

CALL FOR PAPERS

**IIAS-SEAPP**

**DOHA CONFERENCE**

**2023**



**6-9 February**

**on Developmental States and Professionalization  
of Public Administration and Public Policy**



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| #Policy                 | Paul Joyce, University of Birmingham  | <a href="#">Policy Making for Complex Challenges</a>  |
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## **Towards Developmental States, Policy Making for Complex Challenges, and Professional Delivery**

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### **Introduction**

The International Institute of Administrative Sciences (IIAS) and the School of Economics, Administration and Public Policy (SEAPP) at the Doha Institute for graduate Studies (DI) are issuing this Call-for-Papers for the IIAS-SEAPP joint Conference 2023.

In these fast-changing times, and in this very diverse world of public governance and public administration, we wish to be inclusive. So, while we have identified three core themes and associated questions for the conference, we welcome all proposals for papers and panels on aspects of public governance and public administration.

We see the context for the three core conference themes as follows.

In the last 15 years governments faced the big challenges (e.g., the 2008 financial crisis and the Covid-19 pandemic). They made major strategic commitments to delivering the United Nations 2030 Agenda for Sustainable Development. As we look ahead, we can anticipate that their future success will depend on intelligent government action addressing complex policy dilemmas and capability and capacity constraints. There will be challenges to overcome, which will include the obvious ones of climate change, tensions in international relations, and how to deliver sustainable economic growth that is good for citizens and good for the planet. We assume that highly capable and well-motivated civil servants will be at the heart of effective support of government ministers and will be critical for the delivery of visions and public policy for better futures.

### **Developmental States**

Over the last twenty-five years, the governments of the world have invested in a variety of public governance reforms. Some attempts have been made to distil the lessons of this experience. The work of drawing lessons needs to continue. The main lessons need to be formulated so more governments can put them into practice, evaluate them, and develop them further.

It has been remarkable how much rethinking of the best approach to public governance of development has occurred. For some years, in the 1980s notably, the world was perceived by powerful bodies such as the World Bank as split into industrial countries and developing countries. Advice and development funding were aimed at the developing countries. The President of the World Bank in a foreword to a World Development Report for 1991 wrote (World Bank 1991):

*“Domestic policies and institutions hold the key to successful development. With strong and sustained reforms at home ... the pace of development can be substantially increased to lift millions out of poverty by the end of the decade.”*

In the 1990s doubts mounted about the existing development models being advocated, presumably partly because of attention being paid to the causes of the "East Asian Miracle", which was a label applied to sum up the impressive economic growth achieved by China, Singapore, and other East Asian economies. With the United Nation's powerful advocacy of the Millennium Development Goals, followed by its creation of a global partnership in 2015 to deliver the 17 Sustainable Development Goals of the 2030 Agenda, the old split between industrial countries and developing countries faded away. Models of public governance were now discussed and promoted that were seen as applicable to all the countries of the world. These were not models based on the state exercising command and control (World Bank 1997 1):

*“An effective state is vital ... Without it, sustainable development, both economic and social is impossible. ... The message of experience ... is ... that the state is central to economic and social development, ... as a partner, catalyst, and facilitator.”*

Various characteristics were surfaced in international meetings of ministers and civil servants held to share learning about public governance. Some of these characteristics included the formation of long-term visions for a country, the quality of political and administrative leadership, evidence-based policy making, whole-of-government coordination, government partnerships with the private sector (e.g., PPP), government being responsive to the public and engaging citizens and stakeholders in policy making, and the importance of evaluation, learning, and strategic agility.

In this conference we would like to look at experiences from all around the world to better understand effective public governance of development. This includes learning more about the experiences of the MENA countries. We want to explore their successes and challenges in creating effective public governance of development. It can be usefully stressed here that some

of the MENA countries led the world in terms of national development in the decade leading up to the pandemic of 2020. For highly successful examples just look at the records on human development and environmental performance of countries such as Qatar, Bahrain, and the United Arab Emirates. Many other countries in MENA have interesting experiences to share. For example, countries such as Egypt and Tunisia performed very respectably compared to international benchmarks. It would be great if the conference could feature some recent bold experiments in public governance, such as that in Saudi Arabia, which in 2016 launched Vision 2030. And, of course, with the conference taking place in Doha, lessons from the implementation of the Qatar National Vision 2030, which aimed to "Transform Qatar into an advanced society capable of achieving sustainable development by 2030", would be very welcome.

**Key questions for consideration:**

- Is there a single best model of public governance for development? Is it applicable to all countries, whatever their history or circumstances? Let's call it a Developmental State.
- If a "one-best" model of governance can be found, what are its chief characteristics? And more importantly, what does a Developmental State do and what are its benefits and consequences?
- But maybe there is not one best model? States vary a great deal in terms of their capital and investment riches, in their extent of regulation of market forces, in their social capital endowments, and in their engagement with stakeholders and citizens in delivering development. Do all these factors, and other pertinent factors, separately or together, create several ideal types of Developmental State?
- In the absence of "one-best" model, which models of public governance have been most effective for economic, environmental, and social development in the last ten years or so? And which models will be most likely to be effective in the decade ahead?
- And if development should be strategic, how can governments prevent threats turning into crises and blowing national development off-course?
- And finally, how can governments harness the strategic opportunities offered by major cultural and sporting events (like the World Cup in Qatar) to serve long-term visions for national progress?

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## Policy Making for Complex Challenges

Over the last twenty years, as widespread attempts were made to reform public governance, attempts were made to improve the making and delivery of public policy. Sometimes efforts emphasised the value of evidence-based policy. It is possible to point to examples of public policy being turned into legislation with limited efforts to base this on research and analysis and then having to be rapidly revised because policy was wrong. It has come to be seen as unarguable that very often government was grappling with issues that were too complex to rush to legislate based on untested assumptions.

Sometimes efforts have gone under the badge of a shift to more “strategic policy making”. This has been an effort to ensure public policy was invested with more long-termism and more concern for implementation.

The idea of complexity in policy making has been given increased force by the global partnership to deliver the 17 sustainable development goals. If sustainable development goals are dealt with separately by ministers and civil servants working in ministerial and administrative silos, then we can presume progress will be slowed down. Actual policy making, media stories, and public discourse all suggest that action on one sustainable development goal (for example, pursuing reductions in the extent and depth of poverty within a country) may have negative repercussions for another goal (say, the reduction of greenhouse gases). And vice versa. Dangers of silo working and poor policy making are not inevitable, but it will take many governments to get much better at multidimensional policy responses.

In recent years there have been trials of enhanced policy making, including experimental policy implementation, more thorough and frequent policy evaluation, and more systematic approaches to policy learning.

### Key questions for consideration:

- How has public policy making changed over the years?
- Is policy making adapting to the complexity of multidimensional policy making?

- Has the policy coherence required for the delivery of the 17 sustainable development goals of the 2030 Agenda been achieved?
- Is policy making and delivery well-coordinated?
- Is policy making integrated into whole-of-government strategic frameworks and long-term strategic visions?
- How is government engaging citizens and external stakeholders with the public policy process and has it provided meaningful engagement?

### **Professional Delivery by Civil Servants**

The success of public governance in the years ahead will depend in each country on the quality of the civil service. For example, surely the civil servants will be of key importance for the successful delivery chains of sustainable development goals. Government can recognise the importance of increasing the quality of the civil service by measures to enable the civil service to become more professional.

Professionalization of the civil service can take different forms. First, government can seek to strengthen the professional identity and values of civil servants. A professional identity may be strengthened by increasing the expertise of civil servants. The government can nurture values such as honesty, reliability, objectivity, and impartiality in the civil service. This could be important for the civil service's relationship to the public; professional civil servants can say to the public, "You can trust us to work in your interests". One means of cultivating professional identity and values is to develop professional specialisms within the civil service through representation by professional leads who sit outside the management hierarchy. Another means is the provision of civil service codes of values.

Second, there is the use of human resource management processes (selection and recruitment, training and development, incentives systems, career systems, and so on) to move the civil service toward a merit-based civil service. This can be given an additional dimension by reimagining human resource systems as concerned with talent pipelines and talent development, as has been done, for example, in Australia.

Third, senior civil servants may argue that they become more professional by becoming adept at the use of tools typically used by professional managers, such as strategic planning. In this case, the professionalism of the civil service is to be judged by its capacity for deploying professional management techniques.

**Key questions for consideration:**

- Are civil servants becoming more or less professional?
- Do civil servants have the skills needed for reformed systems of public governance and for ambitious national development agendas?
- Are civil servants competently handling the multidimensional nature of policy advice and policy delivery required by the 2030 Agenda for Sustainable Development?
- How do we best develop senior civil servants to be the administrative leaders needed by effective governments?
- Are the ideas of talent development and talent management appropriate to the civil service environment and do processes based on these ideas work effectively?
- How are the civil services in different countries developing and what are the consequences of changes in their capacity and behaviour for the delivery of national outcomes?

## Rethinking the Role of Sport for Public Governance and Civil Society

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Public sector agencies have always had a direct or indirect involvement in the provision of sport, particularly for aspects regarding sport and motor activities as a booster for protecting citizens' quality of life.

Public bodies definitively ought to be proactive in sustaining local communities by encouraging engagement in various sports, physical activities and social interactions.

Actually, public bodies are directly involved in promoting active recreation through sport, thus contributing to the improvement of citizen's health (including those with disabilities); creating safer and stronger communities; improving youngsters' education, etc. Sport can be generally seen, indeed, as a booster for health, social inclusion, social connectedness and community well-being.

Indirect involvement sees public bodies engaged in assuring proper implementation of both professional and amateur sport events, dealing with several responsibilities, including safety, security for traffic management, and collaboration on the construction of institutional facilities for events.

Sport policy delivered by the public sector would include several aspects related to public management, from promoting social integration to developing national identity. According to the European Commission (2006), sport is the largest voluntary non- governmental organisational activity throughout Europe with more volunteers than any other activity, and this facilitates the development of co-production schemes in the twin aims of sport policy, i.e., encouraging grassroots participation and achieving elite success.

More strictly to the IIAS SEAPP conference theme, we should consider the role which sport is having at level of organisation of important events in developing countries as well as the importance that sport policies can have in favouring a better implementation of topic challenges in public sector delivery such as inclusion, education, health

The track seeks both theoretical and empirical contributions that tackle the issue of the public management of sport. Recommended topics include, but are not limited to, the followings:

- Social and/or economic outcomes of public sector involvement in sport and/or sport events;
- How sport can be linked to other policy fields to create more sustainable communities and community well-being?
- Sport and the resolution of social and community issues and equality and inclusion through sport;
- How sport-events, especially mega-sport-events, involve key stakeholders and how they impact them?
- How public sector provides/supports sport facilities both for elite mega events and grassroots wider participation?
- Sport policy as a leverage to support health promotion through sport activities;
- Active ageing through the support of sport and physical activities;
- All aspects of the governance of sport.

## Cities and Global Challenges

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Is urbanization a threat to humanity or an opportunity to tackle global challenges? In many discourses, urbanization is portrayed as an unwanted process that causes a lot of harm to both “civilization” and nature.

However, if we want to tackle global challenges, such as climate change or pandemics like COVID-19, we have to change the discourse on how we describe urbanization. We must highlight the benefits that urbanization has brought to society. The main reason an increasing number of people have moved to cities over the last century is because cities are an attractive place to live. Cities can offer opportunities for decent jobs and better public services. Nevertheless, cities can also improve the chances to find solutions to global challenges, as they are concentration of knowledge and financial and human resources. Thus, we need to flip the problem. There are many opportunities for win-win strategies between global sustainability challenges and development in urban areas, or synergies, particularly in developing countries where cities are still being built and the path of urbanization can be changed.

Nevertheless, despite all that we have learned about urbanization and the possible co-benefits opportunities since the last century, we lack understanding of the contextual and institutional conditions that make those solutions emerge. Therefore, this track will discuss the opportunities to find local solutions in cities and local governments to global challenges. Authors are welcome to present academic research and practical knowledge on the role of cities in providing lessons and opportunities to advance the sustainable development agenda in the realm of public administration.

As Egypt is the host of the 27th Conference of the Parties (COP 27) of the United Nations Framework Convention on Climate Change (UNFCCC) and also of the 12th World Urban Forum (WUF) in 2024, the American University in Cairo (AUC) is organizing a symposium and a special issue on the topic of cities and climate change in developing countries in a Q1 journal. Authors of selected research work in the track will be invited to submit a full paper to the symposium on cities and climate change to be held in Cairo in the first half of 2023.

## Complexity of Public Power's Answer to Tourism Challenges

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Public policymaking for complexity must take into account several factors and address the relationship between administration and private individuals jointly. Subjectively experienced problems - crime, poverty, unemployment, inflation, energy, pollution, health, security - cannot be decomposed into independent subsets without running the risk of producing an approximately right solution to the wrong problem.

New needs and traditional needs are intertwined, in a core that does not admit aprioristic prevalence between one need and another but requires system approaches, which start from the needs. A complex system cannot be explained merely by breaking it down into its component parts because those parts are interdependent: elements interact with each other, share information and combine to produce systemic behavior.

A complexity approach allows us to look at systems of systems consisting of vast numbers of individual elements that interact in complicated ways, such as ecosystems, financial markets, and energy networks, or societal phenomena such as urbanisation and migration.

In this context, one issue that emerges and is a priority is that of tourism as a response to economic recovery. Tourism and the role that administration and public power can play in its revival takes on many aspects, from infrastructure management, public property management, beach concessions, receptivity to the protection of environment, landscape, the assets that might appear antagonistic to tourism growth.

Governance is a term used to describe the public policy making process (Focusing on governance, inclusion, education, and green and digital transition). There should be reasoning about rights, powers, administration and the market, with a view to stable and long-term balances not through rigid decisions but through stable and long-term contexts.

It is a form of development that aims for integrated resource management so that all needs, economic, social and aesthetic, can be met while maintaining cultural integrity, essential ecological processes, biological diversity and basic conditions for life.

It draws attention to the changing role of government and the broader structures, institutions and processes.

It is characterized by changing relations between the public and private sector and between the state at different levels.

The theme also involves data management profiles to guide and access policy making processes to structure a 4.0 tourism, not only in digital terms but as a function of sustainable and economic enhancement and growth of the territory.

The call aims to address a broad audience, to discuss issues related to public management of complexity, to appreciate its trajectories, and to understand which spaces should be held by the public, which should be regulated, and which can be remitted to private parties.

## Strategic Planning for Urban Resilience in Local Government

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In the beginning of the 2nd Millennium, we have entered in the century of globalization, in a Volatile, Uncertain, Complex and Ambiguous (VUCA) environment, (Bennet-Lemoine, 2014), that affects and influences the functioning of public administration and local government. Heads of administrative units are called to plan strategically in advance, to manage expectations of different stakeholders and different mentalities of civil servants, work with systemic conflict, run effectively their unit and at the same time transform it. There is a need for new methodologies and systems that with a multivariable approach and advanced technologies will be able to meet the new challenges effectively in order to increase urban resilience in Local Government.

Blockchain technology can become a key mechanism for strategic planning advancing at the same time systemic resilience of Central & Local Government Services and responsiveness to the citizen's needs. Modern technology allows people to communicate and interact directly with the use of voice, video calls, emails, messages etc. with the use of relevant devices. Blockchain technology comes to radically upgrade this sequence as it provides an open and decentralized database to any transaction that contains value such as certificates, money, goods, labor etc.

The Local Government authorities today have an imperative need to:

- Enhance methodologies of Strategic Planning to enhance long-term strategic visions;
- Policy making facing the complexity of the multidimensional administrative environment;
- Delivering policies in line to the 17 Sustainable Development Goals of the UN;
- Promote Digital Transformation in local government administrative services;
- Introduce Blockchain Technology for systemic interaction;
- Develop Urban Resilience mechanisms regarding people and infrastructure;
- Be ready to maintain persistency of service dependability in the face of forthcoming riskful or threatening events.

All these are research questions to address the key issue of 'Strategic Planning for Urban Resilience in Local Government', with the submission of papers, presentations or posters. Functioning in an Environment of Volatility, Uncertainty, Complexity & Ambiguity the combination of Strategic Planning with Blockchain Technology could enhance Urban Resilience

and function positively in the facing of complex challenges from Central & Local Government in favor of the citizens.

## The Digital Transformation of Public Administrations for Effectiveness of Public Services

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Emerging technological breakthroughs in areas such as Artificial Intelligence, data analysis, robotics, the Internet of Things, and their integration into business models are providing the transformation of Public Administrations and organizations.

The track will discuss the process of digital transformation of public organizations and public services.

The acceleration of digital transformation has triggered important innovations, offering new tools to address global societal challenges, to improve effectiveness, efficiency, and sustainability of public services.

The track will focus on how infrastructures, big data use and interoperability of platforms can challenge the PAs and organizations for the effectiveness of public services, by investing in AI, broadband deployment, creating public Cloud infrastructures and developing digital skills.

The set-up and the development of “common data spaces” in strategic domains, involving both private and public players, is fundamental in sectors such as land management, health, environment, energy, agriculture, mobility. Considering the vast cognitive heritage of public databases for PAs and organizations, the track also aims to discuss the necessary interdisciplinary analysis of big data to provide a deeper knowledge for the public sector, to intervene on their functioning and promote a digital-by-default approach.

In this context, the track will focus also on how digital public procurement platforms must ensure interoperability among data to increase value for money, also through the mandatory use of e-Forms, the application of the winner-only principle and the AI. Indeed, deep learning and machine learning mechanisms permit the collection and exchange of contractor qualification information, fighting corruption and improving contract performance, ensuring debarment and cross-debarment for the selection of the most trustable economic operators.

The panel consequently intends to focus specific attention on the regulation of public and private data and databases to increase trust in data sharing, strengthen mechanisms to increase data availability and overcome technical obstacles to the reuse of data.

## Blockchain and Governments

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Blockchain is a networked **database** technology that has three distinctive properties :

- First, it is tamper-resistant: cryptographic techniques and structural features of the network make extremely difficult and/or costly to alter historical records. In other words, Blockchain is an **append-only** database: only new records can be appended, earlier ones cannot be deleted;
- Second, it is **resilient**. The live state of the database being shared with all connected network nodes, as long as at least one network node remains connected, the database keeps recording data. By the same token, updating the rules by which the database is governed depends on the cooperation of most network nodes.
- Third, it is **transparent**. The data recorded in the database can be consulted anytime by connected users. By lack of additional design decisions, it implies that a Blockchain database is not anonymous: users and transactions are publicly available.

The present call aims at **exploring Blockchain from a public administration perspective**.

Therefore, three research avenues are distinguished:

- The first concerns the **regulation of the private Blockchain sector**. It invented and is using the technology to record exchanges of virtual assets between users: floating (cryptocurrencies) or pegged (stablecoins) fungible assets, or non-fungible ones (NFTs). For various policy objectives (i.e.: environmental and user protection, implementation of monetary policies, fighting terrorism and money laundering...), regulatory initiatives are being taken by governments regarding, i.e.: nodes (ban on Bitcoin mining in China), the authentication of users and the compulsory reporting of transactions (travel rule and ban on unhosted wallets in EU), the licensing and operations of virtual assets providers (Markets in Crypto-Assets directive proposal in EU), the criminalization of transactions and development (ban on gifts to truck protesters in Canada, censorship guidelines on Ethereum, arrest of Tornado Cash developer...), the conditions under which stablecoins can be issued... These initiatives try to achieve some balance between legitimate government concerns and the protection of economic innovation in a context hallmarked by regional competition for

dominance of an emerging industry and an ongoing range of scandals (Terra, FTX/Alameda, Celsius...) in the sector in question. Papers examining the emerging global framework for blockchain regulation, are called for.

- The second concerns the **innovative potential of the Blockchain technology for public service delivery**. Government's business is much concerned with building, maintaining, using and publishing databases. Three major areas which could harness the specific properties of Blockchain include: the delivery of authentic documents (identity, diplomas, licenses, property certificates, vaccination attests...), public archive systems (bills, judiciary decisions, urbanism plans...), and the financial management systems (taxes, budget, accounting, subsidies...). Case studies of ongoing initiatives of blockchain-powered public sector innovation are looked for, emphasizing lessons learned and challenges ahead, in the line of Berryhill et al., (2018)
- Third is the development by governments of **Central Bank Digital Currencies (CBDC)**. Various projects are being initiated in different parts of the world to complement fiduciary money emission by central banks with the emission of monetary instruments on the blockchain. Such projects find their appeal in the need for governments to maintain their monopoly over money emission, in the transparency of transactions on the blockchain, and in the need for central banks to enforce their monetary policies in a changing macroeconomic and technological context. Papers analyzing ongoing projects in different jurisdictions through concepts such as privacy, fraud detection,... and emphasizing different types of approaches, are especially welcome.

Overall, fresh perspectives examining the relation between government and blockchain are looked for. Special issue publication opportunities will be searched along the way.

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## Fighting Corruption During Emergencies

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The United Nations Secretary General (Antonio Guterres) has recently defined corruption as “criminal, immoral and a betrayal of public trust. Even more damaging in time of crisis”.

Countries in the MENA Region, as well as across the world, have been recently experiencing different types of crises and related emergencies. From natural disasters due to climate change to the Covid-19 pandemic, geo-political conflicts, and economic crises.

Emergencies create new “opportunities for corruption to thrive and grow as actions taken to quickly address the needs presented by the crisis may lead to sacrifices in transparency and accountability” (UNODC 2020). The acceleration of decision-making and the heightened uncertainty linked to the emergency lead many public and private institutions to forego the usual precautions and procedures. In addition, the large number of recovery efforts and economic aids injected into these contexts foster additional corruption opportunities. Similarly, the need of military intervention and military spending might also increase corruption risk (Ali and Solarin 2020).

Systemic shocks can also exacerbate preexisting integrity challenges, impact effective governance, and trust in government institutions (OECD, 2021). In these contexts, it is often problematic to develop public measures against corruption that can keep pace with corruption opportunities in times of crisis.

Two main mechanisms affect public sector corruption risks during emergencies:

- An increase in opportunities for extracting rents (e.g., recovery funds, economic aids, etc.)
- A decrease in control mechanisms (e.g., transparency and accountability systems).

Effective anti-corruption efforts during emergencies need to address these two specific mechanisms. They must go “hand-in-hand with economic response and recovery efforts to ensure the appropriate allocation and distribution of funds.” (UNODC, 2020).

The anti-corruption academic community, as well as international organizations, have been actively considering the consequence of natural disasters, the Covid-19 pandemic, conflict

situations, and economic crises in terms of corruption risks (Divjak 2015; Estrada 2020; Gallego et al 2020; OECD 2021; Terziev et al. 2020; United Nations 2021; UNODC 2020; Wernick 2020). However, most of these evaluations are based on past experiences (e.g., management of corruption during Ebola), simulation analyses or qualitative studies, or borrow practical solutions from the management of other problems (e.g., frauds). Practical evaluation of corruption risks based on the most recent emergencies is still underdeveloped, notably in the MENA Region.

This panel aims to address this research problem and welcomes conceptual and empirical papers from different disciplines focusing on the following issues:

- Types of public sector corruption arising during emergencies and most affected sectors;
- Determinants of public sector corruption during emergencies;
- Impact of public sector corruption on crisis response and recovery, but also trust in governmental institutions;
- Anti-corruption policies to counter public sector corruption during emergencies and their effectiveness;
- Public management responses after the emergencies (e.g., corruption investigations, law changes).

Papers can address these issues at both macro/regional and micro/local levels. Paper proposals should be no more than one page long. The research problem and questions should be clearly specified, as well as the methods and data/information used. Case study analyses are also welcomed.

## **HRM Reforms in the Public Sector: Career and performance of civil servants**

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Many governments around the world have been trying new reforms with an overwhelming pressure for performance often opting for the best models which begin as mimetic isomorphism however, bringing in different results. The changing development models of administration and governance have implications for the personnel working for the government (especially civil servants) affecting key Human Resource (HR) practices and performance. Governments continue to propose reforms for civil servants focusing on the HR practices to adjust effectively with changing times. These reforms focus on recruitment practices, promotions, lateral hiring, performance appraisal and, compensation and benefits along with other key issues associated with the public sector.

Over the past thirty or more years, there has been a growing recognition that context is crucial in understanding the effectiveness of human resource management (HRM), in particular, in relation to its impact on organizational performance (Paauwe, 2004; Boxall, Purcell & Wright 2007; Farandale and Paauwe, 2018). Inspired by this contextual approach, there is a growing recognition of the specificity of HRM in the public sector administration (Knies, Boselie, Gould-Williams and Vandenabeele, 2018; Leisink and Knies, 2018; Vermeeren, 2017; Steijn and Knies, 2021). Under New Public Management and New Public Governance Reforms, public organizations continue to adopt private sector practices and undergo significant reform processes to enhance efficiency and public service delivery (Brown, 2004). However, public administration scholars hold a distinctive view regarding HRM in the public sector and argue that it is too simplistic to assume that what works in the private sector context can also be applied to the public sector (Knies et al. 2018; Boselie et al. 2021). Leadership plays a vital role in adopting HRM in public administration reforms, addressing both the external pressures of politics and multiple stakeholders, as well as the internal issues of adoption and implementation of HR practices (recruitment, promotions and compensation among others) for effective management of employees. Additionally, a country's politico-administrative culture, socio-economic structure and institutionalized environment play a significant role in adopting HR reforms (Khilji, 2004; Farandale and Paauwe, 2018; Leisink, Borst, Knies and Battista, 2021; Parry, Morley and

Brewster, 2021). Thus, in integration with the conference theme of ***Development States and Professionalization of Public Administration and Public Policy***, we encourage scholars to focus on the following:

- How have HR practices changed in the past decades for civil servants to enhance employee and organizational performance under the umbrella of development and reform models? What are the trends of HR reforms in the public administration?
- How do national, economic, social, and cultural contexts impact HR practices for the civil servants?
- What is the role of political/organizational leadership in adopting efficient HR practices for the public sector?
- What reforms have been proposed and implemented over the years to improve the functioning of civil servants?

We look forward to papers that map and analyze reforms for improving professionalism of civil service with focus on HR related practices. We strongly welcome theoretical research papers that discuss innovative, conceptual contributions, as well as empirical research papers that discuss local experiences and comparative analyses using different research methods including qualitative, quantitative, and mixed-research.

Please submit an abstract of maximum 500 words including name, institution, contact details, topic, purpose of the envisaged paper, methodology and main findings.

## Sustainable Public-Private Partnerships in the MENA Region

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Public-Private Partnerships (PPPs) are usually employed by the governments to provide infrastructure services. Governments are able to draw private capital and expertise through PPPs, and, under the right circumstances, they can improve service provision and spur economic growth (Arezki and Belhaj, 2019).

In the past, PPPs have been evaluated on the basis of their financial impact (Delmon, 2021; Hoeft, et al., 2021).

With sustainability and civil engagement issues becoming more prominent, projects financed with PPPs have become central to achieving sustainable development (Casady et al., 2020; Hai et al., 2022).

Contrary to the past, the evaluation of PPPs has gained a more holistic dimension and also considers social and environmental factors, for example with KPIs able to provide a comprehensive evaluation. (dos Reis and Gomes, 2022).

Furthermore, the objective of this track is to bring the theme of sustainable PPPs into the context of the MENA region in order to highlight the risk and success factors by comparing them with those from the European and Anglo-Saxon context (Arezki and Belhaj, 2019; Di Liddo et al. 2019;).

The track would like to attract interdisciplinary works, from fields like public administration, public management, public policy, accounting, finance, engineering and beyond.

The track aims to investigate whether PPPs are the most suitable instruments to encourage sustainable development in the MENA region and, if so, under what conditions.

We are particularly interested in advanced forms of PPPs and similar instruments that have spread in the MENA region, or models that have developed in the rest of the world that are better replicable in our context of interest.

We are requesting theoretical or empirical, descriptive or explanatory papers that should have a clear conceptual basis and should meet the appropriate methodological standards. Comparative papers are also appreciated.

The following areas are most welcome (not exclusive):

- Sustainability assessment in PPPs in MENA region;

- Monitoring sustainability in PPP projects in MENA region;
- Financial sustainability of PPPs in MENA region;
- PPPs for environmental projects in MENA region;
- PPPs and resilient projects in MENA region;
- PPPs accounting and accountability in MENA region.

## Digital Transformation and Principles of Effective Governance for Sustainable Development

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This track proposal was drawn on a project DEeP-GOV – Digital Education Partnership for Effective and Sustainable Governance developed for the SUDAC - CLOC DEAR MENA program of the Swiss universities, which aims to promote a digital education partnership between Switzerland and the MENA region to promote effective governance.

The idea is to examine effective governance as a critical element for stability, peace, and sustainable development from different angles. As the challenges of effective governance are increasingly globalized, addressing them through a cross-cultural perspective is fundamental to fully understanding their mechanisms. Among these challenges, the rise of digital transformation results in high citizens' expectations regarding high-value, real-time digital services delivered by public administrations. The UN increasingly sees Digital transformation and digital government, specifically eGovernment 4.0, as a tool for building effective, inclusive, and accountable institutions to support policymaking and service delivery, thus promoting SDGs. Consequently, governments are changing their mode of operation to digitalize and improve service delivery, be more efficient and effective in their designs, and achieve objectives such as increased transparency, interoperability, and citizen satisfaction (Mergel et al., 2019). As shown during the Covid-19 pandemic and related social and political crises, digital transformation is not an option but a necessity for governments worldwide. Embedding new information and communication technologies in governmental activities is essential to meet citizens' expectations and fundamental for sharing with stakeholders the knowledge, skills, values, and attitudes to build effective, accountable, and inclusive institutions at all levels.

This track aims to discuss international best practices, local debates, and dynamics on the main challenges of Effective Governance (effectiveness, accountability, and inclusiveness) in the MENA Region. More specifically, it will address the following questions: What challenges do public institutions in the MENA region need to face to be effective, accountable, and inclusive?

Moreover, how can digitalization support public institutions in facing these challenges? More specifically, this track calls for the submission of contributions focusing on the following:

- "Effectiveness": challenges to face to be competent (i.e., perform their functions effectively, with sufficient expertise and resources), based on sound policymaking (i.e., develop coherent, evidence-based public policies) and be collaborative (i.e., address problems of common interest working together with non-State actors)?
- "Accountability": challenges to face to promote integrity and transparency mechanisms and innovative tools in the public sector (e.g., civil society participation, social and sustainable reporting), corporate social responsibility, and anti-corruption policies?
- "Inclusiveness": challenges to face to leave no one behind (i.e., ensuring that public policies take into account the needs and aspirations of all segments of society), to non-discriminate (i.e., access to public policies should be equally provided without distinction of race, sex, language, religion, political opinion, etc.), to promote participation (i.e., participation of all political groups in relevant matters), subsidiarity (i.e., promote intermediate and local level forms of government to be more responsive to the micro needs and aspirations of people), and intergenerational equity (i.e., balance the short-term needs of today's generation with the longer-term needs of future generations)?

## **Pan-African Public Administration and Sustainable Development Goal 16: Progresses and challenges**

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African countries, both developmental and non-developmental states, have subscribed to African Union's (AU) Agenda 2063 (AU, 2014) and United Nations (UN) 2030 Agenda (UN, 2015), both putting increasing pressure on African countries. The UN in Sustainable Development Goals (SDGs) SDG 16 emphasizes building effective, accountable, and inclusive institutions at all levels (UN, 2015; 2017). Agenda 2063 is ideologically underpinned by Pan-Africanism and African Renaissance, suggesting pan African public administration (AU, 2014). However, research on politico-administrative and public policy reforms and the progress and challenges to achieving pan-African public administration and SDG16 are very scarce. Comparative research on public administration and public policy from an African perspective is almost unavailable.

This track welcomes theoretical and empirical (comparative and case studies) abstracts considering Macro (national), Meso (sectoral and inter-sectorial) and micro (organizational) public administration and public policy analysis. Theoretical and empirical comparative contributions to this track from academia and practitioners should aim to answer, but not limited to, the following broad questions:

- To what extent African politico-administrative and public policy reforms embarrasses pan African public administration and SDG 16?
- What are the progress and the challenges to achieving pan African public administration and SDG 16 at Macro, Meso and Micro levels?
- To what extent African civil servants and political executives have changed their mindset to realize pan African public administration and SDG 16?
- To what extent African Public Administration teaching and research universities and training institutions promote development of Public Administration from African Perspectives?

- How could Africa harness the fourth industrial revolution (4IR) to address public administration challenges and promote pan African public administration and achieve SDG 16?

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## The Challenge of Training and Building Capacities on Sustainable Development Goals

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The proposed track addresses the role of skills and training in the public sector as an essential requirement for sustainable development and a key element of the 2030 Agenda for Sustainable Development (Comyn, 2018; King, 2016; ILO, 2017; Schiefelbein & McGinn, 2016).

Public administrations face complex challenges in their ability to plan for sustainable development in terms of training and capacity building. The complexity of sustainable development also challenges the traditional management and problem-solving capabilities of most public administrations. To compensate for these shortcomings, different types of informal and formal collaborations, networks and spaces have been created.

The proposed track invite papers that present different examples of cross-sectoral, multi-level and policy-making collaboration in relation to training and capacity building. Practitioners as well as academics are invited to share their views on the capacity of public administration to respond to and manage current social and environmental challenges through decision-making, planning and implementation processes. These presentations will show to what extent knowledge resources, relational resources and mobilization capacity promote sustainability. The proposed track invites papers related to challenges, opportunities and best practices and successful experiences in the domains of civil servant training in the countries of the Middle East, North Africa and Europe. Practitioners as well as academics are invited to share their views on the aforementioned topics and any other ones that would contribute to the better understanding and projection of training and capacity building on sustainable development goals.

## Skilling, Reskilling & Upskilling for Professional Development of Public Servants & Policymakers

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The recent pandemic of COVI-19 together with the uncertainty that affects and influences the organizational environment of public administration causes various crises in domains like public health systems, governance, economy and education. This multi-layered crisis has tested the resilience and endurance of skills in public policies, communities, economy and individuals.

The human factor in the above-mentioned domains is decisive for any organizational change. Traditional notions of leader supremacy over employees are being replaced by leader-employee partnerships in which leaders are more like coaches. The Heads of units (junior or senior managers) have a new double role: to do their job effectively and efficiently and to support the team of their employees promoting collaboration, concern over employee needs and objectives, and provision of help and assistance.

The Civil Service should work with a shared mission to look after the interests of the citizens and make their lives better. This challenge highlights the need to:

- Recognize how professional development planning can help in the career of civil servants; and
- Understand the principles of professional development plan and the skills needed to achieve it.

To deliver Government’s priorities, public servants must be technically competent and imaginative with special knowledge, skills, and networks. Training, skills, abilities, and networks satisfy capabilities and ambitions of civil servants. Nevertheless, there are still gaps both in administrative abilities, technical expertise and transversal skills that need to be developed in order to achieve professional excellence.

Helping civil servants master the full spectrum of skills relevant for their role, they will become more confident and capable public administrators, head of units and leader-coaches. This is necessary for developing a universal aptitude and a broad knowledge of how government

works and how to work within the government. Lifelong training will build up a benefiting environment resulting from heavy investment in continuous staff training and self-improvement.

The research questions to address the key issue of “Skilling, Reskilling & Upskilling for Professional Development for Public Servants & Policymakers”, with the submission of papers, presentations or posters will focus on the tripartite "thinking - feeling - behavior" attitude, considering the following issues:

- Organizational culture based on empowerment, purpose, trust and accountability;
- New needs in skills and abilities of Public Administration;
- Propriety and ethics along with ethical responsibilities;
- Devolution & intergovernmental working;
- Communication, resilience, agility and time management;
- Consultancy skills & negotiation techniques;
- Metagnostic skills and learning how to learn;
- Transformational leadership, Coaching and mentoring skills;
- Training paths & methods for civil servants;
- Evaluation and assessing processes in relation to skills and abilities of public servants.

## The Civil Service Training of Public Administration Governance: From Knowledge Creation to Competence Building

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In a rapidly changing world, the **training of civil servants** faces many challenges in areas such as environment, healthcare, education, and many other policy areas that require a new type of Public Administration Governance (OECD 2021; Osborne et al. 2014; OECD 1997).

One of the main challenges for many public organizations is the need for specific knowledge and skills of civil servants to **provide quality services to all**. There is also a need for skills in the public sector to perform internal tasks, deliver public services, meet with external actors, perform specific tasks to support public policies, or boost the impact evaluation of some public policies.

To improve the quality of a professional and efficient public service, several conditions need to be guaranteed such as a basic legal framework, broad political support and a comprehensive human resource management system within an overall reform strategy. To meet these conditions and implement the necessary changes, civil servants need to acquire additional **skills and competencies**. Therefore, it is crucial to have good training plans for civil servants adapted to these new needs (OECD 1997).

The European Commission has adopted a new and comprehensive **Skills Agenda for Europe**, launching concrete actions to ensure more and better skills and to put them to use by strengthening sustainable competitiveness, ensuring social fairness to access to education, training and lifelong learning for everybody and building resilience to react to crises (European Commission 2016). In other words, having the relevant skills empowers people to successfully navigate labour market changes, based on improved participation, openness, accountability, effectiveness and coherence. As a result, a new way of developing training is proposed, closer to the end users, with the ultimate aim to develop robust, equitable, and socially acceptable Public Administration systems.

The impact of training on the quality of the civil service has a fundamental role to play in three ways: (i) by knowing the results of the training in the **performance** of the public service

delivery system; (ii) by helping workers to develop technical skill and knowledge and **transforming knowledge** and professional understanding of the public service delivery process; (iii) by addressing **capacity building and skills** based on cooperation and partnerships for co-production of public services with service users.

Many processes were implemented in many Public Administrations to improve processes of knowledge and competence building, such as the introduction of new technology, outcomes of training given to their employees, or knowing whether training can lead to improved organizational efficiency.

In many Public Administration organizations, those challenges improve the related processes for knowledge and competence building, such as through introducing new technology to employees, remaining competitive in their area by training, knowing the **outcomes of training** given to their employees, or through leading training to improved organizational efficiency.

Therefore, the present call-for-papers aims at inviting papers and discussion addressing the following topics:

- New and strategic skills and innovation capabilities to understand how to deliver analysis in a quick and agile way that responds to effective and timely policy advice
- New skills of citizen-facing public employees in Service delivery
- Analysis of the needs of public administration; e.g., what kind of knowledge, skills, and competencies are required in designing, overseeing and managing contractual arrangements with other organizations.
- Practices and innovative ways of cooperation to train civil servants in the countries in the MENA region and Europe: Skills to organize, collaborate and develop shared understanding through communication, trust and mutual commitment.

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## Social Innovation, Commons and Administration

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Social innovation is one of the most interesting trends of the 21st century, and it involves many sectors of society. In fact, not only different social actors come up with innovative and creative ideas, but they also build new relationships with other stakeholders. Social innovation in public administration can be interpreted as an evolution of Public Governance, which stressed the importance of networks, multilevel governance, and collaborative relationships. The perspective of social innovation is aligned with these assumptions, since it is based on the idea that innovation is most effective when it stems from cooperation between different actors. As a natural consequence of social innovation, new relationships are created between those who participate to the innovation process, as well as those who are beneficiaries of it. In such a complicated scenario, the goal of increasing professionalization of public administration and policy makers, which requires multifaceted and multi-level approaches, has a primary relevance; also the competence by public officers, in fact, can benefit from adopting a socially innovative perspective.

Public administrations have started to include external parties in their policy-making processes, in various fields. This inclusive phenomenon regards participation by stakeholders and populations (especially at the local level) in administrative decisions, as well as the joint management of commons. Moreover, an important challenge for scientists nowadays is the proper definition of the concept of commons itself, whose notion may deeply influence the choice of suitable tools of use and management. The evolution of the paradigm of the commons

is also relevant, with the emergence of the “new commons”, such as the Internet, culture and other immaterial resources.

The track welcomes contributions in both paper and presentation formats, regarding, but not limited to, the following topics:

- Collective actions aimed at sustainability;
- Social innovation and participation in administrative actions and commons;
- Legal foundations and implications of social innovation in public administration across cultures;
- Definitions of the concept of “commons” and its application in public administration;
- Inclusive governance fostered by socially innovative practices and cross-sectoral cooperation;
- Cooperative management and governance of commons;
- Urban regeneration and commons;
- Public policies, public governance and social innovation;
- Management of common goods and SDG;
- Common goods, rural areas, food and agriculture;
- Social enterprises and hybrid organizations for the management of common goods;
- Social enterprises for common goods and circular economy;
- Common goods, social finance and Islamic finance.

## **Innovation publique : Créativité, réactivité et agilité Modernisation vs. refonte de l'administration publique**

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Les innovations sont issues de la réalité dynamique des organisations qui cherchent à perfectionner leurs fonctionnements, leurs activités, leurs produits, et tout ce qui pourrait amener à maximiser leurs performances. La littérature, en particulier, la théorie de la diffusion des innovations, a expliqué davantage la réalité de l'innovation dans le secteur privé, et le secteur public faisait l'objet des recherches approfondies sur l'innovation dans les deux dernières décennies. Depuis, une théorie de l'innovation publique s'est construite en offrant les réponses nécessaires aux questionnements liés à l'évolution de l'innovation dans les organisations publiques.

Une évolution expliquée par le mimétisme dans les administrations publiques qui développent régulièrement des innovations et qui a conduit l'innovation à devenir un processus ancré dans l'administration publique. Une progression qui ne cesse pas de prendre des formes multiples en fonction des contextes diversifiés et selon le degré de mutation et de dynamique que connaît l'administration publique.

Dès lors, l'innovation est devenue une priorité des gouvernements qui procèdent à des politiques d'incitation et de promotion de l'innovation et de renforcement du système national d'innovation pour assurer le développement économique, et apporter les nouveautés ciblées.

La littérature considère l'innovation comme « une idée, une pratique ou un objet qui est perçu comme nouveau par les acteurs, peu importe s'il l'est vraiment ». Or, Moore et al. (1997) définissent l'innovation publique comme suit : « those changes worth recognizing as innovation should be new to the organization, be large enough, general enough and durable enough to appreciably affect the operations or character of the organization ». La principale spécificité de l'innovation réside dans la nouveauté, et la capacité de cette nouveauté de créer le changement attendu.

En effet, comme le changement est une situation normale, l'innovation constitue naturellement la règle dans la vie des organisations, privées comme publiques. En effet, si l'innovation peut apparaître dans un contexte de changement organisationnel, elle peut aussi déclencher la vague de changement. Hartley (2005) estime qu'on considère une innovation sauf si elle génère un changement et produit des impacts évidents sur l'organisation.

Alors, l'innovation est capable d'apporter les changements attendus dans l'administration publique, et elle est indispensable pour apporter le changement attendu. Ainsi, l'innovation possède du caractère dynamique, qui permet de reproduire des nouvelles innovations, ce qui constitue un élément central pour un réel déclenchement d'une vague de changement.

L'innovation publique constitue encore un objet de recherche d'actualité qui renferme plusieurs dimensions:

- Des critères de définition de l'innovation publique ;
- Les mobiles d'innovation dans l'administration publique ;
- Formes de l'innovation publique ;
- Les niveaux de l'innovation : produit, processus, organisation ;
- Contraintes d'innovation publique ;
- En quoi l'innovation pourrait moderniser le service public ?;
- L'innovation publique : un levier de la refonte de l'administration publique.

L'innovation publique a gagné des points importants dans la période du COVID-19, en admettant que l'administration publique au niveau mondial a été appelée à donner des réponses rapides à la situation de crise sanitaire. Elle était contrainte d'inventer des nouveaux produits, processus, organisations, structures et idées, mais aussi de faire vite pour ne pas enregistrer de pertes humaines et préjudices économiques, tout en faisant face aux critiques et aux remises en cause des administrations qui ont montré un échec dans la gestion de la crise sanitaire.

**Nous voulons dans cet atelier découvrir l'évolution de l'innovation publique dans l'ensemble des questionnements que connaît cette thématique depuis des décennies, stimulée par la crise sanitaire, mais aussi par les mutations que connaît le monde, en particulier : les enjeux d'approvisionnement, la problématique de la sécurité alimentaire, le progrès technologique, mais aussi les disparités, les gaps, la révolution numérique, la réforme, et la refonte du management public.**

Nous attendons dans cet atelier la réception **des communications qui se basent sur des données empiriques, quantitatives ou qualitatives**, qui traitent des questionnements cités ci-dessus, et mettent particulièrement l'accent sur les points suivants :

- Les nouvelles formes de l'innovation publique ;
- La créativité de l'administration publique et les facteurs qui la déterminent ;
- La réactivité de l'administration publique pour s'adapter aux questions ;

- L'agilité des organisations et des entités publiques et la tendance vers des structures plus ouvertes ;
- L'innovation publique au secours des managers publics pour une performance managériale et leadership appropriés ;
- La refonte de l'administration publique via l'innovation.

## تحديات وتوجهات إدارة الموارد البشرية بدول مجلس التعاون

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مدير البحوث بمعهد البحرين للإدارة العامة

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تتنوع بيئات العمل في القطاع العام لدى دول مجلس التعاون بحسب تنوع الأنظمة والقوانين والسياسات، ونظراً للاهتمام الكبير في تحقيق الرؤى المستقبلية تعمل كل دولة على إجراء الكثير من الإصلاحات والتعديلات الإدارية في القطاع العام بهدف توفير البيئة التشريعية المناسبة والخدمات التنافسية التي تحقق تطلعات المواطنين. ولضمان نجاح عمليات التغيير والتطوير في التنظيم الإداري لمختلف المؤسسات نجد من الأهمية الاستثمار في الرأس المال البشري واتقان إدارة الموارد البشرية. وعبر مسيرة العمل في الإدارة العامة برزت عدة قضايا إدارية تم معالجتها بمختلف الأساليب والمنهجيات الإدارية. وفي هذه الجلسة نبرز بعض القضايا للتعرف على بعض التجارب والممارسات التي مرت بها دول المجلس للمشاركة في نقل الخبرات والمعارف من خلال مناقشة موضوع المواهب والمهارات على النحو التالي:

### المواهب والمهارات في القطاع العام

يسعى القطاع العام لاستقطاب المواهب والمهارات العالية لضمان تحقيق أهدافه الاستراتيجية وزيادة قدرته التنافسية، ومع ذلك يواجه القطاع العام تحديات في الحفاظ على هذه المواهب والمهارات، ومن جهة أخرى تحديات في استقطاب أفضل المواهب والمهارات.

- ما هي أبرز التحديات التي تواجه القطاع العام في استقطاب أفضل المواهب والمهارات؟
- ما مدى ملائمة الأنظمة واللوائح في تحفيز الموظفين؟
- كيف يمكن لسياسات القطاع العام أن توفر البيئة التنافسية المناسبة للمواهب والمهارات؟
- ما هي المهارات المستقبلية التي يتطلع لها القطاع العام؟
- ما مدى توفر البرامج التدريبية والمهنية التي تساهم في تنمية المواهب والمهارات للقطاع العام؟

## PhD Symposium

Dr. Paul Joyce, Conference Rapporteur, University of Birmingham,  
[pauljoyce@gmail.com](mailto:pauljoyce@gmail.com)

Building upon the successful experience of the IIAS-EUROMENA Conference 2022 in Rome, the IIAS wishes to organize a second edition of its PhD symposium.

PhD Students are invited to submit their research to the PhD track of the IIAS Doha Conference 2023. Topics can be broader than those explored in this call.

## Call for Panels

Dr. Paul Joyce, Conference Rapporteur, University of Birmingham,  
[pauljoyce@gmail.com](mailto:pauljoyce@gmail.com)

Our call for papers, panels, and tracks is not restricted to ones focused on the three themes and questions set out for your consideration above. We would of course hope to get many proposals for papers, panels, and tracks that are aligned and correspond to the themes and questions we have presented.

Panels are sessions where the chairpersons and panelists are identified in advance. Example of such panels are the national panels organized by our State members. No further submissions will be called for by the panel. The Chairperson commits to participate in the conference and ensure the participation of other panelists. He/she will be in charge of all programmatic aspects of the panel.

All costs related to the participation in the conference are to be borne by the participants themselves.

## Practicalities

- Submissions should be made in English or Arabic.
- The call-for-papers and panels will remain open until November 30<sup>th</sup>.
- Notifications of acceptance will be sent by December 15.
- Full papers will be expected by January 8<sup>th</sup>.

The conference will take place on February 6-9, 2023, in the School of Economics, Administration and Public Policy (SEAPP) of the Doha Institute for Graduate Studies, in Qatar. The PhD symposium will take place on February 6; all plenary and parallel sessions on the themes, proposals and panels will be scheduled on February 7-9.

The IIAS Open Access Publication platform offers an array of publication opportunities. These include edited manuscripts in the [IIAS Public Governance Series](#), in IIAS online journal “[Developments in Administration \(DinA\)](#)” and in special issues of partner journals. For more information on publication opportunities in our partner journals, please access the [OAP-Informative Flyer](#).

Furthermore, one or several edited manuscripts through the [Palgrave IIAS Book series](#) as well as submission to [IRAS \(International Review of Administrative Sciences\)](#) are possible.

All information on the conference can be obtained at:

- [info@iias-doha-institute-conference2023.org](mailto:info@iias-doha-institute-conference2023.org)
- <http://www.iias-seapp-dohaconference2023.org/>