



CAPP

Centro de Administração
e Políticas Públicas

Research Report 2018



U LISBOA

UNIVERSIDADE
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ISCSP

INSTITUTO SUPERIOR DE
CIÊNCIAS SOCIAIS E POLÍTICAS
UNIVERSIDADE DE LISBOA

FCT

Fundação para a Ciência e a Tecnologia
MINISTÉRIO DA EDUCAÇÃO E CIÊNCIA

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1. Introduction

The Centre for Public Administration and Public Policies (CAPP) is a research unit dedicated to research, consultancy, and advanced training. It was founded in 2001 at the Institute of Social and Political Sciences (ISCSP). ISCSP is a member institution of Universidade de Lisboa, the largest University in Portugal, classified in 73rd place in the Western Europe ranking on the Scimago Institutions Rankings¹.

Research at CAPP is of a multidisciplinary nature, combining the expertise of more than 170 researchers, including senior staff, young PhD researchers, and students.

Our main goals are:

- Production of scientific knowledge
- Dissemination of the results and insights obtained from this research
- Contribution to the training of new researchers
- Collaboration in national and international networks for the production and sharing of knowledge
- Provision for consulting services to the community

This report covers the main activities of the research unit in 2018, providing background information from previous years where needed.

¹ <https://www.scimagoir.com/rankings.php?country=Western%20Europe>

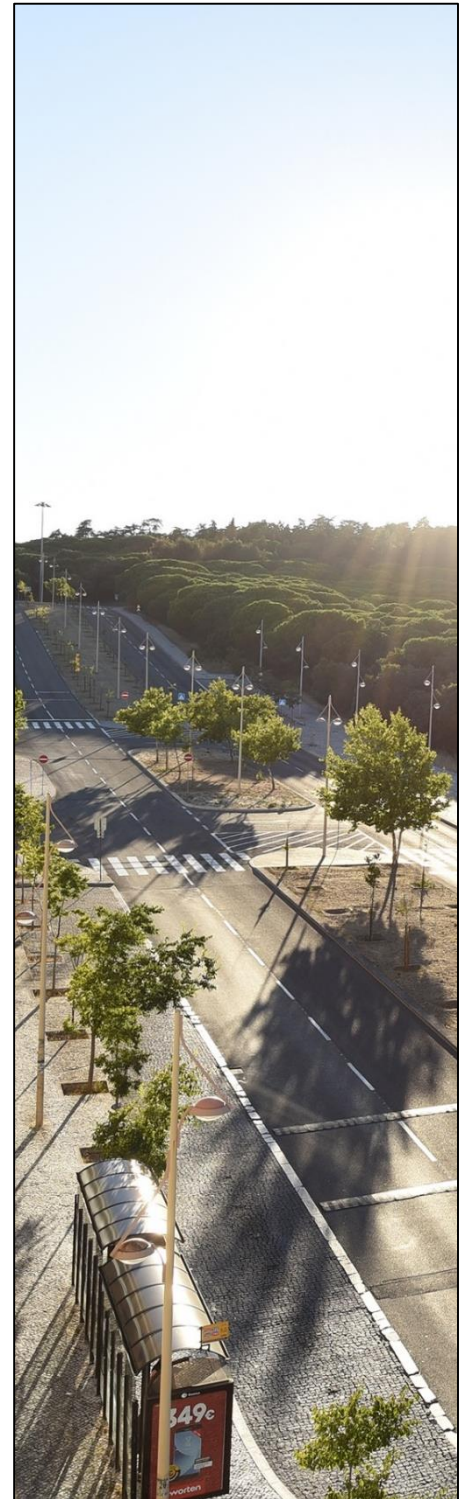
2. Governance and Organizational Structure

On the 17th January 2019, the Scientific Council of the Centre for Public Administration and Public Policies approved new statutes. According to the new statutes, CAPP has two governing bodies, the Executive Board and the Scientific Council. In addition, an external Advisory Board meets once a year to advise the Executive Board. The research unit also has a Secretariat, responsible for all aspects of daily management, and for providing assistance to the Executive Board. This section provides information on these structures and the way they articulate.

The Executive board is responsible for the management of the Research Unit, and is currently presided over by Miguel Pereira Lopes, with the help of four Vice-Presidents, each with his or her own area of action.

Every CAPP researcher with a PhD is part of the Scientific Council that meets in a general assembly to discuss the general strategy, goals, activities and membership criteria.

The Advisory Board is composed of five external scholars of international merit, who advise the Executive Board on the overall strategy of the Research Unit. In 2018, this body was composed of Professor Jon Pierre, from the University of Gothenburg; Professor Onésimo Almeida, from Brown University; Professor Peter van Bergeijk, from the Erasmus University of Rotterdam; Professor Rudolf Richter, from Universität Wien, and Professor Stephen Osborne, from the University of Edinburgh.



Executive Board



As Executive President, Miguel Pereira Lopes is responsible for the articulation of the research centre's activities with other structures at ISCSP, including the Presidency, the Scientific Council, Coordination Units and the Institute for Training and Consulting (iFor). He oversees the general functioning of the research centre, including its general organization, regulations, financial matters, and the overall strategy.



As Vice-President, Lara Tavares is responsible for the training of researchers and for the integration of PhD and Postdoc students. She also coordinates the agenda for scientific events.



Maria de Fátima Amante is the Vice-President responsible for overseeing ongoing research projects and applications for funding. She also coordinates CAPP's call for projects and other initiatives related to ongoing projects.



Pedro Alves Correia is the Vice-President responsible for overseeing CAPP's overall communication strategy of the research centre. He is also the Executive Director of the peer-reviewed journal *Public Sciences & Policies*.



Pedro Goulart is the Vice-President responsible for the research centre's institutional relation with FCT. He articulates the annual report for the Advisory Board and the general strategy for internationalization.

Support Structures

The governing structures have the administrative support of a Secretariat staffed with two people, and the assistance of ISCSP's Research Office Coordination.

The Secretariat provides assistance on the everyday management of the research centre, collecting and processing data from scientific outputs and other indicators. It makes the necessary arrangements for the participation of researchers in scientific events, looks for financing opportunities, and provides support for grant applications. It is also responsible for the management of the research centre's website and other public online profiles, as well as for the research centre's newsletter. The Public Sciences and Policies journal is also managed through the Secretariat.

The Research Office provides support for all of ISCSP's research centres, articulating all administrative processes with ISCSP's Presidency.

Finally, CAPP also has a documentation centre where researchers can peruse available academic works and other reports. In 2018, the documentation centre was enriched with academic journals published by other institutions in exchange for hard copies of *Public Sciences & Policies*.



3. Research Groups

The research centre has three research groups. Their organization is adjusted on the grounds of previous experience – in 2013, the nine existing research groups were consolidated into only four; a more targeted mission later led to further consolidation, and two of these research groups were merged in 2017. Thus, 2018 began with three research groups that seek to make a valuable contribution to the development of public policies with foundations in science.

The research groups are *Power, Public Administration and Public Policies; Society, Communication and Culture; Human Resources and Organizational Behaviour*.

Power, Public Administration and Public Policies

Coordinator: Pedro Goulart
18 integrated researchers

The research group focuses on transformations in Power, Public Administration and Public Policies, to achieve an improved Quality of Government and Governance. It relies on a multilevel, multidisciplinary and interdisciplinary approach by experts from different backgrounds such as Political Science, Public Administration, Area Studies, International Relations, Strategy, Economics, Sociology, Geography and Law.

The group centres on topics such as Public Governance and Public Management; Economic and Social Policies; Territorial Policies and Sustainable Development; Politics and Government; International Relations and Strategic Studies. Although the focus is on the Portuguese context, a comparative perspective with other European countries and Portuguese-speaking countries across the world is also favoured.



Society, Communication and Culture

Coordinator: Elvira Pereira
26 integrated researchers

This group undertakes high quality scientific research in Life Cycle and Social Policies, Environment, Human Development and Livable Communities and Communication, as well as Media and Citizenship. Our goal is to produce relevant and significant knowledge addressing identified societal and policy needs, to inform public policies, practice and higher education teaching, and promote public discussion and awareness, contributing to equitable, sustainable and communicative human, social and ecological systems.

The group integrates researchers with common research interests from different disciplinary backgrounds namely Anthropology, Communication Sciences, Economics, Public Administration, Social Policy, Social Work and Sociology.



Human Resources and Organizational Behaviour

Coordinator: Sónia Gonçalves
8 integrated researchers

The mission of this research group is to perform fundamental and applied research in organizational behaviour, management and people development in different organizational settings, with a particular emphasis on Portuguese-speaking countries. The research conducted provides answers for organizational processes and policies that contribute to human performance and also for the improvement of the wellbeing of people and organizations.

The main objective is the development of policies and interventions based on science, while also contributing to the training of new researchers in management, human resources, and organizational behaviour.



Divided between three groups, the research centre has a total of 157 researchers, 143 of whom hold a PhD. These come mostly from ISCSP (94 researchers, Table 1), while a total of 49 researchers, also with a PhD, come from other institutions.

Research Group:	Internal PhD Researchers			External PhD Researchers		
	Integrated	Collaborators	Total	Integrated	Collaborators	Total
PPAPP	15	28	43	3	19	22
SCC	16	26	42	10	12	22
HROB	7	2	9	1	4	5
Total	38	56	94	14	35	49

Table 1: Researchers by research group.

The total number of researchers has remained stable since 2016, when the implementation of stricter membership criteria led to a reduction in the number of researchers in the research centre (Table 2).

Time attributed to research:	2015	2016	2017	2018
Research time: 30%	72	44	44	43
Research time: 40%	5	5	4	7
Research time: 100%	2	2	1	1
Total Number of Researchers *	95	53	59	52
Full-Time Equivalent (FTE) Research Total **	27,75	17,9	18,1	17,2
FTE Research per group	6,9	4,5	6	5,7

Table 2: Researchers by time attributed for research, by year. *The Total Number of Researchers includes other researchers with different time attributions. ** FTEs include only integrated researchers.

While teaching may take time away from research activities away, it allows for the training of a new generation of researchers. Table 3 summarizes graduations of Masters and PhD students by year, tutored by CAPP researchers.

Research Group	Master Students				PhD Students			
	2015	2016	2017	2018	2015	2016	2017	2018
PPAPP	23	23	33	32	7	4	4	4
SCC	29	14	26	22	1	5	3	2
HR	14	15	18	6	1	0	3	0
Totals	66	52	77	60	9	9	10	6

Table 3: Masters and PhD student graduations with CAPP as a host institution, by year.

A few CAPP members are currently also pursuing their PhDs, at ISCSP and in other higher education institutions. Diana Dias de Carvalho is an example of a young scientist in Sociology, who is developing her research work in young people's transition to work and adulthood. She has already made contributions to mainstream news outlets. Ricardo Cunha Dias is another example who, after participating in several CAPP research projects is now conducting his own research on the European Commission's *Horizon 2020* programme, while also holding teaching responsibilities at ISCSP.

Other researchers who were in the same circumstances became full members upon finishing their PhDs. In 2018, three CAPP researchers had their doctoral vivas and while only two of them became Professors at ISCSP, all remain committed to our research unit.

Investment in young researchers is a commitment for the research unit, which strives to entice students into a career in research. In the last few months of 2018, the new Executive Board prepared a plan for introducing the research unit

to ISCSP's PhD students. This would only materialize in early 2019, when the new board visited classes of PhD students in what is to become a new yearly event.

With the same objective in mind, the Executive Board also sought to strengthen its relationship with the Coordination Units, the structures responsible for Masters and PhD programmes at ISCSP, arranging for meetings at least every six months, starting in December 2018. This will allow not only for an improved integration in research of Masters and PhD students who have CAPP as a host institution, but also to plan for new initiatives that will complement the curricular offer at the institute.

4. Strategy

Multidisciplinary research has always been the cornerstone of a research unit dedicated to the use of methodologies and approaches from the social sciences on the analysis of public policies. Consequently, CAPP gathers a wide range of specialists from different areas, such as psychology, sociology, economy and anthropology, but also from fields of research in administration, management, and human resources.

Elected on the 12th September, the main priority of the President of the Executive Board was to formulate a Strategic Plan that would make the best use of the research unit's strengths, such as its multidisciplinary nature, while building on the legacy and achievements of the previous administration.

The general strategy is to be achieved through a greater integration with the host institution, and it rests on four main objectives:

- 1** Increase scientific outputs
- 2** Increase the social impact of research
- 3** Consolidate the internationalization effort
- 4** Improve the scientific training of researchers

Briefly expanded below, these general objectives are part of the strategic plan developed in the second half of 2018, and are now being deployed.

Increase Scientific Outputs

Membership based on productivity: The research centre's membership is based on productivity – every year, the scientific outputs from all researchers are evaluated and their status considered accordingly. Currently, to become an integrated member, a researcher must have at least 3 Scopus articles in the last 5 years (adherence criteria). To remain as an integrated member, researchers must be the authors of at least 1 Scopus article in the last 3 years (maintenance criteria). These criteria have been reviewed and expanded upon, so as to acknowledge other forms of scientific production besides journal articles.

Other individual incentives: Other incentives will be made available to researchers, such as monetary rewards for the best articles published in journals indexed on Scopus and WoS Core Collection, and the reduction of the teaching load for integrated researchers with relevant scientific outputs.

Increased support for funding applications: Research also depends on the availability of funds. In this regard, there is a two-pronged approach. While increasing support for applications for national and international funding, the research unit is also launching an annual call for projects in co-operation with ISCSP. The initiative will follow guidelines similar to the calls for projects from Fundação para a Ciência e a Tecnologia (FCT), so that in addition to the seed money made available from CAPP's own call for projects, researchers will also be writing applications easily adaptable to external calls for projects.

Consolidate the Internationalization Effort

Restructuring of CAPP research lines: The current research groups are structured along research lines that resulted from a bottom-up organization. The strategic

plan calls for a new reorganization of these lines of research based on the interplay between each group's strengths and current pressing issues in society.

Improving external communication: The research centre has several avenues available for the external dissemination of results and for the promotion of ongoing activities, events and opportunities. The new strategic plan calls for a renewed website and a greater investment in these forms of communication.

Increase the Social Impact of Research

Organizing and promoting events: The organization and promotion of scientific events is central to internationalization efforts because it allows for a greater exposure of the research centres' activities, a better dissemination of results of ongoing projects, and new opportunities for the establishment of networks. Therefore, preparations are already ongoing for the organization of an international event (*FLAG – Fórum Lusófono de Administração e Gestão*, or in English the Lusophone Forum of Administration and Management), with several other initiatives on the way.

Selective support for researcher's missions: Support is made available for CAPP researchers who wish to participate in scientific events for presenting the results of ongoing research. However, in view of a more efficient use of available resources and to maximize the return of each participation, these events will be selected in accordance with the research unit's overall strategy. The most relevant international events in the area of each research group will be prioritized.

Inter-institutional training: Training workshops and courses made available to other institutions outside the country are not only a way to promote the work

developed at the research unit, but can also pave the way for new cooperative institutional ties to further develop in the future.

Improve the training of researchers

Improvement of researchers' skill set: To enable the production of relevant scientific outputs, the research unit needs to constantly evaluate the needs of the research staff and provide them with ways to improve their performance. With this in mind, the strategy of the research unit includes an increase in the availability of training workshops and courses which can have a direct impact on the researchers' scientific production.

Organization of international seminars: The organization of international seminars, bringing in speakers from different countries, will contribute not only to the training of CAPP researchers, but it will also add to the international profile of the research unit. These events will also be promoted among students, so to complement their training.

A greater connection with Masters and PhD students: There are several initiatives that aim to increase the awareness of ISCSP's graduate students about the research work which is currently ongoing at the research centre. Among these, the "CAPP at ISCSP" sessions are taking CAPP's Executive Board to Masters and PhD classes, to present the research centre and let students know about a possible future professional avenue that is open to them. This initiative is included with the international seminars and other events which are open to students and the wider public.

5. Funding and Resources

Under tutelage of the Ministry of Science, Technology and Higher Education, FCT is the main entity responsible for attributing subsidies for research in Portugal, and constitutes the main source of funding on CAPP's budget. However, the research centre has also been supportive of researchers who apply for project funding in competitive calls.

Figure 1 compares the annual amounts attributed to the research centre from FCT's lump sum and from competitive calls for projects. In 2018, with the research centre's evaluation still ongoing, the total funds available from FCT were equal to the total unspent from the previous framework (2015-2017, totalling 450.000€). The total amount available for project funding from competitive calls remained stable in the last few years.

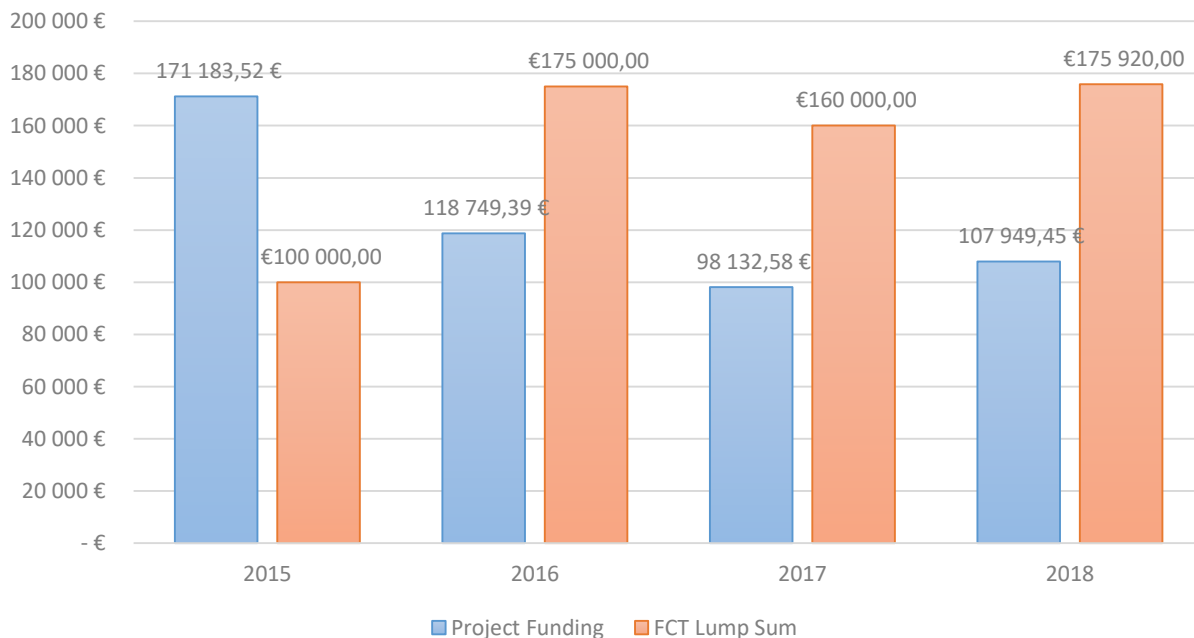


Figure 1: The research unit's annual budget, including FCT lump sum and total values from competitive calls. The 2018 FCT lump sum includes total unspent values from the 2015-2017 framework.

Table 4 shows the yearly amounts attributed to each category of the budget. Since most CAPP researchers are also teachers at ISCSP and in other institutions which pay for their salaries, these are not considered in CAPP's budget. The amounts spent on "Human Resources" include the monthly allowances for two people working full-time at the Secretariat. The total yearly amounts for missions in "Travel" reflects the emphasis put on the dissemination of results of ongoing projects. This category includes mainly travel arrangements for researchers to attend scientific events.

	2015	2016	2017	2018*	Total
<i>Human Resources</i>	18.000	53.000	53.000	49.685	137.260
<i>Travel</i>	26.500	38.000	38.000	36.162	109.500
<i>Consultants</i>	15.000	**	**	**	15.000
<i>Goods and Services</i>	17.500	14.000	31.000	43.708	47.500
<i>Overheads</i>	20.000	29.000	32.000	35.184	83.690
<i>Subcontracting</i>	0	15.000	0	0	31.050
<i>Demonstration, Promotion and Dissemination</i>	0	10.000	5.000	9.044	21.000
<i>Equipment</i>	3.000	1.000	1.000	2.137	5.000
TOTAL	100.000	160.000	160.000	175.919	450.000

Table 4: Research centre's budget for the funds attributed by FCT, by category. * The budget for 2018 includes the remaining unspent balance of the overall budget for 2015-2017. ** From 2016 onwards, these expenses are included in "Travel" and "Goods and Services" and are no longer singled out.

The total attributed to the acquisition of *Goods and Services* has increased to meet the needs of the researchers who are increasingly aiming for international indexed publications. These include, for instance, costs associated with text revisions and translations, so as to assure the quality of the scientific outputs.

The yearly amounts attributed to the *Demonstration, Promotion and Dissemination* have also increased, reflecting a greater emphasis on the promotion of the research unit's activities. Some examples in this category

include publication fees and the costs related to the production of hard copies of the peer-reviewed journal *Public Sciences and Policies*.

One of the outcomes of the latest evaluation by FCT is an increased budget for the next four years. This allows for a greater investment in the research unit's current efforts to improve and consolidate its international status. In the next section, we detail the values coming from project funding.

6. Research projects

Overall, the total amounts for project funding have remained relatively stable, with some variation which is expected given the competitive nature of calls for project funding. However, there is a slight trend towards an increase in the average size of projects in terms of funding (Table 7).

Total annual budget	2015	2016	2017	2018
<i>National project funding</i>	110 432 €	73 789 €	55 831 €	50 919 €
<i>International project funding</i>	60 751 €	44 960 €	42 302 €	57 030 €
<i>Total project funding</i>	171 184 €	118 749 €	98 133 €	107 949 €
<i>FCT lump-sum</i>	100 000 €	175 000 €	160 000 €	175 920 €
<i>Total Budget</i>	271 184 €	293 749 €	258 133 €	283 869 €

Performance indicators	2015	2016	2017	2018
<i>Project weight on budget</i>	63%	40%	38%	38%
<i>International project funding weight on budget</i>	22%	15%	16%	20%
<i>Average size of project</i>	14 265 €	16 964 €	16 355 €	17 992 €

Table 5: Budget from project funding and FCT lump sum.

In 2018, there were seven projects with their own funding from different national and international institutions. Table 5 shows the totals attributed to the research centre and the amounts available for Human Resources. Funding sources are also shown, including both national and international sources.

<i>Project:</i>	<i>Total attributed to the research centre</i>	<i>Total attributed to Human Resources</i>	<i>Duration (months)</i>	<i>Funding source</i>
<i>HEALTHDOX: The Paradox of Health State Futures</i>	132 212,00 €	59 052,50 €	36	Norface
<i>CRISEA: Competing Regional Integrations in Southeast Asia</i>	100 000,00 €	50 000,00 €	36	H2020
<i>"Tell me how it was": Public policies and child labour in Portugal and the Portuguese colonies</i>	99 912,00 €	59 760,00 €	24	Fundação para a Ciência e Tecnologia
<i>100 years of Public Housing Policies in Portugal: From 1918 to 2018</i>	18 000,00 €	18 000,00 €	35	Instituto da Habitação e da Reabilitação Urbana
<i>PRIMATRONICS: Comparative landscape evolutionary genomics of West-African primates</i>	16 633,00 €	12 237,00 €	36	Instituto Gulbenkian de Ciência
<i>PASSDA - Production and Archive of Social Science Data</i>	13 898,85 €	10 454,85 €	35	Fundação para a Ciência e Tecnologia
<i>The Author's Profile</i>	10 000,00 €	4 350,00 €	8	Sociedade Portuguesa de Autores

Table 6: Funded projects in 2018.

A short description of CAPP's funded projects which were active in 2018 follows on the next pages.



HEALTHDOX: The Paradox of Health State Futures is a project funded through NORFACE, aiming to explore future trajectories of European health politics and policies through an investigation of the impact of recent health reforms on health inequalities, health expenditures, and public attitudes towards both the health system and the welfare state.



CRISEA: Competing Regional Integrations in Southeast Asia is a project with thirteen other institutions in European and Asian countries. It is funded through H2020 to research the multiple forces affecting regional integration in Southeast Asia and the challenges they present to the peoples of Southeast Asia and its regional institutional framework, ASEAN.



"Tell me how it was": Public policies and child labour in Portugal and the Portuguese colonies is a project funded by Fundação para a Ciência e Tecnologia that examines public policies on child labour and education in the European periphery and other countries that were previously Portuguese colonies.



100 years of Public Housing Policies in Portugal: 1918 - 2018 is a project funded by Instituto da Habitação e da Reabilitação Urbana that analyses political programmes and policies on housing.



Comparative landscape evolutionary genomics of West-African primates: a contribution of the biological anthropology to their conservation plan is a joint project with Instituto de Ciências, Tecnologias e Agroambiente, Universidade do Porto, funded by Instituto Gulbenkian Ciência. The goal is to significantly improve West-African non-human primates' long-term conservation management.



PASSDA – Production and Archive of Social Science Data is a joint project with other Portuguese research centres from Universidade de Lisboa, Universidade de Coimbra and Instituto Universitário de Lisboa, aiming to integrate with other European infrastructures which include Portugal: the ESS-ERIC, oriented to the production of data on behaviour, attitudes and social change; and CESSDA-ESFRI, oriented to the data file of international scientific research.



Finally, *The Authors' Profile in Portugal* sought to identify the profile of the author in Portugal, focusing on the sociological characterization of the authors associated with the Portuguese Society of Authors (SPA), taking into account their diverse areas of production. This project was commissioned by SPA.

7. Research outputs

One of the main indicators of productivity in a research centre is the actual number of publications. Figure 2 shows the overall picture, in this regard².

In 2018 there was an increase in the number of scientific outputs across all categories. International publications increased, including the number of articles published in Scopus journals.

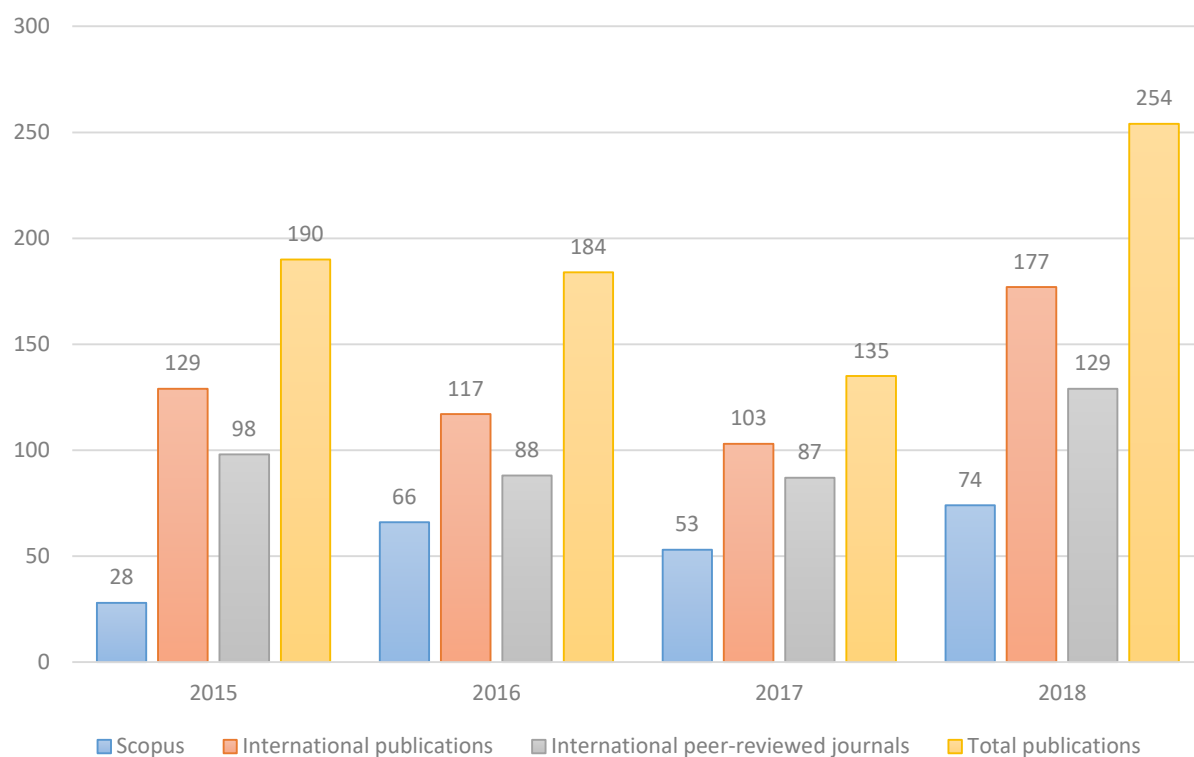


Figure 2: Publication summary, 2018.

² Data from previous years has been updated since the last report, as some information only became available in early 2018.

The category “International publications” includes books, chapters and articles. Considering each of these individually, the total number of published books and chapters also increased, including those from international publishers such as Routledge and Palgrave.

Increasing outputs in international outlets is part of the research centre’s strategy, but it must be complemented with the right choices for the dissemination of results, as well as an active participation in international networks and research structures. This will be the strategy moving forward.

	2015	2016	2017	2018
<i>Articles in International peer-reviewed journals</i>	98	88	87	129
<i>Scopus</i>	26	53	44	64
<i>Scopus/International peer-reviewed</i>	27%	60%	51%	50%
<i>Books</i>	42	21	15	36
<i>Chapters</i>	50	75	33	89
<i>International publications</i>	129	117	103	177
<i>Total publications</i>	190	184	135	254

Table 7: Publications, including books, chapters and articles. Book reviews, proceedings and other types of publication are not included.

In the meantime, the slight decrease in total FTE's (Table 2 on page 8) contributed to a better publication ratio when considering the outputs in relation to the time spent on research activities using Full-Time Equivalent (FTE) units (Figure 3). However, the growth in raw publication numbers is quite explicit, with a 29% increase in Scopus articles from 2017, and a 33% increase in general international publications. The total number of books published also more than doubled, with a 58% increase, or 50% when considering only international publishers.

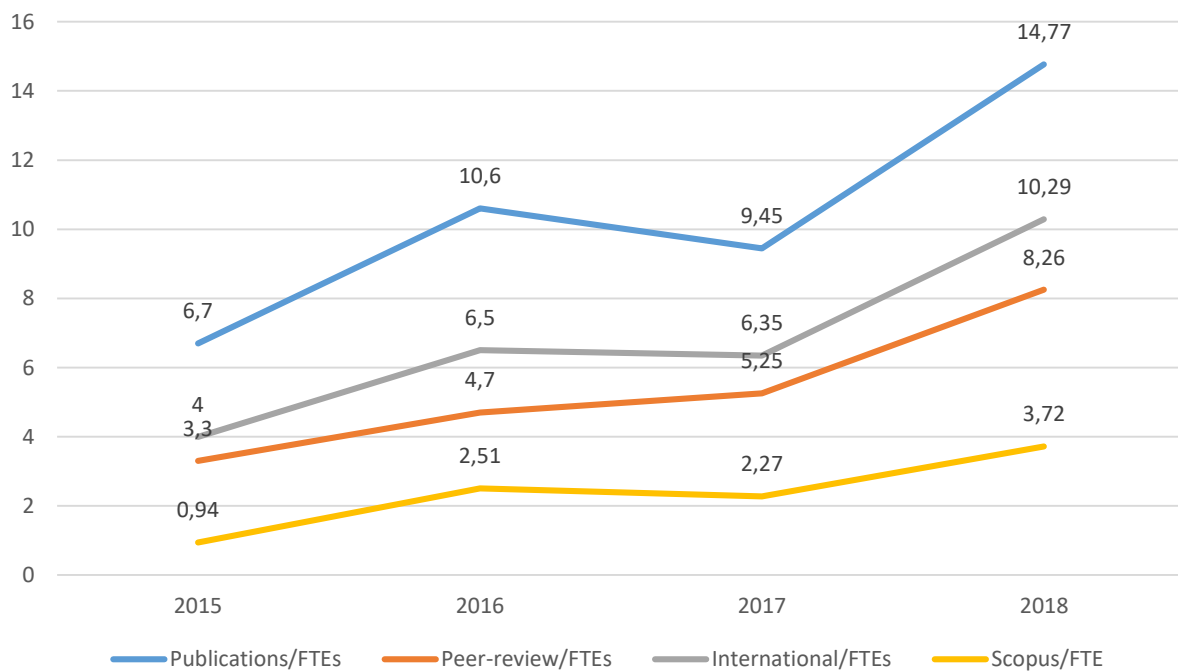


Figure 3: Publications by FTEs, including books, chapters and articles. Book reviews, proceedings and other types of publication are not included.

Not only have publications risen in quantity, but quality is also improving. The number of articles published in Scopus journals has risen, especially in the first and second quartiles (Figure 4). This is evidence of a gradual improvement in the quality of research outputs and also an indication of a greater investment in the internationalization of research.

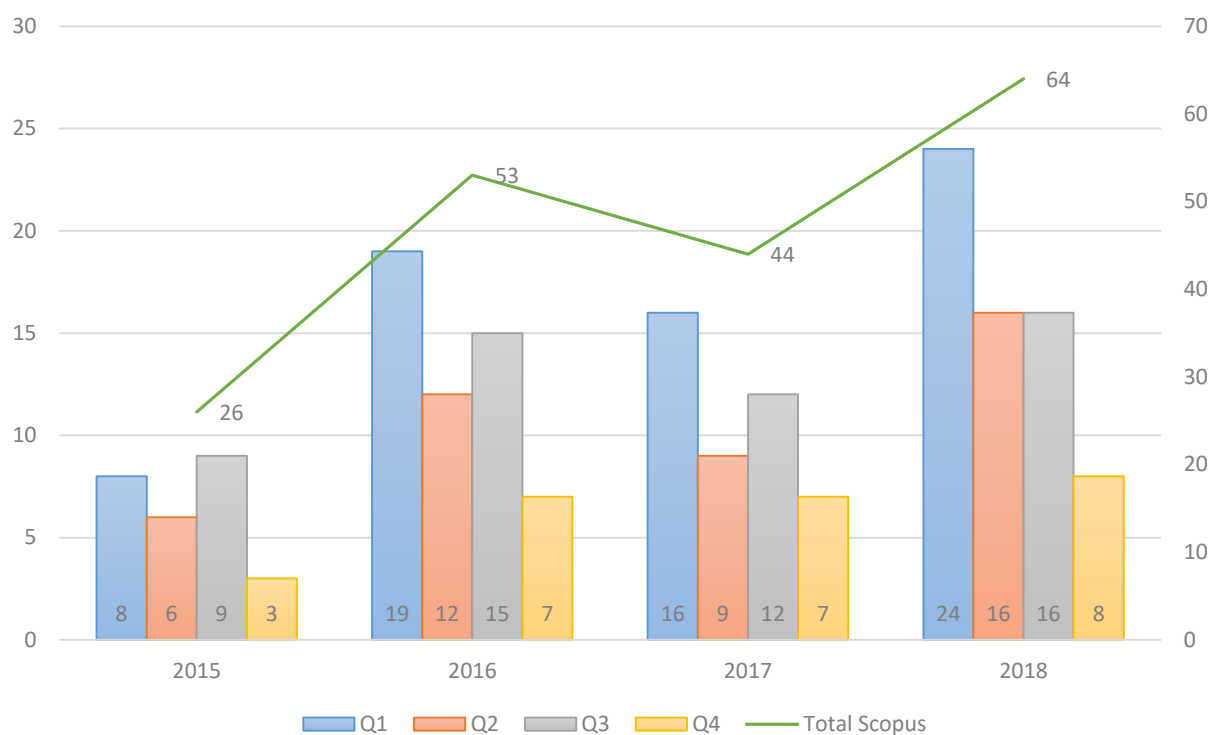


Figure 4: Publications in Scopus Journals, by quartile (SJQ).

8. Dissemination and Outreach

The number and the quality of scientific publications are a measure of the activity of a research centre, but there are other important outputs – the organization and promotion of events is one of them. Every year, the Centre for Public Administration and Public Policies organizes several events showcasing results from the ongoing research and promoting the debate in different fields, with both professionals and researchers.

In 2018, the events organized by the Centre for Public Administration and Public Policies included the 15th edition of the Lisbon Group & Organization Studies, a series of 60-minute workshops that took place from the 1st March to the 31st May. As on previous years, this is an academic forum to share information about research in progress and to discuss papers or short papers before being submitted for publication.

On 11th October, the research centre organized the seminar *“Demands of a Reflexive Practice: (Re)thinking Social Service”*. The event promoted the debate on the current challenges for social workers in a reflexive perspective, around the results of the research project, *“Social work, fields and professional identities”*. The event followed on the success of a workshop organized by the same group of researchers, held on 16th March about the *“Deontological code of social service professionals”*.

LISBON GROUP
On Leadership & Organization Studies

15.ª EDIÇÃO

2 DE NOVEMBRO | DANIELA SILVA & MARIA JOÃO VELEZ
A Relação entre Supervisão Abusiva e o Desempenho:
O Papel da Autoestima e da Confiança Organizacional.

16 DE NOVEMBRO | MARIA DA GRAÇA MAGALHÃES, MADALENA OLIVEIRA,
JOSÉ MAGALHÃES & MANUEL GOMES
Short Inventory of Stress and Well Being - Preliminary
Report of Statistics Portugal 2017 application

30 DE NOVEMBRO | PAULA RÉGO, MIGUEL PEREIRA LOPES & PEDRO CORREIA
Liderança e Felicidade: a Cultura Nacional como
Variável Moderadora.

14 DE DEZEMBRO | CARLA MENDES OLIVEIRA, MIGUEL PEREIRA LOPES
& SÓNIA GONÇALVES
Preparação para a Reforma: Motivos para a (In)Existência
de Práticas nas Organizações em Portugal.

WWW.ISCSP.LISBOA.PT

17h-18h, Sala 5, Piso 3
ENTRADA LIVRE
Informações: lisbongroup@iscsp.lisboa.pt

VALORIZAMOS
PESSOAS

ISCSP
INSTITUTO SUPERIOR DE
CIÊNCIAS SOCIAIS E POLÍTICAS
UNIVERSIDADE DE LISBOA

CAPP
Centro de Administração
e Políticas Públicas

FCT
Fundação para a Ciência e a Tecnologia

Coordenação:
Patrícia Jardim da Palma
Liliana Pitácho
Miguel Pereira Lopes

These events followed the same pattern as other events organized by the research unit, joining professionals and researchers to exchange knowledge and information on the best practices.

On 14th November, the research centre, along with the National Observatory for Public Administration, organized the second edition of the conference *Portuguese Public Administration in the 21st Century: Challenges of the Reform of State Financial Administration*. The event promoted the debate on sustainable development, public finance and transparency of local administrations.

In 2018, the research centre also supported events outside the country. The *Encounter on Administration and Justice* was held on the 24th and 25th April at Brasília, and the Centre for Public Administration and Public Policies was a partner, organizing a special issue of its own peer-reviewed publication *Public Sciences & Policies* with the best papers from the conference.

Later in December, the sixth edition of the Lisbon Arctic International Workshop and Conference was held to discuss “The Future of the Arctic Region – Security, Strategy, Trends and Challenges”. The event gathered specialists from different countries to debate climate change, policies for the Arctic region, and the relations over which the strategies of international actors are defined.



One other output that has received renewed attention under the new Executive Board is the *Public Sciences & Policies* journal. In 2018, the Vice-President Pedro Alves Correia became the new Director of the journal, placing a greater emphasis on its indexation, which resulted in the journal being indexed on Publons³, Livre⁴ and classified as a B5 at Qualis. In the same year, CAPP published a special issue “*From government to governance: The challenges of merit*”, edited by João Bilhim.

Moving forward, the research unit will increase its investment in the journal, adopting all necessary requirements for indexation and adopting a new online platform that will streamline the peer-review process.



Another important form of dissemination is the participation of researchers in news media, either sharing results and insights from their research or as experts in a particular subject. In 2018, these appearances included:

- Paulo Castro Seixas' exposition on the results of the research project *The Author's Profile in Portugal* on radio [Antena 2](#) on 23rd October, and on state [news channel RTP1](#) on 24th October. The project had also been news on [Diário de Notícias](#) on 19th February.
- Margarida Mesquita e Stella Bettencourt da Câmara were on [state television channel RTP2](#) on 23rd January to comment on themes related to their research. The researchers have also participated in other television programmes – Stella Bettencourt da Câmara was on [“Agora](#)

³ <https://publons.com/publisher/6436/centro-de-administracao-e-politicas-publicas>

⁴ <http://www.cnen.gov.br/centro-de-informacoes-nucleares/livre>

[Nós” on RTP2](#) to comment on the Portuguese senior population, and on CMTV channel’s “Programa da Manhã”.

- Other researchers, such as Paula Cordeiro, Paula do Espírito Santo, Conceição Pequito Teixeira, Catarina Casanova, make regular contributions to the press.

The research unit also actively promotes ongoing projects and their results through its [website](#) and [facebook](#) pages. A monthly newsletter is distributed among institutional and individual subscribers, highlighting the most important events about the research centre. Communication will be at centre stage in the future, with a new website being developed that will try to improve the research centre’s image, and also to be useful for researchers, facilitating their communication with the Secretariat.

One of the main goals of the Centre for Public Administration and Public Policies is to inform policy-making at its various levels. The research centre holds one key advantage in this regard, by having several members with experience in the different stages of policy-making. These include members of parliament and parliamentary commissions, political advisors to members of government, members of the board of regulatory institutions, holders of key positions at the military and others. Some of these positions are in international institutions, allowing members to bring in valuable knowledge.

The recognition of the work done by CAPP researchers is, in itself, also a form of publicity that contributes to the social impact of research. In 2018, CAPP researcher Pedro Correia received the Human Resources Research Award at the 13th Human Resources Gala, an event to “celebrate excellence in the practice of the profession, to recognize individual and collective talents, and reward

outstanding results achieved through the implementation of the best Human Resources practices”, organized and promoted by the Institute of Information in Human Resources. Other similar recognitions included honourable mentions for Miguel Pereira Lopes and Jaime Fonseca at the Universidade de Lisboa/CGD 2018 awards.



Figure 5 – CAPP researcher Pedro Correia (3rd from the left) at the 13th Human Resources Gala.

9. Networks and other institutional bridges

The development of a network and the establishment of institutional ties are part of the goals of the research unit's strategy for internationalization. Thus, the Centre for Public Administration and Public Policies has made significant efforts to achieve and consolidate its international status in the research landscape. These efforts include an active participation in research and training networks – such as the European Academy of Management (EURAM), the European Association of Development Research and Training Institutes (EADI) and the European Public Relations Education and Research Association (EUPRERA). The current Executive President is the Portuguese representative at the EURAM board, and in April 2018, the Centre for Public Administration and Public Policies hosted a visit from the European Academy of Management and the European Foundation for Management Development, to showcase the research developed in Portuguese-speaking countries on management practices. At EADI, CAPP is the Portuguese representative, with one of its members present on the



Figure 6 - In 2018, CAPP hosted a visit from the European Academy of Management.

Management Committee. We are now preparing a Working Group on studies on CPLP.

In 2017, a team of CAPP researchers lead by Sónia Sebastião joined the EUPRERA project *European Communication Monitor*, the largest transnational study on strategic communication worldwide. The project is supported by the European Association of Communication Directors and Portugal was one of the 48 European countries where, in 2018, communication professionals were heard in this transnational survey. This was followed up by a new project in the network, with a new team of CAPP researchers in 2019. These are but a few examples, as CAPP researchers are active members of dozens of networks for research (see Annex IV).

The research centre is also a member of the non-profit European Citizen Science Association, set up to encourage the growth of the Citizen Science movement in Europe. It draws on 200 individual and organizational members from over 28 countries across the European Union and beyond.

In April 2018, the research unit was also visited by a delegation from the University of Malaga to share and work out possible opportunities for cooperation. As a result of this visit, Juan Antonio Garcia Galindo, Vice-Rector and Director of Aula María Zambrano de Estudios Transatlánticos will visit the research unit for 3 months in 2019 to do research on development and innovation.

The research centre supports its members in their every effort to establish institutional bridges with other research and teaching institutions. These are also sometimes provided through positions that researchers hold simultaneously with their research and teaching activities.



10. Towards the future – concluding remarks

This was an important year. Results have improved following measures implemented throughout the years. The election of a new Executive Board promoted changes in the governing structure and injected further energy towards excellence.

Funding has remained stable, with a considerable part coming from competitive calls. The strategy for the next four years will seek to create incentives for researchers to submit more and better project applications. The publication record has also improved in 2018, with an increase in the quantity and quality of scientific outputs. The research centre will then continue to support researchers in every possible way, so as to maintain the current trend. One of the research centre's greatest achievements has been the publication of the *Public Science & Policies* journal, a peer-reviewed publication which is now indexed at Qualis. Moving forward, the strategy will be to improve the submission and peer-review processes through the adoption of a new online platform. There will also be a greater emphasis in the elements that will allow for its indexation at Web of Science.

Overall, the strategy for 2020 and beyond will seek to build on these achievements, while taking advantage of a better articulation with ISCSP as a host institution. This will also allow for a better integration between research and teaching activities, since most of our researchers are also teachers and tutors for Masters and PhD students. For this end, it is important to note that the evaluation committee approved CAPP's strategy of rewarding publications by reducing teaching loads and CAPP's membership criteria to a minimum publication level. Nevertheless, they urged for pushing towards top publications and the need for consolidation of support staff and of the relation with PhD students.

Annexes

I. Annex: Benchmarking

On 24th June 2019, the results of the Portuguese research assessment 2017/2018 were published. Therefore, given its topicality, this year's benchmarking exercise analyses these results and the relative position of CAPP. The evaluators rated CAPP as "Excellent" and gave the top mark for all three criteria. We proceed to analyse this decision and links to potential key characteristics of the research centre. This exercise is crucial for a more detailed understanding of the evaluation and to enable this to feed into CAPP's strategy.

Asymmetry in Panels' criteria

In the last three evaluations CAPP oscillated between "Very good" and "Excellent", therefore, it is important to understand whether there is any bias in certain years. For example, in 2007, when CAPP was rated as "Excellent", the Law and Political Science panel was, generally, generous, rating 23% of the research centres in the top category (against 14% average for all panels) but not this year. Figure 7 suggests that the Law and Political Science panel is similar to adjacent panels (Economics, Sociology; close to 20%) in rating the top tier, but other panels have higher grades for the remaining research centres. While there is no evidence of an excess of generosity, CAPP benefited from GOVCOPP, one of its direct competitors for Excellence, which decided to compete in the Sociology panel.

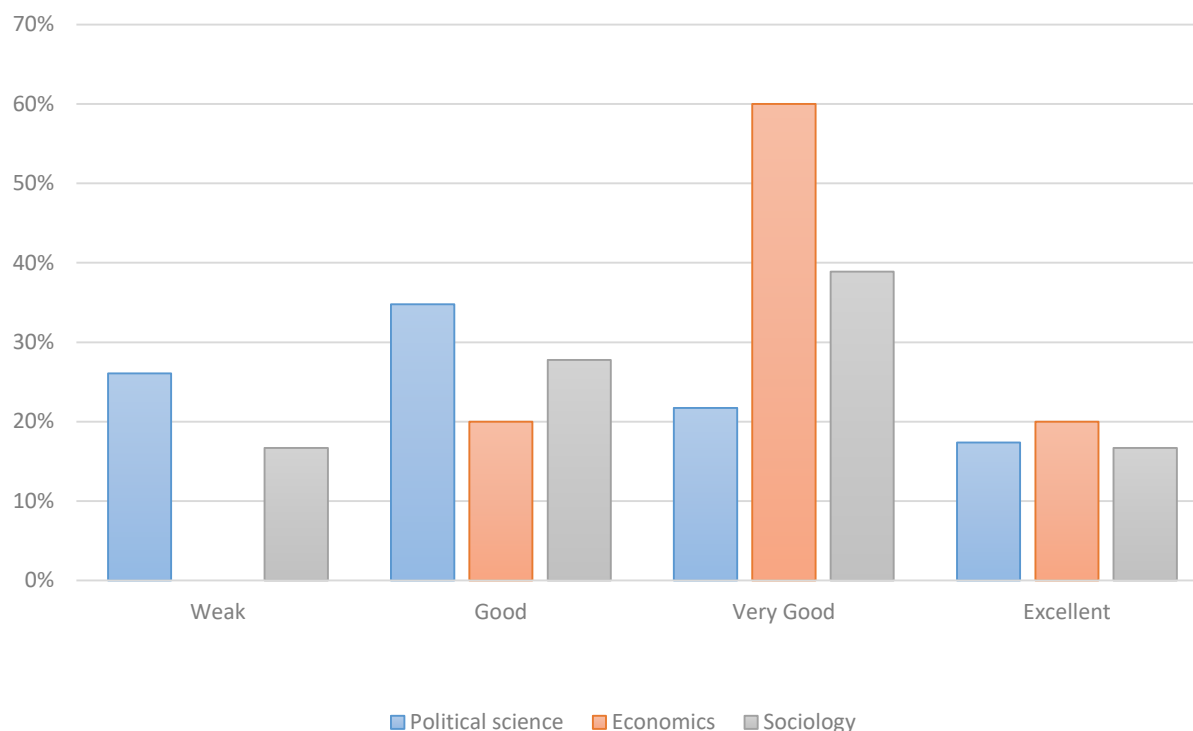


Figure 7 - Classification of research centres in relevant Social Sciences. Note: The full designation of compared panels include: (i) Economics; (ii) Law and Political Science; (iii) Sociology, Anthropology, Demography and Geography.

Research critical mass

A key characteristic of a research centre is the number of researchers with a PhD, and their time dedicated to research (FTEs), which leads to the following questions: Are larger research centres evaluated higher because of larger critical mass? Or do large research centres often have an unselected membership that is too large to organize? In a similar exercise for 2007, no link between the number of members and the research centre classification was found. In 2017/2018, this was not the case. Figure 8 provides evidence that research centres ranked as “Weak”, have fewer members and research critical mass, which can be understood as low capacity for attraction of researchers. Research centres ranked as “Good” have, in majority, also fewer members, but two also have the largest members in the Law and Political Science panel. They are either

too small or too large. With regard to other excellent research centres, these range between one-third and two-thirds of CAPP's research capacity.

In the last three research assessments, CAPP was the largest research centre reflecting a high capacity of attraction of researchers with a PhD and its location in the Portuguese capital, particularly relevant for the significance of the centre. This may increase CAPP's societal impact, but, nevertheless, this centre has remarks well-deserved from different evaluation panels. In 2013, the panel noted that the "contribution to the national scientific and technological system is unevenly distributed among the members of the research unit" and recommended that measures are put in place "to ensure that the current unevenness in performance across the unit is addressed". CAPP adjusted its membership criteria, but the 2017/2018 panel still noted "there is significant variation in both quantity and quality of publications among members of the group". This is in line with CAPP leadership that has laid the groundwork for new membership criteria to be implemented in 2020, with due preparation of researchers to improve their performance.

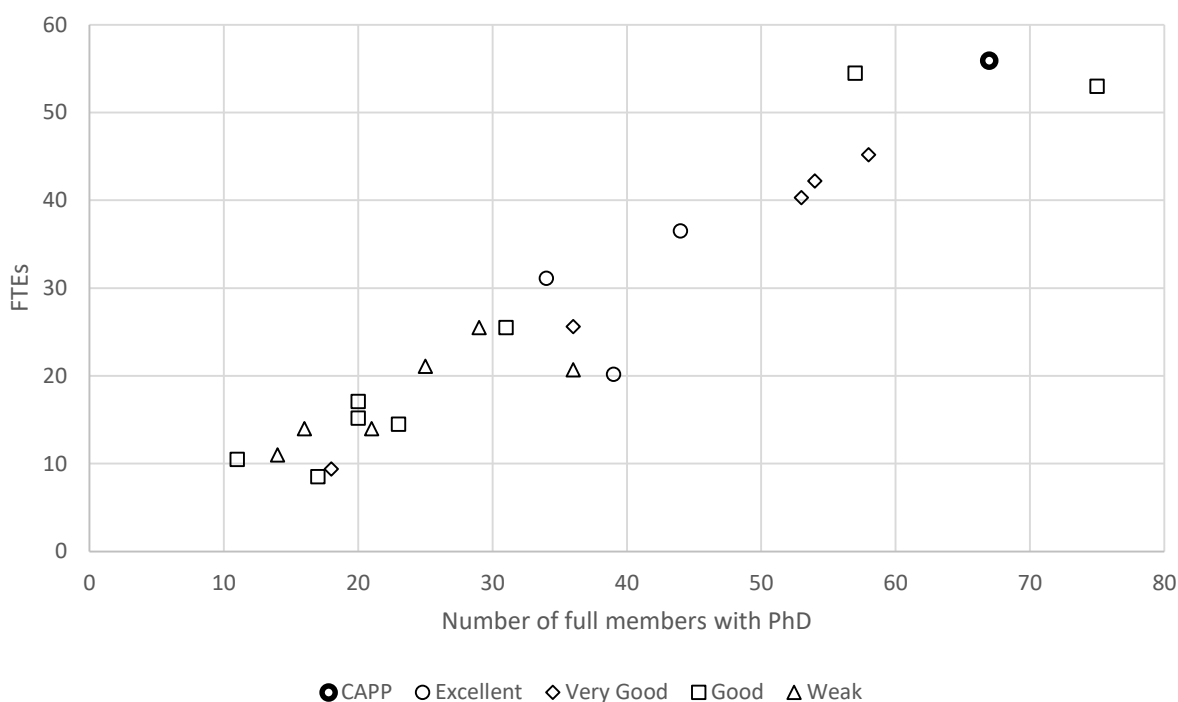


Figure 8 - Research centre size and its classification. Note: Research centres in the Law and Political Science panel.

Total funding

CAPP total funding surpasses 1.450.000 euros and almost equals the top earner in the Law and Political Science panel. This will allow the support of research in a more decisive manner. While this is excellent news, a closer analysis raises issues. CAPP funding is similar to Centro de Investigação de Direito Público (CIDP), but the latter has just over one-third of CAPP research FTEs. This reflects indicates a very unequal situation in funding per FTE. While Figure 9 shows that CIDP is an outlier, CAPP still has less funding per FTE than other “Excellent” research centres. While CAPP will receive top base funding calculated directly from the number of FTEs and the classification of the centre, it will receive less programmatic funding.

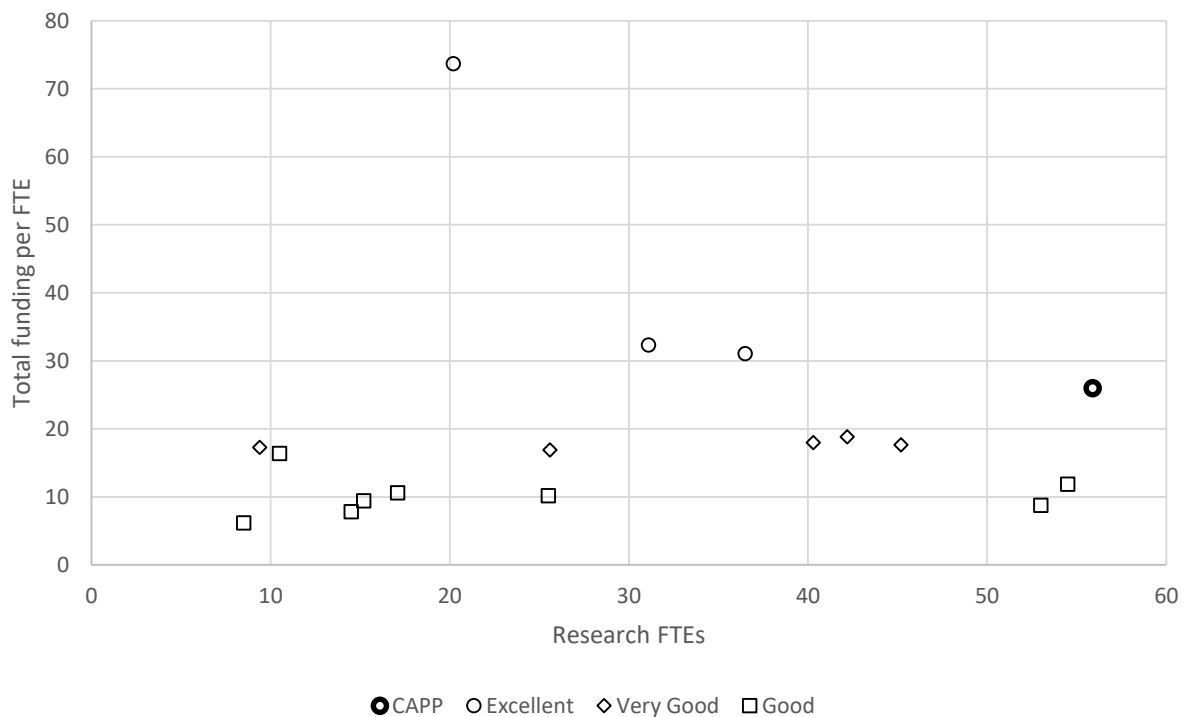


Figure 9 - Research centre size and total funding. Note: Research centres in the Law and Political Science panel. Weak research centres excluded because these were not funded.

Programmatic funding

In addition to the base funding per research FTE, each research centre was able to request extra funding. Figure 10 provides evidence of programmatic funding and the number of PhD scholarships awarded compared to total research FTEs. CAPP lags behind “Excellent” and “Very Good” research centres in the Law and Political Science panel. It is important to note that for CAPP a considerable part of research funding comes from the teaching wages of most researchers. This also reveals a cautionary approach given the sometimes uncertain funding from FCT. Nonetheless, in the medium run this may leave CAPP at a disadvantage in comparison with other research centres. A comparison with other research centres at ISCSP suggests CAPP was too parsimonious as it received two thirds of

the extra-funding granted to CIEG (an “Excellent” centre, four times smaller) and the same PhD scholarships as Instituto do Oriente (a “Good” research centre more than four times smaller). This suggests PhD student and project funding needs careful attention by CAPP leadership in years to come.

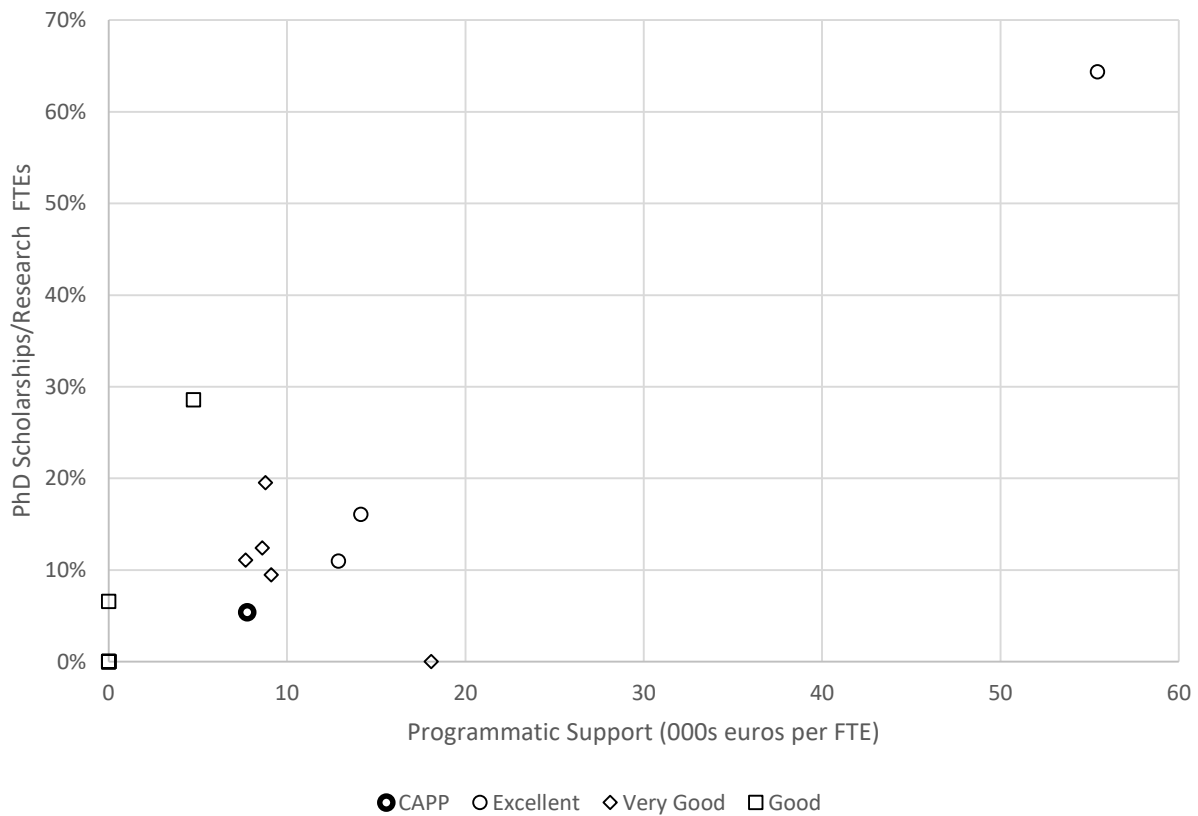


Figure 10 - Programmatic funding. Note: Research centres in the Law and Political Science panel. Weak research centres excluded because these were not funded.

II. Annex: Full Biographical Notes

Miguel Pereira Lopes, Executive President, is an Associate Professor at the School of Social and Political Sciences, Lisbon University (ISCSP/UL), where he Coordinates the Human Resources Management Academic Department. In the past, he served as an Assistant Professor at Nova School of Business & Economics. Miguel is the President of CAPP (Centre for Public Policies and Public Administration of the University of Lisbon) and is currently on the Board of EURAM (European Academy of Management). He holds an undergraduate degree in Psychology (University of Lisbon), a PhD in Applied Psychology (New University of Lisbon), and a Post-Doc in Economics (New University of Lisbon). His work has been published in international peer-reviewed journals such as *Organization*; *Journal of Management*; *Journal of Positive Psychology*; *Journal of Enterprising Culture*; *International Public Management Review*; *Encyclopedia of Positive Psychology*; *Social Indicators Research*; *Journal of Socio-Economics*; *Management Research*; *Social Indicators Research*; *Public Management Review*; *Journal of Leadership Studies*; and *Organizational Dynamics*. He is the author or co-author of the books *Psicologia Aplicada* (RH Editora); *Organizações positivas: Manual de trabalho e formação* (Sílabo); *Gestão e Liderança de Talentos... para sair da crise* (RH Editora); *Good Vibrations: Three Studies on Optimism, Social Networks, and Resource-attraction Capability* (Lambert Academic Publishing); *O Mundo é Pequeno* (Actual Editora); *Paixão e Talento no Trabalho* (Sílabo); *Gerir Pessoas em Portugal: Manual de Boas Práticas* (Sílabo) and *Comportamento Organizacional no Séc. XXI: Diálogos entre a Gestão e a Academia* (RH Editora). Miguel is also a member of the editorial board of the journals, *Journal of Leadership and Organizational Studies*, and *Social Networking*.

Lara Tavares, Vice-President, is an Assistant Professor at Instituto Superior de Ciências Sociais e Políticas, Universidade de Lisboa, where she also acts as deputy director of Centro de Administração e Políticas Públicas. Lara is a social scientist with a formal background in Economics – Bachelors and Masters at Universidade Nova de Lisboa, and PhD at Institute for Social and Economic Research, University of Essex (U.K.). Her research interests include health economics, economics of education, economics of the family and social demography. Throughout her career Lara collaborated in several research projects: “Labour Demand, Education and the Dynamics of Social Exclusion” financed by the European Commission (1998-2000), “The Portuguese transportation networks, an intermodal perspective (1850-1950)” financed by Fundação para a Ciência e Tecnologia (2001-2004), “Reproductive decision-making in a macro-micro

perspective" (REPRO), as part of the team of University of Essex (2008-2010), and was a Research Fellow in the project "Consequences of Demographic Changes", financed by the European Research Council and based at DONDENA Centre for Research on Social Dynamics, Università Commerciale 'Luigi Bocconi' (2009-2011). Lara's work was published in the journals Population and Development Review, European Journal of Population, Social Science Research, Population Review, Health Policy, Journal of International Migration and Integration and Revista de Historia Transportes, Servicios y Telecomunicaciones.

Maria de Fátima Amante, Vice-President, has a PhD in Social Sciences – Cultural Anthropology speciality at the University of Lisbon (2005). She holds a tenure track position as Associate Professor at the School of Social and Political Sciences – University of Lisbon. Her main research interests are in the field of political anthropology, with particular emphasis on identity and border issues, as she has conducted fieldwork on the Portuguese-Spanish border communities to explore issues related with local identity and the politics of nationalism. Her main publications on this topic is the 2007 book – Border and Identity: construction and representation of identity in the Portuguese-Spanish borderlands (available only in the Portuguese language), several book chapters, e.g. Nationalism, literature and the politics of the elites in Portugal from late nineteenth century to the present (2014) and journal articles, such as the 2013, Recovering the paradox of the border: identity and (un)familiarity across the Portuguese-Spanish border, *European Planning Studies*, 21, (1): 24-43. An important research track is on images and practices of the state on borders, migration and security, and her main publication on this topic is the 2019 article, Performing borders: Exceptions, security in symbolism in Portuguese borders control, *Journal of Borderlands Studies*, 34 (1):17-30. Her recent work explores mobility regimes as producers of inequality by looking at the impact of the 2011 austerity crisis in Portugal on migration policies. Special attention is given to the case of the Golden Visa policy programme in Portugal, the politics of belonging and citizenship.

Pedro Correia, Vice-President, Concluded his PhD in Social Sciences (Speciality in Public Administration) in 2012 at the University of Lisbon and his Degree in Statistics and Information Management in 2006 at the New University of Lisbon. He is Assistant Professor at the School of Social and Political Sciences of the University of Lisbon, Consultant at the Directorate-General for Justice Policy of the Portuguese Ministry of Justice, Vice-President of the Centre for Administration and Public Policies, Director and Editor-in-Chief of the Public

Sciences & Policies scientific journal, Coordinator of the Public Administration National Observatory and Foreign Collaborator at the Research Group on Justice Administration of the University of Brasilia, Brazil. He published 75 papers in specialized scientific journals, and has more than 400 items of technical production. He has also participated in 25 academic and scientific events in Portugal and abroad and has advised on many PhD theses, Masters dissertations, and Graduation conclusion works. He has received 6 awards as a result of his academic and scientific activity. In the course of those same activities he co-authored in collaboration with 62 peers and students. His main areas of interest include social sciences (with emphasis on political science, economics, management and law) and exact sciences (with emphasis on mathematics and information sciences). His most frequent keywords are: public administration, public policy, statistics, judicial system and courts.

Pedro Goulart, Vice-President and Coordinator of the Power, Public Administration and Public Policies Research Group, holds a doctorate degree from the International Institute of Social Studies at the Erasmus University of Rotterdam. He is currently an Assistant Professor at the School of Social and Political Sciences, University of Lisbon (ISCSP-UL) and deputy director of the research centre CAPP, ISCSP-UL, with over 60 PhD researchers. Pedro focuses on the study of public policies, particularly labour market, education and development policies. His more than 40 publications include articles in peer-review journals such as *Economics of Education Review*, *European Urban and Regional Studies*, *International Advances in Economic Research*, *Electoral Studies*, *Journal of Educational Research*, and *Social Science History*. He has also published relevant chapters (e.g. *The World of Child Labour*, ME Sharpe; *South-South Globalization*, Routledge; *Child Labour's Global Past*, Peter Lang; *The Wiley Blackwell Encyclopedia of Family Studies*) and books (e.g. *South-South Globalization*, Routledge; *Trabalho familiar não remunerado*, PETI; *Educação e Trabalho Infantil em Portugal*, IEFP). He has also shown a commitment to informing policy and society at large, having been a consultant and keynote speaker on education and labour market issues with wide impact on the media. In his professional activities, he has interacted with 17 co-authors. In the past, Goulart has raised around c.330.000 euro for research grants, scholarships and conference organisations. Recently, he earned a mid-sized grant for a research project on: "Public policies and child labour in Portugal and its colonies" (2016-2018). He has also been consulted by media, government and academic peers for his expertise. This includes, for example: Portuguese Labour Ministry on

education and child labour, 2003, 2005, 2008; Report 'Youth Unemployment in Europe', 2014, Centre for European Economic Research (ZEW), Mannheim; CPLP on child labour, 2016. He is Portugal's representative at the European Association of Development Research and Training Institutes (EADI) and member of its management committee.

Elvira Pereira, Coordinator of the Society, Communication and Culture Research Group, is assistant professor at the School of Social and Political Sciences of Lisbon University, Portugal, and integrated researcher at the Centre for Public Policy and Administration since 2010. She received her PhD in Economic Sociology from Lisbon University in 2010. Her main research interests lie in the areas of Human Well-being, Poverty, Income Adequacy and Minimum Income Policies. Funded research projects in which she has participated include: “Millennium Ecosystem Assessment” [part of the Portuguese Assessment team and Sub-Global assessment Working Group, 2003-2006, funded by several institutions, see <http://www.millenniumassessment.org>]; “Poverty and rurality: a spatial analysis in mainland Portugal” [PhD research project, 2005-2009, doctoral grant awarded by Foundation for Science and Technology, Portugal]; “Absolute Poverty in Portugal”, presently known as Adequate Income in Portugal, [responsible for 5 of its 12 research tasks, 2012-2014, funded by Foundation for Science and Technology, Portugal, see www.rendimentoadequado.org.pt]; “Pilot Project for the development of a common methodology on reference budgets in Europe/European Reference Budgets Network Pilot Project” [part of the Portuguese research team, 2014-2015, project run by Applica and the Herman Deleeck Centre for Social Policy, University of Antwerp on behalf of DG Employment, Social Affairs and Inclusion, European Commission, funded by the European Commission, see <https://ec.europa.eu/social/main.jsp?catId=1092&intPagelId=2312&langId=en>]; and Trajectories and Lives of Poor People in Portugal” [part of the research team, 2018-2020, project run by CICS.NOVA.UAc for and funded by Fundação Francisco Manuel dos Santos]. Most of her research work is closely linked to relevant identified societal and policy needs with high potential significance for the research community, policy makers and citizens, in areas such as well-being and poverty diagnosis, minimum income policies formulation, monitoring and assessment (both at national and European level) and consensus building on income adequacy.

Sónia Gonçalves, Coordinator of the Human Resources and Organizational Behaviour Research Group, has a PhD in Work and Organizational Psychology by

ISCTE-IUL. Specialist in Management and Administration by the Polytechnic Institute of Tomar and in Psychology of Occupational Health by the Ordem dos Psicólogos. She is a Professor at the Institute of Social and Political Sciences of the University of Lisbon (ISCSP-UL), where she holds the positions of Adjunct Coordinator of the Leadership and Innovation School, and Scientific Secretary of the Coordination Unit for Human Resources Management. She is a Coordinator and Integrated Researcher of the Human Resources and Organizational Behaviour Research Group of the Centre for Public Administration and Public Policies, investigating themes related to human resource management, occupational health psychology and positive psychology.

III. Annex: Core CVs

FCT Core CV	Number of publications				H-Index Google Scholar	Scopus Most Cited Articles		
	Scopus	Scopus >2013	Scopus Q1	Journal Citation Report		Bibliographical reference	Citation Count	
							Scopus	Google Scholar
Fátima Amante	4	3	1	1	4	Amante, F. (2013). Recovering the Paradox of the Border: Identity and (Un)familiarity Across the Portuguese–Spanish Border. <i>European Planning Studies</i> , 21(1), pp. 24-41.	10	16
Jaime Fonseca	16	12	3	8	12	Fonseca, J. R., & Cardoso, M. G. (2007). Mixture-model cluster analysis using information theoretical criteria. <i>Intelligent Data Analysis</i> , 11(2), pp.155- 173.	44	91
João Catarino	6	5	2	2	-	Correia, P.M.A.R., Catarino, J.R. (2016). Gross revenue for VAT tax: Evidence of differentiation at the Portuguese littoral municipalities [Ingreso bruto tributable del IVA: Evidencia de diferenciación de los municipios de la costa Portuguesa]. <i>Reforma y Democracia</i> ,64, pp. 225-246.	3	4
Lara Tavares	6	5	5	4	8	Lacovou, M., Tavares, L.P. (2011). Yearning, Learning, and Conceding: Reasons Men and Women Change Their Childbearing Intentions. <i>Population and Development Review</i> 37(1), pp. 89-123.	71	151
Miguel Lopes	22	16	6	8	13	Kaiser, S., Müller-Seitz, G., Lopes, M.P., Pina E Cunha, M. (2007). Weblog-technology as a trigger to elicit passion for knowledge. <i>Organization</i> 14(3), pp. 391-412.	45	99
Pedro Borrego	25	15	20	25	-	Borrego, P., Calado, R., Marcelino, J.M., (...), Barroso, H., Taveira, N. (2012). Baseline susceptibility of primary HIV-2 to entry inhibitors. <i>Antiviral Therapy</i> 17(3), pp. 565-570.	26	43
Pedro Correia	8	8	0	2	10	Correia, P.M.A.R., Videira, S.A. (2016) Troika's Portuguese Ministry of Justice experiment, Part II: Continued positive results for civil enforcement actions in Troika's aftermath, <i>International Journal for Court Administration</i> , 8, 1, 20-31.	1	9
Pedro Goulart	7	6	6	6	7	Goulart, P., Bedi, A.S. (2008). Child labour and educational success in Portugal. <i>Economics of Education Review</i> 27(5), pp. 575-587.	20	51
Sónia Gonçalves	5	3	2	3	14	Gonçalves, S.M.P., da Silva, S.A., Lima, M.L., Meliá, J.L. (2008), The impact of work accidents experience on causal attributions and worker behavior, <i>Safety Science</i> , 46, 6, 992-1001.	25	34
Sónia Sebastião	12	11	3	3	7	Sebastião, S.P., Zulato, G., Trindade, A.D. (2017). Internal communication and organisational culture: The management interplay in the view of the Portuguese communication consultant. <i>Public Relations Review</i> 43(4), pp. 863-871.	2	4

IV. Annex: Networks and associations

Some of the networks and associations in which CAPP members participate:

Academic Association for Contemporary European Studies (UACES)
African Economic History Network
AIDS and Anthropology Research Group, American Anthropological Association
American Political Science Association (APSA)
American Psychological Association
Asociación Internacional de Ciencias Sociales y Trabajo Social
Associação Portuguesa do Desenvolvimento Regional (APDR)
Association for the Study of Ethnicity and Nationalism (ASEN)
Association of Borderland Studies
Association of Internet Researchers
Association of Polar Early Career Scientists (APECS)
Behaviour & Evolution Research Group (BERG)
British International Studies Association
Center for Global Nonkilling
Centro Latinoamericano de Administración para el Desarrollo (Asociación CLAD)
European Academy of Management (EURAM)
European Association for Southeast Asian Studies (EuroSEAS)
European Association of Development Research Training Institutes
European Association of Social Anthropologists
European Association of Work and Organizational Psychology (EAWOP)
European Citizen Science Association
European Communication Research and Education Association (ECREA)
European Consortium for Political Research (ECPR)
European Federation of Primatology (EFP)
European Health Management Association (EHMA)
European Network for Social Policy Analysis (ESPANET)
European Public Relations Education and Research Association (EUPRERA)
European Science Foundation (ESF)
European Social Marketing Association (ESMA)
European Social Work Research Association
European Sociological Association (ESA)
European Television History Network (ETHN)
High Plains Society for Applied Anthropology
Ibero-American Association of Southeast Asian Studies (AIA-SEAS)
Ibero-American Positive Psychology Network
International American Studies Association
International Association for Literary Journalism Studies (IALJS)
International Association for Maternal and Neonatal Health (IAMANEH)
International Association of Social Sciences and Social Work
International Association of Applied Psychology (IAAP)

International Atlantic Economic Association
International Atlantic Economic Society
International Commission for the History of Travel and Tourism
International Federation on Social Work (IFSW)
International Institute for Asian Studies and Interchange
International Political Economy Group (IPEG)
International Political Science Association (IPSA)
International Positive Psychology Association
International Primatological Society (IPS)
International Sociological Association (ISA)
Medical Tourism Association
Nonkilling Urban Studies Research Committee
Portuguese Society of Anthropology and Ethnology
Primate Specialist Group (IUCN)
Radiodays Europe
Sociedade Portuguesa de Ciências da Comunicação (SOPCOM)
Societe Internationale d'ethnologie et Folklore
Wildlife Conservation Research Unit (WildCRU)