

# European Public Mosaic (EPuM). Open Journal on Public Service

## Editor

Agustí Colomines i Companys  
*Director of the Public Administration School  
of Catalonia (EAPC)*

## Assistant Editor

Maria Eulàlia Pla Rius  
*Deputy Director-General for Research and  
Training in Senior Management*

## Assistants to the Editor

Núria Guevara Pedemonte  
*Head of the Research, Publications and  
Documentation Unit (EAPC)*

Elvira Riera Gil  
*Secretary to the Editorial Board and Senior  
Specialist in Research and Publications  
(EAPC)*

Josep Ginjaume Font  
*Research, Publications and Documentation  
Unit (EAPC)*

## Editorial Board

Manel Bardavio Novi  
*Assistant to Director (EAPC)*

Montserrat Clavell Vergés  
*Subdirector-General for Administration,  
Services and External Policy (EAPC)*

Tània Fernández Lleonart  
*Head of the Senior Management Unit (EAPC)*

Jesús Palomar Baget  
*Project Manager for Communication,  
Dissemination and Social Media (EAPC)*

Lluís Ràfols Ràfols  
*Head of the Continuous Professional Training  
Unit (EAPC)*

## Advisory Board

Amadeu Alfataj Tardio  
*Permanent Representative of the Government  
of Catalonia to the European Union*

Elsa Artadi Vila  
*Director-General for Interdepartmental  
Coordination of the Government of Catalonia*

Marc Balaguer Puig  
*Director of Ivalua, the Catalan Institute  
of Public Policy Evaluation*

Lluís Bertran Saura  
*Deputy Director-General for Administration,  
Services and External Policy (EAPC)*

Gabriel Capilla Vidal  
*Director of the Centre for Legal Studies  
and Specialised Training (CEJFE)  
of the Government of Catalonia*

Albert Carreras de Odriozola  
*Full Professor at the Faculty of Economic and  
Business Sciences, Pompeu Fabra University  
(UPF)*

Jordi Graells Costa  
*Director-General for Citizen Services  
of the Government of Catalonia*

Mireia Grau Creus  
*Head of Research at the Institute of Self-  
Government Studies of the Government  
of Catalonia*

Dolors Llorens Ardiaca  
*Head of the Department for Innovation and  
Public Employment Analysis of the Ministry  
of Governance, Public Administrations and  
Housing of the Government of Catalonia*

Lourdes Muñoz Santamaría  
*Founder of BCN Iniciativa Open Data*

Sergi Pardos-Prado  
*Permanent Official Fellow in Politics at Merton  
College, University of Oxford*

Clara Ponsatí Obiols  
*Professor at the Institute for Economic  
Analysis of the Spanish National Research  
Council (CSIC)*

Marc Sanjaume Calvet  
*Advisor to the Institute of Self-Government  
Studies of the Government of Catalonia*

Anna Tarrach Coll  
*Director-General for Budgeting  
of the Government of Catalonia*

**European Public Mosaic (EPuM).  
Open Journal on Public Service**

No. 1 / June 2017  
ISSN 2565-0378  
eapc.gencat.cat/epum  
epum.eapc@gencat.cat  
Subscriptions [here](#)

This journal is published three times a year. The articles published reflect only the opinions of their authors.



**Creative Commons**

This work is subject to a Creative Commons license. Its reproduction, distribution and public communication for non-commercial uses are thus permitted as long as specific credit is given to the authors, and to the Public Administration School of Catalonia as publisher of the journal. More information on the license 3.0 here.

© Photos by 123rf (page 8 Aleksandar Radovanovic, 10 rawpixel, 13 rawpixel, 14 luminastock, 16 rawpixel, 20 strangeways70, 23 ostill, 24 Daniel Ernst, 29 Paolo Amiotti, 30 tolloffphotography, 33 dizanna, 34 Christian Mueringer, 38 Shahid Khan, 41 Olha Rohulya, 42 Dmitriy Shironosov, 43 Shahid Khan).

© 2017, Escola d'Administració Pública de Catalunya (Public Administration School of Catalonia)  
Barcelona, June 2017

