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| **MINISTRY OF FINANCE**  **PUBLIC ADMINISTRATION AND PERSONNEL DEPARTMENT** |  |

**Draft Minutes of the 59th Meeting of Directors General**

**Nicosia, 5 December, 2012**

**Welcome and Introduction**

Mr. Philippos Soseilos, DG Representative and General Coordinator of the Cyprus Presidency opened the meeting and welcomed the Directors General before giving the floor to Ms. Lenia Orphanidou, Chief Public Administration and Personnel Officer in the Public Administration and Personnel Department (PAPD), Ministry of Finance, for addressing a brief welcome speech on behalf of Mr. Christos Patsalides, the Permanent Secretary of the Ministry of Finance.

Ms. Orphanidou also welcomed the Directors General and thanked them for their participation to the 59th DG meeting in Cyprus. Ms. Orphanidou referred to the main MTP sub-themes that were explored during the Cyprus Presidency, i.e. the role of Top Executives (TEs) in times of crisis and the Development of TEs, emphasizing their relevance and importance in light of the challenges faced by public administrations.

Mr. Soseilos continued by giving an overview of the Cyprus Presidency´s principles and objectives, as well as work programme. He reflected on the challenge of leadership and emphasized the importance of fully utilizing the knowledge acquired within EUPAN when considering our role in managing/dealing with the “new normal”, i.e. an environment of uncertainty and complexity.

The meeting agenda and the minutes from the 58th DG during the Danish Presidency on 7 June, 2012 in Copenhagen were approved without further remarks.

**Top Executives Role and Development**

**CYPRUS PRESIDENCY-“Presentation of EUPAN work on the theme of Role of Top Executives in times of crisis”- Presentation by Ms. Pavlina Mela, Public Administration and Personnel Officer, PAPD, Ministry of Finance**

Ms. Mela began her presentation by presenting its structure starting with the “bridging” with the previous work carried out by the two Presidencies, the Polish and the Danish, whereby several topics related to the main themes of “In the wake of crisis” “and “Top Executives crisis” of the MTP were explored. Ms. Mela mentioned that from the work that has been carried out during the two previous Presidencies we could conclude that the crisis had a severe impact on the performance of public administrations in the different parts of Europe and on the working life of the employees, considering the harsh austerity measures that have been taken by the member states, which included, amongst others, cutbacks in pay, downsizing and redundancies, freeze in recruitment, prohibition of promotions etc. which had, in turn, several consequences such as the loss of expertise, the low morale and motivation of the employees, the fall in the living standards and in the purchasing power of citizens etc. In addition, she mentioned that the impact of crisis is not the same in the various member states and neither are the major challenges that the public administrations are faced with.

Having said the above, Ms. Mela continued by explaining the focus of the Cyprus Presidency which was to explore the changes/ shift of focus in the role of TEs stipulated by the crisis and the challenges that they are faced with and to identify the new expectations from TEs, taking into account the fact that the crisis led to the imperative need for public administrations to become more effective and efficient, to implement reform and human resource measures, to enhance innovation and modernization and to actively involve citizens.

Ms. Mela presented thereafter, the methodology and work methods used throughout the Presidency for exploring the topic, mentioning the preparation of a relevant thematic paper, for which the input or EUPAN members was requested on specific questions, and the preparation of a consolidated document titled ”Role of Top Executives in times of crisis – Views and experiences of EUPAN members”, which included the valuable information received from EUPAN members. She also mentioned the relevant presentations that were delivered by the EUPAN members during the joint HRWG/IPSG meeting.

Ms. Mela continued by addressing the question of “how has the role of TEs changed with the increased need for PA reforms and innovation of public services?”, stating firstly, the emergent trends, emphasizing the shift from a more traditional approach in relation to accountability for results (outputs), economic efficiency challenges, citizens as consumers and IT supporting efficiency to a more complex approach towards these issues were we look at accountability for longer term results (outcomes), broader societal challenges across organizations, citizens as co-producers and co-innovators and digitalization not for support but as a core for change in the public sector. She then presented the new, emerging demands in the role of TEs, which were derived from the input provided by the EUPAN members, including, amongst others, the need to redefine the strategic vision and priorities, to focus on outputs and measurable results/ outcomes, to communicate and have an open dialogue with the staff, stakeholders and policy makers, to strengthen human relations through teamwork and motivation, to manage human resources effectively and to rethink the processes and utilize technology. In addition, she emphasized the importance of cooperating more and involving the citizens and understanding their expectations. Lastly, she mentioned the importance of having flexible and adaptable organizations with a culture focused on results, performance, innovation, sharing of knowledge, transparency and trust. One the other hand, she mentioned that all these are not new and the expectation from TEs is to actually show leadership; to walk the talk, to put words into actions, to be role models, to be enablers of change, to connect people, to create leaders and to inspire by example. Furthermore, she mentioned that in order for TEs to succeed in their role they need to introduce the appropriate monitoring mechanisms and actions such us strategic planning, evidence based management/ performance contracts, quality circles and focus groups for discussing emerging issues, communication plans etc.

Ms. Mela shared some of the lessons learned. She mentioned that in times of crisis everyone has to think of alternatives and solutions, we need to leverage on people’s knowledge and capabilities, we need to be proactive rather than reactive thus, to create flexible organizations for anticipating change, we need effective and dynamic leadership and leadership is a matter of exposure and commitment, we need to work with people and teams at different levels and we need to be able to transform on a continuous basis.

Finally, Ms. Mela presented the results of the group work that took place during the joint HRWG/ IPSG meeting. The question addressed to EUPAN members was “What should be done by DGs and by EUPAN members to utilize the collective knowledge of EUPAN and move things forward in our individual countries? Regarding the expectations of EUPAN members from DGs, in their role as TEs, the following interesting ideas have been presented:

* The importance of leveraging on the general conclusions regarding the role of TEs, emerging from the work carried out by the Cyprus Presidency
* The development of operational and practical solutions for their organizations based on the knowledge acquired from the EUPAN network
* The effective utilization of the EUPAN network and the investment of time for interacting with other DGs, aiming at maximizing the exchange of knowledge and experiences
* The sharing and diffusion of valuable information to the members of their organizations/ public administration
* The provision of the necessary information to the politicians responsible for Public Administration

In addition, she presented the barriers identified in relation to the above mentioned question such us the lack of time and time pressure, the lack of political commitment, the lack of interest of stakeholders, the little time that the DGs have during DG meetings to talk to each other, the possibility of not seeing the value. Moreover, she mentioned some ideas on how to leverage on the knowledge of EUPAN, which were mentioned by the EUPAN members such us the importance of DGs to share the main current projects in their administrations and emphasize the benefits of EUPAN work to political hierarchy and other DGs, and the need for the Network to be more visible.

**CYPRUS PRESIDENCY-“Presentation of EUPAN work on the theme of TE Development”-Presentation by Ms. Eliza Loizou, Public Administration and Personnel Officer A´, PAPD, Ministry of Finance**

Ms. Loizou began her presentation by positioning the topic of TE Development in connection to the conclusions of the previous presentation on the role of TEs. After considering the changing environment Top Public Managers (TPMs) must operate in with increased expectations, demands and leadership challenges as well as the new focus of TPMs, one of the main objectives of the Cyprus Presidency was to explore “how to best develop TPMs in these times”.

Ms. Loizou referred to the collective EUPAN work on the topic of TE Development and the methodology that was followed during the Cyprus Presidency for collecting input by EUPAN members, which was quite similar to the one described in more detail during the previous session. The Presidency had sent a thematic paper to EUPAN members in August setting the scene and requesting feedback on the state-of-play and way forward on TE Development initiatives/activities taking place across public administrations. The initial findings based on this input were presented at the HRWG/IPSG meeting in October along with a series of country case presentations by EUPAN members. After the working group meeting all the above were included in the final thematic paper which was distributed to EUPAN members. In addition to the thematic paper, Mrs. Loizou also referred to the consolidated document issued by the Cyprus Presidency including all the collected information received from EUPAN members.

She then elaborated on some of the main themes and key findings emerging from this valuable input which indicate that Member States attach great importance to TPM development in national administrations with a variety of approaches and tools being used and development strategies becoming more explicit/integrated. The main emphasis in development programmes is on leadership, strategic and management development. Innovative and interactive training, development and empowerment methods are increasingly being applied, including coaching, mentoring, individual development plans, management agreements, mobility, participation in Leaders’ Forums, informal learning activities etc.

Key lessons emerging from the discussions and input of EUPAN members point to certain trends regarding the way forward on TPM development, such as a changing notion of leadership and new competencies required by TPMs including human oriented leadership, well rounded skills and social intelligence/competence. Also, it is quite clear that empowerment of TPMs is a key factor for their development and to that end more flexibility and autonomy in decision making are often needed to enable them to take on their role and responsibilities effectively. At the same time it was emphasized that development measures at the individual level, aiming at optimizing skills and competencies of TPMs are very important but it is also critical to focus on learning and development at group/team level and which can transfer to the organizational level. Learning at this level is often considered to be more sustainable than individual learning and thus more effective. In conclusion Ms. Loizou emphasized that good leadership and cooperation cannot simply be prescribed but they are the outcome of a development process.

**Mr. Soseilos** pointed that reflecting amongst our countries on these topics has an interesting value in understanding both the expectations but also the possibilities/options available to TPMs to exert the type of leadership that is needed.

**CYPRUS: “ National Training Project –Strengthening the Strategic, Management and Leadership capacity of Public Administration”**-**Presentation by Mr. Marios Michaelides, Senior Training Officer, Cyprus Academy of Public Administration (CAPA), PAPD, Ministry of Finance**

Mr. Michaelides presented the example of the wide scale development project that is underway and will soon start to be implemented by the CAPA on Strategic, Leadership and Management development of the Cyprus Civil Service (2010-15). The 9-month duration project is co-funded by the European Social Fund and the Cyprus government and it is addressed to all civil servants at the middle and top management level. The programme consists of two main components, namely (a) the training programme aiming at developing competencies in the fields of management, strategy and leadership and (b) the work-based projects which are actual developmental initiatives in the organizations of the participants, supported by an external couch. The focus is on the work-based component which is an innovative tool for actually transferring in daily praxis the knowledge acquired through formal training. More specifically, each organization will be asked to produce an actual strategic plan at the end of the learning process. The project is therefore not only about individual development but also about organizational development and improving organizational performance. Another important aspect of the project is the encouragement of organizations to conduct a CAF self-assessment in order to maximize the overall benefit from the work-based projects. The project will also ¨adapt¨ to the crisis. e.g. by tackling challenges posed by the crisis while carrying out work-based projects.

**NETHERLANDS: “ Top Executives Development” – Presentation by Mr. Ivo Blommaart, Senior Policy Adviser, The Office for the Senior Civil Service, Ministry of Interior and Kingdom Relations**

Before starting his presentation Mr. Blommaart noted that due to a logistical problem the Netherlands had not sent its contribution to the thematic papers and offered to do so if it is still possible.

Mr. Blommaart then went on to present the example of TPM development in the Dutch Senior Civil Service, focusing on the practical aspects. As he pointed out, there is a strong belief that in order to enhance the quality of civil service as a whole it is necessary to invest in the quality of management and that is the mandate for providing a wide range of programmes, services and special training courses. Development initiatives are targeted to two main groups/levels, namely (a) the Top Executives/leaders and (b) the Directors. The programmes focus on high performers of today and making them ready for tomorrow by enhancing their leadership skills and knowledge including how to cope with day-to-day issues on the job. The development portfolio offered in the Dutch Civil Service includes a variety of tools including mentoring, coaching, lifelong learning, network meetings etc. As Mr. Blommaart underlined, one of the main goals is to enhance dialogue and interaction amongst peers in these groups. Great importance is also attributed in scouting and investing in younger talents to find the future leaders. As he pointed out, a common challenge is to actually engage TEs to attend the development programmes offered since development is not always seen as a priority but as a luxury especially in times of crisis.

In the plenary discussion following the presentations a number of questions were touched upon. **OECD** raised the point of women’s role in top management position and observed that it was not mentioned in any of the presentations as part of development programmes. **Croatia** reflected on the importance of linking development into the overall strategies of government ministries to ensure the commitment of TEs in the programme and asked how this is done in the Cyprus public administration. **The Netherlands** suggested if it would be possible to combine the two topics of TE’s role and TE’s development and make a link with to reforms occurring in MS to make the document more accessible to use in daily practice in public administration. The Netherlands was also interested to hear more about the Dutch practices used on how to attract and develop people in mid-career level. **Poland** asked for a comment on how to balance the relationship between the two groups interacting in organizations, namely the politicians and the TPMs. **Ireland** thanked for the interesting presentations pointing out that the challenges are common for most members and asked for more information regarding mobility of directors in the Dutch case to attain the necessary experience for promotion and the process of recruitment from outside the civil service.

**Mr. Soseilos** commented that women’s role is indeed an important issue often addressed in other forums, mentioning a recent example in Cyprus and expressed the belief that it is in the minds of the teams developing leadership programmes. He also agreed with the point raised by the Netherlands concerning the link between the expectations from the role and development of TEs and the reform agenda. He concurred with Croatia that strategy is very important in leadership programmes and that is in the aspiration of the Cyprus training programme to act as enabler for all Ministries to develop strategic priorities for their departments as part of the work-based projects. **Mr. Blommaart** commented that the cooperation between politicians and TPMs is quite good in the Netherlands because there is clear separation of their role and responsibilities and it is very important to have this good cooperation and mentioned the Top Management fora taking place which enables these two groups to get together to engage in discussions of mutual interest. Regarding mobility of TEs in the Netherlands, **Mr. Blommaart** clarified that it is not compulsory. Recruitment system is merit-based whereby people may be nominated/ approached to apply for positions in other departments whereby entry criteria are enforced.

**CAF: “5th European CAF Users Event & CAF Model 2013” - Presentation by Dr. Marga Pröhl, Director General, EIPA**

Dr. Pröhl began her presentation with a short overview of the 5th European CAF Users Event, which took place in Oslo on the 28-29 September and was organized with the assistance of the Agency of Public Management and E-Government in Norway. Then, she mentioned that the European CAF users’ events took place in Rome 2003, in Luxembourg 2005, in Lisbon 2007, in Bucharest 2010 and OSLO 2012. She mentioned that 200 people participate at the Event and referred to the organizational details of the Event i.e. plenary sessions, parallel sessions, key notes etc. She then explained the characteristics of CAF, which make it an important and valuable tool for organizations in the public sector i.e. the bottom up approach, building knowledge, the holistic approach and the bringing the outside in. Dr. Pröhl elaborated on the three parallel sessions that took place during the Event mentioning that remarkable methods and practices were presented at the event inspired by the conclusions of the CAF self-assessment that have led to tangible results on three main fields; citizen/ customers, people and key performance. Then, she presented the results of the online evaluation of the Event.

Dr. Pröhl proceeded with a presentation on the CAF model 2013 explaining the reasons for CAF revision with reference to the CAF study 2011 related to the use of CAF and to the important role of CAF Correspondents in each country and also to the Expert Group, which actually made the revision of CAF along with the CAF RC in EIPA and specifically, Mr. P. Staes, Ms. A. Stoffels and Mr. N. Thijs. Following that, she mentioned that the new model was presented at the 5th European CAF Users Event in Oslo and it was approved by the IPSG members during the meeting held in Limassol (15-16 October 2013). She then requested the approval of the DGs.

Dr. Pröhl went through the focus points of the CAF 2013 being the strengthening of the attention for the citizens customers involvement, the focus on processes, the coordination of processes with other relevant organizations, the performance orientation with emphasis both on perceptions and performance measurements, the innovation with the involvement of leadership and the social responsibility. She continued by explaining the adaptations in the model and encouraged the DGs to promote the use of the new version of CAF. Lastly, she referred to the translation of CAF 2013, the online Brochure, the need to convince CAF 2006 Users to implement the new model, the adaptation of CAF for Education to CAF 2013 version, the development of good practice guidelines and examples on the CAF website and the efforts for more CAF Users.

**”Employment Status in the Public Services of EU Member States-Government Transformation and Public Employment Trends, Status Reforms and the Future of the Civil Service - Presentation by Prof. Dr. Marga Pröhl, Director General, EIPA**

**Dr. Pröhl** gave a presentation of the final study on this topic which represents a collective project of the Trio Presidency (Poland, Denmark, Cyprus) commissioned and funded by the Polish Presidency to Professor Demmke and Timo Moilanen of EIPA. The project had started with discussions and a policy paper during the Polish Presidency, a follow-up survey during the Danish Presidency and ends with the publication of the final study and presentation at the 59th DG meeting in Nicosia during the Cyprus Presidency. As **Dr. Pröhl** explained, the main objective of the study was to analyze the changes in public employment on central level in the context of financial crisis and austerity measures and specifically to address changes in structure, size, status of employees and conditions. Some of the main aspects identified include the observed trends towards reduction of public employment and even stronger reductions in the field of Civil Service Employment, towards core Civil Service in Central Public Administration, Police, Judiciary, Diplomatic service, towards alignment of working conditions amongst civil servants, public employees and private sector employees, less clear distinctions between employment of civil servants and public employees, differences remain as regards pay, recruitment, job security, career development. **Dr. Pröhl** invited members to give their feedback on the study.

**Poland** thanked EIPA for the study and the Trio for this collective work as well as EUPAN members who offered their input and commented that this topic is of ongoing evaluation especially within the context of the reform agenda. Therefore, the study offers a good knowledge basis for further discussion within national administrations and EUPAN members are encouraged to promote the study within their countries. **Ireland** commented that the work is very interesting and timely in relation to the reform agenda and reinforces the view that reform should not damage the public sector to the point where it can no longer be sustainable and public sector should continue to be viewed as an asset.

**Other topics-Sharing of good practices**

**Mr. Soseilos** introduced the following two presentations which set the scene for some of the topics that will be discussed during the next Trio Presidency, in the spirit of continuity within EUPAN.

**GREECE: “The administrative reform in the era of crisis: The Greek paradigm” - Presentation by Mr. Demetris Papademetropoulos, Director General of Administrative Organization and Procedures, Ministry of Administrative Reform and e-Government**

Mr. Papademetropoulos gave an overview of the current situation and challenges in the Greek public administration in relation to the reforms taking place within the context of the crisis and the terms of the Memorandum of Understanding with the Troika. As he pointed out, while there is consensus to the need for reforms in general, disagreements arise when questions are raised about the extent of the reforms, the manner and the time needed, the areas they should relate to, their course of action etc. Mr. Papademetropoulos informed EUPAN members about some of the major reforms that are being implemented within the Greek administrative system during the last three years. In particular, he referred to the "Kallikratis" program for the reorganization of the Local Government structures and the "Clarity" program which aims to increase the transparency in the administrative action regarding management of public funds. Other reform measures are directed towards reducing the size of the public sector and the structures of ministries and legal entities through an assessment process, extending the working hours of the Public Administration stuff, establishing a stricter disciplinary law for civil servants, providing performance incentives as well as a system of mobility etc. Mr. Papademetropoulos shared the reflection that the administrative reform is a (natural) process of a continuous quest for organizational and administrative changes that will hopefully lead to the improvement and the upgrading of the administrative behavior and the organizational function, so that it meets the social and political conditions and requirements of the environment in which it is located. At the same time it is a process that signifies changes that encounter resistance.

**Belgium** expressed respect and solidarity in relation to the difficult situation currently faced by the Greek administration and wondered whether governments should take measures to become as least costly as possible outside periods of crisis when the state has enough resources. To that end, a question was asked whether before the crisis there was a significant difficulty with the collection of taxes in Greece and what should one be careful of now in relation to that and whether the reduction of salaries may actually worsen the situation in public administration. **Mr. Papademetropoulos** confirmed that there is indeed a difficulty in Greece with tax collection due to administrative weaknesses and also issues related to general cultural/mentality. He also agreed that the reduction of salaries will possibly have negative effect in the functioning of public administration, e.g. in relation to motivation and staff engagement. **Mr. Soseilos** agreed that in times before crisis or in times of reforms administrations must act quickly and there are lessons to be drawn from the Greek experience. As he pointed, EUPAN will reflect in more depth on these issues during the upcoming presidencies.

**The NETHERLANDS:”Countries compared on performance of public administration”(study) -Presentation by Mr. Jedid-Jah Jonker, Researcher, Netherlands Institute of Social Research (SCP)**

Mr. Jonker thanked for the opportunity to present the research on this study to the DGs and went on to outline the main goals and purpose of the study, i.e., to provide a more comprehensive view of the broad (total) public sector performance, to focus on the outcome, to see how citizens view public sector performance and try to determine critical success factors/ best practices for improving performance. He then referred to the main outcomes of the study in relation to the sector of public administration (PA), mentioning the difficulty in defining outcome in the PA and the use of the Dutch code of good practice as a starting point. The code consists of seven dimensions of good practice in public administration and appropriate indicators were used for each of these dimensions. An important element in the research was to come up with objective indicators which are not based on subjective evaluations by citizens that may often be highly depended on expectations, as these may vary greatly among countries. Mr. Jonker also noted that PA is not seen as a separate sector but has a facilitating role in making other sectors perform better. Mr. Jonker emphasized that the intention is to improve the indicators with the collaboration and input of individual countries. In the study there is a positive relation with the performance of public administration and that of other sectors which reinforces the facilitating role of public administration. In addition, he explained that within the context of the study nine public sectors have been examined, following an extensive/ more detailed approach with the four sectors and a global approach with the rest five sectors. As a way forward, Mr. Jonker mentioned that the intention is to build on this first attempt and invited countries to participate in the follow up of the study and provide data that will enable a more in depth analysis and thus allow for better measurement of performance and to contact him for any additional information.

**Mr. Soseilos** thanked for the very comprehensive study. **Sweden** thanked for the interesting presentation and stressed the relevance of the study as administrations must find ways to make public sector more efficient and also encouraged upcoming presidencies to continue the discussion on this topic. **OECD** also congratulated for this study and mentioned the OECD project Government at Glance that shares some similarities but also suggests a different approach to measuring overall performance and expressed willingness for cooperation to the follow-up of the study. **Mr. Jonker** agreed with the comments and assured that their team is open to discussing any alternative methods and ways to improve the research.

**KEYNOTE SPEAKER Dr. Theodoros Panayotou, Director of the Cyprus International Institute of Management - “Top Executives Role and Development in times of crisis”**

**Mr. Panayotou** delivered an inspiring keynote address on the new challenges TEs are faced with. Mr. Panayotou shared the view that in an era of systemic uncertainty the only certainty is that the public sector must do more with less and to that effect one could ask “are TEs up to the task of managing change of the scale and speed required?”As Mr. Panayotou suggested, institutional technological innovation and change will help create the right incentives to raise public sector productivity, efficiency and speed which are critical for value creation. Mr. Panayotou also emphasized the importance of measuring public sector productivity at the organizational level and assessing performance the individual level. The role of TPMs is pivotal in terms of assessment and motivation, as they are the ones who set the strategic vision and priorities as well as the measures of performance and cost effectiveness. So are the TEs up to the task? As. Mr. Panayotou concluded, potentially yes, but continuous executive development is key to preparing them not only to implement changes but to train, mentor, motivate and inspire lower level managers as well as acquire new skills and new mindsets. Their tools are public sector innovations, management by objectives and results as well as training and development and lifelong learning from each other, through interaction and knowledge management and from their colleagues in the EU and third countries through exchange of experiences and best practices.

**Poland** thanked for the very interesting presentation and wondered if there is a contradiction between increasing social trust in government and stimulating individual performance. **Mr. Panayotou** responded that social trust and cohesion is critical and noted there that the only way to achieve these is by rewarding employees according to their productivity, performance and contribution.

**CYPRUS: ”The Cyprus DISPA meeting”- Presentation by Dr. Soterios Shiakides, Head of the CAPA & Cyprus’ DISPA representative, PAPD, Ministry of Finance**

Mr. Shiakides presented the work of DISPA during the Cyprus Presidency and the main issues explored at the DISPA meeting that was organized on 11-12 October, 2012 in Nicosia. As Mr. Shiakides underlined, the DISPA work is aligned with the topics currently discussed within EUPAN, and in particular the crisis and the enormous challenges it poses for public administration. The general theme of the DISPA meeting was enhancing the impact of learning on organizational performance. To that end, during the Cyprus Presidency, the DISPA work dealt with how Training Institutes can increase significantly the impact they have on the actual performance of their clients, focusing on the methodologies that are most conducive to a considerably improved work performance. Mr. Shiakides concluded that the meeting gave the opportunity for a lot of networking and interaction and was deemed as very successful by all the participants.

**Mid Term Priorities (MTP):”Evaluation and conclusions of the current MTP” - Presentation by the Trio Presidency (POLAND, DENMARK, CYPRUS)**

As the current MTP of “An Open, Adaptable and Performing Public Administration” (1.7.2011-31.12.2012) comes to an end, the Cyprus Presidency in close cooperation with Poland and Denmark as Trio Presidency prepared and co-presented an executive summary of the evaluation of the main themes and subthemes explored under each Presidency based on the MTP and the general conclusions and value added for EUPAN from the work during the last 18 months. The relevant document was distributed to EUPAN members and was also presented in more detail by the Trio during the HRWG/IPSG meeting in October. The Trio emphasized the overall successful implementation of the MTP and significant output/outcome that was achieved in terms of material, studies, procedures, exchange of best practices etc. An important message was the successful cooperation amongst the Trio/Troika in the implementation of the 18 month MTP which ensures the continuity of EUPAN work and the leveraging on EUPAN’s internal and external resources with the active involvement of all participants.

**France** took the opportunity to thank the Cyprus Presidency for the excellent organization of the meeting and to observe that the consequences of the crisis will bring about the changes in the way we operate (do more with less). To that end the point was made that we should also consider how the EUPAN network should operate in light of reduced resources, emphasizing that the need for EUPAN has not at all been diminished but on the contrary is has become even more important with regards to sharing knowledge on benchmarking and reforms. The message was also conveyed that it is important to get closer to Trade Unions, to engage in strategic thinking and allow more time for discussion and exchanges amongst the network regarding practical ways to apply reform, asking the following Presidencies to consider these issues for work in the future and bringing to attention the results of the Cyprus Presidency’s group work regarding the best ways to disseminate the EUPAN knowledge. **Mr. Soseilos** fully agreed with this position and noted that there is a clear realization that we need to allow more time for discussion during the meetings which will be the case at the meeting with TUNED the next day although it is often challenging to find the right balance between structured presentations and discussions. He also pointed out that the Cyprus Presidency has been sensitized to the challenge posed by reduced resources and limited the number of EUPAN meetings during its term. **The European Commission** expressed its appreciation for the discussions around current and indeed relevant topics such as the effects of the crisis on the public administrations, with a particular focus on the role of top executives in managing in a period of crisis, as well as open discussions on the future of the employment status. These should, if well steered and framed, allow drawing some pertinent and needed conclusions that can help paint an increasingly accurate picture of the state of play of the current austerity throughout the EU. The Commission is very much interested in the operational conclusions of the comprehensive work carried out as part of the current Medium-Term Priorities ending with the Cyprus term, as well as on their follow-up, carried out at the level of each Member State. **Finland** agreed with the comments and proposed that participants could send reflections/questions during the meetings via electronic board to make the learning process more interactive. **Croatia** suggested if it’s possible to have a collection of country dossiers giving background information on administrations so as to focus exclusively on building for the future during EUPAN meetings. **Mr. Soseilos** pointed that the comments demonstrate that we are in agreement about the future focus which needs to be on implementation and there is a good platform for future presidencies to consider. At the same time he noted that there is only so much one can cover in a structured meeting and a main aspect of EUPAN connectivity and value is in the networking and informal socializing. **Ireland** also thanked the Cyprus Presidency and the Trio for the current MTP and for the collaboration in developing the next MTP and also informed that the comments made for future presidencies are taken on board for the meetings that are planned during the Irish Presidency.

**Next MTP and Next Presidency’s Work Programme - Presentation by IRELAND**

On behalf of the next Trio Presidency (Ireland, Lithuania, Greece), **Ms. Grainne McGuckin (Ireland)** presented an outline of the next MTP and the Irish Presidency´s work programme. She also thanked the Trio colleagues from Lithuania and Greece and the European Commission for their contribution and support in the evolution of the working priorities of the MTP. The Horizontal Theme of the new MTP is “Delivering a more resilient, professional and responsive Public Administration (PA) to the citizen”, and consists of three pillar themes:

* A “fit for purpose” Public Administration (resilient PA)
* Role of HR in shaping Public Administration (professional PA)
* Connecting to the citizen (responsive PA)

**Ms. McGuckin** also referred to the particular sub-themes that will be explored by the Irish Presidency by both HRWG and IPSG with emphasis on the opportunities afforded by the crisis and the response of public administration to the challenges. **Ms. McGuckin** also commented that the Irish Presidency is mindful of the comments previously made by EUPAN members and will try to build in more time for discussions and interaction among members, pointing also that effective dialogue is a two way street and contingent upon the active participation of members.

**Sweden** agreed with the point of creating more room for discussions and inquired as to the intention to involve OECD/EGPA/EIPA as well as the work presented by the Netherlands on public administration in the work of upcoming presidencies. The **OECD** pointed that they are working on several themes that could be of relevance to the MTP themes like open data and would be very happy to provide any support. **The Netherlands** expressed support for the Swedish remarks and willingness to follow up on their study sometime during the 18 month programme. **Ireland** took the comments on board and thanked the OECD on behalf of the other Trio members and confirmed that the OECD and EIPA content could be distributed throughout the 18 months.

**DG Resolutions**

Mr. Soseilos went through the draft resolution that had been discussed at the DG Troika meeting and circulated among the DGs who had the opportunity to submit their comments prior to the meeting. The text which included as annex the next MTP was adopted without additional remarks.

**AOB and closing of the meeting**

Mr. Soseilos gave a brief outline of the next day’s agenda of the meeting with TUNED. He also took the opportunity to introduce and welcome Serbia as a new member of EUPAN and gave the floor to Mr. Vuc Cucic for a brief introduction.

In concluding, Mr. Soseilos thanked the participants for their valuable contribution and participation and closed the meeting by inviting everyone to the social event.