

**Resolution**  
**64th EUPAN Directors General Meeting**  
**Rīga, 11 June 2015**

## **Introduction**

The Directors General responsible for Public Administration in the EU and the European Commission met in Rīga on the 11th of June, 2015 for their 64th meeting. At the closure of the meeting, and following the activities carried out during the Latvian Presidency of the EUPAN, they agree on the following Resolution.

## **Activities under the Latvian Presidency**

The Directors General:

- Welcome the implementation of the EUPAN activities as set out in the Medium Term Priorities (MTP) 2014–2015 by the Latvian Presidency and consider the cooperation of the Troika in this respect successful and effective.
- Appreciate the organization of the Working Groups' meeting with the running of workshops for a more effective interaction and welcome this way of cooperation as usual practice for the network.
- Recognize the importance of the research activity on the Future Developments of Public Administration, by highlighting the values that are growing in importance and the necessity to change organizational culture in public administration, the role of leadership (building relationship and trust) and collaboration among a multigenerational workforce by stressing inclusive approaches and engagement.
- Recognize the value of study on Strengthening the Centre of Government (CoG) on possible solutions to improve effectiveness of CoG and studies carried out by other institutions such as the OECD and the EU Social Dialogue Committee for Central Government Administrations (SDC CGA). CoGs can be significant drivers to implement innovation in delivering public services more effectively. Taking into account that variety in countries' institutional systems poses challenges to develop comprehensive approaches, further exchange of experience on functions, main competences and trends of CoG is needed.
- Recognize the importance of good governance and need for wider discussion on public administration reform, administrative capacity building and policy choices, focusing on how to become more efficient, effective, and resilient; appreciate the added value of discussions during IPSP meeting on EU Quality of the Public Administration Toolbox and its potential in allowing for a better understanding, both for member States and the EU Commission, of administrative reform processes.
- Recognize the importance of top-level digital leadership in public administrations, facilitation of culture of collaboration, development of new skills (such as user experience design, co-design, multi-disciplinary collaboration, change management and business process reengineering), promotion of innovative thinking and attitude in public administration – embrace the right to challenge the status quo and try new approaches, embrace the culture that tolerates mistakes.
- Recognize the importance of implementing the 'once only' principle in public services and appreciate the WGs findings on technology, trust, political and cross-border issues,

especially in the field of EU data exchange standards, reusable data, encouragement methods and interoperability as an important enabler.

- Take note of results on the topic “ICT Enablers Towards Open and Collaborative Government” as a good input in the context of the action “Participatory Knowledge for Supporting Decision Making”, part of the European Commission’s ISA (Interoperability Solutions for European Public Administrations) Work Programme 2015.
- Welcome the CAF Policy note 2015 elaborated by the European CAF network. Recognize the efforts to further disseminate CAF as a useful instrument to build up and strengthen administrative capacity to better serve society, its citizens and enterprises.
- Take note of the information on the work carried out by TUNED and EUPAE that will be given on 12 June 2015 DG – TUNED meeting in the context of the SDC CGA in particular the adoption of the response to the European Commission’s consultation of social partners on a consolidation of EU directives on workers’ rights to information and consultation, and of a set of policy recommendations on quality administration for people in vulnerable situations.
- Welcome the priorities and activities of the Luxembourgish Presidency of EUPAN and wish Luxembourg the greatest success.
- Approve that this Resolution, the documents produced by the Latvian Presidency, as well as the minutes of the Rīga meetings are published on the EUPAN website.

#### **Initial results of the questionnaire and first report on the future of EUPAN**

- Value the activities performed by the Task force chaired by Luxembourg, the active participation of the Member States, EIPA as well as other stakeholders.
- Stress the importance of active participation and input of EUPAN members in the research on current and future operation of EUPAN to produce proposals consistent with the views of EUPAN members and encourage ownership of the process.
- EUPAN members are encouraged to make use of the EUPAN website for better cooperation and a platform for further discussions.
- Mandate the task force to formulate concrete proposals to improve the effectiveness of the network and its current role according to the views of EUPAN members that would be reported and decided upon during the DG meeting under the Luxembourg Presidency especially in the areas of interest:
  - With respect to the current role and mission of EUPAN
    - Governance: MTP, involvement of members and stakeholders, priorities, type of results, monitoring
    - Working methods, knowledge management, strengthening of support facilities considering the existent handbook and website
  - With respect to the future role and mission of EUPAN
    - exploration of possible conditions and scenarios for the future developments of EUPAN within the mandate of the DGs
- Look forward to the final report on the future of EUPAN, to be presented to the Directors General at their Luxembourg meeting in December 2015, containing concrete proposals for actions to be implemented as of 2016.