

# IAS

## EUROMENA 2022

Joint Conference on Next Generation Governance and  
Young Global Public Administration

### CONFERENCE FINAL REPORT

Rome, Italy  
June 27-30



SNA



iscte

LUISS



EUROMENA  
DIALOGUE





**“Be courageous and propose new ideas  
and innovations for a sustainable future!”**

**Prof Dr Geert Bouckaert - IAS EUROMENA Rapporteur  
and Next Generation Governance Team**

<b>3</b>	<b>Executive Summary</b>
<b>4</b>	<b>Keynote Adresses</b>
<b>7</b>	<b>Host Country Panel</b>
<b>9</b>	<b>Braibant Lecture 2022 by Prof Dr Elio Borgonovi</b>
<b>11</b>	<b>EUROMENA Panel</b>
<b>12</b>	<b>Community Leadership and Public Leadership Panel</b>
<b>14</b>	<b>PhD Seminar</b>
<b>16</b>	<b>Parallel Sessions</b>
16	<p>I. Next Generation Governance.</p> <ul style="list-style-type: none"> <li>1.1. Social Innovation, Commons and Administration (1).</li> <li>1.2. Social Innovation, Commons and Administration (2).</li> <li>1.3. Gender Governance and Law.</li> <li>1.4. Next Generation, Social Dimension and SAls' Controls.</li> <li>1.5. Cultural Heritage as a Trigger for Civic Wealth Creation and Sustainable Urban Development.</li> </ul>
20	<p>II. Local and Territorial Governance.</p> <ul style="list-style-type: none"> <li>2.1. Local Governments' Actions to Foster Dialogue with University Student Population.</li> <li>2.2. Local Governance and Sustainable Strategic Development in the Alpine Region: The role of place brand development approaches as governance tools for sustainable development.</li> <li>2.3. Post-Pandemic Resilient Governance for a “New Normal” in Local Government. <ul style="list-style-type: none"> <li>Session 1</li> <li>Session 2</li> </ul> </li> <li>2.4. Institutional Setting of Territorial Governance and Citizen' Engagement for a Sustainable Future.</li> </ul>
25	<p>III. New Normal and SGDs Implementation.</p> <ul style="list-style-type: none"> <li>3.1. Next-Generation Health and Social Care Governance: Global and local solutions for a sustainable “new normal”.</li> <li>3.2. Post-pandemic public governance for a “new normal”. <ul style="list-style-type: none"> <li>Session 1</li> <li>Session 2</li> <li>Session 3</li> </ul> </li> <li>3.3. European Governance, appropriate administration for a new normality and challenges that arise from PNRR.</li> <li>3.4. Effective Governance, Digital Education &amp; Partnership in the MENA Regions.</li> </ul>

32	IV. Public Management Reforms. 4.1. Strategic Planning and Management for Next Generation EU. 4.2. Public Manager Cross-Cultural Competence.
35	V. Financial Management. 5.1. Next Generation, Social Dimension and SAs' Controls. 5.2. Accounting and Co-Models in Public Services. 5.3. EU Recovery Plans: Measuring public value and social impact in European public sector.
38	VI. Organization. 6.1. Post-Pandemic Public Governance and their Implications on Public Organizations for a New Normal. 6.2. Creation or Destruction of Value: Interorganizational elements for Sustainable Development.
41	VII. Technologies, Digitalization and PA. 7.1. Digital Transformation for a Sustainable and Resilient Recovery. 7.2. Digital Tools for the Smart Urban Regeneration. 7.3. Artificial Intelligence and New Public Services. Session 1 Session 2 7.4. Digitalization and Emerging Technologies for Resilience and Recovery. 7.5. Digitalization and Public Administration. Session 1 Session 2 Session 3 7.6. Disruptive Technologies for Smart Cities' Management.

## 50 List of Papers

# Executive Summary

The IIAS EURONEMA 2022 Joint Conference was organised in Rome, Italy on June 27-July 1, 2022, by the International Institute of Administrative Sciences (IIAS), the University of Rome Tor Vergata, Luiss – Libera Università Internazionale degli Studi Sociali – Guido Carli (LUISS), the Middle East and North Africa Public Administration Research network (MENAPAR), ISCTE – Instituto Universitário de Lisboa and the European Group for Public Administration (EGPA). The 2022 Conference gathered more than 300 public administration scholars, practitioners, and Ph.D. students. Participants discussed contemporary challenges faced by governments worldwide focusing on the central theme of the event: **Next Generation Governance and Young Global Public Administration: Mobilizing People, Skills, Energies for a Sustainable New Normal.**

During plenaries, panels, and track sessions, the participants addressed different public administration topics. Digital transformation and its impacts in public service was frequently mentioned as fundamental for next generation governance and the process of reshaping administrative institutions and the administrative culture. However, participants also raised several concerns on the complexity of its implementation, problems of digital divide, and the lack of standardization of technical languages, amongst other challenges, so that digital transformation can fulfil its potential to help public administration be adapted to present and future challenges.

At the same time, conference debates also reinforced the need for changing the mindset inside and outside public service. Investment in training and education was considered a crucial aspect to support public servants in managing crisis and transforming governance structures, focusing on

both hard and soft skills. Nonetheless, participants stressed that building bridges might be a key condition to address current and future society challenges.

The implementation of the SDGs, the recovery plans from the COVID-19 crises as well as the necessary reforms of PA for coping with these challenges were analysed: as for instance, creating networked, cross-cultural, and interdisciplinary approaches, integrating different actors/stakeholders, strengthening institutions, adapting countries' strategy and national developing plans, using data and evidence-based analysis, increasing capacities of PA and Civil servants to cope with global challenges. However, discussions highlighted that efforts should go further than promoting international guidelines and best practices and should include the need of tailoring initiatives to local contexts. Key challenges of our societies were also examined as: gender discriminations vs gender balance, social inequalities vs social inclusion and all the contemporary challenges to leave no one behind.

Social innovation in public administration as an evolution of Public Governance underlining the importance of networks, multilevel governance systems and collaborative relationships were also emphasized as key processes for the future of our societies.

This report offers a summary of the discussions and key elements to be considered for the future developments of PA role in tackling the challenges of sustainable development. It also provides the reader with some takeaways for practitioners, future perspective for research in the different fields of PA as well as concluding remarks for each thematic track and panel.

# Sustainable Development Goals

The first plenary session of the IIAS-EUROMENA 2022 Conference closed with keynote addresses by Enrico Giovannini, Minister of Sustainable Infrastructure and Mobility; Francesco Rocca, President of the International Federation of Red Cross and Red Crescent Societies; João Salis Gomes, ISCTE-IUL; Boas Erez, Former Rector of Università della Svizzera Italiana; and Geert Bouckaert, Conference Rapporteur.



After an introduction by Prof. Denita Cepiku (Tor Vergata University of Rome), Francesco Rocca introduced the International Red Cross as a dynamic global network and presented the key priorities for the 2030 agenda. He underlined that IFRC has key priorities: supporting people to anticipate, survive and quickly recover from crises, encouraging people to lead safe, healthy, and dignified lives and have opportunities to thrive, but also supporting them to be mobilised for inclusive and peaceful communities. He also mentioned the importance of strengthening the foundations of the Red Cross with a National Societies as strong and effective local actors, a strong network of volunteers, and influencing humanitarian action by localization.

Rocca identified the five global challenges as the most pressing existing and emerging risks that confront our network: climate and environmental

crises, crises and disasters, growing gaps in health and wellbeing, migrations, values, and inclusion. He underlined the importance of global solidarity and the actions of young volunteers as they can provide the Red Cross network with new ideas for transforming ways of action and bringing innovations. Ukraine war reminds us of the importance of the neutrality of the volunteers of the Red Cross in such a particular context. He also stated that the top priority is to better understand how to navigate in difficult times.

Prof. João Salis Gomes mentioned that the objective of the IIAS-EUROMENA 2022 Joint Conference is to look at the challenges of our societies from different perspectives and cultures—it is also the first time that IIAS Conference and EURO-MENA Dialogue are organised simultaneously. Addressing all these challenges is also: creating “bridges over troubled water”.

# Sustainable Development Goals

Prof. Boas Erez, the Former Rector of Università della Svizzera Italiana, presented the experience of USI with MEM: Middle East Mediterranean Summit and stressed the importance of young local actors in changing the future. He mentioned that the MEM Summer Summit aims to offer a platform for young leaders and change-makers to lay out a vision for their common future. Coming from public and private institutions, non-profit

organisations, social enterprises, media, art, and culture, they evaluate, innovate and develop innovative approaches to tackle persistent problems in society. The Summit is designed as an intellectual and human exchange across borders, cultures, and languages. It seeks to create friendships, enduring networks, and ideas. The next [MEM](#) will be organised in Lugano on August 18-27, 2022.

## Building bridges is a priority!

Prof. Geert Bouckaert, as Conference Rapporteur, provided the participants with key ideas for addressing the Conference theme: Next Generation Governance and Young Global Public Administration. He mentioned the necessity to change the paradigm to organise PA. He underlined the fact that solving problems is the new normality. The new governance model has simultaneous focuses: basic service delivery and crisis management. He also underlined that we globally agreed on the 17 Sustainable Development Goals and the 5Ps: People, Planet, Prosperity, Peace & Partnership. The Conference Rapporteur mentioned that the SGD17 Partnership is an objective by itself. He underlined the importance of the whole-of-society approach. We need trust to have a solid partnership to address all the challenges of our societies. Trust cannot be asymmetrical trust in PA trust in our partnership. Next generation also means people and ideas. Geert Bouckaert said that State is back with crises. He also emphasised the need to develop a solid framework – lawyers are back! For facing all these challenges, we need young people (with competencies and skills) and young disciplines such as digital sciences, anthropology (new in PA), behavioural science, etc.

Prof Geert Bouckaert said that Rome is the perfect place to address this topic as Romulus and Remus were young people whose story tells of the events that led to the founding of the city of Rome! Rome's history is the history of resilience and as mentioned by Prof. João Salis Gomes we have to create a bridge but be an ambitious aqueduct bringing water, hopes, and life!

Enrico Giovannini, Minister of Sustainable Infrastructure and Mobility mentioned that without sustainability, resilience, and solidarity capitalism will not survive crises. He confirmed that crisis is now the new normal. He underlined how difficult is to tell

people that the future will be full of shocks and crises. In this context, it is important to prepare, prevent, and anticipate being able to absorb the shocks. Minister Giovannini highlighted that good governance is fundamental otherwise, the 5Ps cannot be obtained. Due to the sequence of crises, the next generation's governance is so important. Today, the sentence "one objective one instrument" is not applicable anymore and one instrument had to serve several objectives. For Enrico Giovannini, the importance of training public servants for managing the crises and sustainability aspects is crucial.

Then, he shared with participants his experience at the Ministry of Sustainable infrastructure and Mobility deciding about investments with a huge amount of money and how to introduce the 17 SDGs and their impacts on public investments as carbon footprint of their projects or impacts on conditions of accessibility for all to services. He mentioned the creation of a centre for research on sustainability to facilitate the exchanges between civil servants and researchers and underlined the change of mindset requested (behavioural changes) to develop this kind of cooperation.

Enrico Giovannini also mentioned two interesting initiatives in Italy: the creation of a network of universities for sustainability (research mission & SDGs focus) allowing a transdisciplinary approach on key issues; and recent changes in the Italian Constitution in order to protect the environment and rights for future generations.

For young PA people, he recommended

**"Be courageous and propose new ideas and innovations for a sustainable future!"**

# Sustainable Development Goals

The papers presented during the IIAS- EUROMENA Conference addressed the Sustainable Development Goals as follow:



# Host Country Panel

## Takeaways

- Italian politics can be interpreted as a long attempt to prevent factionalism and polarization from spinning out of control and becoming disruptive to the country.
- The Pandemic crisis led Italy towards a government guided by experts and technocrats.
- The territory should be at the centre of development, the main player of sustainability and resilience.
- The Italian Recovery and Resilience Plan could generate a fruitful 'contamination' in the long run, aimed at strengthening the traditional and fundamental function of the European funds.
- The digital modernization of Italian public administration and the models of neighbouring countries are one of the most important tools in the process of reshaping administrative institutions and the administrative culture.

The Host Country Panel of IIAS-EUROMENA 2022 Conference focused on the recent history of the Italian Institutions in order to understand the present and the future perspectives of the country's Next Generation Governance in the framework of a Global Public Administration.

Professor Giovanni Orsina (LUISS University, Rome) highlighted the past political factionalism and ideological polarization that run high in Italian recent history. These factors must be considered in any attempt to explain the frailty of Italian public institutions – their instability, inefficiency, feeble legitimacy, inability to win citizens' respect, and subservience to sectional interests. Moreover, since the end of the last century Italian politics can be interpreted as a long attempt to prevent factionalism and polarization from spinning out of control and becoming disruptive to the country. In the past decade, delegitimation occurred through populist political subjects that denied each another the right of governing the country, by arguing that it is incompatible with one or more of the values on which the public sphere is founded. The Pandemic crisis led the country out of this scenario towards a government led by experts and technocrats. A government able to address the Next Generation EU and National Recovery and Resilience Plan: a new and fundamental challenge for the public Administrations and the system of controls.

Professor Loredana Giani Maguire (European University of Rome) gave evidence of the fact that in Italy the Pandemic crisis, and especially the reactions to it, placed a greater emphasis on the relationship between authority and rights, highlighting the need to rethink the role of the administrations in order to guide the trajectories of sustainable development, ecological transition and social innovation, defining

the foundations on the basis of which to identify the role of governance, and in particular of territorial governance, from a perspective that places the territory at the center of development, as the main player (along with the institutional one) of sustainability and resilience. As Professor Giani noted, the relevance of territories emerges in multiple perspectives, being the fruit of a dialectic between organisation and function that requires a reading not only in terms of sustainability but, earlier, in terms of appropriateness referred to (public) organisations and their actions. The Recovery and Resilience Plan marked a spill-over from the traditional model of cohesion funds towards a new paradigm that faces the administrations and policymakers with numerous challenges, ranging from building the framework of competencies needed to designing and implementing the actions necessary for change, to the system of evaluations and controls itself. A spill-over that could generate a fruitful 'contamination' in the long run, aimed at strengthening the traditional and fundamental function of the European funds, i.e. the growth of the Union.

Marco De Giorgi (Head of the Department for Young People Policies of the Italian Government) showed the commitment of the current government to involve younger generations in a new concept of Young Public Administration. The digital modernization of Italian public administration and the models of neighbouring countries (thanks to the contribution to the Panel of Christian Vitta, State Councillor of Swiss Canton Ticino) are one of the most important tools in this process of modernization of the national Administration and in the process of reshaping the Administrative Institutions along with the administrative culture, less legalistic and more oriented to efficiency and delivery.

# Host Country Panel



Prof Giovanni Orsina (LUIS University, Italy)  
& Prof. Loreadana Giani Maguire (European University of Rome)

# Braibant Lecture 2022

by Prof Dr Elio Borgonovi

IIAS-EUROMENA  
Conference 2022

## Purpose-Driven Public Management in a Complexity Environment

## Takeaways

- It is an illusion to govern the complexity. Public and private managers must understand that they need to manage in a complexity environment.
- We need to change the mindset, to invest in education, to promote experiences in different types of organizations, and to activate communities of practice that can generate and share knowledge, skills, methodologies, and technics.

During the IIAS-EUROMENA 2022 Conference, the third plenary session was dedicated to the Braibant Lecture, an award granted by the International Institute of Administrative Sciences to an individual for his/her contribution to the advancement of the public governance discipline, named after Guy Braibant, IIAS Past President and Director General.

The IIAS Scientific Committee has awarded Prof. Dr. Elio Borgonovi as Braibant lecturer 2022. Elio Borgonovi is emeritus Professor in Public Management and Policy of SDA Bocconi, founder of the Centre for Research on Health and Social Care Management (CERGAS), author of numerous publications, instrumental in the development of the academic field of public administration in Italy.

In his lecture, entitled "Purpose-Driven Public Management in a Complexity Environment", Prof. Elio Borgonovi highlighted that the evolution from bureaucratic to governance model of public administration is currently at a turning point. "It's time to shift from the principle of evolution of public administration to the principle of structural redefinition", said Elio Borgonovi.

He also underlined that one of the key issues is the increasing difficulties in measurement and agreed key performance indicators (law and procedure compliance, equity, managerial (output indicators), social responsibility (outcomes), public value creation).

He mentioned that the current environment is characterized by some megatrends such as dramatic development of science and technology innovation, global warming, green transition, digital transformation, circular economy, humanitarian emergencies, political instability and new geopolitical realities. The consequence is that the present and the future society is and will be more and more characterized by velocity, volatility, variability, volume, and vulnerability. In this complexity environment, the key issue for next Generation public managers and leaders is how to adapt and how to manage the change process.

At the end, Prof. Borgonovi stated that it is an illusion to govern the complexity. Public and private managers must understand that they need to manage in a complexity environment. Hence, we need to change the mindset, to invest in education, at university level and lifelong learning, to promote experiences in different organizations (public and private, nation and international), and to activate communities of practice that can generate and share knowledge, skills, methodologies, and technics.

# Braibant Lecture 2022

by Prof Dr Elio Borgonovi



**João Salis Gomes, ISCTE-IUL, Portugal**

**Denita Cepiku, Conference Co-Chair, University of Rome Tor Vergata, Italy**

The EUROMENA panel focused a Comprehensive understanding of the pandemic crisis and the disruptions caused at the political, economic, social, cultural, and technological levels as well as the challenges of inequality/equality, equity in our society.

Some elements of the discussion can be summarised as follows:

- Inequality was rising before COVID-19 and the pandemic exacerbated the gaps.
- Without government intervention this trend is likely to continue becoming so extreme that it can be problematic for democratic institutions.
- Historically the main mechanisms to reduce inequality have been: education, taxation and (more recently attempts to enhance) financial transparency.
- But what about public management & governance?

The role of PA and 'equity' challenges were also underlined:

- The systematization of the public management research published to date on equity shows various distinctive drivers: representative bureaucracy, performance management, administrative burden, administrative reforms, especially decentralization and privatization, and co-production.
- Some conditions favor the impact of these drivers on equity such as: street-level discretion, stable financing systems, information availability, technical and managerial capacity.
- There is evidence that public sector fragmentation and market-like arrangements for service delivery favor efficiency over equity.
- More public management research is needed.

Strategic perspectives considered/to be considered

- Obvious need for a partnership between State and civil society;
- Awareness of the importance of the mobilization of different actors and a broad legitimacy of decision-making, bearing in mind that the logic of sectoral negotiations and, with it, the role of public administration cannot/should not overlap the logic of democratic political representation;
- In general terms, it was mentioned that, considering the relevant singularities, it is important to have a clear awareness that, in the democratic rule of law, the productivity of public administration must take into account rigorous criteria of cost-benefit of a financial nature, but one must not forget that what is ultimately at stake is the social productivity obtained in the pursuit of the public interest. Still and always: we are facing an issue that is primarily political and only then technical. In other words, quoting Christopher Pollitt: behind the wheel of a car, to reach your destination it is not enough to know how to drive, you have to know where you are going and how to get there.

# Community Leadership and Public Leadership Panel

## Chairs

**Maria Asensio, ISCTE-IUL; INA, Portugal**  
**Maria Sousa, ISCTE - Instituto Universitário de Lisboa, Portugal**

## Takeaways

- In times of Covid, Public Administration has proven its agility to appreciate and involve staff.
- Flexible teleworking is effective and efficient
- Mindful leadership sets the ground for resilience (a culture of openness, trust, dialogue, teamwork, responsibility and innovation)
- Existing process management is an enabler for quickly adapting services.
- Well-functioning long-term partnerships and collaborations are an asset
- Legal regulations need more time to guarantee the accomplishment of decisions taken concerning Parity Law

The spread of the COVID-19 pandemic has had to cope with constant changes that affect the public administration. During pandemics, governments must respond to emergencies by organizing rapid responses and mobilizing resources. Confronted with a dramatic uncertainty, which imposed rapid action, leaders need to nurture resilience. Community leadership and effective governance require capacities and capabilities for both agility and resilience. Public-sector capacity is typically defined as the set of skills, capabilities and resources necessary to perform policy functions, from the provision of public services to policy design and implementation (Drechsler and Kattel, 2020). Unfortunately, these are not only missing, but they are also missing in the literature. The most comprehensive literature review of dynamic capabilities in the public sector to date shows that our existing frameworks focus on exogenous sources of dynamism. Similarly, strategy and leadership in public sector organizations tend to focus on the importance of individual leaders and teams in driving strategic initiatives. Thus, the capacities associated with the public sector tend to be narrow and focus on stability. To enrich the current understanding of the way resilient leadership unfolds to respond to shocks, this panel will address a reflection on leadership from

different points of view involving the presence of young global public managers, the importance of gender and leadership, and community leaders' role in the public administration.

The panel seeks to answer the following question: what leadership role trends are relevant in the public administration concerning resilience and the ability to adapt in times of crisis? How public sector organizations can ensure the effective pursuit of leadership to mobilizing people, skills, and energies for a sustainable new normal?

The first presentation, by Elisabte Fialho, has to do with the challenges of teleworking of middle and senior managers in the Public Administration, especially the challenges of managing human resources in a future full of shocks; being this study of the case of middle and senior managers that have to deal with workers that are increasingly less motivated and more saturated to deal with top and middle managers who do not TRUST and who feel that they do not have the capacity to hold the position they occupy.

# Community Leadership and Public Leadership Panel

The second presentation is also on leadership from a different perspective: Joana Silva analyses the GAP that still exists at the local level for women to be representative and the GAP that exists in the parity law because women are still underrepresented at the local level. As Joana will explain, this is a very specific case where “lawyers need to get back” to guarantee that women have a voice at the local level. The main GAP is that even if the law states that it is necessary to guarantee a 33% (or 40%) gender representation in the candidate lists in the Municipal Assemblies and the Assembly of the Republic, it does not explicitly say how this distribution should be carried out, which means that many lists do not have women in the first places of their lists.

Finally, we are going to analyse the study of leadership from another perspective. Community leadership and effective governance require capacities and capabilities for both agility and resilience. Public-sector capacity is typically defined as the set of skills, capabilities, and resources necessary to perform policy functions, from the provision of public services to policy design and implementation. This study tries to answer the question that was asked yesterday by Enrico Giovanini: How do design policies to prepare, prevent and transform policies? What is the role of a leadership role for informal caregivers to be the solution for neurodegenerative diseases such as Alzheimer's Disease? This is an example of a partnership with the third sector, which has a strategic and sustainable aim: to bring these partnerships together to face the challenges of the Next Generation.

## Conclusions

1. Telework is a challenge in the capacity of many top-civil servants. Most leaders try to find solutions to minimize the negative impacts of telework implementation of part-time telework, distribution of adequate material, education in new procedures, regulation of telework and to find ways to control productivity.
2. The Parity Law continues to be necessary for greater female involvement and better representation in municipal, regional, national and European elections. Saying that the Parity Law was not necessary or that its adoption was unjustified, is a mistake. One evidence is that municipalities continue to not elect any women for their positions and electoral circles fail to fully elect the minimum desired percentage of gender representation.
3. The provision of State infrastructure in Portugal for the Care of People with Alzheimer's Disease (nursing homes, day centres and home support services) is completely inadequate to deal with the particularities of Alzheimer's disease, a public health priority that costs 4 billion euros per year. Within this context, informal caregivers are considered to be the “hidden Leaders” in the care of dementia.

## PhD Seminar-Report

### Key highlights of the PhD Seminar by Denita Cepiku

Effective governance is strictly interconnected with trust in public institutions and the efficiency of public sector reforms and a prerequisite for successfully meet the United Nations Sustainable Development Goals.

Knowledge can be mobilized and recombined either by drawing on the experience of the actors involved in governance or as expertise provided by outsiders.

Knowledge systems need to build on rich and nuanced, but ultimately usable, data.

- The importance of disseminating knowledge.
- The importance of making knowledge accessible to all.
- The importance of data quality.

Key themes addressed by PhD students:

- Performance management in action
- Digital government
- Citizen engagement and co-production
- Ethics and equity

**During IIAS-EUROMENA 2022 Conference**, the first PhD Seminar in an IIAS Conference was also held. It aimed at gathering PhD Students in the field of public management, public administration, political sciences, and administrative and public law and featured 23 presentations.

Denita Cepiku (Tor Vergata University of Rome) organized the seminar and gave a keynote speech on the importance of developing the habit of writing every day. She provided the audience of PhD students and young researchers with **practical advice and concrete to improve their writing skills**.

## Some tips for young researchers:

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>• Write on a blank page</li><li>• Line-edit something you have already written</li><li>• Restructure a paper that you have been working on</li><li>• Pull together pieces of older documents you have written into a new paper</li><li>• Create an 'after-the-fact' or reverse outline!</li></ul> | <ul style="list-style-type: none"><li>• Check footnotes and references</li><li>• Outline or mind-map a new project</li><li>• Summarize or take note on something you have read</li><li>• Make tables, figures, graphs or images to illustrate concepts or trends!</li><li>• Revise and resubmit a rejected paper</li></ul> |
|---|--|

In the **parallel sessions**, participants discussed their research projects and engaged in intensive interactions with peers and distinguished international scholars.

Manuela Barreca (Università della Svizzera Italiana, Switzerland) also chaired a parallel session of the doctoral seminar on Digital transformation, PA, and Citizen e-participation.

# PhD Seminar

Andrea Bonomi Savignon (University of Roma Tor Vergata, Italy) discussed the papers of young researchers on Accounting and Performance information used by Politicians, performance information use in the local government and the pivotal role of partnership and education for sustainable development.

Marco Mastrodacio (University of Roma Tor Vergata, Italy) chaired a session of the doctoral seminar with papers on the intellectual capital and intensive knowledge in healthcare organisations, public finance, quality of public expenditure and accounting standard for heritage assets in public financial report.

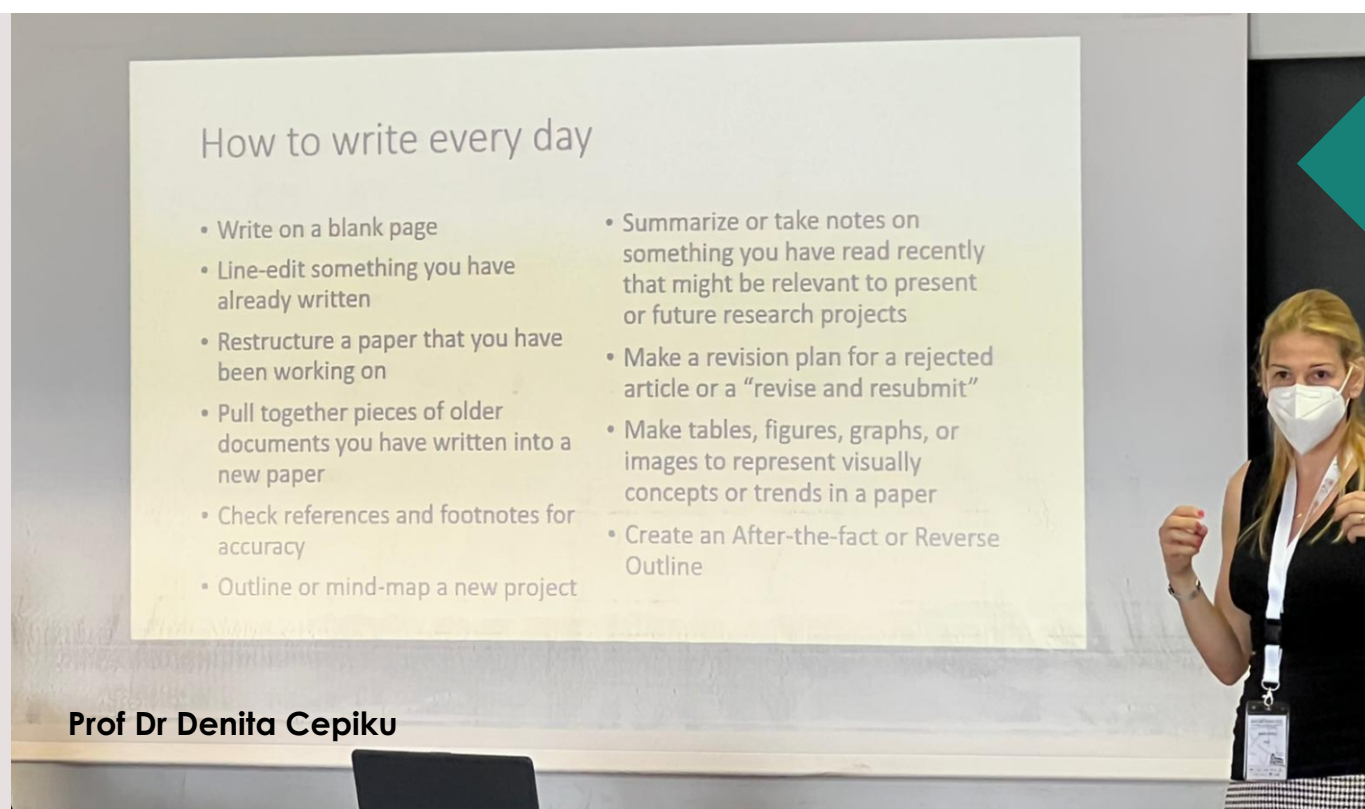
Nathalie Colasanti (University of Roma Tor Vergata, Italy) chaired a session dedicated to Process Mining Application and public & private organization, personnel recruitment and selection in PA, as well as investment readiness in non-metropolitan municipalities.

Enrico Guarini (University of Milano Bicocca, Italy), as chair of another PhD Seminar session, engaged in a debate on public performance. Participants discussed performance measurement of shared local government services and found that a citizens'-oriented approach is missing.

They observed that digital transformation is relevant for effective citizens engagement and participative evaluation, however, it should go beyond surveying user satisfaction. Future studies should analyse how citizens assess shared services and the drivers for their satisfaction, as well as the impact of digital transformation on citizens' engagement.

The parallel session chaired by Giulia Mugellini, (Università della Svizzera italiana, Switzerland) gathered papers on Representative Bureaucracy and Women's Involvement in Decision-Making Positions of Public Administration and ethics & performance in the healthcare sector.

Silvia Testarmata (Niccolò Cusano University of Rome, Italy) chaired a session on public management issues regarding urban renewal, urban regeneration, and telemedicine in which participants identified a need for educational improvement and training of public administration employees to handle the grand challenges of sustainability and digitalization. Additionally, future research needs to identify what is art and what is not in order to better define the boundaries of urban renewal; and studies on smart cities would benefit from a multidisciplinary approach.



## How to write every day

- Write on a blank page
- Line-edit something you have already written
- Restructure a paper that you have been working on
- Pull together pieces of older documents you have written into a new paper
- Check references and footnotes for accuracy
- Outline or mind-map a new project
- Summarize or take notes on something you have read recently that might be relevant to present or future research projects
- Make a revision plan for a rejected article or a "revise and resubmit"
- Make tables, figures, graphs, or images to represent visually concepts or trends in a paper
- Create an After-the-fact or Reverse Outline

**Prof Dr Denita Cepiku**

# Parallel Sessions

## I. Next Generation Governance

### 1.1. Social Innovation, Commons and Administration (1)

#### Chairs

Anna Simonati, University of Trento, Italy  
Nathalie Colasanti, Università degli Studi di Roma 'Tor Vergata', Italy

The presentations in this session are evidence of the various scientific and practical expressions of social innovation, particularly connected to the commons, in its relationship with administrative action. In fact, two of the papers are focused on participation by the citizens in administrative decision making on commons. One examines water management taking the legislative level as a starting point, in order to understand how the relation between social innovation and democracy in the traditional sense may work in different systems. The other, focused on the role of street art as a tool for urban regeneration, shows that social innovation may also work without a strong legal framework. Another perspective is concerned with the tool for the measurement of citizens satisfaction: this is another important side of

the topic, that may be particularly useful for a fruitful comparison of the national best practices. Last, but not least, in the session the supranational level has been taken into account as well, to investigate the possible influence of the European Green Deal in the implementation of new participative dynamics also in the Member States.

The main open issues arising from the session concern - first - the relationship between rules (hard law) and best practice (soft law) and - second - the methods for participation by the citizens (formalized democracy, more self-managed bottom-up initiatives?) and for the measurement of their satisfaction index on the administrative action. Especially in such fields, cooperation between scientists and practitioners may be very useful.

### 1.2. Social Innovation, Commons and Administration (2)

#### Chairs

Rocco Frondizi Università degli Studi di Roma 'Tor Vergata', Italy  
Claudia Souza Passador, University of Sao Paulo, Brazil

The session discussed social innovations in times of pandemic and sustainability issues.

**The participants of this session addressed the following issues:**

- How to Govern in a Pandemic Crisis;
- The social requalification of confiscated assets;
- Functional differentiation balancing societal subsystems sustainability;
- The perspective of polish social entrepreneurs.

# Parallel Sessions

## Research Perspectives

*Experiences in social innovation differ greatly from country to country.*

Comparative studies between countries would be interesting

### 1.3. Gender Governance and Law

#### Chairs

**Anna Simonati, University of Trento, Italy**

The speaker who was present in Rome focused his contribution on women empowerment in Afghanistan. First of all, once more the importance of culture as the fundamental background for gender equality has been put in evidence. Moreover, in the discussion the various legal tools to ensure equal protection for men and women at the different institutional levels could be clearly grasped.

There is a great role to play for the civil society, especially political parties and associations, which could offer women a chance to say a strong word but are not really able to do that yet. Fruitful discussion followed, with several questions from the audience regarding the research methodology for interviews, the need for cultural changes in society and future research perspectives related to recent political shifts in the country.

### 1.4. Next Generation, Social Dimension and SAIs' Controls

#### Chairs

**Chair: Loredana N. E. Giani Green, European University of Rome, Italy**  
**Co-Chair: Benjamin E. Jakob, European Court of Auditors, Italy**

## Takeaways

The future of audit will be digital and the external audit approach will transform. The digital dimension cannot be obliterated; on the contrary, it must be enhanced to avoid relegating control to an outdated aspect.

The cooperation between economic and judicial dimension in audit powers calls for enhancement. Cooperation between judges, private actors and the transnational dimension is crucial to ensure a control model that does not block public and private activity.

## Takeaways

The higher growth in comparison to the tendential framework will be mainly driven by the gross fixed investments made possible by the NGEU, which, with their multiplicative effect on production, should increase the disposable income of households, resulting in higher private sector investment and final consumption expenditure. The quality of the projects selected for financing and the timeliness of their implementation therefore appear to be crucial in order to guarantee a recovery of the economy that is based on an increase in potential in the medium to long term and that, also in this way, makes it possible to achieve a sustainable fiscal position.

In this session participants discussed the practical dimension of the audit work on national and European level. Two papers were presented on the role and the functional independency of audit authorities in EU Cohesion policy. Participants shared their practical experience in the field and discussed shortcomings of the existing systems in place. A practical case on the public health system was presented and discussed, underlining the need and highlighting the importance of investigative capacity and fraud deterrence. Further research was presented on the role of the ECA on fraud deterrence and a big data analysis provided valuable insight on the future directions to take. The issue of auditing emerged as an autonomous factor relating to the configuration of conscious governance and a direct approach

to issues related to the social dimension of public spending. The topics were discussed in a multidisciplinary dimension, linked to the different problematic issues arising from the perspective of the NGUE and the individual configuration of controls as regulated in the individual member states. If auditing activities are of fundamental importance in ordinary times and at any time during the implementation of usual investments, this is even more indispensable in extraordinary times with investments that are challenging in terms of new dimensions, both in terms of implementation time and the amount of overall resources, such as the current ones envisaged in the Recovery and Next Generation EU package, which are added to the seven-year programme of European funds 2021-2027.

### **The following issues were discussed:**

- The role of the audit authority and potential shortcomings.
- The importance of investigative skills in fraud deterrence and detection of irregularity.
- Big data analysis on the work of the European Court of Auditors.
- Future of audit and the implementation of new technology and methodology.
- The audit dimension from the perspective of the NGUE

### **Some concluding remarks were made:**

- Transformation of the audit approach and the shortcomings of paper-based audit processes.
- The use and the benefits of digital IT tools and also their limitations.
- The dual-track system entails the need to rethink not only the legal approach to the subject.

# Parallel Sessions

## 1.5. Cultural Heritage as a Trigger for Civic Wealth Creation and Sustainable Urban Development

### Chairs

**Martin Piber, University of Innsbruck, Austria**

**Selena Aureli, University of Bologna, Italy**

**Paola Demartini, Roma Tre University, Italy**

**Mara Del Baldo, University of Urbino Carlo Bo, Italy**

We found a strong focus of bottom-up strategizing in our cases from the cultural sector. Nevertheless, it is necessary to have a certain basis of managerial action to get the projects coordinated/orchestrated.

In terms of method: Case studies turned out to be a valuable method to study participatory governance practices and multi-stakeholder environments.

As an overall conclusion, we found democratic and legitimizing effects of participation.



## II. Local and Territorial Governance

### 2.1. Local Governments' Actions to Foster Dialogue with University Student Population

#### Chairs

Anna Picco-Schwendener, Università della Svizzera italiana, Switzerland  
Elena Marchiori, Lugano Living Lab – City of Lugano, Switzerland.

### 2.2. Local Governance and Sustainable Strategic Development in the Alpine Region: The role of place brand development approaches as governance tools for sustainable development

#### Chairs

Josef Bernhart & Günther Botschen (EURAC Research Bolzano & University of Innsbruck)

## 2.3. Post-Pandemic Resilient Governance for a “New Normal” in Local Government

### Chairs

Michalis Christakis, Municipality of Nea Smyrni & Angela Bourbouli, National Centre for Public Administration & Local Government (EKDDA), Greece

### Session 1

### Takeaways

- Important issue for public service delivery is the building public of trust and confidence regarding the distribution of public relief provided for any crisis.
- Adopt Blockchain Strategic Planning for the Urban Citizen Towards a New Municipal Ethic.
- Plan and realize a dynamic vocational training for hard skills and especially for soft skills.

The issue of resilient governance was the main topic of the discussions in all the presentations, such as that of public service delivery sustainability in the post COVID era, the need for fractal architecture of the administrative structure and democratic chains of partnerships (blockchain), and the need for upgrading skills in Local government.

At three speakers: Professor Nirmala Dorasamy, Mr. Kimon Sidiropoulos, Dr. Angela Bourbouli delivered their speeches and then followed a discussion with several questions.

#### Improving Skills in Local Government

The key response to the continuous contextual changes in the public administration (central or local) is the interconnection of strategy, culture and leadership with the need for dynamic vocational training for hard skills and especially for soft skills. Democracies need active, informed and responsible professionals with the only choice forward to be skilling, reskilling and upskilling and investing in personal and interpersonal skills.

# Parallel Sessions

## Some key elements from the discussion:

- Accountability
- Need for Global Partnerships and Collaboration for Funding in Facing COVID-19.
- From Fractal Architecture of the Administrative Structure to Building a Democratic Chain of Partners.
- Blockchain Strategic Planning for the Urban Citizen Towards a New Municipal Ethic.
- Investing in Life Skills for the Human Resources is a Key Component for Building Democratic Institutions.
- Continuous Building for Personal and Interpersonal Skills.

## Session 2

There is an urgent need for upgrading informal settlements in South Africa. The challenge of continuous migration should be tackled. There is a bad interconnection between poverty, unemployment and homelessness. We can also identify a need for greenfield projects (environment friendly) to be enhanced. The issue of upgrading informal settlements in South Africa is a central theme for the Government.

- Local Economic Development (LED) is of key importance for upgrading informal settlements in South Africa.
- The BIG PROJECTS for upgrading slum areas need to be environmental-friendly.
- The Central Administration should work together with the Local Government Authorities to succeed.
- Reconstruction Programmes should be planned and put in practice as soon as possible.

A very interesting series of presentations with a productive dialogue with questions and answers!

## 2.4. Institutional Setting of Territorial Governance and Citizen' Engagement for a Sustainable Future

### Chairs

**Prof Dr Jean-Michel Eymeri-Douzans, EGPA President, Sciences Po Toulouse, France**  
**Prof Dr Sabine Kuhlmann, University of Potsdam, Germany**  
**Dr Fabienne Maron, International Institute of Administrative Sciences, Belgium**

Our two sessions were an occasion to address major issues of territorial governance, defined as the complex politico-administrative interplay of public institutions and actors, at various layers – regional, meso-local, metropolitan and local – which, in relation with central State institutions and representatives, are engaged in governing and

administering populations and public issues, in providing citizens, businesses and third sector organizations public services and implementing public policies on the ground.

# Parallel Sessions

It is obvious, for all the colleagues and participants, that territorial governance institutions and processes have a fundamental role to play in the current implementation of post-COVID resilience and recovery strategies, as well as in other future crisis management, and in the governing and governance of the "wicked problems" that are on the agenda of all our polities, at all layers of territorial governance. In a multi-level governance architecture, which is common to almost all European democracies, the territorial governance is the interlinkage level where stakeholders from sub-national entities and the civil society are involved into public policies conception and implementation. As already mentioned in much research, the role of territorial authorities in different EU policies as green deal, digital transformation, economic development, smart, sustainable & inclusive growth and/or education and skills for human capital' challenges. Obviously, the territorial governance is also part of the EU Cohesion Policy for facing social and economic challenges considering the regional and local contexts. It underlines the interconnection(s) with other public policies and considers "wicked problems" and unresolved

questions of strategic importance in territorial governance, urban and regional inequalities, and social aspects and wellbeing.

In that perspective, the six communications (written by 13 co-authors) that were presented in our two panels (4 in presence and 2 videoconferencing presentations) covered many different national case studies (from Germany, Switzerland and Austria, to South Africa; from Italy of course, being the host country of the Conference, to Indonesia) and have allowed the panellists and the distinguished audience to interact vividly on varied topics that were insightfully presented by the paper-givers, basing their presentations on in-depth, fine grained, empirically rooted qualitative research, quantitative, and also mixed-methods research.

## The main policy challenges addressed during our sessions were:

- Working towards the achievement of the Sustainable Development Goals in practice.
- Especially, mastering effectively the necessary Green Transition.
- Digital revolution and transformation of PA at all layers of territorial governance.
- More participative and co-constructed policymaking between territorial policy-makers (elected politicians and higher bureaucrats) and citizens, generating Public Value.

# Takeaways

- The effective implementation of an ambitious, multi-scale, digital transformation policy is a complex and tricky process, even in rich and major countries such as Germany.
- Digitization of administrative procedures, digitalization and full digital transformation of PA are three levels of achievements.
- Problems of digital divide and trust amongst citizens are crucial.
- The empirical analysis of dynamics (scale and pace; radical vs. Incremental change) and effects (outputs, outcomes, impacts) of the digital transformation in PA from a cross-countries comparative perspective represents a major research gap to be addressed by future studies.

# Parallel Sessions

## Takeaways

- The local level is largely missing in comparative digitalization research to be taken up by future research.
- A recently initiated collaborative project (DIGILOG) is meant to remedy this missing link.
- Trust is a wider and major issue between citizens and governments, on both sides: the G2C relationship must be based on MUTUAL trust and confidence, since when those in power do not have trust in the citizenry, no cooperation or co-construction in policy-making and public service delivery is possible.
- Drawing on a composite index measured for the case of Indonesia, there is no relation between the degree of government's trust in citizens and the degree of citizens' trust in government.
- The trust issue is also related to effective enforcement of European and national legislations in the domain of Environment, e.g. in such a country like Italy, such law enforcement being a basic block to succeed in the Green Transition strategy.
- Moreover, people can really contribute to generate Public Value in so many practical domains, such as energy production and supply as "coproducers-consumers" in "power communities" (one paper studied a case).
- The level of metropolitan cities becomes more and more important when it comes to implement SDGs; however, coordination of a multitude of involved entities and stakeholders poses challenges and cannot always be addressed appropriately.



# Parallel Sessions

## III. New Normal and SGDs Implementation

### 3.1. Next-Generation Health and Social Care Governance: Global and local solutions for a sustainable “new normal”

Chairs

Andrea Garlatti, University of Udine, Italy

### 3.2. Post-pandemic public governance for a “new normal”

Chairs

Lucia Giovanelli & Federico Rotondo, University of Sassari; Italy

## Session 1

- Factors hindering the agile governance adoption and actions to permit Africa to get closer to the rest of the world.
- Barriers to equal women's representation in politics and possible solutions.
- The importance of performance agreement in HE for fostering university autonomy, equity and competitiveness.

Three papers have been presented: the first contribution by Lubinga Stellah, from the University of Pretoria, South Africa, sheds light on the validity of 'agile governance' to address the challenges posed by the COVID-19 pandemic. In particular, by considering the experience of other continents, it wonders whether Africa is ready and under what conditions to implement agile methodologies; the second contribution by Tafadzwa Maramura, from the Free State University, South Africa, investigates the

relationship between gender and governance in the political setting; the third contribution by Pischedda Gianfranco, Corsi Katia, Marinò Ludovico e Fadda Nicoletta, from the University of Sassari, Italy, addresses the call for more research on the issue of resilience in the context of higher education (HE) by investigating whether and how the central government of Italy has improved the planning model of the HE system to incentivise universities toward resilience in terms of actions and goals.

# Parallel Sessions

- A number of factors hinder the adoption of agile governance mechanisms in Africa. Some countries (e.g., South Africa), are ahead in the process, but they are affected by major problems of inequality. More comparative analyses are required to guide the process.
- The main obstacles affecting equal women's representation in politics are cultural. However, there is both a quality issue (credit, knowledge and skills) and a quantity issue (critical mass).
- The Italian State (Ministry of Education and Research) has increased the role of performance agreements (the so-called Pro3 mechanism) for fostering university autonomy, equity and competitiveness

## Takeaways

- Investment in infrastructure and knowledge is required for the adoption and use of agile governance.
- Specific mechanisms must be developed to foster women's participation in politics.
- Performance agreement mechanisms in HE needs to be integrated into the whole strategic planning of universities.

## Session 2

**Theme of the session:** the extent and ways municipalities include sustainability goals in their mandatory strategic planning documents and how the Covid-19 pandemic has affected this.

The paper presented by Calatola Roberta and Polo Silvia Cassandra from the University of Pisa and University of Sassari, Italy, provided an explanation of how municipalities integrate sustainable development (SD) in their strategic planning and which SD dimensions have been

mainly affected. It was based on a multiple-case study in the Region of Sardinia, Italy.

*"Sustainability goals are increasingly incorporated in the mandatory strategic planning of municipalities, but with the Covid-19 pandemic, their consideration, as well as the weight of the different perspectives (economic, social and environmental), is changed"*

**Municipalities should pay more attention to environmental issues in their strategic planning, whereas larger municipalities should consider social issues more.**

## Session 3

The paper presented by Borin Elena and Donato Fabio (Link Campus University and the University of Ferrara, Italy) addressed the topic of rebuilding public governance for a new normal. They wonder how to rethink governance structures in cultural institutions in order to promote sustainable

development and focus on practices, governance and management tools for promoting sustainability in public museums.

# Parallel Sessions

- The critical relationship between governance actions taken by cultural institutions to embrace sustainability and the disclosure of those actions.
- How consolidated frameworks such as GRI are used in this context.

**Museums are increasing their effort to disclose governance initiatives taken to strengthen sustainability in their activity. The use of consolidated frameworks, such as GRI, usually help them in this process. The relationship between real governance actions and their disclosure needs to be better investigated.**

*A broader concept of sustainability needs to be embraced by museums for ethical purposes but also competitive and financial motivations.*

## 3.3. European Governance, appropriate administration for a new normality and challenges that arise from PNRR

### Chairs

**Loredana N.E. Giani Maguire, European University of Rome, Italy**  
**Eduardo Garcia, INTOSAI**

The panel was focused on the issues of controls and social dimensions of rights in this new normality.

Complex and painful political and procedural steps have accompanied the launching of the extraordinary programme of financial assistance that the European Union has set up to support the States most affected by the pandemic emergency: in the context of these developments, a particularly interesting development is represented by the solution identified to prevent substantial resources from being allocated to countries in which, for some years, serious and obvious violations of the principles and rules underpinning the rule of law have been taking place. The violations have mostly concerned the lack of respect for the independence of the judiciary authority: there has been an increased tendency to deny one of the cardinal principles of the rule of law, which originated and was formed precisely on the

European continent, and this deviation from the canons of European legal culture is representing a significant criticality in the process of supranational integration.

European welfare systems present numerous aspects of diversity: size, composition of expenditure, financing methods, etc.

This stems from the different importance accorded to individual social protection objectives, which are identified as insurance against social risks, increasing social cohesion, and equality, to which correspond the intermediate targets of combating social exclusion, reducing inequality, and increasing remuneration for labour market participation.

# Parallel Sessions

The sovereign debt crisis has forced a reshaping of public spending and budgetary policies of the individual EU Member States. In particular, such reshaping is, on one hand, the result of the international treaties signed by the EU Member States, as a necessary intervention to curb the aforementioned economic contingencies, and, on the other hand, it constitutes the basis on which to make cuts in public spending. The reduction in spending has affected social rights in particular, which is why the question must be asked as to what the balance between budgetary needs and the guarantee of the rights in question might be.

The right to work is a basic human right and a key element of participation in society. Access to employment for all and the promotion of decent employment are important factors in combating poverty and exclusion. Moreover, social protection systems, in addition to their traditional role of replacing income now try to assist as many people as possible to move from a situation of passive welfare dependence to active participation in the economy. In a knowledge-based economy, investment in human resources is one of the most crucial areas of investment for future economic growth. However, a succession of precarious, short-term jobs cannot be considered as being conducive to social cohesion if it results in social exclusion.

With the start of the 2021-2027 programming period and the targeted reinforcement of the EU's long-term budget, the focus is on the new cohesion policy and the financial instrument called [NextGenerationEU](#), a temporary EUR 750 billion instrument designed to stimulate a sustainable, uniform, inclusive and equitable recovery to ensure that unforeseen needs can be met,

the largest economic stimulus package ever funded by the EU.

Additionally, democracy must be understood as a process where 'human rights' means infusing each and every aspect of life with concrete opportunities. Democracy must create conditions that allow men and women to fully enjoy their rights of citizenship and lead a 'dignified life' which will in turn allow them to contribute their own identity to public life. In this way, democracy and social cohesion promote the establishment of citizenship with rights and responsibilities differently but in a complementary manner. While the democratic spirit aims to safeguard public well-being through the power of the people, the logic of social cohesion is to guarantee the well-being that allows the power of the people to exist.

A political society must respect the principles of freedom, justice and tolerance in order to safeguard the peaceful coexistence of its members. Every citizen must acknowledge a good code of conduct that provides freedoms in a legal and institutional framework. The concept of freedom that inspires democracy must be based on the possibility of a decent life for all citizens, in a society where personal and collective life is not dictated by necessity but by a set of human rights.

Considering social cohesion as a contributor to democracy, this new model acknowledges the privileges of individual and collective rights, but in a participatory spirit where everyone can shape the laws and norms ruling collective life (economy, exchange, environment) and safeguarding private life (beliefs, values). A new balance between individualism and collectivism is required for human rights today.

## Takeaways

Put Sustainable Development Goals at the Center of Governance Agenda



## 3.4. Effective Governance, Digital Education & Partnership in the MENA Regions

### Chairs

**Giulia Mugellini, Università della Svizzera italiana, Switzerland**

**Manuela Barreca, Università della Svizzera Italiana, Switzerland**

**Najat Zarrouk, United Cities and Local Governments of Africa (UCLG-AFRICA), Morocco**

**Jean-Patrick Villeneuve, Università della Svizzera italiana, Switzerland**

This panel draws on a project (DeeP-GOV) developed for the CLOC DEAR MENA program of the Swiss universities Development and Cooperation Network (SUDAC).

The CLOC DEAR MENA program aims to promote collaboration between Swiss higher education institutions and educational partners from the MENA region to achieve a high standard of education, research & projects on the global challenges based on the Sustainable Development Goals (SDGs 2030).

The DeeP-GOV project aims to examine effective governance as a critical element for stability, peace, and sustainable development. These challenges are

increasingly globalized and need to be addressed through a cross-cultural perspective to more holistically and comprehensively understand its mechanisms. Higher education can play a key role in providing stakeholders with the knowledge, skills, values, and attitudes to address these interconnected global challenges and in supporting countries to build effective, accountable, and inclusive institutions at all levels. As shown during the Covid-19 pandemic, new information and communication technology is fundamental for sharing knowledge across countries, ensuring high-quality education and leaving no one behind. It is the approach favoured by the DEePGOV project.

**This panel aims at exploring best practices and local debates and dynamics in the MENA area related to:**

- The main challenges of effective governance (e.g., effectiveness, accountability, and inclusiveness) in different areas (e.g., urbanization, migration, integration, non-discrimination).
- The ways digital education and partnership can be used to face these challenges. The aim is to collect relevant experiences in this field to foster a cross-cultural exchange on issues of effective governance and enlarge the network of contacts among academics, pracademics, public institutions, and NGOs across Europe and the MENA Region.

#### Key topics addressed

- Introduction to the Swiss universities Development and Cooperation Network (SUDAC) program seeks targeted support for collaboration between Swiss higher education institutions and their partners from the Global South in order to achieve an excellent standard of education, research, and innovation on global challenges. Application of the Principles of Effective Governance for Sustainable Development at the Subnational Level.
- Application of the Principles of Effective Governance for Sustainable Development at the Subnational Level: key issues in the MENA Region.

# Parallel Sessions

- The importance of participation at the local level in terms of Participatory budgeting; Co-creation/co-production; Public private partnerships.
- Effective governance in post-conflict countries. Case study of Libya post-2011, with concrete challenges we have faced in the transition.
- Reflection on Implementing CEPA's Principles of effective Governance in African countries: Prospects, Challenges, Opportunities, and Nuances.

## Conclusion

When dealing with effective governance there is no "one size fits all" solutions. It is important to draw on international guidelines and best practices for promoting effective governance, but it is even more important to tailor these guidelines to local and contextual environments to ensure their success. Importance of clarifying the difference between good governance and effective governance, and highlight the fact that effectiveness is a characteristic of good governance.

## Takeaways

1. CLOC DEAR MENA for development and cooperation between Swiss and MENA institutions includes: developing an institutional framework for education and research by providing methods and expertise in the MENA region, providing an attractive base for the joint acquisition of teaching and research funding.
2. The implementation of the SDGs and other Global Agendas require concretely integrated approaches, mobilizing the Whole Government and the Whole Society, setting up a system of concrete multi-level and multi-actor governance, and putting the people and communities at the center of development dynamics (Cf. Global Report on Decentralization and Local Democracy (GOLD V), UCLG). The specific context of each country must necessarily be taken into account: history, vision, leadership, institutional architecture, level of development, sharing of roles/responsibilities/skills/resources, and human capital. Importance of using a variety of principles, approaches, and tools for the Localization & Territorialization of these Commitments and Instruments at the subnational level. In the MENA Region, the need and urgency to create and anchor an enabling and favorable environment for the application of the Principles of Effective Governance at the Subnational level is strictly linked to Transformational Leadership; The Political Will is Crucial; A common Vision and Values at all levels (Global, National, and Subnational); A clear sharing of Roles and Responsibilities « Who is doing What? » horizontally and vertically; A fair and transparent sharing and allocation of Resources; Spaces and opportunities for Dialogue based on mutual respect and trust (Political, Social, Economic Dialogue); Participatory and Collaborative approaches; Empowering Human Capital and Communities; Promoting Citizen Engagement; The change of Mindset; The promotion of Culture of Peace and Cooperation; Ensuring Sustainability & Resilience.
3. Participatory budgeting is associated with the principle of promoting inclusiveness through participation. While the existing literature related to participatory budgeting lists a wide range of related potential benefits, the opinions of the experts about the real outcomes of such budgeting are mixed, although most experts recognize that it is an important step towards expanding opportunities to contribute to governance processes at the subnational level. Main technical problems: project submission, organization of voting, economic efficiency of the process, and decisions about eligibility to vote. No extra money can be found with PPP use, the only positive option is increased efficiency, delivering savings if risks are well shared and project management works. Critical barriers: low quality of contract management, corruption.

# Parallel Sessions

## Takeaways

4. Importance of rebuilding trust in post-conflict countries before targeting effective governance. The main problem in post-conflict countries is the confusion between state and power and state and government (this is particularly relevant for MENA countries). In post-conflict literature, one of the key solutions is to go through the electoral process to restore legitimacy. In some cases elections are dangerous. Secret institutions are a way to control politics later on in post-conflict countries.
5. Importance of understanding why good governance has been replaced with effective governance in official international reports. In African countries, there is still a lot of confusion about the two terms. Equity in its four dimensions (social, economic, intergenerational, and ecological) is a key Value/Principle to be embraced in transforming Public Sector Institutions in delivering public services. Also, respect for diversity is fundamental in a society such as the African one. Respecting diversity can lead to tolerance. The seven Aspirations of the 2063 African strategy should be considered for changing the mindset and competencies of public administration. Importance of strong leadership.



## IV. Public Management Reforms

### 4.1. Strategic Planning and Management for Next Generation EU

## Chairs

Alessandro Spano, University of Cagliari, Italy

Enrico Guarini, University of Milano Bicocca, Italy

Patrizio Monfardini, Department of economic and business sciences, Italy

The main topic of this track was: Impact of NGEU on Strategic Planning and Management of Public Administration.

#### Several issues were discussed during the two sessions:

- Design of implementation and control mechanisms of the Italian NRRP (process and structures).
- Impact of the NRRP on external performance audit and financial control
- Measurement of integration of the sustainability paradigm into the business model of Italian state universities

#### Conclusions:

- National Resilience and Recovery Plan (NRRPs) as a 'boundary object' and a new approach for strategic planning in multilevel government settings. This unique experiment and approach can be a legacy for the improvement of multilevel policy implementation in the next future.
- Performance audit should be integrated with financial control, both the micro and macro level of the NRRP.
- A 360-degree approach is required to measure and assess the impact of sustainability on the business model of universities.
- Sustainability is already impacting the business model of Italian universities at different levels and intensity. Further research is needed to improve the measurement model and collect reliable data.

## Takeaways

**The NRRP approach will become a 'new normal' for multilevel policy implementation in the next years at the EU and Member States levels.**

#### In another session the discussions concern:

- Performance Management of Public Health Strategies through System Dynamics Modelling
- Digitalizing the healthcare administration
- How strategic planning and accountability change in turbulent environments.
- Public organizations need to think in terms of network strategic planning

# Parallel Sessions

## Conclusions:

- Managing in complex times is a new challenge that public administrations have had to deal with. This change is also an opportunity to innovate the public sector.
- There is a growing need to focus more on outcomes rather than on outputs
- Digitalization is key to innovating the public sector and improving service delivery
- Public organizations need to think in terms of network strategic planning, rather than planning alone.

## Takeaways

- Crisis as a possible source of opportunities.
- When working together with other actors, in a networked approach, more ambitious results can be achieved.
- Exploit the advantages of digitalization to improve the public sector.

One of the sessions also focused on strategic management in public sector and its features; public sector reforms; accounting reforms; coproduction.

The discussion was aiming to help the authors to improve their papers.

The first paper was a systematic literature review,

so discussants suggested reconsidering some of the criteria of the paper's selection to make it more robust.

The second paper was about how reforms are implemented either in a top-down or in a co-productive way. Suggestions dealt with methods and conclusions of the paper.

## 4.2. Public Manager Cross-Cultural Competence

### Chairs

**Bice Della Piana, University of Salerno, Italy**  
**Richard Griffith, Florida Tech, United States of America**  
**Gabriella Piscopo, Università di Salerno, Italy**

The Panel, supported by the 3Clab-Cross Cultural Competence Learning & Education (<https://www.3clabunisa.it/>), draws upon the understanding of cross-cultural competence as a developmental process and not a destination supposing that public institutions today need to be responsive to the cultural needs of citizens. On this basis, the Panel aims to reflect on critical

aspects of cross-cultural training in public administration, taking into account the different perspectives of the potential benefits, limitations and obstacles. It also aims to explore examples of management practices and cross-cultural training implemented in universities, local governments, health care service providers, and nonprofit organizations.

# Parallel Sessions

## The participants discussed the following topics:

- The Role of National Schools of Administration in OECD Countries in spreading the cross cultural competence;
- The bridge between cross cultural and entrepreneurship education;
- How to synthesize the literature on Cross-cultural competence and Public Administration;
- The philosophical perspective applied to training;
- The efficacy of non-formal learning techniques to foster an inclusive public service;
- The Role of EU in Building an Inclusive Society.

## Some conclusions:

- Public administrations have low awareness about the relevance of cross-cultural competence
- Training systems are not well defined and inadequate
- The training method approach need to be blended with formal and no-formal learning
- The EU opportunity are considerable to create broad programmes a regional scale

# Takeaways

In our opinion, the most important takeaways are the following:

- there is an opportunity for integrated training (current/planned training and new training on cross cultural competence)
- there are resources to develop this kind of training
- the possible outcomes of the cross-cultural training are cost reduction, efficiency of processes, risk (social, economic) reduction

## V. Financial Management

### 5.1. Next Generation, Social Dimension and SAls' Controls

#### Chairs

**Loredana Giani (Università Europea di Roma)**

**Benjamin E. Jakob, MBA, CFE, CGAP (European Court of Auditors)**

In this session participants discussed the practical dimension of the audit work on national and European level. Two papers were presented on the role and the functional independency of audit authorities in EU Cohesion policy. Participants shared their practical experience in the field and discussed shortcomings of the existing systems in place. A practical case on the public health system was presented and discussed, underlining the need and highlighting the importance of investigative capacity and fraud deterrence. Further research was presented on the role of the ECA on fraud deterrence and a big data analysis provided valuable insight on the future directions to take. The issue of auditing emerged as an autonomous factor relating to the configuration of conscious governance and a direct approach to issues related

to the social dimension of public spending. The topics were discussed in a multidisciplinary dimension, linked to the different problematic issues arising from the perspective of the NGUE and the individual configuration of controls as regulated in the individual member states. If auditing activities are of fundamental importance in ordinary times and at any time during the implementation of usual investments, this is even more indispensable in extraordinary times with investments that are challenging in terms of new dimensions, both in terms of implementation time and the amount of overall resources, such as the current ones envisaged in the Recovery and Next Generation EU package, which are added to the seven-year programme of European funds 2021-2027.

#### **The following main issues were discussed:**

- The role of the audit authority and potential shortcomings.
- The importance of investigative skills in fraud deterrence and detection of irregularity.
- Big data analysis on the work of the European Court of Auditors.
- Future of audit and the implementation of new technology and methodology.
- The audit dimension from the perspective of the NGUE

#### **Concluding remarks:**

- Transformation of the audit approach and the shortcomings of paper-based audit processes.
- The use and the benefits of digital IT tools and also their limitations.
- The dual-track system entails the need to rethink not only the legal approach to the subject.

## Takeaways

- The future of audit will be digital, and the external audit approach will transform. The digital dimension cannot be obliterated; on the contrary, it must be enhanced to avoid relegating control to an outdated aspect.
- The cooperation between economic and judicial dimension in audit powers calls for enhancement. Cooperation between judges, private actors and the transnational dimension is crucial to ensure a control model that does not block public and private activity.
- The higher growth in comparison to the framework will be mainly driven by the gross fixed investments made possible by the NGEU, which, with their multiplicative effect on production, should increase the disposable income of households, resulting in higher private sector investment and final consumption expenditure. The quality of the projects selected for financing and the timeliness of their implementation therefore appear to be crucial in order to guarantee a recovery of the economy that is based on an increase in potential in the medium to long term and that, also in this way, makes it possible to achieve a sustainable fiscal position.

## 5.2. Accounting and Co-Models in Public Services

### Chairs

**Maria Francesca Sicilia, University of Bergamo, Italy**

**Pasquale Ruggiero, University of Siena, Italy**

**Carmela Barbera, University of Bergamo, Italy**  
**Ileana Steccolini, University of Essex, United Kingdom**

**Session Co-Chair: Daniela Sorrentino, University of Siena, Italy**

**Moderator: Riccardo Mussari, University of Siena, Italy**

The session aims to share ideas and research projects on the role of accounting in activating, measuring, and managing coproduction: accounting for coproduction, in coproduction, from coproduction and of coproduction.

The main issue discussed by the participants was: A conceptual model on citizen-state interaction in the (co-)assessment of public services.

#### They emphasized the following elements:

- The importance to understand the different roles played by different actors in producing data for decision-making (included intermediaries and the third sector).
- The validity, consistency, rigorous methodology behind data collection processes... and the risk of destroying public value instead of contributing to its improvement.
- The need to reconsider the reasons behind co-production, i.e. the contribution of different actors to the identification of new ideas and solutions, and the extent to which they can make their creativity at disposal of the government and the wider community, which requires to better conceptualize also "collaborative creativity".

- Practitioners (mainly governmental actors) should look more at experiences born within the community and collaborate more with citizens, NGOs, private actors, and academics to better inform their policies.
- Governments should invest more on those aspects that seem to enhance citizens' willingness to take the responsibility for improving public policies and services (e.g., making it clearer that citizens' engagement can allow to better achieve important societal goals / prosocial aims, making the results of citizens-engagement more visible).

## 5.3. EU Recovery Plans: Measuring public value and social impact in European public sector

## Chairs

**Paolo Esposito, University of Sannio, Italy**  
**Paolo Ricci, University of Naples Federico II, Italy**  
**Corrado Cuccurullo, University of Campania Luigi Vanvitelli, Italy**

*The main topic is the impact of IPSAS/EPAS accounting rules.*

*The impact of IPSAS/EPAS analysed in many contexts: health care system, energy sector.*

*The public accounting is not neutral on economic policy.*

*By Emmanuele Doronzo*

## VI. Organizations

### 6.1. Post-Pandemic Public Governance and their Implications on Public Organizations for a New Normal

#### Chairs

**Fiorella Pia Salvatore, Michele Milone, University of Foggia, Italy**  
**Lior Naamati-Schneider, Hadassah Academic College, Israel**  
**Moderator: Matteo Cristofaro, Università di Roma Tor Vergata, Italy**

The session was attended by different scholars, not only presenters of the studies but also scholars interested in the works. In total, there were about ten people present. The session was very

interesting as scholars and interested people started fruitful conversations defining different alternatives for the improvement of the studies and more.

#### The participants discussed the following issues:

- Connectivity and Public Participation ways in the Jakarta health system.
- Different theoretical perspectives to investigate how public servants' strategic behavior might affect the bureaucratization of PA.
- Ways to understand how public bureaucrats might contribute to either enhancing bureaucratization or effectively de-bureaucratize hiring processes.
- Management in the health public organizations and improvements through AI tools.
- Machine learning and deep learning for the health organization in new normal.

1. Public administrations should adopt frameworks (also identified in the literature) to evaluate their performances and improve them.
2. Health systems - in developing and developed countries - should implement new tools taking into account the communities' public opinion. Only in this way, the health organizations will know the real needs of the citizens.
3. The use of fast telecommunications systems and innovative technologies for the provision, management, and monitoring of medical care will be the flywheel of the health organization in the new-normal era.
4. Lastly, AI systems can enable the optimization of healthcare resources, facilitate a better patient experience,
5. Improve population health, reduce per capita costs, and, in general, improve the satisfaction of health professionals.

## 6.2. Creation or Destruction of Value: Interorganizational elements for Sustainable Development

Chairs

Valerio Brescia, University of Turin, Italy  
Paolo Biancone, University of Turin, Italy

Takeaways

The adoption of correct public management requires a new policy and new approaches that put the various critical elements into a system. In addition to the public, the political sphere should regardless of the policies promoted a sharing of tools and standards (including language) currently absent and not shared.

The session was aimed at determining the theoretical and practical trend in the creation and destruction of value also considering organizational, governance and economic policies oriented towards sustainability.

### The main topics discussed concern:

- the determination and measurement of the value generated by hybrid organizations and the main applicable SDGs.
- the main trends related to the measurement of performance in hybrid organizations.
- the main tools for citizen participation and the theorization of a systematic framework for the generation of value.
- the standardization of the term common good towards a new economic approach capable of overcoming the crisis caused worldwide by COVID-19.

### Conclusions:

The main conclusions that emerged highlighted that hybrid organizations, made up of public and private and non-profit organizations, are oriented towards sustainability even if in practice there are not yet many indicators suitable for local organizations. We need legislation to protect and support the development of projects capable of measuring the adoption of co-production, collaborative governance and the new public management approach. Some projects in European and non-European countries need a single framework for data collection and adequate measurement KPIs, although several citizen engagement activities aimed at reducing waste of money are in decline. Even the adoption of useful tools regardless of the political fear that governs.

The search for value creation following covid 19 requires a global approach and policy of determination, measurement and protection of the common good to avoid wasting money. Current world regulation fails to properly orient all the policies and potential that a strong approach could have in resource management.

# Parallel Sessions

## Research Perspectives

The current research often has a positivist approach, instead even the critical analysis of the elements could avoid waste of resources and mismanagement of public resources. The new research(es) should be more oriented to the study of destructive phenomena of resources especially in organizations and complex systems.



## VII. Technologies, Digitalization and PA

### 7.1. Digital Transformation for a Sustainable and Resilient Recovery

Chairs

Adel Ben Youssef, Université Côte d'Azur, France

### 7.2. Digital Tools for the Smart Urban Regeneration

Chairs

Gabriella Margherita Racca, University of Torino, Italy

The panels aimed to examine how the process of digitalization of public administrations requires and involves the adaptation of existing tools to an integrated and sustainable perspective of the smart cities. Smartness is increasingly introducing in the cities innovative technological solutions:

from the sharing economy to smart grids, from planning tools to the use of renewable energies, to the government-as-a-platform approach. These evolutions constitute the founding principles of the development of intelligent communities and their standardization and regulation.

#### Main issues emerged:

- Digital transformation as a tool to ensure the development of cities: the critical issues of land management (both as a distribution of powers and responsibilities) affect all public administrations and all levels of governance in Europe and the world.
- Integrated platforms (and not multiplication of data sets) are needed to ensure the best information management, characterized by interoperability.
- Citizens (who must be assured of digital participation) must interface with public administrations and local authorities with appropriate professionalization.
- Attention must be paid to the ecological and sustainable transition by enhancing, including in the public, the use of renewable energy to accomplish effective urban regeneration.

## Some concluding remarks were made as follow:

The lack of standardization of technical languages and interoperability between databases makes it impossible for public administrations to start the digital transition, which is essential to ensure the effectiveness of governance even in territorial government.

There is a need to strengthen a common strategy and methodology for the use of data e for public administrations, which can take into account data from each individual area of the city and integrate them into a multi-vision perspective.

## 7.3. Artificial Intelligence and New Public Services

### Chairs

Gabriella Margherita Racca, University of Torino, Italy  
Marco Dugato, University of Bologna, Italy

## Session 1

The aim of the panel is to focus on how the use of new technologies in the public sector affects and includes the opportunity to rethink public services (transportation, healthcare, education, waste management, etc.) according to the new digital paradigm.

Further challenges that could concern the relation between levels of government and efficiency of the public-private relation has also been considered, analyzing the necessary legal formulas to implement the redevelopment of the public function examining the tools, standards and simplification procedures for a process of collaborative transformation in public services.

### Main issues emerged:

- New challenges of the mobility sector in digitalization: from sharing mobility to vehicle to grid.
- Applying AI to public services: a necessary new global path between benefits and risks.
- Blockchain and public administration certificates.

The panel discussed how the role of Artificial Intelligence can help the PA addressing social challenges, improving productivity, creating job opportunities, and ensuring sustainability at social, environmental and economic level, for a better regulation of the digital future with increasingly high-performance and universally accessible

services – e.g. health care sector post Covid19 pandemic.

It seems not possible to imagine the development of a new normal without considering the use and adaptation to the requirements of new ICT.

### Main issues emerged:

- Smart cities and public power in a sustainable (and digital) development perspective: the urban mobility.
- The challenges of digitalisation and liability in healthcare.
- Smartness and innovation.

### Conclusions:

- A joint analysis of the smart cities' phenomenon and the right to mobility would therefore seem to confirm an active role for the public authorities in promoting, regulating and supporting the new measures characterised by the so-called 'smartness'.
- Lessons from the health crisis include the importance of risk-based analysis and of a functioning liability system in the healthcare sector, all of which contribute to effective precautionary approaches.

## Takeaways

- Fill the gaps in the professionalization of civil servants.
- Guarantee of interdisciplinary approach.
- Support in implementing reforms of PAs.
- Reengineering of public administrative procedures.

## 7.4. Digitalization and Emerging Technologies for Resilience and Recovery

### Chairs

Maria Asensio, ISCTE-IUL; INA, Portugal  
Carolina Islas Sedano, UTU, Finland

# Parallel Sessions

This Panel shed light on the digital solutions proposed by EU Member States to guarantee access to public services, ensure continuity of education and support businesses facing difficult economic circumstances. These digital solutions encompass solutions such as mobile applications, online portals, online platforms, information chatbots and information repositories. The implementation and maintenance of these digital solutions has highlighted the crucial role of agile, flexible and resilient public sector IT infrastructures.

It also highlighted the need for interoperability between systems and administrations.

This panel examined the main opportunities for and challenges confronting public administration in the post-Covid era. The panel seeks to answer the following question: what reform trends are relevant in the public administration concerning their resilience and ability to adapt in times of crisis? How public sector organizations ensure effective pursuit of digitalization and digital transformation?

## Several issues were addressed during the session:

- Business R&D is currently a necessary condition for the most ambitious and long-term goals to be achieved, directly contributing to the renovation of industrial structures and to the ensuing rise of new knowledge-intensive sectors of economic activity. The quality of the public R&D support policies in general and SIFIDE (Portuguese Tax Incentive System for Business R&D according to the stage model) in particular demand efficient government action and depend on how the several agents and sectors bolster, restrict or complement one another, or on whether there are formal and institutional collaborations between the different actors, contemplating the system as whole.
- Based on theoretical principles of New Public Service and New Public Governance as paradigms of public governance, we intend to understand, using the comparative method, which characteristics of Public Administration are common among countries with high levels of digitalization/ eGovernment penetration, through the collection and analysis of a set of selected indicators.
- The increasing use of information and communication technologies in the functioning of societies in the aftermath of the measures to control COVID-19 pandemic made citizens, businesses and Public Administration more exposed to threats and risks in cyberspace. With a greater attack surface and the increasing number of cybersecurity incidents it is important to understand whether the digital transformation processes in the Public Administration, in the context of the COVID-19 pandemic, were followed in pace by the adoption of cybersecurity measures. In this paper we pay particular attention to Portuguese Local Public Administration since it emerges as a driver of new services and new ways of managing those services for citizens.

## Conclusions:

- The main issue for the next generation of public managers is how to manage change processes:
- SIFIDE is a cost-effective policy measure, with a significantly positive impact on the country's innovation capacity.
- It will be necessary to strengthen value so that citizens get involved in all eGovernment services offered by the State.
- Although the public policies adopted have had an accelerating impact on information and communication technologies, they have not contributed in the same degree to a swifter adoption of cybersecurity practices.

- Digital transformation can allow public administration to be adapted to the present and future challenges.
- Digital transformation means the shift from welfare to wellbeing and inclusion.

## 7.5. Digitalization and Public Administration

### Chairs

Elena D'Orlando, University of Udine, Italy

### Session 1

#### The session focussed on the following topics:

- Developpement and empirical verification of a digital transformation model for local public administration.
- Digital transformation and government performance outcomes: a structured literature review in Public Administration.
- The inquisitorial power of the public administration and the new technologies.

#### Discussions addressed different issues:

- Construction of digital models for local public administration.
- Identification and classification of the factors affecting digital performance.
- The impact of AI within administrative proceedings, with particular reference to the investigation power of public administration.
- Relationship between privacy and data collection.
- Methodological approaches to research in the field of digitalization.

#### Conclusions:

- The size (demographic and organizational) and the administrative staff's skills are important in determining a successful digital transformation of the public administration at local level.
- The issues concerning the relationship between digital innovation and government performance must be treated with an appropriate methodological approach, both qualitative and quantitative.
- The guarantees connected with the privacy of individuals must be carefully taken into account in the regulation and the exercise of the inquisitorial/investigation power of public administration.

## Takeaways

- Use of an extended Leavitt's diamond model, including digital principles and good governance principles.
- Evaluation the digital maturity in the administrative organisation through the online tool which will be able to assist public managers with finding out which organisational element(s) can or should be improved to achieve the desired digital performance.
- Considering intermunicipal cooperation as a model for a better development of digital local administration.
- Public administration should consider digital view into all level of organization and redesign organizational structure based on digital view; improve internal and external interactions for creating innovative organization and accountability in front of citizens and their expectations.
- Identifying which activities could be done through the application of artificial intelligence (like chatbots to answer repetitive questions to users, drones to capture images to govern the territory, machine learning to support decision-making process); after that preliminary analysis, public administration could identify risk and benefits of the use of AI and could issue specific regulatory rules to implement the use of AI as a tool in the investigation phase.

### Research Perspectives:

- Focusing on intermunicipal cooperation as a model for a better development of digital local administration.
- Development of national regulations (within the frame of GDPR in the EU member States) providing a new framework for the exercise of the administrative power according to the new digital paradigm and to the principles (both at European and constitutional level) already characterizing the statute of public administration.
- Development of national regulations (within the frame of GDPR in the EU member States) to find a proper balance between the protection of individual rights (first of all, privacy) and the digital performance of public power.
- Investigating the digital performance in public administration as an empirical research.
- Deepening the analysis of the limits and the possibilities of the use of AI as a tool, according to the GDPR regulation, considering the pervasive effects that some applications of AI may have; studying the most convenient legal framework to promote the use of AI tools in a security context (especially, reflecting whether the existing guarantees in administrative law are sufficient or should be implemented).

## Session 2

### The session focussed on the following themes:

- Algorithmic regulation and the administrative procedure : strenthening procedural garantees against the irrelevance of formal procedure defect.
- Digitalizing the healthcare administration: the Friuli-Venezia Giulia case study.
- Data analytics applied to decision making in social security.
- The necessary revival of technical entities in the algorithmic administration design.

# Parallel Sessions

## The participants addressed the following issues:

- Principles of algorithmic legality.
- Article 21 – octiles of Italian administrative procedure act: irrelevance of formal and procedural defects substantive and procedural legality implied - participation in administrative proceeding.
- ICT in management of risk models in healthcare administration.
- Healthcare insurance and self-insurance system.
- Healthcare administration in Friuli Venezia Giulia Region.
- Data analytics in management of the social security (survivors' pension) in Portugal.
- The role of technical entities in the algorithmic administration design.
- Technification of public bodies.
- Outsourcing.

## Some concluding remarks were made as follow:

- Italy needs a more specific regulation of the use of algorithms in the administrative procedure.
- Interdisciplinary approach is necessary to face the digital challenges and to catch the opportunities provided by ICT tools.
- It must be found and kept a balance between sustainability of public finances and the right of citizens connected with the social security system.
- A new technical authority could be created to supervise and regulate the new paths of computerization and automation of public administrations and to promote the reduction of the digital divide affecting public employees.

## Takeaways

- Italy needs a more specific regulation of the use of algorithms in the administrative procedure, providing a specific ruling concerning the nature, the time and the way the participation could take place.
- The self-insurance model is successful to face the problems arising in healthcare services
- Data analytics can contribute to improve decision making in the management of the survivors' pension, if a theoretical model of data analytics is provided by a joint work of decision makers and data analytics specialists.
- A new technical authority could be created to supervise and regulate the new paths of computerization and automation of public administrations and to promote the reduction of the digital divide affecting public employees.

## Some perspectives were identified as follow:

- Development of national regulations (within the frame of GDPR in the EU member States) providing a new framework for the exercise of the administrative power according to the new digital paradigm and to the principles (both at European and constitutional level) already characterizing the statute of public administration.
- Development of national regulations (within the frame of GDPR in the EU member States) to find a proper balance between the protection of individual rights (first of all, privacy) and the digital performance of public power.
- Promotion of a digital culture both at employees and political level, through specific educational tracks provided by universities and other institutions involved in the process of renewing the public management.

## Session 3

### The session focused on the following topics:

- The efficiency of using financial technology in Bahrain government sector.
- New boundaries of the precautionary principle for a new normality.
- The qualification of contracting authorities; increasing procurement capacity in order to improve digitalization and smartness of public administration.

### The participants of the workshop 'session discussed several issues as:

- To what extent Fintech can affect the efficiency of government in Bahrain.
- Precautionary principle and AI.
- AI in administrative proceeding.
- Public contracts for innovation and qualification of contracting authorities.
- Cybersecurity.

### Conclusions:

- Fintech can improve the efficiency of government.
- AI could be an effective tool to manage and contrast the increasing unknown risks of the “new normality”.
- Need to solve some problems (such as black box problems, bias databases, etc.) to comply with the legal requirements of the due process of law/algorithmic legality.
- The design and the management of awarding procedures of public contracts should be entrusted to authorities with adequate and qualified or certified expertise.

## Takeaways

- Fintech plays an important role in enhance government efficiency and performance, so it is recommended for government management; Bahrain experience could be an interesting case-study to take into account, also considering its pivotal role in the Middle East.
- Creation of an appropriate qualification system for contracting authorities.

### Perspectives on Digitalization and PA:

- Include Fintech in the future studies on public administration and public management, since it is an increasingly relevant trend worldwide.
- Development of an interdisciplinary approach linking Fintech and financial performance, innovation and creativity.
- Deepening the analysis of models of individual's participation in administrative proceeding before the issuing of the final automated decision.
- Increasing the analysis of the risk through AI: potential applications of artificial intelligence systems to administrative proceedings dealing with scientific uncertainty and managing unknown risks of contemporary society in order to respect the precautionary principle.
- Deepening the analysis of the risk of AI: potential effects of the application of the precautionary principle in establishing a regulatory framework of the pervasive use of the AI systems.
- Developing the models of qualification/certification of contracting authorities in the field of innovation public contracts.

## 7.6. Disruptive Technologies for Smart Cities' Management

### Chairs

**Silvana Secinaro, University of Turin, Italy**  
**Maria Sousa, ISCTE - Instituto Universitário de Lisboa, Portugal**

The session aims to stimulate the debate about the role of new technologies in smart cities' management. We will include theoretical contributions, conceptual frameworks, measurement approaches and empirical evidence addressing the following research questions: How may artificial intelligence change cities into smart ones? How may technology increase the dialogic dimensions of cities and

smart cities? What governance changes required the management of new technologies in smart cities? How disruptive may technologies foster cities' recovery?

The participants and paper-givers addressed the following issues: Smart cities management, Digital Twin is smart cities, Practical case studies, Hydrogen and Electric mobility.

#### **Some concluding remarks emerged from the discussion:**

- Smart cities management as a partnership approach,
- Digital transformation for the future of public administration,
- The hydrogen hypothesis for the future of smart cities' mobility.

### Takeaways

- Public entities should increase strategic partnerships with several firms in addressing future challenges.
- Digital technologies should be at the service of citizens.

# List of Papers

## A

Agostini, Marisa (1); Di Carlo, Ferdinando (2); Mauro, Sara Giovanna (3) (1: University of Venice "Ca' Foscari", Italy; 2: University of Basilicata, Italy; 3: University of Modena and Reggio Emilia, Italy). «Integrated Reporting in the public sector: emerging issues and leading practices » in Accounting and Accountability for Urban Resilience and Circular Economy

Ahmad, Zubair (Libera Università Mediterranea (LUM), Italy). « EU Recovery Plans in public value creation and social impact through digital transformation in European countries » in EU Recovery Plans: Measuring public value and social impact in European public sector

Al Khayyat, faisal Isa; AlBuarki, Dana abdulla; Mohamed, Mohamed Hasan (Bahrain Institute of Public Administration, Bahrain). « The Impact of Digital Transformation on Learning and Development in the Kingdom of Bahrain "Case study about Institute of Public Administration in The Kingdom of Bahrain" » in Digital Transformation for a Sustainable and Resilient Recovery

Al Qumaish, Anfal Hasan (Institute of Public Administration, Bahrain). « Empowerment Youth in Bahrain, its strategic importance and challenges » in Youth Empowerment towards Young Public Administration

Alberti, Isabella (Università di Torino, Italy). « The inquisitorial power of the public administration and the new technologies. » in Digitalization and Public Administration

Amatucci, Fabio (1); Jannelli, Roberto (2) (1: University of Sannio, Italy; 2: University of Sannio, Italy). « The use of the framework agreement for Covid emergency purchases. Flexibility of the tool and critical aspects » in EU Recovery Plans: Measuring public value and social impact in European public sector

Angius, Virginia (University of Cagliari, Italy). « Beyond the expectations: a citizens' oriented approach to the evaluation of shared services in local government » in PhD Symposium

Aristovnik, Aleksander; Ravšelj, Dejan; Murko, Eva (Faculty of public administration, University of Ljubljana, Slovenia). « Development and empirical verification of a digital transformation model for local public administration » in Digitalization and Public Administration

Asensio, Maria (ISCTE-IUL, Portugal). « Digitalization and Emerging Technologies for Resilience and Recovery » in Digitalization and Emerging Technologies for Resilience and Recovery

Asensio, Maria (ISCTE-IUL, Portugal). « Community leadership and public leadership » in Community Leadership and Public Leadership

## B

Bagnis, Tatiana Gisela (Jovesólides, Spain). « Kick off womens! » in Gender Governance and the Governance of Gender in MENA Countries in View of a New Normal

Baioni, Mauro; Bollo, Alessandro; Cicerchia, Annalisa; Demartini, Paola; Marchegiani, Lucia; Marucci, Flavia; Marchiori, Michela (Roma Tre University, Italy). « A Holistic Impact Assessment for Culture: The SoPHIA model » in Cultural Heritage as a Trigger for Civic Wealth Creation and Sustainable Urban Development

# List of Papers

## B

Baldinelli, Livia (IMT School for Advanced Studies, Italy). « Street Art and community's inclusion: some remarks on the Italian scenario » in Social Innovation, Commons and Administration

Barbera, Carmela (1); Sicilia, Mariafrancesca (1); Steccolini, Ileana (2) (1: University of Bergamo, Italy; 2: Essex Business School, University of Essex). « Forms of citizen - state interaction in public services' performance assessment: A conceptual framework and future research avenues » in Accounting and Co-Models in Public Services

Belliardo, Elena (Università degli studi di Torino, Italy). « Innovation and sustainability in public procurement » in Anticorruption, Big Data Analysis and Procurement Platforms

Berti, Nicola; Bonaiti, Angelo (Università Cattolica del Sacro Cuore di Milano, Italy). « The environment: a good in conflict with itself. The "downgrade" of territorial governance in the face of the energy transition's priorities: the recent P.A.'s reforms in Italy concerning the localization of renewable energy plants. » in Institutional Setting of Territorial Governance and Citizens for a Sustainable Future

Bevere, Domenico; Santamato, Vito (Department of Economics, University of Foggia, Italy). « The potential of disruptive innovation to face COVID-19 pandemic: toward a new normal » in Post-Pandemic Public Governance and their Implications on Public Organizations for a New Normal

Bevilacqua, Marco (University of Pisa, Italy). « The involvement of technicians into decision-making processes: the case study of Italian NRRP » in European Governance, Appropriate Administration for a New Public Normality and Challenges that Arise from the National Recovery Plans

Bisogno, Marco (1); Cuadrado-Ballesteros, Beatriz (2); Manes-Rossi, Francesca (3); Pena, Noemi (4) (1: University of Salerno, Italy; 2: University of Salamanca, Spain; 3: University of Naples "Federico II"; 4: University of Basque Country). « Sustainable Development Goals in Public Administrations: Enabling conditions in Local Governments » in Rethinking the Public Administration: Sustainability Challenges for Public Governance, Management and Accounting Studies for the New Generation

Bode, Marcel; Jakob, Benjamin E. (European Court of Auditors, Luxembourg). « Functional versus de facto independence of audit authorities in the context of the European Union's cohesion policy » in Next Generation, Social Dimension and SAs' Controls

Bode, Marcel; Jakob, Benjamin E. (European Court of Auditors, Luxembourg). « Analyses of the independence of German audit authorities in the context of the European Union's cohesion policy » in Next Generation, Social Dimension and SAs' Controls

Borgonovi, Elio (Bocconi University, Italy). « Purpose-Driven Public Management in a Complexity Environment » in Braibant Lecture

Borin, Elena (1); Donato, Fabio (2) (1: Link Campus University, Italy; 2: University of Ferrara, Italy). « Cultural Heritage alliances for sustainable urban and rural development » in Cultural Heritage as a Trigger for Civic Wealth Creation and Sustainable Urban Development

# List of Papers

## B

Borin, Elena (1); Donato, Fabio (2) (1: Link Campus University, Italy; 2: University of Ferrara, Italy). « The governance discourse in sustainability reporting and planning of public museums in Spain » in Post-Pandemic Public Governance for a "New Normal"

Bosco, Federica (University of Rome "Tor Vergata", Italy). « Reporting the information on Intellectual Capital in the Healthcare Organizations: the case of the Lazio Region Local Health Units » in PhD Symposium

Boscolo, Sara; Moscon, Veronica (EURAC Research Bolzano, Italy). « From strategic planning to city branding. Approaches for a sustainable future of the City of Bolzano » in Local Governance and Sustainable Strategic Development in the Alpine Region: The role of place brand development approaches as governance tools for sustainable development

Bourboulis, Angela (National Centre for Public Administration & Local Government (EKDDA), Greece). « Upgrading, reorienting and improving skills in Local Government » in Post-pandemic Resilient Governance for a "New Normal" in Local Government

Branca, Francesca (Università degli Studi di Torino, Italy). « Urban Markets: a case study on the application of data analysis and machine learning as a tool for smart administration » in Digital Tools for the Smart Urban Regeneration

Brigante, Vinicio (1); Manzetti, Vanessa (2) (1: Università degli Studi di Napoli 'Federico II', Italy; 2: University of Pisa, Italy). « Financial Subsidiary Paradigm: A sustainable governance funding approach » in European Governance, Appropriate Administration for a New Public Normality and Challenges that Arise from the National Recovery Plans

Bryan, Katharina (European Court of Auditors, Luxembourg). « National Recovery Plans: Challenges for accountability and audit (on European and national level) » in European Governance, Appropriate Administration for a New Public Normality and Challenges that Arise from the National Recovery Plans

Buscemi, Amelia (Jovesolides - Jóvenes hacia la Solidaridad y el Desarrollo, Spain). « Espacio Brota. Communication, networking and mentoring for sustainable entrepreneurship. » in Gender Governance and the Governance of Gender in MENA Countries in View of a New Normal

## C

Calatola, Roberta (1); Polo, Silvia Cassandra (2) (1: University of Pisa, Italy; 2: University of Sassari, Italy). « The sustainable goals of Italian municipalities. A comparative analysis in the light of the Covid-19 pandemic » in Post-Pandemic Public Governance for a "New Normal"

Campbell, Jesse (Incheon National University, Korea, Republic of (South Korea)). « "They Make it a Better Place to Live": Politics, Public Leadership Quality, and Immigration Attitudes Among Europeans in 23 Countries » in Community Leadership and Public Leadership

Chiariello, Anna Maria (LUISS University, Italy). « Applying AI to public services: a necessary new global path between benefits and risks » in Artificial Intelligence and New Public Services

Chiper, Ribana Andreea (University of Rome Tor Vergata, Italy). « Collaborative Public Governance for Sustainable Development: Future Generations and Education » in PhD Symposium

# List of Papers

**C** Chmet, Federico; Iannaci, Daniel; Oppioli, Michele (Università di Torino, Italy). « THE CREATION OF PUBLIC VALUE FROM THE ACTION OF HYBRID ORGANISATIONS » in Creation or Destruction of Value: Interorganizational elements for Sustainable Development

Cimini, Salvatore (1); Valentini, Federico (2) (1: Università degli Studi di Teramo, Italy; 2: University of L'Aquila). « The Digital Transformation of Health Administration as a Functional Tool for the Effectiveness of the Right to Health » in European Governance, Appropriate Administration for a New Public Normality and Challenges that Arise from the National Recovery Plans

Civitillo, Renato (University of Naples Federico II, Italy). « Italian PNRR public accounting reform: what consequences in terms of transparency, accountability and credibility? » in EU Recovery Plans: Measuring public value and social impact in European public sector

Colarusso, Andrea Marco (1); Terracciano, Simona (2) (1: Università degli Studi di Roma "Foro Italico", Italy; 2: LUISS Guido Carli, Italy). « New boundaries of the precautionary principle for a new normality » in Digitalization and Public Administration

Corapi, Elisabetta (University of Roma Tor Vergata, Italy). « Current issues on the transition to a sustainable economy in the European and Middle East framework: Green Bonds/ Green Sukuk Standards and Green Washing » in Investors/Consumers in the Age of Sustainable and Digitalized Single Market: Impacts and legal issues of the Green Bonds Standards through a comparative perspective

Corazza, Laura; Torchia, Daniel; Certomà, Chiara; Cottafava, Dario; Cuomo, Federico; Battisti, Luca; Fresta, Jacopo (Università degli Studi di Torino, Italy). « Community engagement and self-management in liquid times: the case of the container garden at the School of Management and Economics of the University of Turin » in Cultural Heritage as a Trigger for Civic Wealth Creation and Sustainable Urban Development

Costumato, Lorenzo (University of Rome Tor Vergata, Italy). « The Italian National Recovery and Resilience Plan as a Performance Boundary Object-ive for the Public Sector » in PhD Symposium

Cremone, Catello Antonio (Public Official - Independent researcher, Italy). « Public policymaking cycle and corruption. » in Anti-Corruption and Corruption Risk Management: Risk-based approaches and corruption prevention strategies

Culasso, Francesca; Giacosa, Elisa; Crocco, Edoardo; Giordino, Daniele (Università degli Studi di Torino). « Digital Twin Technology amid Smart Cities: State of the Art and Research Agenda » in Disruptive Technologies for Smart Cities' Management

Cusenza, Giulia Giusy (University of Udine - University of Trento, Italy). « Digitalizing the healthcare administration: the Friuli-Venezia Giulia case-study » in Digitalization and Public Administration

**D** D'ambrosio, Laura (Diritto e Conti, Italy). « Financial statements and accounting principles in health service providers: the case of the ASL of Lazio » in Next Generation, Social Dimension and SAls' Controls

# List of Papers

D

D'Arrigo, Giacomo; Donato, Letterio (University of Messina, Italy). « NGEU and PNRR and their impact on the pa. Programming, management, public policy and organisation » in Strategic Planning and Management for Next Generation EU

Dammicco, Gabriele (Università degli Studi di Roma "Tor Vergata", Italy). « Intergenerational sustainability, gender equality and social inclusion in public procurement. A new role for contracting authorities? » in Anticorruption, Big Data Analysis and Procurement Platforms

Daryono, Desy Hariyati (Universität Potsdam, Germany). « Government Trust in Citizen and Participatory Policymaking for Ease of Doing Business » in Institutional Setting of Territorial Governance and Citizens for a Sustainable Future

De Gaetano, Lorenzo (University of Trento, Italy). « Different models of participation to water service management: do they guarantee an effective representation of all the stakeholders? » in Social Innovation, Commons and Administration

De La Cruz, Marco (1); Tan, Evrim (2) (1: International Institute of Administrative Sciences, Belgium; 2: KU Leuven Public Governance Institute, Belgium). « Governing Data in Public Administration: An analysis of the National Registry of Municipalities in Peru » in Digital Transformation for a Sustainable and Resilient Recovery

De Rosis, Sabina; Spataro, Veronica; Vainieri, Milena (Sant'Anna School of Advanced Studies, Italy). « What does stimulate people to co-assess public services? A discrete choice experiment in healthcare » in Accounting and Co-Models in Public Services

Dečman, Mitja; Klun, Maja; Stare, Janez (University of Ljubljana, Faculty of Public Administration, Slovenia). « The impact of COVID-19 crisis on the development of information society: the case of Slovenia » in Digital Transformation for a Sustainable and Resilient Recovery

Delle Cave, Gianluigi (University of Brescia, Italy). « Smart cities and public power in a sustainable (and digital) development perspective: the urban mobility » in Artificial Intelligence and New Public Services

Demichelis, Mara (University of Torino, Italy). « Digital tools for urban regeneration in the enhancement of the smart city model » in Digital Tools for the Smart Urban Regeneration

Di Martino, Alessandro (University of Naples "Federico II", Italy). « The necessary revival of technical entities in the algorithmic administration design » in Digitalization and Public Administration

Di Martino, Carla (University of Palermo, Italy). « Regulatory simplification as an «enabling reform» of the Italian RRP » in European Governance, Appropriate Administration for a New Public Normality and Challenges that Arise from the National Recovery Plans

Dicuonzo, Grazia (1); Fusco, Antonio (2); Nisio, Antonio (3); Shini, Matilda (4) (1: University of Bari Aldo Moro, Italy; 2: University of Bari Aldo Moro, Italy; 3: University of Bari Aldo Moro, Italy; 4: University of Bari Aldo Moro, Italy). « The use of telemedicine during the Covid-19 pandemic: which heritage to building the future of e-healthcare? » in Next-Generation Health and Social Care Governance: Global and local solutions for a sustainable "new normal"

# List of Papers

**D** Dipartimento di Economia, Vito Amendolagine (1); Von Jacobi, Nadia (2) (1: University of Foggia, Italy; 2: University of Trento, Italy). « What Feeds on What? Networks of Interdependencies between Culture and Institutions » in Rethinking the Public Administration: Sustainability Challenges for Public Governance, Management and Accounting Studies for the New Generation

Donato, Letterio; Pergolizzi, Laura (Università di Messina, Italy). « Circular economy and accountability in the perspective of the Italian National Recovery and Resilience Plan. » in Accounting and Accountability for Urban Resilience and Circular Economy

Dorasamy, Nirmala (DURBAN UNIVERSITY OF TECHNOLOGY, South Africa). « POSITIONING PUBLIC SERVICE DELIVERY SUSTAINABILITY POST COVID 19 » in Post-pandemic Resilient Governance for a “New Normal” in Local Government

Doronzo, Emanuele (IIAS, Italy). « ACCOUNTING FOR SOCIAL IMPACT VALUE: THE ROLE OF EPSAS/IPSAS. COMPARISON FROM THE ITALIAN AND THE SPANISH CONTEXT » in EU Recovery Plans: Measuring public value and social impact in European public sector

Doronzo, Emanuele (IIAS, Italy). « RECOVERY PLAN AND ENERGY COMMUNITIES UNDER IPSAS/EPSAS ADOPTION. NEW PERSPECTIVES » in EU Recovery Plans: Measuring public value and social impact in European public sector

Doronzo, Emanuele (IIAS, Italy). « Could the Power Community Generate Public Value? » in Institutional Setting of Territorial Governance and Citizens for a Sustainable Future

**E** Efremov, Sergei V. (1); Brichese, Letizia (2) (1: Moscow State University Lomonosov, Russian Federation; 2: Ca'Foscari University of Venice). « Factors of Strictness of Government Response to Covid-19 in 167 Countries » in New Normal Public Governance after COVID-19

Eltrudis, Davide (University of Cagliari, Italy). « Is co-creation in accounting reform the end of management by decree? Evidence from Italian National Recovery and Resilience Plan » in Strategic Planning and Management for Next Generation EU

Exelmans, Liese; De Graef, Gunilla; Vermeire, Eva (Karel de Grote University of Applied Science, Belgium). « The efficacy of non-formal learning techniques to foster an inclusive public service » in Public Manager Cross-Cultural Competence: A scientific debate on training models and social impact

**F** Fabiani, Beatrice (1); Frondizi, Rocco (2) (1: University of Rome Tor Vergata, Italy; 2: University of Rome Tor Vergata, Italy). « KNOWLEDGE SHARING IN GLOBAL PLATFORMS: A CASE STUDY ON THE SOUTH-SOUTH GALAXY » in Social Innovation, Commons and Administration

# List of Papers

- F** Fantauzzi, Chiara; Frondizi, Rocco; Vassallo, Lorenzo (University of Rome Tor Vergata, Italy). « Managing global commons: a Blue Economy perspective » in Social Innovation, Commons and Administration
- Farazmand, Ali (1); De Simone, Elina (2); Dorato, Lorenzo (3); Lucio Gaeta, Giuseppe (4); Pinto, Mauro (5) (1: Florida Atlantic University, United States of America; 2: Roma Tre University, Italy; 3: International Telematic University UNINETTUNO, Italy; 4: L'Orientale University, Italy; 5: University of Campania Luigi Vanvitelli, Italy). « Risk-Based Corruption: The effect of natural disasters on public sector corruption: Synthetic control evidence from L'Aquila earthquake in Italy » in Anti-Corruption and Corruption Risk Management: Risk-based approaches and corruption prevention strategies
- Feola, Rosangela (1,2); Crudele, Chiara (1) (1: University of Salerno, Department of Management & Innovation Systems, Italy; 2: Ipag Business School, Paris (France)). « Developing cross-cultural competence in entrepreneurship education: what role for University » in Public Manager Cross-Cultural Competence: A scientific debate on training models and social impact
- Fiorentino, Raffaele; Landriani, Loris; Lardo, Alessandra; Marciano, Stefano (Parthenope University of Naples, Italy). « Governance systems for civic wealth creation through a new accessibility to cultural heritage: the case of "La Paranza" » in Cultural Heritage as a Trigger for Civic Wealth Creation and Sustainable Urban Development
- Fontanella, Andrea (1); Rigamonti, Alessandro Paolo (1); Capocchi, Alessandro (2) (1: University of Pisa; 2: University of Milano-Bicocca). « The guarantee healthcare system: an innovative approach in public health for the "New normal scenario" » in Next-Generation Health and Social Care Governance: Global and local solutions for a sustainable "new normal"
- Forgione, Ilde (University of Modena and Reggio Emilia, Italy). « Are we ready for hydrogen society? » in Disruptive Technologies for Smart Cities' Management
- Foschi, Eleonora; Paletta, Angelo; Fochi, Pietro (Alma Mater Studiorum - Università di Bologna, Italy). « Designing new institutional setting to implement the 2030: evidence and research orientation » in Institutional Setting of Territorial Governance and Citizens for a Sustainable Future
- Fracchia, Gregorio (Università degli Studi di Torino, Italy). « Sustainability and standing to sue: law and philosophy confront each other on the use of the lawsuit to make administrations more sustainable » in Rethinking the Public Administration: Sustainability Challenges for Public Governance, Management and Accounting Studies for the New Generation
- Franco, Graciete Matias (ISCTE-IUL, Portugal). « E-Government and Citizen Acceptance: A Comparative Study » in Digitalization and Emerging Technologies for Resilience and Recovery

# List of Papers

**F** Fratto Rosi Grippaudo, Emanuele (Luiss Guido Carli, Italy). « Participation of university students in local administrations » in Local Governments' Actions to Foster Dialogue with University Student Population

Frediani, Federica (Università della Svizzera italiana, Switzerland). « The role of people diplomacy and youth movements in the Middle East Mediterranean region » in The Role of People Diplomacy and Youth Movements in the Middle East Mediterranean Region

Freitas, Mónica de Melo (Faculty of Social Sciences at Nova University of Lisbon, Portugal). « Social responsibility: the ethical orientations and the practices of the Portuguese Municipalities » in Rethinking the Public Administration: Sustainability Challenges for Public Governance, Management and Accounting Studies for the New Generation

**G** Galego, Diego (Centre for Public Administration and Public Policies, Institute of Social and Political Sciences, Universidade de Lisboa, Portugal). « LGBTQ Policies and Social Innovation, Fighting Discrimination in Brazil » in Social Innovation, Commons and Administration

García Muñoz, Julio (Universidad de Castilla-La Mancha, Spain). « Value, Trust, Results: How audit delivers performance in a global world » in Next Generation, Social Dimension and SAls' Controls

Garrote-Quintana, Alba; Urquía-Grande, Elena; Delgado-Jalón, Marisa (URJC, Spain). « Citizenship and Public Administration in the Digital Era. Social media management and e-participation. » in PhD Symposium

Ghazawna, Zaniab Mohammad (The Palestinian Businesswomen's Association Asala , Palestinian Territories). « A new chapter » in Gender Governance and the Governance of Gender in MENA Countries in View of a New Normal

Giachi, Luca; Cavallaro, Chiara; Proia, Francesca (Issirfa, National Research Council, Italy). « shared governance models » in Social Innovation, Commons and Administration

Giampaola, Valerio (1); Capolupo, Nicola (2) (1: Università degli studi di Salerno, Italy; 2: Università degli studi di Salerno, Italy). « Cross-cultural competences in Public Administration: a systematic literature review » in Public Manager Cross-Cultural Competence: A scientific debate on training models and social impact

Gigliani, Fabio (Sapienza University of Rome, Italy). « The experience of the shared administration » in Social Innovation, Commons and Administration

Giorgi, Andrea (Scuola Superiore Sant'Anna di Pisa, Italy). « The European Green Deal between incrementalism and effectiveness: the institutional architecture and regulatory techniques of a transformative project functionally oriented towards the ecological transition of the EU » in Social Innovation, Commons and Administration

# List of Papers

**G** Giovannelli, Lucia; Rotondo, Federico; Ezza, Alberto (University of Sassari, Italy). «Implementing sustainable innovation in the business models of state universities » in Strategic Planning and Management for Next Generation EU

Glor, Eleanor D. (1,2) (1: The Innovation Journal: The Public Sector Innovation Journal, Ottawa, Canada; 2: York University, Toronto, Canada). «Are Seven Major Grouped Antecedents of Public Policy Innovation Introduction Identified in a Systematic Literature Review Confirmed in an Implemented Public 183-Innovation Population? » in Social Innovation, Commons and Administration

Gonzalez, Cesar Daniel (California State University - Tseng College, United States of America). « The New Normal and the Modernization of Public Administration in Argentina » in Community Leadership and Public Leadership

González, Davinia (Davicultora, Spain). « Davicultora » in Gender Governance and the Governance of Gender in MENA Countries in View of a New Normal

Greco, Stefano (Chitkara University Punjab (India), Italy). « Shaping a Cosmopolitan Europe: The Role of EU in Building an Inclusive Society » in Public Manager Cross-Cultural Competence: A scientific debate on training models and social impact

Grunow, Dieter (university duisburg-essen Germany, Germany). « Strengthening the functional differentiation of modern societies » in Social Innovation, Commons and Administration

Guerra, Michele (EURAC, Italy). « Scelte strategiche e sviluppo locale; l'esperienza degli ERS in Canton Ticino ed il caso della Valle Leventina » in Local Governance and Sustainable Strategic Development in the Alpine Region: The role of place brand development approaches as governance tools for sustainable development

**H** Hamad, Shaima Abdalkareem (Asala Association - the Palestinian Businesswomen Association, Palestinian Territories). « The Palestinian Food Heritage: Palestinian Women from Kitchen Culture Achieve Sustainability » in Gender Governance and the Governance of Gender in MENA Countries in View of a New Normal

Hamed, Mostafa Mahmoud; Elnady, Mai. A.; Abdella, Aliaa Kamal (Faculty of management sciences, Sadat Academy, Egypt). « The role of Blockchain Technology in reducing Corruption within the Context of local Governance » in Anticorruption, Big Data Analysis and Procurement Platforms

Hancu-Budui, Andreea; Zorio-Grima, Ana (University of Valencia, Spain). « The Audit in the European Union and the Fight against Fraud. What Has Been Done and How Can Big Data Help? » in Next Generation, Social Dimension and SAls' Controls

Harakat, Mohamed (MOHAMMED V UNIVERSITY RABAT, Morocco). « « Rethinking global governance and interorganizational cooperation of the common and public goods :Paradigmes of the new generation of planetary and strategic governance » » in Creation or Destruction of Value: Interorganizational elements for Sustainable Development

# List of Papers

**H** Harakat, Nada (Faculty of dental Medicine Mohammed v -University Morocco,). ««The perception of dental pain in children : contribution to the management of pain in times of fragility : the case of children of modest origins»»in PhD Symposium

Hussain, Imdad (Information Technology University, Pakistan). « Designing Local Governments for the New Normal in South Asia»in Public Sector HR Reforms in South Asia

**I** Iacopino, Annarita (Università Europea di Roma, Italy). « Appropriate administration and energy sustainability: the case of Renewable Energy Communities (RES communities). » in European Governance, Appropriate Administration for a New Public Normality and Challenges that Arise from the National Recovery Plans

Iacopino, Annarita (Università Europea di Roma, Italy). « SAs and implementation mechanisms of Cohesion Policy Funds and the Recovery and Resilience Mechanism (RRF): the Italian case. » in Next Generation, Social Dimension and SAs' Controls

Iacuzzi, Silvia; Fedele, Paolo; Pauluzzo, Rubens; Pericolo, Elisabetta (University of Udine, Italy). « Silver Economy: Ageing as a driver of growth and innovation? » in Next-Generation Health and Social Care Governance: Global and local solutions for a sustainable “new normal”

Ingaggiati, Marta (University of Milan, Italy). « When Public Administration hires: Paradoxes and coping strategies»in PhD Symposium

Ingaggiati, Marta (1); Barbato, Giovanni (1); Ruffini, Renato (2) (1: Department of Social and Political Sciences, University of Milan; 2: Department of Law, University of Milan). « The strategic behavior of bureaucrats in hiring processes: a relational approach » in Post-Pandemic Public Governance and their Implications on Public Organizations for a New Normal

**J** Jelji, Ameni (Center of Arab Women for Training and Research (CAWTAR), Tunisia). « Female entrepreneur, beneficiary of the Project "InnovAgroWoMed". » in Gender Governance and the Governance of Gender in MENA Countries in View of a New Normal

Jordao, Claudia (Corvinus University of Budapest, Hungary). « Quality of public expenditure from oil royalties: exploring public management research to respond to the challenge of new demands»in PhD Symposium

Jugl, Marlene (Bocconi University, Italy). « Do administrative fragmentation, capacities and legacies affect crisis response time? A global study of government reactions to Covid-19 » in Next-Generation Health and Social Care Governance: Global and local solutions for a sustainable “new normal”

Jugl, Marlene (Bocconi University, Italy). « Shrinking Weber and Westminster: Small country size as a moderator of administrative traditions»in Public Sector HR Reforms in South Asia

**K** Kauzya, John-Mary (Stellenbosch University, South Africa). « Reflection on Implementing CEPA's Principles of effective Governance in African Countries: Prospects, Challenges, Opportunities and Nuances»in Effective Governance, Digital Education & Partnership in the MENA Region

# List of Papers

**K** Kessler, Nino; Joubaud, Marion; Ghirello, Maria Giulia; Colombo, Laura; Marchiori, Elena (Università della Svizzera Italiana, Switzerland). « Analysis and Redesign of the Speakers' Corner Lugano » in Local Governments' Actions to Foster Dialogue with University Student Population

Khumalo, Prudence (UNISA, South Africa). « Unlocking the potential for local economic development in slum areas. The place for integrated informal settlements upgrading in South Africa » in Post-pandemic Resilient Governance for a "New Normal" in Local Government

Kikuchi, Masao (1); Isago, Sachitoshi (2); Sasaki, Kazuyuki (2) (1: Meiji University, Japan; 2: Tokiwa University, Japan). « Local Government Leadership and Representation in COVID-19 Public Health Response » in Local Governance and Service Delivery after COVID-19

Kim, Sun Hee (1); Kim, Hyun Joon (2) (1: Seoul National University, Korea, Republic of (South Korea); 2: Korea University, Korea, Republic of (South Korea)). « Public Service Co-production and Collaborative Creativity: a "Citizen Design Group" case of South Korea » in Accounting and Co-Models in Public Services

Kozak, Anna (University of Economics in Katowice, Poland, Poland). « Macroenvironment conditions favouring the co-production of healthcare services: the role of new technologies » in Next-Generation Health and Social Care Governance: Global and local solutions for a sustainable "new normal"

Kuhlmann, Sabine (1); Proeller, Isabella (1); Steiner, Reto (2); Marienfeldt, Justine (1) (1: University of Potsdam, Germany; 2: ZHAW School of Management and Law, Switzerland). « Digital Transformation at the Local Tier of Government in Europe: Dynamics and Effects from a Cross-Countries and Over-Time Comparative Perspective (DIGILOG)" » in Institutional Setting of Territorial Governance and Citizens for a Sustainable Future

**L** L'Heureux, Andis (1); Van Niekerk, Tryna (2); Holtzhausen, Natasja (3) (1: Department of Criminology and Justice Studies, California State University- Northridge, United States of America; 2: Department of Government Management, Central University of Technology, Free State, Bloemfontein, South Africa; 3: School of Public Management and Administration, University of Pretoria, Pretoria, South Africa). « State capture: Results and transferable Lessons from a Comparative Analysis » in Rethinking the Public Administration: Sustainability Challenges for Public Governance, Management and Accounting Studies for the New Generation

Lee, Jae Bok (Gyeongsang National University, Korea, Republic of (South Korea)). « Understanding Citizen Satisfaction with Social Services Organizations » in Local Governance and Service Delivery after COVID-19

Lee, Ki Hyung (2); Park, Hyung Jun (1) (1: Sungkyunkwan University, Korea, Republic of (South Korea); 2: National Human Resource Development Institute, Republic of (South Korea)). « Public Leadership Styles for MZ generation in Government: Korea Public Agency Cases » in Community Leadership and Public Leadership

Lelo, Arda (University of Rome Tor Vergata, Italy). « Rethinking urban regeneration under the perspective of the impact-driven design: evidence from Italian context » in PhD Symposium

# List of Papers

**L** Licata, Giovanni Fabio (Università degli Studi di Catania, Italy). « Explainable AI and Administrative Decision-making: A Theoretical Framework » in Artificial Intelligence and New Public Services

Ligorio, Lorenzo; Caputo, Fabio; Venturelli, Andrea (Dipartimento di Scienze dell'Economia, Università del Salento, Italy). « Investigating research on corruption in public administration. An LDA topic modelling analysis on management studies » in Anti-Corruption and Corruption Risk Management: Risk-based approaches and corruption prevention strategies

Lindawati, Lindawati (1,3); Sany, Yudhanty Parama (2); Khie, Sak (3); Anwar, Iwan Syahrul (4) (1: National Research and Innovation Agency, Indonesia; 2: National Institute of Public Administration, Indonesia; 3: Sekolah Tinggi Manajemen IMMI, Indonesia; 4: Regional Development Planning, Research and Development Agency of Subang Regency, Indonesia). « Collaborative funding innovation for sustainable development » in Local Governance and Service Delivery after COVID-19

Lopez, Luisa (Tor Vergata University of Rome, Italy). « Collaborative governance for urban renewal: an impact assessment » in PhD Symposium

Lorusso, Rossella (Università di Roma Tor Vergata, Switzerland). « The social requalification of confiscated assets in the Mezzogiorno regions: new perspectives from the PNRR » in Social Innovation, Commons and Administration

Lorusso, Rossella (Università di Roma Tor Vergata, Italy). « The impact of ethics on PA performances : a focus on the Southern Italy healthcare sector. » in PhD Symposium

Lubinga, Stellah (University of Pretoria, South Africa). « Agile governance for the “new normal”: Is Africa ready? » in Post-Pandemic Public Governance for a “New Normal”

Lucantoni, Paola (University of Rome Tor Vergata, Italy). « Board Gender Diversity and ESG Performance: a Regulatory Perspective » in Community Leadership and Public Leadership

Lukwago, Rajab (UGANDA VIRUS RESEARCH INSTITUTE, Uganda). « Digitalization Transformation for a Sustainable and Resilient Recovery; A case of Uganda » in Digital Transformation for a Sustainable and Resilient Recovery

**M** Maffei, Davide (EURAC, Italy). « Public Sector Digitalization: A Guidance to the Digital Transformation of Public Business Processes within the Euregio Tyrol-South Tyrol-Trentino » in Digital Transformation for a Sustainable and Resilient Recovery

Maffei, Davide; Decarli, Peter (EURAC, Italy). « Brand-driven identity development of places: Insights from a multiple case study » in Local Governance and Sustainable Strategic Development in the Alpine Region: The role of place brand development approaches as governance tools for sustainable development

Malallah, Fatima Ebrahim (BIPA, Bahrain). « Bahrain: Government Communication Role in Empowering Youth » in Youth Empowerment towards Young Public Administration

# List of Papers

- M** Manzetti, Vanessa; Colangelo, Letizia (Università di Pisa, Italy). « Auditing the Recovery and Resilience Facility: a revolution in the controls on European funds? » in Next Generation, Social Dimension and SAls' Controls
- Matos, Pedro C. de A. (ISCTE – Instituto Universitário de Lisboa, Portugal). « Public Administration's Digital Transformation and Cybersecurity: COVID-19 as an opportunity to take them seriously » in Digitalization and Emerging Technologies for Resilience and Recovery
- Matwijkiw, Anja (1); Matwijkiw, Bronik (2) (1: Indiana University Northwest, United States of America; 2: University of Zagreb, Croatia). « Taking Societal Culture and Cross-Cultural Competence to the Extreme: Lessons from Literature and Philosophy » in Public Manager Cross-Cultural Competence: A scientific debate on training models and social impact
- Mazzara, Luca (1); Leoni, Giulia (2) (1: University of Bologna, Italy; 2: Polytechnic university of marche, Italy). « Rethinking public strategic planning and accountability in turbulent environments. An Italian case study » in Strategic Planning and Management for Next Generation EU
- Mbandlwa, Zamokuhle (Durban University of Technology, South Africa). « Government failures to integrate local communities in the urban development and civic wealth in South Africa. » in Cultural Heritage as a Trigger for Civic Wealth Creation and Sustainable Urban Development
- Mbandlwa, Zamokuhle (Durban University of Technology, South Africa). « Leadership deficiencies in the South African Communities » in Community Leadership and Public Leadership
- Mensi, Raoudha (Center of Arab Women for Training and Research (CAWTAR), Tunisia). « Female entrepreneur, beneficiary of the Project "InnovAgroWoMed". » in Gender Governance and the Governance of Gender in MENA Countries in View of a New Normal
- Miljkovic, Natalija; Bischof, Vincenz Tassilo; N'Djoku, Luna; Körtel, Dilara Sophie; Pedrazzini, Raffaele (Università della Svizzera italiana, Switzerland). « Students collaborating in promoting "MyLugano" to Ticino's Student Population » in Local Governments' Actions to Foster Dialogue with University Student Population
- Mirzaei, Shima (3); de Gennaro, Davide (1); Ricciardelli, Alessandra (2) (1: Allameh Tabataba'i University, Iran; 2: University of Salerno, Italy; 3: LUM Jean Monnet University, Italy). « Cross-Cultural Competencies for Public Management: The Role of National Schools of Administration in OECD Countries » in Public Manager Cross-Cultural Competence: A scientific debate on training models and social impact
- Mohamed, Mohamed; AlKhayyat, Faisal (BIPA, Bahrain). « THE EFFICIENCY OF USING FINANCIAL TECHNOLOGY IN BAHRAIN GOVERNMENT SECTOR » in Digitalization and Public Administration
- Monteiro, Sónia; Ribeiro, Verónica; Lemos, Kátia; Molho, Cristiana (CICF, School of Management, IPCA, Portugal). « Explanatory factors of Sustainable Development Goals Disclosure– Evidence from the Portuguese higher education institutions' websites » in Rethinking the Public Administration: Sustainability Challenges for Public Governance, Management and Accounting Studies for the New Generation

# List of Papers

**M** Morais, Carolina (ISCTE-IUL, Portugal). « Analysing SIFIDE (Portuguese Tax Incentive System for Business R&D) According to the Stage Model » in Digitalization and Emerging Technologies for Resilience and Recovery

Mosamim, Parwiz (Università della Svizzera italiana (USI), Switzerland). « Representative Bureaucracy and Women's Involvement in Decision-Making Positions of Public Administration: A Case Study of Afghan Women from 2001 – » in PhD Symposium

Mosamim, Parwiz; Villeneuve, Jean-Patrick (Università della Svizzera italiana (USI), Switzerland). « Women in Government - The Limits and Challenges of a Representative Bureaucracy for Afghanistan (2001-2021) » in Gender Governance and Law

Mpanza, Sinakhokonke (University of South Africa, South Africa). « Examining the facets of political commitment towards investment readiness in non-metropolitan municipalities: A perspective of responsive governance system » in PhD Symposium

**N** Nassisi, Claudio; Lorusso, Rossella (Università di Roma Tor Vergata, Switzerland). « The impact of ethics on PA performances : a focus on the Southern Italy healthcare sector » in Anti-Corruption and Corruption Risk Management: Risk-based approaches and corruption prevention strategies

Nassuato, Federico (University of Udine, University of Trieste). « Algorithmic regulation and administrative procedure: strengthening procedural guarantees against the irrelevance of formal and procedural defects » in Digitalization and Public Administration

Nemec, Juraj (Matej Bel University, Slovak Republic). « Application of the principles of effective governance for sustainable development at the subnational level » in Effective Governance, Digital Education & Partnership in the MENA Region

Noto, Guido (1); Prenestini, Anna (2); Cosenz, Federico (3); Barresi, Guido (4) (1: Università degli Studi di Messina, Italy; 2: Università degli Studi di Milano, Italy; 3: Università degli Studi di Palermo, Italy; 4: Università degli Studi di Messina, Italy). « Addressing Performance Management of Public Health Strategies through System Dynamics Modelling: the case of the COVID-19 vaccination campaign » in Strategic Planning and Management for Next Generation EU

**O** Oliveira Junior, Temístocles Murilo (1); Alves, Maria Fernanda Colaço (2) (1: Federal University of Rio de Janeiro and Office of the Comptroller General, Brazil; 2: Sorbonne University-Paris 1, France, and Office of the Comptroller General, Brazil). « Corruption as Risk and Integrity Program as Corruption Risk Management: a critical examination of the theoretical perspective and analytical and methodological aspects » in Rethinking the Public Administration: Sustainability Challenges for Public Governance, Management and Accounting Studies for the New Generation

Oliveira, Eloy (República.org). « REPRESENTATIVE BUREAUCRACY AND THE NEW NORMAL: Is it really new or just the same old problems? » in Community Leadership and Public Leadership

# List of Papers

## P

Pallotti, Antonio (1,2,3) (1: Tor Vergata University of Rome, Italy; 2: Technoscience, Italy; 3: San Raffaele University of Rome, Italy). « Wearable system for IoT-based telerehabilitation of patients suffering from respiratory diseases or COVID-19 in healthcare service co-production » in Digital Transformation for a Sustainable and Resilient Recovery

Pallotti, Antonio (1,2,3) (1: "Tor Vergata" University of Rome; 2: Technoscience; 3: "San Raffaele" University of Rome). « REHACT-EU Telerehabilitation through respiratory exercise and motor reactivation of post-acute COVID-19 patients based on innovation of healthcare service co-production » in PhD Symposium

Palma, Matteo (Università degli Studi di Milano Statale, Italy). « The securitisation of public certainty through the use of blockchain in the issuance of degree certificates » in Artificial Intelligence and New Public Services

Palozzi, Gabriele (1,2); Antonucci, Gianluca (3) (1: University of Rome Tor Vergata, Italy; 2: Ministry of Economy and Finance, Italy; 3: "G. d'Annunzio" University, Italy). « Measuring Value of Public Investment towards Health System Innovation in Italy » in EU Recovery Plans: Measuring public value and social impact in European public sector

Paola, Demartini (1); Selena, Aureli (2); Del Baldo, Mara (3) (1: University of Roma Tre, Italy, Department of Business Studies, Italy; 2: Bologna University, Italy, Department of Management; 3: University of Urbino Carlo Bo, Italy, Department of Economics, Society & Politics). « The role of the municipality in a UNESCO site: which mechanisms could leverage civic wealth creation? » in Cultural Heritage as a Trigger for Civic Wealth Creation and Sustainable Urban Development

Park, Mi Kyoung (United Nations Project Office on Governance (UNPOG)/ Division for Public Institutions and Digital Government (DPIDG)/ United Nations Department of Economic and Social Affairs (UN DESA)). « Digital Technologies for Promoting Youth Participation in Public Governance: Harnessing the Potential of Youth for a Sustainable and Inclusive New Normal » in Youth Empowerment towards Young Public Administration

Petruciano, Francesco (Università di Roma Tor Vergata, Italy). « Decentralised credits » in Investors/Consumers in the Age of Sustainable and Digitalized Single Market: Impacts and legal issues of the Green Bonds Standards through a comparative perspective

Phago, Kedibone (North West University, South Africa). « COURAGE, RESILIENCE AND SKILLS FOR A TRIAGED PHENOMENOLOGY CONCEPTION FOR THE AFRICAN PUBLIC SERVANT » in Community Leadership and Public Leadership

Piber, Martin (University of Innsbruck, Austria). « The Role of Cultural Flagship Projects in the Management of Cultural Heritage: An Analysis of three Significant European Cultural Initiatives » in Cultural Heritage as a Trigger for Civic Wealth Creation and Sustainable Urban Development

Pischedda, Gianfranco; Corsi, Katia; Marinò, Ludovico; Fadda, Nicoletta (University of Sassari, Italy). « Organisational resilience in the Italian Higher Education: a critical analysis of the Pro3 objectives » in Post-Pandemic Public Governance for a "New Normal"

# List of Papers

**P** Piubello Orsini, Luca (1); Leardini, Chiara (1); Nepomuceno, Thyago Chelso (2); Landi, Stefano (1); Marcolongo, Andrea (3) (1: Università degli Studi di Verona, Italy; 2: Universidade Federal de Pernambuco, Brazil; 3: Azienda Zero, Italy). « Covid-19 Pandemic and public clinical laboratories: organizational choices and impact on efficiency » in Next-Generation Health and Social Care Governance: Global and local solutions for a sustainable “new normal”

Potenza, Giorgio (University of Roma Tor Vergata, Italy). « Legal risks and challenges of the European and Islamic green bonds on blockchain » in Investors/Consumers in the Age of Sustainable and Digitalized Single Market: Impacts and legal issues of the Green Bonds Standards through a comparative perspective

Previti, Luigi (University of Palermo, Italy). « New challenges of the mobility sector in the area of digitalization: from sharing mobility to vehicle to grid » in Artificial Intelligence and New Public Services

Profiroi, Alina Georgiana; Nastacă, Corina Cristiana (The Bucharest University of Economic Studies, The Faculty of Administration and Public Management). « Public leadership and resilience: an exploratory study in the Romanian public administration » in Community Leadership and Public Leadership

**R** Racis, Serena (University of Cagliari, Italy). « Process Mining Applications for Corporate Process Excellence\_ext » in PhD Symposium

Rainero, Christian (1); Modarelli, Giuseppe (2); Coda, Riccardo (3); Reano, Sara (4) (1: University of Turin, Italy; 2: University of Turin, Italy; 3: University of Turin, Italy; 4: University of Turin, Italy). « SOLVING THE COBB'S PARADOX IN THE PUBLIC SECTOR: A QUASI-EXPERIMENT ON BLOCKCHAIN ACCEPTANCE THROUGH A “FROM-KNOWLEDGE-TO-KNOWLEDGE-STRATEGY” IN A SMART CITY GOVERNANCE PERSPECTIVE » in Digital Transformation for a Sustainable and Resilient Recovery

Re Ferrè, Giulia (University of Milan, Italy). « The German model as a starting point for meeting the challenges of mHealth and ensuring patient-centered digital healthcare » in Digital Transformation for a Sustainable and Resilient Recovery

Reddy, Purshottama Sivanarain; Mdluli, N P (University of Kwazulu Natal, South Africa). « THE ROLE OF TRADITIONAL LEADERSHIP IN INTEGRATED DEVELOPMENT PLANNING: A CASE STUDY OF UMHLATHUZE MUNICIPALITY, KWAZULU NATAL PROVINCE » in Institutional Setting of Territorial Governance and Citizens for a Sustainable Future

Ribeiro, Matheus de Mello Sá Carvalho (1,2,3); Passador, Claudia Souza (1,2,3); Galina, Simone Vasconcelos Ribeiro (1); Passador, João Luiz (1,2,3) (1: University of Sao Paulo (USP); 2: Institute of Advanced Studies (IEARP); 3: Center for Management Studies and Public Police (GPublic)). « Innovation labs in the public sector: a literature review of methodologies, benefits and barriers » in Social Innovation, Commons and Administration

Ricci, Paolo; Pavone, Pietro (University of Naples Federico II, Italy). « Data-driven value co-creation: state of the art and future outlooks » in Accounting and Co-Models in Public Services

# List of Papers

R

Rizwan, Aisha (1); Naveed, Shabana (2); Salman, Yaamina (3) (1: University of the Punjab, Lahore, Pakistan; 2: University of Central Punjab, Lahore Pakistan; 3: University of the Punjab, Lahore, Pakistan). « Digital Governance Initiatives in Pakistan to Combat COVID-19: Current Developments and Challenges for a Sustainable Future » in Public Sector HR Reforms in South Asia

Roque dos Santos, João (ISCTE-IUL). « Harnessing Community Knowledge for Public Benefit: the Examples of Four Portuguese Municipalities » in Community Leadership and Public Leadership

Rosa Salva, Pier Marco (University of Udine, Italy). « The qualification of contracting authorities: increasing procurement capacity in order to improve digitalization and smartness of public administration » in Digitalization and Public Administration

Rossi, Noemi; Lima Da Silva, Luzimeire; Colasanti, Nathalie (UNIVERSITA' MEDITERRANEA DI REGGIO CALABRIA, Italy). « RURAL COMMONS: THE EXPERIENCE OF THE "MOVIMENTO SEM TERRA" IN BRAZIL » in Social Innovation, Commons and Administration

Rouissi, Asma (Center of Arab Women for Training and Research (CAWTAR), Tunisia). « Female entrepreneur, beneficiary of the Project "InnovAgroWoMed". » in Gender Governance and the Governance of Gender in MENA Countries in View of a New Normal

Ruiz, Joan Tomas (Isabela State University, Philippines). « Citizen Satisfaction on Local Government Services » in Social Innovation, Commons and Administration

S

Salem, Fadi; Akrouf, Zina; Shaer, Sara (MBR School of Government, United Arab Emirates). « Overcoming barriers to AI adoption in governmental services – The case of the UAE » in Artificial Intelligence and New Public Services

Salis Gomes, João (ISCTE-IUL, Portugal). « New Governance Elements on Post-Pandemic Public Administration » in New Governance Elements on Post-Pandemic Public Administration

Sanchietti, Maddalena (Tor Vergata University, Italy). « A Literature Review for Evolutionary Perspectives in Participative Evaluation » in PhD Symposium

Sawalha, Dalia (The Palestinians Businesswomen's Association ASALA, Palestinian Territories). « Palestinian Organic products : Dried fruits & Vegetables, and herb products » in Gender Governance and the Governance of Gender in MENA Countries in View of a New Normal

Sbardella, Emanuele (KPMG S.p.A., Italy). « Resilience, performance and audit on PNRR » in Strategic Planning and Management for Next Generation EU

Scalabrini, Fabiana (University of Rome Tor Vergata, Italy). « The transition from E-government to Digital Transformation: results from a Systematic Literature Review » in PhD Symposium

Schommer, Paula Chies (Santa Catarina State University, Brazil). « Coproduction and accountability in public administration processes: conceptual links and learning from practice » in Creation or Destruction of Value: Interorganizational elements for Sustainable Development

# List of Papers

- S** Scuto, Leonardo (Università degli Studi di Milano, Italy). « The development of a new model of smart urban regeneration in the light of the digitalization of public administration » in Digital Tools for the Smart Urban Regeneration
- Sdanganelli, Gloria (University of Turin, Italy). «The challenges of digitalisation and liability in healthcare» in Artificial Intelligence and New Public Services
- Sforna, Martina (Università degli Studi di Padova, Italy). « THE ROLE OF SUMP'S INSTRUMENTS IN THE DEVELOPMENT OF SMART CITIES » in Disruptive Technologies for Smart Cities' Management
- Siddiquee, Noore (Flinders University, Australia). « Limits to anti-graft agencies in curbing corruption and enhancing accountability: Lessons from governance reform in Southeast Asia » in Anti-Corruption and Corruption Risk Management: Risk-based approaches and corruption prevention strategies
- Sidiropoulos, Kimon (Ministry of Interior, Greece, Greece). « Introduction to "Autonomous Organization Theory": fractal architecture of the administrative structure and democratic "chain of partnerships" (blockchain) - the case of Greece. » in Post-pandemic Resilient Governance for a "New Normal" in Local Government
- Souissi, Imen (Center of Arab Women for Training and Research (CAWTAR), Tunisia). « Female entrepreneur, beneficiary of the Project "InnovAgroWoMed » in Gender Governance and the Governance of Gender in MENA Countries in View of a New Normal
- Spano, Alessandro (1); Guarini, Enrico (2); Monfardini, Patrizio (1) (1: University of Cagliari, Italy; 2: University of Milano-Bicocca). « New Evaluation Systems for the New Normal » in European Governance, Appropriate Administration for a New Public Normality and Challenges that Arise from the National Recovery Plans
- Spano, Alessandro; Cocco, Sonia (University of Cagliari, Italy). « Accounting and Performance Information Use by Politicians in Italian Regions » in PhD Symposium
- Steiner, Jasmina (City of Lienz, Austria). « Knowledge Location Lienz: Governance implications of a sustainability-oriented higher education Offer in rural areas » in Local Governance and Sustainable Strategic Development in the Alpine Region: The role of place brand development approaches as governance tools for sustainable development
- Suhail, Aneeqa (1); Moazzam, Amani (2) (1: Tilburg University, The Netherlands; 2: University of the Punjab, Pakistan). « The relationship between Meaningfulness of Work, Resilience and Employee Outcomes Among Teachers: A Moderated Mediation Model » in Public Sector HR Reforms in South Asia
- Suryanto, Adi; Nurdin, Nurliah (National Institute of Public Administration Republic of Indonesia). « Demand for Connectivity and Public Participation: Smart Health Administration in Pandemic and Endemic of Covid-19 in Jakarta » in Post-Pandemic Public Governance and their Implications on Public Organizations for a New Normal

# List of Papers

- T** Taddei, Andrea (1); Palozzi, Gabriele (2); Antonucci, Gianluca (3) (1: Ministry of Economy and Finance, Italy; 2: Ministry of Economy and Finance - University of Rome Tor Vergata, Italy; 3: University of Chieti, Italy). « The challenge of a pure accrual accounting system for the Italian Public Administrations: critical issues of its implementation » in EU Recovery Plans: Measuring public value and social impact in European public sector
- Tao, Jill Leslie (Incheon National University, Republic of Korea, Korea, Republic of (South Korea)). « Networks of Necessity: Harnessing Tech to Teach Government How to Govern in a Crisis » in Social Innovation, Commons and Administration
- Troupin, Steve (1,2) (1: International Institute of Administrative Sciences, Belgium; 2: KU Leuven Public Governance Institute, Belgium). « Regulatory Challenges for the Cryptocurrency Industry: An overview » in European Governance, Appropriate Administration for a New Public Normality and Challenges that Arise from the National Recovery Plans
- Tuccari, Francesco Fabrizio; Accettura, Barbara (Università del Salento, Italy). « Another way to supply energy, respecting the environment and improving the cohesion: the renewable energy communities » in European Governance, Appropriate Administration for a New Public Normality and Challenges that Arise from the National Recovery Plans
- V** Vaira, Viviana (1,2) (1: Università di Torino, Italy; 2: ANCI Piemonte, Italy). « Smart Cities and innovation strategies for local public administration: towards the implementation of the EU Single Digital Gateway » in Digital Tools for the Smart Urban Regeneration
- Vandersmissen, Laure; George, Bert (Ghent University, Belgium). « Strategic Planning in Public Organizations: A Systematic Literature Review » in Strategic Planning and Management for Next Generation EU
- Vari, Daniele (Università degli studi RomaTre, Italy). « Accounting standard for heritage assets in public financial report » in PhD Symposium
- Vermiglio, Carlo; Noto, Guido (University of Messina, Italy). « Accounting and accountability for a new urban metabolism. Insights from vertical farming » in Accounting and Accountability for Urban Resilience and Circular Economy
- Vidè, Francesco (Università degli Studi di Roma Tor Vergata, PhD, Italy). « Performance management in action: drivers and effects of purposeful performance information use in the local government » in PhD Symposium
- Vilas Boas, Joel Fernando Rodrigues; Ferraz, David (ISCTE, Portugal). « Data analytics applied to decision making in social security » in Digitalization and Public Administration
- Vinarski Peretz, Hedva (The Academic Yezreel Valley College, Israel). « The Role of Local Government Initiatives in Enlarging the Eldercare Capacity in the Community within the Aging in Place Policy. A Qualitative Study » in Next-Generation Health and Social Care Governance: Global and local solutions for a sustainable "new normal"

# List of Papers

**V** Vinarski, Hedva; Kidron, Aviv (The Academic Yezreel Valley College, Israel). « How Managers' Engagement in Digital Service Innovative Behavior Foster the Dynamic Capabilities of the Public Sector Organizations » in Digital Transformation for a Sustainable and Resilient Recovery

Vito, Diletta; Zarone, Vincenzo (Department of Economics and Management, University of Pisa, Italy). « Toward a risk management perspective of urban resilience: a scoping literature review » in Accounting and Accountability for Urban Resilience and Circular Economy

**W** Wronka-Pospiech, Martyna (1); Frączkiewicz-Wronka, Aldona (2); Węgrzyn, Maria (3) (1: University of Economics in Katowice; 2: University of Economics in Katowice; 3: University of Economics in Wrocław). « Identification of determinants of using crowdfunding as a source of financing the development of social enterprises: The perspective of polish social entrepreneurs » in Social Innovation, Commons and Administration

**Z** Zarrouk, Najat (United Cities and Local Governments of Africa (UCLG-AFRICA), Morocco). « Application and promotion of Effective Governance at subnational level in Africa » in Effective Governance, Digital Education & Partnership in the MENA Region

Zeinali, Zahra (1); Mussari, Riccardo (2) (1: University of Pisa, Italy; 2: University of Siena, Italy). « Digital transformation and Government Performance outcomes: A Structured Literature Review in Public Administration » in Digitalization and Public Administration

Zhou, Fangming (Party School of Chongqing Municipal, China, People's Republic of). « Ocean Issues And Service Models Based on Ocean Economic Analysis And Social Work » in Local Governance and Service Delivery after COVID-19

Zorio-Grima, Ana; Hancu-Budui, Andreea (Universitat de Valencia, Spain). « Integrated Reporting in the Public Sector and its explanatory factors » in Rethinking the Public Administration: Sustainability Challenges for Public Governance, Management and Accounting Studies for the New Generation

Zulfikri, Zulfikri (1,2); Kassim, Salina (2); Abdullah Othman, Anwar Hasan (2) (1: Universitas Muhammadiyah Sumatera Utara, Indonesia; 2: Institute of Islamic Banking and Finance, International Islamic University Malaysia). « A Conceptual Framework of The Blockchain Technology Adoption for Zakat Institution in Indonesia » in Social Impact Management and Finance and Islamic Finance for Sustainable Development



# IIAS-SEAPP CONFERENCE 2023

Doha Qatar  February 6-9th.

## Join us in Qatar!

**IIAS-SEAPP Doha Conference 2023** will take place in the Doha Institute for Graduate Studies, in Qatar, on February 6-9 and will bring together participants from all over the world to reflect on contemporary issues for public administration. It will be a fruitful place to network with our high-level community of scholars and practitioners.

The event will focus on the theme **"Towards Developmental States, Policy Making for Complex Challenges, and Professional Delivery"**.

For more information, access <https://iias-seapp-dohaconference2023.org/>

Or send an email to [info@iias-seapp-conference2023.org](mailto:info@iias-seapp-conference2023.org)



We look forward to seeing you in Doha, Qatar.