EGPA 2010-2013 Strategic Plan

The first 2005-2008 EGPA Strategic Plan was approved at its General Assembly of its 2005 Bern conference.

The 2008-2010 EGPA Draft Strategic Plan was approved at the General Assembly of the 2007 Madrid conference.

The objectives of these plans were implemented and evaluated in accordance to a rolling system and an implementation chart.

This new Strategic plan consists of the following chapters:

1. EGPA – History and Developments
2. IIAS-EGPA synergies
3. Contexts
- The European context (EU Multilevel Governance)
 - The Global context
 - The financial and economic crisis
- The main challenges for PA and Public Sector
4. EGPA developments and activities: Progress Report and next steps
5. Strategy 2010-2013
6. Organising EGPA activities - EGPA Governance (Portfolios) and administrative support

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1. EGPA – History and developments

The European Group **for** Public Administration will celebrate its 35th anniversary this year during its 32nd Annual Conference in Toulouse. EGPA was officially established in 1975 after different meetings.

During the XVth International Congress of Administrative Sciences held at Rome in 1971, and more specifically on the occasion of regional meetings organised for representatives of training and research institutions of public administration, the need for strengthening contacts and exchanges among European scholars and practitioners was recognised.

In early 1972, a survey was launched, welcomed enthusiastically and led to the setting up of the European Group **of** Public Administration in 1974 as a Working Group of the International Institute of Administrative Sciences.

EGPA held its constituent meeting at Speyer on the occasion of the Hochchule für Verwaltungswissenschaften Autumn Days in September 1974 and was officially established in 1975 as a regional group of IIAS. EGPA is under the umbrella of IIAS and has no legal personality.

From 1975 to 2010, 32 Conferences and round tables were organised on the different important themes for Public Administration developments in Europe.

Since 10 years, *a new strategy for EGPA* was discussed, steered and implemented by its presidents, the members of its steering committee, and by the study groups' directors taking into account the international interactions and communications both between academics and practitioners and also the European PA developments.

Five types of developments were carried out. Three strategic plans were discussed, approved, managed and implemented in this perspective. We can observe a permanent *geographical* expansion. EGPA developed policies to balance Anglo-Saxon / French speaking countries coverage. EGPA also expanded the coverage of EU and European countries in terms of membership. Recently, EGPA developed a multilingual database of non English Journals: PA@BABEL providing its network with a research tool and the sense of the European diversity. We can also see the expansion of the *multidisciplinary* coverage by the development of PSG on Law and PA as well as, for example, study groups on public management and on public policy. The third important expansion was operated in establishing a dialogue between the main actors in the EGPA arena: *Scholars, teachers and civil servants*. EGPA developed a platform for Teaching PA and for the young researchers: PhD Students. It also established a strong connexion with the Accreditation Association (EAPAA) to cover all the issues relative to the practice of accreditation in Europe and also made links to other platforms (as WOTPA) to provide a large source of expertise in this matter. EGPA developed a PhD forum starting with the research groups during its Potsdam Conference in 2002 and continuing with the PhD Seminar at each annual Conference. In terms of research in PA, the Babel database contributes to the exchange of knowledge and experiences for publishing in Europe in the field of PA. The fourth EGPA expansion concerns the increasing connexions with the national PA-Associations in Europe. During the last decade, EGPA tried to gather the *PA national associations* at the European scene. This objective became a priority and will remain one of its objectives for the coming years. In this context, the *EGPA Permanent Study Groups and their renewal* form the spinal cord of EGPA.

EGPA is and will stay the Platform **for** Public Administration in Europe.

2. IIAS – EGPA Synergies

EGPA is a regional Group of IIAS whose objectives are to strengthen contacts and exchanges among European specialists in PA and to establish cooperations between scholars and practitioners. EGPA contributes to the development of researches in PA at European level and promotes dialogues with other regions (TAD, TED, MED) of the world. EGPA is part of IIAS and its development reinforces the role, the strength and the importance of IIAS.

IIAS starts to implement its reform and continues to develop its regional strategy by establishing new regional groups (LAGPA, APAAM…). EGPA supports these evolutions and will contribute to this dynamic in developing contacts and cooperations with the new regional

groups in Latin America and Asia. EGPA will influence the worldwide interaction on the basis of its long experience in developing cooperations and dialogues.

EGPA will also support IIAS scientifically in a collaborative effort to build up new IIAS working/study groups on key governance issues and to define further the IIAS Congress themes. The EGPA Permanent Study Groups are the spinal cord and the back bone of EGPA and will participate to the IIAS expansion as part of the federal structure of IIAS

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3. The European context & global context: main challenges for PA

The European context

Ten years have profoundly changed the functioning of the governance and the administration of the European Union especially that of the Commission and also of the administration of the **27 State Members**. Several reforms took place: accession reforms, institutional reforms, reform of the status, human resources reform, reform of budget processes and planning activities etc... In terms of its morphology, the administration of the European Union is designed by the new **Lisbon treaty**.

In the context of implementation of the new treaty, the Barroso Commission II and the strategic plan "**Europe 2020**", the scope of these various changes at the European level as well as at national level is important and stimulate a debate on: the reform processes at all European Governance level; on the creation of a European administrative space, on the increasingly complex multilevel administrative system in Europe. This system takes place within the context of an increasingly differentiated polity, one with profound implications at global, European/regional, national and local levels. We can also identify main future challenges to be faced by the European Governance actors, especially **EU Regions**, as the effects of globalisation, the secure and sustainable energy, the impacts of climate changes, and the demographic challenge … subject to public policies.

Taking into account these transformations and future challenges, EGPA intends to offer a **platform for exchange of ideas between academics and practitioners as well as between experienced researchers and new talents in the field across the EU.** EGPA will also propose a technical support to the EU institutions, decision-makers and State members.

The Global context

At the global level, we can also identify the main trends in Public administration and management reform: E-government reforms, Quality and Performance reforms, HRM and competences management reforms, Citizens focus in defining Public Policy; Transparency and Integrity, Innovations in public sector, PPP reforms, etc.

The financial and economic crisis

The Global current crisis is a challenge for all the states around the world. The states are confronting to the important impacts of the crisis in all the sectors at all levels – economic, administrative, institutional, organisational, and managerial. The States have to take rapid decisions to limit the negative effects on economy, employment, social sector, health … For the first times since some decades; they took the lead on the private sector.

The States have also to decide how to reform the system and to better regulate it.
The budgets of federal, regional and local entities were cut and the negotiations to find a solution for public entities were very difficult.

The main challenge for Public Administration, as identified by Christopher Pollitt in his online paper, will be - to ensure better public services and the continuity of reforms and - to proceed to the necessary cutbacks.

4. EGPA developments and activities: progress report and next steps

EGPA: The Platform for Public Administration

Based on its mission statement and its strategic objectives, EGPA is the organisation and platform for PA in Europe. EGPA tends to have members in all European countries and to increase the number of members. EGPA aims to maintain the number of participants to its annual conference (350 participants). EGPA develops its activities, its governance structures and its communication tools in accordance with its purposes.

EGPA Conferences

EGPA Conferences are one of the key activities of EGPA. There is reasonable number of good papers submitted (300) for the Conference and an average number of 350 participants taking part to the annual meeting.

EGPA organises its annual Conference in cooperation with a local partner (Ministry department or university department).
For the 3 coming conferences, the following venues were selected:

2010 – Toulouse (France)
2011 – Bucharest (Romania)
2012 – Bergen (Norway)

EGPA Permanent Study Groups

There are currently 14 PSGs and EGPA facilitates the renewal of the groups/discipline/theme.

EGPA develops a follow-up procedure and defines the role/tasks of the PSGs directors in the scientific management of EGPA.

EGPA established an evaluation process of the PSG' outputs including qualitative websites, publications, participation rate, contacts with strategic partners.

EGPA Dialogues

The different dialogues organised by EGPA with crucial parts of the world are the third important activity of the Group. These dialogues are always organised with a partner: ASPA for TAD; NISPAcee for TED and Aix-Marseilles III & EMUNI for MED. These dialogues constitute a new format to be further developed.

The success of these dialogues is confirmed by the fact that well-known organisations ask to EGPA for hosting TAD: TAD 2011 Newark NJ; TAD 2012: Nijmegen University & Università della Svizzera Italiana- Lugano; TED 2011 – Austrian Chancellery; MED 2010 – Tunis …

EGPA will consider starting Dialogues with Latin American, Asian and African partners.

PA@BABEL

The platform for non English PA Journals was established in 2008. *PA@BABEL* is a database of all significant journals in Europe in our field which are not in English. The purpose is to create a virtual research space for public administration within Europe, beyond our languages, but in respect for these languages.

The project is progressing well.

The web domain of the database has been changed to www.pababel.eu.

In August this year, several journals have submitted abstracts for the first time; each of the 26 participating journals has submitted abstracts, ranging from 1 to 12 years. All in all, the 26 participating journals have submitted 2736 abstracts since January 2010.

The French journal *Politiques et Management Public (PMP)* is interested in joining the project and will do so as soon as their new website is launched.

The 26 Journals editors are member of the PA@Babel database's steering committee. They discuss important issues relative to the publication of PA Journals in Europe.

PA-PhD Training Platform

The main purpose of the **PA-PhD Training Platform** is to stimulate communication and cooperation between different PhD training institutes in PA in Europe.

The EGPA Conference will be the meeting place for the Project Steering Committee and the **PhD and PA education meeting** is organised at the occasion of the EGPA annual Conference.

On the **virtual platform**, you can access to the WOTPA database; the EGPA PhD platform at NIG and to the Italian Observatory on PA Academic Education. EGPA develops a web based facility for making possible the exchange of information on PA training/teaching programmes in Europe.

EGPA also has a **PSG on PA and Teaching** which works at clearing house for public administration projects and teaching within the framework of the EU Socrates program. Its core task is to stimulate and assist the development and implementation of inter-university projects in a number of areas.

- *Exchanging ideas, opinions and experiences related to teaching and training in the areas of Public Administration and Public Management;*
- *Exploring contemporary trends in professional training and reflecting on the various approaches followed by academic and professional institutions, as well as defining successful systems of cooperation between academia and the professional world;*
- *Facilitating cooperation between academic institutions offering programmes in the related subject areas including curriculum development, exchanges and joint modules;*
- *Reinforcing doctoral programmes by sharing current tendencies and connecting doctoral training with research in Public Administration on a pan-European level.*
- *Develop and improve the European dimension in Public Administration curricula*
- *Provide information on Bachelor, Master and PhD programs in Public Administration and Management throughout Europe*
- *List best practices in Public Administration and Management teaching*
- *Inform participants regarding research on Public Administration education*

EAPAA-EGPA cooperation

The EAPAA (independent organisation for PA programmes accreditation in Europe) – EGPA cooperation was strengthened since 5 years and the EAPAA meetings are hosted by EGPA during its annual Conference. The cooperation will be reinforced following the EAPAA proposal for membership. In the new EAPAA structure, there will be 2 corporate institutional members: NISPAcee and EGPA/IIAS. There may become circumstances other corporate institutions will be invited to participate in EAPAA. So individual institutions (institutions with public administration degree programmes) no longer can be member of EAPAA. The idea is that they will be 'represented' by NISPAcee and EGPA.

The cooperation agreement will be signed during the Toulouse Conference and the project will be managed by the new EAPAA board (2 representatives from EGPA/IIAS and 2 from NISPAcee).

The accreditation of PA programmes remains an important challenge for Public Administration as discipline in Europe and for EGPA in cooperation with its traditional partners.

EUPAN cooperation

EGPA started to develop and to reinforce its contacts with EUPAN during the Swedish and the Spanish EU Presidency and continue to strengthen its strategic cooperation during the Belgian Presidency.

EGPA will provide a scientific support to EUPAN by mobilising its Permanent Study Groups and will reinforce its participation in EUPAN working groups.

A EUPAN/EGPA Platform is created for informing about the respective activities.

Different research projects are currently carried out by EGPA in cooperation with well-known universities of its network and EGPA will continue to response to tenders proposed by EUPAN and the EU rotating presidency.

The first research project is relative to performance indicators in public sector and is entitled: *Beheersindicatoren van de administraties* (Management/performance indicators of Administrations) (July-December 2010).

Practitioners Platform

In 2007, EGPA established a permanent contact with EIPA and creates a Permanent Practitioners group which aims at gathering the practitioner's experience from all over Europe and integrating this in the annual EGPA conference, attracting practitioners and academics, facilitating discussions and sharing views and ideas on good, innovative and future practices in European public services.

During the EGPA 2007 Conference in Madrid the Permanent Practitioners Group met for the first time, as an integral part of the conference and having its own conference track. Main theme of this group was: "*How to learn from good practices: bench learning on bench learning initiatives*".

The 2008 theme was closely linked to the main conference theme on Innovation. "*Penguins can fly?! Stimulating an innovative culture in public service organisations,* will deal with the possibilities of public sector (organisation) to be innovative.

During the Malta Conference, the Permanent Practitioners Group was integrated in the conference and the different themes were linked with permanent study groups and workshops: HRM (competence management linked to job profiles); Citizen / Customer Management and

Administrative Simplification; Strategic management; Performance measurement and management; Ethics and accountability.

In 2010, there will be no meeting but EGPA will launch a debate with the practitioners on the main issues they would like to address for the coming years during special sessions of the PPG.

Publications

The work results of EGPA PSG are published in the IIAS book series by Palgrave 'Governance and Public Management Series'.

There is one representative from EGPA Steering Committee participating to the IIAS Publication Committee meeting.

IRAS (IIAS Journal) publishes special EGPA symposiums and also selects good papers presented at EGPA Conferences.

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5. Strategy 2010-2013

Key elements for the future strategy:

The continuity is more important than change!

a. Consolidation and development of

- EGPA role in the federal IIAS structure

EGPA will support IIAS scientifically to establish new IIAS working/study groups on current governance issues and to define further the IIAS Congress themes. These topics will be defined in accordance with the global agenda.

- Evaluation & Renewal of permanent study groups

The outputs of the current PSG will be evaluated and carefully monitored on the basis of the definition of the main tasks/objectives of the PSG. We have set up a new list of objectives and tasks for the co-chairs of EGPA Permanent Study Groups.

A call-for-application for new PSG will be launched in different fields of PA research not covered yet.

We will also start a new partnership and collaboration with CIGAR. (Comparative International Governmental Accounting Research)

- Dialogues

As the TAD, TED, MED Dialogues are successful, EGPA will continue to organise these new types of meetings and will think about starting Dialogues with Latin American, Asian and African partners.

- Cooperations with partners (MOU)

For that purpose, EGPA will reinforce the current cooperations; will explore new strategic alliances and sign new Memorandum of Understanding (MOU) with other partners: MOU with ASPA, MOU with NISPAcee, MOU with EMUNI.

b. EGPA is *The European Platform for leading researchers in the field of* PA in Europe and for European PA

EGPA will continue to **have different types of conference, meeting, seminar, dialogues** on important current topics. EGPA will also reinforce its strategy to extend its visibility towards academics and practitioners communities.

EGPA will also organise a **debate on the PA future**. The new Permanent Study Group will address the main issues identified in the book: European Group for Public Administration: Perspectives for Future. A debate on the future of public administration as an academic field and this debate should be a European debate but stimulated by national concerns, and with other organisations which share our concerns.

EGPA will continue to support scientifically **EUPAN** and ensure that some representatives from its PSGs will participate to the current EUPAN working groups (HRM, Innovative Public Services Group, e-Government …). EGPA will also develop project in cooperation.

c. Re-design a strategy for National Sections in Europe

- to contact national networks
- to contact the national ambassadors
- to contact the national PA associations
- to contact national schools in EU countries

EGPA will prepare a list of contact starting with all the EU members and the European IIAS Member States.

A virtual map will be set up for networking.

d. EGPA will be in contact with:

- Individuals
- Corporate members
- Associations
- Journal Editors
- National Schools

for developing research and reflexions on PA

e. EGPA and European Multi Level Governance System

EGPA will focus its future strategy to European regions. EU Regions are one of the key actors in the EU Governance systems. EGPA will develop a strategy to attract the leaders of the Regions. EGPA would like to expand its membership to EU Regions.

The future EGPA strategy will be placed in the context of the EU regional strategy (CoR). EGPA will reinforce its visibility and facilitate contact with civil servants at regional level.

We will establish a working/study group on EU regional policy and CoR strategy. We have to discuss all the future challenges that the EU Regions will face in the coming years in terms of structure, institutions, administration and designing, managing, administering public policies

We have to address the European policies at all levels (EC, EP, EU DG, and EU Regions).

For that purpose, EGPA has already a PSG on EU Administration and Multilevel Governance which aims at the investigation of key features of the EU, namely the administration of its institutions, and the MLG frameworks through which it operates in the various sectors of European public policy.

f. EGPA has to strengthen its relations with national schools and institutes of PA

EGPA has the competency to cover these matters (curricula, Schools and Institutes of PA, networks for teaching and educating in PA in Europe) at European level (vis à vis IASIA).

EGPA will reinforce the visibility of the European strategy on teaching PA in Europe.

EGPA will gather the national legitimate platforms in Europe (as: VB (Dutch), VVBB (Flemish), IFSA (France), SPAN (Switzerland)…)

EGPA/EAPAA cooperation will be reinforced and a new institutional framework will be set up.

| 6. Organising EGPA activities - EGPA Governance (Portfolios) and administrative support |

EGPA Presidency

The EGPA President will work hand in hand with the Vice-president and the members of the Steering committee. Each member of the Committee will manage a sector of development of EGPA.

EGPA Steering Committee

The EGPA Steering Committee will be renewed in accordance with the ***co-opted governance*** model adopted since 2005.

The EGPA ***Portfolios*** (follow-up and steering tasks) will be further defined within the range of EGPA activities as follow:

1) Conferences: content & format
2) Dialogues: TAD, TED, MED – MOU with partners
3) WG on PA Future: Task force
4) Practitioners focus: EUPAN, National sections, PPG
5) Permanent Study Groups and Research Organisations
6) Publications, IRAS contacts, Editors Platform, Babel
7) Research and Teaching, EAPAA, PhD Seminar, PA Teaching and PhD virtual platform
8) Membership – to maintain, to expand, to manage, to streamline
9) Special Projects – Funding – Research networks
10) Communication tools: Website, Newsletter, social networks, wiki….

EGPA Permanent Study Groups' Directors

We will continue to organise the meeting of the PSGs' Directors during the annual EGPA Conference to address all the issues regarding the PSG development.

EGPA also develops a strategy to call for new Permanent Study Groups and defines main objectives.

EGPA Secretariat

EGPA still relies on the IIAS secretariat for organising its activities (personnel, legal entity and budget)
The IIAS secretariat has been restructured (2007) on the basis of a matrix management system and a team is available for managing EGPA activities for all the organisational aspects.

Finances: The EGPA accounts and budgets are to be examined under the IIAS new analytical and general accounting framework. EGPA has its own annual budget amounting to 10.000

Euros for financing specific projects. These projects can be managed for three years within a global envelope. One future objective will be: to get extra money through new projects.

EGPA Communication Tools

The EGPA *websites* are regularly updated. The main page is hosted at www.egpa-geap.org There are several platforms for PA Teaching and PhD programmes, for the different dialogues and other online resources. Each EGPA event has its own website and URL domain for improving its visibility. EGPA will publish soon *a Newsletter* (online-by bulk mail) for keeping its European PA community informed.

EGPA, September 2010