



Brussels, 15 April 2024

Implementation plan for the Commission Communication on Enhancing the European Administrative Space (ComPact)

The Commission **Communication on Enhancing the European Administrative Space (ComPact)** sets the framework for a collaborative and impactful journey towards modernised and competitive public administration across Member States. The Commission put in place this framework acknowledging that public administrations at central, regional, and local level are the foundation of EU success. They are the direct interface with citizens and businesses. They are the main drivers of social trust in national and EU policies. They are key to ensuring the implementation of the EU legislation, the attainment of the EU policies and for addressing domestic and international challenges.

The ComPact will contribute to the implementation of the EU policies and programmes such as the goals of the EU Skills Agenda, the Digital Decade policy programme, the green transition and climate and energy targets. The ComPact elevates the modernisation of public administration to the forefront of different EU institutions' agendas, emphasizing its critical role in EU productivity. It has gained recognition at high-profile meetings and conferences, indicating a commitment from Member States and EU institutions. Under the Spanish Presidency, the ComPact was presented to the Competitiveness Council and two Council working parties. The Belgian Presidency has incorporated the ComPact in the EUPAN (European Public Administration Network). The Ghent Ministerial Declaration adopted in February 2024 states that EUPAN activities can be facilitated also through the ComPact when appropriate. An own-initiative opinion of the Committee of the Regions on ComPact is expected in June. Engagement with other networks and stakeholders will continue throughout 2024 for instance for the Local Administration Day in October and the ComPact conference in June. It was also prominently referenced in the Letta Report.

Achieving impact on the ground requires close collaboration within the Commission and between the Commission, Member States, and other relevant stakeholders. To this end, DG REFORM has detailed the **25 strategic actions** outlined in ComPact through this implementation plan, **breaking them down into 75 activities** to be collaboratively achieved by the Commission, Member States, European networks, and other stakeholders.

The ComPact, and its implementation plan, aim to:

- i. **Consolidate knowledge** about public administration from various sources (e.g. inside the Commission through the Interservice Group on Public Administration and Governance);
- ii. **Build synergies** between ongoing initiatives, thematically and horizontally such as technical support projects and good practices emerging from them;
- iii. **Share expertise** and solutions to challenges that are common among the Member States (e.g. through the Expert Group on Public Administration and Governance);
- iv. **Facilitate exchange** between public administration for example through the Public Administration Cooperation Exchange;
- v. **Promote mutual learning** between Member States, Commission, other EU institutions and networks.

ComPact and its implementation plan fully respect the competence and specific characteristics of the Member States. **The participation is of a voluntary nature for Member States**, who may decide at their own discretion whether to participate in any of the proposed activities. The Expert Group for Public Administration and Governance (PAG Expert Group) composed of representatives of Member States will support the Commission in steering the overall implementation by involving relevant national authorities and disseminating good practices. The Commission will also elevate collaboration through a **strong involvement of the Interservice Group on Public Administration and Governance** to bring together all Commission services with a stake in the implementation. Other relevant Commission expert groups in particular for Pillar II and Pillar III, e.g. the Interoperability Expert Group, the Chief Information Officer network and the EU Eco-Management and Audit Scheme committee will be leveraged to share information and expertise and progress with the implementation of ComPact actions. **The Committee of the Regions, the relevant committees for social dialogue at EU level and thematic associations at EU and national level are natural partners.**

The Technical Support Instrument (TSI) will be a key instrument for the implementation of ComPact. Other programmes, where relevant, will assist the implementation particularly when directly supporting Member State actions such as under the Digital Europe programme. Although all three pillars have separate activities, the implementation plan also takes into account the importance of overlapping needs between pillars, e.g., skills and competences for the green and digital transformation and the mainstreaming of activities for local and regional administration.

The ComPact implementation plan is a dynamic document. It will be updated regularly with new activities. Member States are encouraged to participate actively and contribute to the co-creation of initiatives, **at their own pace, according to their respective needs and institutional settings.**

A transparent **tracking mechanism**, accessible on the Commission's website, will keep all stakeholders informed about progress. To enhance transparency and highlight the significance of public administration, a **ComPact conference is planned for June 2024**, inviting business associations and social partners. It aims to showcase the strides made in public administration for long-term productivity and the seamless functioning of the Single Market.

Priorities for 2024

While the implementation plan sets out concrete activities in the 25-action areas over the next years, the Commission, after consulting Member States, will prioritise launching certain activities in 2024.

Four flagships under the TSI, one per ComPAct pillar plus the Public Administration Cooperation Exchange (PACE) flagship, will support concrete reform proposals by Member States in the outlined areas. The Commission will promote the flagships toward Member State authorities in national rollouts, in expert groups and other fora and actively work in aiming to receive high quality requests, while safeguarding the demand-driven nature of the TSI.

Under the first pillar, the Commission will launch the collaboration on the passport of core competence, the network of centres of excellence and an EU leadership programme for senior managers with the support of a technical group comprising Member State representatives. The **Quality of Public Administration Toolbox** will be revised and become an interactive online tool with in-depth case studies and updated content. The outreach to **regional and local administration** will be increased through a dedicated day for local administration in October and lessons from the first **PACE exchanges** will be shared at a dedicated workshop.

Under the second pillar, emphasis will be placed on creating capacity to implement the EU regulations and principles in the digital domain, encompassing initiatives like the Single Digital Gateway, the Interoperable Europe Act, and the "once-only" principle across EU Public Administrations to bolster interoperability. The TSI flagship "Capacity for Europe's Digital Decade" will provide essential support in laying the groundwork for utilising AI technologies to deliver high-quality and inclusive services to citizens. To facilitate this, outreach activities will be conducted during the rollout, in coordination with various groups including the PAG Expert Group, the Interoperability Expert Group, the Chief Information Officer network, and the Digital Decade Board.

Under the third pillar, the Commission welcomes Hungary's intention to prioritise the greening of public administration during its Presidency in the second half of 2024, aiming to raise the awareness on the crucial role of public administration in the green transition. The Commission's efforts will concentrate on sharing good practices such as the EU Eco-Management and Audit Scheme to accelerate the reduction of organisations' environmental footprint as well as a TSI flagship focusing on a "whole-of-governance" approach to greening of public administration, green budgeting and green public procurement. Lastly, the Commission will produce a horizontal guidance report on sustainable and Green Public Administration and sectorial policy brief on reducing the environmental impact of healthcare facilities as a sectorial example.

Annex

Enhancing the European Administrative Space (ComPact) Implementation Plan

PILLAR 1. THE PUBLIC ADMINISTRATION SKILLS AGENDA

ComPact Action	ComPact objectives/aims (WHAT)	Activities and implementation arrangements (HOW)	Involvement (WHO)	Timing (WHEN)
Public Administration Cooperation Exchange (PACE)				
1. Scale up PACE to an annual exchange programme as part of the Technical Support Instrument (TSI), to facilitate the mobility of European civil servants across the Member States, with the support and participation of the Commission.	1.1 Offer PACE as a recurrent TSI flagship ¹ .	<ul style="list-style-type: none"> Launch a PACE flagship under TSI 2025. Organise a workshop with participants of the first round of PACE 2023 to exchange on lessons learnt, highlight good practices in priority policy areas and gather information for the evaluation and impact of the action. 	REFORM	Q3 2024
	1.2 Increase the visibility of PACE.	<ul style="list-style-type: none"> Participate in national TSI roll-out events to launch the 2025 flagship. Select other fora to present PACE opportunities. 	REFORM	Q3 2024
	1.3 Evaluate and review the modalities of PACE.	<ul style="list-style-type: none"> Finetune the TSI PACE flagship to incorporate feedback from previous rounds of PACE, e.g. hybrid format, duration, format of exchanges. 	REFORM	Q2 2024
	1.4 Ensure strong links between PACE and other ComPact actions, TSI projects and EU priorities.	<ul style="list-style-type: none"> Include suggested priority areas in the TSI 2025 flagship. Suggest links to existing successful TSI projects in priority areas and use PACE to prepare the ground for possible TSI projects. 	REFORM	Q2 2024

¹ The Public Administration Cooperation Exchange (PACE) is a tool for organisational development and exchange of working experience and collaborative work on joint problems. PACE will aim to help disseminate good practice, create shared understanding and common working approaches across countries.

Cooperation for training and capacity building					
2. Set up a Network of Centres of Excellence for the provision of thematic training for civil servants across the EU.	2.1	The network will increase training exchanges, expand the training offers, maximise efficiency of available training content, increase synergies in training, encourage training cooperation across Member States, and ultimately develop a common training catalogue on topics of common interest.	Create a technical group with experts from PAG Expert Group ² and DISPA ³ . The Spanish, Portuguese and Italian schools of public administration have offered to coordinate the group. The technical group will: <ul style="list-style-type: none"> • Define the objectives and modalities for the network, including the assessment of quality (“excellence label”), set up a governance model and define organisational needs. • Collect and map existing trainings (catalogue) on offers by national schools with a focus on leadership skills and programmes as well as future-proof training activities. • Discuss the role of the Commission’s Competence Centre on Participatory and Deliberative Democracy as potential centre of excellence for training on citizen engagement. • Presentation of mapping to EGPA⁴ and DISPA and other networks. • Outline the topics of highest interest and agree new training priorities. 	REFORM with PAG Expert Group and IGPA ⁵ , DISPA, JRC	Q3 2024
	2.2	Help adapt existing trainings and develop new programmes for civil servants in Member States.	Under the technical group, prepare a multi-country TSI project . The project should develop: <ul style="list-style-type: none"> • Definition of curricula. • Capacity for the delivery. • Model for financing and delivery of trainings. • Pilot implementation. 	REFORM with PAG Expert Group and DISPA	Q3 2025

² The [Expert Group on Public Administration and Governance](#) is a platform to facilitate the dialogue between the European Commission and representatives of the Member States in the area of Public Administration and Governance.

³ Network of Directors of Institutes and Schools of Public Administration ([DISPA](#)).

⁴ The European Group for Public Administration ([EGPA](#)).

⁵ The Inter-Service Group on Public Administration (IGPA) is a Commission services' platform for sharing of knowledge and building synergies between different initiatives related to public administration.

<p>3. Establish an EU Public Administration Leadership programme focused on senior managers in the public administrations of the Member States.</p>	<p>3.1 The leadership programme will build on the passport of core competences. It should define skills and competences, including “EU competences” needed for senior managers.</p>	<ul style="list-style-type: none"> • Involve national schools and institutes of public administration. • Map existing leadership programmes. • Present the results to PAG Expert Group and DISPA. 	REFORM with PAG Expert Group and DISPA	Q3 2025
	<p>3.2 Help adapt existing trainings and develop new programmes for civil servants in Member States.</p>	<p>Prepare a possible multi-country project for 2025 which should develop:</p> <ul style="list-style-type: none"> • The scope of an EU leadership programme. • Assessment of existing gaps. • Model for the financing and delivery of the training. • Pilot implementation. 	REFORM with PAG Expert Group and DISPA	Q3 2025
<p>4. Develop a public administration section on the EU Academy platform with dedicated training courses and programmes.</p>	<p>4.1 Increase the knowledge of civil servants across Member States on key EU policies, novel issues and approaches. Create a modern and engaging learning environment on EU-matters.</p>	<ul style="list-style-type: none"> • Publish three pilot trainings on integrity and anti-corruption; managing people and organisations; policy coherence for sustainable development. • Create an inventory of developed trainings for the platform including those developed under the implementation plan. • Connect to the Commission Competence Centre on Participatory and Deliberative Democracy (hosted in the JRC) and its developed training on citizen engagement for public administration and future trainers. • Connect to the Interoperable Europe Academy on interoperability-related matters and more broadly on digital government solutions. • Discuss with the PAG Expert Group and DISPA an approach to EU online training for public administration that complements and strengthens priority topics for training content development. • Develop a plan for online training for instance on policymaking, co-creation with citizens, rule of law, corruption prevention and integrity, project management, managing the green transition or interoperability. 	REFORM with Publications Office, JRC, DIGIT, EuSA, RTD	Q3 2024

Cooperation for administrative capacity at regional and local level				
5. Continue to expand the access of regional and local entities to the TSI , on a demand-driven basis.	5.1 Attract more TSI projects from and for regional and local administrations.	Several TSI projects under the TSI 2024 flagship: ‘Overcoming barriers to regional development’ have been selected with links to regional and local administrations. Based on these projects: <ul style="list-style-type: none"> • Mainstream reach out to Local and regional authorities during roll-outs. • Develop a concept note for Local and regional authorities on how to increase chances of success at TSI. 	REFORM	Q2 2024
	5.2 Include regional and local administration in PAG Expert Group.	<ul style="list-style-type: none"> • Invite and engage the Committee of the Regions to PAG Expert Group meeting. 	REFORM	Q3 2024
	5.3 Share good practices from existing TSI projects on regional and local administration.	<ul style="list-style-type: none"> • Showcase ongoing or previous TSI projects to a wider audience including via PACE. As an example, a TSI project (20FR01) in French regions with the objectives to strengthen the attractiveness of French regions and formulate a shared strategic vision. 	REFORM	Q2-Q3 2024
	5.4 Engage with relevant stakeholders including Association of Regions and Local Administrations, Council of European Municipalities and Regions CEM and Eurocities.	<ul style="list-style-type: none"> • Share details about the launch of TSI 2025 and its flagship projects with stakeholders as soon as they are made public. This will allow them to spread information about TSI to regional and local government members, aiming to encourage them to potentially submit project requests spanning multiple regions or countries. 	REFORM, local and regional stakeholders	Q2 2024
6. Organise an annual Local Public Administration Day in the context of the European Week of Regions and Cities.	6.1 Highlight concrete and practical methods through which the Commission can help regional and local administrations in their efforts towards modernisation and capacity building.	Prepare dedicated sessions on the possible topics: <ul style="list-style-type: none"> • Reform support for local/regional authorities. • Local and regional administration building, retaining and attracting skills – how to apply the ComPAct approach on local level? • Capacity building on citizen engagement (JRC). • building skills in the field of digital transformation (DIGIT). 	REFORM, RTD, REGIO, Committee of the Regions, JRC, DIGIT	7-10 October 2024 (European Week of Regions and Cities)
7. Deepen its research into the limitations and opportunities of the administrative capacity of the regional and local	7.1 Develop a better understanding and produce evidence of the organisational and	<ul style="list-style-type: none"> • Design and launch a feasibility study on capacity of local administrations. • Present the results to relevant stakeholders such as the PAG Expert Group, the Committee of the Regions and associations of regional and local administrations. 	REFORM	Q2 2024

administrations; and carry out targeted studies and surveys , which will inform the next editions of the Cohesion report.	capacity needs of regional and local administrations.			
	7.2 Share good practices for local and regional administrations on methodology to assess the impact of learning on administrative capacity.	The TSI project on “ Networking between public administrations through skills ” with eight regions in Italy, implemented by OECD, will produce: <ul style="list-style-type: none"> • A compilation of best practices of administrative capacity (training, collaboration...) at regional level (Q2 2024). • Methodology to assess impact of learning on administrative capacity (Q1 2025). 	REFORM, OECD	Q4 2024
Human resource management tools in public administration				
8. Develop a ‘ Passport of core competences ’ applicable to jobs and roles in public administrations, including leadership skills.	8.1 Define a catalogue of existing competency frameworks at EU and national level and develop new competency frameworks. Create reference points for the development and use of competence frameworks in line with national specificities.	<ul style="list-style-type: none"> • Collect EU and Member States competency frameworks (e.g. policymaking, management of funds, public procurement, taxation, customs, public sector interoperability and project management). • Produce an online catalogue. • Identify gaps of the competency frameworks. • Produce report reflecting the scope and use of competency frameworks in Member States. • Discuss with PAG Expert Group and DISPA the further use and dissemination of the passport. 	REFORM with JRC, DIGIT, CNECT and EMPL PAG Expert Group, DISPA	Q2 2024 Q4 2024 Q1 2025
	8.2 Develop and share model competency frameworks for novel skills (digital, green, innovation, etc).	Work around digital skills has already started: <ul style="list-style-type: none"> • Through TSI project “Developing the general digital competence framework for civil servants in Romania” a transnational digital competency framework with key elements for a curriculum will be developed. • The TSI multi-country project “Map & Match: support to the development of digital skills of public employees” will provide a methodology to establish links between digital skills, jobs and future job profiles. Bring together existing competence frameworks on green and/or sustainability skills for public administration.	REFORM, DIGIT, HR, JRC, ENV	Q2 2025
9. Support the Member States in modernising their Human Resources policies.	9.1 Increase attractiveness of public administrations, recruit and retain talent and increase the mobility,	<ul style="list-style-type: none"> • Design and publish a TSI 2025 flagship on Skills for public administration systems (ComPAct I) - to support national, regional and local authorities to build resilient, attractive, transparent and high performing public administrations. 	REFORM	Q3 2024

	learning and career development opportunities with focus on young people.	<ul style="list-style-type: none"> • Outreach activities during the roll-out. • Work together with youth stakeholders to identify ways to make public administration more attractive for young people. 		
	9.2 Develop a toolkit for foresight capacity building , with the aim to help Member States develop their own roadmaps.	<ul style="list-style-type: none"> • A joint project with the JRC to develop tools for building capacity in the Member States for “Foresight for Future-Oriented Policymaking”. The project results will include a toolkit to better understand and identify the path to integrating foresight in policymaking, as well as trainings for Member States. 	REFORM, JRC	Launched in Q4 2023, results in Q4 2025
	9.3 Help develop policies to increase the attractiveness of public administration as an employer with a focus on young talent.	<ul style="list-style-type: none"> • Launch a study to explore the challenges and opportunities for public administrations to recruit and retain (young) talent. 	REFORM	2025
	9.4 Help Member States in transforming HR policies and identifying existing gaps.	Consider developing with Member States a multi-country project on <ul style="list-style-type: none"> • Strategic workforce planning, • Data in HR. 	REFORM, PAG Expert Group	Q4 2024
	9.5 Collect and share good practices on hiring processes and performance assessment.	<ul style="list-style-type: none"> • Create a repository of Member State reports through the EUPACK studies. • Leverage and refine the Quality of Public Administration toolbox (See Action 10). 	REFORM	Q2 2025
	9.6 Explore the alignment of green and digital transitions for Human Resources systems.	<ul style="list-style-type: none"> • Map existing systems. • Produce new training methodologies. 	REFORM	Q4 2024
10. Update and expand the Quality of Public Administration Toolbox to guide the modernisation of public administrations.	10.1 Develop an interactive online tool of the Quality of Public Administration Toolbox, with in-depth case studies and updated content.	<ul style="list-style-type: none"> • Update the toolbox with input from the IGPA and the PAG Expert Group. • Upload the toolbox on the Europa.eu website and make it widely accessible. • Showcase through specific examples how the toolbox can help Member States improve their public administrations. 	REFORM with IGPA and PAG Expert Group	June 2024

	10.2 Raise awareness about the toolbox among Commission services and Member State administrations to increase its use.	Set up targeted communication activities for internal (Commission services) and external stakeholders (civil servants, networks on public administration and Member States), e.g.: <ul style="list-style-type: none"> • Lunchtime conference in Q2 2024. • As a recurring item in the IGPA. • As a recurring item in the PAG Expert Group. 	REFORM	Q3 2024
11. Develop methodologies for relevant public administration indicators, conduct cross-EU studies on relevant topics, such as attractiveness of public administration, the effects of the demographic changes and the future of jobs in public administration. Promote on a Public Administration Portal a wide range of data and information capturing the status and performance of the public administrations across the EU.	11.1 Develop Public sector employment indicators.	<ul style="list-style-type: none"> • TSI project “Towards a Common Framework for Comparative Public Employment Data” with the OECD to develop and test civil service indicators. 	REFORM with OECD	Q4 2024
	11.2 Establish a standard EU survey of central government public servants .	<ul style="list-style-type: none"> • TSI 2023 project with 9 countries implemented by OECD: “EU Survey of Central Government Public Servants: Strengthening Evidence-based People Management Policies and Reforms”. • Organise a conference for participating countries and other interested stakeholders to reflect on how the findings may be used to establish a standard survey for all EU Member States. 	REFORM with OECD	Q2 2025
	11.3 Establish Client satisfaction standard for public services, including guidance on using data and methodology for survey questionnaires.	<ul style="list-style-type: none"> • TSI 2023 project with 10 countries implemented by OECD: “Measuring Citizen’s Satisfaction with Key Government Services for Better Performance and Enhanced Trust”. • A final workshop on user-centric services will share the results among EU Member States. 	REFORM with OECD	Q3 2025
	11.4 Conduct studies on emerging and relevant topics for public administration.	Three studies will be developed as agreed with the PAG Expert Group: <ul style="list-style-type: none"> • Skills development (Q2 2025). • Green and sustainable Public Administration (Q2 2024). • Interoperability for Single Digital Gateway (Q2 2025). 	REFORM	Q2 2024
	11.5 Support the development of indicators, methodologies, and surveys.	Develop a TSI multi-country project based on the discussions at PAG Expert Group which selected two topics: <ul style="list-style-type: none"> • Internal audit. • Measuring policy results, also at local level. 	REFORM	Q3 2024

PILLAR 2. CAPACITY FOR EUROPE’S DIGITAL DECADE

ComPAct Action	ComPAct objectives/aims (WHAT)	Activities and implementation arrangements (HOW)	Involvement (WHO)	Timing (WHEN)
Future-proof digital public administration				
12. Support public administrations in	12.1 Support Member States in developing projects on	Design and publish a TSI 2025 flagship “Capacity for Europe’s digital decade” (ComPAct’s digital pillar) .	REFORM, Member	Q2-Q3 2024

<p>implementing digital and data-related legislation and increasing their readiness to integrate AI technologies into their operations in a safe and trustworthy way, supervising AI technologies, and designing and implementing public policies, including to support convergence of public procurement practices.</p>	<p>digital governance transformation.</p>	<ul style="list-style-type: none"> • Outreach activities during the roll-out and coordination with the PAG Expert Group and other Member States groups such as the Interoperability Expert Group and Chief Information Officer network and the Digital Decade Board (20 March 2024). • Share resources – such as trainings, guidance and good practices – about digital-ready policymaking in the dedicated community on the Interoperable Europe portal. 	<p>States authorities, CNECT, DIGIT</p>	
	<p>12.2 Collect and share good practices on GovTech and the use of AI in public administrations.</p>	<p>Collect and share good practices through:</p> <ul style="list-style-type: none"> • the GovTech part on the Joinup platform and the Commission’s public sector tech watch observatory. • Pilots of AI in the Commission including eBriefing and GPT@JRC. • With the PAG Expert Group and national experts⁶. • Participate in the GovTech4All pilots, by becoming part of the GovTech incubator and applying to the next call under the Digital Europe Programme. 	<p>REFORM, DIGIT, JRC, HR, DGT, Publications Office, PAG Expert Group</p>	<p>Q4 2024</p>
	<p>12.3 Support the uptake of trustworthy, ethical, and transparent AI technologies to increase the capacity of public administrations.</p>	<ul style="list-style-type: none"> • Share AI models and datasets through the AI-on-Demand Platform to facilitate the adoption of AI technologies by the private and public sector. • Benefit from the network of European Digital Innovation Hubs working with public administrations on the deployment of AI. 	<p>CNECT</p>	<p>Q2 2024</p>
	<p>12.4 Share standards for the definition of data models to comply with the Open Data Directive.</p>	<p>Organise workshops to share good practices on defining data models in the public sector, complying with the Open Data Directive, and publishing High-Value Datasets.</p>	<p>DIGIT, Publications Office</p>	<p>Q3 2025</p>
	<p>12.5 Publish and promote guidelines on the interoperability between common European data spaces.</p>	<p>The European Data Innovation Board (EDIB) will create guidelines for interoperability of common European data spaces. These guidelines will be shared with the PAG Expert Group.</p>	<p>CNECT</p>	<p>Q4 2024</p>
	<p>12.6 Share good practices on ethical standards for AI.</p>	<p>Share good practices from TSI projects on the establishment and implementation of ethical standards for public sector use of AI.</p>	<p>REFORM</p>	<p>Q1 2025</p>

⁶ This is a joint activity of JRC and DIGIT and it will invite PAG Expert Group members and other REFORM networks.

	12.7 Further promote the transparency register for AI solutions for local administrations.	Nine cities, under the umbrella of Eurocities, have developed a free to use open-source 'data schema' for algorithm registers in cities. Promote and scale up the use via networks of local administration.	Eurocities and DIGIT	ongoing
	12.8 Promote standard clauses to safeguard AI in public procurement contracts.	DG GROW developed standard clauses for the purchase of AI. These clauses are translated in all EU languages and available via the Public Buyers community . These clauses are currently in a pilot phase, where feedback on their use is being collected. A further explanatory note is under development.	GROW	Q4 2024
13. Promote the sustainable and effective use of emerging technologies by public administrations.	13.1 Promote the GovTech community with GovTech Connect ⁷ .	<ul style="list-style-type: none"> • Engage citizens by using design thinking to develop GovTech solutions. • Share GovTech market trends and GovTech initiatives. • Launch four European Bootcamps to foster the collaboration between GovTech start-ups and the public sector. 	JRC and DIGIT	Q3 2023
	13.2 Encourage public administrations to share cases on Joinup ⁸ .	<ul style="list-style-type: none"> • Award under the Public Sector Tech Watch for best public administration cases shared via Joinup. <p>This award is spotlighting solutions using emerging technologies in public administrations at all levels.</p>	JRC and DIGIT	Q4 2024
	13.3 Develop the Public Procurement Data Space (PPDS) ⁹ .	<ul style="list-style-type: none"> • Support the connection of Member States to the PPDS. • Develop the analytics toolset. • Implement the quality dashboard. • Integrate historical data. 	GROW, Publications Office	Q4 2024
	13.4 Encourage Member States to build European Digital	<ul style="list-style-type: none"> • Set up the CitiVERSE EDIC to connect existing local digital twins¹¹ across Europe. • Set up the ALT-EDIC¹² to increase the data available in European languages to train AI solutions in those languages. 	CNECT	Q2 2024

⁷ GovTech refers to the use of technology to improve government operations, enhance public services, and foster innovation within the public sector. The [GovTech Connect](#) community brings together GovTech stakeholders to share experiences and good practices for adopting emerging technologies and innovative practices while mitigating risks.

⁸ The [Joinup platform](#) is the European Commission's one-stop shop for interoperable, open, and free digital government ICT solutions and an online space for e-Government professionals to share and learn about digital public services and initiatives.

⁹ The [Public Procurement Data Space](#) pools data on the preparation for tenders, calls for tenders and outcome of tenders. This data is currently spread in different formats and at different levels, European and national. The initiative intends to improve the European data pool of public procurement.

¹¹ Local digital twins are virtual representations of a city's physical assets, processes, and systems.

¹² The ALT-EDIC is an alliance for Language Technologies.

	Infrastructure Consortium (EDIC) ¹⁰ .			
Frameworks, guidelines, and tools for digital transformation				
14. Support the delivery of fully accessible online administrative services by using the Single Digital Gateway , the eGovernment initiative to digitalise public administration and the automated exchange of evidence managed with the Once-Only Technical System and verification of authenticity of evidence through the Internal Market Information System .	14.1 Support Member States in facilitating cross-border administrative procedures ¹³ .	<ul style="list-style-type: none"> Support Member States in connecting to the Once-Only Technical System. Share good practices on how Member States implement the Once-Only Technical System. 	GROW and EMPL	Q4 2024
	14.2 Increase synergies and cooperation between the PAG Expert Group and Internal Market Information System national coordinators .	<ul style="list-style-type: none"> Support the submission of TSI requests by Internal Market Information System national coordinators. Facilitate the networking between the PAG Expert Group and Internal Market Information System national coordinators. Debrief Internal Market Information System national coordinators on the ComPact and the TSI in an upcoming meeting of the PAG Expert Group. Organise an information session about the Internal Market Information System in an upcoming meeting of the PAG Expert Group. 	REFORM and GROW, PAG Expert Group	Q2 2024
15. Develop tools for increased interoperability and for the provision of seamless services .	15.1 Help public administrations in setting up interoperability assessments as part of the Interoperable Europe Support Centre .	<ul style="list-style-type: none"> Encourage TSI projects under TSI 2025 flagship “Capacity for Europe’s digital decade” with a specific focus on interoperability. Design digital TSI projects with governance models. Member States can volunteer to pilot guidelines on interoperability assessments. 	REFORM, DIGIT and CNECT	Q1 2024

¹⁰ European Digital Infrastructure Consortium (EDIC) is a legal framework to set up and implement multi-country projects and it acts as an instrument made available to Member States under the Digital Decade Policy Programme 2030. It aims at speeding up and simplifying the setup and implementation of multi-country projects. EDICs will enable the achievement of the Digital Decade general objectives and targets.

¹³ Member States will be implementing the Once-Only Technical System by using the Internal Market Information System according to the Single Digital Gateway Regulation. The Single Digital Gateway Regulation set the digital infrastructure needed to deliver important administrative procedures fully online to citizens and businesses. In 2024, Member States will connect to the Once-Only Technical System for automated exchange of evidence.

	15.2 Promote the European Interoperability Framework .	<ul style="list-style-type: none"> Make multi-lingual training available and issue certifications for civil servants upon completion of trainings. 	DIGIT	Q4 2024
	15.3 Promote Commission support via the Interoperable Europe Support Centre ¹⁴ .	<ul style="list-style-type: none"> Member States can request 2-day workshops from the Support Centre to showcase digital governance solutions to public administration, with focus on interoperability, data spaces, AI solutions and digital enablers for building cross-border public services. PAG Expert Group members can join the roadshows in their respective countries. Three roadshows are planned in 2024 (Germany, Finland and possibly Poland) and three roadshows in 2025. 	DIGIT and PAG Expert Group	
	15.4 Create Interoperability-related trainings for public administrations available.	<ul style="list-style-type: none"> Interoperable Europe Academy (IOPEU Academy) will continue to offer all online, self-paced Massive Open Online Courses (MOOCs) and develop further courses on broader digital government subjects like Once-Only Technical System, Big Data Test Infrastructure, Introduction to AI and Public Sector interoperability. 	DIGIT	Q4 2024
	15.5 Accelerate the national implementation of the Electronic Exchange of Social Security Information (EESSI).	The Commission will provide quarterly monitoring and reporting on the implementation of the Electronic Exchange of Social Security Information, which needs to be fully implemented by end-2024.	EMPL	Q4 2024
16. Publish an overview of the funding opportunities for public administrations' digital transformation and the synergies between them.	16.1 Raising awareness about the Multiannual Financial Framework (MFF) 2021-2027 funding opportunities and helping Member States to easily access this information is relevant for the stages of transformation.	<ul style="list-style-type: none"> Collect digital transformation funding opportunities documents and initiatives, including from JRC studies on EU funding instruments to Digital Decade targets (publication in June 2024) and technology foresight for public funding in innovation. Publish the overview and present it to Member States. 	REFORM, DIGIT, JRC and CNECT	Q4 2024

¹⁴ The Centre offers various services on legal, semantic, technical and organisational aspects to improve the interoperability of European digital services.

17. Support the federation of cloud capabilities across public administrations ¹⁵ to foster their technological basis and enhance their delivery of public services.	17.1 Develop SIMPL ¹⁶ , a European open-source middleware designed to increase interoperability between cloud services in Member States.	The Commission is currently developing SIMPL that aims at facilitating data exchanges between cloud computing services, and between cloud computing services and edge computing devices (e.g. computers, smartphones). <ul style="list-style-type: none"> • Develop the platform with the aim to have a minimum viable product that can be shared with Member States. • Launch an open-source community to foster stakeholders' engagement. 	CNECT	Q4 2024
	17.2 Prepare and disseminate guidance on the procurement of cloud services.	<ul style="list-style-type: none"> • Publish a Staff Working Document (SWD) on core challenges of the procurement of cloud services including recommendations and guidance. 	GROW	Q4 2024

¹⁵ Public administrations can use cloud capabilities to access computing services — including data storage — over the Internet on demand without the need of local infrastructure or management. The federation of cloud capabilities interconnects multiple cloud computing environments to seamlessly share resources, services, and workloads. This way, administrations share data and computing resources across different platforms alleviating their dependency on one single cloud provider and facilitating the competition between providers.

¹⁶ SIMPL is a middleware platform to interconnect cloud computing environments and other distributed computing nodes (edge nodes) to help implement the European data spaces while requiring participants to the data spaces to deploy SIMPL in their own computing infrastructure.

PILLAR 3. CAPACITY TO LEAD THE GREEN TRANSITION

ComPact Actions	ComPact objectives/aims (WHAT)	Activities and implementation arrangements (HOW)	Involvement (WHO)	Timing (WHEN)
Shaping the green transition				
18. Support Member States in updating their national Climate Adaptation Strategies and plans , in line with the guidelines , as well as in fulfilling new obligations, such as those stemming from the Energy Efficiency Directive recast .	18.1 Help Member States develop and revise national Climate Adaptation Strategies.	<ul style="list-style-type: none"> Design and promote a possible TSI 2025 flagship on “Greening the public administration – ComPact pillar III” with a focus on monitoring and evaluation. Outreach activities during the roll-out and coordination with the PAG Expert Group for a potential multi-country project. Under the TSI 2023 flagship on support to climate adaptation, two projects (23CY12, 23SK08) support the revision of national Climate Adaptation Strategies in Cyprus and Slovakia. Results for all Member States will be provided through dissemination events in 2024/2025. Presenting ComPact at the Working Group on Climate Adaptation. 	REFORM, CLIMA and ECHO	Q2 2024
	18.2 Support climate adaptation of Member States.	<p>Under the TSI 2023 flagship, three TSI projects were launched with a focus on the public administration's need to adapt to climate change:</p> <ul style="list-style-type: none"> In Malta on coastlines to cap climate impact. In Portugal on rural wildfire prevention. In Italy to develop a draft Action Plans to mitigate the urban heat island effect in the City of Rome. <p>Results will be available by the end of 2025.</p>	REFORM	Q4 2025
	18.3 Support Member States in the implementation (deadline October 2025) of the Energy Efficiency Directive recast ¹⁷ .	<p>Commission Recommendations will provide guidance on the transposition and implementation of the Energy Efficiency Directive (EED) recast:</p> <ul style="list-style-type: none"> Guidance on cost-benefit methodologies on the Energy Efficiency First (EE1st) principle. Further sectorial guidance on application of the principle. 	ENER	Q1-Q2 2024
19. Promote the implementation of the ‘do-no-significant harm’	19.1 Build capacity and tools for green public budgeting, greening	<ul style="list-style-type: none"> The TSI 2025 flagship on “Greening the public administration – ComPact pillar III” will focus also on green public budgeting, greening public investments and green procurement. 	REFORM, CLIMA and ENV	Q1 2024

¹⁷ The new directive introduces a series of measures to help accelerate energy efficiency, including embracing the “energy efficiency first” principle in the energy and non-energy policies.

principle, including the uptake of climate proofing guidance and other environment-relevant guidance.	public investments and green procurement.	<ul style="list-style-type: none"> • ‘Do no significant harm’ implementation supported by additional guidance and expert support. • The New Guide for EU Funding Programmes for the environment - European Commission provides practical information on EU funding and technical assistance for the environment, including biodiversity and nature-based solutions. The catalogue’s scope is green funding under the MFF 2021-2027. Member States can mobilise financial resources and find support through the EU Biodiversity Platform, Green Assist, LIFE Strategic Nature Projects, and peer to peer exchange TAIEX-EIR P2P. 		
	19.2 Share good practices on green public procurement.	Promote via the EU Green Public Procurement Helpdesk good practices to help to public authorities on green public procurement through regular webinars.	ENV	Q2 2024
20. Promote tools and methods for climate risk assessments and risk prevention.	20.1 Support Member States to identify and address risks using the Disaster Risk Management reports (March 2024) and prepare for the revision of reporting and risk assessment guidelines (Q2 2024).	Capacity building tools are available to the Member States: <ul style="list-style-type: none"> • Union Civil Protection Mechanism (UCPM) Peer review programme on disaster risk management. • UCPM multi-country grants on Knowledge for Action in Prevention and Preparedness (KAPP) (2024 call launched on 16 January). • UCPM Technical Assistance for Disaster Risk Management grants, which supports national disaster risk management authorities in developing risk assessments, and relevant guidelines (2024 call was published on 23 January 2024). • UCPM Technical Assistance Financing Facility (TAFF) will be launched on 29 February 2024, and it will provide Member States the opportunity to receive technical assistance on risk assessment. • Start work to revise guidelines for national disaster risk assessment and mapping, as part of the implementation of UCPM disaster resilience goal 1¹⁸ (Q3 2024). 	ECHO	Q3 2024
	20.2 Supporting regional and local authorities in their efforts to build resilience	The Horizon Europe Mission on Adaptation ¹⁹ provides to each beneficiary EUR 300 000 funding to carry out local risk assessments.	CLIMA	Q1 2024

¹⁸ [European Union Disaster Resilience Goals](#), goal 1: Anticipate – To improve risk assessment, anticipation, and disaster risk management planning.

¹⁹ The [Mission on Adaptation to Climate Change](#) focuses on supporting EU regions, cities and local authorities in their efforts to build resilience against the impacts of climate change.

	against the impacts of climate change.	Regional and local authorities are the main target groups. Two rounds of applications: <ul style="list-style-type: none"> • 2024 application is currently under evaluation (deadline 8 March). • 2025 application round is not defined yet. 		
	20.3 Support projects on climate risk assessments and risk prevention.	<ul style="list-style-type: none"> • Four TSI projects under TSI 2023 flagship will develop specific guidance and support to Slovenia, Czechia, Germany and Croatia to assess wildfire risk and their integration in the wildfire prevention system. • First results are expected in 2024 and will be shared with other Member States. 	REFORM	Q3 2024
21. Support Member States to develop capacities to plan, design and implement ecosystem restoration measures and nature-based solutions , as cost-effective and environmentally positive measures to maintain essential ecosystem services.	21.1 Support Member State projects on biodiversity financing.	<ul style="list-style-type: none"> • Under the TSI 2024 flagship on biodiversity, several projects were selected and will be launched in 2024. • Results and good practices will be shared with all Member States. 	REFORM	Q4 2024
	21.2 Help Member States to implement the Nature Restoration Law (entry into force: mid-2024) and submit Nature Restoration Plans (by mid-2026).	Guidance and templates to be shared with the Member States via groups of experts and involving the European Environment Agency: <ul style="list-style-type: none"> • Template for National Restoration Plans, • Delegated and implementing acts on monitoring and reporting obligations, • Guidance documents on key concepts. • Ad-hoc group on national restoration plans. 	ENV, REFORM	Q2 2024
	21.3 Research needs for nature conservation in EU funding programmes.	<ul style="list-style-type: none"> • Prepare a study on Assessment of Integration of the Financing Needs for Nature Conservation in the 2021-2027 EU Funding Programmes. 	ENV	Q1 2025
	21.4 Support projects on nature-based solutions and preparation of national Nature Restoration Plans.	Two TSI projects will deliver support to Member States reforms : <ul style="list-style-type: none"> • In Italy for the development of guidelines to reduce temperatures in public spaces and inside buildings, including nature-based solutions (Q2 2025). • In France for the preparation of the national Restoration Plan (Q2 2027). 	REFORM	Q2 2025
22. Use the Environmental Implementation Review (EIR) to identify the root causes of insufficient	22.1 Use information and data reported in the Environmental Implementation Review ²⁰ as evidence of	<ul style="list-style-type: none"> • Joint launch event with the Commission representations in May 2025. • Dedicated event during the Green Week in May 2025. • Specific event during the European Week of Regions and Cities in October 2025. 	ENV	Q2 2025

²⁰ The Environmental Implementation Review (EIR) is a regular reporting tool designed to improve the implementation of EU environmental laws and policies.

implementation of environmental legislation and policy by Member States with a view to designing support measures to improve environmental governance.	needs for reforms and investments at various administrative levels in Member States.	<ul style="list-style-type: none"> • Environmental Implementation Review Dialogues with Member States. 		
	22.2 Provide knowledge on implementation of environmental legislation and policy.	<ul style="list-style-type: none"> • The Commission will produce a country-by-country reports including on best-practices 	ENV	Q2 2025
Promoting the greening of the public administration				
23. Develop further guidance on the use of the EU Eco-Management and Audit Scheme , to step-up the reduction of organisations’ environmental footprint, and support public administrations in adopting the scheme.	23.1 Support public administrations in adopting and registering to EMAS ²¹ and share best practices of greening in the Commission, in particular (Greening the Commission).	<ul style="list-style-type: none"> • Dedicated meeting on “Greening the Public Administration” under the umbrella of the PAG Expert Group to present EMAS and the Greening the Commission initiative. • Integrate the adoption of public administration to EMAS in the TSI 2025 flagship on “Greening the public administration – ComPact Pillar III”. • Present the user’s guide on how to participate in the EMAS scheme (adopted on 3 Nov 2023). 	REFORM, ENV and HR, OIB and EMAS authorities	Q3 2024
	23.2 Promoting the TSI 2025 flagship on greening the public administration.	<ul style="list-style-type: none"> • Present the TSI 2025 flagship in the EMAS Committee meeting. • Organise a side-event during the EMAS Inter-Institutional Days (October 2024). • Present the flagship during the roll-out (May 2024). 	REFORM, ENV	Q2 2024
24. Promote and support the deployment of methodologies for the assessment of organisational carbon footprint through TSI and other EU instruments; facilitate the exchange of good practices on ecological transition.	24.1 Collect green government initiatives on developing a carbon footprint reduction plan, including for local levels and share good practices.	<ul style="list-style-type: none"> • Conference of the TSI project “Carbon Footprint reduction in the French administration” in Brussels. The conference will bring together interested Member States. • Detailed report for other Member States, as part of the same TSI project, on lessons learnt and good practices for governance of greening the public administration. 	REFORM	April 2025
	24.2 Share good practices on sustainability and greening in the health sector.	Under the EU Health Resources Hub : <ul style="list-style-type: none"> • Policy brief on “Greening Health Care Facilities” focused on reducing the environmental impact of the healthcare sector, particularly in the area of hospitals infrastructure. (June 2024) 	REFORM	Q2 2024

²¹ The [Eco-Management and Audit Scheme](#) (EMAS) is the European Commission’s management instrument to evaluate, report, and improve organisations’ environmental performance.

		<ul style="list-style-type: none"> • Event of the Belgian EU Presidency "High-Level Conference on the future EU Health Union" presenting a pilot study on "greening the health care sector in Austria" (27 March 2024). 		
	24.3 Help Member States reduce the environmental footprint of the state.	<ul style="list-style-type: none"> • Design and promote a possible TSI 2025 flagship on "Greening the public administration – ComPact pillar III". The focus is on building governance and systems taking a whole-of-government approach, and not individual sector applications. • Outreach activities during the roll-out 	REFORM	Q2 2024
25. Facilitate access to technical support and guidance for decarbonisation and improving overall sustainability of buildings , as well as efficient heating in public administrations, particularly at local level.	25.1 As part of the action plan of the Renovation Wave, share information on the decarbonisation of buildings.	<ul style="list-style-type: none"> • Prepare a study on the baseline for the decarbonisation of buildings. 	GROW	Q4 2024
	25.2 Share good practices for the energy renovation of state buildings to fulfil the revised Energy Efficiency Directive ²² .	<ul style="list-style-type: none"> • Under the TSI project 23FR01, a report on good practices for energy renovation of state buildings will be produced and disseminated to all Member States. 	REFORM	Q3 2025
	25.3 Encourage the use Level(s) ²³ sustainability framework for buildings , for new built, renovation and maintaining buildings.	<ul style="list-style-type: none"> • Disseminate E-learning tools. 	ENV	Q2 2024

²² The revised Energy Efficiency Directive (EU/2023/1791) extends the obligation to renovate 3% of central government buildings to all public buildings, at local, regional and national level which have a total useful floor area of more than 250 m².

²³ Level(s) provides a common language for assessing and reporting on the sustainability performance of buildings. It is a simple entry point for applying circular economy principles in our built environment. Level(s) offers an extensively tested system for measuring and supporting improvements, from design to end of life. It can be applied to residential buildings or offices.