



EUROPEAN COMMISSION  
REFORM AND INVESTMENT TASK FORCE

Technical Support Instrument (TSI)  
Governance & Public Administration

# 10th High-level meeting of the Expert Group on Public Administration and Governance

Brussels, 18 - 19 June 2025

## Meeting minutes

### *Key Take-aways*

The TSI 2026 round will have a maximum of 1-2 key priority requests per Member State. The request must be more strategically aligned and address country specific recommendations of the European Semester. An analysis of the [2025 Country Specific Recommendations \(CSR\)](#) on public administration and governance identified five potential priority projects focused on people management, organisation, simplification, and services redesign.

Beyond work on TSI, the Expert Group adds value to Member States and the Commission through peer learning and exchange of good practices. **Ireland, Spain, and France** shared their experiences in transforming public services. Member States discussed opportunities and challenges for working together to improve data-driven methods and automated processes in public administrations.

The Commission presented its new implementation and simplification agenda, highlighting the importance of consulting with MS and stakeholders. It also presented updates on the Quality of Public Administration Toolbox for Practitioners, which will have a link available soon, and the ComPACT implementation plan.

### **Country examples**

**Ireland** is moving ahead in developing an **integrated public service data strategy** routinely used for policy and service planning and delivery for better public services. The initiatives are achieved through three pillars of transformation, tackling societal issues through digital innovation, encouraging a diverse and future-ready workforce, and executing data-driven, human-centric policies.

**Spain** is **transforming its public administration with 18 projects**. These focus on transparency, accountability, evidence-based policies, public sector skills, and more accessible public services. This is more than just another reform, but a cultural “transformation” of how the state interacts and collaborates with citizens and business.

**France** is focusing on the **user's perspective** to improve their public services. They aim to simplify complex procedures, like those after losing a loved one. A survey showed that 30% of French citizens found this process too complicated. To address this, France trained about 7,000 staff to better assist people in local public services.

The TSI project on *Data driven people management in public administration* was presented by Member States (SI, LV, NL) and the OECD. The project consisted of an EU survey of central government public servants, with participation from **8 Member States, involving replies from 57,000 civil servants**.

#### **Discussion highlights:**

- A data-driven approach can help make public administration more efficient, effective and interoperable. It will help administrations become more user centric.
- A collaborative approach across departments is key to breaking down silos and making public administration simpler. Simplifying also means focusing on what is necessary before trying to streamline processes.
- Efforts should prioritise high-impact services.
- Building a culture that values data through public platforms of open data can create new opportunities and innovations for the private sector and researchers.
- Engaging a wide range of people and developing a shared understanding of how EU laws are put in place is essential for building trust among those involved.

#### ***Conclusions and Next steps***

The Expert Group on Public Administration and Governance will continue working on a data-driven approach to public administration. Data-driven public administration is more than just digitising procedures; it requires rethinking how we run and manage every part of our administrations.

It is crucial to focus on the impact of the work done by the Commission and Member States. They need to be bold and find solutions that produce concrete results using data and evidence.

The next steps include refining project ideas and further developing the PACE initiative with input from Member States.

The 11th High-Level Meeting of the Expert Group on Public Administration and Governance will take place on **25–26 September 2025** in **Vilnius, Lithuania**, with a focus on data-driven public administration and resilience.