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**IIAS**  
International Institute  
of Administrative Sciences

# 2018 Congress of the INTERNATIONAL INSTITUTE OF ADMINISTRATIVE SCIENCES

Tunis, Tunisia, 25-29 June

## Administrative Resilience

**CALL-FOR-PAPERS**



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Submission Track

Chairs

Title

## 1. New Public Governance

1.1.	Capacity-Building	Bianor Scelza Cavalcanti, Leonardo Castellón Rodríguez, Marizaura Reis de Souza Camões & Ana Amélia da Silva  International Association of Schools and Institutes of Administration	<u>Resilience as a Key Guiding Principle in Public Sector: The Role of Schools and Institutes of Administration</u>
1.2.	Diversity and Inequality	Ana Amélia da Silva & Marlise Matos	<u>Diversity and Inequality as Challenges to Contemporary Public Administration</u>
1.3.	Inclusive Governance	Scott Brenton & Jennifer Curtin	<u>What Does Inclusive Governance Look Like?</u>
1.4.	Public-private Partnerships	Sara Valaguzza, Francesco Goisis, Annamaria La Chimia  European Association for Public-Private Partnerships	<u>PPP: Governing Complexity through Public-private Cooperation</u>
1.5.	Meeting	Sophie Thunus	<u>Time for Meeting</u>
1.6.	Ethics	Muhammad Ahmed Qadri	<u>Capacity Building in Ethics: A case for Strengthening Internal Control for Administrative Resilience</u>
1.7.	Relations avec le citoyen	Pays hôte	<u>Les relations nouvelles entre l'administration et le citoyen</u>
1.8	Community Governance	Xingan Yu  Chinese Academy of Personnel Science	<u>Community Governance and Administrative Resilience</u>



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## 2. Risks, Crises and Disasters Management

2.1.	Urban Disaster Management	Amitava Basu	<u>Building Resilience for Urban Disaster Management</u>
2.2.	Public Service Delivery	Marion Barthélemy	<u>Keeping the State Focused on the Most Vulnerable in Times of Economic Hardship: Lessons from the Past Decade</u>
2.3.	Financial Resilience	Carmela Barbera, Céline Du Boys, Sanja Korac, Iris Saliterer & Ileana Steccolini	<u>Financial Resilience of Governmental, Quasi-governmental and Hybrid Entities</u>
2.4.	Science, Law and Risk	Loredana Nada Elvira Giani & Aristide Police	<u>Science, Law and Risk: Ideas for a Resilient Institutional System</u>
2.5.	Reforming for Resilience	Ishaq Mohammed Amin AlKooheji, Dana Abdulla AlBuarki & Faisal Isa AlKhayyat	<u>Administrative Resilience: Opportunities and Challenges</u>
2.6.	Terrorism	Marius Bertolucci & Claude Tiberghien	<u>Administrative Resilience of Public Organizations Against Terrorism</u>



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### 3. Sustainable Development Goals

3.1.	Green Governance	Rachel Emas	<u>The Governance of Sustainability and the Sustainability of Governance: Administrative Resilience of Green Governance Systems</u>
3.2.	Localizing the SDGs	Najat Zarrouk & Anna Simonati African Local Governments Academy	<u>Localizing the Sustainable Development Goals</u>
3.3.	Climate Change	George Labaki	<u>Climate Change and Administrative Resilience: Achieving SDGs goals?</u>
3.4.	Islamic Finance	Paolo Biancone, Luigi Corvo, Aly Korshid & Marco Meneguzzo	<u>Islamic and Social Finance: Comparing Policies and Solutions for Funding Public Infrastructures and Social Services at Global Level</u>
3.5.	Population Ageing	Hiroko Kudo, Raymond Saner, Lichia Saner-Yiu & Yifan Yang	<u>How to Enable "Productive Ageing"? Policy Options</u>
3.6	Governance of Research and Innovation	Khalil Amiri	<u>Governance of Research and Innovation in Transitional Contexts</u>
3.7	Tranports Intelligents	Montacer Hassani	<u>Le rôle des systèmes de transport intelligents face aux besoins sociétaux modernes.</u>
3.8.	Best Practices	Khaoula Labidi & Steve Troupin	<u>Call for Good Practices in the Public Sector for the SDGs</u>



## 4. Political and Administrative Resilience

4.1.	Quality, Integrity and Resilience	Leo Huberts, Adam Graycar, Tina Nabatchi  IIAS Study Group IV on Quality of Governance	<u>Quality, Integrity and Resilience of Governance</u>
4.2.	Corruption	Jean-Patrick Villeneuve, Giulia Mugellini & Jepsen Johnson	<u>Evaluating and Understanding Administrative Corruption</u>
4.3.	Populism & Neo-liberalism	Willem A. Trommel	<u>Resilient Governance: Beyond Neoliberalism and Populism</u>
4.4.	African Governance	Steve Troupin & Ukertor Gabriel Moti AAPAM-IIAS Taskforce for Public Administration Research Capacities in Africa	<u>African Governance Systems : Beyond Neo-patrimonialism</u>
4.5.	Japan	Koichiro Agata	<u>Japan's Quest for a New Model: Needs of Elasticity and Resilience in Managing Government</u>
4.6	Polarized Societies	Pregala Pillay, Rik Peeters & Stavros Zouridis  IIAS Study Group IX on Law and Public Administration	<u>Impartial Governance and Equal Treatment in Polarized Societies: Perspectives &amp; Practices</u>
4.7.	Administrations parlementaires	Hassen Soukni  Panel de l'Académie Parlementaire des Représentants du Peuple de la République Tunisienne	<u>Administrations parlementaires : Institutionnalisation et professionnalisation</u>
4.8.	Resilience vs. Rigidity	Adel Ben Youssef & Sofiane Sahraoui  Arab Governance Institute Panel	<u>Resilience vs. Rigidity of Public Administration During Times of Transition</u>



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## 5. Open Call



5. Open Call

Fabienne Maron



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## **STRIVE, ADAPT, MAINTAIN: RESILIENCE OF GOVERNANCE SYSTEMS**

In today's world, crises are following one another at a high tempo: once exceptional and time-bound, natural disasters, terrorist attacks, economic recessions and political transitions are increasingly becoming a permanent feature of contemporary public life.

Accordingly, the challenge governance systems are faced with is shifting from how to properly address specific crises to how to routinely deal with the unexpected.

The concept of administrative resilience captures this shift where complex problem solving is becoming the core business of governance systems.

Resilient governance systems have strong connections with their environment allowing detecting relevant signals. They have routine procedures to process such signals into anticipatory and mitigating measures. They are used to deal with situations where information is incomplete or contested.

In 2018, the Congress of the International Institute of Administrative Sciences focuses on the theme of administrative resilience. It hereby helps to understand the conditions under which governance systems can better absorb shocks and improve human wellbeing.

Therefore, it has collected numerous call-for-papers operationalizing the concept of administrative resilience. The calls are clustered in these subthemes:

1. [New Public Governance;](#)
2. [Risks, Crises and Disasters Management;](#)
3. [Sustainable Development Goals;](#)
4. [Political and Administrative Resilience;](#)
5. [Open Call.](#)



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## **LUTTER, S'ADAPTER, SE MAINTENIR : RESILIENCE ADMINISTRATIVE**

Dans le monde contemporain, les crises se succèdent à un rythme élevé : d'exceptionnels et limités dans le temps, les désastres naturels, attaques terroristes, récessions économiques et transitions politiques deviennent de plus en plus un trait distinctif de la vie publique.

Dès lors, le défi auquel les systèmes de gouvernance sont confrontés n'est plus tellement de savoir comment aborder chaque crise spécifique que de savoir comment gérer l'inattendu de façon routinière.

Le concept de résilience administrative capture le fait que la résolution de problèmes complexes soit devenu le cœur de métier des systèmes de gouvernance.

Des systèmes administratifs résilients sont fortement connectés à leur environnement, ce qui leur donne les signaux pertinents. Ils ont des procédures routinières leur permettant de transformer ces signaux en mesures d'anticipation et d'atténuation. Ils ont l'habitude de gérer des situations dans lesquelles l'information est incomplète ou contestée.

En 2018, le Congrès de l'Institut International des Sciences Administratives se penche sur le thème de la résilience administrative. De cette façon, il aide à comprendre les conditions dans lesquelles les systèmes de gouvernance peuvent mieux absorber les chocs et améliorer le bien-être humain.

A cette fin, il a collecté de nombreux appels à contributions opérationnalisant le concept de résilience administrative. Les appels sont regroupés dans ces sous-thèmes:

1. [Nouvelle gouvernance publique ;](#)
2. [Risques, crises et catastrophes ;](#)
3. [Objectifs de développement durable ;](#)
4. [Résilience politique et administrative ;](#)
5. [Appel ouvert](#)



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NEW  
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## 1. NEW PUBLIC GOVERNANCE NOUVELLE GOUVERNANCE PUBLIQUE

Walking into the footsteps of Herbert Simon's "Administrative Proverbs" seminal publication (1946), Christopher Hood and Michael Jackson (1991) classified the numerous normative propositions as to how public administration should be organized in three ideal-types (Hood, 1991):

- A Weberian public administration model, pursuing the value of rectitude through due process, clear instructions and hierarchy;
- The New Public Management model pursuing the value of frugality by emphasizing output steering, competition, specialization and private sector management tools;
- The New Public Governance model (Osborne, 2006; Pollitt & Bouckaert, 2017), pursuing the value of resilience and stressing notably collaboration, participation, learning, and openness.

The call-for-papers clustered in this subtheme all share a common emphasis on the values and principles of this latter model of New Public Governance:

Marchant dans les traces d'Herbert Simon (1946) et de son ouvrage majeur intitulé « Administrative Proverbs », Christopher Hood et Michael Jackson (1991) ont classé les nombreuses propositions normatives quant à la façon dont l'administration publique devrait être organisée en trois idéaux-types (Hood, 1991) :

- Un modèle wébérien d'administration publique poursuivant, par des procédures, des instructions claires et à une hiérarchie, la rectitude ;
- Le modèle de Nouvelle gestion publique, mettant en avant la valeur de la frugalité, qu'il poursuit par le pilotage par les résultats, la compétition, la spécialisation et des outils de gestion du secteur privé ;
- Le modèle de la Nouvelle gouvernance publique (Osborne, 2006; Pollitt & Bouckaert, 2017) poursuivant la valeur de la résilience et soulignant notamment la collaboration, la participation, l'apprentissage et l'ouverture.

Les appels à contribution regroupés dans ce sous-thème partagent un accent commun sur les valeurs et principes de ce dernier modèle de Nouvelle gouvernance publique :



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- Bianor Cavalcanti and his peers focus on [Capacity Building](#). They ask how schools and institutes of administration can help build the capacities a resilient public administration systems require?
- Ana Amélia da Silva & Marlise Matos focus on [Diversity and Inequality](#). They ask how public administration should organize itself to effectively detect and address demands from diverse and unequal social groups?
- Scott Brenton & Jennifer Curtin focus on [Inclusive Governance](#). They wonder whether citizen participation initiatives effectively allow the voices of the underrepresented to be heard?
- Sara Valaguzza and her peers focus on [Public-Private Partnerships](#). They ask how PPPs can contribute to administrative resilience?
- Sophie Thunus focuses on [Meetings](#) as such. She aims at better understanding why and how meetings contribute to New Public Governance.
- Muhammad Ahmed Qadri focuses on how to integrate the [ethical](#) dimension in HRM
- Bianor Cavalcanti et ses pairs se penchent sur le [renforcement des capacités](#). Ils se demandent comment les écoles et instituts d'administration peuvent aider à construire les capacités que des systèmes administratifs résilients requièrent.
- Ana Amélia Da Silva et Marlise Matos se penchent sur [la diversité et l'inégalité](#). Elles se demandent comment l'administration publique devrait s'organiser pour détecter et adresser efficacement les demandes de groupes sociaux divers et inégaux.
- Scott Brenton & Jennifer Curtin se penchent sur la [gouvernance inclusive](#). Ils se demandent si les initiatives de participation citoyenne permettent effectivement aux voix non-représentées d'être entendues.
- Sara Valaguzza et ses pairs examinent les [partenariats publics-privés](#). Ils se demandent comment les PPP peuvent contribuer à la résilience administrative.
- Sophie Thunus examine les [réunions](#). Elle vise à mieux comprendre pourquoi et dans quelles conditions les réunions peuvent contribuer à la Nouvelle gouvernance publique.
- Muhammad Ahmed Qadri se penche sur la façon d'intégrer la dimension [éthique](#) dans la GRH



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- A host country panel examines the [relations between the administration and citizens](#)
- The Chinese Academy of Personnel Science panel focuses on *Jiceng Ghili* governance –the lowest local government unit in China – translated here as [community governance](#)
- Un panel du pays hôte examine [les relations entre l'administration et les citoyens](#)
- Le panel de l'académie chinoise des sciences du personnel se penche sur la gouvernance de *Jiceng Ghili* – le niveau le plus petit de gouvernement local en Chine – , traduit ici comme [gouvernance de la communauté](#)

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## INTERNATIONAL ASSOCIATION OF SCHOOLS AND INSTITUTES OF ADMINISTRATION (IASIA) PANEL

Resilience as a Key Guiding Principle in Public Sector:  
The Role of Schools and Institutes of Administration

Chairs:

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The concept of resilience has become progressively relevant among scholars and practitioners of public administration – especially those concerned with how governments deal with several forms of risks and instabilities. Furthermore, there is also a growing concern that the context and conditions in which public sector operates are quickly changing, suggesting that public value cannot continue to be created in the same way it had in the past. In this unpredictable world, where the problems faced by public administrators become ever more challenging, interdependent and multidimensional, this rising interest reflects the need to better understand the conditions and set of skills that lead governments to handle external shocks, crises and volatilities in order to preserve its efficiency levels and policy outcomes even in adverse circumstances.

Understand the characteristics of resilience and prepare public administrators based on these principles becomes a key factor for improving public administration in its ability to more effectively address the contemporary societal challenges. The importance and complexity of this subject matter have led schools and institutes of public management to consider issues such as: how can a resilient public administration be designed in order to maximize public value and meet the high expectations presented by society? What factors acquire contours of essential relevance in the building and strengthening resilience? Which skills, competencies and capabilities characterize the resilient public administrator and how can they be trained in this regard?

Oriented from these issues, this panel is structured with the purpose of analyzing and making a foray in analytical works, case studies, international experiences, strategies, methodologies and innovations designed by schools and institutes of public administration around the world in order to consolidate the resilience as a key guiding principle in public sector in view of reach increasingly levels of high performing and results.

## Diversity and Inequality as Challenges to Contemporary Public Administration

Chairs:

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Administrative resilience is generally understood as the capacity of governance systems to deal with their external tensions, usually generated from interactions between various social groups that public organizations seek to coordinate in a territory. In order to be effective, administrative resilience has to be built collectively, that is, it is influenced by the various types of relationships between individuals, organizations, communities and governments in that pre-defined space.

Some of the main challenges facing governance systems in the 21st century are related to pressures arising from the diversity present in society and, at the same time, to the inequalities that can be fostered even through governmental action, when it formulates or executes public policies that do not lead to complexity. The capacity of government systems to adapt to this heterogeneous reality present in today's world is a primary function for the good conduct of public affairs, in order to know how to deal institutionally with the complexity of contemporary societies.

The panel intends to address discussions and practical experiences that emphasize the dimension of administrative resilience in incorporating social demands into public policies. Thus, this panel proposal is guided by the following questions:

- How can the state administration absorb the demands of different social groups, especially those about redistributive policies that seek to reduce inequalities, maintaining the balance with their universal policies?
- How does the civil service organize itself to deal with these demands, taking into consideration that governance can also be understood as a collective power capable of fostering civic results in the implementation of public policies?

The selected papers should address one or more of these dimensions in the discussion, based on academic research and practical experiences implemented under those perspectives, so that panel discussions can be conducted in a diverse and inclusive way.

## What Does Inclusive Governance Look Like?

Chairs:

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Previous waves of administrative reforms and responses to perceived democratic deficits have promised greater citizen participation and even empowerment. From New Public Management to New Public Governance, from co-production to co-construction, along with promises of client or customer-centered foci, e-government innovations around the user, user design and user boards among many other examples. Over a similar period, several democratic theorists have critiqued representative democracy and proposed forms of deliberation and active participation in decision-making, through mechanisms such as citizen juries, crowdsourcing, and participatory budgeting.

Whether any of these initiatives have actually reached their true and full potential is debatable, but even if they can will they involve and empower a diverse citizenry? Or do they simply shift power from bureaucratic and political elites to certain types of citizens who have the knowledge, time, confidence and resources to participate? While development scholars have begun talking about moving beyond simple participation to inclusion, how are governance scholars and policy practitioners adapting? How can administrative and political systems ensure that already under-represented groups are included in new forms of decision-making and are actively contributing in policy processes?

This panel seeks contributions theorizing, empirically-testing or exemplifying inclusive governance, where groups who are under-represented in executives and legislatures are being activated to meaningfully design policies, services and effect broader social change. Under-representation includes but is not limited to gender, ethnicity and indigeneity, disability, sexuality, and age. Possibilities include gender-responsive budgeting, indigenous nation-building, urban planning based on accessibility, pride networks and reimagining youth citizenship among many others, and in a range of contexts, and especially the Global South. What will constitute the next wave of reforms and better inform practice?

## EUROPEAN ASSOCIATION OF PUBLIC-PRIVATE PARTNERSHIPS (EAPPP) PANEL

### PPP: Governing Complexity through Public-private Cooperation

Chairs:

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### Context

In the face of increasing economic constraints and ever evolving public needs, new and dynamic forms of public-private partnership have emerged in recent years. These new forms of public-private partnership represent an opportunity and a challenge for public administrations, the latter required to adapt fast to new technologies and new needs while maintaining intact the principles of economy, transparency and good governance. In other words, in a changing world and changing form of financing, public administrators need to learn to be resilient – so-called phenomenon of “Administrative resilience”.

The proposed Panel will explore the question of how, in light of increasingly more sophisticated social needs, can cooperation between public and private subjects represent a tool of flexibility and progress.

In order to keep pace with the new and fast changing needs of private actors and with their widespread leading role, public entities' functions need to change form, mutating into what can be properly defined as "strategic regulation". This new form of governance requires changes both in the norms – which should no longer be intended as commands and prohibitions but as suggestions that induce to spontaneous compliance through behavioral and cognitive analyses – and in contracts, that should be standardized and crafted in order to inspire cooperation among the public and private subjects (see for example, the model proposed by the Framework Alliance Contract, drafted by the Centre of Construction Law at King's College London).

Our Panel will look, from both a theoretical and practical perspective, at the dynamics of partnership between public and private subjects as seeds of development for societies' sustainable and responsible growth. In particular the Panel would explore how the concept of 'public interest' is transformed by the presence of private subjects in the management of communal needs and how such presence helps innovate public administrations leading to new form of regulation and contracting.

### **Panel's Discussion**

The Panel encourages the submission of papers that respond to the following research questions:

- How is the notion of 'public interest' changing, considering that private subjects (citizens, enterprises, association or others), participate in different forms of governance and of the promotion of public good (e.g. public-private cooperation or private initiative subject to public control)?
- How is the public governance changing in view of the no longer realistic idea of an "Entrepreneurial State"? Which is the most appropriate notion to define a new form of State (no longer an entrepreneur, nor a mere regulator)?
- Which are the elements of flexibility that the spreading of PPP requires?
- How could the flexibility linked to partnership give the public subject strength and reliability?

Other papers deepening the effects of the spreading of public-private partnership in the organizational, managing and juridical structure of government will be examined by the Committee.

## **Paper's Characteristics**

Papers should not exceed 4.000 words and could be based upon theoretical considerations and/or case studies.

Criteria used by the Panel's Committee for the selection of the papers include:

- The relevance to the themes of the Panel;
- The quality of the legal reasoning and of the writing;
- The consistency of the argumentation, from the introduction to the conclusions;
- The significance of the findings.

## **Incentive**

A select number of contributions will be considered for publications, at discretion of the Panel's Committee, in one of the Papers of the European Association of Public-Private Partnerships.

## Time for Meeting

Chair:

**Sophie Thunus**

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This panel raises the question of the contribution of “the meetings”<sup>1</sup> to improving the resilience of public sector organisations.

Resilient organisations are permanently involved in making sense of complex, uncertain and changing environments (Duit 2016). They are organisations capable of “grasping ambiguity” (Weick 2015); that is, dealing with both a profusion of expert knowledge and our ignorance of how to use this abundant knowledge to address the complex problems facing public sector organisations.

Would “the meeting” be the very place where organisations are learning how to “grasp ambiguity”?

We, as researchers, practitioners or policy makers, are spending most of our time in meetings. The time spent by workers – particularly managers (Brinkerhoff 1972) – in meetings has always been significant (Bales 1954; Kriesberg & Guetzkow 1950) and keeps increasing (Rogelberg et al. 2006); social movement activists appear “to spend more time in meetings than in the street” (Haug 2013), and meetings proved to be central to key policy processes as agenda setting, devising and implementing policy change (Tepper 2004).

Despite this prevalence of meetings in organisational life, we continue to focus on actors, ideas and institutions. Among the researches that raised the topic of meeting, only a few considered “the meeting” as a research object in itself. Instead, they relied on an instrumental approach involving that: first, meetings are conceived as “tools for tasks” (such as decision-making); second, they are evaluated as ineffective tools; third, and consequently, one should concentrate on improving their effectiveness (Schwartzman 1989).

Following Schwartzman’s invitation to stop considering meeting as tools for tasks, a “social view” on meetings (Peck et al. 2004) has shifted the focus toward actual

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<sup>1</sup> Following Schwartzman, we define the meetings as gatherings between three or more individuals accepting to assemble for a purpose related to the functioning of an organisation or a group (Schwartzman, 1989). This panel specifically focuses on “planned meetings” (Haug, 2013): their time, participants, place, frequency and purposes are decided in advance and specific roles are allocated to the participants.

meeting practices involved in initiating, conducting and terminating meetings (Jarzabkowski & Seidl 2008; Hendry & Seidl 2003).

This social view has also stimulated a reflection on the various roles played by meetings in organisations, such as a diagnostic (e.g. gaining knowledge of organisational failure) and expressive function (e.g. sharing opinions or circulating policy ideas) (e.g. Hagene 2016; Adams 2004), and drawn attention to their “great importance as a sense-making form for individuals and organisations” (Schwartzman 1989, p.9).

Then, “the meeting” might be the very place where organisational learning is enacted. It might create the ambiguity that makes a self-organising process possible (Hendry & Seidl 2003, p.185) by “bracketing in” (Thunus 2016) constituent elements of the meeting environment (e.g. people holding particular expertise, representing specific interests, and involved in extended networks of relationships), and “bracketing out” [idem] others, in particular the structures, rules of conduct and way of thinking specific to the meeting environment or “outside” (Goffman 1959).

This panel asks under which circumstances we particularly need to meet together (1. Time for meeting). What makes the meeting different from other arenas of the organisational life? And does this difference explain the contribution of meetings to improving organisational resilience (2. The meeting time). By examining the formation of “networks of meetings” (Freeman 2008); it also raises the question of the contribution of meetings to larger change processes (3. From time to Time).

These questions might be addressed by papers presenting empirical, qualitative and possibly ethnographic case studies of meetings as well as organisational or policy (change) processes inducing meetings “where different worlds come together” (Schwartzman 1989), i.e. meeting between different administrative departments, organisations, policy sectors and sub-sectors, professions, and so on.

### **1. Time for Meeting**

Is there a time for meeting and is it, perhaps, time for meeting? Should we meet to address to complex and rapidly changing political and social problems we are facing?

Are the meetings particularly needed to respond to particular types of problems and why?

These questions could be addressed by papers reflecting on policy, social or organisational processes inducing meetings and examining the relationships between specific needs (for example, a new organisation strategy, the implementing a policy plan, the resolution of a political or environmental crisis...) and the characteristics of the meetings (meeting time, place, regularity, participants, organisations...)

### **2. Meeting Time**

Is the meeting time particular? Could we conceive “the meeting” as a bracket in time and space? How do the participants feel when attending a meeting? Do they have the impression to be in a specific social context where they are liable to experience new roles, relationships, senses of priority, and views of the world...?

In particular, how do the participants experience the meeting duration? Do they evaluate the time spent in meetings in the same way than the time they spend doing (what they think to be) their “real work”?

Is there particular meeting practices (practices involved in starting, conducting and ending meeting, coping with the meeting time/agenda ...) and actions (talking, listening, taking notes...) that influence the participants’ experience of the meeting event? And could we consider that these meeting practices and actions determine the meetings contribution to improving organisational resilience?

Papers addressing these questions might present detailed case studies focusing on meeting practices, actions and experiences (of time). They might examine the relationships between these practices, actions and experience and the impact of the studied meetings on their environment. Examining this relationship could lead, for example, to show how a separation between the meeting and its environment is achieved and to ask if this separation has an impact on the meeting contribution to organisational resilience.

### 3. **From Time to Time**

How do meetings relate to one another over a mean to long period of time? How is this relationship accomplished? In this respect, what is the role played by specific kinds of people, moving from one meeting to the next, and documents or other types of artefacts circulating over time and space? Are these relationships between apparently separated meeting events (“intercolloquiality” or “inter-eventuality” (Freeman 2012, p.18; Thunus 2016, p.21) relevant to understand the direction and pace of change processes? And do denser and larger networks of meetings mean more resilient public sector organisations?

Papers examining this issue might reflect on professional roles (for example, meeting convener, network coordinator...) inducing the participation in many meetings and ask if the way these roles are performed impact on the meeting contribution to organisational resilience. They might also question of the function of meeting tools, technologies of information and communication, and other types of artefacts in connecting different meetings together. Finally, they might attempt to map and describe networks of meetings and reflect on the relationships between the characteristics of these network and organisational resilience.

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Capacity Building in Ethics:  
A case for Strengthening Internal Control  
for Administrative Resilience

Chair:

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With the Support of:

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Any given governance system is made up of several components the core of which is human capital. No matter how robust a system is, weaknesses in human capital can severely damage it and hinder its outcomes. Resilience is an essential and highly sought after human trait that is often relegated to the realm of self-development mechanisms. However, it should be made part of strategic human capacity development for the success of government institutions and the like.

Resilience is the ability to overcome difficulties and challenges and stay the ground in the fulfilment of the institutional mission. It can be defined as elasticity in the human being that allows for sustainability, less turnover, and eventual success of the institution.

This call-for-papers seeks academic and experiential contributions in the following areas:

- Cases studies where lack of resilience led to governance failure
- Creation of a resilience framework – matching career goals with personal calling
- Is lack of resilience unethical?
- Resilience detection mechanisms in recruitment
- Resilience development mechanisms in Human Capacity Development
- Resilience as a core internal control mechanism for increased sustainability
- Resilience as a strategic human capacity development tool.

## Les relations nouvelles entre l'administration et le citoyen

Parmi les défis rencontrés par l'administration moderne, la nécessité de s'adapter aux besoins renouvelés des citoyens vers plus de transparence et plus de participation à la prise de décision.

Chaque document de recherche doit contenir des éléments en relation avec le sujet du workshop, elle peut aborder les sujets suivants :

- Mécanismes adoptés dans le domaine du participation (budget participatif, création des organismes et comités chargés de faire participer le citoyen à la prise de décision, consultation publique sur la rentabilité des projets, d'autres mécanismes tel que les sondages);
- Mécanismes utilisés pour l'amélioration de la qualité de service et mesure de taux de satisfaction client envers l'administration (facilité d'accès à l'information, qualification dans la fourniture du service);
- OGP open government partnership ;
- Protection des données personnelles et de la vie personnelle des citoyens par l'administration

## **CHINESE ACADEMY OF PERSONNEL SCIENCE PANEL**

### Community Governance and Administrative Resilience

Chair:

**Xingan Yu**

President, Chinese Academy of Personnel Science

Located at the lowest level of social governance, community governance plays a role to link the governance framework to accomplish multiple tasks. Currently, the world is undergoing great changes. Social formations are transforming while social structures profoundly changing. Social demands and social mindsets get increasingly diversified. Social tensions are becoming more complicated. Against such background, community governance is facing new conditions, problems and challenges. As the foundation and vital part of public governance, community governance is directly connected with people's interests. It is necessary to seek readjustment of interests and integrated orders in such a diverse society.

Facing complex conditions and multiple pressures, which kind of community governance system is opener, more sustainable, and more able to bridge differences brought by the complexity and diversity of the society? Which kind of community governance model is resilient and flexible enough to respond to multiple demands and to resolve emerging complex social issues? Are there any new practices and experiences to effectively tackle difficulties in current community governance?

This session welcomes practitioners, scholars, PhD students and young researches in the field of public administration and other fields, to discuss on the theme "community governance and administrative resilience". Specific topics include (but not limited to ):

1. Social governance model based on collaboration, participation and common interests;
2. Construction of public psychological service system ;
3. Emergency response and governance capacity building at community level;
4. Mechanisms and channels for social organizations to participate in community governance;
5. Comparison of community governance models between urban and rural areas;
6. Path choice for collaborative community governance;
7. Modernization of community governance capacity;

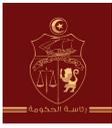
## 8. Community governance in Internet Age.

### **Key Requirements**

1. Paper presenters should submit papers that are relevant to the theme and sub-themes of the session;
2. All papers should be written in English;
3. Each paper should contain 6,000-8,000 English words. Each abstract should contain 200-300 English words;
4. References should include author name(s), publication year, title of the article/ book/ journal, place of publication, and publisher;
5. Figures, graphs and tables should be included if necessary;

### **Practicalities**

1. Submission Chanel: <https://app.oxfordabstracts.com/stages/254/submission>
2. Deadline for abstract: On or before Feb 15, 2018;
3. paper presenters will be notified whether their respective paper is selected or not by Feb 28, 2018.
4. Deadline for full paper: On or before May 13, 2018
5. Some of papers submitted will be reviewed and selected by the Chinese Academy of Personnel Science for publication in China.



**IIAS**  
International Institute  
of Administrative Sciences



## RISKS, CRISES AND DISASTERS MANAGEMENT



## 2. RISKS, CRISES AND DISASTERS MANAGEMENT – RISQUES, CRISES ET GESTION DES CATASTROPHES

Resilience thinking originates in the field of disasters management, where it refers to the capacity of absorbing shocks, mitigating consequences and bouncing back.

By extension, it came to be applied to all crises situations, whether they have a natural (earthquake), health (SARS, Ebola and other pandemics), financial (Euro-crisis) or human origin.

With its focus on risk management, the concept of resilient organization (Boin & van Eeten, 2013) adds a proactive dimension of prevention to the traditionally reactive one of alleviation of negative consequences.

The call-for-papers clustered in this thematic approach aim at managing risks in order to prevent their occurrence or mitigate their effects:

- Amitava Basu focuses on [Urban Disaster Management](#). With urbanization involving a greater exposure to risks, he asks how cities should organize themselves?
- Marion Barthélemy focuses on [Public Service Delivery](#). She asks how governance systems maintain basic public service delivery while facing macroeconomic shocks?

Les théories de la résilience trouvent leur origine dans la gestion des catastrophes, où elles renvoient à la capacité d'absorber des chocs, à atténuer les conséquences, et à rebondir.

Par extension, elles ont été appliquées à un ensemble de situations de crise, qu'elles aient une origine naturelle (tremblement de terre), sanitaire (SARS, Ebola et autres pandémies), financières (crise de l'Euro) ou humaine.

Avec son accent sur la gestion des risques, le concept d'organisation résiliente (Boin & van Eeten, 2013) ajoute une dimension proactive de préemption à celle, traditionnellement réactive, d'atténuation des conséquences négatives.

Les appels à contribution regroupés dans ce thème visent à gérer les risques afin d'en prévenir l'occurrence et de gérer leurs effets :

- Amitava Basu se penche sur la [gestion de catastrophes urbaines](#). Alors que l'urbanisation augmente l'exposition aux risques, il se demande comment les villes doivent s'organiser?
- Marion Barthélemy examine la [délivrance de services publics](#). Elle se demande comment les systèmes de gouvernance maintiennent une fourniture de services de base face à des chocs macro-économiques ?



République Tunisienne



- Carmela Barbera and her peers focus on Financial Resilience. They wonder how public-sector organizations can anticipate, absorb and react to shocks affecting their finances?
- Loredana Nada Elvira Giani & Aristide Police focus on the interplay between Science, Law and Risk and how it can enable resilient and responsible public administration.
- Ishaq Mohammed Amin AlKooheji and his peers focus on Reforming for Resilience. They ask what reforms are needed and how they should be implemented to allow public organizations overcoming the many risks, challenges and crises the face and realize their objectives.
- Marius Bertolucci & Claude Tiberghien focus on Terrorism. They wonder which resilience-enhancing strategies, if any, countries affected by terrorist attacks adopt.
- Carmela Barbera et ses pairs se penchent sur la résilience financière. Elles se demandent comment le secteur public peut anticiper, absorber et réagir à des chocs affectant leurs finances ?
- Loredana Nada Elvira Giani & Aristide Police se penchent sur l'interaction entre science, droit et risque, et se demandent comment elle peut mener à une administration publique résiliente et responsable ?
- Ishaq Mohammed Amin AlKooheji et ses pairs se penchent sur les réformes pour la résilience. Ils se demandent quelles réformes sont nécessaires et comment elles devraient être implémentées pour permettre aux organisations publiques de surmonter les risques, défis et crises qu'elles rencontrent, et réaliser leurs objectifs.
- Marius Bertolucci & Claude Tiberghien se penchent sur le terrorisme. Ils se demandent quelles stratégies d'augmentation de la résilience les pays touchés par le terrorisme adoptent.

Boin, A., & van Eeten, M. J. G. (2013). The Resilient Organization. *Public Management Review*, 15(3), 429–445. <http://doi.org/10.1080/14719037.2013.769856>

## Building Resilience for Urban Disaster Management

Chair:

**Amitava Basu**

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Across the world and especially in the developing countries, there is rapid growth of urbanization. It is recognized that the urban sector is the engine of economic growth. However, rapid urbanization is leading to unplanned growth, inadequate infrastructure, poor service delivery, sprawling slums, and deteriorating quality of city life. Many of the cities are facing risks – be they natural or human made.

Cities are developed without regard to environmental safeguards. There is also huge migration from rural to urban areas. Physical and social changes are leading to evolving profile of risks of the cities. One of the main disruptions affecting countries in recent times from rapid urbanization in haphazard manner is natural disaster. To combat the resultant situation there is impending need to build capacity of the administrative system to take effective action to overcome the impact caused by uncertain and changing climate conditions.

Urban institutional, policy, legislative and regulatory frameworks need to be reviewed to address the challenges posed by rapid urbanization, population growth, climate change and disaster risks; and to build public awareness to participate in combating the adversities.

Understanding the challenges of the rising trend of urbanization covering all-encompassing governance approaches at the local, and public and private levels are necessary to efficiently manage the changing city risk paradigm. Various tools and mechanisms are developed by the local governments to better link administrative services to enhance cross-cutting approaches to financing and decision-making, and improved formal and informal communication among all stakeholders to ensure preventive and responsive measures that are essential for cities' resilience to disasters.

To address the current situation and for better future protection it requires as part of good governance:

- a) Organizational development, which includes departmental collaboration, well-defined organizational relationships and responsibilities, and clear lines of communication with all key stakeholders;
- b) Internalization of learning from the past experience that covers analysis of disruptive events and incorporation into Risk Management Plans and Contingency Plans; and
- c) Planning and implementing actions depending on the nature of the event or consequence.

It is in this backdrop, papers are invited on the following sub-themes in the broader context of the general conference theme to explain and demonstrate how in contrast to conventional administrative system of the cities, resilient administrative systems have the capacity to successfully respond to disaster situations because they possess the organizational stability to maintain the effectiveness and the organizational flexibility needed to adapt to uncertain and suddenly changing conditions:

### 1. **Collaboration of Stakeholders for Urban Disaster Management**

Cities across the world face a whole range of challenges, but new risks, like the impacts from climate change, are increasingly straining the current systems and governance structures. These risks pay no attention to different entities and departmental units within the city. No single actor or institution can work alone. An urban resilience framework calls for a process that brings together diverse agencies and departments and sectors to identify appropriate measures for preparedness, response, and recovery.

Strong evidence has emerged on how collaborations among government, business, and civil society can collectively bring about results that reduce risk and vulnerability—the government through public investments, policies and regulations; businesses that help ensure the functioning of the economy; and civil society that puts the interests of marginalized groups first in decision-making processes. Together, these actors can be champions calling for stronger policies and incentives, for example to incentivize safer building codes.

### 2. **Community Awareness Building & Participation for Disaster Resilience**

Natural disasters have become very common today and are increasing. One of the principal causes of such disaster is abuse and misuse of ecological system by humans in the name of development without giving regard to environmental safeguard. The consequences of these disasters are severe on the people, especially the vulnerable sections of the society. The United Nations Sustainable Development Goal 15 mandates for protection, restoration and promotion of sustainable use of, inter alia, terrestrial ecosystems, and halt and reversal of land degradation and bio-diversity loss. Governments and communities have learned

from the past incidents. Preparedness of the administration in combating situations created by natural disasters and building public awareness to mitigate ecological imbalance are of urgent necessity. Countries have taken steps in this direction, which have yielded positive results in preventive measures and reduction of casualties and losses.

### 3. **Protection of Urban Heritage from Destruction**

Many of the cities have ancient monuments, historical sites, traditional cultural centers and the likes which provide insight into the past and lessons for the future. However, over time due to accumulated neglect, natural disasters and under the garb of development, several of the heritage infrastructure and sites are today in great disrepair and on path of obliteration. To preserve and revitalize the soul of the city and reflect the city's unique character by encouraging aesthetically appealing, accessible, informative & secured environment, in several countries, governments and local administration have initiated steps to undertake strategic and planned development of heritage cities aiming at improvement in overall quality of life with specific focus on sanitation, security, tourism, heritage revitalization and livelihoods retaining the city's cultural identity.

An **abstract** should not exceed 400 words and point out:

- What the paper is about;
- How the paper is related to previous research on the matter;
- The method used to answer the main question underlying the paper;
- What are the contents of the paper, how the paper contributes to the theme of the panel.

**Final papers** should not exceed 6000 words.

## Keeping the State Focused on the Most Vulnerable in Times of Economic Hardship: Lessons from the Past Decade

Chair:

**Marion Barthélemy**

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United Nations  
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This call for papers focuses on the capacity of administrative systems to sustain delivery of basic services such as education, health, and actions targeted to vulnerable groups such as economic and social empowerment, in the face of macroeconomic shocks.

Macroeconomic shocks (for example, the financial crisis of 2007 and its ramifications across the globe) not only affect citizens directly (e.g. through unemployment), but also negatively impact governments' fiscal space. This adversely affects the capacity of administrative systems to deliver basic government functions, as shown by the period post-financial crisis in developed and developing countries alike. In time of economic downturns, the reflex is often to cut on public services, including those targeted at vulnerable groups in the population. Those groups are commonly found to be those who are most negatively affected by retreats of the public sector from the provision of basic services.

Given the emphasis of the 2030 Agenda for sustainable Development on reaching the most vulnerable, expressed as the imperative to "leave no one behind", and given the recurrence of economic downturns in a period of 15 years, in order to achieve this dimension of the 2030 Agenda, it will be important to ensure that public institutions and administrative systems are resilient to such shocks and can continue to provide basic services to the most vulnerable populations. In this context, has the past decade generated lessons that can help improve the resilience of administrative systems?

Papers submitted for this panel should be empirical and may consider, among others, the following indicative angles of interest:

- Have the reactions of governments in terms of adjusting the allocation of resources to public services differed during the past decade from what they were in previous economic crises?
- What importance do considerations of inclusiveness play in fiscal adjustments for the public sector in times of economic hardship? Are there different patterns between developing and developed countries in this regard?
- How have different vulnerable groups been affected by changes in the scope of intervention of the public sector after the financial crisis in different countries?
- Beyond mantras such as “doing more with less”, are there breakthroughs or new insights (in terms of management, technology, partnerships, etc.) on how governments can deliver basic services for vulnerable groups more efficiently and leanly, including in times of resource cuts?
- How have public administration science and public management discourse evolved in response to the financial crisis, and in particular, to what extent have they incorporated considerations of resilience?

## Financial Resilience of Governmental, Quasi-governmental and Hybrid Entities

Chairs:

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### **Ileana Steccolini**

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Governance systems operate under increased uncertainty, volatility and complexity, and at the same time, expenditure shocks (e.g. migration, natural disasters). Recent debt and fiscal crises, and austerity measures have put great emphasis on how governmental entities can cope with shocks, in particular from a financial perspective. During the last years, the global financial crisis has sparked unprecedented practitioner and scholarly interest in this area, and we can observe a sharp rise of contributions in public financial management literature focusing on governmental fiscal stress and/or responses to shocks and austerity. Most of these studies provide detailed and rich accounts of:

- Governmental reactions to what has become commonly referred to as ‘the crisis’ (e.g. Kickert 2012a, 2012b, and 2013; Raudla, Savi and Randma-Liiv 2013; Scorsone and Plerhoples 2010),
- The antecedents (Hendrick 2011; Jimenez 2013, 2014; Maher and Deller 2007) or
- The effectiveness of response strategies (e.g. Boyne 2006; Boyne and Meier 2009a; Boyne and Meier 2009b; Meier and O’ Toole 2009; Meier, O’Toole, and Hicklin 2010; O’ Toole and Meier 2010).

So far, surprisingly fewer authors however have dealt with the long-term strategic and managerial consequences of such phenomena (Bozeman 2010; Pandey 2010; Pollitt 2010) or the processes and capacities within local government, which, among others, allow them to anticipate, absorb and react to shocks (Hood 1991; Wildavsky 1988) affecting their finances.

Following this year’s congress theme of Administrative Resilience – i.e. the ability of governance systems to cope with external pressures, sustain, avoid collapse, and preserve actions to achieve policy outcomes – this panel looks more specifically into the financial resilience of governmental (quasi-governmental, and hybrid) entities. Steccolini and colleagues (2017; Barbera et al. 2017) were the first to link the more general concept of resilience with financial responses. Exploring the environmental factors and organizational capacities that local governments in particular build and deploy to face shocks and austerity over time, the authors lay ground for conceptualizing and grasping governmental financial resilience. However, these investigations also uncovered areas that need further attention by academia and practice alike. This panel therefore invites papers that address governmental, quasi-governmental, and hybrid entities’ capacity to anticipate, absorb and react to shocks affecting their finances over time, focusing more specifically, but not exclusively, on the following questions and topics:

## 1. **Financial Resilience in governmental entities**

### **(local governments, states, regions, central level, agencies):**

- a) Are there differences in the financial resilience of governmental agencies compared to the 'core' governmental entities?
- b) Are there differences in the financial resilience of governmental entities from different national contexts? Is there a relation between patterns of resilience and the national contexts/administrative traditions/ managerial reform tendencies? What is the influence of the national context/administrative tradition/managerial reform tendencies' in shaping mainstream resilience patterns?
- c) How do different levels of government negotiate financial capabilities and capacities (e.g. financial autonomy, volume of unreserved funds)?
- d) How do different levels of government help in achieving 'consolidated' financial resilience (whole-of-government)?
- e) How do central levels cope with the special responsibility of preventing a 'trickling down' of financial stress to lower levels of government? How can central/upper governmental levels foster the development of specific capacities (in anticipation or in reaction to shocks), and strengthen financial resilience of local governments?

## 2. **Financial resilience of hybrid organizations (intersection between public organizations, nonprofits and businesses):**

- a) Do collaborative arrangements enhance financial resilience?
- b) Which capabilities and capacities do organizations from different sectors (public, nonprofit, business) bring to the table?
- c) What are distinct vulnerabilities of organizations from different sectors, how do they impact the financial resilience of hybrid arrangements, and how are they managed?

## 3. **The role of actors in building and cultivating financial resilience in public administration:**

- a) Skills, knowledge, and awareness of financial vulnerabilities (e.g. data analysis, risk appetite and risk management, negotiation, monitoring, networking);
- b) Leadership and motivation (e.g. serving as role model, types of leadership in different phases of resilience, motivation of personnel during phases of change);
- c) Cooperation/interaction between politicians and administrators (e.g. financial executives) in building financial resilience;
- d) Activating communities and community resilience, providing platforms and partnerships for citizen participation, in particular concerning financial leverage (e.g. use of participatory budgeting);

- e) Planning and monitoring to build and cultivate organizational capacities;
  - f) Decisiveness and crisis management to survive, sustain, and preserve activities to achieve policy outcomes.
4. Tools that assist administrative decision-makers in building and cultivating financial resilience in their organizations:
- a) 'Old' management information systems and how the digital era shapes new tools (e.g. proactive warning through algorithms, optimization of capacities);
  - b) How do decision makers ensure that self-learning systems support equality, equity and public value?
5. External audit and monitoring of local governments: a need for comprehending financial resilience:
- a) How can financial resilience be comprehended and monitored at a macro level?
  - b) Which indicators for characterizing the financial resilience patterns of governmental entities? Role of accounting and financial reporting.
  - c) Are there some general lessons to enhance financial resilience?
6. Financial resilience as a dynamic concept:
- a) How do dimensions of financial resilience (environmental conditions, anticipatory capacities, coping capacities, vulnerabilities) interact with each other over time, and with other related concepts (e.g. organizational resilience, dynamic capabilities, strategic management, financial sustainability)?
  - b) What is the effect of exhaustion of particular capacities (e.g. buffering capacities) on the development of other coping capacities?
  - c) Characteristics of transforming and adaptive capacities. Innovative experience in building financial resilience.

## Science, Law and Risk: Ideas for a Resilient Institutional System

Chairs:

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The aim of the panel is to study further the processes of “resilience” and “resistance” when exceptional situations occur (whether related to natural phenomena or other events such as a collapse of the market) which originate within the systems and through which the survival of the system itself is guaranteed.

In order for these processes – and in particular that of resilience – to be effective, an adequate substratum, also at an institutional level, has to be created. To this end, the first step is to abandon the traditional perspective that sees reactive processes exclusively in the post-event phase, by implementing models which, applying principles of prevention and precaution, allow a management of emergencies through the use of ordinary instruments (administrative decisions), included within the traditional decision-making process models for risk prevention and management.

Moving from the analysis of some of the unforeseeable circumstances that triggered the extraordinary regime, the study aims to investigate the relationship between science (as the interpretative key of the complexity) and law, in order to determine whether, and under what terms, it can be set up to ensure the implementation of the principle of responsibility; this is intended in a wider sense, embracing both the aspects of “power over others” and “duty to others”, also in relation to the unforeseeable circumstances.

In this context, the analysis should then move to the area of the decision, regarding which the interferential relationship between systems (social, natural and legal) is affected not only by the relativity of scientific knowledge, but also by other

elements such as influences deriving from the very structure of the political system, in order to identify an instrument that will allow the overcoming (and ultimately reduction) of the lack of consideration of the systemic effects of decisions (system neglect) which lies behind an absolutely incomplete assessment of risks, with substantial distorting influences on the efficacy of the decisions themselves, also in relation to the construction of the foundations for processes of resilience.

In this context, the panel should focus the attention on two different profiles:

- From the systemic perspective; moving from the consideration from a scientific perspective of factual reality, which projects risk regulation into a wider dimension in which risk prevention is placed beyond the adoption of precautionary measures, intended abstractly, simply providing the general system with flexible instruments that permit a more prudent and rational management of interventions also in exceptional situations, integrating the possible lines of intervention within the ordinary administration (including the management of extraordinary events within the framework of that for ordinary ones);
- From the perspective of decision-making processes related to the planning and programming of interventions in which to place the assessment of the systemic effects of decisions. And this insofar as proper risk assessment, based on the knowledge of facts (technical-scientific data) and, therefore, constantly adapted to this, allows the acquisition of those elements which are also essential for programming resilience processes thanks to an attenuation of the shock deriving from the occurrence of an exceptional event.

The call for papers will regard the not only the abovementioned general topics, preferably from a comparative perspective, but also possible applications of the model outlined at the organisational level within the framework of territorial policies; land-management policies, not only in the case of reconstruction following disasters, but also in the case of urban regeneration which, from the perspective of resilience, allows cities to adapt to significant ongoing change); of consumer and investor protection policies to school and educational ones, in the search for responses to catastrophes which rely on resilience for people, communities and institutions.

## Administrative Resilience: Opportunities and Challenges

Chairs:

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تعتبر المرونة الادارية مفهوما جديدا لكثير من العاملين في الجهات والمؤسسات، كونها مرتبطة بالتداعيات والمتغيرات في كثير من المجالات منها السياسية والاقتصادية والاجتماعية والتكنولوجية التي لها تأثير مباشر على الموظفين كأفراد وعلى المؤسسات سواء كانت حكومية أو خاصة، الربحية منها وغير الربحية. اضافة الى ذلك فان مفهوم المرونة الادارية له تأثير على عملية التعلم وادارة المعرفة. وتكمن أهمية المرونة الادارية بالنسبة للعمل الحكومي في قدرة النظام الحكومي في التعامل مع الضغوطات الخارجية والأزمات التي يتعرض لها، مع الحفاظ على كيانه كنظام محقق لأهداف الدولة السياسية منها والخدمية وغيرها.

Administrative resilience is a new concept for many organizations and entities. It relates to the political, social, economic, and technological aspects which will affect the employees and the organization –whether it is private or public, profit or non-profit– as well as its learning and knowledge management processes. It captures the ability of governmental systems to face external challenges and crises while maintaining its integrity as a system that achieves its political objectives.

ان الأزمات والمخاطر الخارجية التي تتعرض لها الدول، والتيارات المتتالية المؤثرة على الأنظمة والسياسات وكذلك التطور التكنولوجي المتسارع كلها أمور لها الأثر الكبير على المؤسسات والجهات وبالأخص الحكومية منها كونها مرتبطة بخدمة المواطن وتحقيق رغباته وتطلعاته واحتياجاته.

At long term, the external risks and challenges faced by countries affect their public policies, public sector, and economic system, and eventually impact progresses towards sustainable development. At short

والتأثير يمتد ليشمل الجانب الاقتصادي الأمر الذي له الأثر الكبير على المدى البعيد نظرا لأن الاقتصاد يعني عجلة التنمية والازدهار في أي بلد. أما على المدى القصير، فالأمر يشمل التأثير على العنصر المالي بما في ذلك الميزانيات وتدفق الأموال والاستثمارات بالإضافة الى العنصر البشري المتمثل في تنمية وتطوير الأفراد وتوظيفهم إضافة الى التأثير على عنصر الجودة النوعية للخدمات المقدمة.

هذه الأمور تدفع الكثير من المؤسسات والجهات الى تغيير سياساتها وأنظمتها لتكون قادرة على ادارة الأزمات ولكي تواكب الأحداث المتغيرة. ومن تلك التغييرات التي يتم العمل فيها هي التغييرات في الهيكلية الادارية واستحداث خدمات نوعية توفر الوقت والجهد والمال مستعينة بذلك بالتكنولوجيا الحديثة والمتطورة. ولذلك يتعين على المؤسسات وخاصة الحكومية وضع خطط في ادارة عملية التغيير لتشمل الهيكلية المؤسسية والسياسات الجديدة، وخطة تعليم وتدريب الموظفين لضمان استمرارية العمل وفق المتطلبات وبالجودة والكفاءة العالية في كل الأوقات.

تهدف هذه الجلسة الى استعراض أفضل الممارسات والخبرات والدراسات المتعلقة بمجال المرونة المؤسسية، ومناقشة هذه الخبرات بهدف الخروج بعدد من التوصيات التي من شأنها الحد من المخاطر المحتملة في المستقبل والاستغلال الأمثل للتكنولوجيا المتوفرة للارتقاء بمنظومة العمل في القطاع العام وتحقيق أهداف وغايات التنمية المستدامة. ولتحقيق ذلك فان محاور وأبعاد أوراق العمل المتوقعة من المشاركات في المؤتمر سوف تركز على الأمور التالية:

- التكنولوجيا الحديثة ودورها في تحقيق التكامل المؤسسي في تقديم الخدمات بين مؤسسات القطاع العام وخاصة في وقت الأزمات

term, the impact mainly relates to finances (budgets and flow of funds and investments), human resources (recruitment and development), and the quality of services provided.

In order to deal and face these challenges and crises, many institutions and authorities adopt structural changes: restructuring the organization, modification of their systems, creation of quality services,... Therefore, change management is required, involving restructuring plans, regulations and policies, staff education and training plan on new systems, and restructuring the management to reduce resistance and ensure continuity of work at a level of quality and efficiency.

This panel session aims to review the best practices, experiences and studies related to administrative resilience in order to develop recommendations to reduce the potential risks and optimize the use of technology, to improve the public sector's work system and achieve the sustainable development goals and objectives. Therefore, papers exploring one of the following topics are welcome:

- The role of technology in integrating the services within the public sector;
- The role to the organization restructuring and the policy

- اعادة هيكلة المؤسسات الحكومية وتطوير سياساتها ودورها في تحقيق التنمية المستدامة.
- دور القيادات العليا في مؤسسات القطاع العام في التكيف مع الأزمات والمخاطر التي تؤثر على منظومة العمل الاداري.
- العوامل المؤثرة في هيكلية عمل الأنظمة الادارية في المؤسسات.
- modification in achieving the sustainable development goals;
- The role of the top management in the public sector in facing the crises and risks that has an impact on the administrative system;
- Factors affecting the administrative systems work structure in the institutions.

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## Administrative Resilience of Public Organizations Against Terrorism

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Current events over the past few years reveal an important paradigm shift within the doctrines and practices of terrorists. These changes are undermining our traditional modes of organization. Once the effect of surprise is over, a time of countless questions and actions aiming to initiate the resilience capacities of our public institutions succeeds. As such, if we were to characterize these new modes of operation used by terrorism, we could call them protean and reflexive. The list of major metropolitan areas affected is growing (e.g. Brussels, Paris, Nice, Marseille, London, Barcelona, Berlin, Munich, Istanbul, Baghdad, Boston, New York, Columbus ...). Medium size cities (e.g. Würzburg in Germany, Saint Cloud in Minnesota,...) and even small towns (e.g. Saint-Etienne-du-Rouvray in France) are not spared. In this confrontation, which is by nature asymmetrical, terrorism unlike an enemy army has fuzzy characteristics. Therefore, our public institutions are notoriously disrupted in their political, military, societal and financial dimensions.

The frequency of the terrorist attacks in many countries, coupled with unprecedented forms of action, make urgent to address the issue of administrative resilience. Indeed, the structuring of many intelligence and counter-terrorism administrations is still in many ways inherited from Cold War models and/or the fight against terrorist threats from previous decades. Under these conditions, public management is without a clear conceptual basis or at odds with current challenges, while practical, societal and symbolic challenges require rapid action. Administrative resilience to terrorism must become an object of research on the agenda of public administration researchers. It is to this challenge that this track wishes to contribute.

Organizational resilience is now an important research object in management with a solid conceptual field. We adopt the definition of Hollnagel (2006:16) of

resilience as *"the intrinsic ability of an organization (system) to maintain or regain a dynamically stable state, which allows it to continue operations after a major mishap and/or in the presence of a continuous stress"*. Resilience is the ability to cope with *"irregular variations, disruptions and degradation of expected working conditions"* (Hollnagel, Leveson & Woods, 2006:347), which essentially characterizes terrorist attacks. To this extent, the theories and practices of high reliability organizations (HROs) are of great interest in inspiring administrative resilience to terrorism because resilience is one of the HRO's primary qualities (Weick and Sutcliffe, 2001). The issue then arises of the adaptation of bureaucratic organizations that still characterize our public organizations to the resilient capacities that require flexibility and adaptability (Hollnagel and Woods, 2006). As such, the notion of "flexible bureaucracy" introduced by Bigley and Roberts in 2001 is particularly evocative of the tension between control and listening to achieve high reliability (Vidal et al., 2010). Taking note of this tension that has to be managed, this track envisages resilience in a process perspective and not as a simple result, insofar as it is constantly being questioned.

On the research side, terrorism *"is mired by epistemological, methodological and political-normative problems"* (Gunnin, 2007). In particular, according to Jackson (2010), terrorism is a *"social fact rather than a brute fact"*, that is to say, it is constituted by *"symbolic labelling, social agreement and a range of inter-subjective practices"* derived from constitutive discursive practices. International and institutional comparison of the construction of the object of "terrorism" proves to be both difficult and enriching for the study of the mechanisms of administrative resilience, since terrorism *"...does not exist outside of the definitions and practices which seek to enclose it"*. In the introduction to the 10-year special issue of *Critical Studies on Terrorism*, Jackson et al. (2017) reiterate the findings of the journal's inaugural article (Breen Smyth et al., 2008): terrorism is a "growth industry" that has an important impact on many fields of social and political activity, while at the same time the gap between the threat posed and the level of investment and activity is enormous.

In order to guide the productions of this workshop, we propose the following general question: **what forms of administrative resilience are deployed in countries facing the terrorist threat?**

This general question can be address through different inquiries (non-exhaustive list):

- What are the elements (doctrine, management practices, structure, etc.) involved in administrative resilience?
- On the basis of an international comparison, what are the good practices that can be identified? How can we explain the differences in response and adaptation to the threat?
- How institutional structures have evolved?

- What is the role of coordination and/or governance in building resilience? According to different geographical (local, national, international) and temporal dimensions (before, during, after)?
- How can actions linked to resilience be assessed?
- How is handled the tension between expected transparency and necessary opacity of the measures taken?
- How can civil society participate in the co-production of administrative resilience in the case of terrorism?
- What are the applicable epistemologies and methodologies? What renewal of the theoretical tools does this imply?

To absorb these questions and open the discussion, the workshop is open to theoretical, empirical or practitioner narratives.

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### 3. SUSTAINABLE DEVELOPMENT GOALS OBJECTIFS DE DÉVELOPPEMENT DURABLE

As a scientific concept, resilience has a strong tradition in the field of environmental studies, where it refers to the (dis)equilibrium between natural and human systems (Duit, 2016). This approach underscores the very idea of sustainable development, balancing between ecological, economic and social imperatives.

In 2015, the United Nations member states subscribed to sustainable development, setting for themselves 17 goals (SDGs) to be achieved by 2030. In 2018, it is through the concept of resilience that the United Nations will examine progresses made towards the SDGs related to clean water and sanitation (6), affordable and clean energy (7), sustainable cities and communities (11), responsible consumption and production (12), life on land (15) and partnerships for the goals (17).

Through the calls-for-papers clustered into this thematic approach, the IIAS reaffirms its commitment to contribute to the Sustainable Development Goals from a public administration perspective:

- Rachel Emas focuses on [green governance](#). She asks how governance systems can be made functional for realizing sustainable development?
- Najat Zarrouk focuses on [localizing the SDGs](#). She asks how

En tant que concept scientifique, la résilience a une longue tradition dans le champ des études environnementales, où il renvoie à l'équilibre entre les systèmes naturels et humains (Duit, 2016). Cette approche sous-tend l'idée même de développement durable, et de ses impératifs écologique, économique et social à balancer.

En 2015, les Etats membres des Nations unies ont souscrit au développement durable en se fixant 17 objectifs (ODD) à atteindre d'ici à 2030. En 2018, c'est par le concept de résilience que les Nations unies examineront les progrès réalisés vers les ODD relatifs à l'eau propre et l'assainissement (6), l'énergie propre et d'un coût abordable (7), les villes et communautés durables (11), les consommation et production responsables (12), la vie terrestre (15) et les partenariats pour la réalisation des objectifs (17).

A travers les appels à contribution regroupés dans ce thème, l'IIAS réaffirme son engagement à contribuer aux Objectifs de développement durable du point de vue de l'administration publique :

- Rachel Emas se penche sur la [gouvernance verte](#). Elle se demande comment les systèmes de gouvernance peuvent être rendus fonctionnels pour réaliser le développement durable ?



local governments can better contribute to the SDGs.

- George Labaki focuses on Climate Change. He asks how public administration can reduce exposure to and mitigate impact of climate change
- Paolo Biancone and his peers focus on a specific aspect of the partnerships for the goals, comparing Islamic and Social finance and examining their impact
- Hiroko Kudo and her peers focus on the policy options allowing addressing the challenge of population ageing
- Khalil Amiri wonders how to improve the contribution of research and innovation to national development through their governance.
- Montacer Hassani asks how to organize smart public transport systems?
- Khaoula Labidi and Steve Troupin call public sector organizations to share their good practices contributing to the realization of the SDGs.
- Najat Zarrouk examine la localisation des ODD. Elle se demande comment les gouvernements locaux peuvent contribuer aux ODD.
- George Labaki se penche sur le changement climatique. Il se demande comment réduire l'exposition au risque et s'adapter à l'impact du changement climatique
- Paolo Biancone et ses pairs examinent un aspect spécifique du partenariat pour les ODD, en comparant la finance islamique et sociale sur le plan de leur impact
- Hiroko Kudo et ses pairs se penchent sur les options politiques nécessaires à adresser le défi du vieillissement de la population ;
- Khalil Amiri s'interroge sur la gouvernance de la recherche et de l'innovation au niveau national pour qu'elles contribuent mieux au développement dans des pays émergents ;
- Montacer Hassani se demande comment organiser des systèmes de transports publics intelligents ;
- Khaoula Labidi et Steve Troupin appellent les organisations de service public à partager leurs bonnes pratiques contribuant à la réalisation des ODD.

Duit, A. (2016). Resilience Thinking: Lessons for Public Administration. *Public Administration*, 94(2), 364–380. <http://doi.org/10.1111/padm.12182>

## The Governance of Sustainability and the Sustainability of Governance: Administrative Resilience of Green Governance Systems

Chair

**Rachel Emas**

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The goal of this panel is to explore and advance knowledge regarding the resilience of governance systems in the context of sustainable development (SD). Sustainable development requires not just the balancing of economic, environmental, and social concerns (horizontal integration). SD also requires the integration of the various levels of government (vertical integration); sectors of society (sectoral integration); population groups (cultural integration); geographic areas (spatial integration) and short-, medium- and long-term objectives (temporal integration).

Thus, the type of governance system needed for a successful shift towards sustainable development may be a more complex combination of components than traditional policy making would require. How does this inherent intricacy of sustainability impact the resilience of these “green” governance systems?

The panel will include theoretical and practical research on the ability of various green governance systems, and the elements therein, to cope with external pressures, maintain themselves, avoid collapse, and achieve policy outcomes.

Some of the questions to be addressed may include:

- How does the challenge of sustainability impact our understanding of governance and administrative resilience?
- What are the commonalities and contrasts between the concepts of sustainability, resilience, and (good) governance?
- What is sustainability governance in action? Does sustainable development policy require a new type of policy-making and implementation structure?
- In what ways are these green governance systems different from traditional systems—i.e. components, resources, activities, expectations, success, etc.?

- How do traditional governance systems address the societal challenges of sustainability? How do green governance systems address the societal challenges of sustainability?
- What can we learn about administrative resilience from the experiences of sustainability governance systems?

## AFRICAN LOCAL GOVERNMENTS ACADEMY (ALGA) PANEL

### Localizing the Sustainable Development Goals

Chairs:

**Dr Najat Zarrouk**

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United Cities and Local Governments Africa (UCLG-Africa)

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**Anna Simonati**

Professor, Trento University

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This panel examines on three complementary ways how local governments can better contribute to the United Nations Sustainable Development Goals (SDG) agenda.

First, it is widely acknowledged that public governance is not only a stand-alone SDG (n° 16) but also an essential enabler of all SDGs (Bouckaert et al. 2016): from water and sanitation to health systems through economic growth, public governance ought to be part of the solution to the challenges the humanity is facing. To better contribute to the SDGs, public governance is expected to work on a collaborative and participative way, across policy fields and governance levels and by involving the private and non-profit sector and the citizens. Accordingly, local governments are key to realize the SDGs: they are responsible for most goals, and they have more experience with and show more openness to participative and collaborative approaches. This panel will thus first examine the specific contribution local governments can bring to all SDGs through their responsibilities and the specific way they perform these.

Second, the panel specifically addresses the 11th SDG, which aims at “making cities and human settlements inclusive, safe, resilient and durable” and sets specific targets related to housing, transport, urbanism, heritage, disasters management, environment and urban communities therefore. In 2018, the United Nations High Level Political Forum (HLPF) will take stock of global progresses and challenges ahead regarding this SDG under the overall theme of Resilience. Accordingly, the panel will examine the specific challenges cities and local governments are confronted with, in a context of rapidly increasing urbanization.

Third, the panel will examine institutional aspects related to local governance, including: the capacity needs arising at local level from incomplete decentralization policies, the role that associations of training institutions and of local governments can play to address these challenges at national, regional and global level, and the way local governments are represented in the SDG system as a main stakeholder.

The panel chair particularly welcomes:

- Empirical evidence, case studies and innovative practices of local governance projects contributing to the SDGs;
- Theoretical contributions emphasizing the distinctive challenges and strengths of local governments for implementing the SDGs.

Contributions in English, French, Arabic and Portuguese are equally welcome.

ALGA will provide financial support to some African professionals selected on scientific grounds, to participate in the IIAS Congress.

## Climate Change and Administrative Resilience: Achieving SDGs goals?

Chair:

**George Labaki**

Chairman of the Board

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Achieving the Sustainable Development Goals (SDGs) and eradicating poverty requires talking about the threat of climate change and more broadly about natural disasters. In this framework, building administrative resilience can protect from losses and parallel boost economic growth, creates jobs, and strengthen access to health care and education.

Climate change and disaster resilience are covered by three global agreements: The Paris Agreement on Climate Change, the Sendai Framework on Disaster Risk Reduction and the 2030 Agenda for Sustainable Development.

This panel suggests addressing the following issues:

- How does administrative resilience help to adapt to the socio-economic and political impacts of climate change? Does a climate change effect require new policies next to traditional public administration roles and practices?
- Theoretical contributions on how administrative resilience may reduce the risks of climate change and disasters effects?
- The experience of developed or developing countries in addressing climate change through innovative and successful administrative resilience policies in terms of governance, capacity building, cities and rural risk management, risk management, institutional changes, population displacement, fighting hunger, creating jobs, clean water, building administrative resilience...
- Administrative resilience and recovery preparedness to deal with climate change through planning, implementation and resilience framework for measuring SDGs such as sustainable energy, sustainable transport...

Islamic and Social Finance:  
Comparing Policies and Solutions for  
Funding Public Infrastructures and Social Services  
(health, education, social) at Global Level

Chairs:

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**Ali Xashi Dorre Somalia**

Italian Chamber of Commerce, Italy  
First Somali Takaful and Re-Takaful Somalia

In recent times, Islamic finance and Social finance are becoming increasingly significant. Both provide alternative ways of financing and creating value in the society and challenge the finance industry with their emphasis on ethical business and investment. According to Mohamad (2014), the restrictions found in Islamic finance regarding interest, uncertainty, and sinful unethical practices such as excessive speculation and gambling have their functional equivalents in Social finance.

Islamic Finance arose in the 1970s and benefited from a huge inflow of capital. The total value of Islamic financial assets almost reached \$ 2 trillion in 2015 and is expected to grow beyond \$ 3 trillion by 2020. They represent the majority of financial assets in the Gulf countries, and are on the sharp rise in other Islamic countries. In the West too, migration waves have created an increasing demand for Islamic financial services and products.

Social Finance, which we define as the finance market for the social enterprises, is a Western response to the financial, economic and fiscal crises of 2007-2008. It has continually grown over the last years, driven by social investors, social entrepreneurs, philanthropic foundations, the public and institutions. To support the growth of the European social finance, the European Commission notably dedicated a task force of the European Investment Fund (EIF), implemented many tools (microfinance, community foundations, CSR investments, social venture capital, social bonds and social impact bonds) and published a review of 20 projects developed in 13 member states (European Union 2016). A recent research (ANCI IFEL Univ Roma Tor Vergata 2016), carried out in five European countries highlight the growing importance of social finance not only for Anglo-Saxon countries (traditionally more experienced on this issues) but also for Southern (Italy and Portugal) and Continental European (Germany Federal, Switzerland and Austria) countries. For instance:

- Italy Foundation will propose a set of social finance tools to the Italian social enterprises
- Finpiemonte (a financial agency of Piemonte, an Italian Region) will set up a social impact bond to address migrants' inclusion and integration;
- Réseau Financité (France) aims to create two different financial instruments based on the cooperative tradition (the social impact contract and social impact bond); and
- The Cooperative Bank of Karditsa (Greece) will work to establish the Greek Social Enterprise Guarantee Fund.

This panel welcomes paper presentations:

- Investigating and comparing Islamic and Social Finance: evolutions and possible integration, policies, tools of ethical finance (social bonds, social impact bonds, pay by result,...), and models and experiences of ethical finance;
- Investigating the main public policy implications of the development of ethical finance, including: the redefinition of public-private relationship, accountability and financial reporting, impact on public sector finance, investment funding and stakeholders management.
- Emphasizing particularly the collaborative patterns aimed at generating positive social and environmental impacts and common goods in urban and rural contexts.
- The call specifically targets universities, think tanks, government agencies, financial institutions (Islamic banks, ethical banks etc) and service providers from around the world.

### **Instructions**

Abstracts should not exceed 400 words and be structured as follow: (1) topic and research question of the paper; (2) background and theoretical framework; (3) methodology applied; (4) how the paper contributes to the theme of the panel; (5) findings and discussion.

Papers addressing the above-mentioned topics should have clear conceptual and theoretical basis and meet methodological standards. The papers can be based upon empirical research, theory building and/or case studies. The final paper should not exceed 6000 words.

Contributions in English, French, Arabic and Farsi are equally welcome.

### **Incentives**

The panel will lead:

- To the establishment of an IIAS Study Group on Ethical Finance, Social Innovation and Common Goods
- Publication of the best papers in the [European Journal of Islamic Finance](#) (EJIF).

## How to Enable “Productive Ageing”? Policy Options

Chairs

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Ageing is a natural phenomenon of the life course. Societies have various ways in dealing with their respective senior members. However, human societies have seen an unprecedented age bonus with an extended life expectancy into the 80's. Number of people who are older than 60 years of age reached 901 million in year 2015, constitute 12,3% of the total worldwide population. By 2050, it was forecasted that this number will reach 2,09 billion worldwide. This has changed the demographic distribution of populations and the demand patterns for public services.

Distribution of the senior population is pretty uneven correlating with the wealth of individual countries. Presently, most of the advanced economies have 20-29% of the population older than 60 years of age. By 2050 African countries are the only ones enjoy a youth bonus while the rest of the world are greying fast (UNDESA, 2015). Rapid depletion of the workforce of the 25-group is a major cause of rethinking, especially in the area of age, productivity, and human rights nexus.

In the context of the 2030 Sustainable Development Agenda, the SDGs clearly identify older people as an integral part of social development in Goal 3 – “Ensure healthy lives and promote well-being for all at all ages”. This is particularly poignant for the senior citizens of the lower socioeconomic strata. Therefore, the SDG 3 serves as a policy reminder not to leave behind the older population in any shape or forms.

An integrated approach to policy making will range from rethinking physical environment, infrastructure to public financing, institutional design and explicitly social contract and solidarity such as welfare and insurance schemes.

How to provide for senior citizens sustainable living, care, and access to opportunities of continued participation in different spheres of life has become a major policy challenge in all countries. What could be the right policy mix to address the needs of the senior citizens so that they can sustain an active and productive lifestyle? How to adopt an integrated approach in tackling the ageing issue in the context of workforce development? The panel welcomes international and interdisciplinary proposals, especially addressing the following issues:

1. How to enable productive ageing and create meaning in life?
2. How to foster intergenerational connectivity and partnerships (e.g. Silver Business Angel)?
3. How could ageing be a driver of technological and social innovations, e.g., use of technology to support ageing persons abilities?
4. How to reframe life cycle beyond traditionally held conceptions?
5. How to redesign labour market and employment policy options for inclusive and participatory ageing society, e.g., mandatory retirement age
6. How to reinvent spatial arrangements, e.g., housing, public spaces, urban planning, e.g., mobility?
7. How to promote a total government approach to productive ageing?

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## Governance of Research and Innovation in Transitional Contexts

Chair:

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Countries around the world look at the output of scientific research and innovation (SRI) to restart growth and re-engineer development models for better performance and sustainability. Developing countries, especially post financial crisis, facing slow economies look at innovation to restart growth, create opportunities, and help society face a number of emerging societal and environmental challenges. Emerging countries, on the other hand, boast significant human and natural resources but suffer from limited innovation capacity and outputs. Such countries often cite SRI as one of the key answers to drive ambitious reforms and help local economies climb up the value chain, create wealth, boost employment, and drive wider socio-economic development.

While public rhetoric calls upon SRI to play a central role in restarting growth, boosting development and in driving the energy, industrial, environment, and development transitions, such systems face a number of pressures inherent to crisis and transitional contexts. These include increasing pressures on public finances, heightened public accountability, slow pace of administrative reforms, increased international competition on mobile and hard to retain talent, frequent changes in political leadership and in short versus long term horizons, and challenges in ensuring cross-sectorial policy coherence and inclusive policies.

Faced with a multitude of pressures combined with increased expectations and accountability, SRI policies and systems are required to demonstrate increased resilience and adaptation capacity to achieve desired outcomes. This panel aims to contribute to the debate on how research and innovation policy and practice interact and contribute to the desired outcomes in various transitional contexts. The panel aims at exposing the experience of different types of configurations in various countries and assessing their relative success or failure, confirming proven principles and exploring options for alternative approaches.

### **Potential Themes**

- Research funding policies: Block versus competitive funding, directed versus undirected research, need and methodologies for setting national priorities for research and innovation, ...
- Research and innovation output/impact evaluation: Assessing research impact, innovation output, approaches and methodologies in theory and in practice, ...
- Research and innovation policy coherence across sectors
- Talent retention, mobility, brain-drain, and development of the global south
- Research and innovation strategies in transitional contexts
- Smart specialization and regional development policies
- Governance of innovation in the public sector
- Governance of Techno-parks and science parks, Tech parks and regional development
- Co-construction, early education, fab labs and local development
- Frugal innovation and local development
- Research and innovation and early education systems
- Challenges for horizontal innovation policy making and policy coherence

## Le rôle des systèmes de transport intelligents face aux besoins sociétaux modernes

### **Montacer Hassani**

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Parmi les défis rencontrés par l'administration moderne afin d'atteindre les objectifs fixés, est la nécessité de développer sa performance interne d'une part et de s'adapter aux besoins croissants des utilisateurs et d'améliorer la qualité des services, d'autre part. Cela peut être réalisé en s'appuyant sur les nouvelles technologies tels que les systèmes de transport intelligents dans le secteur des transports.

Chaque document de recherche doit contenir des éléments en relation avec le sujet du workshop, elle peut aborder les sujets suivants :

- Systèmes d'aide à l'exploitation, systèmes d'information voyageurs, systèmes billettique, ...
- Applications des systèmes du transport intelligent en matière de sécurité ;
- Les nouvelles technologies et les systèmes du transport durables ;
- Les villes intelligentes;
- L'open data et leur réutilisation dans le secteur du transport (applications mobiles dans le secteur).

## Call for Good Practices in the Public Sector for the SDGs

Chair:

**Khaoula Labidi**

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The International Institute of Administrative Sciences (IIAS) is an international association with scientific purposes, headquartered in Brussels since 1930, whose aim is to improve public administration worldwide. It ascribes to the 2030 Sustainable Development Goals (SDG) Agenda, to which it contributes from a public administration perspective.

Indeed, public administration is not only a stand-alone (16<sup>th</sup>) SDG, it is also a crucial enabler of all SDGs, through the public services it is called to supply, the frameworks it should provide to other societal actors, the financial resources to be made available, or the strategic options to be supported in international organizations ([Bouckaert et al. 2016](#)).

In this framework, the IIAS is inviting public sector organizations from all over the world to present good practices contributing to the realization of the SDGs at the 2018 IIAS Congress. They may be related or not to the United Nations Public Service Award process, in which the IIAS participates by supporting applications emanating from its member countries.

Submissions should include references to a review by third parties (audit report, press review, academic case study, international benchmarking...). A panel of international experts will evaluate these submissions.



# POLITICAL AND ADMINISTRATIVE RESILIENCE



République Tunisienne



## 4. POLITICAL AND ADMINISTRATIVE RESILIENCE RÉSILIENCE POLITIQUE ET ADMINISTRATIVE

This thematic stream follows the works of Nathan (2003) who examined, through the concept of resilience, why certain political regimes were able to adapt and maintain themselves while other collapsed. The differing outcomes of Arab Spring's cases (Anderson, 2016; Dalacoura, 2012; Goldstone, 2011; Stepan, 2012) and the recent rise, in the West, of populist leaders (Cox, 2017; Roberts, 2017).

The call-for-papers clustered in this subtheme examine the impact of governance reforms and evolutions on the resilience of political-administrative systems:

- Leo Huberts and his peers, co-chairs of the IIAS Study Group IV, focus on the [Quality of Governance](#). They wonder whether qualitative governance contribute to political and administrative resilience;
- Jean-Patrick Villeneuve and his peers focus on [Corruption](#). They aim at better understanding, measuring and alleviating the consequences of corruption in the public sector.
- Willem Trommel focuses on [Populism and Neo-liberalism](#), and wonders how they impact

Ce sous-thème suit les traces de Nathan (2003) qui a examiné, par le concept de la résilience, pourquoi certains régimes politiques ont pu s'adapter et de maintenir tandis que d'autres se sont effondrés. Les résultats divergents des cas de printemps arabe (Anderson, 2016; Dalacoura, 2012; Goldstone, 2011; Stepan, 2012) et l'émergence récente, en Occident, de leaders populistes (Cox, 2017; Roberts, 2017), font écho à ces travaux.

Les appels à contribution regroupés dans sous-thème examinent l'impact des réformes et évolutions de gouvernance sur la résilience des systèmes politico-administratifs :

- Leo Huberts et les autres co-chairs du Groupe d'étude IV de l'IISA se penchent sur la [qualité de la gouvernance](#). Ils se demandent si une gouvernance de qualité contribue à la résilience politique et administrative ;
- Jean-Patrick Villeneuve et ses pairs examinent la [corruption](#). Ils visent à mieux comprendre et mesurer la corruption dans le secteur public, et à en atténuer les conséquences.
- Willem Trommel se penche sur le [populisme et le néo-libéralisme](#), et se demande comment ils impactent la résilience et



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- resilience and how this impact can be alleviated;
- Steve Troupin & Ukertor Gabriel Moti focuses on [African Governance](#). They look for contributions describing actual governance models in Africa and fresh theoretical perspectives;
  - Koichiro Agata focuses on [Japan](#), welcoming contributions which evaluate contemporary political administrative reforms at light of the challenges the country is facing;
  - Pregala Pillay and her peers, co-chairs of the IIAS Study Group IX on Law and Public Administration focus on [Polarized Societies](#). They wonder how impartial government, equal treatment, and the rule of law generate the needed trust to overcome polarization.
  - Hassen Soukni focuses on the role [parliamentary administrations](#) have to fulfill to support MPs in their missions, and ultimately make democracy resilient
  - Adel Ben Youssef et Sofiane Sahraoui question the boundary between [resilience and rigidity](#), with regards for the Tunisian case.
- comment cet impact peut être mitigé ;
- Steve Troupin & Uterkor Gabriel Moti abordent la [gouvernance africaine](#). Ils sollicitent des contributions décrivant les modèles réels de gouvernance et proposant des perspectives théoriques nouvelle ;
  - Koichiro Agata se penche sur le [Japon](#), invitant des contributions qui évaluent les réformes politico-administratives contemporaines et les défis que le pays rencontre ;
  - Pregala Pillay et ses pairs, co-directeurs du Groupe d'étude IX de l'IISA sur le Droit et l'administration publique, se penchent sur les [sociétés polarisées](#). Ils se demandent comment le gouvernement impartial, l'égalité de traitement, et l'Etat de droit peuvent générer la confiance nécessaire à dépasser la polarisation.
  - Hassen Soukni se penche sur le rôle que les [administrations parlementaires](#) ont à remplir pour soutenir les élus du peuple dans leurs missions essentielles pour la résilience de la démocratie.
  - Adel Ben Youssef et Sofiane Sahraoui interrogent la frontière entre [résilience et rigidité](#), sur base du cas tunisien.



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## **IIAS STUDY GROUP IV ON QUALITY OF GOVERNANCE**

Quality, Integrity and Resilience of Governance

Chairs

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The panel 'Quality, Integrity and Resilience of Governance' will build on previous meetings of the Quality of Governance Study Group of IIAS.

The SG aims at relating, connecting and synergizing different fields of study in a global context with as central question: **What is quality of governance and how can quality be advanced in multi-faceted national and international governance processes and structures?**

After challenging meetings at previous conferences, about topics as integrity and corruption and conflicting public values, the focus in Tunis will be on three basic questions, also relating quality and integrity to resilience:

1. **What is quality and integrity of governance about?**

With attention for the 'bright side' (what public values are important) as well as the dark side (incl. integrity violations and corruption).

2. **What helps to protect the integrity and quality of governance?**

Many institutions, policies and instruments exist to improve the quality and integrity of governance (also present in the literature about 'integrity systems'). But what helps, what works and how important is the context for that effectiveness?

3. **How important is the quality and integrity of governance for resilience of governance and vice-versa?**

How decisive are the quality and integrity of governance for the ability of governance systems (political, administrative) to cope with external pressures, avoid collapse, and achieve policy outcomes (addressing contemporary - and future- societal challenges), or the other way around?

How (successful) are for example authoritarian states in comparison with democratic governance systems, corrupt versus non-corrupt systems, et cetera. Or how does the resilience of governmental (sub) systems and policies influence its overall claim to quality? Intriguing questions with enormous relevance for research ('good enough governance' in context?) as well as national and international policy-making.

We expect interesting contributions of researchers and practitioners, also very relevant in the regional context with interesting discussions about the quality, integrity and resilience of (national) governance systems (incl. Tunisia).

## Evaluating and Understanding Administrative Corruption

### Chairs

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Corruption is a multifaceted phenomenon involving several actors, activities and behaviors. Its complexity directly affects its understanding and measurement, as well as the design, implementation and monitoring of public policies against it. These difficulties have not stopped public institutions to enact anti-corruption policies, whether aimed internally at its own operations or more largely targeting the public sphere. However, policy failure in this field is still considered a persistent problem (Persson et al. 2010; Heeks 2011).

Numerous scholars have attempted to deal with this issue by either identifying the mechanisms of corruption (Rose-Ackerman 1978; Graycar 2015; Holmes 2015; Vannucci 2015.), and its determinants (Persson et al. 2003; Chang and Golden 2004; Kunicova and Rose-Ackerman 2005), or by measuring it effectively (Blind 2011; Sequeira 2012; Mungiu-Pippidi 2016); while others have discussed the available policy options for anti-corruption (McCusker 2006; Graycar 2015, Zhang and Vargas-Hernández 2017), and evaluated their effectiveness.

This panel will focus on administrative corruption defined as deviances in public sector institutions, interactions and processes at central and local level (OECD 2015). The majority of anti-corruption interventions and reforms in the public sector have, indeed, been targeting corruption at the state administration level (World Bank 1997, USAID 2009: 4, European Commission 2014). They represent a central element ensuring the ongoing resilience of the State in front of current challenge of the delegitimization of the State's action and presence.



More specifically, this panel seeks contributions concerning recent efforts to address administrative corruption, be it in its understanding upstream, its measurement midstream or its consequences and impact downstream, with the aim of reducing anti-corruption policies' failure.

Conceptual as well as empirical papers are welcome.

## Resilient Governance: Beyond Neoliberalism and Populism

Chair

**Willem A. Trommel**

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This panel seeks to explore the assumption that public governance systems have gradually grown less resilient, due to a political climate dominated by neoliberalism and populism. Neoliberal politics gave birth to an overambitious, managerial state with efficiency-led types of ('greedy') governance. To some extent, the recent rise of populism can be considered a counter-reaction, albeit in a fearful way, focusing on socio-cultural isolationism and 'gated communities'. Neoliberalism might be regarded a 'drift', populism a 'cramp', opposite the very idea of resilience.

Scholars are invited to explore this argument, conceptually and/or empirically, while considering (social, political and institutional) opportunities to revitalize the resilience of public governance systems. By that, we mean two things. First, resilient governance refers to the ability of a governance system to 'bounce back' after having suffered a crisis, a loss or other disrupting phenomena. Second, resilient governance is about the ability to raise and support 'societal resilience' as a public asset. We prefer papers that take both perspectives, and their interrelations, into consideration while assessing the chances to overcome neoliberal drift and populist cramp.

## **AAPAM-IIAS TASKFORCE FOR PUBLIC ADMINISTRATION RESEARCH CAPACITIES IN AFRICA**

The Taskforce allow both institutions joining their forces to further develop public administration research in Africa. It meets during the events of AAPAM and IIAS, discussing research papers competitively selected on basis of a call-for-papers.

### **African Governance Systems: Beyond Neo-Patrimonialism**

Chairs

#### **Steve Troupin**

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Bratton & Van De Walle (1997) have emphasized that the specific historical developments that Africa has passed through explain why the third-wave democratization (Huntington 1984) led to different outcomes than in other regions of the world, warranting specific approaches to the study of African governance.

Hereby, they initiated the neo-patrimonialist hypothesis, which remains dominant for studies of African governance systems. According to this hypothesis, in Africa, formal governance systems are decoupled (Meyer & Rowan 1977) from actual ones: they formally comply with the donors' orthodoxies of the day, and are actually patrimonial, i.e. characterized by a confusion of the general interest of the country and the private interests of the ruling elite.

Yet decoupling between formal rules and actual behaviors is hardly African-specific, as public administration has repeatedly emphasized, from Lipsky's street-level bureaucrat to Niskanen and economical neo-institutionalists. And according to Olivier de Sardan (2011, 2016), patrimonialism is but one among many modes of governance actually found in Africa, next to, at least: the local associational model promoted by Western NGO's, the municipal governance models of decentralized countries, the project-based governance of development and its Western and non-Western variants, Weberian bureaucratic governance, religious and charismatic governance, and capitalistic governance.

This panels aims to pay justice to this empirical diversity of actual governance systems in Africa. It especially welcomes case studies of African governance and its evolutions, at local, national or regional level, making sense of:

- The development records and challenges in Africa in a SDG context;
- The specifically African cultural traits (Lutz 2009), if any;
- The evolution of development doctrines, from the Washington Consensus (Williamson 1990) to the Developmental State doctrine (ECA 2011; Mahbubani 2013), and
- The shifting power balance among international donors.

## Japan's Quest for a New Model: Needs of Elasticity and Resilience in Managing Government

Chair:

**Koichiro Agata**

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One of the major objectives of this panel is to explore a new model for managing government in Japan. In the current political and economic terrains, the country seems to have stayed fragile and lacked flexibility in regard to both fiscal and human resource administrations. One conspicuous policy example has been a number of elderly population that has kept growing in the last two decades. As of 2015, 25% of the total population of 120 million are 65 years old and above. These elders would often require the government to have substantial medical spending. Every fiscal year, the government ought to extend approximately 1 trillion yen (about USD10 billion) to cover the ever-increasing medical cost. The government should cut back on the medical expenditure; however, mainly because of political reasons, the incumbent administration remains reluctant to carry out the reform plans.

Besides, the Japanese have been witnessing a rise of new politico-administrative interface in the recent political landscape. A few years back, the Abe government introduced a new personnel management agency in the Cabinet Office. This office was put into place, albeit that the National Personnel Authority has historically been an important agent in charge of personnel matters in the central government. An idea behind the new arrangement is to reduce the power of bureaucrats and place them under the control of the party government so far as the personnel management at the top echelon of government is concerned. Henceforth, the personnel agency in the Cabinet Office will take care of appointments and removals of top notch officials in the central administration. The National Personnel Authority would look after different civil service exams, while various national agencies should deal with personnel matters for rank-file members of their own offices.

This panel welcomes contributions examining the specific challenges facing Japan, evaluating the public administration reforms implemented to seize these challenges and, more generally, fresh theoretical and empirical perspectives on Japanese political-administrative reforms.

Keynote speeches and comparative discussions will add to the attractiveness of the panel.

## **IIAS STUDY GROUP IX – LAW AND PUBLIC ADMINISTRATION**

### Impartial Governance and Equal Treatment in Polarized Societies: Perspectives & Practices

Chairs:

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According to much research impartial government, equal treatment, and the rule of law are the main determinants of public legitimacy, economic prosperity, and human development. Generalized trust appears to be the key mechanism that connects government with legitimacy, prosperity, and development. Impartial government, equal treatment, and the rule of law enhance generalized trust and public trust in turn is the key mechanism to more wealth, development, and legitimacy.

In many parts of the world, these foundations for the quality of government and governance are increasingly difficult to uphold and achieve. Social and economic polarization in both developing and developed countries as well as ethnic, racial, and political polarization have created a fundamental paradox. In order to gain legitimacy and effectiveness governments need to better achieve impartiality, equal treatment and the rule of law but the circumstances are more difficult than ever.

In this study group, we will focus on the following key questions:

1. Do economic and political polarization put pressure on the impartiality, equal treatment, and the rule of law in the everyday practices of government? What polarization do scholars and practitioners observe in different parts of the world

and how does polarization affect these foundations of government and governance?

2. How do governments in different parts of the world cope with the pressures caused by polarization? What strategies have governments developed to bridge polarization and achieve impartiality, equal treatment, and the rule of law? To what extent is it possible to generalize these strategies and apply them outside the context of a particular country?
3. What organizational and administrative challenges do governments in different parts of the world face in order to achieve impartiality, equal treatment, and the rule of law? How do governments cope with a polarization between state and society?

Papers that address any of these questions are very much welcomed in this new study group. Also, any other papers on public administration, law, and the rule of law are very much appreciated in this group.

## **PANEL DE L'ACADEMIE PARLEMENTAIRE DES REPRESENTANTS DU PEUPLE DE LA REPUBLIQUE TUNISIENNE**

### Administrations parlementaires : Institutionnalisation et professionnalisation

Directeur :

#### **Hassen Soukni**

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En approuvant les lois – notamment budgétaires – et en demandant des comptes au pouvoir exécutif – par l'intermédiaire de questions parlementaires, de comptes annuels et de votes relatifs à la confiance –, les assemblées législatives remplissent un rôle majeur dans la résilience des régimes politiques.

Malgré leur spécialisation sur certaines matières, les élus doivent disposer de connaissances et compétences extraordinairement larges afin de remplir efficacement ces fonctions. D'autre part, la professionnalisation des élus est limitée par la possibilité de ne pas être réélu, et le renouvellement effectif des assemblées.

C'est pourquoi les administrations du pouvoir législatif ont un rôle essentiel à jouer : en complétant les connaissances et compétences des élus et en remplissant les fonctions de mémoire institutionnelle, elles permettent aux élus de remplir efficacement leurs fonctions, et contribuent ainsi à la résilience des régimes politiques.

Les administrations parlementaires comprennent les services de soutien à la prise de décision (agenda, documentation, et rapport des réunions), les services de recherche documentaire (bibliothèque d'ouvrages de références), l'Institution Suprême d'Audit (Cour des Comptes, fournissant des services professionnels permettant la reddition des comptes), et les services d'assistance à la rédaction de textes légaux (avis juridico-technique préalable et traduction).

Toutes ces administrations sont confrontées au même dilemme : fournir des services de qualité professionnelle sur une vaste gamme de thèmes et de spécialités, de façon ponctuelle, concise et accessible pour des élus généralistes.

Cet appel vise à collecter des contributions permettant l'institutionnalisation d'administrations parlementaires performantes, par exemple :

- Des études comparatives relatives aux services fournis par les administrations parlementaires ;
- Des études de cas illustrant comment certaines administrations parlementaires parviennent à résoudre le dilemme entre spécialité et généralité, temps long scientifique et temps court politique ;
- Des analyses historiques décrivant les préconditions et les étapes à franchir pour institutionnaliser et professionnaliser des administrations parlementaires ;
- Des approches et exemples de projets visant à renforcer les capacités des administrations parlementaires

### **Référence**

Union Interparlementaire & Fédération internationale des associations de bibliothécaires et des bibliothèques (2015), *Lignes directrices sur les services de recherche parlementaire.*, 52 p., <https://www.ipu.org/file/458/download?token=yV-gfjH>.

## **ARAB GOVERNANCE INSTITUTE PANEL**

### Resilience vs. Rigidity of Public Administration During Times of Transition

Chairs:

**Adel Ben Youssef**

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President, Arab Governance Institute  
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**Sofiane Sahraoui**

Director General, International Institute of Administrative Sciences  
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The success of the State in providing basic social services and protecting and promoting a life of dignity rests in its ability to provide stable and enabling institutions. A central issue to creating functional economies, productive and secure populations, and stable and democratic political systems, is effective governance. Efficient public management, good governance and sound institutions are central to promoting economic development, increasing access of the population to basic services, eradicating poverty, enforcing human rights legislation, and enhancing popular participation in the development process.

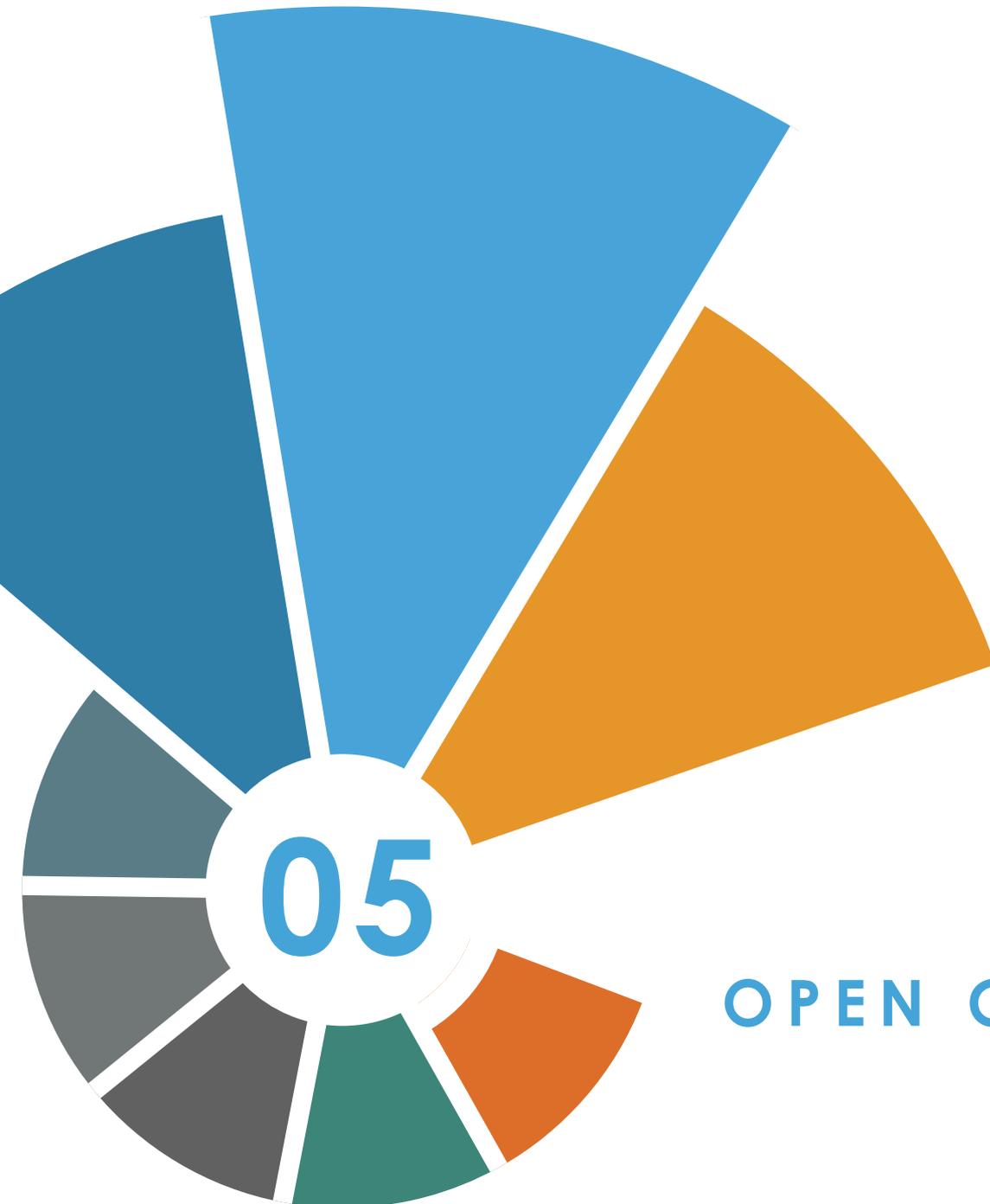
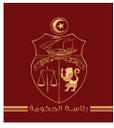
Tunisia was hailed to have made significant progress towards good governance prior to 2011. However, the revolutionary rupture of 2010-2011 was precisely driven by a reality is mostly of persistent poverty, rampant corruption, and structural deficits in governance systems. The challenge, therefore, is to ensure that Tunisia's strides towards good governance are sustained through a focus on building a capable state, one that is endowed with transparent, accountable political and economic systems, and efficient public institutions to provide an enabling environment for all stakeholders to play their respective roles in national efforts to consolidate the foundations of sustainable development.

Seven years down the road, no evidence has emerged yet as to any significant progress in good governance. Public administration is held by many as responsible for the lack of progress, clinging to its dysfunctional structures and inability to push through any significant change. Contradictory discourses have emerged as to resilience vs. rigidity of Tunisian public administration during the transition phase.

This track will attempt to assemble a number of contributions on transformations or lack thereof in Tunisian public administration that are taking place or that are required to bring about good governance.

Papers and other communications should address the following themes:

- Resilience vs. rigidity: an assessment of Tunisian (and comparative experiences in) public administration during times of transition;
- Explore the contribution of organizational theories of change to the understanding of societal transitions;
- What are the internal factors of change (neo-institutions)?
- Capacities needed to manage and support transition processes from one institutional form to another;
- Governance at the center of the process of administrative reform;
- Civil society organizations role in bringing about good governance;
- Strengthening the administrative capacity of public institutions;
- The main thrusts of the administrative reform strategy in the transitional context in Tunisia.



OPEN CALL

## 5. OPEN CALL

Chair

**Fabienne Maron**

PhD, IIAS Scientific Administrator

Lecturer, Faculty of Law and Politics, University of Reims Champagne-Ardenne

Lecturer, Master in Public Administration (MPM), Bahrain

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In this open call, we invite public administration professionals, practitioners and academics alike, to contribute to the 2018 IIAS Congress on a distinctive way:

- By writing a paper proposal on a dimension of administrative resilience not covered by the other calls;
- By writing a paper proposal on a different theme than administrative resilience;
- By proposing to organize a session on a given theme, related or not to administrative resilience, and by identifying committed speakers already;
- By proposing to hold an open meeting, to present or develop a new research or other project.

Through this channel, IIAS members and partners can also ask to organize showcase or other meetings.

Interested public administration professionals are invited to submit a 400-words maximum proposal.



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## SUBMISSION MODALITIES – MODALITÉS DE SOUMISSION

- All information on the 2018 IIAS Congress is available at <https://www.ias-congress2018.org>
- To submit an abstract, go to <https://app.oxfordabstracts.com/stages/254/submission>
- Fill-in the form
- Under “call-for-paper”, select the short title of the call, as mentioned in its footer
- Toutes les informations relatives au Congrès 2018 de l’IIAS sont disponible sur <https://www.ias-congress2018.org>
- Pour soumettre un résumé, allez à <https://app.oxfordabstracts.com/stages/254/submission>
- Remplissez le formulaire
- Sous « appel à communication », sélectionnez le titre court de l’appel, tel que mentionné dans son pied de page

## CALENDAR – CALENDRIER

31 January 2018	Abstract submission deadline	Date limite pour l’envoi des résumés	31 janvier 2018
14 February 2018	Authors’ notification	Notification aux auteurs	14 février 2018
13 May 2018	Papers deadline	Date limite pour la soumission des contributions	13 mai 2018