

THE EUPAN-HANDBOOK

Foreword

During the Finnish presidency it was decided (Helsinki 12/2006) that a EUPAN handbook would be drafted. It would be based on the work done previously for the IPSP handbook and EUPAN Administrative Framework, Communication Plan and EUPAN Circa protocols.

The draft of the handbook was presented to the Working Groups of the EUPAN at the first meetings of the Portuguese Presidency in Lisbon (IPSP-07/2007; HRWG-09/2007; eGov-10/2007). All the WG accepted the proposal of a global Handbook for all the EUPAN.

After the revision the final version was presented to the Directors General...

WHAT IS THE EUPAN HANDBOOK?

This handbook is developed 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 the EUPAN functioning. It establishes 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 bank 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 the effectiveness of the co-operation within EUPAN.
- 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.

HOW TO MAINTAIN THE HANDBOOK UPDATED?

This handbook does not intend to be a static document. It is crucial for its permanent usefulness that each Presidency makes an effort to update the needed information, according to the Network developments (e.g. the contact list).

LIST OF ABBREVIATIONS

AHG(s)	AD-HOC GROUP(S)
CAF	COMMON ASSESSEMENT FRAMEWORK
DG(s)	DIRECTOR-GENERAL(S)
DISPA	DIRECTORS OF INSTITUTES AND SCHOOLS OF PUBLIC ADMINISTRATION
E-Gov	E-GOVERNMENT WORKING GROUP
EFQM	EUROPEAN FOUNDATION FOR QUALITY MANAGEMENT
EGPA	EUROPEAN GROUP FOR PUBLIC ADMINISTRATION
EIPA	EUROPEAN INSTITUTE OF PUBLIC ADMINISTRATION
EU	EUROPEAN UNION
EUPAN	EUROPEAN PUBLIC ADMINISTRATION NETWORK
HR	HUMAN RESOURCES
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

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

The informal structure of the Network is headed by the Ministers responsible for Public Administration and Civil Service.

2.

HISTORY

The co-operation regarding Public Administration was set up within the scope of the European Union Council 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 always had an informal character as the Treaties of the European Union do not establish community powers regarding public administrations organisation.

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

Nevertheless, only in 1988 was organized the first Informal Conference on Management in Public Administrations of the European Community gathering the Ministers of the member states responsible for public administration and the European Commission. This first informal conference took place in Maastricht on 24-25 February 1988.

As a conclusion 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", therefore called upon these top-level managers to arrange informal meetings to prepare the next informal conference at ministerial level. To this preparatory

committee, in which representatives of the European Commission also participated, was requested the submission of proposals for the further improvement of public management in the European context.

Ministers also agreed on the role of the European Institute of Public Administration (EIPA -created in 1981) that was mainly to stimulate and coordinate studies on matters of public management.

The Second Informal Conference of the Ministers from the Member States and the Commissioner in charge of the public service took place in Luxemburg on 5-6 July 1990. In this meeting Ministers expressed the will to continue on an informal basis the 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 settlement of the network.

In their 18th meeting, held in Brussels on 19-20 September 1991, the Directors-General (DGs) responsible for Public Administration debated and adopted the suggestion putted forward by the French delegation for better structuring the DGs meetings by asking ministers to give them a clear mandate.

At their third informal conference Ministers decided to entrust to DGs in collaboration with the Commission and with the support of EIPA the responsibility for the agenda and the preparation of the documents for the meetings of the ministers. This decision also included a clear mandate given to the DGs in order to meet regularly to exchange points of views on developments in public management linked to the European construction, and in particular to consider detailed matters such as quality in the public services and the mechanisms for access to public services. Procedural and organizational matters would be freely establish by the DGs.

It was the establishment of the co-operation structure with two levels, the

political guidance ensured by the ministers and the management/operational level given to DGs (designated as Informal Group of DGs).

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

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 improving 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 to put to effect its conclusions; assess regularly the value of their work.

In what concerns the organizational aspects it was decided to meet twice a year in the Member States holding the Presidency of the Council of Ministers that would act as chair of those meeting.

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. This 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 as the national civil servants' training in European affairs and the related issue of mobility between European Union countries' public administrations, alongside with other areas where administrative co-operation ought to be strengthened.

At the DGs meeting held on Helsinki on 3-4 November 1999 was introduced the question 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.

The necessity 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 deleted from the agenda without achieving the desired results, was also raised in 1999. Unanimity was reached regarding the proposal of 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 Medium Term Programme was presented in 2001 (Swedish Presidency).

In 2000 the Troika structure was redesigned in a formula of Troika+1. The extended Troika composition gathered 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. It was the establishment of the Troika Secretariat.

The structure of the network was established and the idea of EUPAN started to rise.

The idea of a permanent web-site for the DGs that had been pursued for some time met new developments in 2001 when the Commission offered the possibility to use CIRCA system 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 web-site, and that it should be evaluated after two years.

The Danish Presidency made in 2002 a self-evaluation of the Network (designated as European Public Administration Network - EPAN). This assessment purpose was to establish whether the network on its objectives, and whether the functioning and organisational structure of the network could be improved. It was not evaluated whether the issues dealt with by the network were appropriate.

This assessment was presented to the DGs in their meeting held in Ellsinore on 25-26 November 2002. As a consequence DGs agreed to continue and improve their co-operation by establishing some procedural adjustments on the network's

organisation.

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

**3.
MISSION**

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

**4.
VISION**

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

5. NETWORK

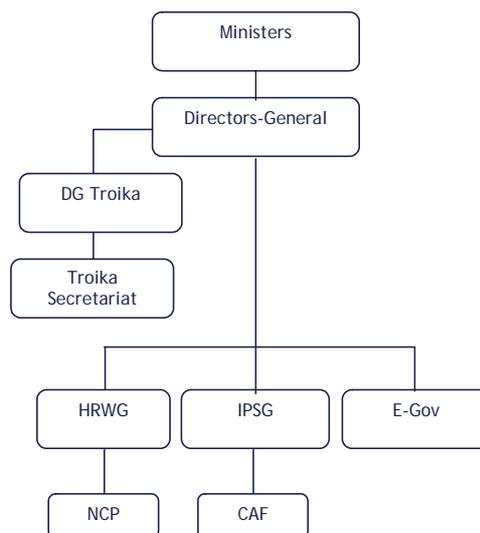
The Network is composed by three working groups (WGs) which report directly to the DGs:

- 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:



II. THE ROLE OF THE DIFFERENT ACTORS

1. **Ministers**

The ministers responsible for public administrations in Europe do not meet regularly but they have been meeting approximately every 1,5 years. The ministers' meetings are obviously the most important in regard to the decision-making and steering the Network. The ministers' meetings concentrate on the larger framework of the Network and do not take stand on what is happening in the detailed projects.

The ministers meetings are scheduled so that it is possible for the ministers to steer the DG's in what is the political will in regard to the target setting of the MTP.

2. **DIRECTORS- Generals**

Based on what guidance and visions the DGs have gotten from the ministers the role of the DGs is to steer the 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 met and if work concentrates on other than priority areas.

The DGs meet once during every presidency.

3. **EXTENDED Troika**

The extended troika consists of the country of presidency as well as two previous and two upcoming countries of presidency. 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 meetings. The troika countries also monitor the work and results of

the EUPAN on a more frequent basis to be able to give advice to the presidencies on upcoming issues.

The troika co-operation is also vital in ensuring the whole-of- the network point of view in the work done in the working groups 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.

3.1 DG-EXTENDED TROIKA

The DG-troika (consisting of the DGs of the troika countries) is important in planning of the 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.

3.2 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 in carry out their tasks. Troika secretariat also works in connecting the different points of view of the WGs.

The troika secretariat meetings take place twice in each presidency.

4. PRESIDENCY

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

One of the most important tasks of the Presidency is to give a step forward in the EUPAN work, by taking the initiative of developing

projects or by stimulating and coordinating the work of the WGs.

After having been given the common targets, the different WGs have to make up an action plan on how to reach the targets in the long run and allocate the work to show what should be done during each presidency. This planning task is made by the Presidency with the collaboration of the WGs members. Each future presidency should present a work programme at the end of the current presidency.

Each presidency is assigned with tasks, as follows:

- To manage the documents available on CIRCA;
- To organise and chair the network meetings, but other countries can volunteer to host specific meetings;
- To make documents available before the meetings, preferably one week before. The documents should also be available at CIRCA.
- To produce the minutes and to make it 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 (eg OECD, EGPA).

5. WORKING GROUPS

The WG are the EUPAN structures, and are composed by national experts from the EU MS. Each WG have core working areas, although they all work for the EUPAN main objectives.

The mandate of the WGs derives from the Ministers and DGs resolutions and from the MTP, which define the specific working areas, the projects and the results to be achieved during the MTP in progress.

6. SUB-GROUPS

Depending on the DGs approval, the WGs can create SGs focused on a specific working area of the WG.

7.
**AD-HOC GROUPS &
TASK FORCES**

SGs are stable structures composed by delegates from the EU MS.

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

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

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

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

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

- The WG have some specific task that demands specific expertise to be undertaken properly;
- The countries represented in the WG volunteer to participate in the SG based on special interest or expertise;
- The WG gives a clear mandate to the ad hoc group, monitors the ongoing work and evaluates the results.

Within each WG or within EUPAN can be set out temporary Learning Teams (LTs) on the basis of particular common interests of some

8.

LEARNING TEAMS

members, with the objective to produce outputs to share within the WGs. The LTs work has to be related 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 of European countries invited by the LT.

For the good functioning of the LTs there are some guidelines and principles that should be taken into account:

- 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 practice.
- 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, namely the coordination, the responsible for the minutes of the meetings, the possible reports and presentations, etc.
- The LT is free to set up the most appropriate way of work .To avoid extra costs to MS attendance meetings it is not a prerequisite, but LT members are free to decide on this.

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 more deep way.
- To work on specific themes, that doesn't have the necessary consensus of the WGs to be a common project.

9. 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 opinion, responding to surveys and collaborate in the group activities;
- To share good practices or relevant information in the meetings;
- To take initiative for new projects or new LTs;

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

- To keep the Presidency in course informed about the national representatives (name, organisation, e-mail; telephone);
- To make the registration in the meetings in time;
- To comment on the documents send by the Presidency related to the meeting.

III. THE EUPAN WORKING GROUPS

1. HUMAN RESOURCES (HRWG)

Definition

The HRWG is an interest group for the discussion and sharing of experiences of all issues related to the HR policies of the Public Service and some general administrative matters concerning reform programmes.

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 priorities in 1995 was the opening up of 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 on 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 it was discussed the proposal of the constitution of a Network of national coordinators for mobility of civil servants, 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 logistic support that the Commission could give. An ad hoc volunteers group was formed, that included EIPA, in order to submit a preliminary report on these matters to the next Presidency.

In Luxembourg, at 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.

On the same year, in November, the mandate of the HRM group was broadened, in the sequence 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 EU Commission and EIPA.

Participants

During the Finish Presidency (second semester of 2006), it was decided that each Presidency could decide from 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 of discussion and sharing of 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, and for the first time the DGs considered the possibility of creating a network of National Contact Points (NCP), with a view to strengthen and facilitate the mobility and exchange of officials amongst the respective Administrations of the Member States.

During the French Presidency, in November 2000, the Mobility Group presented to the DGs a report emphasising the importance of continuing the progresses in the activation of the Network of NCP. The main goal was to permit that the national Administrations consult the NCPs regarding the specific difficulties discovered by the candidates for European mobility, and propose initiatives that make it possible to resolve difficulties. In the Resolution adopted it was accorded that the Mobility Group would activate the Network.

In 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, the DGs approved a Declaration establishing the tasks of the Network of NCP.

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

The network was then considered operative.

The HRWG was assigned with the task of assessing the necessity of possible steps to be taken on the basis of the annual evaluation of the Network, first time during the Irish Presidency in 2004 and 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 in 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 to update the information from the Greek and Italian Presidencies and to assess the role and operation of the Network.

The Presidency NCP would report to the HRWG on the implementation over 2005 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 will be more developed.

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 to establish face-to-face contacts between NCP after the EU enlargement, to present and reflect the state of affairs of EU-wide mobility of civil servants and employees as well as the activities of the Network of NCP to date and to discuss possibilities to improve 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 NCP, the Network is also assigned with the task of answering the requests of the national administrations of all Member States so as:

- To provide information in all basic issues concerning the exchange of public servants and their secondment.
- To provide information on place and form of publications, including use of 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.

The access to NCP has been clearly limited to the Public Administrations of the Member States, excluding always the direct access of the citizens, taking into account that, otherwise, it would be necessary to provide the NCP with a permanent administrative structure that has not been foreseen.

Delegates

Each Member State has one or two delegates, on the whole.

Procedural guidelines

The specific guidelines for NCP are divided in two different sections, according to the tasks of the Network:

- a) When acting as a forum of 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 NCP or national administrations. For this purpose the forum can use different work methods (e.g. e-mail).

Each NCP is responsible to communicate and to provide adequate information about the implementation of new or amended legislation or administrative practises with relevance for European mobility to the other NCP.

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 contrary, if the question or problem has a more general character, the NCP who launched it has the responsibility to communicate 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 the 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 at CIRCA website.

The update of the list is a 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 sum 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 given information, e.g. 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 improve 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 the quality management and the customer orientation in the public administrations.

Important IPSG products are:

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

History

The drawing of the group of innovative public services has its antecedents on 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 gathered formed the basis of a network which had the aim to pursue the exchange of experiences by using methods which go further than the EFQM model. The network formed had as goal 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 works of this initiative were made by a management committee that gathered the European Commission, EIPA, the EFQM and a representative from the Speyer Public Service Academy alongside with 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 as to

redefine the project of the European Award. This proposal was presented to the DGs meeting held in Vienna on 11-13 November 1998 and consisted on 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 the collaboration on issues related to administration modernization, in particular regarding the quality and the performance comparisons.

As a consequence two expert’s 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 latter 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 IPSG has developed the Common Assessment framework and started the preparation of the first Quality Conference (Lisbon 2000).

The IPSG mandate is being updated since than. 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.

Representatives

The IPSG is composed by delegates from all Member States, other

**2.1
CAF
Group**

Expert

countries as observers (Norway and Turkey), EIPA; EFQM and European Commission.

Ad-hoc groups

The IPSG have nowadays two ad-hoc groups:

- The Customer Satisfaction Management ad-hoc group;
- The 5th Quality Conference ad-hoc group.

History

In 1999 a basic tool introducing quality management in the public sector was developed – the Common Assessment Framework (CAF) that combined elements of the EFQM model and the Speyer Quality award scheme.

In the scope of the first Quality Conference, that took place in Lisbon on 2000, the official launch of the CAF was made, representing the beginning of a testing period in some European countries.

A new version of the CAF was worked out between Belgium, EIPA, Speyer Academy and Denmark in 2002.

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

The result was a CAF-Event held in Rome on 17-18 November, in which EIPA presented a study and were identified fields of improvement.

In 2004 the IPSG, in their meeting of 30 March held in Vienna, was taken the decision to set up the CAF expert group for developing a

draft CAF Action Plan. Another decision taken regarded the potential use of CAF as a benchmarking tool and in this respect it was agreed that further discussion on this should take place at “CAF network level not at IPSP level and that there should be one CAF network meeting during each Presidency”. (Source – minutes of the IPSP meeting, Ireland 2004).

The CAF Expert group (CEG)

It's composed of the CAF correspondents of countries, EIPA, Speyer 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 up-date regularly the CAF;
- to define in collaboration with EIPA the role of the European CAF Resource Center (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 programs);
- to report back to IPSP at least twice a year.

CAF Users Network - National Correspondents

Composed of: CAF correspondents (national contact points) and representatives of all the public administrations which applied the CAF. The main tasks are:

- The CAF correspondents: source of information for both other contact points and new administrations entering the network
- The representatives of administrations: permanent exchange of information and experience by email, CAF website. - define the needs for support by the EIPA Resource Center and the CEG.

Every 2 year the Quality Conferences includes the CAF Centre, with specific workshops and information.

CAF Resource Centre (CRC)

At the DGs meeting of Uppsala that took place in 2001, EIPA was assigned to act as the international CAF Resource Centre. This centre would be in charge of providing methodological support to administrations in applying CAF, make experiences related to its use in different Member States and set up a web-site and a training programme.

The CRC is managed by EIPA, and the main tasks 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 actual and reliable information on the implementation of CAF;
- to provide training in CAF and technical assistance on demand of countries;
- to help the CEG to organize its meetings and those of the CAF users network.

3.
E- Government

(E-Gov)

Definition

The overall objective of the e-Government Working Group is to facilitate and undertake 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 of 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 (EWG) under their auspice.

In the DGs resolution of their 38th meeting held in La Rioja on May 28-29, 2002, 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 of 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 identified actions. In view of this, the Working Group strengthened collaboration with the Commission to further develop the issues discussed within the Group.

In 2001 DGs stressed, under Swedish presidency, the need for 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

4. **Cooperation with other groups**

4.1 **DISPA**

Working of EUPAN.

E-Government 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 at the United Kingdom the fourth in Lisbon on September 2007.

Delegates

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

The informal nature of the Network enables the co-operation (informal co-operation) 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 sates 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 through out the members of the EU concerning the training of civil servants.

History

At the DGs meeting held in Paris on 2-3 May 1995 was agreed to

organize a first meeting of the Schools of Public Administration of the Member States in October. Nevertheless, it was decided to organize a preparatory meeting in Strasbourg on June 1995 that should present a proposal on a "provisional method of organization for the annual meetings of the training Schools" that would latter be submitted to the Troika.

To the Strasbourg meeting were invited a representative of the public service from each Member State and a delegate from its school or institute. At the end of this meeting it was agreed to hold regular meetings in the country holding the Presidency of the European Union 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 on these meetings was emphasised and it was established that for each meeting there should be drawn a report.

The DGs meeting in Seville on November 1995, discussed the result of the Strasbourg meeting and it was raised the issue of 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 link to the meetings of the Directors-General.

Having meet three times the schedule of this meetings was discussed at the DGs meeting of The Hague held on 29-30 May 1997 and it was agreed to hold these meetings on a 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

4.2 DEBR

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

Definition

DEBR is an informal network formed by the experts and Directors 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 regulation making.

The participants tend to take an approach in reporting and commenting on developments in their own countries and at EU level.

This group reports to the Ministers responsible for Public Administration and Better Regulation.

History

(In development)

Meetings

Generally meets twice per year, usually preceding the start of a new EU Presidency, and is 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 important output of the ministers' meetings and they are the most important in regard to the decision-making, steering and defining 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 focus on the larger framework of the network, like:

- The EUPAN structure (working groups and sub-groups);
- The EUPAN ambitions and priorities for the future work (Mid-Term Programme);
- The main 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 possibly revising the targets if needed. The DG's resolution concentrate on the coming work and on possible revisions based on the reporting but 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 period.

The goal of the MTP-format is to strengthen the target setting and

reporting in the EUPAN network towards a more result-oriented direction. This development is in line with enhancing the steering role of the directors general.

The Mid Term Programme is built 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.

The DG's state common targets to which the working groups connect their work and the working groups then report to the DG's on results achieved. How the targets will be reached (what kind of projects and means) is up to the working groups.

The EUPAN network 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 to its core business.

The Mid Term Programme 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 reporting about 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.

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 mentioned MTP was updated and

received political recognition (backing).

In the context of the ministers meeting responsible for public administration that occurred in Rhodes in June 2003 the ministers assigned to the Directors-General Troika to closer 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 have elaborated the MTP for 2004-2005. The 2004-2005 MTP was approved in Rome on 1st December 2003 by the Ministers 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 the EUPAN made in 2004, which had drawn 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. Here the important thing is also the co-ordination between presidencies and between the different working groups. It is important that in the working group meeting the representatives of the other working groups would not just report about the work done but are present to discuss work to be done in common areas. The presidency coordinates the working programmes of the different working groups.

**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 presidency's own priorities. The

**7.
MEETING MINUTES**

presidency agenda is a work programme for the coming half-a-year. The presidencies should work closely together towards joint presidencies.

The meeting minutes are an important task of the country that host the presidency and chair the meeting. It includes mainly the following aspects:

- The local and date of the meeting;
- The participants name and countries;
- What was discussed on the agenda subjects;
- The decisions taken, and
- The next steps.

**8.
RESULTS REPORT**

The working groups report to the DG's. This is done in a separate report not as part of the resolution as the resolution should be devoted to steering and target setting. There is a necessity to separate reporting and target setting more distinctively from each other.

The DG's report to the ministers about the results achieved in the Network and how well the targets have been met and the political will of the ministers fulfilled.

**9.
Evaluation results**

Each working group should evaluate the results achieved. There are to main times for that:

- At the end each semester the presidency should made a 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 WG members should made 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. Place</p>	<p>In principle the meeting place it's on the country of the Presidency.</p>
<p>4. Coordination and logistical issues</p>	<p>All issues regarding coordination and logistic of the meeting are of 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</p>	<p>At the DGs meeting interpretation will be available. The reports and other documents should be available in the English language.</p>
<p>7. Expenses</p>	

All the expenses regarding the organization (meeting room, reception, transport, visits) are of the responsibility of the host country.

The expenses regarding travel and hotel costs are of the responsibility of each MS.

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 the 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 logistic and procedural terms- large meetings are only recommendable if there is a clear gain for all participants.

2. Before meeting

the

2.1 Participants

The number of participants in every WG meetings is preferable 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 automatically be invited by the Presidency to participate actively in all WGs meetings.

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.

Applicant countries³ and other European countries, that may or may not wish 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 (that may or may not wish EU-membership) or to honour a request for invitation from those countries. If so, The Presidency shall indicate to them in writing that this participation shall only apply during that particular Presidency and that no precedent shall be created for future Presidencies.

In order to improve the knowledge sharing and co-operation within EUPAN, the Chair of other WGs can participate, in a full basis, in every formal meeting of each WG. The main objective of these participations is to express the views from the other WG and gather first hand information about the work in progress.

2.2 Contact list

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

2.3 Agenda and documents

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

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

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

3.
DURING THE MEETING

3.1 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.

3.2 Documents

In every WGs meetings the Member State that holds the Presidency is responsible to provide to all the participants the documents that support the meeting, specially those which where not yet made available.

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

3.3 Presentations in meetings

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

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

It is suggested that an impending presidency should make ascertain - by consulting working group members and discussing at the troika - the interest in the topics being pursued in the presentations at the meetings. If there are number of interest 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, and touch on a significant subject for the working group and be related to the targets set in the EUPAN mid term programme.
- The lay out should be in a way to enhance communication (e.g. power points)
- Time allocations should always be respected to allow enough time for discussions and for the hosting presidency to conduct meetings efficiently.

Presentations should ideally be structured into four parts (introduction of the topic, analysis, summary and recommendations, next steps).

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

3.4 Language

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

3.5 Records of the meetings

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

**4.
AFTER THE MEETING**

3.6 Sharing practices

Member states 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 Mid Term Programme.

4.1 Meeting minutes

The meeting minutes shall be available at least one week before the following meeting where they will be presented and submitted to approval.

4.2 Spread 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 15 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, whenever they find of the interest of other WG members, can:

- 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 WORKING 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 through 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 the other WGs meetings;
- Developing common themes and working areas with the participation of several WGs' 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:

3.1 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.

3.2 Learning teams

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

3.3 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 to 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 that 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 effort should be made to link and choose the themes of the surveys so that they connect well with the goals of the MTP.

3.4 Seminars/Workshops

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

If the WGs work together in 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.

3.5 Presentation of practical cases

The country that holds the presidency can avail of its meetings to invite other MS to present some practical cases on the subjects in discussion in the meetings.

But, if one MS thinks its experience in a certain matter is of the interest of the other MS, can ask the Presidency if they agree on the presentation of a practical case (of course, this practical case has to be related to the meeting issues).

4. TOOLS FOR SHARING KNOWLEDGE

4.1 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 of the WG or of the Network.

4.2 EUPAN Glossary

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

4.3 E-mail

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

The e-mail message should explain its purpose, including documents it should contemplate their description 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 before meetings for comments and revision.

4.4 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 the interest of 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.

4.5 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, that 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 the 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 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 that the presidency should inform the EUPAN website administrator the improvements to be made.

2. NEWSLETTER

There are two newsletters per year. The country that holds the presidency is responsible to produce the newsletter with the contributions of the WG members. The updated version should be available no later than one month after the presidency ends.

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

To achieve the larger number of persons the Newsletter is not only at the EUPAN website. It should be spread by e-mail first to the WGs members, and after that each member should spread by e-mail to

the contact mailing list of its own organisation.

The newsletter is also available also on the EUPAN Website. The presidency is responsible for sending to EUPAN website administrator (EIPA) at the end of the semester:

- The articles;
- The news;
- The links, if necessary.

The layout of the newsletter should be continuously improved. For that the presidency should inform the EUPAN website administrator the improvements to be made.

3. CONFERENCES AND EVENTS

The Network can share knowledge and the WGs outputs with citizens and public administrations also by organising conferences or events.

The Quality Conferences are one of the most visible products of the network. Until now were organised 4 Quality Conferences (Lisbon 2000, Copenhagen 2002, Rotterdam 2004, Tampere 2006) and the next one (Paris 2008) is being prepared. They are organised in every two years by the member country hosting the conference in close co-operation with the IPSG working group.

Concerning the events, the Network have organised until now 3 CAF Users Events (Rome 2003, Luxembourg 2005, Lisbon 2007). They are an IPSG product, organised in close cooperation with the CAF expert group, the CAF National correspondents and the CAF Resource Centre (EIPA).

4. STUDIES

The studies could have different natures (evaluation, comparison, technical...), goals and publics (DGs, public services, citizens). They

could be produced by the WG members or by other organisations sponsored by the presidencies. They all should be made available at the EUPAN Website.

**5.
FRAMEWORKS**

The frameworks are technical tools to be use by the public services with specific goals. The first framework produced was the Common Assessment Framework, an IPSP product that provides a self-assessment framework for public organisations. The main purpose is to assist public sector organisations across Europe to use quality management techniques to improve performance.

**6.
Guidelines**

The guidelines are practical guides, usually composed by technical orientations and practical examples to be used by the public services.

The first guidelines produced were made by IPSP named "Citizen Charter Guidelines" (2007), to help the public services to understand and build citizen charters.

This kind of output is available at the EUPAN website, and can also be presented in the conferences or events of the Network.