



***EGPA Strategy Report: Implementing and developing the strategic plan (2013-2016)
and Designing new strategic priorities (2016-2019)***

***Advancing knowledge in public administration, developing a thriving community for
the study and the practice of public administration***

0. Context :

The European Group for Public Administration is a regional group of the International Institute of Administrative Sciences (IIAS)

EGPA supports the development of the IIAS and provides a major contribution to the achievement of the mission of the institute: developing public administration and the public service worldwide.

The EGPA Strategy reflects the very nature of the discipline whose development it aims to serve:

- To public administration as science, EGPA contributes by providing platforms in most key areas of research and scholarly inquiry in the field of PA, through the twenty-two Permanent study Groups (PSGs) currently active and the annual conference as well as a range of major scientific events.
- To public administration as art and profession, EGPA contributes by providing a unique platform for actionable knowledge that may support the work of public administrators in Europe and beyond: EGPA Policy Papers on European Governance

General aims:

- To organise and encourage the generation and exchange of knowledge on developments in the theory and practice of public administration
- to foster comparative studies and the development of public administration theory from a European perspective
- to facilitate innovation in ideas, methods, and techniques in public administration
- to foster the development and consolidation of a community of experts of PA, inclusive towards young scholars and civil servants

To realize its objectives, EGPA implements the following actions:

- organising successful annual conferences
- and dialogues (Transatlantic Dialogues TAD with ASPA; Trans European Dialogues TED with NISPAcee; and Euro-MENA Dialogues (with EURO-MENA partners)
- establishing and running Permanent Study Groups (currently 22 PSGs on different key PA topics)
- organising the PhD Symposium and the French Speaking Seminar
- publishing the EGPA Policy Papers on European Governance
- supporting the development and finalisation of innumerable scientific publications

Governance

As you already know further to the different reports since the beginning of our mandate, the EGPA Steering Committee (and its members have different portfolios) defines the EGPA strategic priorities, steering (and rowing!) towards its achievement.

The EGPA steering committee members have portfolios and support the EGPA president for the implementation of the Strategy.

Content

In this document, we would like to present the following elements:

- The reference to the strategic plan 2014-16 (available on the EGPA website) considered as a tool for management, for communication and for accountability
 - EGPA Strategic Plan (2014-2016):
 - The implementation of the strategic plan, aware that strategy concretely forms through the (consistent) decisions that are being made: EGPA in action(s) - the activity report.
- The proposed strategic priorities for 2016-19

EGPA IN ACTION (S)

1. EGPA Strategy Plan – implementation - activity report

EGPA Activities

1. 1. EGPA Conferences

- EGPA Strategic Plan (2014-2016): EGPA Annual Conference as core EGPA activity

Under the Strategic Plan (2014-2016), we organised three EGPA Annual Conferences. We also tried to consolidate and to reinforce the quality of the EGPA Conferences, by prioritizing its preparation and evaluation in the Steering Committee (SC), also by making use of both informal and formal evaluations and surveys.

The surveys of the 2013, 2014, 2015 EGPA conferences by the participants were analysed by Karen Johnston, delegate of the SC. Further to the consultation of the co-chairs with the EGPA Permanent Study Groups and the organisers of all seminars about the whole Conference process, the report prepared by Karen Johnston was attentively considered and recommendations to the secretariat, to local organisers and to the co-chairs were made for improving the whole process.

Some innovative platforms were initiated in cooperation with the local organisers.

Past and future conferences:

2017 EGPA Conference, Bovisa (Milan), Italy

The 2017 EGPA Conference will be organised in Milano (Bovisa) from 30 August 2017 to 1st September 2017 and will be preceded by the EGPA PhD Symposium –on August, 28-29.

The 2017 EGPA Conference will be organised in close cooperation with Politecnico di Milano.

2016 EGPA Conference, Utrecht, The Netherlands

The European Group for Public Administration (EGPA) in close collaboration with Utrecht University is organizing the 2016 EGPA Annual Conference to be held from 24 to 26 August in Utrecht, The Netherlands. The event will be preceded by PhD Symposium on 22 and 23 August.

More than 520 participants are registered and 430 papers will be presented during the Conference.

It is a great occasion to convene during 3-5 days at the University of Utrecht, in the old city. Two departments are involved in the organisation of the 2016 EGPA Conference: the Utrecht University School of Governance (USG) and the Utrecht University School of Law (LAW). These departments provide a powerful intellectual contribution to European PA and the discipline. Utrecht University is a leading institution with a growing international reputation.

Our community of academics and young researchers will find in the Utrecht Campus a fantastic place to convene and meet up, to further push our research towards new progresses and to develop new and exciting projects.

The PhD Symposium is coordinated by Prof Eckhard Schroeter, Prof Philip Langbroek and Prof Christoph Reichard. The PhD Students submitted their proposal (64) for presentation and a selection was made. 30 PhD Students will convene during 2 days. All aspects of the research work will be thoroughly discussed during this seminar: research methods, theoretical approaches, empirical evidence and cases.

The EGPA permanent study groups (22) will have their sessions and special panels will be organised at this occasion

The participants of the French Speaking Seminar will discuss the theme: Changing boundaries: Exploring the francophone originality of practices, theories, and language of public organizations

EPPA: This session presents first findings from an internet-based survey amongst European Public Administration scholars about how our colleagues and peers see the most important challenges, but also the most needed developments in the field in the next decades. The survey is not representative, but invited participants to comment on a number of (more or less) controversial statements about the development of our field, so it allows a qualitative and discursive analysis of important positions and contradictions. The survey is the first part of an ongoing project to develop common European Perspectives for Public Administration (EPPA), a European version of the forward-looking Minnowbrook conferences, run by EGPA Past-President Professors Geert Bouckaert and Werner Jann, a project which will unfold through various activities and seminars, and which will result in a major event in 2018.

EGPA EDGE talks: The EGPA EDGE talks have been set to let EGPA participants be inspired by the boundaries of our discipline. We have been looking for interesting experiences or insights from neighbouring disciplines and these have been put in a TEDx-like format (15 minutes of dynamic presentations). In total 9 talks will be given, amongst other Charismatic Leadership (by John Antonakis, University of Lausanne), Replication in Science (Susanne Fiedler, Max Planck Institute Bonn), Slow Science (Willem Schinkel, Erasmus University Rotterdam), the Generation X, Y and Z (by Paul Bosselie, Utrecht University School of Governance) Art and Accountability (by Henriëtte Post, Fonds Podiumkunsten, The Netherlands).

HPPP: The aim of the High-Profile Practitioner Panel (HPPP) is to accommodate a lively discussion between academics and practitioners on a number of contemporary public administration issues. Two specific cases will be discussed during this session. Each case

comes with a position paper (in English, provided up forehand), and will be introduced by a senior practitioner. After two pre-arranged commentaries, the group is invited to join in on the discussion. Participating practitioners, for instance, are the Secretary-General of the Ministry of the Interior and Kingdom Relations (BZK) and the City Manager (CEO) of the City of Utrecht. The HPPP is chaired by Paul't Hart, professor of Public Administration at Utrecht University and Associate Dean of the Netherlands School for Public Administration (NSOB).

The complete programme is available on the Conference Website:
<http://www.egpa-conference2016.org/>

2015 EGPA Conference – 26-28 August 2015 - Toulouse

More than 420 participants took part to the 2015 EGPA Annual Conference organised from 26 to 28 August in Toulouse, France.

The event was preceded by PhD Symposium on 24 and 25 August. The 10th edition of the PhD Symposium gathered 28 young researchers from different European and non-European Countries. They presented the theoretical framework and the first results of their PhD thesis research under the supervision of Prof Eckhard Schroeter, Prof Vincent Simoulin and Prof Christoph Reichard. Prof Tiina Randma-Liiv provided them with a keynote speech on *How to Build an International Career and Pursue International Research Agendas?* and Prof Andrew Massey with advices on *How to publish in international journals?*.

At the opening ceremony, Mr Nicolas de Saussure provided the audience with some reflexions on *The Current Civil Service Reform in France*. Further to this presentation, H. E. Pierre Vimont and Prof Dr Per Laegreid were invited by the EGPA President to address the theme of *Crises and the challenges for Public Administration*. Their keynote speeches highlighted this important theme from different perspectives and stimulated discussions.

During the Conference, the 19 permanent study groups of EGPA convened, mobilised their academic networks around different key topics and organised sessions with more than 350 papers and presentations.

The French Speaking Seminar organised several sessions on the theme: *Lost in translation: Exploring francophone originality in Public Administration practices, theories, and language*. A Round Table was also organised with IGPDE (Institute for public management and economic development), agency of the Ministry of the Economy and Finance (Paris, Bercy, France).

Back to Toulouse, we celebrated the 40th Anniversary of EGPA with its academic and practitioners' community. Prof. Fabio Rugge delivered a keynote speech and addressed the theme of: *The idea of publicness in PA. Episodes and reflections on the occasion of the 40th anniversary of EGPA*.

The EGPA President presented a book project entitled: *"Did EGPA make a difference to the study and practice of public administration and management in Europe? The past and the future of a community at the heart of the administrative sciences"* and invited the EGPA community to contribute to this publication. During the 40th Anniversary ceremony, we also had a special focus on practitioners' perspective, the young researchers' presence at EGPA and the language diversity. The book project has been progressing very well.

On this occasion, Prof Dr Geert Bouckaert and Prof Dr Werner Jann presented the project *European Perspectives for Public Administration (EPPA)* and invited the participants to take part to an internet based survey on the *Future of Public Administration*.

We would like to thank the local organisers for having hosted, for the second time, the EGPA Conference and for the perfect organisation of the event.

2014 EGPA Conference, Speyer, Germany

The European Group for Public Administration (EGPA) organized in collaboration with the German University of Administrative Sciences Speyer et le German Research Institute for Public Administration, its annual conference, 2014, in Speyer, Germany from 10 to 12 September.

The conference was preceded by a PhD Symposium on 8 and 9 September. The conference welcomed 446 participants.

During the PhD Symposium, 22 PhD Students presented and discussed the theoretical framework and the results of their thesis research. They also shared their experience in conducting researches. Eckhard Schroeter, Christoph Reichard, and Michèle Morner prepared and chaired the different plenary and parallel sessions. They provided the PhD Students with advices and animated the discussion. Professor Frits van der Meer and Professor Ivar Bleiklie provided the participants with theoretical and analytical approaches.

The 19 EGPA Study Groups and the French-speaking seminar gathered members of their network at this occasion. The participants presented and discussed their papers during the sessions.

EGPA Partners also joined us for special joint sessions. The French Speaking Seminar addressed the following theme: Acting managers in public policy networks: New practices and solutions under the pressure of budget cuts and performance expectations. The French-speaking Seminar was organized in collaboration with IGPDE (Institute for public management and economic development), agency of the Ministry of the Economy and Finance (Paris, Bercy, France) dedicated to research, the training of civil servants, and providing support for public policies and reforms.

A round table was jointly organised on the theme: "Rôles des managers' publics' dans la mobilisation et le suivi des ressources au sein des réseaux de l'action publique". An Institutional Platform: EGPA and its institutional partners, Speyer: past, present and future was also organised on September 11, 2014.

Further to an introduction by Professor Stefan Fisch on the historical background of the European Group for Public Administration: EGPA coming back to Speyer and a discussion chaired by Professor Sabine Kuhlmann, the EGPA President, Professor Edoardo Ongaro summarised the new EGPA Strategy and invited Professor Maria Aristigueta, President Elect of ASPA and Professor Mirko Vintar, Past President of NISPAcee to underline the importance of the different partnerships and to share their views for the future.

1. 2. EGPA Dialogues

- **EGPA Strategic Plan (2014-2016): Continuing and further developing the existing dialogues**

1.2.1. Transatlantic Dialogues TAD - ASPA-EGPA – a long-term cooperation

Organised jointly by European and American networks, this conference aims to strengthen cooperation between European and American academics.

Since 2005, 12 TADs were organized by ASPA and EGPA on a yearly basis, alternating the venue between Europe and the US.

The most recent and forthcoming TADs are:

TAD 12 – Ghent (Belgium) - 8-11 June 2016

The Latest Transatlantic Dialogue (TAD 12) was held in Ghent (Belgium) from 3-5 June 2016 on the theme: “*How to increase the Legitimacy of Government in times of Crisis?*”

More than 80 participants took part to the TAD 12 and addressed the following sub-themes:

- 1) *Legitimacy, Performance, Satisfaction and Trust*
- 2) *Legitimacy, democracy and citizen engagement*
- 3) *Legitimacy, discrimination and social equity*
- 4) *IIAS workshop: Managing for legitimate public officials*

At the opening and the closing sessions, keynote speakers and co-chairs underlined the transatlantic aspects of the main topic: Legitimacy of the government.

TAD 13 – Miami (Florida) – 5-8 April 2017

The next ASPA-EGPA Transatlantic Dialogue (TAD 13) will be held in Miami (Florida) in April (5-8), 2017 and the theme will be : ***"Sustaining a Democratic Public Sector in an Era of Multiple Challenges and Constraints"***

During the course of the past year, governments on both sides of the Atlantic have witnessed a series of unusual, and in some cases, unanticipated but highly significant political events. Taken together, these events have represented both past, and undoubtedly future, challenges to the sustaining of effective public management and responsive government more generally. Indeed, in some cases, these events have even raised significant concern as regards the stability of democratic government in some countries of both North America and Europe.

The 2017 Transatlantic Dialogue, which will be hosted by Institute for Public Management and Community Service of Florida International University, on behalf of both the American Society for Public Administration and the European Group on Public Administration and which will take place on April 5-8, 2017 in Miami, Florida, will address topics relevant to the issues involved in the sustaining of both an effective public sector and democratic governance.

Within the context of the theme noted above, there will be four subthemes which are as follows:

1. Adapting to or Overcoming Fiscal Constraints
2. Maintaining Democratic Values in Challenging Times
3. Encouraging and Sustaining Diverse and Inclusive Societies
4. International Migration, Changing Demographics and the Rise of Intense Nationalism
5. Managing Organizations to Provide Quality Public Service

For further information: TAD Website: <http://ta-dialogues.org/>

1.2.2. Trans-European Dialogues TED – NISPAcee-EGPA cooperation

The Trans-European Dialogue (TED) is a scholarly conference organized jointly by EGPA and NISPAcee. The first TED was organised on 30-31 January 2008 at Tallinn University of Technology, Estonia on the theme: *Towards the Neo-Weberian State? Europe and Beyond*

TED 8 – Ljubljana (Slovenia) – 3-5 February 2016

The latest TED was held 3-5 February 2016 at the Faculty of Public Administration in Ljubljana, Slovenia on the theme: *Openness, Transparency and Ethics in Public Administration: Do they Support Each Other?*

The format of TEDs has been recently revamped to be focused on key invited presentations and plenty of time for active plenary discussion. TEDs are now held every other year

For further information: TED website: www.ted-dialogues.org

1.2.3. Euro MENA Dialogues (from MED to Euro-MENA)

After seven years of fruitful dialogue, it has been decided to expand the scope of the Euro-Mediterranean Dialogue on Public Management in order to cover a larger area: the Middle-East and North Africa (MENA) Region.

MED has become ***Euro MENA Dialogue***.

The first MED 1 was organised in Aix-en-Provence, France from 8 to 10 October 2008 on the theme « Reforms in the Public Sector »

The latest one MED 7 was organised in Roma – Italy, October 8, 9 & 10, 2014 on the theme: “Societal government and sustainable public management: Challenges for the Euro-MENA area”

The first Euro-MENA Dialogue on Public Management will be organised in Muscat –Sultanate of Oman from 24-27 October 2016 on the theme: Modernisation of Human Resources Management and Performance of Public Organisations.

Both, the European Group for Public Administration (EGPA) and the Middle East and North Africa Network for Public Administration Research (MENAPAR) agreed to revive the dialogue biennially on an alternative basis among the Euro MENA (Arab) Region States. This year the conference is organized jointly by Oman's Institute of Public Administration (IPA) and Bahrain Institute of Public Administration (BIPA), in cooperation with Aix Marseille University (AMU).

More information on: <http://www.med-eu.org/en/euromena2016/>

1.2.4. Other Dialogues

It is part and parcel of the EGPA strategy to explore the possibility of setting up new dialogues with other regions of the world, within the IIAS umbrella.

We are currently working with LAGPA (Latin American Group for Public Administration) to develop a new European – Latin American Dialogue on public administration and management.

A special joint session EGPA-AGPA (Asian Group for Public Administration) in Utrecht has been preparatory to the establishment of the Eurasian Dialogue.

More information on:

<http://egpa-conference2016.org/wp-content/uploads/2016/04/EGPA-AGPA-Joint-Sessions-Draft-Programme.pdf>

1.3. Permanent Study Groups

- [EGPA Strategic Plan \(2014-2016\): A continued contribution to the field : the successful strategy of the study groups](#)

The model of the Permanent Study Groups is a very successful one, and this will be continued and further developed

The PSGs are the core of EGPA: EGPA is its Study Groups

Each Study Group has as its core tasks not just convening on occasion of the annual conference but also promoting all initiatives and projects deemed of value for the advancement of knowledge this include leading on Dialogues, developing ad hoc initiatives, contributing the EGPA Policy Papers on European Governance.

The Steering Committee systematically evaluates the works of the Permanent Study Groups, their effectiveness and adequacy, in view of supporting their development.

Three new permanent study groups were established during the period in question: the PSG 'Welfare Administration', the PSG 'Policy Design and Evaluation' and the PSG 'Behavioural Public Administration'. The proposals were carefully vetted by the Steering Committee and several recommendations issued on both the initial and the revised drafts before the PSGs were authorised to operate. These study groups will convene for the first time in Utrecht (2016).

EGPA currently has 22 Permanent Study Groups, covering a very wide range of key themes and research areas in the field of public administration and public management and policy.

1.4. PhD Platform and PhD Symposium

- [EGPA Strategic Plan \(2014-2016\):: Young researchers in EGPA](#)

EGPA also stimulates the communication and cooperation between different PhD training institutes in Public Administration in Europe:

- by providing a platform for the education and training of PhD Students
- by organising, since more than 10 years, the EGPA PhD Symposium: providing a unique opportunity for young researchers to immerse themselves in an international and interdisciplinary research community

PhD Symposium Best Paper Award

While the annual workshop is entirely meant to be a non-competitive environment for young researchers to exchange their ideas and approaches without any 'show-casing' or 'grand-standing' involved, we also wish to encourage and reward paper givers for excellent contributions.

To this end, the conveners of the symposium will consider each year the most innovative and rigorous papers for the annual best paper award. Papers are selected on the grounds of the relevance and originality of their research topics, the soundness of their theoretical foundations, as well as the quality of their research designs and rigor of their methodological approaches.

1.5. French Speaking Seminar: open to diversity

- EGPA Strategic Plan (2014-2016):: Reinforcing the diversity.

The Seminar provides a unique opportunity for debates in French within the EGPA annual congress.

While open to English contributions, it confirms our wider community's interest for a linguistic space that provides alternative vocabulary, patterns of thought, scientific approaches and norms, and political-administrative cultures

2016 Theme: *Changing boundaries: Exploring the francophone originality of practices, theories, and language of public organizations*

1.6. EGPA Policy Papers on European Governance

- EGPA Strategic Plan (2013-2016): Taking responsibility for practice:

A first EGPA Policy Paper was published on the following theme: *"The changed EU governance and administrative reforms in Member States under fiscal stress"* and was presented at the EUPAN meeting on June, 19, 2014

Further to the circulation of the authors' guidelines for writing EGPA Policy Papers to the EGPA Study Groups' co-chairs (in 2015), different Policy Papers are now drafted and some conference papers were identified to be transformed into Policy Papers. Further guidance is provided by the dedicated group within the EGPA Steering Committee to the Study Group Directors to support their work for the preparation of EGPA policy papers before and during the annual conference in Utrecht.

We can expect 3 new policy papers in the coming weeks.

1.7. EPPA

The European Perspectives for Public Administration (EPPA) project

The EPPA project aims to develop common European Perspectives for Public Administration (EPPA), a European version of Minnowbrook, which will be prepared by organizing seminars, and which will result in a major event in 2018.

The project is chaired by Geert Bouckaert and Werner Jann.

More information:

<http://egpa-conference2016.org/wp-content/uploads/2016/04/EPPA.pdf>

1.8. The EGPA 40th Anniversary Book

As part of its strategy to build and profile a strong identity for the European community of scholars and practitioners in Public Administration and Public Management, the Steering Committee has promoted a book project entitled: *"Did EGPA make a difference to the study and practice of public administration and management in Europe? The past and the future of a community at the heart of the administrative sciences"*.

The EGPA community has been widely involved to contribute to this book. The book project is progressing very well.

2. Contacts with our partners and EGPA participation

➤ **EGPA Strategic Plan (2014-2016): External strategy**

EUPAN 2014 -2015

Luxembourg – 3-4 December 2015

The EGPA President took part to a number of the Meeting of the Directors General responsible for PA in the EU Members States.

Luxembourg - 3rd December 2015

Edoardo Ongaro took part to the 65th Meeting of EUPAN Directors General in Luxembourg under the Luxembourgish Presidency.

Rome – 4 December 2014

Edoardo Ongaro took part to the 63rd Meeting of EUPAN Directors General in Rome under the Italian Presidency on 4-5 December 2014 and presented a contribution entitled: Reforming public sector management: What we know and what we don't know – A (hopefully) thought-provoking introduction during the session on Administrative Reforms of PA

The EGPA President discussed with of the EUPAN Directors General about the development of EUPAN/EGPA cooperation.

Johanna Nurmi (EGPA Steering Committee Member) also provided us with a huge support in order to reinforcing the EUPAN/EGPA cooperation.

ETF

EGPA also reinforced its partnership with ETF; IIAS/EGPA representatives took part to several ministerial meetings on the decision-making process and the public policies cycles regarding the VET.

Further to these discussions and an exchange of letters, the EGPA/IIAS and ETF MoU was renewed for a 3 years period (2015-2017) ensuring the continuity of our long-term cooperation valued by ETF and its partners.

*ETF - Expert Workshop - Torino, Italy - 21-22 June, 2016
Government and social partner cooperation in VET.
From dialogue to partnership*

Peter Oomsels represented EGPA/IIAS at this meeting.

ETF meeting 2015

Several meetings were organised with ETF leadership to reconduct the partnership.

ETF Cappuccino meeting – 2014 - Edoardo Ongaro and Fabienne Maron were invited by ETF to take part to a Cappuccino meeting on 29 October 2014 in order to share the EGPA/ETF perspectives on public policies cycle and VET.

ETF Policy Leaders Forum – 2014

The IIAS President and the EGPA President were invited by ETF for the Policy Leaders Forum organised in Turin on November 19-20, 2014. They also took part to the 20th ETF Anniversary Event.

EuDEM 2014 - 2015- 2016

EuDEM 2016: EGPA and its president was invited to represent EGPA the next EUDEM Conference on European Democracy held in Vienna from 25 to 26 April 2016 on the theme: *Return to Politics – Is Europe prepared for it?*. He delivered one of the opening welcome speeches and participated to the works of the conference throughout the two days.

EuDEM 2015: Prof Edoardo Ongaro, the EGPA President, was invited to represent EGPA at the 2015 Conference on European Democracy (EuDEM) on the theme: *Good Governance based on a Common Bedrock of Values – Providing Stability in Times of Crisis?* organised in Vienna (Austria) on 27 and 28 April 2015. He delivered a welcome address to the audience and he underlined the importance of the topic for the European Community.

EuDEM 2014 - Strasbourg (France) - Conference on European Democracy – 5-6 May 2014 - on the theme: Multilevel Governance – from local communities to a True European community. Professor Karen Johnston Miller represented EGPA at this occasion and presented a welcome address on May 6, 2014.

2015 International conference on Learning Organization in Public Sector Organizations (LOiPSO) on 20-21 April 2015 in Białystok-Supraśl, Poland. Prof Emil Turc represented EGPA at the International conference organised on 20-21 April 2015 in Białystok-Supraśl, Poland on the theme: on *Learning Organization in Public Sector Organizations (LOiPSO)*. He confirmed the EGPA support to the development of administrative sciences and underlined the importance of the development of the Polish research in PA and its presence in Europe.

AIRMAP 2014 - Marseille (France) – AIRMAP Conference – Management week/Semaine du Management – 19-23 May 2014 – on the theme: *Fins et moyens d’aujourd’hui et de demain*. Professor Edoardo Ongaro, EGPA President, represented EGPA at this occasion and delivered a speech at the plenary session entitled: *Fins et moyens: approches internationales*

3. Partnerships and joint projects

COST (European Cooperation in Science and Technology) is a long-term international network for cooperation in science and technology. Within this EU FP7 funded framework, the Action “**Local Public Sector Reforms: An International Comparison (“LocRef”)**” has started work on March 28th 2013 and will end in March 2017

LocRef’ is a European research network on local public sector reforms with more than 100 senior and early stage researchers in currently 31 countries.

EGPA supports and provides the platform for this project.

More information and the meetings report on the EGPA Website: <http://www.ias-iisa.org/egpa/partnerships/>

COCOPS

COCOPS – *Coordinating for Cohesion in the Public Sector of the Future* is a public management research consortium consisting of 11 universities in 10 countries.

Several COCOPS meetings were organised during EGPA Conferences.

Horizon 2020

We also took part to applications and consortium for two projects in partnership under the Horizon 2020 framework.

STRATEGIC OBJECTIVES PROPOSED FOR 2016-2019

The overarching vision for EGPA is

Being the home of the European PA scholarly community and fostering European research

Contributing, through the distinctive European identity, to the bettering of governance and public services worldwide

The strategic objectives for the period 2016-2019 can be summarized as follows:

- Fundamental continuity in the EGPA distinctive model
 - the Permanent study Groups (an organisational model worldwide – contribution to the field)
 - the EGPA Annual Conference as major event
- Developing strategically the existing dialogue conferences
 - Transatlantic Dialogue with ASPA: the venues for 2017, 2018... and 2020 have already been identified
 - Trans-European Dialogue with NISPAcee (new format): 2018 and beyond
 - Euro-Middle East and Northern Africa Dialogue with MENAPAR/MENAGPA: 2016 Oman – 2018 – and beyond
- Developing two new dialogue conference series
 - ‘Asian-European’ Dialogue on Public Administration and Management with AGPA
 - ‘Latin American – European’ dialogue with LAGPA
- Developing the PhD symposium and new initiatives for early career researchers
- Fostering a wider linguistic space as a distinctively European feature: the French-speaking seminar - PA@BABEL
- Supporting the teaching of PA across Europe: PSG on Teaching PA; accreditation through EAPAA (partnership with NISPAcee)
- Developing Strategic Partnership: EUPAN, OECD, EU agencies and ETF, EUDEM ...
- Making the *EGPA Policy Papers on European Governance* a term of reference for public management and policy making in Europe
- Supporting the envisioning of the Public Administration of the future: *The European Perspectives for Public Administration (EPPA)* project

As approved by the EGPA Steering Committee and the EGPA General Assembly in Utrecht on 25-26 August 2016.

EGPA GOVERNANCE AND STATUTORY MEETING

The last statutory meetings were organised during the 2016 EGPA Conference in **Utrecht** on August, 24-26 2016. The General Assembly was held at the end of the 2016 EGPA Conference.

During the statutory meetings, the EGPA President, Prof Dr Edoardo Ongaro was re-elected for a second term and we proceeded to the renewal of the Steering Committee Membership.

REFERENCES:

EGPA Strategic Plan (2014-2016) – on the EGPA Website under the item About EGPA – GEAP Strategy at:

<http://www.iias-iiisa.org/egpa/wp-content/uploads/EGPA-Strategy-2014-2016.pdf>

EGPA Policy Note Guidelines

<http://www.iias-iiisa.org/egpa/publications/egpa-policy-papers-on-european-governance/egpa-policy-papers-guidelines/>

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