieve 2010 applications in 2010.
	<ul style="list-style-type: none"> Report on the 3rd CAF Event evaluation results 	<ul style="list-style-type: none"> To give input on strengths and weaknesses of 3rd CAF Event and share the logistical experience with future events organizers - to continuously improve.
	<ul style="list-style-type: none"> 4th European CAF Users Event 	<ul style="list-style-type: none"> To share with the CAF community good practices on CAF application, excellent results and technical information.
CUSTOMER FOCUS	<ul style="list-style-type: none"> Customer insight in public services (EU version) Practitioners Guide on Citizen Charter 	<ul style="list-style-type: none"> To explain the relevance of customer focus, and the role of citizens in public service management; to explain how involvement can be brought about (customer insight techniques) and to give concrete examples (good practices).
LISBON STRATEGY EVALUATION	<ul style="list-style-type: none"> Evaluation of Public Administrations' Added Value to the Lisbon Strategy Goals 	<ul style="list-style-type: none"> To identify which actions launched within the National Action Programmes for achieving Lisbon Strategy goals related to their public administrations generated the most added value.
REDUCTION OF ADMINISTRATIVE BURDENS	<ul style="list-style-type: none"> Workshop/seminar on streamlining administrative procedures 	<ul style="list-style-type: none"> To find and share good practices related to streamlining administrative procedures.
DEMOGRAPHIC CHANGE AND AGEING	<ul style="list-style-type: none"> Session about demographic change on 5QC 	<ul style="list-style-type: none"> To raise the question in a public administration forum, in order to contribute to the implementation of good practices concerning demographic change.

5.3 - E-Government Group Priorities for MTP 2008-2009

The modernization and innovation of public services have been driven by the ICT as well as by the reduction in administrative burdens for businesses and citizens.

The Ministerial e-Government Conference in Manchester in November 2005 and the e-Government Action Plan recommended the intensification of e-government cooperation between Member States. The e-Government Conference in Lisbon in September 2007 reinforced also the need for more cooperation among Member States.

The e-Government Working Group (e-Gov WG) has helped to accomplish the goals of the i2010 initiative through the exchange of experiences.

During the last two years the e-Gov WG has been working together with the European Commission and the Organisation for Economic Co-operation and Development (OECD). The e-Gov WG should, in the upcoming years, reinforce its coordination with other e-government actors such as the European Commission and OECD.

The e-Gov WG will work on complementary issues that can add national, regional and local value.

To accomplish the commitments assumed in the i2010 e-Government Action Plan, recently reinforced by the Lisbon Declaration, the Member States will need to focus their work strategies in areas such as:

- Cross-border interoperability;
- Administrative burdens reduction;
- Inclusive e-government policies;
- Transparency and democratic engagement.

Considering the EUPAN priorities - enhancing the efficiency of public management and governance and managing the implications of demographic change, the e-Gov WG identifies as main working areas for the next two years: reduction of administrative burdens and

inclusive government, both with the same vision: customer orientation (focusing on user centric services).

With the reduction of administrative burdens as a priority, the main challenges facing our public services are to simplify people's lives in terms of their relationships with the Public Administration and to increase the quality of the services provided by the Public Administration.

This is a new way of being and acting which implies reorganising information and services, taking into account the people's needs, and promoting transversal services. All this means that different public bodies must articulate their work and cooperate with one another and that there must be multi-channel integration.

Together with the streamlining of public services and an understanding of citizens' expectations, it is important to find new ways of delivering public services focused on people's needs and based on a multichannel integrated structure, including face-to-face delivery.

Table 8: e-GOV working areas

Working areas	Activities	Goals
REDUCTION ON ADMINISTRATIVE BURDENS	<p>The e-GOV will focus on the citizens' perspective</p> <ul style="list-style-type: none"> Activities: identify services with high impact on the reduction of administrative burdens for citizens; analyse the different forms and models to put into practice the transformation of back offices; discuss how to encourage cross-government collaboration; work on guidelines to manage transversal services; analyse the different methodologies to measure progress and success. 	<ul style="list-style-type: none"> To reduce administrative burdens for citizens and companies and to develop better and more efficient services.
INCLUSIVE GOVERNMENT	<p>New way of delivering public services, focused on business and citizens' needs and based on a multi-channel integrated structure, including face-to-face delivery.</p> <ul style="list-style-type: none"> Activities: identify the initiatives addressing the needs of disadvantaged and potentially excluded citizens; discuss how to develop multi-channel services, including face-to-face delivery; identify the acquisition of different skills (not only technical skills) of public agents; exchange experiences of how to stimulate the use of e-gov. services by citizens 	<ul style="list-style-type: none"> To increase social impact by ensuring that all citizens benefit from e-government services

6. Working methods for close cooperation among the EUPAN WGs

Considering the need to improve coordination among the Working Groups, promotion of common projects, avoidance of duplication and creation of synergies, the activities of the Network are being streamlined along the two priorities mentioned and cross-cutting working areas should be developed whenever possible.

Firstly, it is of paramount importance that each Presidency promotes the articulation of work among the different groups taking into consideration the MTP and the respective priorities as set out. Therefore, it is suggested that at the level of each acting Presidency there should be systematic promotion of coordinating meetings among the acting Chairs of the groups so as to strengthen cooperation and to reach a common understanding of the work for the semester, thus avoiding overlaps and developing possible joint initiatives (cross-EUPAN).

In this context, the role of the Troika is also of great importance, as a body appropriate to follow up the work of the different working groups, to put forward changes and promote their articulation, especially taking into account the continuity between Presidencies.

To achieve closer cooperation and to promote a learning work environment, the following working methods are suggested:

- Joint organization of workshops and seminars on horizontal themes;
- Creation of “Learning Teams”(LTs) on a voluntary basis;
- Participation of WG’s chairs in other WG meetings in each Presidency;
- Virtual Meetings by using the potential of the CIRCA website;
- Intensive use of e-mail.

The table below shows how the different methods can contribute to co-operation within the network:

Table 9: Working methods

Working methods	Specific goals	Level of co-operation
Joint organization of workshops and seminars on horizontal themes	To combine different perspectives and share knowledge	Collaboration
Learning Teams	To work together on a common project	Integration
Participation of WG Chairs in other WG meetings	To inform about WG activities and to help to develop bridges between WGs	Information
Virtual Meetings	To ask/answer questions related to a specific project or subject	Consultation & Collaboration
Intensive use of e-mail	To collect different views or ideas about specific subjects	Information, Consultation & Collaboration

6.1 - Joint organization of workshops and seminars on horizontal themes

Based on the priorities set out in the MTP, the Working Groups can work on horizontal themes and disseminate the results achieved on common workshops or seminars. This demands close collaboration between the groups and a stronger steering role from the Presidencies and the Troika.

6.2 - The Learning Teams (LT)

Within each Working Group or across the Working Groups there could be temporary LTs started on the basis of very specific common interests of some members, or common specific projects of different EUPAN groups.

The purpose of these LTs would not be to replace or replicate the sub or ad-hoc groups but, instead, to work in a more flexible way, to join synergies and to improve the gain of sharing experiences and findings, aiming to create a common learning environment.

In this sense the LTs can be another way to share practices and experiences (as the LTs should be practical, not academic) deepening co-operation and knowledge sharing within and between the EUPAN Working Groups. Different approaches or related projects could

widen the scope of each issue and increase the effectiveness of the outputs achieved by the Groups.

The role of the Presidencies is strictly to propose or approve the creation of each LT, oversee the work developed and collect the results of the LT working plan. Its responsibility is only to facilitate, not to finance or to assume direct coordination of the LT. This is one of the major differences between the LT and the sub-groups or ad-hoc groups.

The LT should be set up on a completely voluntary basis, thus depending only on the will and interests of the Member States, and produce outputs that can be shared within the Working Groups. The possible work to be developed should be related to the Working Groups/EUPAN mission and within the MTP.

The LT should be free to choose the way of working and specifically its coordination. They could include only members from one working group or members of other working groups or even invited experts from other relevant partners. The LT should set up its own working plan (e.g. subject, range, methods, results to be achieved and schedule).

The following principles should be taken into consideration:

- The LT philosophy of action should be “win-win”: all LT members should learn with the LT experience, and the benefits should be shared with the EUPAN and the public services of the MS.
- The LT “clients” are the LT participants, the Working Group members, the EUPAN and the European public services;
- An LT should include a minimum of 3 countries;
- The agreed LT should be free to select the most appropriate communication means to exchange information.
- Till the end of this MTP this work methodology should be evaluated.

6.3 - Participation of Working Group (WG) chairs in other WG meetings

In order to enhance collaboration among the working groups and to increase the visibility of the work done inside each work group within the network, the practice of an active participation of Working Groups chairs⁵ in all the other Working Group meetings should become formalized.

This participation would not be limited to the presentation of the work done and results achieved in each Working Group. Instead it should consist in an active participation in order to contribute in knowledge/experience of a different perspective and to discuss work to be done in common areas.

6.4 - Virtual Meetings

The CIRCA Virtual meetings allow the participants to interact simultaneously. This method of working takes advantage of the potential offered by the CIRCA website and allows for asking/answering questions related to a specific project or subject.

The main advantage of this method is to permit communication among group representatives with no costs involved.

6.5 - Intensive use of e-mail

The e-mail is the most accessible tool to get closer to the other EUPAN Working Groups. It can be used to raise questions, disseminate relevant information, ask for comments or allow for in-depth collaboration.

7. Evaluation

This MTP and its achievement in terms of the working areas to be developed and the proposed methodology should be evaluated during 2009.

Till the end of the present MTP it should be also evaluated in an accurate and comprehensive way the Network structure, preferably with the support of an external consultancy.

⁵ Only the chair of the WGs of the acting Presidency.