



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

EGPA 2008-2011 STRATEGIC PLAN

EGPA's first Strategic Plan (2005-2008) was approved at its General Assembly of its 2005 Bern conference.

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

The 2008-2011 EGPA Draft Strategic Plan was approved at the General Assembly of the 2007 Madrid conference.

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 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.

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.

EGPA AND 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.

EGPA and its Neighbouring context in Europe

There are two significant European neighbouring institutions: NISPAcee (Network of Institutes and Schools of Public Administration in Central and Eastern Europe) and EAPAA (European Association of Public Administration Accreditation).

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NISPAcee is a geographically neighbouring institution (Central, East, and 'Extra' East Europe). 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 NISPAcee has redesigned its strategy in three objectives. NISPAcee aims to be:

-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. EGPA recognises the specificity of the third objective of NISPAcee.

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

All these initiatives have created a lot of opportunities for scholars to attend conferences, publish and network. Even if EGPA claims to be *the* platform in Europe on issues of public administration, it welcomes collaboration. Good examples of joint efforts are with e.g. IRSPM or EIPA.

EGPA in dialogue with the rest of the world.

It is important that EGPA keeps in touch with other continents. Priority should be given to North America, to Extra-Europe, and to the Mediterranean area. However, Australasia, Africa, Latin America, and Asia should also have its attention.

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 today we have 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 still too much north-western European. 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 bridge (again) the link with 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. Also, from an academic point of view PA should increasingly include research methods and techniques from other related disciplines.

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 practioner 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. A 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, namely:

- to organise and encourage the exchange of information on developments in researching PA theory and practice and its teaching and accreditation,
- to foster comparative studies (in space and in time) and to develop public administration theory within a European perspective,
- to create learning platforms by facilitating sharing and applying innovative ideas, and new methods and techniques in public administration, and
- to prepare the next generation of Public Administration in Europe by including young teachers, researchers as well as civil servants in its activities.

Conferences

Conferences have been a 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, and pre-conference PhD-sessions.

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-selection and follow-up procedures,

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- 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 increase the EGPA exposure.

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 IAS secretariat for its activities (personnel and budget).

This puts the issues of finance, the functioning of the secretariat, 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 IAS 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 IAS-governance. 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, there are four main strategic objectives of EGPA.

EGPA becomes 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 creates a fit-for-purpose organisational and governance structure.

I. EGPA is *the* intellectual leader for PA in Europe and for European PA

This strategic objective requires the following operational objectives:

1. EGPA will continue to consider the Permanent Study Groups (PSGs) as the backbone of the organisation

For that purpose EGPA:

- will continue to have yearly conferences, dialogues, and other types of meetings;
- will look for a stable set of PSGs (like e.g. organisation, personnel, ICT, finance, evaluation, etc.) but with changing themes, and for a complementary but variable set of temporary PSGs;
- 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's Permanent Study Groups (PSGs) develop a maximum level of exposure to the academic and practitioner communities

For that purpose EGPA through its 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;
- will develop qualitative websites for all permanent themes
- will establish contact with EUPAN to guarantee an interface between academics and practitioners.

3. 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 in Europe, develops a web based facility to distribute information,

encourages a converging and win-win situation among and across different existing PhD-programmes in Europe;
-a pre-conference doctoral seminar is organised.

4. 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).

5. 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 in order to create a community of interest.
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.

6. 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 the current European organisation of the discipline;
-will establish a Task Force on the 'Future of PA in Europe';
-will prepare a Manifesto on 'PA in Europe and European PA'.

II. EGPA explores and establishes strategic alliances to support European PA and PA in Europe

This strategic objective requires the following operational objectives:

7. EGPA collaborates with significant practitioner groups in Europe

For that purpose EGPA:

-will establish a permanent contact with the European Institute of Public Administration (EIPA) in creating a Permanent Practitioner's Group on good, innovative and future practices in European public services;
-will try to establish a contact with EUPAN, the informal network of Director-Generals responsible for Public Administration in the EU Member States;
-will establish a PPG for National Schools in European States;

-considers to establish a PPG with representatives of national awards in the public sector.

8. EGPA starts or continues regular Dialogues with crucial parts in the world

For that purpose EGPA:

- will continue its Trans Atlantic Dialogues (TAD) with the American Society of Public Administration (ASPA);
- will start its Trans European Dialogues (TED) with the Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee);
- will explore the possibilities for a PA based Trans Mediterranean Dialogue (TMD) at its Madrid 2007 conference.
- will consider to start Dialogues with Latin American, Asian, and African partners.

9. EGPA supports actively the quality of its education in the discipline

It is obvious that the European Association of Public Administration Accreditation (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 and treats EAPAA members as professional partners with the purpose to fuel their strategic discussions and the operations of accreditation.

10. EGPA wants a disciplinary cross fertilisation

For that purpose EGPA

- will consider the possibilities to have contacts with other PA supporting disciplines (e.g. law amongst others).

III. EGPA expands and develops its membership to build a full PA community and creates a fit-for-purpose organisational and governance structure

This strategic objective requires the following operational objectives:

11. EGPA wants a functional type of membership for academics and practitioners

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

- wants a fragmented set of memberships (IIAS, IASIA and EGPA) to be rationalised;
- looks pro-actively for new members;

12. EGPA will adjust and modernise its governance

For that purpose EGPA

- will propose a more elected rather than co-opted governance model;
- will redesign the functioning of the steering committee, relying on members which are responsible for a portfolio within the range of EGPA activities (see graph).

