

# Curriculum Vitae:

## Dr. Elke Loeffler

### **CURRENT EMPLOYMENT:**

**Senior Lecturer**  
**Director of Strategic Partnerships**  
**Senior Fellow of the Higher Education Academy (HEA)**

**Centre for Policing Research and Learning**  
Faculty for Business and Law  
The Open University  
B2 Wing, Michael Young Building  
Walton Hall, Milton Keynes, MK7 6AA  
E-mail: elke.loeffler@open.ac.uk

### **FURTHER ROLES:**

**Associate of the Institute of Local Government Studies (INLOGOV)**  
**University of Birmingham**  
Edgbaston  
Birmingham B15 2TT  
Email: e.loeffler@bham.ac.uk

**Non-Executive Director**  
**Governance International (nonprofit organisation)**  
**Victoria Square 1**  
**Ground Floor**  
Birmingham B1 1BD  
Website: <https://www.govint.org/>

## RESEARCH THEMES

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- User and community co-production of public services and outcomes
- Public leadership
- Social innovation in public services
- Public governance, with a focus on sustainability and resilience
- Quantitative and qualitative evaluation of public value and social impact
- Strategic management for performance and quality improvement

## ACADEMIC DEGREES

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1998	Ph.D. in Public Administration (Dr. rer. publ.) with <i>summa cum laude</i> : Thesis on “ <i>Administrative Modernisation in International Comparison</i> ”, German University of Administrative Sciences Speyer
1995	Master’s Degree in Political Science, University of Tübingen (Magister)
1993	Master’s Degree in Economics, University of Tübingen (Diplomvolkswirtin)
1990	Master’s Degree in Economics, Washington University of St. Louis (USA)
1988/89	B.A. in Economics and Political Science, University of Tübingen

## PROFESSIONAL CAREER

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Nov. 2022- ongoing	<p>Director of Strategic Partnerships, CPRL</p> <p><i>Responsibilities include:</i></p> <p>Providing collaborative leadership to strengthen partnerships with police forces to identify and develop new externally-funded projects</p> <p>Fostering active engagement with OU academics with links to the CPRL in order to create synergies</p> <p>Ensuring effective induction of new police forces as members of CPRL and facilitating all members to make the most of the partnership</p> <p>Contribute to the CPRL communications strategy and further development of the CPRL website</p>
Sept. 2020- Oct. 2022	<p><b>Associate Dean (Impact), Strathclyde Business School</b></p> <p><i>Responsibilities include:</i></p> <p>Leading development of impact strategy for Strathclyde Business School</p> <p>Delivery of an Impact Guide for the Faculty</p> <p>Providing support and training to staff on maximising their research impact</p> <p>Facilitating the development of Knowledge Transfer Partnerships (KTPs)</p>
Sept. 2019 – Oct. 2022	<p><b>Senior Lecturer</b></p> <p>Strathclyde Business School</p> <p><i>Responsibilities include:</i></p> <p>Providing collaborative leadership in the Business School on designing and delivering Knowledge Exchange activities.</p> <p>Co-Investigator of major (£1.5m) ESRC-funded project (ProPEL)</p> <p>Designing and delivering PG &amp; UG modules on social and digital innovation, leadership, public governance, and change management.</p> <p>Leadership and facilitation of innovative Honours Students' Hub and peer support schemes.</p> <p>Leadership of teaching innovations which strengthen Knowledge Exchange with business and other organisations</p> <p>Supervision of Honours and Master student dissertations &amp; Ph.D. students</p> <p>Development of new Executive Training Programmes for public service organisations and health and social care partnerships.</p>
Jan. 2018 – Jan. 2019	<p><b>Teaching Fellow, Institute of Local Government Studies (INLOGOV), University of Birmingham (half-time)</b></p> <p><i>Teaching the following MSc and MPA Modules (face-to-face and online):</i></p> <p>Strategic Management; Outcomes-based management; Public Leadership; Local and Community Governance; Public Management (including a Blended Module).</p>

*Administration: Plagiarism Officer and Library Rep.*

Since November 2014	<p><b>Associate, Institute of Local Government Studies (INLOGOV),</b> University of Birmingham</p> <p><i>Teaching included:</i> Public Management and Governance; Community and User Co-production; Citizen Participation; Collaborative Governance</p>
July 2002–2019	<p><b>Chief Executive of non-profit organisation <i>Governance International</i></b></p> <p><i>Responsibilities included:</i></p> <p>Planning and delivery of scientific studies (commissioned by the OECD, Council of Europe, EU Commission, Cabinet Office, the Welsh and Scottish Governments and Bertelsmann Foundation in Germany)</p> <p>Leading innovative experimental action research projects, in particular Co-Production Labs of the Offenbach Employment Agency, Aberdeen City Health and Social Partnership, the Scottish pilot project PRESENT: Co-Production of Wellbeing with People Living with Dementia (shortlisted for the Alzheimer Scotland Award 2016)</p> <p>Leading high-profile consultancy projects on public governance in the UK and other European countries</p> <p>Design and delivery of executive training programmes for senior public managers from central government and local authorities in a wide range of European countries and the Maghreb (commissioned by international organisations such as the OECD, EU and UNDP)</p> <p>Strategic planning, public marketing and grant capture for the organisation</p> <p>Leading international research teams on projects sponsored by the Presidency of the European Commission and Bertelsmann Foundation</p> <p>Development and facilitation of the Midlands Co-production Network (since 2011), with over 150 members</p>
Oct. 2001 – July 2002	<p><b>Independent Consultant</b></p> <p>Design and delivery of a participatory evaluation approach for public governance in co-operation with the City of Barcelona, Baar Council (CH), Ulm Council (Germany) and Calderdale Council</p>
March – Sept. 2001	<p><b>Senior Research Fellow at Bristol Business School</b></p> <p>Development of a research programme on public governance for Bristol Business School</p>
Sept. 2000 – Feb. 2001	<p><b>Independent Consultant</b></p> <p>Consultancy projects on public governance</p>
Nov. 1997 – Sept. 2000	<p><b>Policy Analyst at the OECD (GOV) on Intergovernmental Management and Governance</b></p>

Lead of international research projects and expert meetings  
Analysis of country surveys and case studies  
Team member of country evaluations and projects of other OECD  
Departments with a focus on public governance

Jan. – Oct. 1997

**Consultant of the OECD and GIZ with field studies in El Salvador**

Dec. 1993 – 1996

**Research Fellow at the Research Institute for Public Administration in  
Speyer (with a grant from the German Marshall Fund in 1996)**

Conceptual and empirical research on public management reforms in  
international comparison

Team member of the Committee of the Speyer Quality Awards

Coordination of the International Speyer Workshops with leading  
researchers and public sector leaders from around the world

## MEMBERSHIP OF EDITORIAL BOARDS

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*International Review of Administrative Sciences* (present)

*Public Money and Management* (present)

*Der moderne Staat* (present)

*International Public Management Review* (present)

*Innovation Journal* (present)

*Public Administration Review* (2003–2006)

*Journal of Public Administration. Research and Theory* (JPART) (2002–2005)

*Journal of Comparative Policy Analysis. Research and Practice* (2001–2004)

## LEADERSHIP ROLES IN LEARNED SOCIETIES

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Member of the Board of the International Research Society for Public Management (April 2013 – ongoing)

Member of the Steering Group of the European Group of Public Administration (September 2022 - ongoing)

## REVIEWER FOR ACADEMIC JOURNALS AND RESEARCH ORGANISATIONS

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Reviewer of articles for *Public Administration Review*, *Public Administration*, *Public Management Review*, *International Public Management Journal*, *Voluntas*, *Policy & Society*, *Local Government Studies*, *Australian Journal of Public Administration*, *Public Money and Management*, *International Public Management Review*

Regular reviewer of research proposals for Economic and Social Research Foundation, the European Research Council, the Dutch Research Council and Carnegie Trust for the Universities of Scotland,

Member the Research Foundation Flanders (FWO) Review College (2021-2023)

Editor-in-Chief of the *Governance International Good Practice Hub* (<http://www.govint.org/good-practice/case-studies/>) with more than 80 case studies on public management and public governance issues – 50 of these case studies have also been published on the OECD Open Public Sector Innovation Hub in 2016

## VISITING SCHOLARSHIPS

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September 2022	Visiting Professor at the Ph.D. School on “Trust-based Governance and the Co-creation of Public Outcomes” of Oslo Business School
April 2022	Visiting Professor of the University of Tor Vergata, Rome
January 2019	Visiting Scholar at Graduate School of Governance Studies, University of Meiji, Japan, including delivery of lectures for the International Post-Graduate Programme and qualitative case study research.
March – April 2018	Visiting Scholar at the Australia and New Zealand School of Government (ANZOG), coordinated by Victoria University of Wellington (VUW), including delivery of <ul style="list-style-type: none"><li>— Applied learning seminars in Auckland, Wellington and Perth</li><li>— Academic seminars at the University of Canberra</li><li>— A roundtable with leaders of the non-profit sector in Melbourne</li><li>— A roundtable for senior managers of the Government of New Zealand in Wellington.</li></ul>
November 2017	Visiting Scholar at the Graduate School of Governance Studies at the University of Meiji, including delivery of lectures for the International Post-Graduate Programme and qualitative case study research (Public sector innovations through Kaizen in the local authority of Saitama).

## LEADERSHIP OF SCIENTIFIC WORKING GROUPS

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Member of the *Steering Committee of the European Group for Public Administration* (EGPA) (since 2022)

Co-chair of the *EGPA Study Group on Citizen Participation* (since 2020) (with Prof. Bram Verschuere and Dr. Marlies Honingh).

UK Country Expert (with Prof. Tony Bovaird) within the *European Public Administration Country Knowledge* (EUPACK) EU-funded Project led by Prof. Gerhard Hammerschmid of the Hertie School of Governance (in co-operation with the European Institute of Public Administration and Ramboll Management Consulting) (August 2016 – April 2018).

Co-chair of the *Working Group on Legitimacy, Democracy and Citizen Engagement*, 12th Transatlantic Dialogue, June 2016, University of Ghent (with Prof. Tony Bovaird and Prof. Tina Nabatchi).

Scientific Rapporteur of the 3<sup>rd</sup>, 4<sup>th</sup> and 5<sup>th</sup> *European Conference on Quality Management in the Public Sector* (with Prof. Geert Bouckaert and Prof. Christopher Pollitt in Helsinki and Rotterdam; with Prof. Patrick Gibert and Prof. Bruno Dente in Paris).

Co-chair of the *Working Group on Better Quality Administration for the Public* in NISPAcee (2001–2002) (with Prof. Tatiana Zaytseva, Moscow State University).

Scientific Director of the *NISPAcee Summer School* in Potsdam (2002) for 30 graduate students from Eastern European Countries and Russia, which included leading a successful grant application to the Robert-Bosch Stiftung (with Prof. Werner Jann, Prof. Christoph Reichard and Prof. Salvador Parrado).

Co-chair of the *EGPA Local Governance Study Group* (2000–2003) (with Prof. Salvador Parrado and Prof. Tony Bovaird).

## ACADEMIC ROLES IN ADVISORY BOARDS

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Member of the Evaluation Panel of the Quinquennial Review of THIS Institute at the University of Cambridge (2021)

Commissioner of the *Democracy and Civic Participation Commission* of the London Borough of Newham (2019–2020), <https://www.newhamdemocracycommission.org/>.

External Validator of PG Cert. in *Systems Change: Collaborative Communities* and MA in *Strategic Leadership* (Executive Apprenticeship Level 7 Programme), London Southbank University (2019).

Member of the Advisory Board of the EU Project *Exploring Digital Government Transformation in the EU* of the Joint Research Centre of the European Commission (2019–2020).

Member of the Steering Board of the EU Project *SCOOP4C Stakeholder Community for the Once-only Principle: Reducing Administrative Burden for Citizens* (2016–2018).

Advisory Board Member of the Research Project *Democracy Monitor of the Foundation Baden-Württemberg* (2013–2017).

Advisory Board Member of the *Centre for Public Scrutiny* in the UK (2013–2016).

Expert at the *H2020 SC6 WP 2018–2020 Expert Consultation Workshop* of the EU Commission on 27



April 2016 in Brussels.

Advisory Board Member of the EU Project *LIPSE*, coordinated by Erasmus University & Hertie School of Governance (2012 – 2016).

Appointment as Academic Expert to the Advisory Board of the *Guardian Public Leaders Network* (2012).

Member of the ASPA Election Committee of the *International Public Administration Award* (2011 – 2013).

## TEACHING EXPERIENCE AND ACCREDITATION

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2022	Nominated for “Student Support and Building a Sense of Community as an outstanding contribution to the Student Experience” in Strathclyde Teaching Excellence Awards 2022
2021	Senior Fellow of the Higher Education Academy (HEA) in the UK
2020	Nominated for “Most Innovative” in Strathclyde Teaching Excellence Awards 2020 Nominated for “Personal Tutor of the Year” in Strathclyde Teaching Excellence Awards 2020
2019-2021	Coordinator of UG Module on Change Management & Social Innovation. Contributor to Master’s Programme on Human Resource Management. Contributor to UG Modules on collaborative and local governance, international business, leadership and HR in public services, social and digital innovation at the local level. Supervision of Honours and Master Students’ Dissertations and Ph.D. students. Leader of new Strathclyde Honours Students Hub and Student Buddy Scheme to support students in peer group working.
2018	Fellow of the Higher Education Academy (HEA)
2018-2019	Teaching of the following modules on Masters programmes at the University of Birmingham: <ul style="list-style-type: none"> <li>— Convenor of the Module on Strategic Management (Executive Programmes and full-time international student programme)</li> <li>— Convenor of the Module on Strategic Commissioning (Executive Programmes)</li> <li>— Co-convenor of the Module on Community and Local Governance (block seminar for part-time and full-time students)</li> <li>— Co-convenor of the Module on Public Leadership (online MPA Programme)</li> <li>— Co-convenor of the Module on Public Management and Governance (full-time international student programme)</li> <li>— Co-convenor of the Blended Module on Public Management and Governance (within the Public Management and Leadership Blended Level 7 Executive Apprenticeship Degree Programme)</li> <li>— Supervision and Marking of Master Theses, Tutor of Master Students</li> </ul>

2014–2016	Teaching of UK part-time graduate students and international students at the University of Birmingham within the Master’s Module <i>Outcomes-based Commissioning</i> (2014–2015 with Prof. Bovaird), since 2016 with Prof. Vivien Lowndes as part of MSc Public Management Programme.
2015	Teaching ‘ <i>Co-Production with Young People to Reduce Social Inequalities</i> ’ within the EMPA-Programme of the Hertie School of Governance in London.
2015	Teaching the Governance International case study ‘ <i>Transformation of Services for Young People in Surrey County Council</i> ’ for the Local Economic Development Forum of the London School of Economics.

Repeat lectures at the following universities:

- International Executive Training Programmes of the École Nationale d’Administration (ENA) in Paris
- The *MPA Programme* at Warwick Business School, UK
- The *MPA Programme* at the Donau-Universität Krems in Austria on Public Governance.
- The *MBA Module “Collaborative Strategy and Governance”* of the Business School at the University of Hertfordshire, UK

## EXECUTIVE TRAINING EXPERIENCE

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- Designer and lead speaker of webinars for Glasgow Council of Voluntary Service, Scotland, August – November 2021.
- Design and delivery of annual *Local Councillors Leadership Development Programme*, commissioned by the Northern Ireland Local Government Association (2019-2022).
- Designer, and lead trainer of Executive Training Programme on *Outcome-Based Commissioning in Health and Social Care*, commissioned by Dudley MBC (on behalf of the University of Birmingham), Jan-April 2019.
- Design and delivery (in French) of a new executive training module for senior civil servants on “*Indicators and Evaluation of Public Service Quality*” in Algeria, commissioned by the OECD (SIGMA Programme), 26–27 September 2017, with repeat running of programme on 14–16 February 2018 and 15–16 December 2018.
- Design and delivery (in French) of a new executive training module on the issue “*La population aux cotés des pouvoirs locaux dans l'action publique: expériences européennes*” for senior managers in

French local government, commissioned by the Institut national des études territoriales (INET), Strasbourg 13–15 December 2016 and 12–14 December 2017 (with Olivier Terrien, former senior manager at the Council of Europe).

- Design and facilitation of Action Learning Workshops for members of the East Dunbartonshire Dementia Network as part of the Scottish Pilot Project “*PRESENT: Co-production with people living with dementia in East Dunbartonshire*”, 2013–2016. The project has been shortlisted as a finalist by Alzheimer Scotland for the Scotland’s Dementia Awards 2016.
- Design of a training module with a toolkit on *Public Service Co-production* for public service providers and commissioners, which has been rolled out in more than 20 training workshops across five local partnerships in Scotland, Midlothian Council, the Borders Council and Police Scotland, with the strong support of the Joint Improvement Team in Scotland since 2012.
- Planning and facilitation of a European Workshop with top civil servants on *Citizen Participation* in co-operation with Minister Gisela Erler, Staatsministerium Baden-Württemberg and Prof. Gerry Stoker, University of Southampton, in Brussels (October 2014).
- Facilitation of a Lunch-Workshop for top civil servants of EU Member Countries with Vice-President Al Gore (with Prof. Christopher Pollitt and Prof. Geert Bouckaert) commissioned by the Dutch EU Presidency, Rotterdam, 15 September 2006.
- Design and delivery of five two-day seminars for senior executives in German local government on *Quality and Performance Management, Outcomes-based Management and Co-production* in partnership with the German Institute of Urbanism (DIFU) in Berlin since 2008
- Design and delivery of more than 30 seminars on quality, performance and outcomes-based management, citizen participation and local governance issues in EU Member Countries, Central and Eastern Europe and North Africa since 2002, commissioned by the SIGMA Programme of the OECD, the Council of Europe, UNDP, the GIZ in Germany, INAP in Spain and the European Institute of Public Administration (EIPA) in Maastricht.
- Since 2004 design and facilitation of ten study visit programmes of 3 to 10 days for public managers from local and national government from Indonesia, France, Germany and UK. The key themes of these study visits ranged across social innovations, e-government, performance management, citizen participation, participatory budgeting and co-production. I arranged these study visits in the UK, Paris, Baden-Württemberg and Finland. They were commissioned by the Indonesian Ministry of Planning, INET in France, Bedfordshire County Council, Speyer Leadership Academy, Turkish Home Office and Finnish Local Government Association.

## RESEARCH GRANTS

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€16,500	Report and webinars on developing quality standards for service delivery in Serbia, commissioned by OECD/SIGMA, 2021-22.
\$20,000	Report on European Comparison of Neighbourhood Management in Metropolitan Cities, commissioned by UNDP/Turkey, 2021
£1,580,000	Co-investigator in the PROPEL Hub - Productivity Outcomes of Workplace Practice, Engagement and Learning (ESRC Funded)
€12,000	Principal Investigator, UK research team for EUPACK EU Project (led by a consortium of the Hertie School of Governance, EIPA and Ramboll Consulting), 2016–2018
£1,150	Grant to host University of Birmingham Workshop on “Strengthening local democracy and improving public outcomes” with academics from the University of Frankfurt (project with Prof. Vivien Lowndes), 2017
£15,000	Research team leader, UK Government (Department for Communities and Local Government) (2015–2016): Evaluation of Balsall Heath Forum
€80,000	Principal Investigator, Bertelsmann Foundation (2013–2014): Study on Co-Production in German Local Government (including focus groups with commissioners and third sector providers, a national citizen survey and international case studies)
£36,000	Research team member, UK Economic and Social Research Council/Arts and Humanities Research Council (2011–2012) with the University of Birmingham and University of Southampton): Activating Citizens to Co-produce Public Services and Outcomes (including multiple citizen panels and large-scale surveys in five local councils in England and Wales)
€30,000	Principal Investigator, Bertelsmann Foundation (2011): Open Government Indicators and development of a conceptual framework
€50,000	Principal Investigator, EU-Presidency (2008): European study on co-production (including focus groups with public officers, design and analysis of national citizen surveys in five EU Member States)
£10,000	Principal Investigator, National Audit Office (2008): Promoting participation with the historic environment – Literature research and conceptual framework
€27,400	Lead, Volkswagen Foundation (2002) grant on European Frameworks of

Quality Management in the Public Sector (in co-operation with the University of Potsdam and NISPAcee) for young scholars in Central and Eastern Europe.

## **AWARDS, RECOGNITION AND RANKINGS**

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2022	Google Scholar: over 8000 citations (over 4000 since 2017), h-index is 40 (29 since 2017); i10-index is 94 (53 since 2017). 4 <sup>th</sup> scholar in public governance and 10th ranked scholar in co-production
2017	Ranked second in the list of candidates for the post of Full Professor on Social Business & Social Management of the University of Luxembourg
2012	Appointment to the Advisory Board of the Guardian Public Leaders Network as 'Academic Expert'
2000	Nomination for the Ph.D. Award of the Leibnitz Society in Germany
1996	Research grant of the German Marshall Fund of the United States for comparative empirical research on the implementation of new public management in Germany, the UK and the US

## **NETWORK DEVELOPMENT**

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Co-founder and coordinator of the Midlands Co-Production Network since 2011 – this network now includes more than 150 members from academia, local government and other public agencies, third sector and community representatives. The network runs about three workshops per year which are mainly hosted by local councils in the Midlands.

## ACADEMIC MEMBERSHIPS

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Academy of Management (AOM)

British Academy of Management (BAM)

European Academy of Management (EURAM)

European Group of Public Administration (EGPA)

German Section of the International Institute of Administrative Sciences

International Research Society for Public Management (IRSPM)

International Public Management Network (IPMN)

Local Area Research and Intelligence Association (LARIA)

Schweizer Gesellschaft für Verwaltungswissenschaften (SGVW)

## EXTERNAL EXAMINER, MENTORING AND SUPERVISOR OF PH.D STUDENTS

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Federica Sacco, University of Pavia (Italy): *Resilience building processes of GVCs under uncertainty* and Jean Christophe Nicaise, ESCP Business School (France): *Organisational ambidexterity in the public sector* (Mentor as part of the EURAM Ph.D Mentoring Programme (July 2022 – ongoing).

Andreas Horn, University of Strathclyde: *Impact of Leadership on Corporate Culture and Performance in Private Sector Organisations in Greater China* (Supervisor from 2020-2022).

Tarja Saarelainen, University of Lapland: *Managing Local Networks: Impacts of Network Management on the Implementation of New Public Management and Citizen Participation*, May 2003 (External reviewer of Ph.D. thesis, with Professor Larry O'Toole).

Elizabeth Ellen (Eileen) O'Leary, University of Cork: *Local Governance in Action: A Case Study of the Cork City Development Board* (External examiner on Exam Board with Prof Neil Collins, Department of Government, University College Cork and Dr Aodh Quinlivan, Department of Government, University College Cork), Viva Examination held on 26 October 2004.

## LANGUAGES

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German	(Mother tongue)
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English	(fluent)
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French	(good)
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Italian	(good)
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Spanish	(good)
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## RECENT PRESENTATIONS AT ACADEMIC CONFERENCES AND WORKSHOPS

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### 2022

Initiator and co-convenor of the *EGPA Citizen Participation Clinics* which bring together academics and public policy-makers in a monthly meeting to discuss a research paper, case study or research grant opportunities. Since the foundation in May 2022 the Linked-In group now includes more than 80 members.

“Co-production and networks for disadvantaged groups: lessons from international case studies”, Joint presentation by Denita Cepiku, University of Rome Tor Vergata, Elke Loeffler, University of Strathclyde, Tina Foster and Rachel Forcino, The Dartmouth Institute, Patricia Mendonça, University of São Paulo, IRSPM Online Conference, 21 April 2022.

### 2021

“Reducing Health Inequities through Co-production with Vulnerable People? Evidence from case studies in Italy and the UK”, Joint Presentation with Prof. Denita Cepiku at the Conference of the International Institute of Administrative Sciences (IIAS): Towards Good Government: Sustainability, Innovation and Social Equity, 23 November 2021, Singapore (online conference).

“Strengthening resilience through user and community co-production: Implications for public service management and accounting”, Presentation at the Conference of the Federal University of Rio de Janeiro, 26 November 2021, Brazil (hybrid conference).

Co-convenor of the EGPA Study Group Meeting on “Citizen Participation at Times of Crisis” from 7-10 September within the Annual EGPA Conference in Brussels.

Co-convenor of the EGPA Study Group Workshop on “Citizen Participation at Times of Crisis” on 18 March 2021 (webinar).

“Community co-production and Covid-19”, Presentation (with Tony Bovaird) at the Co-Production Laboratory @Dartmouth USA, 13 January 2021.

### 2020

“Communities co-designing new solutions to meet Covid-19 challenges through hackathons in Germany”, Invited speaker at the IIAS Study Group on Co-Production Online Conference on 10 November 2020.

## **2019**

“How public service organisations collaborate with service users and local communities to improve public services and outcomes: international trends”, Presentation at a Research Seminar at the University of Shizuoka/Japan, 14 January 2019.

“Identifying and tackling barriers to co-production in social care services: A conceptual framework and empirical test”, Presentation at the Conference of the IIAS Study Group on Co-Production, University of Leuven, 27–28 May 2019.

“The role of co-production in improving the resilience of the public value system” (with Tony Bovaird) and “The quality management of co-production”, Presentations at the EGPA Conference, Queen’s University Belfast, 8–10 September 2019

“Koproduktion von Sicherheit durch die Bürgerschaft“, Jahrestagung 2019 der Deutschen Sektion des Internationalen Instituts für Verwaltungswissenschaften (IIAS), Universität Münster, 28.–29. November 2019.

## **2018**

“Identifying and overcoming the barriers to user and community co-production of public services and outcomes”, Presentation (with Tony Bovaird), IRSPM Conference, Edinburgh University, 11–13 April 2018.

“Improving the quality of life of older people: Drivers of co-production by and for older people in Germany”, Presentation at the IIAS Co-Production Study Group Conference at the University of Stellenbosch, 22–23 May 2018.

“Better or just cheaper? A cost-benefit model for comparing additive and substitutive forms of co-production from a public sector perspective”, Presentation at the EGPA Conference at the University of Lausanne, 5–7 September 2018.

“Embedding user and community co-production of public services and outcomes in the strategic commissioning process of public service organisations”, Presentation at the EGPA Conference at the University of Lausanne, 5–7 September 2018.

## **2017**

Älter, bunter und digital: Wie öffentliche Verwaltung durch Koproduktion mit Bürgerinnen und Bürgern soziale Innovationen umsetzen, Presentation at the Conference of the German, Swiss and Austrian Section of the International Institute of Administrative Sciences (IIAS), 4–5 May 2017, Berlin (hosted by the Ministry of Interior).

The implementation challenge: Change management of user- and community-led co-production in the UK (with Tony Bovaird), Presentation at the Public Management Research Conference (PMRC), American University, Washington D.C., 8–10 June 2017.

Embedding Co-Production in Strategy: Continuous Transformation in Services for Young People, Surrey CC, UK (with Tony Bovaird, Garath Symonds, & Chris Tisdall), Presentation at the Meeting of the IIAS Study Group on Public Service Co-Production, hosted by Syracuse University, Washington D.C., 6–7 June 2017.

Making Citizen Voice and Action Effective: Incentives and strategies for elected politicians at local level, Presentation at the Research Workshop “Strengthening local democracy and improving public

outcomes: The potential of public participation and co-production with citizens”, hosted by the University of Birmingham with the Goethe University of Frankfurt, 17–18 July 2017.

## **2016**

How citizens and users can co-produce innovative solutions, Paths for Innovations in the Public Sector, Roundtable of the German University of Administrative Sciences with Innovation Labs in Europe, Conference Directors: Prof. Dr. Hermann Hill and Prof. Dr. Michael Hölscher, 25–26 February 2016, Speyer.

Gemeinsam mit Bürgerinnen und Bürgern durch Koproduktion öffentliche Wirkungen und Public Value verbessern: Internationale Fallbespiele und wissenschaftliche Evidenz, Jean Monnet Seminar on the theme of Public Corporate Governance at the German University of Administrative Sciences, 4 April 2016 (Directr: Prof. Dr. Ulf Papenfuß).

Panel discussant on the theme „Perspectives on Public Corporate Governance“ at the 4th Speyer Conference on Public Corporate Governance, 4.–5. April 2016 (Scientific Directors: Prof. Dr. Michèle Morner, Deutsche Universität für Verwaltungswissenschaften Speyer and Prof. Dr. Ulf Papenfuß, Universität Leipzig).

Balancing service quality and public governance principles to achieve quality-of-life outcomes through dynamic performance management, 7th Azienda Pubblica Workshop IJPA Symposium, 25–27 May 2016, University of Palermo (with Carmine Bianci und Tony Bovaird).

Co-production and neighbourhood governance: Making a difference? International Public Management Conference, 1–3 June 2016, St. Gallen (with Tony Bovaird).

## **2015**

Improving the quality of life of younger and older generations in Germany through co-production: a quantitative and qualitative study of the levels, drivers and barriers, IRSPM-Conference at the University of Birmingham, 1 April 2015 (with Prof. Van Ryzin, Prof. Bovaird and Dr. Timm-Arnold).

„Implementation der Verwaltungstransformation. Eine internationale Perspektive“, Presentation at the Academic Conference „Verwaltungswissenschaft – eine neue Eröffnungsbilanz“, Helmut-Schmidt-Universität/Universität der Bundeswehr Hamburg, 2–3 July 2015.

## RECENT KEYNOTES

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### 2021

“Bessere soziale Dienstleistungen durch Koproduktion: Good Practice Beispiele und Umsetzungsstrategien”, SGB II Forum of the State of Baden-Württemberg, Germany, 13 July 2021.

### 2020

“User and Community Co-Production for better employability”, Webinar of Strathclyde Business School on “Re-thinking welfare and employability services for people with health and disability-related barriers to work”, 6 August 2020.

### 2019

„Digitalisierung für und mit Bürgerinnen und Bürgern: Wege zum „MitmachStaat“, National Conference of Auditors of the Austrian Audit Court (Rechnungshof Wien), Vienna, 7 July 2019.

“European experiences and trends: What is co-production and how does it work?”, First national co-production conference of the Friedrich Ebert Foundation and Centre for Democracy and Law Miko Tripale, Zagreb, 11 November 2019.

### 2018

„Koproduktion – Bürger und Klienten zum Mit-Akteur machen. Erfahrungen aus England“, Jahrestagung Beschäftigung: Kommunal e.V., Göttingen, 31 January 2018.

“Improving public value through citizen voice and action”, European E-Democracy Conference on Politics in the Digital Age – How can e-democracy enhance participation, inclusion, transparency and accountability? University of Krems, Austria, 23 October 2018.

### 2017

„Was wirkt? Internationale Ansätze zur Bewertung öffentlicher Wirkungen“, Keynote at the National Conference of Auditors hosted by the Austrian Audit Court, Vienna, 20 June 2017.

„Koproduktion: Ein kollaborativer Ansatz zur Verbesserung des ländlichen Raums“, Keynote at the „Plankstettener Gespräche“ in der Abtei Plankstetten (a forum for rural development and good governance in Bavaria), 20 October 2017.

„Älter, bunter, digital: Soziale Innovationen in der öffentlichen Verwaltung umsetzen“, Audit-Impuls 2017, Conference of the Audit Court of the State of Vorarlberg, Bregenz, 23 November 2017.

### 2016

“Co-production: A European Perspective”. Keynote at the National Conference of the Health and Social Care Alliance Scotland, Edinburgh, 22 August 2016.

„Mit Bürgerinnen und Bürgern und digitalen Technologien soziale Innovationen umsetzen“. Keynote at the Open Government Conference of the City of Munich, 24 October 2016.

**2015**

“Concretando soluciones innovadoras con los ciudadanos para los servicios públicos”, Keynote at Awareness Raising Event of the City of San Sebastian, 24 April 2015.

## RECENT PRESENTATIONS AT POLICY & PRACTITIONER EVENTS

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### 2023

“Preventive approaches through Local Policy Innovation Partnerships”, Invited Speaker at the ‘Prevention in Partnerships’ Conference of Hertfordshire Constabulary, Hertfordshire Public Health & CPRL, 22 March 2023.

### 2022

Briefing on co-production to the Scottish Parliament Cross Party Group on Chronic Pain, 2 March 2022.

“How can landlords work with residents to co-produce fire safety information?”, Invited Speaker at a Roundtable by Inside Housing and Aico, 22 March 2022.

### 2021

“Quality charters as a tool for good governance”, Joint presentation (with Nick Thijs, OECD at a webinar hosted by Venice Commission of the Council of Europe on 2 December 2021.

Convener and speaker at the webinar series “Our Word Reimagined – Better Social Care”, in partnership with the Glasgow Council for the Voluntary Sector (2021).

Convener and speaker at the “User and Community Co-Production for more Resilient Cities” webinar with the series “Engage with Strathclyde”, University of Strathclyde, 18 May 2021.

“Good practice in citizen participation at the local level in Europe”, Invited Speaker at the Local Democracy Forum of the City of Rotterdam, 30 January 2021.

### 2020

“Opportunities for Community and User Co-Production in the London Borough of Newham”, Launch Event of the Report of the Newham Democracy & Civic Participation Commission, 6 July 2020.

“Shaping Digital Government Transformation in the EU”, Rapporteur at the Online Workshop of the EU Commission, JRC DigiGov Study ‘Exploring Digital Government Transformation: Understanding Public Sector Innovation in a Data-Driven Society’, 9 July 2020.

“Briefing on the recommendations of the Newham Democracy Civic Participation Commission”,

Presentation at a meeting of the Local Council of the London Borough of Newham, 17 August 2020.

## **2019**

“Wigtownshire Women and Cancer” (with Penny Halliday, Vice-Chair, NHS Dumfries and Galloway), Webinar hosted by the ALLIANCE, Scotland, 21 November 2019.

“Co-production for better outcomes”, Co-production Forum of the European Social Network, Lisbon, 14–15 November 2019.

“Co-Production Action Learning through five Co-Production Labs with Offenbach Employment Agency”, Midlands Co-Production Network Workshop, Birmingham, 17 October 2019.

“Researching and overcoming barriers to co-production”, *Annual Conference of the Local Area & Intelligence Research Association (LARIA): Better Together! Research and Intelligence in Collaboration*, Aston University, Birmingham, 15 May 2019.

## **2018**

“Co-production with service users and local communities”, Workshop at an NHS Improvement event, 11 September 2018.

“Co-production: where are we at, where are we going?”, Presentation at the 20th West Midlands Co-Production Network Workshop, 4<sup>th</sup> July 2018.

“Co-production in UK Local Government”, interactive presentation (with Tony Bovaird) at a Co-Production Workshop for Practitioners at the University of Stellenbosch, 21 May 2018.

“Collaboration with non-governmental actors in the design and implementation of public administration reforms”, Presentation at a panel at the EU Conference *Quality of Public Administration: What have we learned, what can we do better*. Concluding Conference of the EU Research Project EUPACK, Brussels, 22–23 March 2018.

## **2017**

“Bringing citizen power into public services to achieve better outcomes”, Workshop presentation at the Conference BUILD of the German Marshall Fund, 17 November 2017, Detroit, USA.

“CitizenPoweredCouncil: The role of the co-operative councillor in shaping the future of civil society”, Annual Meeting of the *Cooperative Councils Innovation Network*, 6 September 2017, Oldham.

## **2016**

Presentation at the Workshop "Co-production and Urbanism A Community-Learning Event" by Community Action North, Edinburgh, 8 October 2016.

„Wirkungsorientierte Finanzsteuerung und Koproduktion mit Jugendlichen, Familien in Schwierigkeiten und sozialen Quartieren: Good Practice Beispiele aus Großbritannien“, plenary presentation at the National Conference of the Organisation for German Local Government KGSt®, Kongress Haushalt und Finanzen 2016. Finanzen und Soziales – die Quadratur des Kreises, Mannheim, 15–16 September 2016.

Presentation at the Breakout Session "Kollaboration zwischen Impact & Collaboration: Neue Paradigmen staatlicher Steuerung", an event of the Chancellery of Austria and the Hertie School of Governance at the European Forum Alpbach, 29 August 2016.

Le rôle des citoyens dans l'économie solidaire: De l'écoute à la co-conception et la co-production de meilleurs impacts publics, 1ère UNIVERSITE D'ETE L'INNOVATION PUBLIQUE TERRITORIALE EN EUROPE, organisé par le CNFPT, 6–8 juillet 2016, Cluny.

## **2015**

Presentation of the UK Good Practice Case “Outcomes-based commissioning and co-production with young people in Surrey County Council” at the National Congress of the Bertelsmann Foundation in Berlin, 16 –17 March 2015 (with Dr. Timm-Arnold).

Netzwerk MitmachStadt, Presentation at the 18th National Meeting of the Innovators Club of the German Local Government Association for Medium-Sized Cities, Berlin, 11 May 2015.

“Leave No Child Behind: Promoting Inclusive Societies through Investment in Early Childhood Development. Presentation of International Good Practice” at a Workshop of the Bertelsmann Foundation at the Bonn Conference for Global Transformation, 12–13 May 2015.

„Wie können Nutzer und Angehörige in Entscheidung und Umsetzung eingebunden werden?“, Impulsreferat zu einem Workshop im Rahmen der Auftakttagung der Bertelsmann Stiftung zum Projekt „Gemeinsam mehr erreichen“, Hannover, 16 November 2015.

Panel Discussant with the Leader of the City of Arnsberg, Hans-Josef Vogel der Stadt Arnsberg and Prof. Dr. Silke van Dyk, University of Kassel at the 6th Symposium „Potenziale des Alterns“ of the Körber-Foundation, Hamburg, 19–20 November 2015.

La participación ciudadana, Presentation at the Annual Conference of the Basque Government, Congreso Euskal Hiria, Bilbao, 23–24 November 2015.

Tools of Co-Production: The Governance International Co-Production Star, Presentation at the National Network Meeting of the Scottish Co-Production Network, Perth, 7 December 2015.



# List of Publications

## PEER-REVIEWED JOURNALS

Tony Bovaird, Elke Loeffler Elke, Sophie Yates, Gregg Van Ryzin & John Alford (2021), International survey evidence on user and community co-delivery of prevention activities relevant to public services and outcomes, *Public Management Review*, pp. 1-23, <https://doi.org/10.1080/14719037.2021.1991665>.

Denita Cepiku, Filippo Giordano, Tony Bovaird and Elke Loeffler (2020), "Managing the COVID-19 pandemic: from a hospital-centred model of care to a community co-production approach", *Public Money and Management*, DOI:10.1080/09540962.2020.1821445.

Elke Loeffler and Peter Timm-Arnold (2020), "Comparing user and community co-production approaches in local 'welfare' and 'law and order' services: Does the governance mode matter?", *Public Policy & Administration*, DOI: 10.1177/0952076720905006.

Elke Loeffler and Tony Bovaird (2020), "Assessing the impact of co-production on pathways to outcomes in public services: the case of policing and criminal justice", *International Public Management Journal*, Vol. 2 (4): 205-223, DOI:10.1080/10967494.2019.1668895.

Elke Loeffler and Tony Bovaird (2019), "Co-commissioning of public services and outcomes in the UK: Bringing co-production into the strategic commissioning cycle", *Public Money and Management*, 39 (4): 241–252, DOI: 10.1080/09540962.2019.1592905.

Carmine Bianchi, Tony Bovaird and Elke Loeffler (2017), "Applying a dynamic performance management framework to wicked issues: How co-production helps to transform young people's services in Surrey County Council, UK", *International Journal of Public Administration*, Vol. 40 (10): 833-846, <http://dx.doi.org/10.1080/01900692.2017.1280822>.

Tony Bovaird, Gerry Stoker, Tricia Jones, Elke Loeffler and Monica Pinilla Roncancio (2016), "Activating Collective Co-production for Public Services: Influencing Citizens to Participate in Complex Governance Mechanisms", *International Review of Administrative Sciences*, Special Issue on Co-production, Vol. 82 (1): 47–68, <https://doi.org/10.1177/0020852314566009>.

Elke Loeffler and Tony Bovaird (2016), "User and community co-production of public services: What does the evidence tell us?" *International Journal of Public Administration*, Vol. 39 (13):1006-19. <https://doi.org/10.1080/01900692.2016.1250559>.

Elke Loeffler (2016), "Co-production of public outcomes – where do citizens fit in? A Commentary", *Public Administration Review*, 76: 436–437.

Tony Bovaird, Gregg van Ryzin, Elke Loeffler and Salvador Parrado (2015), "Activating citizens to participate in collective co-production of public services", *Journal of Social Policy*: Vol 44 (1): 1–23, <https://doi.org/10.1017/S0047279414000567>.

Salvador Parrado, Gregg van Ryzin, Tony Bovaird and Elke Loeffler (2013), "Correlates of co-production: Evidence from a Five-Nation Survey of Citizens", *International Public Management Journal*, Vol. 16 (1): 1–28, <https://doi.org/10.1080/10967494.2013.796260>.

Tony Bovaird and Elke Loeffler (2012), "From engagement to co-production: The contribution of users and communities to outcomes and public value", *Voluntas*, Vol. 23 (4): 1119–1138, <https://doi.org/10.1007/s11266-012-9309-6>.

Tony Bovaird and Elke Loeffler (2009), "More quality through competitive quality awards? An impact assessment framework", *International Review of Administrative Sciences*, Vol. 75 (3): 383–401, <https://doi.org/10.1177/0020852309337687>.

Tony Bovaird and Elke Loeffler (2007), Assessing the Quality of Local Governance: A Case Study of Public Services in Carrick, UK, *Public Money & Management*, Vol. 7 (2): 293–300.

Tony Bovaird and Elke Loeffler (2003), Evaluating the Quality of Public Governance: Indicators, Models and Methodologies, Symposium "Evaluating the Quality of Governance", *International Review of Administrative Sciences*, Vol. 68 (3): 313–328, <https://doi.org/10.1177/0020852303693002>.

Tony Bovaird and Elke Loeffler (2002), Moving from excellence models of local service delivery to benchmarking of "good local governance", *International Review of Administrative Sciences*, Vol. 67 (1): 9–24, <https://doi.org/10.1177/0020852302681001>.

Tony Bovaird, Elke Loeffler and Salvador Parrado Diez (2002), Finding a Bowling Partner: the Role of Stakeholders in Activating Civil Society in Germany, Spain and the United Kingdom, *Public Management Review*, Special Edition on Local Governance, Vol. 3 (3): 1–21, <https://doi.org/10.1080/14616670210151621>.

Elke Loeffler (2002), Waiting for Godot: The Contribution of the European Common Assessment Framework to Leadership Development in UK Local Government, *Local Governance*, Vol. 28 (3): 235–244.

Elke Loeffler (2001), Quality Awards as a Public Sector Benchmarking Concept in OECD Member Countries. Some Guidelines for Quality Award Organisers, *Public Administration and Development*, Vol. 21 (1): 27–40, <https://doi.org/10.1002/pad.167>.

Elke Loeffler (2000), Best Practice Cases Reconsidered from an International Perspective, *International Public Management Journal*, Vol. 3 (2): 191–204.

Alexander Kouzmin; Elke Loeffler; Helmut Klages and Nada Korac-Kakabadse (1999), Benchmarking and Performance Measurement in Public Sectors: Towards Learning for Agency Effectiveness, *International Journal of Public Sector Management*, Vol. 12 (2/3): 121–144, <https://doi.org/10.1108/09513559910263462>.

Helmut Klages and Elke Loeffler (1998), New public management in Germany: the implementation process of the New Steering Model, *International Review of Administrative Sciences*, Vol. 64 (1): 41–54, <https://doi.org/10.1177/002085239806400104>.

Geoff White and Elke Loeffler (1998), Pay Flexibility in the German and British Civil Services, *Employee Relations Review*, Vol. 1 (4): 10–16.

Elke Loeffler (1997), Personnel Management in the German Public Administration from an International Comparative Perspective, *Review of Public Personnel Administration*, Vol. 17 (3): 69–81 <https://doi.org/10.1177/0734371X9701700307>.

Elke Loeffler (1997), Flexibilities in the German Civil Service, *Public Policy and Administration*, Vol. 12 (4): 73–86, <https://doi.org/10.1177/095207679701200406>.

Helmut Klages and Elke Loeffler (1995), Administrative modernization in Germany – a big qualitative jump in small steps, *International Review of Administrative Sciences*, Vol. 61 (3): 373–383, <https://doi.org/10.1177/002085239506100305>.

## BOOKS

Loeffler, Elke (2021), *Co-production of public services and outcomes*. Cham: Palgrave Macmillan, DOI: 10.1007/978-3-030-55509-2.

Loeffler, Elke, Dominik Sobczak and Frankie Hine-Hughes (2012), *Liberalisation and Privatisation in the EU – Services of general interest and the roles of the public sector*. London: Multi Science.

Loeffler, Elke; Parrado, Salvador and Zmeskal, Tomas (2007), *Improving Customer Orientation through Service Charters. A Handbook for Improving Quality of Public Services*. OECD, Czech Ministry of Interior und Governance International.

Löffler, Elke (1998), *Verwaltungsmodernisierung im internationalen Vergleich. Meßkriterien und Implementationsstrategien in Deutschland, Großbritannien und in den USA*. Düsseldorf: Raabe Verlag.

Löffler, Elke (1997), *The Modernisation of the Public Sector in an International Comparative Perspective – Implementation Strategies in Germany, Great Britain and the United States*. Speyer: Speyerer Forschungsberichte Nr. 174, Forschungsinstitut für öffentliche Verwaltung.

Löffler, Elke (1996), *La Modernización del Sector Público desde una Perspectiva Comparativa: Conceptos y Métodos Para Evaluar y Premiar la Calidad en el Sector Público en los Países de la O.C.D.E.* Madrid: Documentos INAP No. 8, Ministerio de Administraciones Públicas.

Löffler, Elke (1996), *The Modernisation of the Public Sector in an International Comparative Perspective: Concepts and Methods of Awarding and Assessing Quality in the Public Sector in OECD Countries*. 2. Auflage, Forschungsbericht Nr.151. Speyer: Forschungsinstitut für öffentliche Verwaltung.

## EDITED BOOKS

*The Palgrave Handbook of Co-Production of Public Services and Outcomes* (2021), (with Tony Bovaird), Cham: Palgrave Macmillan, DOI: 10.1007/978-3-030-53705-0.

*Public Management and Governance*. London: Routledge (1<sup>st</sup> ed. in 2003; 2<sup>nd</sup> ed. in Feb. 2009; 3<sup>rd</sup> ed. in 2016 (with Tony Bovaird), 4<sup>th</sup> ed. in press). (The first edition was also translated and published in Japanese).

*Co-production of Health and Wellbeing in Scotland*. Birmingham: Governance International with Scottish Government. (2013, with Tony Bovaird, Gerry Power and Frankie Hine-Hughes – over 7000 copies distributed).

*Making Health and Social Care Personal and Local: From Mass Production to Co-Production*. Birmingham: Governance International and Local Governance Information Unit (2012, with Tony Bovaird, David Taylor-Gooby, Frankie Hine-Hughes and Laura Wilkes).

*Improving the Quality of East and West European Public Services*, Aldershot, Hampshire: Ashgate Publishers (2004, with Mirko Vintar).

*Developing Local Governance Networks in Europe*. Baden-Baden: Nomos Publishers (2002) (with Tony Bovaird and Salvador Parrado Diez).

*Managing Accountability in Intergovernmental Partnerships*, Speyer Research Report No. 207. Speyer: Research Institute for Public Administration (FOEV) (2000, with Klaus König).

*Quality, Innovations and Measurement in the Public Sector*. Frankfurt: Peter Lang Verlag (1996, with Hermann Hill and Helmut Klages).

## RESEARCH REPORTS COMMISSIONED BY RESEARCH COUNCILS

Tony Bovaird, Gerry Stoker, Elke Loeffler, Pat Jones and Monica Pinilla Roncancio (2013), *Activating The 'Big Society': Developing Evidence on the Underlying Conditions for Individual and Community Co-Production*. Report to the Arts and Humanities Research Council (on behalf of all UK Research Councils in the Connected Communities Research Programme). Birmingham: Birmingham University.

Elke Loeffler (2009), *A Future Research Agenda for Co-Production. Overview Paper*. Local Authorities & Research Councils Initiative (LARCI).

Elke Loeffler and Peter Watt (2009), *Understanding the Efficiency Implications of Co-Production*, Local Authorities & Research Councils Initiative (LARCI).

## RESEARCH REPORTS COMMISSIONED BY INTERNATIONAL ORGANISATIONS, GOVERNMENT AGENCIES AND NONPROFIT ORGANISATIONS

Elke Loeffler and Lesley Walls (2022), *Strathclyde Business School Impact Guide*, Glasgow: University of Strathclyde.

Elke Loeffler (2022), *Serbian Roadmap for Improving Public Service Standards*, Paris: OECD.

Elke Loeffler (2022), *Good European Practices in Public Service Standards*, Paris: OECD.

Elke Loeffler (2021), *Comparative Assessment of Neighbourhood Management in Selected EU Countries*, Ankara: UNDP.

Elke Loeffler and Tony Bovaird (2018), United Kingdom, in: *Public administration characteristics and performance in EU28*. Brussels: European Commission: 1041–1082.

Tony Bovaird and Elke Loeffler (2016), *Evaluation of the Balsall Heath Forum*. Final Report for the Department for Communities and Local Government. Birmingham: Governance International.

Elke Löffler, Peter Timm-Arnold und Tom Overmans (2015), *Was machen europäische Kommunen anders? Neue Impulse für Kommunen in Deutschland*. Gütersloh: Bertelsmann Stiftung, <https://www.bertelsmann-stiftung.de/de/publikationen/publikation/did/was-machen-europaeische-kommunen-anders/>.

Elke Löffler, Peter Timm-Arnold, Tony Bovaird und Gregg Van Ryzin (2015), *Koproduktion in Deutschland*. Studie zur aktuellen Lage und den Potenzialen einer partnerschaftlichen Zusammenarbeit zwischen Kommunen und Bürgerinnen und Bürgern. Gütersloh: Bertelsmann Stiftung, [https://www.bertelsmann-stiftung.de/fileadmin/files/user\\_upload/Studie\\_Koproduktion\\_in\\_Deutschland\\_Web.pdf](https://www.bertelsmann-stiftung.de/fileadmin/files/user_upload/Studie_Koproduktion_in_Deutschland_Web.pdf).

Tony Bovaird und Elke Loeffler (2014), *Bringing the power of the citizen into local public services – An evidence review*. Research Report 110/2014. Cardiff: Welsh Government.

Tony Bovaird, Elke Loeffler, Brendan McCarron and Frankie Hine-Hughes (2013), *Cost-Benefit Analysis of Balsall Heath Neighbourhood Community Budgeting Pilot*. Report for Department for Communities and Local Government (UK), Birmingham City Council and Balsall Heath Forum. Birmingham: Governance International.

Salvador Parrado and Elke Loeffler (2010), *Toward a sustainable public administration*. Madrid: Spanish EU Presidency (National Agency for Evaluation of Public Policies and Services).

Elke Loeffler, Wouter van Dooren and Tony Bovaird (2008), How organisations with limited influence can make a difference: A literature review on influence strategies, good practices and evaluation frameworks. Report for the National Audit Office. Birmingham: Governance International.

Pollitt, Christopher; Bouckaert, Geert and Löffler, Elke (2007), *Making Quality Sustainable: Co-Design, Co-Decide, Co-Produce, Co-Evaluate*. Report for the Ministry of Finance, Finland.

Elke Loeffler, Tony Bovaird, Salvador Parrado and Greg Van Ryzin (2008), *“If you want to go fast, walk alone. If you want to go far, walk together”: Citizens and the co-production of public services*. Report to the EU Presidency. October 2008. Paris: Ministry of Finance, Budget and Public Services.

Tony Bovaird, Ken Russell, Elke Loeffler and Lucy Gaster (2002). *Civil Service Reform: Evaluation Case Studies*. London: Cabinet Office.

Elke Loeffler (1999), *Accountability Management in Intergovernmental Partnerships*, OECD, Paris, available at Website <http://www.oecd.org/puma/mgmtres/malg/partnerships.htm>

Elke Loeffler and Christina Parker (1999), *The National Environmental Performance Partnership System (NEPPS) between the States and the U.S. Environmental Agency*, OECD, Paris, available at Website <http://www.oecd.org/puma/mgmtres/malg/partnerships.htm>

translated into Japanese by the Japanese Research Institute for Agriculture, Forestry and Fisheries Policy (AFFPRI).

Elke Loeffler (1998), Public Opinion Surveys as Inputs to Administrative Reforms, SIGMA Papers, No. 25, Paris: 18–39.

## NON-PEER REVIEWED ARTICLES IN ACADEMIC JOURNALS

Tony Bovaird, Sophie Flemig, Elke Loeffler, Stephen P. Osborne (2019), How far have we come with co-production – and what's next? *Public Money and Management* Vol 39, pp. 229–232 (2019, <https://doi.org/10.1080/09540962.2019.1592903>).

Elke Loeffler (2018), User and community co-production of public services and outcomes: New opportunities for the ageing society in Japan, *Chihou Zaimu (Local Government Finance)*, No. 764 (February), pp. 119–131 (in Japanese).

Tony Bovaird, Sophie Fleming, Elke Loeffler and Stephen Osborne (2017), “Co-production of public services and outcomes”, *Public Money and Management*, online at <http://dx.doi.org/10.1080/09540962.2017.1294866>

Elke Löffler (2017), Public Value: Neue Wege zur Operationalisierung und Bewertung, Rechnungswesen und Controlling in der öffentlichen Verwaltung, Loseblattwerk, hrsg. von Böhmer, R./Kegelmann, J./Kientz, J. Freiburg, 17. Mai 2017, Gruppe 4: 543–562.

Elke Löffler und Peter Timm-Arnold (2016): Nachhaltige kommunale Haushaltssicherung durch die Koproduktion öffentlicher Wirkungen mit Bürgerinnen und Bürgern? Substitutive und additive Formen von Koproduktion im Vergleich, *Verwaltung und Management* (22), Heft 6: 306–314.

Elke Löffler (2016), Besser oder einfach nur billiger? Nachhaltige kommunale Haushaltssicherung durch die Koproduktion öffentlicher Wirkungen mit BürgerInnen, Rechnungswesen und Controlling in der öffentlichen Verwaltung, Loseblattwerk, hrsg. von Böhmer, R./Kegelman, J./Kientz, J. Freiburg, Heft 7, Gruppe 4: 321–340.

Elke Löffler (2015), Koproduktion mit Bürgerinnen, Bürgern und gemeinnützige Öffentlich-Private Partnerschaften: Ein transsektoraler Ansatz für eine wirkungsorientierte Verwaltungswissenschaft, Verwaltung und Management, Heft 6/2015: 317–324.

Elke Löffler (2014), Koproduktion, Rechnungswesen und Controlling in der öffentlichen Verwaltung, Loseblattwerk, Gruppe 6, hrsg. von Böhmer, R./Kegelman, J./Kientz, J. Freiburg: 279–294.

Peter Timm-Arnold und Elke Löffler (2013). Vom Vater Staat zum Partner Staat: BürgerInnen als Koproduzenten öffentlicher Leistungen und Wirkungen, Verwaltung und Management, Vo. 19 (4): 197–204.

Salvador Parrado, Tony Bovaird und Elke Löffler (2005), Evaluación de la calidad de la gobernanza local: algunas lecciones de la experiencia europea”, Revista del CLAD, Vol. 33, (October 2005): 33–60.

Helmut Klages and Elke Loeffler (2002), Giving Staff of Local Authorities a Voice: A Checklist of Success Factors for Staff Surveys, Local Governance, Vol. 28, No. 1 (Spring): 13–22.

Elke Löffler (2001), Governance als die neue Generation von Staats- und Verwaltungsmodernisierung, Verwaltung und Management, Vol. 7, No. 4: 212–215.

Derry Ormond and Elke Loeffler (1999), New Public Management – What to Take and What to Leave, Revista del CLAD. Reforma y Democracia, No. 13 (February): 141–172.

Elke Löffler (1999), Public Management Service in der OECD. PUMA – das Referat für öffentliche Verwaltung der Mitgliedstaaten, Verwaltungsführung, Organisation, Personal (VOP), Vol. 21, No. 1–2: 24–26.

## ARTICLES IN PRACTITIONER JOURNALS AND NATIONAL NEWSPAPERS, PRESS INTERVIEWS AND BLOGS

Elke Löffler und Matthias Schulze-Böing (2021), Bessere soziale Dienstleistungen durch Koproduktion: Action Learning und Ergebnisse aus einem Jobcenter, *Nachrichtendienst des Deutschen Vereins für öffentliche und private Fürsorge (NDV)*, Deutscher Verein für öffentliche und private Fürsorge, S 137-143.

Elke Loeffler and Nick Pearce (2020), Can democratic renewal help us 'build back better' from the COVID-19 crisis? Key recommendations from the Newham Democracy and Civic Participation Commission. Blog for the INLOGOV Blog Webpage at the University of Birmingham, <http://inlogov.com/2020/07/31/can-democratic-renewal-help-us-build-back-better-from-the-covid-19-crisis-key-recommendations-from-the-newham-democracy-and-civic-participation-commission/>

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Interview in *Die Presse*, Print-Ausgabe, 27.07.2014,  
[http://diepresse.com/home/99ideen/3844921/Expertin\\_Der-Gemeinderat-muss-das-letzte-Wort-haben](http://diepresse.com/home/99ideen/3844921/Expertin_Der-Gemeinderat-muss-das-letzte-Wort-haben)

Elke Loeffler (2013), French managers see UK austerity as 'end of local government', Article in *Guardian Professional*, 1. Oktober 2013,  
<https://www.theguardian.com/local-government-network/2013/oct/01/local-austerity-uk-france>

Elke Löffler (2012), BürgerInnenmitwirkung neu gedacht. Neue Beteiligungsangebote müssen geschaffen werden, *Österreichische Gemeindezeitung*, Nr. 3: 22–23.

Elke Loeffler (2012), Public service compact to revolutionise services, User involvement in public services will mean a dramatic change in the role of public services professionals, Article in *Guardian Professional*, 17. Januar 2012,  
[https://www.theguardian.com/public-leaders-network/blog/2012/jan/17/user-involvement-public-services?CMP=tw\\_t\\_gu](https://www.theguardian.com/public-leaders-network/blog/2012/jan/17/user-involvement-public-services?CMP=tw_t_gu)

Tony Bovaird, Elke Loeffler, Frankie Hine-Hughes (2011), From passive customers to active co-producers: The role of co-production in public services, *My Customer*,  
<https://www.mycustomer.com/selling/sales-performance/from-passive-customers-to-active-co-producers-the-role-of-co-production-in>

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## CASE STUDIES

<http://www.govint.org/good-practice/case-studies/>

The Governance International Good Practice Hub includes more than 80 innovative case studies from 21 countries which have been edited by Elke Loeffler. She has authored or co-authored many of the case studies.

50 case studies have been published on the OECD Open Public Sector Innovation Hub in 2016.

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