

COST Action IS0601 “Comparative Research into Current Trends in Public Sector Organization – CRIPO” organises:

High-level Conference for Invited Practitioners, Policy-makers and Researchers

**“Structuring Government in the 21 st Century:
Managing and Controlling Public Agencies at National and EU-
level
in Times of Crisis”**

27 May 2011 – Brussels (Belgium)

During this one-day High Level Conference, the CRIPO-network invites high-level policy makers, civil servants, and managers of agencies from 20 European countries and from the EU-level.

The objective is to analyse the **current challenges** in managing and controlling public agencies in times of crisis and joined-up government, and to discuss the **policy recommendations** which arise from the four-year collaboration between researchers in 23 European countries within the CRIPO-network.

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Objectives of the High Level Conference on Agencies

Many European governments have hived off public tasks to a wide range of “public agencies”, with considerable autonomy which allows these public agencies to perform their tasks in a more flexible and innovative way.

However, the large-scale delegation of public tasks to such agencies calls for new ways of contract-based result control and a more intense coordination within and across policy sectors. The current financial and budgetary crises and citizens’ demand for more integrated policy and service delivery even intensifies these calls for both better accountability, better performance and increased collaboration between agencies on the one hand and between agencies and their parent departments on the other hand.

In the COST-CRIPO Action (2007-2011) 35 high-quality European public management research teams from 23 countries have been joining their forces in a common research strategy on public sector organisation. Central research focus is the *changing autonomy, control and coordination of public agencies*, as well as the explanations and consequences of this trend. Central is the question to what extent increasing autonomy, more result-oriented control and more whole-of-government coordination of public agencies leads to more *organisational performance*.

One of the main pillars of the CRIPO network is the COBRA-group which gathers and analyses similar survey data on agency autonomy and control in a high number of participating countries which allows to compare agency types and features operating in different politico-administrative cultures. The COBRA joint database encompasses at the beginning of 2011 data on more than 1400 agencies in 15 European countries (Belgium, Italy, France, Portugal, Germany, Switzerland, Austria, the Netherlands, Norway, Sweden, Finland, Denmark, Ireland, Lithuania, and Romania), the EU-agencies as well as three non-European countries like Australia, Tanzania and Hong Kong.

During this one-day High Level Conference, the CRIPO-network invites high-level policy makers, civil servants, and managers of agencies from 20 European countries and from the EU-level to discuss the current challenges in managing and controlling public agencies in times of crises and joined-up government.

The CRIPO network will discuss with the practitioners the policy recommendations which arise from four years of comparative research in 23 European countries. In subsequent parallel sessions researchers and high level practitioners will confront their views on current ‘burning’

issues regarding the creation, management and control of agencies, and the related agencification policies in different European countries.

The international conference will provide answers to the following questions:

1. How to rationalise the agency landscape in times of crisis, in order to increase efficiency and effectiveness, without losing the advantages of flexibility and innovativeness?
2. How to improve the political and managerial leadership of agencies?
3. How to optimally design result-based control (e.g. Management by Objectives and results) of agencies by parent ministries?
4. How to improve long term relationships between agencies and their parent ministries, allowing for both autonomy for agency managers and for sufficient control by the parent ministry?
5. How to optimize the accountability of agencies, by combining or substituting traditional accountability mechanisms with new mechanisms for accountability towards users, parliament and citizens?
6. How to optimize the management and control of EU-level agencies and networks and how can their collaboration with national agencies enhance the implementation of EU-policies by EU-countries?

Finally, an internationally composed plenary panel of practitioners and scientists will reflect upon the policy recommendations and insights presented and will discuss the priorities for agencification policies in European countries and at the EU-level.

Program of the High Level Seminar

Thursday 26 May 2011

Thursday	Internal meeting for the CRIPO research partners
Thursday evening	Arrival of invited speakers in Brussels
After 19.30	Walking Dinner for Cost members and for invited speakers with Key note speaker on 'Managing and controlling public agencies in the 21 st Century'

Friday 27 May 2011

9.30-9.45	<p>Plenary Opening of the High Level Conference "Structuring Government in the 21 st Century: Managing and Controlling Public Agencies at National and EU-level in Times of Crisis"</p> <p>Welcome by <i>Mr. Kurt Van Raemdonck</i>, Cabinet director of the Federal Minister for Government Enterprises (Belgium)</p> <p>Introduction by <i>Prof.dr. Geert Bouckaert</i> - Chair of the Cost CRIPO Action (Catholic University Leuven, Belgium)</p>
9.45-10.30	<p>Plenary presentation of the main policy recommendations of COST-CRIPO for practitioners and policy makers on 'managing and controlling agencies in the 21 st century'</p> <p>By <i>dr. Sandra van Thiel</i> (Erasmus University of Rotterdam) and <i>dr. Koen Verhoest</i> (Catholic University Leuven)</p>
10.30-10.45	Coffee Break
10.45-12.45	<p>Three parallel sessions focussing on current challenges</p> <p>Expert session 1 (organised by the Anglo research team): Rationalization of agencies in times of crisis</p> <ul style="list-style-type: none"> • Academic perspectives on agency rationalization: trends, challenges and responses <ul style="list-style-type: none"> ○ <i>Dr. Alice Moseley</i> (Research fellow, University of Exeter) and <i>Dr. Muiris MacCarthaigh</i> (Institute of Public Administration, Ireland) • A practitioners' view on Irish experiences of agency rationalization: <ul style="list-style-type: none"> ○ <i>Mr. David Denny</i>, (Sectoral Policy Division, Department of Finance, Ireland). • A practitioners' view on British experiences of agency rationalization: <ul style="list-style-type: none"> ○ <i>Ms. Paula McDonald, CBE</i> (<i>Deputy Director, Public Bodies and Workforce Reform</i>) • A Panel discussion with practitioners from central departments and agencies from the UK and Ireland <ul style="list-style-type: none"> ○ <i>Mr. David Denny</i>, (Sectoral Policy Division, Department of Finance, Ireland).

	<ul style="list-style-type: none"> ○ <i>Mr. Moling Ryan</i> (Association of Chief Executives of State Agencies, Ireland) ○ <i>Mr. Stephen Speed</i> (Chief Executive of the Insolvency Service and Chair of the Association of Chief Executives – UK) <p>Expert session 2 (organised by the Nordic research team): Result control of agencies and agency performance: the Nordic way</p> <ul style="list-style-type: none"> ● Opening speech by <i>Prof. dr. Jon Pierre</i> (University of Gothenburg) ● ‘The experiences of management by objectives and results and agency performance’ by a Nordic high-level practitioner ● Comparing Nordic ways of result control and agency performance by <i>Assoc. Prof. dr. Morten Balle Hansen</i> (University of Southern Denmark), and <i>dr. Birgitta Niklasson</i> (University of Gothenburg) ● Reaction from a Practitioners’ panel: <ul style="list-style-type: none"> ○ <i>Mr. Sten Heckscher</i>, Former Chief Justice of the Supreme Administrative Court (Sweden) ○ <i>Mr. Tor Saglie</i>, former CEO of NAV and currently research officer at the Department of political science, University of Oslo (Norway) ○ <i>Mr. Niels Godtfredsen</i>, Department Head, responsible for reorganizing state administration, the Danish Ministry of Finance (Denmark). ○ <i>Mr. Tuomas Pöysti</i>, Auditor-General of Finland – President of the National Audit Office of Finland (Finland) ● General discussion <p>Expert session 3 (organised by the CEE research team): Politics, leadership and agencies</p> <ul style="list-style-type: none"> ● Moderator: <i>Prof. dr. Calin Hintea</i>, University of Cluj ● Keynote speech: <i>Prof. dr. B. Guy Peters</i>, University of Pittsburgh, USA ● Practitioners’ panel: <ul style="list-style-type: none"> ○ <i>Dr. Catalin Baba</i>, Secretary of State, Head of the Prime Minister's Office, Romania ○ <i>Dr. Dan Lazar</i>, Secretary of State, Ministry of Finance, Romania ○ <i>Jurgita Siugzdiniene</i>, Director of the Strategic Coordination Department, Office of the Prime Minister, Lithuania ○ <i>Kaido Paabus</i>, Head of Public Administration and Public Service Department, Ministry of Finance, Estonia ○ <i>Dr. Miroslav Beblavý</i>, Member of Parliament, Slovakia and Senior Research Fellow, CEPS, Brussels ● Discussion
12.45-13.45	Lunch
13.45-15.45	<p>Three parallel sessions focussing on current challenges</p> <p>Expert session 4 (organised by the Latin research team): Traditional and new forms of accountability of agencies towards parliament and citizens</p> <ul style="list-style-type: none"> ● Academic insights on traditional and new forms of accountability: <i>Assoc. Prof. dr. Koen Verhoest</i> (Catholic University of Leuven, Belgium) ● ‘Traditional systems of ‘Tutelle’ and new forms of accountability of agencies (Opérateurs de l’Etat) in France by <i>Mr Emmanuel Millard</i>, head of Mission performance de l’action publique and of Cellule opérateurs,

	<p>direction du Budget, Ministère du Budget (France)</p> <ul style="list-style-type: none"> • ‘Innovative forms of agency accountability to users, peers and citizens’ by <i>Prof. dr. Roel In ‘t Veld</i>, Chairman of the Audit committee of the Charter Group for Public Accountability • ‘Parliamentary oversight of agencies’ by <i>Mr Jan Peumans</i> (President of the Flemish Parliament) • A Panel discussion with practitioners from central departments and agencies, moderated by <i>Prof. dr. Silvia Mendes</i> (University of Minho, Portugal) <ul style="list-style-type: none"> ○ <i>Mr Jo De Cock</i>, CEO of the Health Insurance Agency (Belgium) ○ <i>Mr José A. de Azevedo Pereira</i>, Director-General of the Portuguese Taxation Administration (Portugal) <p>Expert session 5 (organised by the Continental research team): Happily ever after? Building long term relationships between ministries and agencies.</p> <ul style="list-style-type: none"> • Academic insights from the CRIPO team by <i>Assoc. Prof. dr. Sandra van Thiel</i> (Erasmus University Rotterdam) • A practitioner’s view by <i>Dr. Peter Grünenfelder</i>, Chancellor of the State of Argovie, Switzerland • Panel discussion moderated by <i>Prof. dr. Reto Steiner</i> (Center of Competence for Public Management, University of Bern) <ul style="list-style-type: none"> ○ <i>Mr. Jaap Uijlenbroek</i>, Director-general Organization and Management of the Dutch Government (The Netherlands) ○ <i>Dr. Peter Grünenfelder</i>, Chancellor of the State of Argovie (Switzerland) ○ <i>Mr. Gregor Wenda</i>, Secretary-General Austrian Society of Administrative Sciences (Austria) <p>Expert session 6 (organised by Bocconi University): Agencies and policy networks in the European Union: challenges for an evolving mosaic</p> <ul style="list-style-type: none"> • Introduction and presentation of the research findings on the patterns of networking in EU Agencies, by <i>Prof. Edoardo Ongaro</i>, <i>Dario Barbieri</i> and <i>Nicola Bellé</i>, Bocconi University and SDA Bocconi School of Management • Challenges for agencies and agency development: interventions by <i>Dr. Pablo Amor</i>, European Research Council-Executive Agency (ERCEA), <i>Mrs Madlen Serban</i>, European Training Foundation (ETF); <i>Mr Dante Storti</i>, European Monitoring Centre for Drugs and Drug Addiction (EMCDDA) • Policy networks and EU agencies in the ‘everyday administration’ of European policies: the perspective of high-level civil servants – interventions by <i>Mrs Cesira D’Aniello</i> (General Secretariat of the Council of the European Union); <i>Mr Mario Paulo Tenreiro</i> (European Commission), <i>Mr Eoin O’Shea</i> (European Court of Auditors) • Open debate and conclusions (moderated by prof. Edoardo Ongaro)
15.45-16.00	Coffee Break
16.00-17.15	Plenary panel discussion , moderated by <i>Prof. dr. Geert Bouckaert</i> : ‘How to govern public agencies in the 21 st century: challenges and solutions’

	<ul style="list-style-type: none"> • <i>Mr Mark Andries</i>, Cabinet Director of Minister Geert Bourgeois, Vice – minister-president of the Flemish Government and Minister of Governmental Affairs • <i>Mr. Andrew Davies</i>, (Senior Counsellor in the Director’s Office) OECD, France • <i>Mr Heiki Loot</i>, Secretary of State (Head of Government Office) in Estonia • <i>Prof. dr. Guy Peters</i>, University of Pittsburgh, USA • <i>Mr Maroš Šefčovič</i> (Vice-President and Commissioner in charge for Inter-institutional Relations and Administration)
17.15	Concluding remarks by <i>Prof. dr. Per Laegreid</i> (University of Bergen) and Dr. Julia Stamm, director of the ISCH Program – COST office
17.30	End of the High-Level conference on Agencies Reception

Organising network: COST Action IS0601 “Comparative Research into Current Trends in Public Sector Organization – CRIPO”

<http://soc.kuleuven.be/io/cost/>

Aim and objectives

New trends changing the structuring and functioning of the public sector are observed. Specialization within large bureaucracies results in the establishment of autonomous “agencies”, urging stricter coordination of policy sectors and governmental levels, and new ways of contract-based result control. Although governments are adapting to these trends at an increasing pace, there remains lack of scientific proof of the beneficial effects of these trends for the performance of the public sector. Most research efforts suffer from a lack of internationally comparative data, longitudinal data, and ill-concerted research methods. This Action resolves these drawbacks by bringing together scholars on a European platform for comparative and longitudinal research, which will lead to empirical, theoretical and methodological advancements in the field. Also, results that are grounded in scientific research will inspire policy-relevant recommendations to guide decision-makers in their policies on the organization of the public sector.

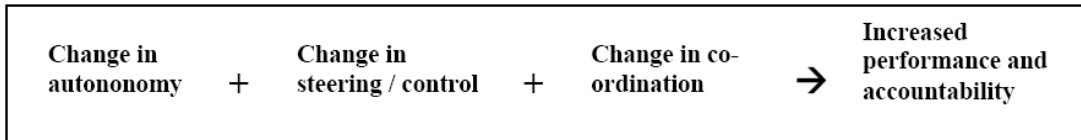
Central research questions

In this joint COST action, joint research efforts will focus on bringing together European research teams in the field of public sector organization research. It will jointly analyse existing and generate new descriptive, explanatory and evaluative knowledge on the following central research questions:

- Descriptive: To what extent and in what way is there an increase of autonomy of public sector organizations, as well as a change in the way they are controlled and coordinated by their parent governments?
- Explanatory: does increased autonomy, results oriented control, and new ways of coordination lead to enhanced performance and accountability of public sector organizations on the one hand and of the whole governmental system on the other hand?

- Evaluative: how can we structure, control and co-ordinated public sector organisations in an optimal way in order to enhance performance and accountability?

The general premise of the research is the following equation:



The key 'problematique' academically and practically is to know if, why and under what circumstances this 'logical equation' is really the happening?

Action IS0601 Fact Sheet

Title

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

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Details

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End of Action: 26/03/2011	CSO approval date: 20/11/2006

Objectives

New trends changing the structuring and functioning of the public sector are observed. Specialization within large bureaucracies results in the establishment of autonomous agencies, urging stricter coordination of policy sectors and governmental levels, and new ways of contract-based result control. Although governments are adapting to these trends at an increasing pace, there remains lack of scientific proof of the beneficial effects of these trends for the performance of the public sector. Most research efforts suffer from a lack of internationally comparative data, longitudinal data, and ill-concerted research methods. This Action resolves these drawbacks by bringing together scholars on a European platform for comparative and longitudinal research, which will lead to empirical, theoretical and methodological advancements in the field. Also, results that are grounded in scientific research will inspire policy-relevant recommendations to guide decision-makers in their policies on the organization of the public sector. Keywords : Public sector organization. Trends and reforms. Autonomy, steering, performance, accountability and coordination. Policy relevance and practitioner-oriented. International, dynamic and combined methods.

Parties							
Country	Date	Country	Date	Country	Date	Country	Date
Austria	16/07/2007	Belgium	28/02/2007	Croatia	13/07/2010	Denmark	28/02/2007
Estonia	02/03/2007	Finland	20/04/2007	France	28/11/2007	Germany	21/02/2007
Hungary	06/03/2007	Ireland	23/04/2007	Israel	12/09/2007	Italy	28/02/2007
Lithuania	29/10/2007	Netherlands	20/04/2007	Norway	20/02/2007	Poland	14/02/2007
Portugal	31/05/2007	Romania	10/04/2007	Slovak Republic	12/09/2007	Spain	15/03/2007
Sweden	28/11/2007	Switzerland	04/04/2007	United Kingdom	21/02/2007		

Total: 23

Intentions to accept the MoU							
Country	Date	Country	Date	Country	Date	Country	Date
Luxembourg	N/A						

Total: 1

Working Groups
None

Website
http://soc.kuleuven.be/io/cost/

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