



**EUROPEAN GROUP OF PUBLIC ADMINISTRATION
GROUPE EUROPEEN D'ADMINISTRATION PUBLIQUE**

**EGPA 2007-2010
STRATEGIC PLAN**

Proposal

EGPA developed a first Strategic Plan (2005-2008) which was approved at its General Assembly during the 2005 Bern conference.

Linked to the Strategic Plan is an Implementation Table corresponding to the forward rolling Strategic Plan.

The 2007-2010 EGPA Strategic Plan has been discussed and approved at the General Assembly during the 2006 Milan conference

Content

This Strategic Plan consists of the following chapters:

1. EGPA AND ITS INSTITUTIONAL, NEIGHBOURING AND COMPETING CONTEXT
2. EGPA AND ITS CHANGING ENVIRONMENT
3. EGPA AND ITS ACTIVITIES
4. ORGANISING EGPA ACTIVITIES

1. EGPA AND ITS INSTITUTIONAL, NEIGHBOURING AND COMPETING CONTEXT

EGPA and its Institutional context: IIAS and IASIA

EGPA and IIAS

EGPA is a regional Group of IIAS whose purpose is to strengthen contacts and exchanges among European specialists in Public Administration, both scholars and practitioners. EGPA is research based and focuses also on the interface of research and practice, and for that purpose on practitioners. EGPA is in principle a bi-lingual organisation (English and French).

EGPA welcomes its imbeddedness in the federal structure of IIAS. As a consequence, a stronger EGPA has a positive impact on the strength and importance of IIAS. Also EGPA relies on IIAS to help build and develop its organisation.

EGPA is committed to help implement the IIAS strategic plan, i.e. to:

1. develop a policy of 'critical governance issues'
2. develop a limited but coherent research policy
3. redesign conference policies
4. review carefully its institutional structure
5. improve radically its marketing and communication policy
6. strengthen intelligence and networking functions
7. respond to specific regional and country interests
8. develop new partnerships
9. strengthen its institutional capacity

IIAS started a process of reform. It is important for EGPA to constructively influence and support, to help implement, and to adjust to this management of change.

At the IIAS 2006 Executive Committee meeting in Brussels the following priorities for change were approved:

1. Website and logo
2. Marketing
3. Budget Transparency, esp. cost accounting
4. Finance: Sponsoring
5. Conference Management

At the IIAS 2006 Executive Committee meeting in Monterey the Ormond-report was presented and discussed. Key elements are to:

- have an agreement between IIAS and EGPA,
- create a small management board at IIAS,
- strengthen regional activities.

The decision was taken to create the opportunity for the mandate of the President of IIAS to be extended once by one term (two times three years).

EGPA AND IASIA

EGPA recognizes its sister organisation IASIA, which is also part of IIAS. To the extent that activities are on the European scene, there is a mutual interest to have a positive attitude and complementary scope.

Purpose of IASIA

The Association is established as a collaborative effort by its members who share common interests in the education and training of administrators and managers, research, planning, evaluation, advisory assistance and consultancy, publications, and other appropriate activities directed towards meeting the management capacity building needs of national and sub-national, regional and international public authorities, agencies and enterprises.

Objectives of IASIA

In pursuit of this aim, IASIA seeks

1. to provide an opportunity for personnel of member organisations and individual members
 - to exchange information, ideas, experiences and materials on issues and developments of common interest;
 - to study public sector management issues and developments of current and future concern;
 - to advance their professional knowledge, expertise and development; and
2. to foster international and regional support for and interest in public service education/training, management development and increased management capacity in the public sector.

EGPA and its Neighbouring context in Europe

There are two significant neighbouring institutions:

NISPACee (Network of Institutes and Schools of Public Administration in Central and Eastern Europe) and EAPAA (European Association of Public Administration Accreditation).

NISPACee is a geographical neighbouring institution (Central, Eastern, and 'Extra' Eastern). EAPAA is a PA accreditation organisation in Europe.

EGPA is on good terms with both organisations and recognises many personal unions which demonstrate the complementarity of these organisations.

Because of the enlargement of the EU, and because of the redefined sponsorship, NISPACee has redesigned its strategic objectives. Their ambitions consist of three elements:

- a general PA organisation in Europe;
- a European regional PA organisation with its specifics of the post transition and EU enlargement;
- a bridge for learning purposes between West, Central, East and Extra East.

It seems that the partnership with EGPA is predominantly in the first element, and that for reasons of comparison the second element is also crucial in a constructive collaboration between EGPA and NISPACee.

EAPAA is an independent organisation which accredits PA programmes, i.e. beyond national strategies and according to the European identity of PA.

Specific momentum has been created with the Bologna declaration (Bachelor, Master), and the need for accreditation (European Association of PA Accreditation). The EAPAA challenge is that national accreditation strategies have not been finalised yet, that there is a need to be supported by the European PA community, and that national and European accreditation rationals ultimately should be matching. Obviously EAPAA needs to remain totally independent in its functioning and judgements. However, to guarantee this independence these activities require a

strong intellectual embeddedness in the European PA teaching and research community.

EGPA and its 'Competing' context

Increasingly EGPA has to take new or renewed friendly 'competing' initiatives into account which are specifically European (EES, ECPR, EIPA, EGOS, etc.) or which are international with activities organized in Europe (IRSPM, IPMN, etc.) There is some 'competition' in the field of members, conference venues, and calendars and themes.

These initiatives have created a lot of opportunities for scholars to attend conferences, publish and network. EGPA needs to be recognised within and outside Europe as **the** platform in Europe on issues of public administration.

EGPA in dialogue with the rest of the world.

It is important that EGPA keeps in contact with other continents. Priority should be given to the USA, to Extra-Europe, and to the Mediterranean area. PA in Europe and European PA should be developed within the European zone, but also in discussion and dialogue with non-Europeans. It is important to make the European theoretical points of view and its related practices visible within and outside Europe. In the near future, it is equally important to consider dialogues with Asia, Latin America, and Africa.

2. EGPA AND ITS CHANGING ENVIRONMENT

In 1974 the European Group of Public Administration - EGPA - was founded because, at that time, a widespread need for strengthening contacts and exchanges among European scholars and practitioners interested in the discipline and profession of Public Administration in Europe was apparent. Since then international interactions and communications both between academics and civil servants have become much more common and comfortable, but EGPA is still going strong - and it is today almost certainly more important than ever. The notion and importance of Europe has grown, it has become much "wider and deeper", and we are today even discussing the emergence of a "European Administrative Space". We have much more to learn and to discuss with each other - and EGPA is the obvious place, or better, network, where these issues can and should be debated.

There are five issues which are at stake.

- 1: What is the implication of the EU enlargement?*
- 2: How should we re-balance management and law?*
- 3: How to keep an equilibrated agenda between research, practice, and teaching?*
- 4: How should we also link EGPA to national associations in Europe?*
- 5: How can we expand the PA-dimension beyond the Executive Branch and include the Legislative and the Judicial Branch?*

EGPA needs four expansion strategies, taking the changing environments into account: geographically, sectorially, disciplinary, and nationally.

Geographically, EGPA is too much north-western. The coverage of countries in the EU and in Europe is too limited and needs a permanent expansion strategy. Some of the EU countries are not very present in EGPA.

Conferences in particular countries do not result in a permanent increase of members of these organizing countries. One of the reasons could be that southern countries have perhaps other concerns and that EGPA was too much Anglosaxon oriented and too managerial. EGPA will develop policies to increase the country coverage.

This results in a second need for expansion. PA is per definition **multidisciplinary and especially in a continental European scene law based**. Delpérée's Braibant lecture on the link of constitutions and administrations, the 2003 EGPA (Oerias) conference theme on the interaction of managerial and legal reforms, but also recent publications demonstrate clearly the need for EGPA to again bridge the link with the law based PA scholars. Law as a discipline will again be a visible part of the EGPA portfolio. This also may accommodate and attract Southern European countries.

A third need for expansion has to do with the main actors in the EGPA arena: **Scholars, civil servants and teachers of PA**. This triangle should be re-established to guarantee a cross-fertilisation between research, practice and teaching. EGPA has been focusing predominantly on research and needs also to emphasise two other 'product lines', teaching and publishing (academic and practitioner based). EGPA should also keep in touch with civil servants.

Teaching PA will become a visible part of the EGPA portfolio, especially in a Bologna context of redefining bachelor en master programmes, and in a context of student exchange, or converging PhD student training.

Since the European Educational Space is affected by the Bologna Declaration, since there is an increasing necessity to have a European practice of accreditation of Bachelor and Master programmes at universities, and because PhD programmes are bridging research and university based education, EGPA will also focus on the specific topic of university based PA-education, and civil servants training at university level, as well as on PA PhD-training in Europe.

Also, academic publications are increasingly in English whereas national publications, even in French or German, run into problems. They remain indispensable for matters of national identity, cultural specificities, dissemination of results for practitioners, keeping European variations in PA, and teaching purposes. EGPA will be present in a general debate on publishing PA in Europe in its different European languages (20 in the EU).

It also will be active in issues of academic rankings which are totally distorted and biased to the detriment of non-English languages. An new equilibrium is necessary.

A fourth need for expansion in a (con)federal European scene are the **national PA-associations**. The spinal cord and back bone of EGPA has been the establishment of permanent study groups. A key strategy is to define a European identity in PA not only through shared platforms in specific themes but also through a specific platform

of national PA associations in Europe. EGPA is a natural setting to share national experiences and will create a platform for national associations.

3. EGPA AND ITS ACTIVITIES

EGPA pursues four distinctive objectives, which make it perhaps slightly different and a bit more academic than other organisations of IAS, namely

- to organise and encourage the exchange of information on developments in researching the theory and practice of public administration and its teaching and accreditation,
- to foster comparative studies and the development of public administrative theory within a European perspective,
- to facilitate the application of innovative ideas, methods and techniques in public administration, and
- to include young teachers, researchers as well as civil servants in its activities.

Conferences

Conferences have been the only key activity of EGPA. There is a good critical mass of papers and participants. This is due to the conference themes, the locations, and the success of the permanent study groups.

There has been a differentiation of conference activities: research groups, country panel, key sponsor lecture. A question is whether we need other types of additional activities, e.g. pre-conference sessions (training or other).

Permanent Study Groups (PSG)

The intellectual strength and the conference attendance always was guaranteed by the success of the permanent study groups. EGPA should continue and improve this strategy by:

- fine tuning its PSG procedures,
- a more deliberate choice of topics of PSG which should cover all relevant themes of the field: at least there should be a coverage of personnel, ICT, financial management, organisation, teaching, law and PA, ethics, Europe, local government,
- create further publishing opportunities for PSG and make this part of its visibility,
- consider an optimal number of PSG.

Publications

A book series started with a new publisher (Palgrave) based on the output of the PSGs. If there is a momentum of two books per year, and each PSG could have one opportunity, then all groups are covered, assuming that there are about ten groups, in a five year period.

Also, IRAS (International Review of Administrative Sciences) which is published by Sage for IAS is an opportunity for EGPA which is underutilised.

IRAS is EGPA's preferential academic journal and partner.

Obviously all PSG Chairs are encouraged to publish in all good journals and edit or write books. Reference and acknowledgement to EGPA is required.

Representation of EGPA and European PA at other international platforms

It is crucial to have a strong, visible and distinct, i.e. European platform of PA. This visibility should be organised by having an EGPA presence at other conferences, or by having EGPA (or its PSGs) organise meetings with other associations.

This could be used to make PA in Europe and European PA more explicit.

4. ORGANISING EGPA ACTIVITIES

EGPA relies on the IIAS secretariat for its activities (personnel and budget). This puts the issues of finance, the functioning of the secretariat itself, the need for extra funding/sponsoring, and the EGPA governance itself on the agenda.

The discussion on financial issues is progressing. The need for more transparency on the sub accounts, the capacity of EGPA to limit its expenses and to allocate its surplus is obvious.

EGPA is aware that the general financial conditions of IIAS put pressure on the staff capacity. Extra funding or sponsoring is difficult but not always impossible. PSGs could be a vehicle for attracting extra resources. Chairs should be invited to look for opportunities but the secretariat is also encouraged to pro-actively look for resources or submit tenders.

EGPA governance has been subject to evolution and depends on IIAS. Systems of co-optation generate different dynamics from those based on elections. Issues of democracy and transparency have always been a challenge for EGPA. There is a need to further evolve in the direction of a more active participation of the members in governing EGPA itself.

Strategic decisions taken by EGPA

Based on its mission, the main strategic objective of EGPA is:

EGPA aims to become THE organisation and platform for PA in Europe

EGPA needs to have members in all European countries. EGPA needs to further increase its number of members, and needs to remain at least at the same level of conference attendance of the last two years.

EGPA needs to make its unique selling proposition more explicit and more accessible.

For that purpose EGPA

- I. becomes an intellectual leader for PA in Europe and for European PA;
- II. explores actively further strategic alliances;
- III. expands actively its membership, and develops an attractive package for its members; and
- IV. creates a fit-for-purpose organisational and governance structure.

I. EGPA as intellectual leader for PA in Europe and for European PA

1. EGPA aligns its Permanent Study Group (PSG) policy to the deficits in the intellectual coverage

For that purpose

-some new calls for PSG will be launched in the fields of Law and PA, the Judicial Branch and PA, and the Legislative Branch and PA.

2. EGPA becomes the key platform for PA-PhD training consultation

For that purpose the EGPA

-PSG on PA and Teaching starts a strategic platform to exchange information on PA-PhD activities, uses a EGPA web based facility to distribute information, encourages a converging and win-win situation among and across different programmes in Europe.

-pre-conference doctoral programme is organised.

3. EGPA creates a virtual PA research space

For that purpose EGPA

-launches a web based platform for non-English journals in Europe
-organises meetings for the editors of these journals at its conferences

- supports and/or organises a database which is accessible (in English and French) through the EGPA web page for articles of journals in the 19 other than English languages in Europe
- launches a project on academic rankings of PA Journals (English and Non-English Journals).

4. EGPA becomes a natural platform for national PA associations

For that purpose EGPA

- organises a yearly meeting at its conference for the national PA associations. Topics in common could be cross national activities, a European Award, supporting the national journals in the EGPA journal database, propagating national activities through the EGPA website, etc.

5. EGPA will use the occasion of its 35th anniversary in 2009 to take stock of PA in Europe and European PA

For that purpose EGPA

- will evaluate its existing organisation of the discipline;
- will prepare a Manifesto on PA in Europe and European PA.

6. EGPA will continue to consider the PSGs as the back bone of the organisation

For that purpose EGPA

- will continue to have yearly conferences, dialogues, and other meeting formats;
- will look for a set of fixed field related PSGs (like organisation, personnel, ict, finance, etc.) but with changing themes, and for a topic related and changing set of PSGs;
- will use the outputs of these PSGs for the Palgrave book series, but also for its privileged link with the International Review of Administrative Sciences.

II. Exploring and establishing strategic alliances includes the following:

7. EGPA starts a regular exchange with NISPACee

EGPA continues an explicit and collaborative interaction with NISPACee.

For that purpose EGPA

- and NISPACee will start a first TransEuropean Dialogue (TED) in 2007 formatted according to the TransAtlantic Dialogue model.

8. EGPA takes over the EPAN activities and integrates the EPAN networks into EGPA.

Within EGPA intellectual and organisational space is created for three EPAN themes (and activities): first, university PA teaching and training of civil servants at university level; second, PA doctoral student training; and third, their related accreditation policies.

For that purpose EGPA

-creates a Permanent Study Group PSG PA and Teaching which covers the discussion on strategies for these three themes.

9. EGPA supports EAPAA actively

It is obvious that EAPAA remains an independent organisation with autonomous decision making capacity according to all accreditation requirements. EGPA wants to serve as an intellectual reservoir for teaching and accreditation of these teaching activities.

For that purpose EGPA

-facilitates the EAPAA meetings as a pre-conference activity, treats EAPAA members as professional partners, and fuels their strategic and other discussions.

10. EGPA starts an active collaboration with ASPA (American Society of Public Administration)

EGPA makes an agreement with ASPA to organise its collaboration.

For that purpose

-a Memorandum of Understanding will be negotiated with ASPA;
-the TransAtlantic Dialogue (TAD) initiative will be continued in 2007 covering new themes (Personnel and Leadership) or existing themes (Ethics), using different formats.

11. EGPA focuses also on the Mediterranean

For that purpose EGPA

-explores actively the possibility to create a Mediterranean platform to start a Mediterranean Dialogue (MED). The EGPA 2007 conference in Madrid will be used as a start-up event for this dialogue.

III. Expanding and developing memberships

12. EGPA wants the fragmented set of memberships (IIAS, IASIA and EGPA) for a variety of types of members to be reduced.

There is a need to have a clear typology of memberships, to create clusters of members for reasons of transparency and marketing, reduction of bureaucracy, and attractiveness of packages offered to members. Streamlining is needed. This should be part of the marketing strategy.

For that purpose EGPA

-will actively participate in the discussion within IIAS and prepare a proposal.

13. EGPA members look pro-actively for new members

For that purpose

-the secretariat will contact its members and explore the possibility of approaching non-members to convince them to join EGPA. A campaign 'Have your colleague join EGPA' will be launched with our members.

IV. Creating a fit-for-purpose organisational and governance structure

14. EGPA will adjust and modernise its governance structure to fit into the changing IIAS governance structure.

For that purpose EGPA

-supports the Ormond note and President Strehl's five objectives for change.

15. EGPA will support the creation of other regional associations (GPA: Group of Public Administration) within the IIAS-holding.

The European GPA would benefit of other regional GPAs (North American GPA, Latin American GPA, African GPA, Middle East GPA, Asian GPA, Oceanian GPA). To make EGPA and other sister organizations' ownership of IIAS (and vice versa) stronger, it would be logical that their Presidents are the regional IIAS Vice Presidents.

16. EGPA wants a sustainable conference strategy

For that purpose EGPA

-will match its European conference strategy with IIAS and IASIA in terms of timing and topics, but also within the context of neighbouring and competing conferences. It will study the conference agendas in Europe to check if improvements may be made.

-will negotiate a better split of conference revenues between organisers (higher) and IIAS (lower).

-will lower the conference fees.

17. EGPA wants a clear accounting system and use its surplus for re-investment

For that purpose EGPA

-wants to allocate 25% of its budgeted surplus to IIAS and 75% to its own (new) activities;

18. EGPA wants to contribute actively to a decentralised and content wise rich website

For that purpose EGPA

-will support the renewal of the IIAS website with a dynamic and substantial EGPA website which refers to key elements such as e.g. national associations, a platform for PhD programmes, the databank on PA-journals in Europe, PSG websites, existing research centres in Europe, etc;

19. EGPA will modernise its governance

For that purpose EGPA

- will redesign the functioning of the steering committee, the interfaces with IIAS and IASIA, the internal organisation of links with 'neighbouring' organisations,
- will propose a more elected rather than co-opted governance model
- will adjust the term of the presidency to the IIAS amendment.