Annual Report

2018

«Setting the governance agenda... since 1930»
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Dear all,

As part of our new outreach to the IIAS community, we have reformatted the annual report to reflect IIAS increasing focus on openness towards our stakeholders. Other than presenting you with the main achievements of the Institute for the past year and planned events for the present year, we have opened our annual report to our partners; be they our own entities (IASIA, regional groups, accreditation entities; etc.); other learned societies that operate in the same epistemic domain (e.g. NISPAcee; AAPAM; etc.); or strategic partners that will increasingly manifest their own value-propositions through our own service-delivery (e.g. OECD, ETF, etc.). The idea is to reflect the federative role of IIAS as an umbrella for an entire eco-system which aims to develop public governance worldwide.

IIAS had a great year 2018; one of its best for a very long time. Under the leadership of IIAS governance Boards and standing committees, the Secretariat completed the restructuring of its events, which was started in 2017 and staged very successful IIAS, IASIA and EGPA conferences. Income from the three events more than doubled from the previous year. New business models negotiated for the organization of the events contributed to this result. Detailed reports about the three events are included in the report.

Combined with an organizational restructuring that is still ongoing, and the renegotiation of all service contracts which has just been finished, our financial result at the end of the year 2018 was above what was forecasted and previously announced to the IIAS Boards. Not only were we able to finance the accumulated losses from previous exercises, we also cleared our accounting of all debt prior to 2016. Our financial situation at the end of 2018 is hence a true reflection of our solvency. Financial insolvency which was a serious risk a year ago is no longer a threat. To the contrary, with the good results of 2018 and even better perspectives for 2019, IIAS has started to rebuild its reserves and invest in the type of projects that are in line with its mission. Financial results for 2018 and budget for 2019 are not included in this report as they have not been audited yet, nor approved by our governance boards. However a brief report with a graphic showing the evolution of income, expenses, and reported results is included.

In 2019, IIAS has already lined up a number of events and activities that span the entire year. Other than the annual conferences of its major
entities, including the regional group conferences, a number of new events will see the light of day; namely the Governance Week; an upgrade of our customary statutory meetings which were held ‘incognito’ in the past in the backrooms of our Brussels headquarters. The Board meetings of the three entities that depend on the Secretariat in Brussels have been transformed into a public event where IIAS and its partners discuss how to work together to develop strategic governance agendas.

The IIAS Academy, a gathering of young professionals from the IIAS network in Brussels to empower them to pursue career opportunities in research, consultancy and policy advice, will take place for the first time. Regional seminars in Kaunas, Lithuania; Doha, Qatar; and Tehran, Iran will promote IIAS agendas into these new markets. New capacity building services will be inaugurated in 2019, including those in support of ICAPA and EAPAA accreditation.

In 2018, a strategic concept for the engagement with China was developed and served as a basis for a reformulation of our partnership with our Chinese members. The concept was further adapted during the AGPA conference for a wider Asian audience. This same concept is presented in this report, as a new framework for IIAS strategy to maximize the value-added for its members. Resources will be invested in 2019 to ensure that our members feel the reinvigorated action of IIAS.

The tremendous progress that we made over the last 2 years should not hide our shortcomings which we are working hard to overcome. First, we have to upgrade our scientific production beyond IRAS and the book series with Palgrave and Larcier-Bruylant. We aim for IIAS to become a platform for scientific collaborations between its members; and to coordinate the production of policy papers which materialize the influence of IIAS on world governance. Second, we need to institutionalize our operations through the formalization of our processes and a communication strategy that puts our members at the heart of our service delivery. Third, we have already started reengaging our strategic partners (ETF, OECD, UNDESA, etc.) in view of developing joint projects and a common action on the World’s governance scene. These and others, have been discussed during a strategy retreat on January 9th, 2019 and shall guide our action for the coming two years.

— Dr. Sofiane Sahraoui (Tunisia)
IIAS Director General

“In 2019, IIAS has already lined up a number of events and activities that span the entire year.”
PRESIDENT’S MESSAGES
Since 1930, IIAS has contributed to improving public administration and governance globally. We also did so in 2018, and we will continue to do so in 2019.

We are organizing conferences and research meetings where new ideas can be shared, problems and solutions are exchanged, and existing and new practices are communicated. This implies that theory meets practice, that academia meets policy makers and advisors.

We are reaching out across borderlines to connect people and institutions. Geographically, our regional conferences in different parts of the world allow to connect within and between cultures. Demographically, our young civil servants and PhDs meet senior civil servants and established scholars. We bridge academics and practitioners with pracademics. We set agenda’s globally by our strategic focus on the Sustainable Development Goals. We keep track of trends through publications and dialogues.

Also, quality of training and teaching is a major focus for the quality of public governance and its institutions. Our national, regional, and global networks allow and facilitate this shared focus on quality through accreditation of programmes, in a spirit of sharing and upgrading among peers for the common good of public governance in our societies and our countries.

Our members constitute a community of interest in public governance which is effective, accountable, and inclusive. It is in our shared interest and duty to keep this community and this field of public administration and administrative sciences and practices alive and relevant. IIAS is an international platform that animates this community of all those that think and act within this field of administration. For this reason, IIAS wants to be effective, accountable, and inclusive.

I would like to thank all our members, especially our Member Countries, for sharing this belief that we can improve our public governance systems by sharing our ideas and practices through exchanges and dialogues. Also, specialised (IASIA) and regional groups (EGPA from Brussels, LAGPA from Rio de Janeiro, AGPA from Beijing) and their leadership create a great IIAS family which is expanding. Finally, our loyal partnering organizations allow to push agendas even further.

I would like to thank our current Secretariat, which in 2018 performed beyond all standards, under the leadership of DG Sofiane Sahraoui. In 2018, this dream team was able to handle the past, control the present, and prepare the future.

On a personal note, it has been a great privilege to serve IIAS. Let me thank all of you, especially the members of the Council and the Committees, for your trust and for your support. Leadership only works well, when we really ‘own’ the IIAS vision and mission. In 2019, we will continue our march uphill to improve public governance, also to make the SDGs really happen.

Prof. Dr. Geert Bouckaert (Belgium)  
IIAS President
IASIA as an international association whose mission is to contribute to the improvement of education and training in Public Administration has known a very fruitful year 2018.

First of all, IASIA continued its internal reforms by setting up task forces in charge of investigating the current status of several of its activities. The findings and suggestions presented during the Lima conference were fully endorsed by the Board of Management of IASIA which gave the mandate to implement the proposals. In addition, the Board supported the strategy of the Directorate General which consists in improving current activities and communication with our members while also providing more and better services and benefits for them.

Second, following the success at the Ramallah and Lima conferences, IASIA decided to establish three new permanent working groups: Working Group X Public Administration in Conflict-affected States, Working Group XI Globalization, Territories and Integration, and Working Group XII Corruption. The three working groups focus on extremely relevant topics for our field and current contexts. In addition, IASIA decided to transform its PhD session into a permanent day-long PhD seminar which will take place at every annual conference of IASIA. By promoting its working groups and PhD seminar, IASIA is fully committed to becoming a key platform for individuals with an interest in research, teaching and training in Public Administration.

Third, the 2018 IASIA-LAGPA conference which took place on 23-27 July in Lima, Peru, was a very successful event which gathered around 250 participants. The conference addressed the topic of Globalization, Territories and Integration, and brought together IASIA and the regional group of the IIAS for Latin America, LAGPA. Our two eminent keynote speakers, John-Mary Kauzya, Chief of Public Service Branch at the United Nations Department for Economic and Social Affairs, examined the new mindset and competencies required to achieve the SDGs, whereas Pablo Sanguinetti, Chief Economist of the Development Bank of Latin America, analyzed bureaucracy and effectiveness in the public sector with a specific focus on Latin America cases. For four days, participants presented their research and exchanged with their peers coming from more than 40 countries. On behalf of IASIA and its Board of Management, I would like to thank the local organizers, the Autoridad Nacional del Servicio Civil (SERVIR) and the Universidad Catolica Sedes Sapientiae (UCSS), the Government of Peru for supporting the conference and a heartfelt thanks to the former Prime Minister of Peru and current member of the Board of Management of IASIA, Dr. Luis Solari.

Fourth, IASIA and its accreditation body, the International Commission on the Accreditation of Public Administration Education and Training Programs (ICAPA) led by Allan Rosenbaum have worked with various institutions around the world in order to contribute to the improvement of curricula in the field of Public Administration. ICAPA accreditation is becoming a global reference in the field of public administration education and training.

On my capacity as IASIA President, I would like to express my gratitude to IASIA members who support our activities and engage with us in our efforts to accomplish our mission; which is to improve education and training in Public Administration and to make Public Governance more efficient, inclusive and accountable towards citizens.

I am also very grateful for the excellent work of the IASIA functional and regional Vice-presidents as well as the IIAS Director General and his team.

As 2018 is coming to an end, we are already preparing 2019 and our annual conference which will take place on 22-26 July in Lisbon will be an opportunity for all of us to contribute individually and collectively to the success of public administration in its noble challenge that is the implementation of public policies for the achievement of the SDGs.

I wish you a pleasant reading of this 2018 Annual Report and look forward to an interesting and fruitful cooperation with you.
2018 was an intense year for the European Group for Public Administration and its community in developing the EGPA Strategy and contributing to IIAS priorities. 2018 was marked by the EPPA I Final Conference, which was organised during the 2018 EGPA Conference and gathered academics and practitioners to discuss the conclusions and perspectives of the EPPA Research agenda after four years of meetings and seminars on the different pillars of EPPA: Disciplines, Futures, Cultures and Practices.

The EPPA basic question was how we as researchers and teachers will and should deal with the changing role of public administrations and the public sector. Key issues were discussed as follow:

- to define the future role of Public Administration (as an academic undertaking) in the future university and the academic world,
- to take the world into account to strengthen the European voice in the world,
- to guarantee the practical relevance of Public Administration,
- to take multidisciplinarity seriously, and to include culture and diversity in research and teaching.

In 2018, the EGPA community questioned the PA Paradigms and Approaches in dialoguing with other key learned societies during the TED 10 organised with NISPAcee in Portsmouth (February 2018), the TAD 14 organized with ASPA in Bucharest (June 2018) and the EURO MENA II organised with MENAPAR in Granada (October 2018). The discussion about Paradigms and Approaches in the different cultural contexts will remain at the EGPA and partners’ agenda for the coming years.

The 2018 EGPA Conference in Lausanne (Switzerland) has also brought together the academics, experts, practitioners around key topics for the study and the practices of Public Administration in Europe. The 22 Study Groups gathered their networks of experts around key contemporary issues and addressed the current problems of our administrations in Europe.

It was also an opportunity for young researchers to convene prior to the Conference and to share their research agenda and benefit from recommendations on theory, methodology and on career development. They had the opportunity to exchange their views on EPPA I.

The publication of the book: Public Administration in Europe – The Contribution of EGPA also provided the opportunity to define the way forward for EGPA and its community. The book considers the ways in which public administration (PA) has been studied in Europe over the last forty years, and examines in particular the contribution of EGPA, the European Group for Public Administration, both to the growth of a truly pan-European PA, and to the future of PA in Europe.

It also provides a lively reflection on the state of the art of PA both over the past forty years and over the next forty years.

All the events organised in 2018 were an opportunity to develop a research agenda for the future and to invite EGPA Members, EGPA Partners and all the participants to join us and to contribute to its projects and programmes: A Step Forward!

Prof. Dr. Edoardo Ongaro (Italy)
EGPA President
AGPA, as the regional organization of IIAS, has been serving as an exchange platform for the theoretical research and practical innovation in public administration in Asian countries and regions. Since its establishment in 2011, AGPA has held eight annual conferences respectively in Beijing, Maldives, Jakarta, Chengdu, Singapore, Seoul, Xiamen, and Manila.

The Eighth Annual Conference was just held from 25-28, November in Quezon City, Manila, the Philippines, in close collaboration with the University of Philippines National College of Public Administration and Governance. More than 100 researchers, scholars, practitioners from all levels of governments and the public sector from various countries and regions in Asia jointly participated in the discussions and exchanges.

In September 2018, the EGPA-AGPA Joint Dialogues on Public Administration in Europe and Asia was held during the EGPA Annual Conference in Lausanne, Switzerland, which marked the 4 AGPA-EGPA Joint Dialogue we held in last 3 years.

In the past years, based on exchanges and explorations, we have formed a number of research results, gathered a batch of researchers and practitioners from various countries, and explored new fields and propositions in public administration. We carried out our discussions centering on the civil service capacity building and governance environment, the building of a clean government, government transparency, government innovation, resilient administration, public accountability and other frontier theoretical issues. We discussed issues on local governance, disaster management, poverty governance, sustainable development, the quality of public services and other realistic issues. We had in-depth discussions on the development of the governance models in Asia, the sharing of local and regional cooperation and the public governance, the establishment of new relationships between central and local governments, the internationalization of human resources and the management of skilled migration and other featured issues concerning Asia public administration.

In today’s world, the field of public administration is facing many new issues. Facing changes in public needs and facing the future development, we should strengthen the public values of the public sector, the public policy and the public service. We should highlight our future awareness, strategic awareness and forward-looking awareness. We should constantly improve the degree and level of public participation, constantly strengthen the public-private partnerships, promote the transformation and innovation of public organizations, strengthen the capacity-building of human resources in the public sector and constantly achieve strategic management and performance management of the public sector so as to make the public sector more dynamic, public administration more resilient and public services more satisfactory.

At present, AGPA is becoming a more and more important platform for the theoretical explorations and innovative practices of public administration in Asia. The influence and attraction of AGPA in the field of international and Asian administrative sciences is increasing, having made its unique contributions to promoting the reform of public administration and perfecting government governance in various countries.

The future is definitely good, but we should start by seizing today. Let us seize today. In the family of IIAS, let us face the public, the innovation, the world and ourselves, to intensify cooperation and exchanges, and make Asian contributions and share Asian experiences to the development of public administration in the world.

Prof. Jiang Wu (China)
AGPA President
In 2018, the Latin American Group for Public Administration participated in several international activities and events in order to contribute to the development of our region in the area of public administration.

In June, in Tunis, Tunisia, within the framework of the IIAS International Congress, in accordance with the respective missions of AGPA, MENAPAR, AAPAM and LAGPA and with the spirit of promoting, improving and guaranteeing together the effectiveness of Public Administration practice in their respective regions, these four organizations signed a Memorandum of Understanding (MoU) to join and annually organize a South-South Dialogue (SSD) conference that will begin in 2019 or 2020 at the latest.

At the end of July, the IASIA-LAGPA Joint Conference was held, under the theme: “Globalization, territories and integration”, in close collaboration with SERVIR, National Authority of the Civil Service of Peru and the Catholic University Sedes Sapientiae. During the first session of LAGPA activities, some progress was made in the reflection on public policies to combat corruption and the trans-nationalization of illegal practices in Latin America, from the governance mechanisms, both at the international level of each State and at the level of cooperation between governments to counteract these practices.

In a second session, the neo-populism and governance models formed the subject of the Group’s analysis, also considering Latin America and the world are witnessing a revival of populist currents that present themselves as representatives of neo-conservative, neo-socialist ideals, and some propose ideologies of an eclectic nature, “anti-politics” that demand administrations and visions of a managerialist nature.

And in its third session, the commercial integration was discussed in a critical and systematic manner. Analyzing the processes of trade liberalization and economic liberalization that have taken place in Latin America in recent years, after the 1990s, and that have been established under the design and implementation of commercial public policies that impact the trade of these countries.

In October, an important alliance was established between LAGPA, regional expression of the International Institute of Administrative Sciences (IIAS-IISA) and the government of Palestine. In order to strengthening ties with various Palestinian academic leaders and local institutions, a Memorandum of Understanding (MoU) was signed, expressing the willingness to establish future cooperation in the area of training professionals in the area of public administration and agree on aspects related to the organization of a roundtable with ministers from several countries of Latin America, in Ramallah, Palestine, scheduled for 2019.

The LAGPA commission comprised of Professor Carlos Ortiz, Ph.D in Economics from the London School of Economics, and the Executive Secretary of LAGPA, Systems Analyst, César Rojas Alfonzo, visited the National School of Administration of Palestine (PNSA) and the General Personnel Council of Palestine.

During that visit, a private interview was held with the President of Palestine, his Excellency Dr. Mahmoud Abbas, who expressed his satisfaction with the visit of the LAGPA representatives and also referred to the occupation situation in Palestine, the importance of training its official’s public, and their willingness to collaborate with friendly countries.

In November, LAGPA participated in the “XXIII CLAD International Congress on State Reform and Public Administration in Guadalajara, Mexico, together with representatives of IIAS, University of La Verne (USA) and Getulio Vargas Foundation (Brazil), in the panel “Governance and development within the framework of the SDGs and the 2030 Agenda: the international dimensions of public administration”.

Finally, it is important to note that the Journal of Public Administration RAP-GLAP is at its third issue, which will be launched in December 2018.

Prof. Dr. Edgar Varela Barrios (Colombia)
LAGPA President
2018 EVENTS
The 2018 IIAS Congress took place on 26-28 June 2018 at the Cité de la Culture in Tunis, Tunisia. It was organized by IIAS and the National School of Administration (ENA) Tunis, under the High Patronage of the Presidency of the Government of the Tunisian Republic. It gathered more than 300 participants.

It focused on the theme “Strive, Adapt, Maintain: Administrative Resilience”. Resilience refers to the ability of governance systems to cope with external pressures, maintain themselves, avoid collapse, and achieve policy outcomes.

The Congress was opened by H.E. Youssif Chahed, Head of Government of the Republic of Tunisia.

Three plenary sessions were organized:

- The first was devoted to the Congress theme, and featured presentations by the General Rapporteur Stavros Zouridis, the Chair of the IIAS Study Group on History Stephen Fisch, an OECD official Adam Ostry, a UN official John-Mary Kauzya and the Secretary General of the Government of Tunisia Hedi Mekni.

- In the second, a contrasted view on public sector reforms for resilience was provided by Susan Gooden, ASPA Past President and Braibant lecturer 2018 and Wenping Huang, President of the Chinese Society of Public Sector Reform.

- The third and last plenary session focused on the main enabler of resilient societies: Research and Innovation. It featured presentations of R&I strategies in Europe (Allan Cross, European Commission), Tunisia (Khalil Amiri, Secretary of State for Scientific Research of the Government of Tunisia), Singapore (Liu Hong, Nanyang Technological University), and South Korea (Deok Yim, STEPI)

For the first time, the parallel sessions of the IIAS Congress were organized in two stages.
A call for proposals was first published, inviting the IIAS network to elaborate the Congress theme into call-for-papers. 25 call-for-papers were accepted. A total of 180 contributions were effectively presented.

- New Public Governance Capacity-building Bianor Cavalcanti, International Association of Schools and Institutes of Administration
- Public-Private Partnerships Sara Valaguzza and Luca Sommariva, European Association for Public-Private Partnerships
- Community Governance Xing’an Yu, Chinese Academy of Personnel Sciences
- Diversity, (in)Equality and Citizenship Insaf Gargouri & Ana Amélia Da Silva
- Inclusive Governance Scott Brenton
- Meeting Health Sophie Thunus
- Ethics Muhammad Ahmed Qadri & Shagufta Ahmad
- Risk Management Science, Law and Risk Loredana Nada Elvira Gian & Aristide Police
- Financial Resilience Céline Du Boys & Sanja Korac
- Urban Disaster Management Amitava Basu
- Reforming for Resilience Ishaq Mohammed Amin AlKooheji, Dana Abdulla AlBuarki & Faisal Isa AlKhayyat, Bahrain Institute of Public Administration
- Terrorism Marius Bertolucci & Bruno Tiberghien
- Sustainable Development Goals Islamic and Social Finance Marco Meneguzzo, Luigi Corvo & Maha Rawdan
- Localizing the SDGs Najat Zarrouk & Anna Simonati, African Local Governments Academy
- Best Practices Khaoula Labidi, Steve Troupin & Mehrez Hafsi
- Population Ageing Raymond Saner, Lichia Saner-Yiu & Yifan Yang
- Green Governance and Environmental Resilience Adel Ben Youssef
- Research and Innovation Khalil Amiri
- Political and Administrative Resilience African Governance Steve Troupin & Ukertor Gabriel Moti, AAPAM-IIAS Taskforce for Public - Administration Research Capacities in Africa
- Quality, Integrity and Resilience Leo Huberts, Jeanne De Brujne & Aziza Zemrani, IIAS Study Group IV
- Resilience vs. Rigidity Adel Ben Youssef & Sofiane Sahraoui, Arab Governance Institute
- Corruption Jean-Patrick Villeneuve & Marlen Heide
- Polarized Societies Pregala Pillay, Rik Peeters & Stavros Zouridis, IIAS Study Group IX
- Open Track Fabienne Maron

The Congress also featured Special Panels, organized by institutional partners of the IIAS Group:

- United Nations Sustainable Development Goals panel;
- The OECD panel on Inclusive Governance;
- The Migrants and Refugees panel;
- The International Accreditation panel; and
- The European Training Foundation Panel
The 2018 Conference of the International Association of Schools and Institutes of Administration (IASIA) and the Latin American Group for Public Administration (LAGPA) took place in Lima, Peru on 23-26 July. The conference was organized in close cooperation with the Autoridad Nacional del Servicio Civil (SERVIR) and the Universidad Católica Sedes Sapientiae (UCSS) under the leadership of Mr. Juan Carlos Cortes and Dr. Luis Solari, to whom IASIA and LAGPA are very grateful.

The conference brought together more than 220 academics, practitioners and PhD students from 40 countries to discuss the main conference topic Globalization, Territories and Integration as well as the numerous topics of our permanents working groups and panels.

The conference reflected a creative environment of analysis and propositions. The main achievement was the development of new ideas in policy making, management innovation and public administration teaching and research. Many ideas for solving old and new problems implied establishing an innovation culture in both administration institutes and public organizations.

Being a conference of administration schools, it seemed natural for academic topics to have prominence in discussions concerning public policy recommendations.

In all sessions, speakers talked about the relevance of national institutes and schools of administration in contributing to their nations’ social and economic development, especially by:

- Contributing with new pedagogical methods and innovative education modes such as distance learning;
- Supporting, encouraging and engaging in research and comparative analysis of key areas of public policy;
- Developing alternative organization and public agency models.
As to the problems and issues addressed, a wide range of topics caught participants’ attention, mostly relating to major challenges to the creation of new competencies and effective solutions.

In general, propositions involved building alternatives in management policy, structures and procedures from a perspective of innovation, effectiveness, social ethics and equity.

Participants in general emphasized common problems across the regions such as:

- Improving capacities at the local level. Public policies are usually well designed, but variation in their implementation creates challenges to local communities due to the varying level of resources available. Emphasis was placed on reinforcing mechanisms that can make policy implementation more effective, while respecting local conditions. In addition, local authorities’ increasing activism at a global level has a strong potential to establish both internal cohesion and global positioning.

- Strengthening decentralization. Assuming decentralization as a global trend and that conditions in local communities affect public policy outcomes, participants suggested sustainable capacity building at the local level, encompassing collaborative governance and community engagement with all governmental levels, as well as citizen empowerment.

- Reinforcing transparency, accountability and anti-corruption policies. With corruption and lack of transparency being recognized as global problems not limited to developing countries, recommendations were made in terms of reinforcing accountability, transparency and prevention mechanisms, as well as existing anti-corruption agencies. Public institutions should engage global citizens in fighting corruption through mobilization and participation.

- Underlining social policies. Most sessions focused to some degree on social policy, addressing issues, such as: poverty, education, health, discrimination, underprivileged children, gender, housing, increased migration, and social equity. Participants stressed not only the need for investments, infrastructure, industry, sustainable transportation, and sustainable cities, but also more effective social attention by public agencies concerning social integration and institutional collaboration. As to transnational-dimension issues, recommendations included a more receptive, flexible and less bureaucratic response to migrants.

- Strengthening administrative capabilities. Building on perceptions of the state’s growing and differentiated role and the tendency of public-sector reform towards post-NPM solutions, participants presented novel proposals of public governance by integrating different public policies for better coordination. In addition, public organizations’ modern governance should include deeper and broader public policy analysis, monitoring and modeling. Performance evaluation should take on a prominent role. Also, special attention should be paid to public servants’ motivation to ensure that the public sector remains an attractive career choice.
**Participation**

- Accompanying Person: 43%
- Chair: 4%
- Host-Country Participant: 27%
- Member Of IASIA: 2%
- Non-Member Of IASIA Board of Management: 6%
- Non-Member Of IASIA: 11%
- Phd Student: 4%

**Categories**

- Academic: 54%
- Practitioner: 8%
- Phd student: 5%
- Other: 22%

**Gender**

- Female: 47%
- Male: 53%
LAGPA Conference 2018
Lima, Peru, 23-26 July 2018

The Latin American Group for Public Administration (LAGPA) and the International Association of Schools and Institutes of Administration (IASIA) organized the 2018 IASIA-LAGPA Joint Conference, with the main theme: “Globalization, Territories and Integration” in collaboration with SERVIR - National Authority of Civil Service and Catholic University Sedes Sapientiae (UCSS),

During the activities scheduled for LAGPA, three Sessions discussed the following topics:

1. CORRUPTION AND TRANSNATIONALIZATION OF ILLEGAL PRACTICES IN LATIN AMERICA;
2. NEOPOPULISM AND GOVERNANCE MODELS;
3. COMMERCIAL INTEGRATION.

General Rapporteur: Prof. Dr. Adrián Velázquez Vázquez (University of La Verne, USA).

The LAGPA conference was chaired by Edgar Varela Barrios, LAGPA President, assisted by Sofiane Sahraoui, International Institute of Administrative Sciences (IIAS), Director General; Bianor Cavalcanti, President of the International Association of Schools and Institutes of Administration (IASIA); Prof. Guido Maggi of UCSS and Guillermo Valdivieso representing SERVIR.

EXECUTIVE SUMMARY OF THE DEBATES

SESSION 1 – CORRUPTION AND TRANSNATIONALIZATION OF ILLEGAL PRACTICES IN LATIN AMERICA

In the last years, the corruption phenomenon in Latin America has become an important and recurrent theme, having a great impact not only towards the public opinion but affecting the stability of governments and the course for
action of public policies and also partisan politics in general. The latest events, with a great impact, have very special characteristics because of the transnationalization of the phenomenon, through systematic practices of bribery and influence peddling that are reproduced in the continent, promoting criminal agreements between large companies, governments and politicians.

The facts significance and the complex network of actors and mechanisms used, have brought into question the legitimacy, not only of several governments, but also the validity mechanisms of governance, the lucidity of the Public Administration processes and the investments of a social nature in the region.

The session focused not only on the analysis of the phenomenon as such, which is being widely debated, but in the reflection of possible solutions from the perspective of public policies and governance mechanisms. Although this phenomenon has been approached from several sciences and disciplines such as: Economy, Public Administration, Law, Sociology, etc. It is interesting to move along with the understanding of the policy mechanisms that could be implemented, not only to the level of each state but the cooperation among governments to restrict these practices. It is also fascinating to analyze how this situation is being attacked in Latin America and in relation to other countries in which the phenomenon appears in a more restrained way, examples that can be repeated in our region.

SESSION 2: NEOPOPULISM AND GOVERNANCE MODELS

Latin America and the whole world are witnessing a revival of populist currents that present themselves as representatives of both neoconservative and neosocialist ideals, but in other cases, they also raise ideologies of an eclectic nature, “anti-politics” ratifying administrations and visions of managerialist cut. These governments, popularly elected under conspicuous and visible slogans, collect popular wills generally oriented to the rejection of the political class, the vindication of nationalisms and criticism of the phenomenon of commercial integration or economic opening. In the exercise of power, they face noticeable contradictions with the traditionally established institutions and raise counter-currents that promote reforms that even go against commercial agreements and international law. They are characterized by having a strong support of middle or popular classes as the case may be, with anti-institutional discourses that represent strong implications for democratic systems based on traditional parties, as well as challenges for the stabilization of policies and established national and international agreements. Likewise, their ideological support converges in many cases in different currents in an eclectic and pragmatic way, rather oriented towards conjectural situations and not in the long term from the ideological point of view.

This new perspective presented in the world, was analyzed within the LAGPA framework with the aim of reflecting on how Management and Public Administration face these changes in the political scenario, many of them of a conjectural nature, and consistent instabilities of policies in terms of structures, plans, development models and commitments, so much like local with the citizens, and international with the states.

SESSION 3: COMMERCIAL INTEGRATION

This session of commercial integration aimed to analyze in a critical and systematic way, all those processes of trade liberalization and economic opening that have taken place in Latin America in recent years, after the 1990s and that have been established under the design and implementation of commercial public policies that affect the trade of these countries.

These commercial policies have had as their fundamental axis two types of public actions; the first one, to intensify all the processes of commercial integration with other countries through free trade agreements, from neighboring or farther countries.

Besides, the trade has been liberalized with important reductions and tariff reforms, in a continent that was traditionally protectionist until the 1970s and 1980s, in a model that sought to replace imports and build economic development that was called: “inward development”. Likewise, it is important to analyze all the institutional arrangements and adjustments that were produced from the need to link all public policies in the area of trade liberalization with the structure of the institutions. The purpose of these institutions is to be agents of change and transformation for the implementation of such public policies.
This session attempts to analyze the design of the policies, the manner in which they have been implemented, the institutional arrangements of the State consistent within these policies, and the impact they have had on the economic and social development of our countries, especially in a matter of policies that contribute to increase and accelerate trade as a fundamental element for economic development.

Specific details about the presentations of each session, as well as the debates compiled and commented by the General Rapporteur, Dr. Prof. Adrian Velázquez Vázquez (University of La Verne, USA), are available on LAGPA official site: http://www.iiias-iisa.org/first-annual-conference
The 2018 EGPA CONFERENCE took place in Lausanne, Switzerland on 5-7 September and was preceded by EGPA PhD Symposium on 3-4 September and by EPPA Final Conference on 4-5 September.

The 2018 EGPA Conference was organized by EGPA in close cooperation with the IDHEAP, the Swiss Graduate School of Public Administration/UNIL.

More than 483 participants from 42 countries participated to the sessions organised by the 22 permanent study groups and seminars. More than 390 papers were presented on this occasion.

The EGPA PhD Symposium preceded the EGPA Conference on 3-4 September.

The opening session and the Keynote Speech: Swiss public administration: passé or path-breaking?

During the opening session of the 2018 EGPA Conference, Prof. Bas Denters made a presentation on Swiss public administration: passé or path breaking? With a touch of humour, Bas Denters provided the participants with his views on the Swiss model and its paradoxes. He also compared the Swiss and the Dutch PA models and emphasised some key perspectives for the future. His presentation was followed by comments made by Prof Sabine Kuhlmann, EGPA Vice President and Co-chair of the EGPA Study Group V on Regional and Local Government.

Parallel sessions of the 22 EGPA Permanent Study Groups

The 22 EGPA Permanent Study Groups convened on the occasion of the 2018 EGPA Conference within the annual study group meeting.

All the study groups’ co-chairs prepared a stimulating programme for the different sessions of the Conference. Several joint sessions were also organised to underline the cross-cutting topics at the top of the European Agenda.
French Speaking Seminar
The Seminar provided a unique opportunity for debates in French within EGPA’s annual conference. This year, the French Speaking Seminar addressed the theme of Stability and instability of the environment of public affairs: Impacts on service quality and innovation

2018 EGPA Conference - Plenary Sessions
On Thursday, 6 September 2018, three plenary sessions were organised and addressed key themes and issues related to PA role in contemporary challenges for our societies.

Plenary Session 1: Coordination challenges in advanced welfare states
The panel started with two introductory notes on coordination challenges in recent welfare state governance. Tanja Klenk focused on horizontal coordination; taking the Swiss welfare state as an example, Giuliano Bonoli talked about federalism as a coordination challenge for advanced welfare states.

Together with the chairs of the permanent study group on Welfare State Governance and Professionalism, the participants discussed innovative coordination mechanisms for an integrated service delivery.

Plenary Session 2: Direct Democracy
In this panel, participants discussed the downsides and opportunities of giving citizens the possibility to decide on political issues. On the one side, this may lead to decisions, which are not acceptable for the political elite and support claims of populists, on the other side, it can increase the legitimacy of a political system and has a positive impact on political participation or citizens’ satisfaction with public services.

The panel started with an introductory note on direct democracy in Switzerland on both the national and the local level. Andreas Gross, a former member of the Swiss Parliament and the Council of Europe, talked about his experiences while using the means of direct democracy (for example to abolish the Swiss army) and promoting them around the world.

Plenary Session 3: The Round Table of the French Speaking Seminar organised with the support of the Institute for public management and economic development (IGPDE), French Ministries of Economy and Finance, and the Swiss Graduate School of Public Administration (IDHEAP), was dedicated to the theme of: Enablers of innovation in public organizations: Feedbacks from senior civil servants in Swiss and French administrations

2018 EGPA Conference: A step forward …
The EGPA Conference was also a great opportunity to share knowledge, publications and perspectives for the Future.
The 2018 AGPA Conference, was organized in Manila, Philippines under the theme, “Resilience and Strong Institutions: Responses and Solutions of Public Administration to Disruptions, Stresses and Shocks,” by the UP-NCPAG (University of the Philippines-National College for Public Administration and Governance). A total of 229 participants registered for the event with 67 participants presenting papers tackling various sub-themes: political and administrative resilience; risks, crises and disasters; and sustainable development goals and strong institutions. The event was graced by six members of the steering committee of the Asian Group of Public Administration (AGPA), as well as high-profile officials, including the Vice-President of the Republic of the Philippines, policymakers and leaders at the forefront of policy implementation and service delivery.

AGPA conference topic about resilience in public administration, was discussed at length at the IIAS congress in Tunis last summer. We are in the process of setting up a permanent study group on the topic. Moreover, an edited book on the topic led by Professor Stavros Zouridis, from Tilburg University is also being prepared. AGPA members were invited to propose a panel or track on the topic in response to the call for panel abstracts at the IIAS-Lien conference, which will be held in Singapore, on June 2019.

On the eve of the conference, I had the pleasure of chairing the steering committee of AGPA and was pleased with the interest of member countries. Countries that were represented included China, Indonesia, the Philippines, and Korea and all actively participated in the discussions and ensuing decisions. However, and though I understand that it is not always possible to be at all meetings, there is an urgent need to enlarge the membership base of AGPA. Countries like India, Pakistan, Iran, and countries of Central Asia among others should become regular contributors to AGPA and to IIAS. Even in Southeast Asia, Vietnam, Thailand and Malaysia could be great additions to the group. AGPA new President-nominee, Prof. Eko Prasojo, from Indonesia, committed to promote both IIAS and AGPA membership and activities to prospective members. An opportunity could be a regional IIAS seminar that the State Management Institute of Iran is organizing at the end of the year. Another IIAS regional seminar organized in Kaunas, Lithuania, in late April, and that targets the participation of central Asian countries could also provide another opportunity.

The objective should be not only to ascertain the scientific leadership of our community in the public administration sphere but also to grow our activities and make of AGPA and IIAS influential players regionally and globally.

The social program of the conference included a trip to Subic Bay, to witness its transformation from an American military base to a green economic development zone. Overall the organization of the AGPA conference by UP-NCPAG was impeccable end to end. The professionalism and friendliness of the local organizers under the leadership of Dean Maria Mendoza ensured a memorable experience for all participants.
The annual meeting of the supranational group is an illustration of the breadth of the IISA network throughout the world and across institutions. This is why it becomes even more imperative to strengthen the vision and values of IIAS while leaving flexibility for the various operators to evolve in an autonomous way.
SIDE EVENTS
CONNECTING THE DOTS BY RAIL: A Briefing Session by the Leading Research University

Southwest Jiaotong University (SWJU) on its Research Partner Initiative

This briefing session was held right after the Pre-Congress Africa-Asia Seminar on Research, Knowledge Management and Institutional Learning for PPP Collaboration in Infrastructure Building in Africa.

It was jointly organized by:

- The Southwest Jiaotong University, Chengdu, and its Vice President, Xiaoyun Feng
- The Centre for Socio-Eco-Nomic Development, Geneva, and its President, Lichia Saner-Yiu

The aim of this briefing session are twofold:

- To share information regarding the research partnership initiative of Southwest Jiaotong University (Chengdu) in the area of PPP collaboration for transcontinental railway linkages in Africa.
- To identify potential research partners in promoting good governance and practices in sustainable railway investment

Program

- Chaired by Prof. Lichia Saner-Yiu, CSEND
- Moderated by Prof Raymond Saner, CSEND
- Welcome by Prof Lichia Saner-Yiu, CSEND (5’)
- Short Introduction video of SWJU and its history in the railway infrastructure of China (10’)
- Short Introduction of African Association of Public Administration and Management by Dr George Scott, Director General (10’)
- Topic Introduction of the Talent Development Programme at the SWJU and Its Technical Cooperation Initiative for Partnering in Research, Education and Mutual Learning (15’)
- Q&A (20’)

Pre-Congress Workshop
Tunis, Tunisia, June 25, 2018
EGPA’s PhD Symposium provided a wonderful opportunity for young researchers to immerse themselves in an international and interdisciplinary research community.

The participants of the Symposium were selected in a competitive procedure based on the quality of their paper proposals. Each participant presented a paper and served as discussant to another paper presenter.

In addition to thematic tracks that run parallel to each other, the organizers in conjunction with distinguished guest speakers offered sessions to provide input, for example, on research designs, methodological or theoretical approaches.

The participants (24 - PhD Students) presented the results of their research and explained the methodological background.

The co-chairs team of the 2018 EGPA PhD Symposium included: Prof. Dr. Eckhard Schroeter (chair), German University of the Police, Münster (Germany); Prof. Em. Dr. Christoph Reichard, University of Potsdam (Germany) and Ass. Prof. Sophie Weerts, Associate Professor of Public Law, University of Lausanne (Switzerland).

Three parallel workshops were organised on key topics:
1. Analysis of Public Administration and Policy (Track 1)
2. Management of Financial and Human Resources (Track 2)
3. Public Sector Innovation and Multi-Level Governance (Track 3)

Four plenary sessions were organised:
- Plenary session 1: Welcome and introduction
- Plenary session 2: Joint Session with EPPA (European Perspectives on Public Administration)
- Plenary session 3: How to Build an International Career and Pursue International Research Agendas?
- Plenary session 4: Panel on publication strategies, career development & academic community building

The 2018 PhD Symposium Certificates ceremony and a reception were organised at the end of the last session.

The 2018 EGPA PhD Best Paper Award will be selected by the co-chairs and the winner will be invited to present her/his research during the next EGPA Conference in Belfast.

Prof. Eckhard Schroeter (Germany)
German University of the Police, Münster
The Seminar provides a unique opportunity for debates in French within EGPA’s annual conference. 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.

As a group, the seminar listens closely to the issues and needs of the practitioners of public management, and is dedicated to its scientific mission of knowledge renewal and enhancement. Hence, we invite researchers and confirmed practitioners to dialogue across scientific sessions, round tables, and a variety of professional accounts from the field.

In 2018, The French Speaking Seminar addressed the main theme of Stability and instability of the environment of public affairs: Impacts on service quality and innovation. The participants discussed the following topics: how can public service processes be improved when their institutional context is also in upheaval? To what extent does institutional and organizational instability wager the optimization efforts of public employees? What balance should be stroke in public organizations between external stability/instability and internal stability/instability? How does it affect the quality of public services, their simplification, continuous improvement, and digital innovation? These issues reach beyond the old administrative conundrum of efficiency VS quality, or the current concerns with overdose of change.

The Round Table of the French Speaking Seminar organised with the support of the Institute for public management and economic development (IGPDE), French Ministries of Economy and Finance, Paris, France and the Swiss Graduate School of Public Administration (IDHEAP), Lausanne, Switzerland was dedicated to the theme of: Enablers of innovation in public organizations: Feedbacks from senior civil servants in Swiss and French administrations. Virginie MADELIN, Director General of the IGPDE (France) Anja WYDEN GUELPA, Founder and Director of the CivicLab, Former State Chancellor of Switzerland and of the Canton of Geneva (Switzerland) and M. Yannick GIRAULT, Directeur de Cap Numérique, Direction Générale des Finances Publiques (France) provided the participants with their testimonies and shared their experiences of innovations in Public organisations. They underlined the importance of the leadership for innovations, the risks of innovations, and the place of the users but also the need to preserve the creativity and the capacity to innovate and to make sure that people will be able to take initiatives in organizational contexts.

Emil Turc (France) - Aix-Marseille Université and Marcel Guenoun – IGPDE
The Study and Practice of Public Administration in Europe

The University of Portsmouth (UK) hosted scholars from universities across Europe, for the tenth Trans-European Dialogue (TED10) from 1 to 2 February 2018. The Dialogue was co-convened by Prof. Karen Johnston (University of Portsmouth, UK) and Prof. Gyorgy Hajnal (Corvinus University of Budapest, Hungary).

TED10 involved discussions on pertinent and topical issues facing Europe in the field of public administration and public management across Europe. The 2018 TED focused on The Study and Practice of Public Administration in Europe with high-level, focused presentations and discussions that brought together senior academics and practitioners involved in the European Group for Public Administration (EGPA), and the Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee).

The distinguished guests included: Ministerial Advisor Johanna Nurmi (Ministry of Finance, Finland); Prof. Sabine Kuhlmann (University of Potsdam, Germany and Coordinator of COST Action LocRef: Local Public Sector Reforms: An International Comparison), Prof. Calin Hintea (Babeş-Bolyai University, Dean, Faculty of Political, Administrative and Communication Sciences · Cluj-Napoca, Romania and advisor to the Prime Minister), Dr. Sarah Cooper (Chair of Public Policy and Administration of the PSA), Prof. Joyce Liddle (Chair of the JUC), and Dr. Muiris MacCarthaigh (Queen’s University Belfast). There were also a number of journal editors in attendance: Prof. Andrew Massey (Editor in Chief of the International Review of Administrative Sciences and Public Money & Management); Professors Edoardo Ongaro and Claire Dunlop (Editors of Public Policy and Administration); and John Diamond and Catherine Farrell (Editors Teaching Public Administration).

Welcome Addresses were given by Prof Gioia Pescetto; Prof. Juraj Nemec, Prof. Edoardo Ongaro and Dr. Sofiane Sahraoui

Four sessions were organized on the following topics:

**Session 1:** Inter-disciplinary research in Europe: Perspectives & Practice in Public Administration

**Session 2:** The Future of Public Administration Research and Funding

**Session 3:** Developments and Strategic Challenges in Public Administration Education

**Session 4:** Learning societies: Contributions to scholarship, knowledge and practice and future directions for Public Administration

TED10 discussed critical questions and challenges about the discipline of public administration such as philosophies, inter-disciplinarity, future directions, methodologies and relevance to important public policy questions in a changing political and socio-economic landscape (e.g. Brexit; the rise of populist political leadership, austerity, digital economy, ethical governance, accountabilities, etc.). Presentations and discussions focused on the areas of current and future research to provide answers to policy practitioners and create impact; the need for research funding to investigate policy relevant issues and provide a robust evidence base; the status of taught public administration programmes to provide students and practitioners, with knowledge and skills capacity to address increasingly complex, societal challenges. Of note was the address given by the University of Portsmouth’s Dr. Sylvia Horton, who provided a reflection of the field over her 50 years of teaching and research public administration.

Prof Dr Karen Johnston (UK)
Portsmouth University
The Disciplines and the Study of Public Administration—Transatlantic Perspectives.

The 2018 Transatlantic Dialogue (TAD 14) took place in Romania at the Bucharest University of Economic Studies, from June 6-8. The theme of this year’s conference was The Disciplines and the Study of Public Administration—Transatlantic Perspectives.

TAD 14 involved key discussions on pertinent issues and brought together diverse groups of scholars who draw on different theoretical and methodological perspectives to share their latest research and address challenges confronting governance and democratic society on both sides of the Atlantic.

The conference participants tried to study in depth the contribution that the many disciplines that constitute Public Administration (PA) as an inter-disciplinary endeavor can contribute to the advancement of PA theory and practice, and to explore the commonalities as well as differences between Europe and the US in the ways in which the various disciplines are employed in the study of PA.

For the opening session, two distinguished scholars provided the participants with their views on the main theme:

ASPA Speaker: James L. PERRY (SPEA at Indiana University): Public Administration and the Disciplines: partners or adversaries?

EGPA Speaker: Jean-Michel EYMERI-DOUZANS (Sciences Po Toulouse, France): The Study of Public Administration in Europe: a Chaos of disciplines?

Two round tables were organized:

1) The Role of Learned Societies in the Study and Practice of Public Administration ASPA, EGPA, IIAS, NISPAcee …

Speakers: Edoardo ONGARO, Charles MENIFIELD, Juraj NEMEC, Marius PROFIROIU, and Fabienne MARON

Discussant: Calin HINTEA

2) Inter-disciplinary research in Europe and the US

Speakers: Bogdana NEAMTU, Gregg VAN RYZIN, Edoardo ONGARO

Discussant: Diana IANCU

Parallel sessions were also organized and papers were presented on the following themes:

1. Behavioral public administration and psychological perspectives.
2. Empirical, Disciplinary and Philosophical perspectives on public organizations and leadership
3. Open government, technology and public administration
4. Public-private partnerships and economic perspectives
5. Governance, accountability and political science perspectives

These parallel sessions with high-level presentations and discussions brought together academics, scholars and young researchers involved in ASPA, EGPA and hosted institutions.

Prof. Dr. Marius PROFIROIU (Romania), Local Organizing Committee Chair
Dr Fabienne MARON (Belgium), IIAS Scientific Director
The second EURO MENA Dialogue was organised from 29 to 31 October 2018 in Granada, Spain in close cooperation with the Euro-Arab Foundation and the University of Granada.

THE EURO MENA DIALOGUE

The Euro-MENA Dialogue is a joint venture between the EGPA, the MENAPAR, Aix-Marseille University, and the Institute of Public Administration of Bahrain (BIPA), aiming to bring together diverse public bodies, scholars and practitioners, research institutions and private corporations to participate and network in view of knowledge exchange, and lesson sharing from practices across and between European and MENA/Arab countries. It also aims to reach a better understanding of the histories of both regions, in particular in relation to public administration. The dialogue aims to share the different conceptions of Public Administration across the European and Middle East and North Africa regions and to probe the different ideas about PA and PM traditions, approaches, practices and developments. This conference also aims to strengthen cooperation between European Euro MENA Dialogues address civil servants, practitioners, as well as all experts in public management and researchers coming from social sciences and humanities.

From 2018, each Euro MENA Dialogue proposes two themes for the call for papers:

- a recurring theme on a global reflexion on Governance and Public Administration in Euro MENA Zone, and
- a variable theme seeking to question different public management issues

In 2018, the participants addressed the two following themes:

- Euro MENA Dialogue Permanent Theme: “Governance and Public Administration Paradigms, Conceptions and Approaches in Euro MENA Zone”
- Euro MENA 2 Dialogue Theme: “New trends in city management” to the themes were organized into different workshops, plenary sessions and round tables.

MENAPAR BEST PRACTICES WORKSHOP

The MENAPAR Best Practices Workshop was organised on October 29, 2018 as a prelude to the Euro MENA Dialogues. The MENAPAR Best Practices workshop is organized every year, one with the MENAPAR conference and the following year with the EUROMENA.

The participants made presentations on the output/ outcome of collaborations developed since the first best practices workshop/MENAPAR 2, Euro MENA 1 and IASIA/MENAPAR Conference using the UNDP ‘knowledge fair’ format and presented best practices in different sectors in the MENA Zone.

The two sessions were coordinated and chaired by Mohammed Al Sabba (BIPA)
EURO MENA PhD Workshop

The doctoral workshop for doctoral students and young researchers in public management was held on October 29, 2018. The participants presented the research framework of their PhD thesis, methodological and empirical aspects and highlighted the common points and contextual specificities of administration and public management in the countries of the Euro-MENA.

The workshop chaired by Solange Hernandez, Robert Fouchet, Rachel Ojeda-Garcia and Rahel Schomaker provided them with a unique opportunity for sharing, exchanging, training and learning among researchers, and young scholars aspiring to develop their research work.

Further to the general opening session, different workshops were organised on October 30-31, 2018 and participants took part to stimulating debates.

EURO MENA II: Keynote addresses

During the plenary opening session, Prof Edoardo Ongaro (EGPA President) introduced the rationale and the framework to better understand contextual influences on the development of PA paradigms, approaches and on Innovation in and of Public Administration. Dr. Anne Girault, Director of the Parisian Climate Agency underlined the role of cities in addressing climate change and highlighted the impotence of capacities and the resilience of cities to cope with these challenges.

EURO MENA Workshops on the Permanent Theme: Governance and Public Administration Paradigms, Conceptions and Approaches in Euro MENA Zone

The participants to the workshops discussed the diverse paradigms, conceptions and practices of Public Governance and Public Administration in Euro-MENA Zone.

Euro MENA participants further discussed how paradigms influence and shape the characteristics of public administrative systems and practice. They identified and investigated the different models rooted in both the Islamic and the European Public Administration.

In addition to paradigms ‘analysis, the participants and paper givers as along with the discussants questioned different conceptions and practices held for characterising Governance and Public Administration Systems in accordance with Western historical, philosophical and cultural backgrounds.

The Round Table on PA Paradigms, Concepts and Approaches organised on October 31st, 2018 provided participants with the opportunity to identify the key issues to be further addressed in the future. Edoardo Ongaro presented a broader gamut of conceptual tools to approach the evolution and to put the paradigms in perspective: from Utopias to Paradigms, Idealtypes, Models and Practices. Rahel Schomaker presented a contribution on Institutional Factors and new Paradigms shaping the Administrative Systems in the MENA Region. Wolfgang Drechsler provided the audience with his considerations on the Islamic PA as a non-western paradigm. Rae’d Ben Shams opened the debate with several considerations and he underlined the importance to continue the discussions during next events.

EURO MENA Workshops on City Management

As mentioned by experts in the introductory panel, cities are key actors in territorial development and key players in steering public reforms. They are at the forefront of meeting the many current challenges: financial crisis, increasing poverty, climate change, pollution, migration, insecurity, but also a significant need for public services and increasing demands for improving the quality of life.

During this second edition of the EUROMENA Dialogue, the participants examined the new trends in local territorial management and how cities can respond to these challenges.

The keynote speakers and the paper-givers addressed the following issues: How to promote the organizational and environmental resilience of cities? What are the sustainable local strategies to promote inclusion of all citizens and meet environmental challenges? What are the alternative forms of governance and new modes of institutional cooperation? What is place of citizens in decisions? What are the new practices of territorial strategic management? How to improve and promote the sustainable attractiveness of cities in the EURO MENA area? What are the operational tools and new practices of territorial officials?

The workshops were organised around research and case studies presentations, testimonies and experiences in managing cities in Euro MENA zone.

These issues were also addressed during a Round Table on Main Strategies of City attractiveness in the EURO MENA zone and the new approaches of sustainable development in urban environment. During this Round Table organised by the research center: Attractivity and new territorial marketing of the IMPGT - Aix Marseille
University, the experts underlined different challenges as sustainable local food production – Alberto Mataran Ruiz; How to create a skills dynamic – Vincent Potier and Social Finance and Sustainable Development through Italian cities case studies – Marco Meneguzzo. These contributions were followed by a lively discussion.

**EURO MENA PERSPECTIVES & FUTURE**

Dr Céline Du Boys (IMPGT – Aix Marseille University) and Dr Fabienne Maron (IIAS) who coordinated the EURO MENA II programme with the Presidents and the strategic partners of the Dialogue provided the audience with concluding remarks and perspectives for the future.

The partners of the Euro MENA Dialogue agreed to continue advancing discussions about PA Paradigms and Concepts governing the systems in which operate practitioners in the public administration and about which scholars keep investigating the shift in frameworks and models as well as addressing key topics as City Management, which challenge Public Administration.
The IIAS publishes regularly:

- scientific studies resulting from research works of its study/working groups and entities;
- specific publications from its congresses, conferences and dialogues;
- reports and conclusions of seminars

In 2018, it published the following manuscripts:

**Palgrave Book Series:**

**Governance and Public Management**

The Governance and Public Management series, published in conjunction with Palgrave, brings the best research in public administration and management to a global audience. Encouraging a diversity of approach and perspective, the series reflects the Institute's conviction for a neutral and objective voice, grounded in the exigency of fact. How is governance conducted now? How could it be done better? What defines the law of administration and the management of public affairs, and can their implementation be enhanced? Such questions lie behind the Institute's core value of accountability: those who exercise authority must account for its use to those on whose behalf they act.

More information and Order form: https://www.palgrave.com/gp/series/15021

**Swiss Public Administration**

Andreas Ladner, Nils Soguel, Yves Emery, Sophie Weerts, Stéphane Nahrath (Eds)

IIAS Series by Palgrave

Governance and Public Management Series, 2018

Swiss citizens approve of their government and the way democracy is practiced; they trust the authorities and are satisfied with the range of services Swiss governments provide. This is quite unusual when compared to other countries. This open access book provides insight into the organization and the functioning of the Swiss state. It claims that, beyond politics, institutions and public administration, there are other factors, which make a country successful. The authors argue that Switzerland is an interesting case, from a theoretical, scientific and a more practice-oriented perspective. While confronted with the same challenges as other countries, Switzerland offers different solutions, some of which work astonishingly well.

This book considers the ways in which public administration (PA) has been studied in Europe over the last forty years, and examines in particular the contribution of EGPA, the European Group for Public Administration, both to the growth of a truly pan-European PA, and to the future of PA in Europe. The book provides a lively reflection on the state of the art of PA both over the past forty years and over the next forty years. It reflects on the consolidation and institutionalisation of EGPA as the European community for the study of PA in Europe, and demonstrates the need for such a regional group for PA in Europe, as well as for regional groups for the study of PA in other parts of the world. The book also demonstrates the functional, cultural and institutional reasons that underpin the significance of a regional group for researching and studying PA at an 'intermediate level of governance' between the national and the global levels. The book provides rich insights about the state of the art of PA in Europe from the leading public administration scholars.

**Public Administration in Europe**

Edoardo Ongaro (Ed)

IIAS Series by Palgrave

Governance and Public Management Series, 2018
The Laws of Transparency in Action
Dacian Dragoș, Polonca Kovač, A. T. Marseille, (Eds)
IIAS Series by Palgrave Macmillan
Governance and Public Management Series, 2018

This book examines the issue of free access to information as part of the openness and transparency principles. The free access to public information has become one of the most hotly contested aspects of contemporary government and public administration. Many countries in Europe have well-established Freedom of Information laws (FOIAs), while others have adopted them more recently. The problems that occur in the implementation of FOIAs are different due to the legal and institutional context; nevertheless, patterns of best practices and malfunctioning are comparable. The book analyses in comparative and empirical perspective the respective main challenges. Whilst the existing literature focusses on the legal provisions, this book offers practical insights through 13 national profiles and the EU level, on how effective the legal provisions of FOIAs really prove to be.

Local Public Services in Times of Austerity across Mediterranean Europe
Andrea Lippi, Theodore N. Tsekos (Eds)
IIAS Series by Palgrave Macmillan
Governance and Public Management Series, 2018

This book provides a comparative analysis of the processes and impacts of austerity measures introduced in the field of Local Public Services (LPS) across Mediterranean Europe. The book describes and compares the trajectories of austerity, and the types of effects. It investigates how many (and what kind of) different responses were given to similar inputs and under the influence of what factors in order to understand if there are regularities in the way that the Mediterranean countries adopted and implemented the austerity measures and how these latter impacted on local government and LPS management and delivery. The book is a product of a sub network from the COST Action LocRef IS1207 and analyses seven countries (Portugal, Spain, Italy, Greece, Croatia, Cyprus and Albania).

Announcements:

Performance-Based Budgeting in the Public Sector
Michiel S de Vries, Juraj, Nemec, David Špaček (Eds.)
IIAS Series by Palgrave Macmillan
Governance and Public Management Series, 2019

Patterns of Local Autonomy in Europe
Ladner, A., Keuffer, N., Baldersheim, H., Hlepas, N., Swianiewicz, P., Steyvers, K., Navarro, C.
IIAS Series by Palgrave Macmillan
Governance and Public Management Series, 2019

Strategic Planning in Local Communities A Cross-National Study of 7 Countries
Călin Emilian Hîntea, Marius Constantin, Proftioiu, Tudor Cristian Țiclău, (Eds.)
IIAS Series by Palgrave Macmillan
Governance and Public Management Series, 2019

Public Administration Today
Bruylant Larcier, 2018

In French only
Aujourd’hui, il convient de « faire événement ». À l’échelle d’un territoire, ces événements sont organisés, vécus, perçus de diverses manières par un ensemble d’acteurs : ils promeuvent les territoires, participent à leur développement économique, structurent des secteurs d’activité, renforcent leur attractivité, participent à la définition et l’appropriation d’une identité... Tantôt portés par des acteurs de la société civile, tantôt portés par des acteurs publics, ils sont considérés comme des leviers de développement et d’attractivité des territoires et constituent, en cela, de véritables outils stratégiques. La croissance exponentielle d’événements organisés pour promouvoir, dynamiser et faire vivre les territoires témoigne, ainsi, d’une évolution importante du management public. En effet, le management territorial stratégique se veut de plus en plus un management en mode projet. Parce que le projet est « une forme transitoire», il est ajusté à un monde en
réseau. La succession des projets de territoire multiplie les connexions et les liens et a pour effet d’étendre les réseaux.

More information : https://www.larciergroup.com/fr/evenements-et-territoires

Alors que l’événement comme objet d’étude tend à donner lieu à un champ de recherche à part entière depuis une quinzaine d’années (les event studies), peu de contributions se focalisent sur les enjeux managériaux de l’organisation d’événements sur et pour les territoires. Peut-on manager des territoires sans offre événementielle? Dans quelle mesure les événements s’ancrent-ils dans leurs contextes territoriaux différenciés et quels en sont les effets sur les différentes parties prenantes territoriales ? Quels sont les enjeux managériaux relatifs à l’organisation d’événements entendus comme des projets de territoire ? Cet ouvrage tend à répondre à ces questions à la fois de manière théorique, mais aussi à l’aide de nombreux exemples.

IRAS Journal

The Review is published quarterly in three editions: English, French and Chinese Mandarin. It publishes original contributions on a wide range of topics related to public administration.

Introduction

IRAS is an international peer-reviewed journal devoted to academic and professional public administration. Founded in 1927 it is the oldest scholarly public administration journal specifically focused on comparative and international topics. IRAS seeks to shape the future agenda of public administration around the world by encouraging reflection on international comparisons, new techniques and approaches, the dialogue between academics and practitioners, and debates about the future of the field itself.

IRAS is the official journal of the International Institute of Administrative Sciences (IIAS), the European Group of Public Administration (EGPA) and the International Association of Schools and Institutes of Administration (IASIA).

Aims and Scope

The IIAS exists to advance the study and practice of public administration and public management. It operates at a global level and is funded by states worldwide; but is independent of any of them and, through its links with the United Nations, seeks to develop a voice and vision that is neutral, as objective as possible and grounded in the exigency of the fact. Although it has existed for over seventy years (since 1930), the Institute’s focus is on the present and the future. How governance is done and how it could be done better; how the law of administration applies and how it might be applied more correctly; and how the management of public affairs is conducted and how it might be done best – all of these reflect its activities.

Submitting your Paper - Why publish in the Journal?

1. IRAS is the longest standing truly international journal. IRAS first appeared in 1927. It is the oldest academic and professional public administration journal specifically focused on comparative and international topics.

2. Unprecedented international reach. If accepted by IRAS your article will be published in three different language editions of IRAS: English, French and Mandarin Chinese.

3. Contemporary cutting edge relevance and impact. IRAS is shaping the future agenda of public administration around the globe – international comparisons, new techniques and approaches, the dialogue between academics and practitioners and debates about the future of the field itself mark IRAS apart from its competitors.

4. Online Submission and peer review. To manage increasing numbers of submissions, IRAS has now adopted state-of-the-art SAGETRACK software, powered by ScholarOne’s Manuscript Central. Thus the paper will be processed faster and published quicker.

5. High visibility IRAS and its complete English language deep back file is available online via SAGE Journals Online, hosted by the world's leading electronic content provider, HighWire Press. It is fully indexed and ranked in the Public Administration category of the Thomson Scientific (formerly ISI) Journal Citation Reports (JCR).

How to submit

Submissions to the Journal are accepted only online, from where they are transferred into the peer-review system. Please submit your article (7000 words maximum) on https://mc.manuscriptcentral.com/iras.
For guidelines on format please see https://journals.sagepub.com/home/ras.

**Major progress**

- 182 original manuscripts were submitted to IRAS in 2017 and 212 in 2018.
- Ranked 17th of 47 journals in the Public Administration JCR, and is in the 2nd quartile.
- The 2017 Impact Factor for IRAS is 1.988, which is an increase over the 2016 Impact Factor of 1.35, and the highest Impact Factor the journal has seen to date. •
  IRAS is also indexed in Scopus. The journal’s 2017 SJR is 1.179, ranking it 20th of 130 (Q1) journals in the Public Administration category, and 112th of 1,004 (Q1) journals in the Sociology and Political Science category.
- IRAS’s 2017 Scopus CiteScore is 1.94, ranking it 29th of 117 titles in Public Administration.

**Themes for 2018 and 2019**

**In 2018,** the following special issues were published:

**Vol. 84 2 June 2018**
Innovation in the Public Sector  
Guest editors: Victor Bekkers and Lars Tummers (NL)

**Vol. 84 3 September 2018**
Making connections: hybrid networks and public action  
Guest editors: Nassera Touati and Deena White (Canada)

**Vol. 84 4 December 2018**
Inter-Municipal Cooperation in Europe  
Guest editors: Paweł Swianiewicz (Poland) and Filipe Teles (Portugal)

**For 2019,** the following theme issue will be published:

**Vol. 85 1 March 2019**
Post-NPM: myth, model, not meaningful at all?  
Exploring social service reforms in Europe  
Guest Editors: Tanja Klenk & Renate Reiter (Germany).

Subscribe the Review
https://uk.sagepub.com/en-gb/eur/journal/international-review-administrativesciences#subscribe

* Catherine Humblet (France)  
IRAS Journal manager
IIAS Governance Week
29 January-1 February 2019, Brussels, Belgium

The statutory meetings, which are regularly held in the spring in Brussels, will be combined with a world-class event on public governance bringing together leading thinkers and partners in the field to delve into latest developments in public governance. Other than the customary statutory meetings for the three entities that are managed directly by the IIAS Secretariat in Brussels, the 4 day-long event will feature workshops around the internal and external governance of IIAS and its entities. These workshops will be open to partners of IIAS from other learned societies and international organizations partners (EC, UN, OECD, ETF, etc.). Workshop titles include i. Open Access in scientific publishing with the participation of our publishers (Sage & Palgrave), and representatives of Open Access regulators and lobby groups; ii. A workshop on accreditation of PA programs with participation of leading accreditation agencies in the world including NASPAA, EAPPA and ICAPA; iii. A roundtable of leading learned societies in the field to debate common agendas for public administration and governance; iv. Funding for research and capacity building in PA worldwide; v. financial management of IIAS and similar learned societies; vi. IIAS Scientific management. Few workshops will be restricted and by invitation only, namely the one on IIAS budget, publications & events for 2019, and presidential hearings as 2019 will be the year of elections for all IIAS entities. The climax of the event will be at the Royal Academy of Belgium and will feature a keynote from a high-ranking public official from the Belgian government or the European Commission alongside prominent members of the IIAS network including Presidents of its entities.
## PROGRAMME

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<th>When?</th>
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| 29 January, 09:00 – 12:00 | External Challenges and Opportunities Workshops:  
  • Publications & Open Access;  
  • Funding                      | All participants                  |
| 29 January, 14:00 – 19:00 | EGPA Steering Committee                                               | EGPA Steering Committee Members and observers |
| 30 January, 09:00 – 12:00 | Internal Governance Workshops:  
  • Room 1: Financial management; Taskforce Governance;  
  • Room 2: Research groups; events  
  • Room 3: Accreditation (until 10:30) | All participants                  |
| 30 January, 12:00 – 14:00 | Internal Governance Luncheons:  
  • IIAS Finance Committee  
  • IIAS Programme and Research Advisory Committee (PRAC) | IIAS FC members and observers  
  IIAS PRAC members and observers |
| 30 January, 14:00 – 17:00 | IASIA Board of Management Meeting                                    | IASIA BoM members and observers |
| 31 January, 09:00 – 12:00 | Strategic Partners’ Roundtable  
  • Learned Societies  
  • International Organizations | All participants                  |
| 31 January, 14:00 – 21:30 | Royal Academy Session:  
  • Keynote addresses;  
  • Discussion;  
  • Reception;  
  • Dinner.                   | All participants                  |
| 1 February, 09:00 – 12:00 | IIAS Council of Administration Meeting                               | IIAS Council of Administration members and observers |
| 1 February, 12:00 – 14:00 | Closing Luncheon:  
  • Speech of IIAS President nominee                                 | All participants                  |
The first session of the IIAS Academy for Research & Professional Development (IIAS Academy) will take place at IIAS headquarters. The weeklong seminar will bring together young researchers and academics to develop their capacity to publish, write proposals to seek research grants, establish contact with Brussels-based institutions and start collaborations with other participants. Many world-class scholars that have already collaborated with IIAS and its entities have already enlisted in the academy to provide the training. Marketing of the program to prospective candidates will start in November 2019.

Registration available at the following [https://iias-iisa.org/IIAS%20Academy%20Final.pdf](https://iias-iisa.org/IIAS%20Academy%20Final.pdf)
The International Association of Schools and Institutes of Administration (IASIA) and Kaunas University of Technology (KTU) are organizing an IASIA Regional Conference to be held on 24-25 April 2019 in Kaunas, Lithuania. The conference will bring together practitioners, academics, PhD students and researchers in public administration and management, as well as contributors from any other disciplines who will exchange their research findings and insights from practical experience on the following theme “Corruption, Ethics and Culture in Public Administration.” The deadline for abstract submission is the 1st February 2019.

To date, the confirmed keynote speakers are:

- Prof. dr. Michiel De Vries, Radboud University Nijmegen, The Netherlands
- Prof. dr. Anna-Maija Lämsä, The University of Jyväskylä, Finland
- Prof. dr. Bo Rothstein, University of Gothenburg, Sweden
- Mr. Benoît Cathala, Centre National de la Fonction Publique Territoriale, France

The accepted and presented full papers will be considered for publication in International Journal of Public Leadership (Emerald Publishing, Emerging Sources Citation Index Clarivate Analytics), Public Policy and Administration (SCOPUS) or European Integration Studies (Emerging Sources Citation Index, New Edition of WoS).

IIAS- Lien Conference 2019
Singapore, 18-21 June, 2019

The IIAS-Lien 2019 Conference will take place at the Arc Learning Hub (Arc@NTU), in the Nanyang Technological University, Singapore from 18 to 21 June, 2019. This conference is jointly organised by the Nanyang Technological University (NTU) and the International Institute of Administrative Sciences (IIAS). This is the first time two leading international flagship events of the IIAS and the Nanyang Centre for Public Administration (NCPA) at NTU will be held together on a single platform. The 2019 theme on “Effective, Accountable and Inclusive Governance” reflects the emerging consensus at United Nations level on good governance and corresponds to the 4th Industrial revolution. The Call-for-Tracks published in November 2018 has attracted some 20 proposals on social innovation, inclusive development, capacity building, knowledge transfer, Industry 4.0, the Belt & Road Initiative, strategic management & leadership, good governance in Asia, public administration theory in comparative perspective, public–private partnership, etc. We are expecting more than 400 delegates from all over the world coming for this event. A welcome dinner will be hosted on 19th June at the Gardens by the Bay, Singapore’s iconic multi-award winning horticultural attraction which spans 101 hectares of reclaimed land in the Central Region. As 2019 also marks modern Singapore’s Bicentennial anniversary, it would be a great time to visit Singapore and to exchange our knowledge and ideas at this nexus of global encounters. We look forward to welcoming you to this conference.

Website: www.iias-lien-conference2019.org
The 2019 IASIA Conference will be organized by the International Association of Schools and Institutes of Administration in close cooperation with ISCTE-University Institute of Lisbon (ISCTE-IUL). The conference will take place at the campus of ISCTE-IUL on July 22-26. The main conference theme will be “Public Administration’s Missions and Goals for the Achievement of the SDGs.”

The choice of this theme reflects the awareness that public administration must have a significant contribution to the construction of a good society, where the values underlying the SDGs are a key issue. For this, it is essential to promote the analysis and discussion of the most significant questions at stake in order to find solutions that guarantee a reform of public administration where structures, procedures and, in general, the practices of public servants conform to the assumed values.

As usual, the conference aims at bringing together practitioners, academics, PhD students and young researchers in public administration and management, as well as contributors from any other disciplines who will exchange on current and ongoing topics and concerns during the various sessions.

ISCTE-IUL has made a notable investment in public administration over the last few years and is today the reference school in this area in Portugal. It also has modern and functional facilities that allow the best hosting of the conference.

The preparatory work for the conference in 2018 is underway and is expected to draw a large crowd.

Website: www.iasia-conference2019.org
The Latin American Group for Public Administration (LAGPA), a regional expression of the International Institute of Administrative Sciences (IIAS), organizes, sponsored by the Instituto de Altos Estudios Nacionales (IAEN) - Ecuador, the Universidad del Valle de Cali - Colombia, and supported by Fundação Getulio Vargas - Brazil, the 2019 LAGPA Annual Conference, to be held in Quito, Ecuador, on September 2nd and 3rd, 2019.

The themes to be discussed during the event are to be defined by LAGPA President and the Local Organizer Committee (LOC).
It is a great honour to welcome the 2019 Annual Conference of Europe’s leading forum for the study of public administration and policy to Queen’s University Belfast in 2019. Regular participants in EGPA Conferences will be familiar with the intellectual stimulation, collegiality, dynamism and sheer enjoyment that is their hallmark. These are themes my colleagues and I on the Local Organising Committee are keen to maintain in this year’s gathering.

In proposing Queen’s University Belfast (QUB) as a venue to host the Conference to the EGPA Steering Committee, we were keen to emphasise the importance of the EGPA community engaging with more peripheral parts of Europe. Equally, it is important to profile our discipline in universities where public administration is an emerging rather than established field of academic inquiry. Indeed our Local Organising Committee reflects the diversity of disciplines and perspectives contributing to the study of public administration at QUB, with members coming from the Schools of Law, Management, and History, Anthropology, Philosophy and Politics.

The theme of this year’s conference – Public Administration across Borders – is inspired by global developments as much as European ones. We live in a time of re-bordering and border shifting, both virtual and real, and public administration research has an important role to play in how we understand and shape this transnational development. EGPA comes to Belfast at a time of particular significance for European borders in the context of Brexit, with Northern Ireland finding itself at the centre of debates about the future of UK-EU relationships.

Northern Ireland is itself a polity of significance for scholars of public administration, with its unique system of devolved and consociational governance presenting distinctive challenges for the local bureaucracy. Its local governing arrangements are part of a broader set of institutions providing for cross-border North-South relationships between Northern Ireland and the Republic of Ireland, and East-West relationships between the islands of Britain and Ireland.

Belfast is an exciting, vibrant and inexpensive city that has been completely transformed over the twenty years since the signing of the Good Friday/Belfast Agreement in 1998 that brought about these new governing arrangements. To ensure delegates experience the best of the city during their visit, we are pleased to incorporate two iconic venues into the programme – the beautiful Belfast City Hall and the world famous Titanic Visitor Centre. And there is an awful lot more to see and do when you are here!

So, once again, we are delighted to host this year’s EGPA Annual Conference and to provide the forum and opportunity for scholars from across Europe and the globe to share ideas, develop new partnerships, build our PA research community and of course enjoy each other’s company.

We very much look forward to welcoming you to Belfast next September!


Prof. Muiris MacCarthaigh, Queen’s University Belfast
Local Organising Committee of EGPA 2019
The Doha Institute for Graduate Studies (DI), the International Institute of Administrative Sciences (IIAS) and the International Association of Schools and Institutes of Administration (IASIA) will organize a regional seminar on “HR Capacity Development for Achieving National Development Agendas” on May 1-2, 2019.

In July 2008, the State of Qatar adopted the Qatar National Vision 2030 aiming at achieving a sustainable economic, social, human and environmental development while modernizing and preserving its values and traditions (General Secretariat for Development Planning, 2008). The implementation of national strategies is challenging in both developing and developed countries and as such requires highly skilled human resources and competent leadership. In the case of Qatar, one of the main pillars of the abovementioned vision is Human Capacity Development which aims at preparing current and future generations to take on coming challenges such as the organization of FIFA World Cup to take place in Qatar in 2022, as well as to prepare Qatari nationals to increase their contribution in the country and assume a leading role in tomorrow’s world. Achieving the objectives set in national development strategies such as Qatar National Vision 2030 requires conducting top-quality research and delivering the same quality education and training. In this regard, national public and private education and training institutions are encouraged to develop cooperation with international leading universities and research centers as well as international organizations in order to fulfil their mission: develop human capacity and produce top-quality knowledge that could be used by both the private and public sectors.

In line with the above, the organizers of the seminar invite participants to submit their proposals on the following sub-themes:
Human resources:

Human resources are at the core of public and private organizations. A highly qualified, motivated and capable personnel is key to responding adequately to current challenges and preparing the future of a country. To this end, high-quality education and training is essential in building human resources that are able to turn the vision, policy, objectives and goals of an institution or government into reality. Furthermore, an appropriate management of human resources, a merit-based recruitment system as well as policy that retains talents and skilled employees is crucial when implementing national policies and agendas.

The concept of Qatarization:

The rapid economic growth and, consequently, the labor shortages have pushed in the past years the Qatari authorities to employ a significant number of expatriate workers, thus increasing the ratio of expatriates in the labor force and population of Qatar. Hence, through the concept of qatarization, the authorities aim to develop a skilled Qatari workforce through education and training; thus, as planned in Qatar National Vision 2030, the country intends to invest in and prepare human capital to take greater responsibility in key positions within public and private institutions (https://www.qf.org.qa/content/about/jobs/qatarization).

Leadership:

The realization of projects and national strategies such as the organization of World Cup 2022 and Qatar National Vision 2030 requires a significant amount of planning and audacious leadership. If setting goals and missions, providing a clear sense of direction and being committed to achieve results are some of the key features of leadership, leaders must also have the ability to communicate with their colleagues and employees, motivate them, and prove they are credible and trustworthy (Aguilar, 2013).

Public-Private Partnerships (PPPs):

PPPs are long-term contracts/projects between private and public institutions. Thus, a private company replaces a public institution in providing citizens with goods and/or services. In this instance, the private entity is in charge of managing the service, it usually bears the risk and is remunerated in function of its performance (https://pppknowledgelab.org/). That being said, there are potential benefits and risks associated with PPPs. While PPPs enable the delivery of services which can no longer be provided by public institutions, the implementation of these projects is often slower and costlier than planned, thus increasing the cost of services delivered to citizens and raising questions over the management and effectiveness of such projects (European Court of Auditors, 2018). As gas and oil prices have decreased in the last years, Qatar has intensified its efforts to further develop PPP projects by adapting the legislation and inviting prestigious national and international companies to participate in these projects. In fact, several of these projects concern the construction of stadiums and additional infrastructure in preparation for the 2022 FIFA World Cup to be held in Qatar (https://www.sc.qa/en/news/qatar-unveils-spectacular-design-lusail-stadium-%E2%80%93-proposed-venue-2022-fifa-world-cup%E2%84%A2-final).

Knowledge-based economy:

In today’s world, highly specialized human resources, data and information flows as well as knowledge production are key to innovation, economic development and welfare of a nation (Cooke and Leydesdorff, 2006). As a result, many advanced economies are becoming more and more dependent on knowledge and information, thus shaping new socio-economic models and highlighting the significant role of the connection between various stakeholders. Up till now, Qatar’s economy and development have been highly dependent on oil and gas resources; however the country aims through Qatar National vision 2030 to diversify the economy by switching to a knowledge-based model (GSPD, 2008). To ensure that this transformation is a success, the government of Qatar plans to develop research, educational and training capabilities of the highest quality which are able to cooperate or compete with their peer institutions at global level.
The MENAPAR will organize its fourth biennial conference in Ifrane, Morocco in partnership with the UCLG-A (United Council of Local Governments-Africa) and the African Local Governments Academy (ALGA). This conference has a special significance because it coincides with the MENAPAR becoming a regional member of IIAS (for the Arab region) and having been registered as an international NGO in Belgium. The dates (usually the last week of October) will be discussed during the MENAPAR Board meeting in Brussels, Belgium at the conclusion of the IIAS Governance week. The theme of this year’s MENAPAR will be “Public Administration as enabler of south-south cooperation” to be on line with the SDGs.
During its last meeting in Manila, Philippines on November 25th, 2018, the AGPA steering committee, upon proposition of AGPA President-nominee, Prof. Eko Prasojo, decided to hold the next AGPA Conference in Bali, Indonesia on November 11-14. The theme of the conference will be communicated soon.
Projects

In 2018, IIAS concentrated on its internal reorganization as a main focus of its projects. The only external project that was conducted was EPPA as an offshoot of a Humboldt Foundation funding to Professors Geert Bouckaert, IIAS President, and Werner Jann, Past-President of EGPA. The project has been handed over to EGPA at its closure during the EGPA conference in Lausanne.

Internal IIAS Reorganization

The International Institute of Administrative Sciences underwent a strategic reorganization under the determinate leadership of Director General Sofiane Sahraoui and with the support of the Strategic Projects Officer Steve Troupin. Accordingly, most projects performed in 2018 concerned the internal management of the IIAS.

All contracts with external suppliers were systematically reviewed with the aim of improving their value-for-money. Accordingly, the IIAS now has new partners for the management of its IT infrastructure (Damnet), accounting (I-HEB), the website design and mastering and the design of its documents (Solo Partners).

Human Resource Management underwent significant reforms too. Anne De Boeck left the IIAS in March. A new position of Operational Support Officer has been established to centralize all non-scientific aspects of the Secretariat's work. The position of scientific advisor has been upgraded to that of scientific director, with the aim of improving the coordination across all entities of the IIAS.

New systems and procedures were developed for the invoicing, e-marketing, purchasing and analytical accounting processes.

The Council of Administration has established in its purview a Taskforce mandated to formulate proposals of governance reforms. The Taskforce met in Leuven on October 14 to elaborate its recommendations, with the support of the Secretariat. Statutory reforms are expected in 2019.
In line with major initiatives within the US Public Administration community to periodically reflect about the academic field of researching and teaching Public Administration, the European PA community is also organising such an effort to debate its future directions. The main concern is to remain relevant and be part of a solution for future societal and policy problems.

In the ‘European Perspectives for Public Administration’ (EPPA) we want to take stock of the most important developments, and we want to develop a distinctively European perspective of the field. In Public Administration, here always understood as the academic undertaking of teaching and research, there have been several and repeated attempts trying to review the ‘state of the art’ and to formulate future directions, and this may even be a sign of a certain lack of maturity of the field. But this, of course, is only an indication, that we should try harder. The most important attempts so far are probably the so called Minnowbrook conferences (1968; 1988; 2008) and the Bielefeld interdisciplinary project (1986). Even though these undertakings offered many inspirations, we are convinced that this discussion needs new inputs, and that we need a distinctively European view.

EPPA can therefore be understood as a European version of the above mentioned initiatives. Our basic question is how we as researchers and teachers will and should deal with the changing role of public administrations and the public sector.
Our aims are

- to define the future role of Public Administration (as an academic undertaking) in the future university and the academic world,
- to take the world into account to strengthen the European voice in the world,
- and to take multidisciplinarity seriously.

This EPPA project is financed by the Anneliese Maier Research Award of the Alexander von Humboldt-Foundation. It is implemented by professor Geert Bouckaert (KU Leuven) and professor Werner Jann (Potsdam University), within the institutional context of the European Group for Public Administration (EGPA), and the European regional group within the International Institute of Administrative Sciences (IIAS).

The project was initiated in May 2014 and runs until 2019. A qualitative internet-based survey within the European PA community was conducted to assess and document opinions and concerns. Four major ‘Pillars’ are developed and discussed: Disciplines, Futures, Cultures, Practices.

The ‘EPPA Pillar: Disciplines’ aims to discuss the links between the major disciplines that constitute the field of Public Administration. Key questions are how disciplines such as political sciences, management sciences, law, economics, ... are dialoguing, sharing, collaborating, (or not) with/within PA and how this could result in synergies to produce more relevant knowledge to understand the functioning of the field of public policies and administration.

The ‘EPPA Pillar: Futures’ tends to start a dialogue on how the field of Public Administration integrates ‘possible futures’ and anticipates these futures of public service delivery and policies. The major concern is that futures will look different from the past and that PA should also take the lead in this transformation.

The ‘EPPA Pillar: Cultures’ starts from the observation that diversity and cultures are an increasingly major feature of our European societies with a great impact on how to administer, govern our public policies and organisations. There is a concern that this diversity and these cultural features should be taken more into account.

Finally, there is the ‘EPPA Pillar: Practices’ which tries to bridge the knowledge production with the world of practice of providing public services.

The activity of the four pillars consist of seminars involving key experts, institutional representatives, and next generation researchers (PhD Students and young Post-Doctoral Researchers).

**EPPA I FINAL CONFERENCE**

The final conference of EPPA I (European Perspectives for Public Administration) took place prior to the EGPA Conference on 4-5 September 2018.

Different plenary sessions were organised:

- **Session 1:** Opening Session and Keynote - Welcome by Prof. Dr. Werner Jann and Keynote speech by Prof Dr Geert Bouckaert
- **Session 2:** PA and Futures
- **Session 3:** PA and Disciplines
- **Session 4:** PA and Practices
- **Session 5:** PA and Cultures
- **Session 6:** Summing Up - The Way Forward

The final session was very stimulating with various contributions from EGPA Partners and highlighting various perspectives for the future of EPPA.

Link for EPPA project: [https://www.perspectivespa.eu/perspectivespa.html](https://www.perspectivespa.eu/perspectivespa.html)
STRATEGIC PARTNERSHIPS
IIAS participates in CEPA meeting at UN Headquarters in New York

The 17th Session of the The United Nations Committee of Experts on Public Administration (CEPA) which took place from Apr 23-27, 2018 at UN Headquarters in New York discussed three overarching issues from a variety of perspectives, namely: (1) Ready institutions and policies for implementation of the 2030 Agenda for Sustainable Development; (2) building effective, accountable and inclusive institutions at all levels; and, (3) supporting the transformation towards sustainable and resilient societies by enhancing and equipping institutions. The Committee has forwarded its input to the High-level Political Forum (HLPF) and a draft resolution for the Economic and Social Council (ECOSOC).

CEPA was established by the ECOSOC and is comprised of 24 members who meet annually at UN Headquarters in New York. Since its conversion from a Group into a full-fledged Committee in 2001, CEPA has been meeting annually to provide guidelines on public administration issues related to the implementation of the internationally agreed development goals (IADGs), including the Millennium Development Goals (MDGs) and the Sustainable Development Goals (SDGs). It has also reported to ECOSOC on the governance and public administration dimensions of sustainable socioeconomic development, particularly focusing on the themes of human capital development, participatory governance, capacity development in crisis and post-conflict countries, and innovations in public administration and governance, among others.

IIAS presence at the CEPA meeting was very visible prompting CEPA Chair, Geraldine Moleketi from South Africa to explicitly mention it in its opening remarks. Likewise, David Leblanc, main author of the UN Public Sector Report 2018 credited IIAS with significant input into the report, especially for the chapter on migration.

IIAS presence was most visible however through the Vice-Chair, Geert Bouckaert, IIAS President who chaired 3 of the sessions and hence played the most active role next to the Chair herself, Geraldine Moleketi. Juraj Nemec and Lamia Moubayyed, IASIA Board members and CEPA members, also had very active roles and constructive contributions. Juraj chaired the session on budgetary effectiveness. Margaret Kobia, member of ICAPA (International Commission on Accreditation of Public Administration) Board at IASIA, and CEPA member had significant contributions as well.

Sofiane Sahraoui, DG of IIAS, who attended as an observer on behalf of IIAS, familiarized himself with the proceedings in view of identifying opportunities for fully engaging with CEPA and UN bodies. He seized the opportunity to attend side events like the special session on Public Sector Report 2018 and the UNPAN meeting. His activities included networking with partners from AAPAM, ALGA, and many other NGOs.
The 26th NISPAcee Annual Conference was organised in co-operation with the “Alexandru Ioan Cuza” University of Iasi on the main conference theme: Public Administration for Well-being and Growth. The conference held in Iasi, Romania on May 24-26, 2018 was attended by almost 180 participants from 31 countries from all over the world. These included 23 CEE countries covered by NISPAcee institutional membership. Keynote presentation was delivered by Salvador Parrado, Spanish Distance Learning University, Madrid, Spain.

Conference sessions and meetings were divided into sessions on the main conference theme, ten research working groups meetings on topics: Local Government, e-Government, Public Administration Reform, Regional Development and Inter-regional Cooperation, Public Finance and Public Finance Management, Public Policy Analysis Development Issues, Public Administration Education in Transition, Change and Uncertainty, Non-Governmental Organizations in Central and Eastern Europe; six thematically focused panels and a general session which included presentation of highly relevant research finding which didn’t fit to topics of other sessions.

Within a pre-conference programme, NISPAcee hosted the 20th Anniversary Workshop of the Journal of Comparative Policy Analysis (JCPA: https://comparativepolicy.org) affiliated with a partner scholarly society, the JCPA-Forum. And for the seventh time, NISPAcee included a special preconference programme for young researchers: PhD Seminar “How to Improve Your Research and Paper”.

Awards in 5 categories were presented to distinguished winners: Alena Brunovská Award for Teaching Excellence in Public Administration, Mzia Mikeladze PhD Thesis, Best Comparative Paper Award , NISPAcee Best Graduate Student Paper and NISPAcee Merit Award.

NISPAcee run several projects financed by external donor organizations:

- Effective Project Management in the Water Sector in Bosnia and Herzegovina:

NISPAcee Press published in 2018:

- Public Administration: Reflection, Relevance and Readiness, Edited by Michiel S. de Vries, Gerda van Dijk, Margaret Chitiga-Mabugu.
- Quarterly NISPAcee e-News – 4 issues.

Prof. Gyorgy HAJNAL
President of NispaCee
The European Training Foundation (ETF) and the International Institute of Administrative Sciences (IIAS) signed a cooperation agreement in 2013, which was recently extended till 2020 based on the positive assessment of the cooperation from both sides.

The cooperation mainly focuses on expertise exchange and development in the area of VET skills system governance. The governance of skills development systems is high in the global agenda. In the European Union, vocational skills are seen as crucial for people employability and good quality employment. At global level, the SDGs have brought stronger attention on education and lifelong learning as effective means to reduce inequality, improve inclusion, decent employment and justice.

The 2018 institutional meeting took place on 18 September in Torino, and provided the opportunity to review the cooperation achievements as well as plan for the period 2019-2020.

Among the achievements, the mutual contribution in expert meetings and conferences was judged as extremely fruitful. Few examples among others included:

- IIAS contribution on the subject of change theory to the ETF workshop “VET decentralisation, financing and innovation. Exploring governance challenges and options” held in Torino;
- ETF session on VET governance in the IIAS Congress 2018 held in Tunis;
- IIAS contribution to the ETF corporate conference “Skills4Future” held in Torino.

These and other expert exchanges opportunities brought benefits notably in terms of exposing the stakeholders in the ETF partner countries to academic knowledge and continuous developments in the domain of public policy governance. The stimulus for the actual expertise of the two organisations was quoted too as an advantage of the institutional cooperation. Expert exchanges and knowledge dissemination was therefore confirmed as a priority to be continued in the next period.

There are good opportunities in this respect: the IIAS Congress 2019 in Singapore; the MENAPAR Conference 2019 in Morocco; the ETF dissemination event on Public-Private Partnerships for Skills Development; and one of the ETF events in a partner country.

Publications is another area where the two organisations see reciprocal advantage. Collaboration on specific publications proved to be very effective in the early years of the cooperation, thus it was agreed that it should remain an objective for the near future.

The theme of public-private partnerships in VET has a good potential for the IIAS expert contribution in the ETF publication. Another area of interest that should be further discussed is the role of civil society in the VET policy cycle.

The ETF Torino Process will unfold in 2019-2020 in all the partner countries. This will open options for cooperating at analysis stage and dissemination events.

Last but not least, the IIAS has been associated to the ETF strategic reflection regarding the role of the ETF as an official EU agency in the post-2020 perspective.

Siria Taurelli (Italy), ETF
The African Association of Public Administration and Management (AAPAM) is the professional association in public administration in the African continent. It is a strategic partner of IIAS.

The 39th AAPAM Roundtable Conference took place on November 6-9 in Gaborone, Botswana. It was hosted by the Ministry for Presidential Affairs, Governance and Public Administration from the Government of Botswana, in collaboration with the University of Botswana. It focused on the theme of “Innovation, Resourcefulness, Integration and Inclusivity: Fundamentals for the Transformation of Governance and Public Administration in Africa to achieve the Agenda 2063 and Sustainable Development Goals”. 541 delegates from 29 countries participated in the conference.

Dr. Najat Zarrouk, Director of the Africa Local Government Academy, received the AAPAM Gold Medal Award. Five organizations received an AAPAM Innovative Award. The Gold Award went to the Ministry of Planning for Monitoring and Administration of Egypt, for the project Egyptian Birth and Death Registration System.

Dr. Steve Troupin represented the IIAS at the Conference. He delivered a message of solidarity on behalf of IIAS during the opening ceremony, highlighting the 2019 events of the IIAS Group. He presented a research paper co-authored with Bacha Kebede Debela (President, Ethiopian Public Administration Association) entitled “Environmental Change and Policy: Challenging Received Wisdom in Ethiopia”. He provided an analytical overview of all papers presented in the African Governance Track the 2018 IIAS Congress in Tunis, Tunisia. He presented the call-for-papers thereof for the IIAS-Lien 2019 Conference.
United Cities and Local Governments of Africa

United Cities and Local Governments of Africa (UCLG Africa) is the Pan-African Organization which represents the Territorial Communities of the entire African continent. Created in May 2005, UCLG Africa brings together more than 45 National Associations of Governments and Local Authorities, i.e., 350 million African citizens and more than 2,000 cities covering the 5 regions of Africa (Southern, Central, East, West and North).

Promoting Decentralization in Africa and within the African Territorial Communities as autonomous and distinct spheres of government, but also contributing to the unity of the African continent from its deep roots, thanks to the dynamism of the Territorial Communities, are among the missions UCLG Africa.

For 20 years, and every 3 years, UCLG-Africa organizes its major Summit (Africities). The most recent one took place in Marrakech, Morocco and saw the participation of some 8,000 participants representing all the actors and stakeholders involved in the transition dynamic for sustainable development.

UCLG Africa also aims to give visibility to Local Authorities, to empower them and to strengthen their capacities. To do this, it has created an African Academy of Territorial Communities (ALGA) since 2009.

Since February 2017, UCLG-Africa has become a member of IIAS, while ALGA is a member of IASIA. It is a model of "Win-Win Partnership" based on mutual support, exchange of experience and good practices, organization of joint activities, etc....

ALGA deploys its activities in Africa through a network of Institutes of anchorage, numbering 25 today, in addition to the support of other Partners including UNDESA, UNESCO, ISESCO, etc. ....

Dr. Najat Zarrouk, Director of UCLG Africa, (Morocco)
Improving public service delivery worldwide through the dissemination of good governance and administration practices is at the heart of the OECD’s mandate to promote better policies for better lives. Partnerships between regional and international networks such as the ones supported by the OECD and IIAS are fundamental to building more open, inclusive, accountable and resilient public sectors.

The OECD and the IIAS share many of the same concerns when it comes to delivering public value through public governance and advancing the sustainable development agenda. These shared values manifest themselves in both formal and informal collaboration to support effective governance through better data, research and analysis. The cooperation in events like the 2017 IASIA-MENAPAR Conference and the 2018 IIAS International Conference have provided the opportunity to engage with governments in a discussion on how to develop new approaches to better coordinate, consult and work across policy areas; to design and implementation of innovative, forward-looking policies; and to make better use of budget, procurement and regulatory tools.

As a member of OECD’s Global Network of Schools of Government’s (OECD-NSG) Steering Committee, the IIAS is a valuable partner helping the OECD promote knowledge and exchange experiences amongst institutions and organisations worldwide involved in public sector capacity-building activities and research. The NSG provides a platform for the OECD and the IIAS to support countries in building capacity and in securing the long-term sustainability of public sector reforms. This Network provides direct access to hands-on governance expertise and enables exchange of good practices in ensuring that public sector employees have the skills and competencies to address current and future priorities.

The OECD’s growing relationship with the IIAS reflects the importance of partnerships to achieve better policy outcomes. This includes the Sustainable Development Goals, where sound public governance acts as a key enabler. Joining our expertise and networks will have a greater impact to address today’s complex challenges and contribute to better governance. Pursuing a forward-looking and strategic partnership between the OECD and IIAS can help support good governance in today’s complex and increasingly uncertain policy environment by bringing together their experience, challenges and solutions to help governments improve policymaking and public governance.

*Edwin Lau, Head of Division, Public Sector Reform, Public Governance and Territorial Development Directorate, OECD (USA)*
ACCREDITATION
This year saw the start of EAPAA’s first certification activities. It assessed programmes in two institutes for certification, at the University of Tyumen and INET (Paris/Strasbourg). Given that this year’s roster included all programmes in The Netherlands, this was an extraordinarily busy period. EAPAA assessed programmes in thirteen institutes for accreditation, at universities in Leuven, Ljubljana, Bucharest, Ankara, Paramaribo, Maastricht, Leiden, Rotterdam, Utrecht, Nijmegen, Amsterdam, Tilburg and Enschede. The secretariat made a draft framework for the evaluation of PhD programmes, which will be put into effect in the first half of 2019.

EAPAA representatives took part in various panels:

- At the NISPACCEE conference in Iasi, Romania, EAPAA co-organised the accreditation panel, at which there were presentations by Juraj Nemec (Masaryk University, Brno, Czech Republic), Calin Hintea (Babes-Bolyai University, Cluj-Napoca, Romania), Bogdana Neamtu (Babes-Bolyai University, Cluj-Napoca, Romania), Marius Profiroiu (Bucharest University of Economic Studies, Bucharest, Romania), Gyorgy Hajnal (Corvinus University, Budapest, Hungary).

- Taco Brandsen took part in the 4th ASIIN/EASPA Global Conference 2017: “Professional Higher Education Accreditation: why does it matter more than ever?” in Düsseldorf, Germany, and represented EAPAA on the EASPA General Assembly.

- At the workshop on “Improvement of the training quality management model based on the best European practices”, in Ashgabat, Turkmenistan, Taco Brandsen presented on the European Higher Education Area and EAPAA’s approach.

- In Tunis, EAPAA joined the panel “International Accreditation: Improving Education and Training in Public Administration” chaired by Bardhyl Dobra (ICAPA Accreditation Officer) in the panel with Taco Brandsen, Laila El Baradei (American University in Cairo), Najat Zarrouk (African Local Government Academy) and Bianor Cavalcanti (International Association of Schools and Institutes of Administration).

Taco Branden, EAPAA Secretary-General (The Netherlands)
In 2017, the ICAPA Commission accredited six programs at four institutions. During 2018, while no programs were formally accredited by ICAPA, the Commission’s Chairperson and Executive Director were extensively involved in assisting programs at four institutions to prepare for accreditation. In the case of one program, where the site visit occurred this past November, this was the culmination of a process of consultation that had begun in 2015. Two programs, one at the Ghana Institute of Local Government and one at the Ethiopian Civil Service College, each completed nearly 100-page self-assessment documents which, during the process went through several reviews by ICAPA. However, the external funding source expected to finance the actual application for accreditation appears to have withdrawn its support. Nevertheless, it seems clear that each program benefited significantly from the support received from ICAPA. The fourth program with which ICAPA has worked this past year is currently in the process of scheduling its site visit. ICAPA has also engaged with other programs exploring the possibility of seeking accreditation and carried out various activities intended to publicize its accreditation activity and it remains, among the organizations engaged worldwide in accreditation activity.

Allan Rosenbaum (USA)
ICAPA Chairperson
2018 marks a turning point in the financial situation of IIAS:

- Income rose by 76,299,59 € relatively to 2018 and approach anew the levels reached in 2015;
- This despite the fact that charges, which were quite stable over the period 2015-2017, significantly dropped in 2018, by 20.73%. This is mainly attributable to HR restructuring (– 168,059,02 €) and, to a lesser extent, to the other (depreciation on assets, financial and other charges), charges (– 50,291,95 €);
- As a consequence, IIAS has recorded a positive result in 2018 for the first time since 2015. The 2018 result improved by €236,756.02 relatively to 2017 and amounted to €95,749.19;
- Negative financial results in 2015-2017 eventually led to negative reserves of €56,568.79 at the end of 2017. The positive financial result recorded in 2018 allows IIAS to rebuild its reserves which are now at €39,180.40.

Ambitious budget figures for the year 2019 should allow pursuing the trend initiated in 2018 and rebuilding an investment capacity. IIAS is back on track on the financial front.
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THE SECRETARIAT
SOFIANE SAHRAOUI
Director General
s.sahraoui@iias-iisa.org

STEVE TROUPIN
IIAS Executive Secretary
s.troupin@iias-iisa.org

FABIENNE MARON
IIAS Scientific Director
f.maron@iias-iisa.org

BARDHYL DOBRA
Accreditation Officer and IASIA Executive Secretary
b.dobra@iias-iisa.org

NILUFAR LEBASI
Operational Support Officer
n.lebasi@iias-iisa.org

HAFIDA EL OUAGHLI
IIAS Operational Assistant, Human Resources, Procurement and Accounting
h.elouaghlil@iias-iisa.org

CATHERINE HUMBLET
IRAS Journal Manager
catherine.humblet@gmail.com

CÉSAR ALFONSO ROJAS
LACPA Executive Secretary
cesar.alfonzo@fgv.br

XIONG YING
AGPA Executive secretary
xiongying910@aliyun.com

SEETA AUTAR
EAPAA Manager of and contact for the secretariat
secretariat@eapaa.org

PROF. TACO BRAND-SEN
EAPAA Secretary-General
sg@eapaa.org

RACHEL EMAS
Executive Director of ICAPA
rachel.emas@rutgers.edu