

# APPENDIX A: LIST OF EGPA PRESIDENTS AND THE ANNUAL CONFERENCES

## EUROPEAN GROUP FOR PUBLIC ADMINISTRATION (EGPA) PRESIDENTS

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1975–1987	Professor Dr. Arne F. Leemans (The Netherlands)
1987–1990	Professor Dr. Sabino Cassese (Italy)
1991–1994	Professor Dr. Hugo Van Hassel (Belgium)
1995–1996	Professor Dr. Jacques Ziller (France)
1996–1998	Professor Dr. Hugo Van Hassel (Belgium), (ad interim)
1998–2001	Professor Dr. Ignace Snellen (The Netherlands)
2001–2004	Professor Dr. Werner Jann (Germany)
2004–2007–2010	Professor Dr. Geert Bouckaert (Belgium)
2010–2013	Professor Dr. Wim van de Donk (The Netherlands)
2013–2016–2019	Professor Dr. Edoardo Ongaro (Italy/United Kingdom)

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## EGPA ANNUAL CONFERENCES

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<i>Year</i>	<i>Venue/country</i>	<i>Theme or conference title</i>
1975	Warsaw (Poland)	The Responsibility of Civil Servants (1)
1976	Tampere (Finland)	Administrative Reform in Central Government (2)
1978	Paris (France)	Forecasting in Government and Administration (3)
1979	Palermo (Italy)	Regional Industrial Development: Centralisation or Decentralisation (4)

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<i>Year</i>	<i>Venue/country</i>	<i>Theme or conference title</i>
1981	Veszprem (Hungary)	Consultative Mechanisms in Central Government (5)
1982	The Hague (The Netherlands)	Training and Education in Public Administration (6)
1984	Dublin (Ireland)	Policy Implementation, with Special Reference to Agriculture (7)
1985	Leuven (Belgium)	Policy Making: Politics and the Public Service (8)
1986	Copenhagen (Denmark)	Current Trends in Public Administration (9)
1987	Valencia (Spain)	Public Administration in Times of Scarce Resources (10)
1988	Leuven (Belgium)	Workshop on Austerity and Productivity in Public Management (11)
1989	Chester (UK)	The Role of Regulatory Bodies (12)
1991	The Hague (The Netherlands)	The Information in Public Administration (13)
1992	Pisa (Italy)	Administrative Implications of the European Integration (14)
1993	Strasbourg (France)	Open Public Administration (15)
1994	Bad Tatzmannsdorf (Austria)	Evaluation and Perspectives in Public Administration Cooperation. Between East, Central and West European Countries (16)
1995	Rotterdam (The Netherlands)	Public Management and Administrative Modernisation (17)
1996	Budapest (Hungary)	New Trends in Public Administration and Public Law (18)
1997	Leuven (Belgium)	Ethics and Accountability in the Context of Governance And New Public Management (19)
1998	Paris (France)	Re-inventing the Citizen in a Context of Governance: Alternative European Models (20)
1999	Cape Sounion (Greece)	Delivery and Managing Justice in the Twenty-First Century (21)
2000	Glasgow (Scotland)	Managing Parliaments in the Twenty-First Century (22)
2001	Vaasa (Finland)	Governing Networks (23)
2002	Potsdam (Germany)	The European Administrative Space: Governance in Diversity (24)
2003	Oieras (Portugal)	Public Law and the Modernising State (25)
2004	Ljubljana (Slovenia)	Four Months After: Administering the New Europe (26)
2005	Bern (Switzerland)	Reforming the Public Sector: What about the Citizens? (27)
2006	Milano (Italy)	Public Manager under Pressure: Between Politics, Professionalism and Civil Society (28)
2007	Madrid (Spain)	Public Administration and the Management of Diversity (29)
2008	Rotterdam (The Netherlands)	Innovation in Public Sector (30)
2009	St Julian's (Malta)	The Public Service : Service Delivery in Information Age (31)

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<i>Year</i>	<i>Venue/country</i>	<i>Theme or conference title</i>
2010	Toulouse (France)	32nd EGPA Annual Conference PhD Symposium Meeting of EGPA Permanent Study Groups
2011	Bucharest (Romania)	2011 EGPA Annual Conference PhD Symposium Meeting of EGPA Permanent Study Groups French-Speaking Seminar
2012	Bergen (Norway)	2012 EGPA Annual Conference PhD Symposium Meeting of EGPA Permanent Study Groups French-Speaking Seminar
2013	Edinburgh (Scotland)	2013 EGPA Annual Conference PhD Symposium Meeting of EGPA Permanent Study Groups French-Speaking Seminar with IGPDE
2014	Speyer (Germany)	2014 EGPA Annual Conference PhD Symposium Meeting of EGPA Permanent Study Groups French-Speaking Seminar with IGPDE
2015	Toulouse (France)	2015 EGPA Annual Conference PhD Symposium Meeting of EGPA Permanent Study Groups French-Speaking Seminar with IGPDE
2016	Utrecht (The Netherlands)	2016 EGPA Annual Conference PhD Symposium Meeting of EGPA Permanent Study Groups French-Speaking Seminar with IGPDE
2017	Milano (Italy)	2017 EGPA Annual Conference PhD Symposium Meeting of EGPA Permanent Study Groups French-Speaking Seminar with IGPDE

Years without Conference: 1977, 1980, 1983, 1990

# APPENDIX B: TAKING RESPONSIBILITY FOR PRACTICE: THE EGPA POLICY PAPERS ON EUROPEAN GOVERNANCE

*Fabienne Maron, Emil Turc*

## I. PURPOSE: REACHING OUT THE PRACTITIONERS' WORLD IN EUROPE AND BEYOND

European Group for Public Administration (EGPA)'s mission is to advance knowledge in public administration (PA) as science, art and profession. This implies the combination of the most rigorous research methods with insights of the art and profession of the PA.

It is then central to the EGPA mission to take responsibility for practice: research and scientific knowledge is also required to have an impact on institutions and society. It is for this reason that EGPA promotes a series of policy papers addressing the key issues of the European governance and PA in Europe—the EGPA policy papers on European governance.

The EGPA policy papers were initiated by the EGPA President and the EGPA Steering Committee under the strategic plan 2014–2016 with the expectation to become, year after year, a major repository of policy papers on European governance, PA and public service in and on Europe.

Alongside the policy papers, EGPA aims to reinforce its participation to practitioners' fora and other venues reporting on the main advancements of research and its policy implications. Joint initiatives on European governance

conducted together with the other major learned societies in the field will find in the EGPA policy papers a thematic and substantive input.

Prepared by EGPA scholars (active in the EGPA Permanent Study Groups, in the projects hosted by EGPA, or in other EGPA-related venues), the policy papers are discussed with practitioners and policy-makers, on occasion of major events promoted by EGPA or where EGPA representatives are invited, before being published on the EGPA webpage.

EGPA policy papers on European governance are a new publication that our community has developed to address the world of practice. Research and scientific knowledge are required to have an impact on institutions and society. The policy papers are an 'open' way to collaborate with practitioners and public decision-makers as well as to support the development and the reform of governance, PA and public services at all levels (from local, national regional, European and global).

Nevertheless, the exercise to transform academic papers into pertinent policy papers requests a work of reformulation and communication as well as a stable process of evaluation, revision, editing and communication.

In addition, we consider that EGPA should not be silent during a period of changes and challenges for the public sector. In the changing context, EGPA has to confirm its role working with the practitioners at all levels of governance. Through its Policy Papers Series published on the website, EGPA webpage will become the home of the PA practitioners' community in Europe and in its neighbourhood.

Our concerns are also to make sure that the PA/PM (public management) disciplines and researches will be embedded in decision-making processes. We have to underline the increasing emphasis on the social impacts of scholarship in the future.

## II. WHAT IS A POLICY PAPER?

The EGPA policy papers on European governance aim to constitute a range of reflections on the key issues affecting European governance and administration, encompassing the whole of the European administrative space and multilevel administration, its multiple dynamics and interactions.

The papers are based on research and will target at practitioners. The draft papers are usually discussed by 'prac-academics' and by high-level decision/policy-makers during the preparatory phase and before the EGPA Policy Papers' Committee selection for inclusion in the series. The main objective of the pre-discussion process is to ensure the paper can reach its envisioned audience and be correctly understood.

*Themes and Topics*

The policy papers address relevant and newly emerging issues in a timely manner. These topics emerge at the intersection of EGPA expertise (its Permanent Study Groups topics and experts' networks) and practitioners' interests and needs, that is, from the concurrent processes of steering the demand and organising the supply.

Demand-driven topics emerge from multifold approaches as follows:

- participation to practitioners' meetings (e.g., EUPAN meetings, EU institutions' meetings, Committee of Regions (CoR), national sections' meetings or meetings organised by local authorities etc.);
- involving practitioners in our events: EGPA provides a platform for discussing relevant issues with practitioners (special panels during its conference);
- short practitioner-academic interviews (as on the IIAS knowledge portal);
- monitoring European news, agendas and trends;
- inquiring into salient national topics (e.g., Brexit, national agenda for reform etc.).

Organising the supply bears reference to EGPA Permanent Study Groups (PSG)' topics:

- directors and members of EGPA PSGs are regularly invited to suggest pertinent and emergent issues in their research areas as well as 'fashions' that may prove fruitful/fertile in the long run;
- the EGPA Steering Committee encourages PSG directors and members to think and reflect whether we can draw some policy implication or recommendations in short papers;
- PSG directors and members are also invited to participate to practitioners' meetings and to summarise the results of the PSGs' work. We can underline the win-win situation: policy papers can formalise their participation but also provide them with input for improving their works.

*Audience for EGPA Policy Papers*

The primary audience is the practitioners from PAs in Europe: governments, professional bodies and networks as well as political decision-makers.

Among these:

- at European level, the European Commission (Directorates General, especially Directorate General Human Resources and Security, European Commissioner in charge of PA affairs), CoR, the European Central Bank, the Congress of Local and Regional Authorities (Council of Europe) and the European School of Administration;
- at the international level, The Organisation for Economic Co-operation and Development (OECD) (notably the Directorate for Public Governance) United Nations Public Administration Network (UNPAN)...
- at the national level, it *includes* national governments; ministries and ministry/department for PA/public service and agencies for public sector;
- at the local level, it comprises the regional and local authorities;
- cross-cutting levels of governance, EUPAN is one of the key partners in developing and presenting policy papers; EGPA was recognised as one of EUPAN references for scientific support.

#### *Authorship*

The papers are prepared by scholars from the EGPA network active in the Permanent Study Groups, in projects hosted by EGPA or other EGPA-related venues.

Governance issues have multiple implications and cut across multiple fields of expertise and research domains within and through the EGPA Permanent Study Groups.

#### *Evaluation and Selection Processes*

EGPA considers practitioners and policy-/decision-makers as the ‘natural’ referees of the EGPA policy papers before publishing the papers on the website.

As mentioned above, the papers are usually discussed on occasion of major meetings organised by EGPA/IIAS (including dedicated half/one-day sessions within EGPA Conferences and Dialogues or specific events promoted by PSGs); discussion of papers is also facilitated via ‘blog’ on the Knowledge Portal or other internet-enabled formats.

A reference group within the EGPA Steering Committee takes responsibility for final decision on publication taking into account the standards, guidelines and criteria for writing a relevant policy paper as well as the arguments/comments from practitioners ‘community’.

The EGPA Policy Papers Committee manages and monitors the whole process.

## EGPA Policy Papers Committee (2016–2019)

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Prof Dr Edoardo Ongaro—EGPA President	Prof Dr Taco Brandsen—Member
Prof Dr Emil Turc—Member	Mrs Johanna Nurmi—Member
Dr Fabienne Maron—IIAS Scientific Director	Dr Steve Troupin—IIAS Strategic Projects Officer

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### III. FORMAT AND WRITING STYLE OF THE EGPA POLICY PAPERS

#### *Academic Paper Versus Policy Paper*

Authoring research papers or policy papers are both intent on improving the public sector and public services for the citizens and communities at different levels. However, these products differ significantly in nature and style. The former relies on data collection and analysis, detachment and the researcher's prudence in generalising and drawing recommendations. The latter are constructed as decision-making tools. The author explores the alternative solutions to address the policy issue at hand and calls the audience/readership of the paper to undertake a course of action.

The normative and evaluative aspects of decision-making are central in policy papers. They must strike a balance between the persuasiveness of arguments and the detail and accessibility of data and methods. While it must indicate the underlying theoretical and empirical bases for the argument, a policy paper is mainly about calling for a course of action.

Thus, EGPA policy papers cannot be simply about 'translating' research into policy, rather about an original elaboration of existing research findings specifically aimed at drawing implications for practice. They are, in short, another and new work, notwithstanding guided by the previous research work already done and developed/published according to the standard scientific criteria.

#### *Format and Relevance for Decision/Policy-makers*

As decision-making tools for the practitioners and specialists, policy papers must define a policy issue, isolate and assess the policy options, and provide comprehensive and persuasive four arguments for a preferred alternative.



The EGPA policy papers serve as a call for action to the targeted audience and focus on the normative and evaluative aspect of decision-making. Therefore, the aspects of data gathering and analysis are reduced and the author takes a stand on his/her preferred set of recommendations.

However, EGPA policy papers are generally shorter than policy papers produced by other entities/think tanks, referring to previous research work in place of long appendices/bibliography/endnotes, often with ‘key propositions advanced by the paper’ replacing the executive summary. In addition, there is flexibility in the structure to reflect the substantive contents of the research work on which the policy paper draws.

The policy papers have a systematic format including the following sections:

Title—Executive Summary and or key propositions advanced by the paper—Introduction—Problem description—Policy options—Conclusions and recommendations about the policy option suggested by the authors—Appendices—Bibliography—Endnotes.

#### IV. REACHING OUT THE PRACTITIONERS’ COMMUNITY: PUBLICATION AND CIRCULATION OF THE POLICY PAPERS.

All the EGPA policy papers are published on the EGPA Website under the publication/policy papers section after the discussion with key stakeholders.

We circulate to the EGPA network and to the adequate practitioners’ community in order to advance the arguments and the key recommendations made in the papers.

We also organise special sessions during EGPA events to confront the recommendations and the solutions to the practitioners’ views.

*Annex:* list of policy papers published in 2017:

##### *Policy Paper # 1 (2017)*

Johannes Riedel—Improving Caseload and Workload Systems in Courts and Administrations: Special Types of First Instance Criminal Cases in Regional Courts in Germany

*Policy Paper # 2 (2017)*

Sonia Royo and Ana Yetano—How to keep citizens engaged? Advantages and disadvantages of online and offline citizen participation

*Policy Paper # 3 (2017)*

Åge Johnsen, Sebastian Desmidt, Bert George, Dag Ingvar Jacobsen, Jan-Erik Johanson—(PDF) Using Strategic Planning in Local Government

## APPENDIX C: WHAT ARE THE ‘EUROPEAN PERSPECTIVES FOR PUBLIC ADMINISTRATION’ (EPPA)?

*Geert Bouckaert, Werner Jann, Jana Bertels*

In line with major initiatives within the US PA community to periodically reflect about the academic field of researching and teaching PA, the European PA community is organising a similar 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.

With 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 PA, 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 in our view this 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 PAs and the public sector. Our aims are as follows:

- To define the future role of PA (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 PA
- To take multidisciplinary seriously
- To include culture and diversity in research and teaching

The EPPA project is financed by the Anneliese Maier Research Award of the Alexander von Humboldt-Foundation. It is implemented by Geert Bouckaert (KU Leuven) and Werner Jann (University of Potsdam), within the institutional context of the European Group for Public Administration (EGPA), 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 and Practices.

The 'EPPA Pillar: Disciplines' aims to discuss the links between the major disciplines that constitute the field of PA. Key questions are how disciplines such as political sciences, management, sociology, law and 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' intends 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 very different from the past and that PA should 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 and govern our public policies and organisations. There is a concern that this diversity and these cultural features should be taken more into account.

Finally, the 'EPPA Pillar: Practices' tries to bridge the knowledge production with the world of the practice of providing and improving public services.

The activities of the four pillars consist of seminars involving key experts, institutional representatives and next generation researchers (PhD students and young postdoctoral researchers).

The first seminar that took place at KU Leuven, Belgium, on the 20–21 October 2016—on the occasion of the Leuven city festival '500 YEARS UTOPIA' dedicated to Thomas More's 'Utopia' published in 1516—focused on the future of PA. The aim of the EPPA Futures Seminar was to bring 'utopias' as one method to develop 'possible futures' back to social sciences and especially to PA. Also there is a need to keep an eye on the future, learning to think beyond short-term problems and solutions, asking how we as PA scholars can learn trusting utopias and distrusting dystopias, but trying to be as realistic as possible. In five sessions on 'General futures and innovations', 'Futures cities, utopian architecture', 'Future citizens and diversity', '(Big) Data & IoT' and 'Ecotopia' the participants discussed approaches to envision possible futures and future challenges for the public sector as well as for PA as an academic field of study.

The second EPPA Seminar 'The many Disciplines of Public Administration' took place at the University of Potsdam, Germany, on the 14–15 September 2017. The seminar shed light on the relationship of different social science disciplines to PA, both as an academic field and as an object of teaching and research. In the seminar, EPPA aimed to discuss the more or less problematic linkages between the major disciplines that constitute the field of PA. The seminar discussed the key question how disciplines such as political sciences, management, sociology, law and economics are dialoguing, sharing and collaborating (or not) with and within PA. And also how this could result in increasing and stronger synergies to produce relevant knowledge to understand the functioning of the field of public policies and administration: what can we learn and how can we cooperate across the established disciplinary boundaries, which seem to become ever more imperative and impregnable?

The aim of the third EPPA Seminar on 'Cultures, Diversity and Public Administration' that was organised in Leuven, Belgium, on the 14–15 December 2017 was to demonstrate that cultures and diversity in the European scene are getting more relevant. The question is how PA scholar shall map the increase of change and relevance, and how this affects the multidisciplinary field of PA for the future. The seminar focussed on four integrated questions: first, setting the scene: what is happening and going to happen? This includes languages and language policies in countries (national and non-national languages), migration and ethnicity and the organisation

of multicultural administrations (e.g., the European Commission or the United Nations); second: are theories and models in PA taking (or not) culture and diversity sufficiently into account? How and to what extent is PA-research positioning itself vis-à-vis languages, religion (legal) and traditions? How to constitute effective policies in culturally diverse communities in a country and how does recent multicultural organisational theory look like (focusing on national and international organisations as well)? Third: what about PA country clusters in research? How do clusters look like? Are they changing? What are research strategies to explain differences based on types of clusters? What are implications for a PA Research Agenda (Data, Topics, Methods,)? Fourth, what are the implications for teaching PA? To which extent does the issue of culture and diversity impact the curricula but also how PA is taught?

The fourth substantial EPPA seminars are hosted by the Institute National des études territoriales (INET) in Strasbourg, France, on 5–6 April 2018. The aim of the seminar is to focus on the relationship of PA and practice and to answer the following questions: When, how and why is PA relevant or irrelevant in research, advice, teaching...? The focus of this seminar is on PA training, policy advice and the organisation and institutionalisation of the interaction of research, advice and training, for instance asking what kind of schools, disciplines and programmes do we need.

Finally, there is a concluding major meeting—the EPPA I Conference—which is held in Lausanne, Switzerland, on the occasion of the 2018 EGPA Annual Conference in close collaboration with the EGPA and IDHEAP (L'Institut de hautes études en administration publique). After this Conference EGPA becomes 'owner' of EPPA and its agenda for the next decades. The 20-yearly Minnowbrook initiative in our vision would be alternated and combined with the 20-yearly EPPA initiative conference, which results in a reflective major initiative every decade. It is the intention for EPPA to 'invite' Minnowbrook to its major meeting to guarantee a Transatlantic Dialogue (TAD) at this high level of strategy.

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