

Scientific report of the MC and WG meeting of Action

Comparative Research into Current Trends in Public Sector Organization
(CRIPO, ISO601)

TOULOUSE meeting (Management Committee and working group meeting)

Friday 10 September in Toulouse

Location: EGPA Conference Venue – Room IEP, Salle du Conseil

Time 14.00-19.00 Friday 10 September 2010

Cost dinner from 20.30 onwards

This meeting was principally approved at the meeting of MC on 27 May 2010 in Cluj (agenda point n° 7)

1. Local Organiser

Assoc. Prof. Dr. Koen Verhoest
Public Management Institute
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Belgium

2. List of participants

COST Members

Name	Email	Country	WG
1. Koen Verhoest	Koen.verhoest@soc.kuleuven.be	Belgium	MC
2. Geert Bouckaert	Geert.bouckaert@soc.kuleuven.be	Belgium	MC
3. Kylli Sarapuu	Kylli.Sarapuu@ttu.ee	Estonia	WG
4. Silvia Mendes	smendes@eeg.uminho.pt	Portugal	MC
5. Pedro Camões	pedroc@eeg.uminho.pt	Portugal	WG
6. Per Laegreid	Per.Lagreid@aorg.uib.no	Norway	MC
7. Paul G. Roness	Paul.Roness@aorg.uib.no	Norway	WG
8. Tom Christensen	tom.christensen@stv.uio.no	Norway	MC
9. Etienne	etienne.huber@kpm.unibe.ch	Switzerland	WG

Huber			
10. Reto Steiner	reto.steiner@kpm.unibe.ch	Switzerland	WG
11. Gerhard Hammerschmid	hammerschmid@hertie-school.org	Austria	MC
12. Eduardo Ongaro	edoardo.ongaro@unibocconi.it	Italy	MC
13. François Lafarge	francois.LAFARGE@ena.fr	France	MC
14. Gyorgy Hajnal	gyorgy.hajnal@externet.hu	Hungary	WG
15. Tobias Bach	tbach@rz.uni-potsdam.de	Germany	WG
16. Joery Matthys	Joery.matthys@soc.kuleuven.be	Belgium	WG
17. Ole Andreas Danielsen	ole.danielsen@aorg.uib.no	Norway	WG
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19. Oliver James	o.james@exeter.ac.uk	United Kingdom	MC
20. Corina Georgiana Lazăr	l.corina@yahoo.com	Romania	WG
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22. Richard Boyle	rboyle@ipa.ie	Ireland	MC
23. Birgitta Niklasson	birgitta.niklasson@pol.gu.se	Sweden	WG
24. Adrian Hudrea	adihudrea@yahoo.com	Romania	WG
25. Calin Hintea	hintea@polito.ubbcluj.ro	Romania	MC
26. Julia Fleischer	Julia.Fleischer@uni-potsdam.de	Germany	WG
27. Vitalis Nakrosis	vitalis.nakrosis@tspmi.vu.lt	Lithuania	MC
28. Zilvinas Martinaitis	zilvinas@VPVI.LT	Lithuania	WG
29. Tiina Randma	tiina.randma-liiv@ut.ee	Estonia	MC
30. Werner Jann	Jann@uni-potsdam.de	Germany	MC

31. Christophe Reichard	Reichard@rz.uni.potsdam.de	Germany	MC
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Invited Experts

Name	Email	Country
32. Chris Aulich	chris.aulich@canberra.edu.au	Australia
33. Anamarija Musa	amusa@pravo.hr	Croatia
34. Muhammad Zafar Iqbal Jadoon	m.z.iqbal@stir.ac.uk	Pakistan

3. Objectives of the meeting

- Decisions on publications:
 - special issue and book project and papers to be included in these publications
 - final report and country reports: format and content + deadline for submission (end December)
- Joint research projects
 - discussion on proposals for ECRP proposal and other strategies for future funding
- Discussion on future meeting
 - agenda and objectives November meeting
 - place and date of meeting January 2011
 - date, objectives and program of the final conference (Brussels May 2011)
- follow-up on data gathering through surveys, mapping and case studies
- follow-up on website, publications on website...
- Separate discussion on EU-agency book project for the researchers involved in this project – detailed information will be provided by Dario Barbieri and Eduardo Ongaro to the involved researchers

4. Minutes of the Cost meeting

0. Welcome to participants

1. Adoption of agenda

2. Minutes of last meeting: May meeting in Cluj

Minutes are approved by the MC

3. Matters arising:

No matters arising

4. Report from the COST Office

No cost representative present

5. Progress report of working groups: see tour de table at the end of the meeting

6. Action planning

6.1 Annual Progress Conference (preparation and/or feedback from DC)

Feedback from the progress meeting of the DC was positive and contains some emphases for the last year.

DC Evaluation feedback 2010

Action IS0601: Comparative Research into Current Trends in Public Sector Organization (CRIPO)

The DC is pleased with the progress of the Action and the overall impression is that the COST-CRIPO network proceeds its activities in line with the objectives and the step-by-step approach described in the MoU. The descriptive comparative data on autonomy and control now covers 12 European countries, two non-COST countries and a total of 1408 public agencies. This database is impressive and gives unique possibilities for analyses across countries and agencies. The work on a common methodology and protocol for longitudinal mapping and the case study protocol, is also very promising. The last year of the Action should focus on analysing data; in addition, applying and challenging established theories in this research field should be attempted. The Domain Committee is happy to note that the discussion on the future of the network has started and that the COST-CRIPO network most likely will be an engine for future cooperation also after the Action lifetime is over in March 2011.

6.2 Action Budget Planning

The budget as approved at the May meeting in Cluj is again confirmed by the MC.

BUDGET PROPOSAL AS APPROVED BY THE MANAGEMENT COMMITTEE 27 MAY 2010 CLUJ MEETING								
ISCH ACTION BUDGET PLANNING 1 JUNE 2010 - 27 March 2011								
ACTION CODE AND TITLE:		COST-CRIPO ISO 601						
CHAIRPERSON:		Prof. Dr. Geert Bouckaert			DATE: mei/10			
Meetings Travel expenses of MC/WG members (incl. DC rapporteur), invited experts/lecturers and training school participants (STSMs); organisation costs ("workshop support") (see COST Vademecum on http://www.cost.esf.org/index.php?id=38);								
Type of meeting	Date	Place and country	Local organiser	No. of Action member	No. of invited expert /lec	Number of Training School	Organisati on cost support, €	Total estimated cost, €
MC meeting and WG on case study and survey in conjunction with EGPA SG meeting (prep of policy letter, publications and joint research application) + Working meeting WG on case studies and book project EU agencies	10/sep	Toulouse	Koen Verhoest and Francois Lafarge (ENA)	20			1000	13800
Meeting on integration of survey databases and on mapping techniques	nov/10	Erasmus University of Rotterdam	Dr. Sandra van Thiel	20			0	12800
Joint management committee and working group meetings to formally end COST and to agree upon policy recommendations and research project, and further network strategies	January or February 2011	Potsdam	Prof.dr. Isabella Proeller and Prof.dr. Werner Jann	40			3000	28600
Final general conference for scientists and practitioners	May 2011 (two days)	Brussels	Prof. Dr. Geert Bouckaert and Koen Verhoest	50	5		15000	50200
Total				110	5	0	18000	91600
				STSMs (individual) +		Number:	8	17500
Total Action budget, incl. publications:						General Action Support Grant (GASG):		2000
						Total Action budget, excl. publications:		111100
Publications:								
Title				No. of copies	Total cost, €			
Governance of Public Sector Organizations: Proliferation, autonomy and performance to be				140	4000			
				Total		4000		

Table 1. Budget proposal as approved by the Management Committee 27 may 2010 Cluj meeting

6.3 Action Planning (including meetings)

6.3.1 Location and date of next meeting

Meetings

1. November meeting

Rotterdam meeting on database integration for COBRA: 8-9 November 2010 (both days from **8.30 till 18.00**)

Location: Erasmus University Rotterdam

Local organiser: Sandra van Thiel

Objective:

- To discuss all issues concerning integration of country data sets into the joint COBRA database in order to have the joint database completely ready by December 2010 (variables, values, recodings...)
- To discuss the upgraded version of the COBRA survey (version 3.0)
- To discuss appropriate indexes and statistical techniques to use
- To discuss strategies to exploit and analyse the joint database as much as possible in a joint effort – coordination of the analyses and collaborations

•only **open for** representatives of all research teams of COST-countries and **non-European** countries which have conduct or will conduct the COBRA survey

in preparation of the Rotterdam meeting: all participants to that meeting are asked

- to recode their country data based on the amended codebook that will be sent by Koen Verhoest within two weeks after the Toulouse meeting at the latest (by 27 September). This recoding should be done in an SPSS data-file. That file should be sent to Koen and Sandra before the Rotterdam meeting or at least the participant should bring this file to the Rotterdam meeting.
- to send an English version of their complete COBRA survey (including level I questions and all other questions) as it was used in their country by 1 October at the latest by sending an email to koen.verhoest@soc.kuleuven.be and to inge.vermeulen@soc.kuleuven.be)

2. January meeting – Potsdam University

Prof. dr. Werner Jann as local organiser

Pre-meeting with core-group 1 day –

26 January 2011 (Wednesday) – starting on Tuesday evening 25 January 2011

- Preparation of policy recommendations for final report

MC and WG meeting (max participants 50 - most probably around 35) –

27 – 28 January 2011 (Thursday and Friday)

Agenda:

- Finalisation of final COST report and related book (including discussion of country chapters)
- Discussion about policy recommendations (concluding chapter of final report)
- Follow-up on special issues (concept, papers and procedures) and other publications
- Preparation of the final COST conference in May
- Follow-up on November meeting: COBRA survey progress – survey 3rd generation – joint database integration – strategies to cooperate in exploitation
- Mapping techniques: progress
- Preparation of Action evaluation and all necessary information
- Discussion on future steps - future activities within networks

3. Final Action Conference - Brussels

Prof.dr. Geert Bouckaert and Koen Verhoest as local organiser

Paleis der Academieën 26-27 May 2011

Dissemination of findings and policy lessons to scientist and policy makers from member countries and the EU-level

In preparation of the Final Action Conference: all country teams will be asked

- To list a number (2-3) of high level officials (policy makers, senior civil servants, agency CEO's which are intensively involved in designing or implementing national agencification policies) which will be invited to the final action conference.
- Once we have the final invitation ready, country teams will be asked to approach this officials to invite them to this meeting

The teams will be contacted by Leuven in October-November when this list of high officials is needed.

7. STSM status, applications

STSM Overview approved by MC since last meeting

- **Tobias Bach** (Germ. → Austria.) 2010-10-04 to 2010-10-15
- **Eduardo Ongaro** (Italy → Belg.) Start date: 12.01.2011 End date: 4.02.2011
- **Anamarija Musa** (Croatia → Belg.) 2010-11-02 to 2010-11-20
- **Sjors Overman** (Ned. → France) 2011-02-01 to 2011-02-27 00:
- **Dan Octavian Balica** (Romania → Belg.) 2010-10-20 to 2010-11-20
- **Lazăr Corina Georgiana** (Romania → Belg.) 2011-01-10 to 2011-02-26
- **Julia Fleischer** (Germany → Norway) 2011-01-28 to 2011-02-27

One extra STSM is budgeted for this budget year. One has been submitted by Kylli Sarapuu to go to Bergen. It is expected that this STSM will be approved without any problem.

8. Publications, dissemination and outreach activities

8.A. Publications and activities related to the Final evaluation of the Action

Final evaluation of COST action will take place after the formal end of our action

- Scientific
- Policy – oriented

What we need to produce as evaluation documents:

- **Update of monitoring report -**
- **Extended scientific final report within 6 months after the end of the Action – by September 2011 at the latest**

The **evaluation process** includes:

- Establishing an Evaluation Panel; two external experts
- Arrangement of a final workshop or conference
- Submission by the MC Chair of the final report.
- Evaluation Report, prepared by the Evaluation Panel
- Final evaluation by the DC. - the “Final Evaluation Report”

Evaluation criteria are:

•2. *Results versus objectives*

Describe briefly how and to what extent the results obtained match the objectives.

•3. *Outcome and achievements*

Describe the main outcome and the main achievements, and the significance of these, including the dissemination of results.

•4. *Impact of the Action*

Describe the importance and benefits for international science and technology.

•5. *European added-value*

Describe how the Action used the COST Framework to achieve its goal and what synergies and added value resulted from COST cooperation.

•6. *Coordination and management*

Describe briefly the effectiveness of coordination and management.

•7. *Dissemination of results*

Describe briefly the effectiveness of the dissemination of results.

•8. *Strengths and weaknesses*

Extended scientific final report and country reports: procedure

- Integration of the country reports and the final report in a book
- Published by OPOCE and purchased/distributed by COST money
- Max. use of previous research notes and data gathered
- Content and set-up and length was discussed (see note in annex 1)
- Deadline for country reports and additional information **31 December 2010**
- Integration of policy recommendations by core-group at pre-meeting **before Potsdam meeting January 2011**

- Final discussion at Potsdam meeting (January 2011)
- Book in production in **March 2011**
- Published by **end 2011**
- Purchased and distributed **early 2011**

Extended scientific final report and country reports: content

The country report and cross-country findings and policy recommendations will be integrated in the final report, which we will publish as a book, published by OPOCE. The content of the country reports and the integrated final report was discussed at the MC in length, as well as the structure of the book.

In **annex 1** of this scientific report, the amended report and book outline is included.

Additional information to be delivered by country partners for update of the monitoring report

→ **deadline end of 2010, as annex to country report**

- An extensive and detailed list of all research activities done related to cost-related topics conducted during the period of the Action (2007-2011) (government structure, agencies, autonomy, control, coordination, performance)
- interesting scientific findings, proofs of interdisciplinarity, socio-economic benefits
- number and names of all researchers involved
- All joint activities with other members
- All organised conference panels or workshops on topics which could be related to cost
- All related publications (national and international) with full references (including reports and conference papers)
- All communication, advices, policy recommendations or other valorisations to practitioners, general public or societal stakeholders

8.B. Final action publications and use of Final Action publication budget

Final Action Publications (on average one publication per Action to the amount of typically maximum EUR 10 000) are foreseen to be funded directly by the COST Office if:

- the Action includes a request for a final Action publication in the budget plan of its final year;
- the Action Chair/MC submits a specific request for a final Action publication to the COST Office (Science Officer) no later than 6 months before the official end date of the Action;
- the Action Chair/MC ensures that the invoice for the Final Action Publication will reach the COST Office no later than 12 months after the official end date of the Action.

COST either covers costs for production and distribution by a printing house, or for the purchase of a fixed number of copies of the Action's high-level publication by a publishing house. Related costs such as graphic design, proofreading, translation and editing are normally not covered. Exceptions need specific approval.

The MC ask the COST office for a budget of 10.000 euro on final action publications. The MC requests the chair to ask the approval by the COST office for these final action publications 6 full months before the end of the Cost Action, so before 27 September 2010.

The MC agrees on the following final Action publications:

1. Edited book project on "The agencies of the European Union: autonomy, steering and control, management and policy. (ed. by Dario Barbieri, Bellé, Fedele, Ongaro)

To be published by Palgrave Macmillan

To be purchased by COST for 3750 Euro (about 130 copies)

See for outline the book project in annex

2. The Edited book compendium "A global compendium of Agencification" with comparative analyses and findings on autonomy, control and coordination in COST member countries based n COST-related datagathering and -analyses

to be published by OPOCE

to be purchased by COST for 5250 Euro (about 200 copies)

see for outline the book project in annex

3. Policy letter (brochure) on 'Lessons and challenges for agencification in Europe' for High level Officials and Practitioners (approx. 10 pages long) for 1000 euro (about 2000 copies)

To be printed in a printing house in Belgium

Purchase by COST but distribution by research members of COST Action towards policy makers in their country of origin and at the EU-level

8.C. COST publication in current budget year (outside final action publication budget)

The MC request the purchase and distribution of the following publication for the amount of 4000 euro as was decided upon the MC meeting on 27 May 2010 in Cluj:

Laegreid, P., Ed., Verhoest, K., Ed. (2010). *Governance of public sector organizations: proliferation, autonomy and performance*. Hampshire: Palgrave Macmillan

The amount is budgeted in the regular budget for the budget year 2010-2011. The book will normally be published and available in October 2010.

8.D. Planned COST related publications beyond the COST Action

In 2011-2012 the cost members agree to work to be published in special issues for international journals. The following themes were agree upon:

(1) Life and death of agencies (editors: Paul Roness & Muiris MacCarthaigh & third editor?)

- An panel will be organised by Paul and Muiris at ECPR general conference 2011 in order to discuss and optimize potential papers
- Possible target journal: Public Organization Review or Public Administration (?)
Public Administration can only promise a special issue for publication from 2012 onwards.

(2) Policy autonomy and involvement in policy cycle (editors: Tobias Bach [and/or Potsdam team], Birgitta Niklasson & third editor ?)

- Possible target journal: Public Management Review
The editor of PMR confirmed that full special issues have a long back log (only in 2012-2013). However, special issues of three- four articles (round tables) could be published earlier.

(3) Agencification, europeanisation and state-formation in CEE (editors: Vitalis+ Two other CEE researchers...)

Possible target journal: ?

(4) Styles of agencification in different politico-administrative traditions (editors, linked to EGPA SG:

Sandra van Thiel, Per Laegreid & Koen Verhoest?)

Cobra-based or broader. Comparative papers along pol-adm culture

Possible target journal: IRAS

(5) Local agencies (editors: Reto Steiner & second & third editor?)

Possible target journal: Local Government Studies

A last special issue is only loosely coupled with the COST Action:

(6) Regulatory agencies in a multi-actor and multi-level setting (editors: Kutsal Yesilkagit, Salvador Parrado & Koen Verhoest ?)

Regunet-based papers, cost related papers and papers from panels of the ecpr standing group on regulation conference 2010

Possible target journal: Regulation & Governance

The guest editors of these issues will:

- Contact other potential guest editors from the cost network (in order to be with three editors)
 - Contact potential authors from within and outside the COST network
 - Contact the journal editors in order to check their interest in such a special issue
 - Refer extensively to the COST Action network in their introduction to the special issue
- The special-issue guest editors have the full autonomy and responsibility in delineating the theme, finding the journal and articles for the special issue.

Country research teams should express their interest to the guest editors of the special issues if they are interested to:

- Join as guest editor of the issue
- Participate with a paper to a specific special issue

At the Potsdam meeting in January, the **progress re. these special issues will be monitored.**
Special issue editors should be then be able to say:

- Who will be co-editor?
- Which journal has expressed interest?
- Who will deliver papers for review?
- What the deadline for submission to the journal will be?

- **Request for new members**

No request for new action members. Croatia is now formal member. Luxembourg still has to sign.

9. Promotion of gender balance and of Early Stage Researchers (ESR)

Ongoing business

10. Non-COST country participations

The COBRA survey will now be launched in Pakistan under the guidance of Prof.dr. Muhammad Zafar Iqbal Jadoon.

Prof. Chris Aulich from Australia reports on COBRA valorisations in his country

11. Web news

The website of the action has been changed. Plans are to update and extend the publication part and the link to the national partner websites.

12. AOB - Future of COST/COBRA network

An prolongation or extension of the current COST Funding is not possible. New COST applications should focus on issues which are not related to the current action and which should mainly have other partners. A COST Action on PPP is possible, but with predominantly other partners and coordinators.

Some members of the COST Action are partner in a recently approved FP7 project COCOPS, which is coordinated by Erasmus University. The reference to our COST Action ISO 601 in the winning application appeared to be a very valuable asset.

Other possibilities like ECRP have also been discussed and there is progress in that regard. ECRP – projects, which were granted in the past, had usually up to 5 partners. As such, ECRP projects can never involved all partners in the network, but is only a partial solution for extending the network.

The usefulness of national applications for international collaboration is emphasized, as national research councils allow for foreign partners to be part of national applications. This will be further discussed at the Potsdam meeting in January.

13. AOB - Tour de table of all research teams on progress and problems on

- Mapping
- Survey and joint database
- Case studies
- Update on publications, methodologies and activities

14. Closing

Annex 1.

Annex 2 : short book outline of final Action publication

Agencies in Europe and Across the Globe: Autonomy, Steering and Control, Management and Policy

Editors:

Dario Barbieri
Nicola Bellé
Paolo Fedele
Edoardo Ongaro

Authors:

Dario Barbieri
Nicola Bellé
Madalina Busouioc
Ole Andreas Danielsen
Paolo Fedele
Davide Galli
Martijn Groenleer
François Lafarge
Silvia Mendes
Edoardo Ongaro
Jan Rommel
Jacques Ziller (t.b.c.)

- Thrust of the research: improving the understanding of EU agencies as an administrative phenomenon - investigating profiles of autonomy, steering&control, organisation, outputs and impact on European public policy
- Method: survey + multiple case study
- Status: empirical collection completed, data elaborated, chapters are being written
- Expected completion of manuscript: January 2011

Book outline

- Chapter 1. Introduction [rationale and significance, research questions, policy implications, methodological considerations] (Edoardo Ongaro)
- Chapter 2: The legal basis of EU agencies and the transformation of the executive function in the EU (François Lafarge)

- *Part I. Features of the system of EU Agencies*
- Chapter 3: EU Agencies: an overview (Nicola Bellé, Paolo Fedele)

- Chapter 4. Profiles of autonomy (Dario Barbieri)
- Chapter 5. Profiles of steering and control by multiple principals towards EU agencies (Silvia Mendes, Pedro Camoes, Davide Galli)
- Chapter 6. Organizational features, management systems, and policy (Edoardo Ongaro)

- *Part II. EU Agencies and Policy*
- Chapter 7: EU agencies in the field of security (Martijn Groenleer, Madalina Busouioc)
- Chapter 8: Network governance in the European Union: The European Competition Network (ECN) (Ole Danielsen)
- Chapter 9 Policy networks in the absence of an agency: Energy regulation in a multi-level context (Jan Rommel)

- *Part III Furthering the study of EU agencies*
- Chapter 10. Determinants of autonomy, steering and control, managerial innovation: propositions and paths for future research (Dario Barbieri, Nicola Bellè, Paolo Fedele, Edoardo Ongaro)

- *References* (comprehensive: a single list for all chapters)
- *Annex 1: Methodological note.* The Survey. The Case Study Protocol
- *Annex 2: Case Reports* (Dario Barbieri, Silvia Mendes)