IIAS
EUROMENA
2022

Joint Conference on Next Generation
Governance and Young Global
Public Administration

CALL FOR PAPERS

Rome, Italy
June 27-July 1

IIAS EUROMENA 2022

Joint Conference on Next Generation Governance and Young Global Public Administration

Description of the Theme

The IIAS-EUROMENA 2022 Joint Conference will take place in Rome, on June 27-July 1. It is co-organized by:

- The International Institute of Administrative Sciences (IIAS);
- The University of Rome Tor Vergata;
- Luiss – Libera Università Internazionale degli Studi Sociali - Guido Carli (LUISS)
- Scuola Nazionale dell'Amministrazione (SNA);
- The Middle-East and North Africa Public Administration Research network (MENAPAR);
- ISCTE – Instituto Universitário de Lisboa;
- The European Group for Public Administration (EGPA).

The Joint Conference will focus on the theme *Next Generation Governance and Young Global Public Administration: Mobilizing People, Skills, Energies for a Sustainable New Normal.* This theme has three keywords: next generation, global, and new normal.

The **next or young generation** is the first keyword of this theme. Whether called millennials, digital natives, generation z… it is assumed that this generation is sufficiently different in terms of demands, values, behaviors, skills… to have a disruptive impact on public administration, governance and policies. For example, in the "Fridays for Future" movement led by a new generation, the climate actionhas been framed as a question of intergenerational -and developmental- equity, and generationaldifferences of style are striking: usual 'too little too late' approaches are not considered anymore as acceptable solutions to this and other issues. Such a new generation bases its relationships on digital-based platforms and devices.

Second keyword in this theme is **global**. There is an expectation that this new generation, concerned as it is by the global climate change and sustainable development challenges, and digitally involved in global communities of values, sees public governance as primarily global, only pragmatically sensitive to national or regional idiosyncrasies. The spread of global cosmopolitan

values through digital means can't be denied: the dreams and fears, tastes and consumption behaviors of this new generation overlap geographical boundaries. The struggle has become global, is being performed on the Internet, but has certainly not disappeared and could be argued to be intensifying instead.

Third keyword is **new normal**. This reflects an assumption that the COVID-19 pandemic haslong-term disruptive consequences on our lives, which suggests:

- An increasing reliance on 4IR tools in our daily lives, including: videoconference, facial recognition, geo-localization, streaming services;
- Resilient organization of our lives, with alternating periods of office-working and isolation,possibilities of travel interrupted by lockdowns, variable social distancing…;
- Different macroeconomic policies, with an increasing money supply, sustained high debt levels of economic operators, high inflation levels, and a booming cryptocurrency exit market.

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Scientific Team

The General Rapporteur of the IIAS-EUROMENA 2022 Conference is

- Prof. Dr. Geert Bouckaert, KU Leuven (Belgium).

The Chairpersons of the IIAS-EUROMENA 2022 Conference are:

- Prof. Dr. Marco Meneguzzo, University of Rome Tor Vergata (Italy);
- Prof. Dr. Denita Cepiku, University of Rome Tor Vergata (Italy);
- Prof. Dr. Aristide Police, LUISS (Italy);
- Prof. Dr. Giovanni Orsina, LUISS (Italy);
- Prof. Dr. Paola Severino, SNA (Italy);
- Prof. Dr. João Salis Gomes, ISCTE – Instituto Universitário de Lisboa (Portugal);
- Prof. Dr. Geert Bouckaert, KU Leuven (Belgium);
- Dr. Sofiane Sahraoui, IIAS (Belgium).

The scientific committee of the IIAS-EUROMENA 2022 Conference is composed of:

- Prof. Dr. Jean-Patrick Villeneuve, USI (Switzerland);
- Prof. Dr. Paolo Biancone, University of Turin (Italy);
- Dr. Najat Zarrouk, ALGA (Morocco);
- Prof. Dr. Gustavo Barresi, University of Messina (Italy);
- Prof. Dr. Paola Demartini, University of Roma Tre (Italy);
- Prof. Dr. Lucia Giovanelli, University of Sassari (Italy);
- Prof. Dr. Anna Simonati, University of Trento (Italy);
- Prof. Dr. Jean-Michel Eymeri-Douzans, Sciences Po Toulouse (France);
- Prof. Dr. Xavier Ballart, Universitat Autonoma de Barcelona (Spain);
- Prof. Dr. Fabienne Maron, IIAS (Belgium);
- Dr. Steve Troupin, IIAS (Belgium);
- Mr. Ali Debbi, ENA (Algeria);
- Prof. Dr. Michele Pizzo, University of Campania L. Vanvitelli (Italy);

- Prof. Dr. Gabriella Racca, University of Turin (Italy);
- Prof. Dr. Loredana Giani, European University of Rome (Italy);
- Prof. Dr. Francesco Manganaro, Mediterranea University of Reggio Calabria (Italy);
- Prof. Dr. Bernardo Giorgio Mattarella, LUISS (Italy);
- Prof. Massimo Papa, University of Rome Tor Vergata (Italy);
- Prof. Dr. Alessandro Mechelli, University of Rome Tor Vergata (Italy).

The organizing committee is composed of:
- Dr. Rocco Frondizi, University of Rome Tor Vergata (Italy);
- Dr. Nathalie Colasanti, University of Rome Tor Vergata (Italy);
- Dr. Manuela Barreca, USI (Switzerland);
- Dr. Emanuele Doronzo, IIAS (Belgium);
- Dr. Vinicio Brigante, University of Naples Federico II (Italy);
- Dr. Noemi Rossi, Mediterranea University of Reggio Calabria (Italy);
- Dr. Andrea Bonomi Savignon, University of Rome Tor Vergata (Italy);
- Dr. Luigi Corvo, University of Milan Bicocca (Italy);
- Prof. Dr. Maria Asensio, ISCTE-IUL (Portugal);
- Dr. Monica do Melo Freitas, NOVA University of Lisbon (Portugal);
- Prof. Dr. Pierluigi Catalfo, University of Catania (Italy);
- Dr. Emanuele Fratto Rosi Grippaudo, LUISS (Italy).

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Call-for-Papers

In reply to the call-for-proposals inviting the organizers' networks to take ownership of this theme, the Scientific Committee has selected the following proposals for inclusion in this call for paper.

#	Keyword	Place	Track name	Chairpersons
1	Innovation	World	Social Innovation, Commons and Administration	Marco Meneguzzo (Università di Roma Tor Vergata) et al.
2	Gender1	World	Gender Governance and Law	Anna Simonati (Università di Trento) et al.
3	Culture	World	Another "Blah Blah Blah"? Escaping the Rhetoric of a Sustainable New Normal with Cultural Policies and Public Management	Fabrizio Panozzo & Ilaria Foroni (Ca Foscari University Venice)
4	Youth	World	Youth Empowerment Towards Young Public Administration	Dana Albuarki & Faisal Alkhayyat (Bahrain Institute of Public Administration)
5	Student	World	Local Governments' Actions to Foster Dialogue with University Student Population	Anna Picco-Schwendener (Università della Svizzera italiana) et al.
6	Brand	Alps	Local Governance and Sustainable Strategic Development in the Alpine Region: The role of place brand development approaches as governance tools for sustainable development	Josef Bernhart et al. (EURAC Research Bolzano & University of Innsbruck)
7	Heritage	World	Cultural Heritage as a Trigger for Civic Wealth Creation and Sustainable Urban Development	Selena Aureli (Università di Bologna) et al.
8	Local	World	Post-Pandemic Resilient Governance for a "New Normal" in Local Government	Michalis Christakis (Municipality of Nea Smyrni) & Angela Bourbouli (National Centre for Public Administration & Local Government EKDDA)

9	Territorial	Europe	Institutional Setting of Territorial Governance and Citizens for a Sustainable Future – Formes institutionnelles de la gouvernance territoriale et de l'engagement des citoyens pour un futur durable	Jean-Michel Eymeri-Douzans (Sciences Po Toulouse) et al.
10	Care	World	Next-Generation Health and Social Care Governance: Global and local solutions for a sustainable "new normal"	Andrea Garlatti (University of Udine) et al.
11	New Normal	World	Post-pandemic public governance for a "new normal"	Lucia Giovanelli & Federico Rotondo (University of Sassari)
12	New Governance	World	New Normal Public Governance after COVID-19	Wang Yi (Chinese Academy of Personnel Science)
13	Leadership	World	Community Leadership and Public Leadership	Owen Podger (University of Canberra) et al.
14	HRM	South Asia	Public Sector HRM and Leadership in the Context of South Asia	Aneeqa Suhail (Tilburg University) et al.
15	Reforms	South Asia	Public Sector Reforms in South Asia: Lessons for the New Normal	Abiha Zahra (KU Leuven & Information Technology University) & Hasan Muhammad Baniamin (North South University)
16	Governance	MENA	Effective Governance, Digital Education & Partnership in the MENA Regions	Giulia Mugellini (Università della Svizzera italiana) et al.
17	Education	MENA	Public Administration and Public Policy Education in the MENA Region	Rahel M. Schomaker (WSB University) et al.
18	Gender2	MENA	Gender Governance and the Governance of Gender in MENA Countries in View of a New Normal	Massimo Papa (Università di Roma Tor Vergata) et al.
19	Cross-cultural	World	Public Manager Cross-Cultural Competence: A scientific debate on training models and social impact	Bice Della Piana (Università di Salerno) et al.
20	Recovery	Europe	European Governance, Appropriate Administration for a New Public Normality and Challenges that Arise from the National Recovery Plans	Prof. Loredana Giani (Università Europea di Roma) & Dott. Eduardo Ruiz Garcia (INTOSAI)
21	Finance	Islamic	Social Impact Management and Finance and Islamic Finance for Sustainable Development	Paolo Biancone (Università degli Studi di Torino)

22	Green Bonds	World	Investors/Consumers in the Age of Sustainable and Digitalized Single Market: Impacts and legal issues of the Green Bonds Standards through a comparative perspective	Massimo Papa (Università di Roma Tor Vergata) et al.
23	Strategy	Europe	Strategic Planning and Management for Next Generation EU	Alessandro Spano (Università di Cagliari) et al.
24	Impact	Europe	EU Recovery Plans: Measuring public value and social impact in European public sector	Paolo Esposito (Università del Sannio) et al.
25	Resilience	Italy	The Italian Recovery and Resilience Plan: Strategic monitoring and risk management	Roberto Jannelli (Università del Sannio) & Cristina Tesone (UNINT)
26	SAIs	World	Next Generation, Social Dimension and SAIs' Controls	Prof. Loredana Giani (Università Europea di Roma) & Benjamin E. Jakob, MBA, CFE, CGAP (European Court of Auditors)
27	Sustainability	World	Rethinking the Public Administration: Sustainability Challenges for Public Governance, Management and Accounting Studies for the New Generation	Silvia Testarmata (Università Niccolò Cusano) et al.
28	Accountability	World	Accounting and Accountability for Urban Resilience and Circular Economy	Gustavo Barresi (Università di Messina) et al.
29	Corruption	World	Anti-Corruption and Corruption Risk Management: Risk-based approaches and corruption prevention strategies	Federico Ceschel (Università di Roma Tre) et al.
30	Organizations	World	Post-Pandemic Public Governance and their Implications on Public Organizations for a New Normal	Fiorella Pia Salvatore (Università di Foggia) et al.
31	Coproduction	World	Accounting and Co-Models in Public Services	Mariafrancesca Sicilia (Università di Bergamo) et al.
32	Hybrid	World	The Creation or Destruction of Value in Hybrid Organizations	Valerio Brescia (Università degli Studi di Torino) et al.
33	Cooperation	World	Interorganizational Cooperation for the Sustainable Development: Governance, management and performance	Piervito Bianchi (Università di Foggia) et al
34	PPP	World	PPPs, Alliances, Joint Ventures and Hybrid Institutions	Benjamin Friedländer & Christina Schaefer (Helmut Schmidt University)

35	Digital	World	Digital Transformation for a Sustainable and Resilient Recovery	Adel Ben Youssef (University Côte d'Azur)
36	Digitalization	World	Digitalization and Public Administration	Diania Urania Galetta (University of Milano) et al.
37	AI	World	Artificial Intelligence and New Public Services	Marco Dugato (University of Bologna) & Gabriella M. Racca (University of Torino)
38	Smart Cities	World	Disruptive Technologies for Smart Cities' Management	Silvana Secinaro (Università degli Studi di Torino)
39	Urban	World	Digital Tools for the Smart Urban Regeneration	Gabriella M. Racca (University of Torino)
40	DX	World	Digital Transformation & Technologies: A Vehicle for Young Public Administrators' to Sustain High Performance and Overcome the New Normal Challenges	Nader Ghazal (Khalifa University; i-DOT)
41	BigData	World	Anticorruption, Big Data Analysis and Procurement Platforms	Aristide Police (LUISS Guido Carli) & Gabriella M. Racca (University of Torino)
42	Space	World	The Sustainable Exploitation of Space as a Tool of Shared Cultural Growth for Next Generations	Loredana Santo & Massimo Papa (University of Rome Tor Vergata)
43	PhD.	World	PhD Symposium	Denita Cepiku (Università di Roma Tor Vergata)
			Submission instructions	

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Social Innovation, Commons and Administration

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Social innovation is one of the most interesting trends of the 21st century, and it involves many sectors of society. In fact, not only different social actors come up with innovative and creative ideas, they also build new relationships with other stakeholders. Social innovation in public administration can be interpreted as an evolution of Public Governance, which stressed the importance of networks, multilevel governance and collaborative relationships. The perspective of social innovation is aligned with these assumptions, since it is based on the idea that innovation is most effective when it stems from cooperation between different actors. As a natural consequence of social innovation, new relationships are created between those who participate to the innovation process, and also between the beneficiaries of the innovation. Climate justice and sustainability are complex issues which require multifaceted, multi-level approaches, which can benefit from adopting a socially innovative perspective.

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

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

- Collective actions aimed at sustainability and climate justice;
- Social innovation and participation in administrative actions and commons;
- Legal foundations and implications of social innovation in the public administration;
- Definitions of the concept of "commons" and its application in public administration;

- Inclusive governance fostered by socially innovative practices and cross-sectoral cooperation;
- Cooperative management and governance of commons;
- Urban regeneration and commons.

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Gender Governance and Law

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The possible causes of discrimination are numerous (race, age, religion, state of health, economic and social condition, and so on). Sex and gender are often a cause of important discrimination, which may be aggravated by other socio-economic differences. The track focuses on gender equality as a corollary of more general values: in fact, equal treatment corresponds to fundamental rights of individuals and to a duty of public authorities and formally private subjects pursuing a public interest. Moreover, the aim at inclusion primarily involves the implementation of an integrated and inter-sectional perspective. Therefore, the track aims at building a dialogue around the issues of intersectionality, gender equality and diversity.

The track welcomes contributions in paper and presentation forms.

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Another "Blah Blah Blah"? Escaping the Rhetoric of a Sustainable New Normal with Cultural Policies and Public Management

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Can cultural policies escape the rhetoric of a sustainable new normal? We ask this research question since the idea of "culture" has been mobilized by policy makers and International Organisations as a tool for the promotion of a profound (i.e., cultural) individual and social change triggering climate action. But we have also seen that attempts to infuse climate action with "culture" have already been met with sarcasm by the younger generation, as Greta Thunberg vibrantly stated during the Youth4Climate last September. Despite this emerging demand radical transformation, the risk of a rhetorical use of "cultural revolution" is behind the corner or, even worse, of a manipulative use of it, like the one identified a century ago by the Frankfurt school with its criticism of "Cultural industries".

It is therefore necessary to interrogate the boundary between propaganda and an actual, disruptive rethinking of our model of social and economic development. The political use of culture can potentially support both sides. How can we shape a Young Global Public Administration that resists and escapes the rhetoric linked to culture, embedded in what we call a sustainable new normal? With this track we call for creative answers to this and related questions.

Kind of contribution

Presentation, shortpaper, or extended abstract.

Youth Empowerment towards Young Public Administration

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Nowadays, young generations play an important role in enhancing public administration, public governance and policies. This track aims to portray best practices, experiences and studies related to youth empowerment and critically discuss them in order to come up with recommendations for furthering development in Public Administration policies, systems methodologies, as well as shedding the light on the challenges and opportunities that face Youth Empowerment at country and global levels.

Best practices, experiences, scenarios, lessons learned and studies addressing the following research questions are expected:

- What are the government's practices towards Youth Empowerment?
- What is the future of public administration with regards to the youth's generation: opportunities & challenges?
- What competencies are needed to empower young individuals towards the preparedness of the next generation government?

- How can the investment in empowering youth be effective?
- What are the alternative views that could be suggested about existing "Youth Empowerment Policies" based on the experiences of different countries worldwide?
- What are the proactive steps that Public Administration should take to lead the next generation government action?

This track aims to publish a comprehensive summary analyzing the contributions from authors that achieved the track objectives and answered the research questions.

Keywords
- Next generation government
- Youth empowerment
- Future of public administration

Local Governments' Actions to Foster Dialogue with University Student Population

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This track will discuss initiatives, projects, activities proposed by local administrations (namely at the city or regional level) to foster dialogue and engagement with the student population on the territory. For universities and local governments, it becomes more and more important to find ways to transfer knowledge from the scientific to the economic and social sector and to create occasions of engagement among university students and local communities in which they live.

The Covid pandemic has made such encounters even more difficult as distance learning significantly decreased opportunities to engage with students.

Often universities are considered as a bubble of difficult access for the local population even though the knowledge created within these institutions could be highly valuable and interesting to them. Companies are interested in identifying the best students for their positions, students are looking for jobs and for the best companies, and locals are interested in knowing what students are actually doing.

Moreover, governments tend to generally implement economic support policies for universities. However, as the recent pandemic has shown, governments need to work actively in the social context beyond financial contributions so that different actors can dialogue and collaborate. In this context, contributions around these issues are welcome: How could local governments help creating bridges between these worlds, creating moments of encounter, engagement, and exchange among students and locals? What actions can be done to bring these worlds together and what role can digital media play in this? What initiatives have emerged from government institutions so far to value the presence of the student population on their territory?

Kind of Contributions expected

Posters and/or Presentations

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

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According to the delimitation by the Alpine Convention, about 13 million people inhabit the 190.912 km² Alpine arc. Eight states, about 100 regions (NUTS3) and about 6.200 municipalities share it. A unique natural and cultural history have made the Alps a living, economic and recreational area of European importance. While trade, businesses and industry in the Alpine Region are concentrated in the main areas of settlement on the outskirts of the Alps and in the large Alpine valleys along the major traffic routes, over 40 percent of the Region is not or not permanently inhabited.

The regions and municipalities of the Alpine Space are particularly affected by the challenges of the 21st century, given its unique geographical and natural conditions. These include the globalization of the economy, which requires a sustainable and permanently high level of competitiveness as well as innovative capacity, demographic change, which is leading to an aging population and the migration of highly qualified workers, the global climate crisis with its impact on the environment, biodiversity, and the living conditions of the inhabitants of the Alpine region.

The aim is to strengthen the Alpine Space as a unique natural, cultural, economic, and living space in line with the United Nations Sustainable Development Goals. To meet these challenges, the regions and municipalities of the Alpine Space must initiate a strategic development/management process. In this process, it is necessary to develop a coherent brand identity (strategic profile) supported by the social interest groups and to implement it through appropriate measures.

More specifically, this track calls for the submission of contributions focusing on strategic management or brand management approaches for regions, cities and municipalities in the Alpine Space with relations to the following topics:

- Theoretical frameworks & strategic management approaches for the sustainable development of regions, cities and municipalities;
- Brand identities as local governance tools;
- Place branding in times of crisis;
- Sustainable Development Goals and place brand identity;
- Good practice cases & examples of place brands in the alpine region;
- Stakeholder engagement in place branding;
- Designing place brand architecture;
- Critical perspectives on place brand management;
- Open strategy and place branding;
- The future of place branding;
- Place brands in times of overtourism.

Theoretical and empirical contributions, as well as qualitative and quantitative methods, will be equally appreciated. Papers and presentations are expected.

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

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Cultural Heritage (CH) sites are the gems of many cities and regions – in Europe and in many other parts of the world. At the moment, we see primarily tourism-oriented purposes of this rich and long-lasting heritage. A fact that causes manifold problems and conflicts: over-tourism, gentrification in the main touristic flagships, downgraded city centres in less frequented regions, conflicts between touristic and civic interests, traffic problems, generation of low-income-jobs, to mention only the most obvious.

Urban regeneration rests on an integrated and comprehensive vision aimed at solving urban problems and promoting the development of the concerned communities (Roberts, 2000).

A reinvention of the way spaces is perceived, building on culture to breathe new life into historic centres, is a rising civic need and a key challenge for policymakers and city managers. This could be achieved by resting on local knowledge (heritage, past knowledge, cultural legacy) and capabilities to generate new opportunities and civic wealth (Lumpkin and Bacq, 2019, Rock H2020 project, Open Heritage H2020 project).

Drawing from multidisciplinary research fields, culture-led urban regeneration is a broad practice applied to both degraded districts and buildings (Jung et al., 2015) and historical cities that, although rich in CH, lack of social and economic opportunities and risk desertification of their historical centres (Stolarick and Florida, 2006; Cooke and Lazzeretti, 2008). To this end, this panel aims to understand factors and processes that leverage a mutually beneficial coexistence of economic and civic purposes for the use of CH.

Hereby, a broad variety of knowledge assets, tacit and codified knowledge linked to local crafts and traditions as well as arts masterpieces and other cultural heritage assets play a substantial role to sustain innovation and create social, cultural and economic wealth. Therefore, we pose the question *how a local administration can give access, leverage and develop CH assets in a way to support civic needs, unfold new economic action and trigger a fruitful societal change?*

This panel also focuses on the complex nexus of drivers that lay behind sustainable urban and regional development processes. Cities offer opportunities, not only concerning educational offers and jobs, but also about culture and creativity.

Some streams of research focus on culture and creativity as a strategic factor for sustainable urban development (UCCN, 2004). The social fabric of cities, the cultural offerings and the interaction of various professionals challenge the production of ideas and represent perfect incubators for new societal frames, business models and start-ups (Dameri & Demartini, 2020). *A linear view of innovation in cultural context is obsolete, and a more comprehensive ecosystemic approach is required to grasp the complexity of the forces in place.*

On the other hand, cities also face critical developments and are prone to undesirable effects of modern and postmodern times: poverty, pollution, overcrowding and suburban ghettos, over-tourism and traffic problems are crucial issues on the urban agenda. To face these threats for

urban development, new trends in city management are emerging. Some of them are rooted in the use of innovative technologies to improve the effectiveness of local policies and services and the quality of life of citizens and firms: digital cities and smart city are streams of city management born at the beginning of the millennium and implemented progressively all over the world. These processes should be as inclusive as possible (Biondi et al., 2020; Aureli & Del Baldo, 2022). However, recent developments – especially influenced by the pandemic effects on social life (Huynh, 2020) - show that participation is confined at a superficial layer of these activities and citizens, local crafts and the whole economy can't exploit the full potential of our cultural commons (Dameri & Moggi, 2019). *Hence a deep understanding of civic and democratic participation in accessing, preserving and exploiting our cultural commons beyond the pure rhetoric of politics, is a fertile ground for debate among scholars of various disciplines.*

More specifically, we encourage the the submission of contributions focusing both, on impact investments and community leadership and public leadership, with relation to the following topics:

- Mapping and disclosing the impact of Cultural Heritage Management (CHM) with a focus on accounting and governance systems for Cultural Heritage interventions in the area of urban regeneration and civic wealth creation;
- Understanding the dilemmas and the development of theoretical frameworks on the risks and ethical challenges deriving from the transformations of our living spaces currently underway;
- Accountability, reporting and sustainability in the light of a territorial and ecosystemic approach;
- Analysis, financing and evaluation of the effectiveness of public investments in CH in line with the PNRR requirements.

Expected contributions

Theoretical and empirical contributions, as well as qualitative and quantitative methods, will be equally appreciated.

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IIAS EUROMENA 2022

Joint Conference on Next Generation Governance and Young Global Public Administration

Post-pandemic Resilient Governance for a "New Normal" in Local Government

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The COVID-19 pandemic resulted in a long-term crisis in public governance in institutional, economic and societal terms with considerable impact in local government. Additional key issues to be tackled were the handling of the needs of the generation z for digital services and the globalization of values for confronting climate change and sustainable development challenges. The latter are direct outcomes of the so-called Fourth Industrial Revolution (4IR).

Since the beginning of 2020, the pandemic brought along a number of unexpected and since then lasting consequences in the ''normal'' ways of decision making, rendering services, and crisis management in public administration. The need for Social Distancing as a preventive method for COVID-19 prevailed and eventually led to ''new normal'' ways of communicating, working, voting, taking decisions and generally delivering services in public administration and in local government. This situation is gradually contextualized to a ''new normal'' for governance in local government authorities, both for elected members and administrative hierarchy. **There is a critical need to elaborate on new management forms and methods along with new skills that will lead to sustainable resilience in the governance at a local government level.**

The local government authorities today have an imperative need to:

- Apply policies for green transition at a local level;
- Digitally transform operations in local government administrative services;
- Develop resilience mechanisms regarding people and infrastructure;
- Skill, upskill and reskill human resources.

All these are research questions to address the key issue of '**Post-pandemic Resilient Governance for a "New Normal" in Local Government**', with the submission of papers, presentations or posters.

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Institutional Setting of Territorial Governance and Citizens for a Sustainable Future

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Territorial governance, defined as the complex politico-administrative interplay of public institutions and actors, at various layers – regional, meso-local, metropolitan and local – which, in relation with central State institutions and representatives, are engaged in governing and administrating populations and public issues, in providing citizens, businesses and third sector organizations public services and implementing public policies on the ground, has obviously a

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

We can also highlight the pivotal role of citizens in territorial governance and the many participative democracy initiatives undertaken over the past decade and in different European countries with different political cultures to try and empower much more the citizens in the decision-making process and in the implementation of the national plans for SDGs and the national recovery and resilience plans (NRRPs). As many European institutions, the European Committee of Regions (CoR), among others, recognized the importance of the Citizens 'engagement in territorial development.

Moreover, it is worth underlying that the EU programme 2021-2027 puts increased focus on integrated territorial and local development strategies, lending EU support to cross-sector actions, multi-stakeholders' partnerships, complementarity of policy actions and raises the importance of a more close-to-citizens strategy.

Therefore, the present call-for-papers aims at inviting papers and discussion pieces (1-3 pages) addressing the following topics (non-exhaustive list):

- Analyzing the political and legal frameworks, the PA reforms for encouraging the territorial governance and its efficiency and effectiveness in tackling important issues regarding recovery and sustainability issues;

- Defining the role of all territorial authorities (from appointed State representatives to elected democratic organs and their executives) in implementing the national recovery and resilience plans and the priorities for sustainability (SDGs); managing the territorial dynamics;

- Assessing territorial impacts and delineating policy boundaries of Recovery and Sustainability strategies/priorities;

- Analysing the transition from a "top-down" and standardised models of policy-making and implementation to more horizontal, territorialized and inclusive logics of regulation;

- Identifying actors engaged in the strategic plans for the territorial sustainable goals and defining the partnerships agreements between the institutional representatives in a territorial perspective;

- Studying practices and actions (with data-collection) for ground and place based objectives;

- Better exploring the ways for meso-governance to build-up sustainability strategies closer to the citizens and in close collaboration with meso-local and local human communities;

- Explore the place and role of citizens, and civil society, in territorial cohesion policy, recovery plans and sustainable development at the territorial level;

- Identifying interesting practices and innovative ways of cooperation between citizens and authorities at the territorial level of governance; addressing key issues for sustainability through the institutional programmes and networks of territorial managers with a focus on subsidiarity and participation as CEVEX, ECON, Covenant Mayors, EnercitEE, …;

- Better understanding the political momentum for action as well as changes in the legal frameworks to enhance cooperation between citizens and authorities in the future cohesion policy and national recovery and resilience plans (NRRPs).

Formes institutionnelles de la gouvernance territoriale et de l'engagement des citoyens pour un futur durable

La gouvernance territoriale, définie comme un jeu politico-administratif complexe d'institutions et d'acteurs publics, à différentes échelles – régionale, méso-locale, métropolitaine et locale – qui, en relation avec les institutions et les représentants de l'État central, sont impliqués dans le gouvernement et l'administration des populations et des problèmes publics, en fournissant des services publics aux citoyens, aux entreprises et aux organisations du tiers-secteur et en mettant en œuvre les politiques publiques sur le terrain, a évidemment un rôle fondamental à jouer dans la mise en œuvre actuelle des stratégies de résilience et de relance post-COVID. Dans l'architecture d'une gouvernance multi-niveaux commune à presque toutes les démocraties européennes, la gouvernance territoriale est le niveau où s'articulent les acteurs des entités infranationales et de la société civile impliqués dans la conception et la mise en œuvre des politiques publiques. Comme maintes recherches l'on déjà exploré, le rôle des autorités territoriales est essentiel dans les différentes politiques de l'UE, telles que le Pacte vert, la transformation numérique, le développement économique, la croissance intelligente, durable et inclusive et/ou l'éducation et le développement des compétences pour un capital humain capable de relever les défis actuels. De toute évidence, le niveau territorial de gouvernance est essentiel à la politique de cohésion de l'UE, qui répond aux défis sociaux et économiques en prenant en compte les divers contextes régionaux et locaux. Cela souligne les interconnexions avec d'autres politiques publiques et l'importance stratégique de prendre en compte les « problèmes vicieux » (wicked problems) et les questions non résolues dans la gouvernance territoriale, les inégalités urbaines et régionales, et les aspects sociaux et de promotion du bien-être.

On peut aussi souligner le rôle central des citoyens dans la gouvernance territoriale et les nombreuses initiatives de démocratie participative entreprises, au cours de la dernière décennie et dans différents pays européens aux cultures politiques différentes, pour tenter de responsabiliser davantage les citoyens dans le processus de prise de décision et dans la mise en œuvre des plans nationaux pour les Objectifs du Développement Durable (ODD) et des plans nationaux de relance

et de résilience (PNRR). Comme de nombreuses institutions européennes, le Comité européen des Régions (CdR), entre autres, a reconnu l'importance de cet engagement des citoyens dans le développement territorial.

En outre, il importe de souligner que le programme de l'UE 2021-2027 met davantage l'accent sur les stratégies intégrées de développement territorial et local, en apportant un soutien de l'UE aux actions intersectorielles, aux partenariats avec toutes les parties prenantes, à la complémentarité des actions politiques et souligne l'importance d'élaborer des stratégies plus proches des citoyens.

En conséquence, le présent appel à contributions vise à inviter des communications (articles) et des notes de discussion (1-3 pages) traitant des sujets suivants (liste non exhaustive) :

- Analyser les cadres politiques et juridiques, et les réformes administratives visant à encourager la gouvernance territoriale en renforçant son efficacité et son efficience dans le traitement des enjeux majeurs relatifs à la relance et au développement durable ;
- Définir le rôle exact joué par toutes les autorités territoriales (depuis les représentants territoriaux nommés par l'État centrale tels les préfets jusqu'aux collectivités territoriales démocratiquement élues et à leurs exécutifs) dans la mise en œuvre des plans nationaux de relance et de résilience et des objectifs du développement durable (ODD), pour gérer les dynamiques territoriales ;
- Evaluer les impacts territoriaux et circonscrire les limites politiques des stratégies et priorités de relance et de durabilité ;
- Analyser la transition d'un modèle « descendant » (top-down) et standardisé d'élaboration et de mise en œuvre des politiques vers des logiques plus horizontales, territorialisées et inclusives de régulation ;
- Identifier les acteurs impliqués dans les plans stratégiques de promotion des objectifs territoriaux durables et définir les accords de partenariat entre les représentants institutionnels dans une perspective territoriale ;
- Étudier les pratiques et les actions concrètes (avec collecte de données) visant à atteindre des objectifs u niveau du terrain et de territoires déterminés ;

- Mieux explorer les voies de la méso-gouvernance pour construire des stratégies de durabilité au plus près des citoyens et en étroite collaboration avec les communautés humaines méso-locales et locales ;

- Explorer la place et le rôle des citoyens et de la société civile dans la politique de cohésion territoriale, les plans de relance et le développement durable à l'échelle des territoires.

- Identifier les bonnes pratiques et les modes de coopération innovants entre citoyens et autorités au niveau territorial ; prendre en charge les enjeux majeurs de durabilité au moyen de programmes institutionnels et de réseaux de managers territoriaux centrés sur la subsidiarité et la participation, tels que CEVEX, ECON, al Convention des Maires-Europe, EnercitEE, etc.

- Mieux comprendre la dynamique politique d'action ainsi que les révisions de cadres juridiques nécessaires pour renforcer la coopération entre les citoyens et les autorités publiques dans la future politique de cohésion et les plans nationaux de relance et de résilience.

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Next-Generation Health and Social Care Governance:
Global and local solutions for a sustainable "new normal"

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The COVID-19 crisis pointed out that health and social care as processes in complex-adaptive systems (McDaniel and Driebe, 2001; Plsek and Greenhalgh, 2001; Sturmberg et al., 2013) need new steering patterns. Challenges such as an ageing population and the need for accountability towards stakeholders have arisen since the beginning of the 21st century (Cergas, 2020; Evans et al., 2014), but the COVID-19 pandemic has jolted public institutions into finding new governance solutions (Jüptner and Klimovský, 2021) and organizations into embracing new operational models and management practices (Massaro, 2021; Mazzoleni et al., 2020; Schiuma et al., 2021).

This highlights a crucial issue for health and social care: what is the evidence stemming from the governance patterns used to tackle COVID-19 in terms of "what works"? What did the pandemic highlight, as far as effective and sustainable health and social care governance is concerned (Brusati, 2021; OECD, 2020; Pisano et al., 2020)?

To explore next generation health and social care governance, this track calls for theoretical and empirical contributions focusing on, but not limited, to the following research questions:

- Which health and social care governance model(s) can better deliver in the "new normal"? What is the evidence about the relative role to be entrusted to the state, the private sector and civil society?

- Can the slogans of yesteryear, such as decentralisation, private-public cooperation, and optimization truly serve the interest of the next generation? Or the lesson learnt is instead the need for more centralization, stricter regulation of the private sector and the importance of slacks in tackling effectively large-scale challenges in complex systems? Are "antifragile" (Taleb, 2012) rather than resilient organizations more likely to offer effective solutions for a new normal?

- Can new technologies and digital solutions strengthen health and social care governance and facilitate the adoption of evidence-based policy?

- What are the drivers, obstacles, and ways forward for next generation governance solutions that promote effective knowledge management and value cocreation in health and social care? Which solutions can balance the need for experts' insights with citizens' expectations for engagement?

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Post-Pandemic Public Governance for a "New Normal"

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The COVID-19 pandemic, other than the dramatic effects on people's health, has had an unprecedented impact on the lives of communities. The upcoming situation seems to shape a new normal, being a harbinger of complex problems and enormous opportunities.

The resilience and recovery of the economy and society are related to business model innovation towards sustainability and impose to governments a correct identification and analysis of the skills and energies required to support the change.

The aim to promote economic growth following the principles of circularity, sharing, sustainability, equity and innovation, makes it essential to search for new governance models based on more intense relationships among stakeholders and the ability to think and act globally. A strong impetus may come from a greater reliance on advanced technology and organisation tools to better address people's needs.

How can we design public governance for addressing the challenges of a new normal in the post-pandemic era? How can public administrations facilitate, organise and govern people and communities to build resilience and sustainable growth in this new era? What tools and methods are needed to ensure high-quality public services and improve people's daily lives in a new normal?

IIAS EUROMENA 2022

Joint Conference on Next Generation Governance and Young Global Public Administration

New Normal Public Governance after COVID-19

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The Chinese Academy of Personnel Science and School of Politics and Public Administration of East China University of Political Science and Law (in Shanghai) would like to have a joint track (on-line and off-line) on New Normal Public Governance after COVID-19 during the IIAS-EUROMENA 2022 Conference.

The global spread of pandemic has had a profound impact on the politics, economy and society of countries around the world, and national governance and public management are facing unprecedented challenges. Faced with the new normal of normalization of epidemic prevention and control, how to balance the relationship between pandemic prevention and control and economic growth? How to achieve a more accurate and effective dynamic clearance? How can emerging technologies such as big data and artificial intelligence be used more effectively in public governance in the post-COVID era? How to evaluate the policy choices and outcomes of countries' epidemic prevention and control? These questions pose new requirements and challenges to both the practice and theory of public governance.

This track will focus on these issues and discuss how countries around the world can meet and respond to the many challenges of public governance in the post-COVID era, in order to promote institutional innovation, capacity building and effectiveness of national governance. Experts and scholars from all over the world are cordially invited to share their research results.

The core topics to explore are as follows:

- Models and characteristics of public governance in the post-COVID era;

- Innovation and effectiveness of national governance in the post-COVID era;
- The characteristics of government organization and management in the post-COVID era;
- How can social organizations participate in public governance in the post-COVID era?
- How can emerging technologies empower and challenge public governance in the post-COVID era?
- International cooperation in public governance in the post-COVID era (the role and role of international organizations);
- Global Public Governance in the post-COVID era.

Community Leadership and Public Leadership

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How can public leadership meet the demands of transnational, dynamic complexity?

Although the public sector is dynamic, crises are continuously occurring and recurring. Because crises are complex and non-linear, it is difficult to navigate systems mindfully; reactive and politically-motivated decisions may be taken, where preventive, science-informed intervention is needed.

A research gap within the public administration field of research exists within the framing of a crisis itself. Are crises perceived as avoidable? Opportunities to learn? Or are our public leaders to remain in a mindset of survival (political) and prioritize preservation of bureaucratic assets over learning?

Rather than taking responsibility or ownership for the role that the institution played in causing or exacerbating a particular crisis, many powerful entities attempt to shift the blame and focus onto external agencies at any cost. In this scenario, the "truth" is subjective, and a paradox is created in which the agency continuously elects to promote self-preservation over accountability.

Furthermore, despites call for a paradigm shift in Public Administration, there are discrepancies still being observed in the current nature of public governance and the complexity and dynamics of crises governance networks must face.

Howard Gardner (2004) presents seven levers that can be used to create change for ourselves and others, among them; Real world events; Research and Reason; Resonance. Additional levers to favorable post-crisis learning have been proposed; such as citizen's engagement and community participation (Busenberg 1999); the de-centralization of decision-making (Weick and Sutcliffe 2011); a sound an integrated informational infrastructure (Comfort 2004), and a commitment to reliability (Roe and Shulman 2008) and ethics (Valiquette L'Heureux 2013).

Additionally, leaders have a critical role to play in "Mobilizing People, Skills, Energies for a Sustainable New Normal" and more theoretical and empirical research will be needed to meet the demands of this "permanent-crisis"/pandemic era.

There are many unanswered questions that emerge from these observations:

- How has the COVID-19 Pandemic informed organizational learning? To what extent have government agencies learned from the C-19 Crisis?
- What type of leadership is needed to govern risk in the C-19 pandemic era (risks of inertia and regression, risks of accountability issues, risks of environmental disasters, risks associated to climate migration, etc)?
- Are current leadership styles disconnected from the Generation's expectations and worldviews? How can leaders further develop and nurture institutional learning and resilience?

- How has the C-19 Pandemic informed the management of super-wicked problems in the public sector?
- Will radical or incremental changes be required to implement management innovation and adopt a system's thinking approach within public agencies?
- How can public leaders work with communities and their leaders to agree on what constitutes social value, or how to achieve commonly agreed social outcomes?
- How do public leaders mobilize latent community resources and capacities?

Justification

The leadership studies track is relevant for sustainable and strategic mobilization of organizational resources and talent. This track proposes a discussion on the renewal of management approaches and will contribute to a new definition of the research agenda within the field of public governance. Leadership is a catalyst to change, although poor leadership and lack of foresightedness can also contribute to exacerbating risks and crises' impacts. It is our belief that leaders have a critical role to play in "Mobilizing People, Skills, Energies for a Sustainable New Normal" and that more theoretical and empirical research will be needed to meet the demands of this "permanent-crisis"/pandemic era.

The CFP is aimed at also building synergy between the last year's conferences and suggests for authors to build from and revisit the prior conferences' themes.

Format and expectations

Papers and/or presentations are expected.

Depending on the number of abstracts submitted and on the presenter's interest, we may also propose to authors to partake in "Discussion Panel(s)" that would take place separately from the presentations+ short discussion series.

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About the chairpersons

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Public Sector HRM and Leadership in the Context of South Asia

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

Farandale and Paauwe, 2018; Leisink, Borst, Knies and Battista, 2021; Parry, Morley andBrewster, 2021). *Since research on HRM is dominated by a focus on Western countries, we specifically want to invite scholars to bring forward relevant concepts and evidence of HRM and leadership in the public sector in South Asian countries.*

The region of South Asia comprises Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka, which are all currently members of SAARC, a regional cooperative association founded in 1985. According to the Asian Development Bank report (2017), South Asia remains one of the fastest-growing regions in the world. While these countries have historical, political, social and cultural connections, important regional challenges of political uncertainty, poor governance, corruption, bureaucratic centralized structures and high-power distance cannot be ignored. Research in the region highlights a centralized HRM in their civil service and a heavy reliance upon historical and cultural tradition, and governmental rules in adopting HRM reforms (Suhail and Azhar, 2016; Pandey, Hewapathirana, and Pestonjee, 2016). However, not much is known about HRM reforms and leadership trends in the public sector in this region.

In integration with the conference theme of "Next Generation Governance and Young Global Public Administration: Mobilizing People, Skills and Energies for a Sustainable New Normal," we encourage scholars to focus on the following:

- How have HR practices changed in the past decades in the South Asian public sector to enhance organizational and employee performance? What are the trends of HR reforms inthe public sector in the South Asian countries? To what extent are high-performance workpractices, which the line managers implement, adopted in the public sector? What is the impact on performance outcomes?

- What impact does the role of national, economic, social, and cultural context play in shaping HR practices in the public sector in this region? What is the role of political/organizational leadership in adopting sustainable HR practices?

- How are public sector organizations in South Asia affected by the COVID 19 pandemic? How have they embraced the "*New Normal*," such as alternating periods of office-work, isolation and social distancing? What is the impact of adoption of new ways of working on

the wellbeing and performance of public employees? Is there convergence or divergence in the public sector HR models adopted during the recent pandemic crises?

We strongly welcome theoretical research papers that discuss innovative, conceptual contributions, as well as empirical research papers that discuss local experiences and comparative analyses using different research methods including qualitative, quantitative, and mixed-research.

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

Public Sector Reforms in South Asia: Lessons for the New Normal

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Reforms in the public sector have become a more prominent political topic while emerging from the dusty backrooms of administrative change to feature, sometimes at least, as a major agenda item in party manifestos and government programs (Pollitt & Bouckaert, 2017). In order to deal with the internal and external challenges, and crises, governments around the world continue to reform their public sector institutions and structures with a promise to perform effectively. Even though public sector reform has become a global trend, however, the country level responses produced highly different trajectories and results (Zahra, 2020). Context stays worth analyzing as it frequently enables better explanations and strengthens understanding of the reforms (Pollitt, 2013). The institutional and cultural values of the state and their domestic choices modify the international reform doctrines and their implementation (Laegreid & Verhoest, 2010). That points toward the clear difficulties in suggesting that reforms ideas considered appropriate in Western settings will also be appropriate in non-Western settings (Ingraham & Pierre, 2010). Public administration research has an inclination towards Western cases; that is where we think

more research and discussion has to come in and fill the gap with cases from other parts of the world.

South-Asia has a number of interesting cases with an increasing number of similarities across countries. The common issues among the South Asian counties are hierarchy, rigidity, and top-down approach in administrative systems since most of them follow the Westminster model of governance and the British-built colonial administration (Jamil et al. 2021). Their institutions are known for their slow response and stickiness while lagging behind in adapting to the changes. Moreover, South-Asian formal institutions and their mechanisms are often overshadowed by the informal relations between citizens and higher authorities, leading to patron-clientelism (Jamil et al., 2013). While this is the situation for the administrative apparatus, different surveys like the World Values Survey, Asia Barometer, and Governance and Trust Survey indicate that these public organizations enjoy relatively higher institutional trust compared to different developed countries like the countries belonging to OECD country category (Baniamin, 2019; Baniamin et al., 2020). This is a puzzling trend as based on institutional performance and governance quality, it is difficult to explain such higher trust. That is why researchers labeled them as blind and inflated trust. But to have effective reform, we need more active and demanding citizens.

Now, the state institutions often do not work within their constitutionally defined boundaries (Zahra, 2020), leading to confused accountability and in-efficient working of institutions. Most changes are initiated top-down leading to prevalent dissatisfaction among citizens. Due to all of these and many other reasons, timely and efficient adaption to the changing world does not always happen. Although countries keep trying new and continuous reforms with an overwhelming pressure for performance, however, not much evidence is found for a dramatically higher frequency of change in a developing country which leads to believe that there are other factors affecting the bureaucratic capacity since the developed world apparently has less problems with the performance of their public sector and their staff compared to the developing countries (Zahra & Bach, 2021). The panel on reforms in South Asia will bring fresh insights from these countries and contribute towards generating public administration literature from the developing world.

We are looking forward to papers that provide insights on how public sector organizations have adopted reforms to cope with the pandemic, and the overall changing dynamics of the world while adjusting to the new normal. We encourage topics/sub-themes such as:

- Structural reforms,
- State Institutions,
- Local Governance,
- Digital Government.

We strongly welcome empirical papers with a focus on case studies that discuss best practices based on local experiences, comparative analyses, and innovative conceptual contributions. Academics and practitioners are invited to participate in conference discussions, paper presentations, and experience sharing.

All types of academic papers are welcomed – quantitative, qualitative, case studies, literature reviews, etc. The value-added, goals, research methods and findings (and their limitations) must be explicitly formulated. The oral presentation should focus on research questions and findings, and their limitations, the length of the presentation is expected to be app. 15 minutes max.

When submitting an abstract (500 words), authors are requested to follow the proposed structure:

- Name;
- Institution;
- Contact details;
- Sub-theme;
- Topic,

The abstract should contain

- Purpose of the envisaged paper;
- Design/methodology/approach applied;

- Main findings;
- Practical implications;
- Originality/value.

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IIAS EUROMENA 2022

Joint Conference on Next Generation Governance and Young Global Public Administration

Effective Governance, Digital Education & Partnership in the MENA Region

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This track draws on a project (DEeP-GOV) developed for the CLOC DEAR MENA programof the Swiss universities Development and Cooperation Network (SUDAC).

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

The DEeP-GOV project aims to examine effective governance as a critical element for stability, peace, and sustainable development. These challenges are increasingly globalized andneed to be addressed through a cross-cultural perspective to more holistically and comprehensively understand its mechanisms. Higher education can play a key role in providingstakeholders with the knowledge, skills, values, and attitudes to address these interconnected global challenges and in supporting countries to build effective, accountable, and inclusive institutions at all levels. As shown during the Covid-19 pandemic, new information and communication technology is fundamental for sharing knowledge across countries, ensuring high-quality education, and leaving no one behind. It is the approach favoured by the DEeP- GOV project.

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

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

The United Nations (UN) Principles of Effective Governance (effectiveness, accountability, inclusiveness) will be the main theoretical framework. More specifically, this track calls for the submission of contributions focusing on:

- "Effectiveness": what are the main challenges that public institutions in the MENA region need to face in order to to be competent (i.e., perform their functions effectively, with sufficient expertise and resources), based on sound policymaking (i.e., develop coherent evidence-based public policies) and be collaborative (i.g., address problems of common interest working together with non-State actors)? How can digital education support public institutions in facing these challenges? Is there any best practice in this regard?

- "Accountability": what are the main challenges that MENA countries need to face in order to promote integrity and transparency mechanisms and innovative tools in the public sector (e.g., civil society participation, social and sustainable reporting), corporate social responsibility, and anti-corruption policies? How can digital education support public institutions in facing these challenges? Is there any best practice in this regard?

- "Inclusiveness": what are the main challenges that public institutions in the MENA region need to face in order to leave no one behind (i.e., ensuring that public policies take into account the needs and aspirations of all segments of society), to non-discriminate (i.e., access to public policies should be equally provided without distinction of race, sex, language, religion, political opinion, etc.), to promote participation (i.e., participation of all political groups in relevant matters), subsidiarity (i.e., promote intermediate and local-level forms of government to be more responsive to the micro needs and aspirations of people), and intergenerational equity (i.e., balance the short-term needs of today's generation with the longer-term needs of future generations)? How can digital education support public institutions in facing these challenges? Is there any best practice in this regard?

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Expected contributions

Contributions aiming to develop an institutional framework for education and research in the MENA region by providing methods and expertise, sharing insights, and getting up-to-date with digital technologies in teaching and research in public administration and governance arealso welcomed.

Abstracts should be no longer than 800 words.

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Public Administration and Public Policy Education in the MENA Region

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The proposed track tackles Public Administration and Public Policy Education in the Middle East and North Africa (MENA). Being characterized by a high share of young individuals, social tensions, security problems and often relatively weak governance systems, the need for sustainable public action and sound education in public administration and public policy is high in the MENA region. While new education institutions and study programs are recently emerging, also topics and themes in public administration and public policy education in MENA may display regional specifics.

The proposed track invites papers related to challenges, opportunities, and best practices/successful experiences in the domains/fields of public administration and public policy education in the countries of the Middle East and North Africa. Practitioners as well as academics are invited to share their views on the aforementioned topics and any other ones that would contribute to the better understanding and projection of education, training, and capacity building needs of future public servants, and the embeddedness of these education needs into the global education system.

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Gender Governance and the Governance of Gender in MENA Countries in View of a New Normal

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In line with the general theme of the 2022 Conference (Next Generation Governance and Young Global Public Administration: Mobilizing People, Skills, Energies for a Sustainable New Normal) the panel wish to solicit papers engaging the issue of gender governance as an instrument to build a new world for young generations in MENA region.

We invite to submit papers approaching any of these subjects:

- Gender and Education: i.e. Policies intended to boost women's education in STEM areas; strategies to open opportunities for higher education to women; women's access to a university career

- Gender and the Law of Work: i.e. Impact of Covid-19 pandemic on women's work and lesson learned for the future; the role of women in legal professions; maternity and work facilities

- Gender and Governance: i.e. Role of women in COVID-19 recovery decision-making tables; gender politics in MENA countries; how and to what extent gender ideologies are embroiled with systems of governance; impact of gender inequality on governance

- Gender and Laws on Family: i.e. Laws on violence against women; family law reforms; the role of jurisprudence as a instrument of innovation or conservatism

- Gender and Entrepreneurship or Labor participation- moving from the experience of InnovAgroWoMed Project as well as similar projects in neighbouring or different national contexts, explore social innovation theories and practices as a means to empower women employability and self-employability in the sector of agrifood.

Expected contributions
- Presentations,
- Papers,
- Posters.

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Public Manager Cross-Cultural Competence:
A scientific debate on training models and social impact

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*"Culture is actually a prison, except when someone
knows there is a key with which to open it..."*
Edward T. Hall

The topic of cross-cultural competence gained increased importance and calls for a deeper understanding of the necessary ability to interact effectively with people from different countries and cultures in all the organizations, private and public (Bailey, 2005; Carrizales, 2010; Haupt & Knox, 2018; Rice, 2007 and 2008; White & Rice, 2010).

We must be aware that there is a need for a scientific debate on the specific cross-cultural training models aimed at increasing the Cultural Intelligence of public managers defined as an individual's capability to function and manage effectively in culturally diverse settings (Early &

Ang, 2003). It is relevant to the internal work environment and the daily interaction they have with the citizens to whom they provide public services.

Considering the internal work environment, the increasing cultural diversity at all levels of government calls for adequate training initiatives to avoid problems with employee relations, employee attitudes, and lower employee retention (Vidu, 2004). Further, the absence of cross-cultural competence can create various degrees of "racialized workplaces" which can generate feelings of anger, depression, and demoralization (McClelland, 2006).

Considering the service to the citizen, public managers are charged with addressing the needs of different groups and people in their implementation of public policy. Hence, they need to develop competencies to find a way in order to effectively interact and serve different individuals (Blessett, 2018; Edlins & Dolamore, 2018; Hergüner, 2021).

Overall, culturally competent public organizations acknowledge the importance of cultural assessment of cross-cultural relations, vigilance toward the dynamics that result from cultural differences, expansion of cultural knowledge, and adoption of services to meet culturally unique needs. They use a repertoire of professional practices, policies, tools, systems, structures and standards for this purpose. Public organizations are also more likely to be culturally competent if the individuals who make and implement policies and programs are themselves culturally competent (Longoria & Rangarajan, 2015).

The Panel, supported by the 3CLab-Cross Cultural Competence Learning & Education (www.3clabunisa.it), draws upon the understanding of cross cultural competence as a developmental process and not a destination supposing that public institutions today need to be responsive to the cultural needs of citizens. On this basis, the Panel aims to reflect on critical aspects of cross-cultural training in public administration, taking into account the different perspectives of the potential benefits, limitations and obstacles. It also aims to explore examples of management practices and cross-cultural training implemented in universities, local governments, health care service providers, and nonprofit organizations.

It specifically focuses on two aspects:

- How public organizations in different countries dealt with cultural differences to be more effective with regard to the internal work environment and the level of public social service?
- How to design and implement cross cultural training programs, including in terms of social impact measurement?

More specifically, this Track calls for the submission of contributions focusing on public manager cross cultural competence, with relation to the following topics:

- Culturally competent public manager state-of-the-art;
- Critical thinking around the topics of cross-cultural competence and organizational diversity in public organizations;
- Best practices/Case study on public organization involving training programme on cross cultural competence;
- Cross cultural competence applied to delivering services to minority and immigrant communities;
- Discussion about the research design suitable to measure cross cultural competence in public organizations;
- Relationship between intercultural policy and specific policy outcomes such as economic performance, trust in public institutions, quality of life and feelings of safety.

Expected contributions
Papers and presentations

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Joint Conference on Next Generation Governance and Young Global Public Administration

European Governance, Appropriate Administration for a New Public Normality and Challenges that Arise from the National Recovery Plans

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Notions of appropriate administration arise as a necessary measure of the new European programming and role of public administrations that will implement it. Appropriateness becomes the measure of the reforms and activities because it allows after-the-event control over the objectives and those achieved. European public governance and the related recovery plans drawn up in the version of long-term planning for missions call for reflection on a new, but not improvised way of understanding public power and its exercise. Mission co-ordination is a key element in enabling the plans to succeed in relation to previously unimaginable EU funding, representing an opportunity that should not be missed. The strategic objectives are diverse and relate to specific profiles, but they all need to be brought together systematically in order to avoid the failure of the plans overall. The purpose is to identify a shared notion of appropriateness as a guiding value for public agencies and civil servants.

The aim of this track is to provide a key to understanding what reforms are needed and what coordination and controls should be organized in order to avoid dispersion of the funds of the plan.

The panel is aimed at jurists, economists and political scientists.

Social Impact Management and Finance and Islamic Finance for Sustainable Development

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The latest studies in the literature show a strong connection between Islamic finance and the public and social sector (Biancone & Radwan, 2019). Indeed, Islamic finance includes several impact tools as *zakat* (obligatory charity), *sadaqah* (voluntary charity), and *waqf* (perpetual endowment) (Uluyol, 2021).

These financial instruments have participated in developing public social facilities and services in the past by facilitating governments on the one hand and citizens on the other by

providing them with new services and development opportunities (Brescia et al., 2021). In addition to social connections, the practice also requires new financial instruments that can support the sustainable growth of nations. Based on these initial premises, we are looking for contributions addressing the following research questions (and not limited to):

- Are there innovative social finance tools in the Islamic finance sector?
- How can Islamic finance drain resources for sustainable social development?
- How can the traditional and Islamic financial system dialogue on sustainable social development?
- Why can Islamic finance be considered impact finance? What new evidence?

Expected contributions:

Papers and presentations.

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Investors/Consumers in the Age of Sustainable and Digitalized Single Market: Impacts and legal issues of the Green Bonds Standards through a comparative perspective

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The track has the primary objective of reconstructing the general framework of Green Bonds and other initiatives relating to the climate and the environment (such as biodiversity protection and renewable energies) and to figure out the possible development of the market in the context of the Sustainable Development Goals.

Contributions will start focusing on the Green Bonds taxonomy proposed by EU on 2021 (European Green bond standard), and will take into account their interaction with Fintech and the new technologies such as Blockchain platforms, evaluating the tokenization process and the degree of eco-sustainability of the investments, and comparing them specifically with the standards proposed by Islamic countries in Middle East and North Africa.

The main topics of interest will be: the use of the emerging technologies and smart contracts in green bonds market; the lack of universal guarantee standards for individual investors; data protection law and digital and sustainable data ethics; the possible application implications of technological innovation on the phenomenon of "greenwashing",risk management and remedies in case of Green Defaults, which occurs when proceeds from Green Bonds are not actually applied to the green project or when that project ceases to meet the green criteria.

Expected contributions

Presentations and papers

Strategic Planning and Management for Next Generation EU

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The COVID-19 outbreak has suddenly hit almost every country's economy globally, and their public sectors have been under stress during the crisis. The pandemic has brought the need to deeply innovate the public sector (PS) to rethink internal processes and service delivery in a "new normal" context.

The response of the European Union has been to launch the Next Generation EU programme to support countries to recover from the pandemic and innovate the public sector (PS).

Strategic planning and management have also taken on a different significance, as it is necessary to have a long-term vision and the ability to make strategic decisions in a brief timeframe. It also questions the traditional models for service provision.

We invite submissions of abstracts focusing on the following topics (list not exhaustive)

- The future of Strategic Planning and management;
- Performance management systems in the New Normal;
- New forms of service delivery;

- Impacts on internal processes in the new normal;
- New planning and programming processes;
- New digital and organizational skills;
- New working methods;
- New Digital Tools in the new normal;
- Impact of the Next Generation EU programme on public management.

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

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The track draws upon the report of the European Commission, whose conclusions show that the International Public Sector Accounting Standards (IPSAS) represent an indisputable reference for the development of European Public Sector Accounting Standards (EPSAS). On this basis, the track aims to objectively examine the critical aspects of implementation of the IPSAS to the public administration, taking into account the different perspectives of the potential benefits, limitations and obstacles to application of the standards (Nobes, 2008; Zeff, 2010; Campra et al. 2014; Esposito et al., 2021).

This Panel aims to explore and evaluate the Recovery Fund support programs, accountability elements (Ricci, 2016), accounting treatment and social impact in five of the largest

European economies in 2020 and 2021: France, Germany, Italy, Spain and the United Kingdom. It focuses on two aspects:

- How countries have dealt with the numerous trade-offs that have emerged in the design and implementation of programs, including in terms of accounting and social impact measurement?
- What explains the differentiated use of resource measurement structures used in the countries surveyed, as well as its leveling in the second half of 2020 and 2021.

The pandemic will completely disrupt EU economic governance (Gimsey and Lewis, 2004; Quattrone and Hopper, 2006). Taken together, the lessons learned from the pandemic will make the old public sector reform agenda of the pre-pandemic Eurozone obsolete, especially regarding the perspective of measuring the extraordinary resources of the recovery fund, which will arrive and are arriving in different countries.

More specifically, this Track calls for the submission of contributions focusing on EU Recovery Plans vs. US Infrastructure Plan, with relation to the following topics:

- Understanding the dilemmas and the development of theoretical frameworks on the risks and ethical challenges deriving from the transformations currently underway;
- Accounting and governance systems for EU Recovery Plans planning, financing and promotion of sustainability policies;
- Accountability, reporting and sustainability.

Theoretical and empirical contributions, as well as qualitative and quantitative methods, will be equally appreciated.

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The Italian Recovery and Resilience Plan:
Strategic monitoring and risk management

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The present paper aims to investigate the different ways in which strategic monitoring (Simons,1995; Langfield-Smith, 1997) can take place into Italian Recovery and Resilience plan. At the same time, the goal is to analyze the application of risk management techniques (Kolluru, 1995; Zimmerman, 1986) in the plan's execution phase. The national plans are performance-based programmes (Otley, 1999) where the choice of common debt represents the fundamental element to create added value (Moore,1995). Investments' part of the nationals plans are likely to create a multiplier effect where the returns are greater than the liabilities.

Nationals' plans performance is assessed against milestones and targets agreed with the European Commission. Based on those results, the European Commission disburses the semestral tranches of payment (rif. Art 22 Reg. (EU) 241/2021).

A key element of the recovery and resilience facility is the transition from 'output logic' to 'outcome logic' (Dal Mas et al, 2020). Therefore, in the monitoring process is mandatory to verify the contribution of each investment of the plan against the twin transitions (i.e. green and digital). Public administrations involved in the execution of the projects must collect 'non financial information' and guarantee the respect of some principles such as: 'Do No Significant Harm' (DNSH), tagging climate and digital, gender equality. Through the analysis of the instruments

used by European Commission is possible to verify the correct application of the above-described principles (ESG principles - Schoenmaker D., Schramade W., 2019) and understand the true extent of these obligations.

Another aspect that the paper wants to investigate is related to the application of 'risk management techniques' (Beasley,2021) which aim to guarantee the right implementation of control systems and the prevention of the fraud risk (fraud risk management).

Based on these premises, this track welcomes contributions which aim to address (but are not limited to) the following research topics:

- Understanding the meaning of performance evaluation of non-financial aspects;
- Investigate on governance structure of the Italian Recovery and Resilience plan;
- Analyze the aspect of accountability, reporting and sustainability;
- Examine the application of risk management techniques.

Expected contributions

- Theoretical and empirical contributions, as well as qualitative and quantitative methods, will be equally appreciated.
- Papers and presentations.

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Next Generation, Social Dimension and SAIs' Controls

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The track aims to reflect on the role of Supreme Auditing Institutions (SAIs) with respect to the reforms implemented in the context of the Recovery and Resilience Facility (RRF), with reference both to expenditure and the coherence and systemization of the interventions. Controls, by their very nature, guarantee a cultural change in the approach to administrative and management activities to enhance the relationship between formal and substantial rationality and, therefore, the guarantee of the social dimension of the administrative function. If it is true that controls are based on the structure of those on Structural and European Investment (SIE) funds, it is also true that the nature of the RRF funds (performance-based), the fact that they are also aimed at bridging the gaps between territories, and the binding nature of the objectives, give the programming hitherto unknown characteristics that will affect the entire public finance framework of the Member States. In this context, it is necessary to reflect on the extent of the perimeter of the control of the national SAIs, not limited to financial profiles, intercepting assessments of appropriateness and, therefore, of economy, efficiency and effectiveness regarding the acquisition and use of RRF funds, as well as on their functions in the European Union control procedures.

Rethinking the Public Administration: Sustainability Challenges for Public Governance, Management and Accounting Studies for the New Generation

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Sustainability and social responsibility represent emerging concepts in the field of public administration. With this track, we aim to develop new perspectives on the governance, management and accounting of public administrations. Commonly, the matter of sustainability

and social responsibility has been applied to private institutions alone. Sustainable development, however, may be applied to all organizations, including those of the public sector. There is a wide variety of different public sector organizations, ranging from government agencies to local governments to healthcare organizations to airport and public transportations to universities and schools – and all are affected by the implications of sustainability and sustainable development. Sustainability is about rethinking the aims of these organizations and their role in the society, improving the capacity of effectively pursuing their missions in the long-term. Moreover, in considering long-run planning, intergenerational equity, reduction of systemic risks (such as climate change), and conservation of natural resources, sustainability and sustainable development may have a significant role. The new generation is highly interested in all the above topics.

Therefore, we encourage contributions that further our understanding of sustainability and sustainable development to the field of public administration from various angles, bringing together researchers from the areas of sustainable accounting, management and policy with those focusing on public sector. In particular, we welcome the submission of empirical, conceptual and critical work which explores, but is not restricted to, the following topics:

- Sustainability and social responsibility in Public Administrations;
- Accounting, accountability, and sustainability reporting;
- Sustainability in performance measurement and management;
- Sustainability and management accounting in Public Administrations;
- Digitalization and smart initiatives for sustainability;
- Ethics, transparency and corruption;
- Public governance for sustainability;
- Public value accounting and management;
- SDGs and Public Administration;
- Stakeholders (citizens') management, engagement, metrics and communication.

We invite the submission of theoretical and empirical studies (papers and presentations) that advance the understanding of the areas mentioned above and any other area related to sustainability in the public sector, even if not explicitly indicated. This track is open to a wide range of theoretical perspectives and research methods including qualitative, quantitative and /or mixed approaches.

Accounting and Accountability for Urban Resilience and Circular Economy

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Cities and local governments are called to define actions aimed at boosting urban resilience toward issues related to climate change, urbanisation and disasters (Kudo et al. 2021; Vermiglio et al., 2021).

Nevertheless, cities have become major hubs of sustainability-oriented initiatives (Ehnert et al., 2018), and key sites of circular economy transitions and nature-based solutions (Bush and Doyon, 2019). In this context, emerging streams of research are focusing on the role played by accounting and accountability in the achievement of sustainable development targets and in measuring the performance of the various initiatives developed within urban resilience (UR), smart city and circular economy (CE) discourses (Bebbington et al., 2019; Argento et al., 2020; Grossi et al., 2020; Larrinaga and Garcia-Torea, 2021; Kudo et al., 2021).

However, multiple gaps still exist which call for a critical exploration and systematization of the various theoretical approaches and practices so far developed. Based on these premises, this track welcomes contributions which aim to address (but are not limited to) the following research topic:

- Challenges and opportunities from the implementation of accounting, accountability and performance measurement systems for UR and CE;
- Financial and non-financial disclosure of climate actions, UR and CE initiatives at the local level;
- Strategic planning for UR and CE;
- Integrated reporting and performance management systems for UR and CE in cities;
- Key processes and actors involved;
- Accounting for urban ecosystem subsectors (health, food, transportation, infrastructure, etc.);
- Collaborative governance for UR and CE initiatives;
- Citizens and young people engagement in CE and UR actions.

Kind of contributions expected

Extended abstracts (between 500 and 1,000 words).

Full papers submission before the conference. Potential contributors are welcome to contact track chairs.

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Anti-Corruption and Corruption Risk Management:
Risk-based approaches and corruption prevention strategies

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Preventing corruption has long been an international political priority. There is unanimous agreement on the need to enact policies of prevention as a proactive deterrent against corruption, instead of relying on mere measures focusing on repression. Since the beginning of the 2000s such proactive approaches are promoted by United Nations Convention against Corruption (UNCAC) and in the various control mechanisms, such as Group of States against Corruption (GRECO) or the OECD Working Group on Bribery in International Business Transactions.

While corruption is increasingly seen as a risk to public organizations, advancing the idea that risk management can be considered a cornerstone of good governance (Hood et al., 2004; Black, 2005), little is known about the prevention activities undertaken by such organizations or about the effectiveness and results of these activities for the public institutions themselves.

More specifically, little cross-fertilization occurs between recognition from the international community of the importance of risk management and the academic studies on the field (Power, 2007; Hansen, 2011; Graycar and Masters, 2018). As a consequence, the academic literature is relatively silent on risk-based approaches to corruption prevention strategies at all levels of analysis, for example: how policies are implemented at the national level (macro), the observation of both the organizational (meso) dynamics, and the individual (micro) determinants. These issues remain severely understudied.

Hence, this symposium calls for theoretical and empirical works on the risk of corruption and the effectiveness of the related preventing measures in public sector. Both comparative papers (across time, countries, government levels, or policy sectors) and single case studies are particularly appreciated.

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

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The current pandemic has exacerbated the uncertain environment, leading to difficult (if not impossible) predictions of economic trends and modification of the traditional organizational and structural set-up implemented in almost all public organizations (Carmeli and Tishler, 2004).

In fact, all governments were put under severe economic and social pressures, preparing *ex-post* budgets and external audit exercises on how management and reporting systems have dealt with the crisis. In brief, they rapidly adapted at organizational and managerial levels in view of the "new normal" period as to quickly monitor the allocation and execution of the COVID-19 budget (OECD, 2020). In this regard, financial reporting practices and ambitions have varied in terms of

objectives, frequency, or content, leading to "improvisations" in terms of internal managerial controls and controls on financial transactions (Asare, 2009; Kabuye et al., 2017). Furthermore, ministries of finance have relied heavily on non-monetary measures (budgeting) to provide support for families, corporations and healthcare sector, temporarily blocked resuming normal processes to the extent possible. Further, the public organizations will have to envisage new ways of working as further digitization of processes to avoid future large-scale disruptions.

The key to success in public organizations has been found in the development and implementation of good governance practices (Beshi and Kaur, 2020) by public managers and servants, whose selection is now even more pivotal (Andersen, 2010; Andersen et al., 2021; Howlett, 2011). Yet, it has become essential to support the timely implementation of emergency business policies as well as efficient governance policies. While doing that, it is needed ensuring greater transparency, clarity, accessibility to information and accountability of government action than that normally used in the use of its reserves and in the funds reallocation (OECD, 2020). Public organizations should be able to build institutional resilience in the event of new crises and future shocks. Building resilience in public organizations will be possible by selecting managers, administrators and servants (Shin et al., 2021) as well as finding business solutions such as integrated private, public, hybrid organizations, collaborations, assimilating change processes, developing leadership processes, and building and cultivating business strategies at the organization and system level. These solutions should be managed by the state and must be supported by higher budgets and weighted organizational-managerial solutions.

Expected topics:
- Organizational-managerial solutions for the new normal
- Management in the public organizations
- Best practices for the public organizations governance
- Public Governance of Public-Private Partnerships
- Resilience in the public organizations
- Building Institutional resilience

- Management of financial transactions
- Healthcare organizations
- Performance in the healthcare organizations
- Managerial aspects of the healthcare organizations
- Value-oriented organizations-strategy for ensuring economic sustainability
- Public managers/servants' selection
- Cognitive schemata in the new normal
- Socio-demographic and cognitive charateristics of public managers/servants

Expected contributions:

- Papers,
- Abstracts,
- Oral presentations,
- Posters.

Accounting and Co-Models in Public Services

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Covid has proven that the public interest is attained in an increasingly abstract arena, made of globalized issues jointly with localized policies and responses, at the intersection of civil society

and traditional regular provider (Dunlop et al., 2020; Nabatchi et al., 2017). Over the last years, and especially during the crises worldwide, lay actors (in their role of citizens, consumers, users) have been actively involved in the process of value co-creation. This involvement may take different shapes according to the object of what is coproduced, how coproduction is organized and managed, and the environment within which it is deployed (Bovaird & Loeffler, 2013). The co-model represents a phenomenon that has been accelerated by the pandemics but that seems here to stay in next years. Despite the co-model has attracted attention from scholars in the last decades, research of accounting scholars is still very scant (Steccolini, 2019; Anessi et al., 2020). If some initiatives of coproduction can be per se classified as accounting practices, such as participatory budgeting and co-assessment, in other experiences adopting the co-model accounting may play a fundamental role in activating, measuring, and managing coproduction. In other words, accounting for coproduction, in coproduction, from coproduction and of coproduction are the four dimensions of research that the track wants to focus on.

Expected contributions

The track is open to accept papers coming from both academics and practitioners (especially if jointly developed) to incentivize the discussion on the topic both theoretically and with a glance to its sustainable deployment.

The Creation or Destruction of Value in Hybrid Organizations

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The spread of hybrid organizations worldwide leads to change in public governance approaches and instruments (Mair, Mayer, & Lutz, 2015; Argento et al., 2019; Secinaro et al., 2021). The reform linked to New Public Management has led to different types of outsourcing of public interest services, some typically oriented towards new corporate forms under public control, others towards the public-private partnership, others towards new hybrid solutions in which different organizational structures are united to answer the need (Christensen & Lægreid, 2011; Secinaro et al., 2019). Solutions capable of generating or at other times destroying value (Esposito et al., 2021). O'Flynn (2007) identifies a new approach in the concept of public value. As theorized, hybrid organizations have a greater capacity for collecting preferences, a multi-accountability process that involves all subjects, the ability to pursue multiple objectives, including service results, satisfaction, results, trust, and legitimacy. This track aims to achieve new approaches to determine the public value generated by hybrid organizations through the social, environmental, and economic impact or the analysis of achieved SDGs addressing the following research questions (but not limited to):

- How to evaluate the creation of value in hybrid organizations?
- What are the best approaches to measure impact in hybrid organizations?
- Which subjects involved in the governance process have the most significant impact on value creation (destruction)?

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Interorganizational Cooperation for the Sustainable Development: Governance, management and performance

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The concept of sustainability is complex, considering its multidimensionality, its impact on different areas of management choices and the need to consider the intergenerational effects of current decisions. Therefore, the research on sustainability often requires a multidisciplinary approach.

The 17th Sustainable Development Goals of the UN 2030 Agenda, which aims to strengthen the means of implementation and renew the global partnership for sustainable development, have given new attention to sustainability and the role assumed by cooperation between public and private sector. Different forms of cooperation (e.g. PPP, alliances, joint ventures and hybrid institutions) can be implemented for sustainable development in different areas of application including, for instance: health care; environment; sustainable tourism; utilities and public services; sport management.

Hence the research interest represented by a greater understanding of the management of cooperation for sustainability (especially in terms of governance), from a theoretical and/or practical point of view.

Therefore, in order to answer the research question "what is the role of interorganizational cooperation in sustainable development?", articles analyzing cooperation directed at sustainability management are welcome, taking into consideration the areas just outlined and additional possible areas of cooperation. Research papers may cover, but not be limited to, the following topics:

- Characteristics (barriers, strengths/weaknesses, etc.) of cooperation forms for sustainability management;
- Elements of cooperation governance (e.g.: gender);
- The role of digitalization in the development of cooperation to obtain products or deliver services aimed at sustainable development;
- Accounting and accountability profiles of cooperation for sustainable development, with particular attention to environmental and social reporting;
- Evaluation of sustainable performance in cooperation, considering the sustainable development goals of Agenda 2030, and social, environmental and economic results;
- Profiles of performance governance.

Contributions may consider one or more forms of cooperation (e.g. PPP, alliances, joint ventures and hybrid institutions), such as different dimensions of sustainability (e.g. environmental, social, economic, etc.), and may apply qualitative or quantitative research methodologies.

Keywords
- Cooperation for sustainability (PPP, alliances, joint ventures and hybrid institutions);
- Governance;
- Performance measurement and management of collaboration;

- Sustainable development and sustainability management;
- Digitalization.

PPPs, Alliances, Joint Ventures and Hybrid Institutions

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The world is facing accelerating environmental, techno-economic and social dynamics with an unprecedented impact on the young and next generation. Collaboration among different stakeholders is required to deal with the complex reality of today's and tomorrow's societies. Supported by digital transformation and smart infrastructure, joint action is not only needed to improve public services, but to create capabilities of solving pressing challenges, like climate change, intergenerational equity and pandemics (Eriksson et al. 2019; Kekez et al. 2018; Koppenjan et al. 2019; Brandsen/Karré 2021; Brandsen et al. 2018).

Against this background the aim of this track is to bring together researchers and practitioners from Europe, the Middle East and North Africa to have an open debate on governing and managing joint action through partnerships, alliances and hybridity. The track welcomes researchers and practitioners from different disciplines, like public administration, public management, public policy, and beyond.

The track investigates the different relationships, interests, institutional logics but also complications among public, private, and civic arrangements contributing to environmental, techno-economic and social outcomes. We are particularly interested in new forms of PPPs, alliances, joint ventures and hybrid institutions in society that have emerged to tackle one of the above-mentioned challenges, including innovative forms of boundary-crossing activities through "smart" digital solutions or network arrangements.

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

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Joint Conference on Next Generation Governance and Young Global Public Administration

Digital Transformation for a Sustainable and Resilient Recovery

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The last few years have experienced rapid technological developments and increased pace of innovation which have been accompanied by consecutive waves of new digital technologies. The acceleration of digital transformation has been more pronounced since the start of the COVID- 19 pandemic. During this time, the functioning of the businesses, education and the government depended on digital innovation and new ways of working. Even Though, the digital transformation was at the heart of the COVID-19, 3.7 billion people still remain unconnected to the Internet and more than two thirds of the world's school-age children have no internet access at home (ITU, 2021). This has emphasized the digital divide more than ever before and has urged the need to invest in new digital technologies. Therefore, every government should strengthen their infrastructure, to foster the change of the business models and to prepare for the next digital disruption. This goes beyond the need to access digital equipment. It is needed to establish programs and strategies to embrace digital transformation. Implementing strategies for digital transformation, investing in the digital infrastructure, prioritizing cybersecurity as a critical part of digital transformation, upskilling and reskilling the existing workforce should be core elements for a sustainable and resilient recovery.

To contribute to the ongoing debate on the digital transformation for resilient and sustainable recovery, this call for paper focuses on the following question: *"How can digital transformation lead to a sustainable and resilient recovery?"*. We welcome theoretical and practical analyses by different actors (individuals, workers, firms, regions, countries, etc.)

Potential subtopics could include, but are not limited to:

- Digital transformation in public administrations during the pandemics
- Digital transformation in education and health sectors

- Digital divides and digital dividends
- Digital transformation and inequalities
- Cybersecurity as a critical part of digital transformation
- Labor transformation and new organization of work in public administrations
- Digital skills in the public administration
- Digital transformation and sustainability

Keywords:
- Digital skills,
- Cybersecurity,
- Digital Transformation,
- Public Administration,
- Resilience,
- Sustainability

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Digitalization and Public Administration

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Public Administrations have to fill a crucial role in the digital transition.

The track will discuss the process of implementation of the digital growth objectives and the modernization of public administrations (PAs) within the development of a digitization program based firstly on the Digital Agenda of the EU.

Promoting conditions for the economic growth and employment in Europe and in Italy implies a review of the digital priorities, by investing in broadband deployment, creating new public Cloud infrastructures and developing digital skills. The track will also focus on how infrastructures, big data use and interoperability of platforms can challenge the PA also in the field of privacy, protection of fundamental rights of individuals and digital revolution.

Because this progressive technicalization of PAs can make their decisions opaque, the track also aims to analyze the revised approaches to enable adequate judicial review of decisions made with the support of ICT and AI.

The addressed topics are embedded in the general vision of international conference, especially because the essential use of ICT in the public sector – also during health emergencies – has led and will increasingly contribute to the establishment of a new normal.

Artificial Intelligence and New Public Services

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The aim of this track is to focus on how the use of new technologies in the public sector affects and allows to rethink public services (transportation, healthcare, education, wastemanagement, etc.) according to the new digital paradigm.

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

The role of Artificial Intelligence can help the PA addressing social challenges, improving productivity, creating job opportunities, and ensuring sustainability at social, environmental and economic level, for a better regulation of the digital future with increasingly high-performance and universally accessible services – e.g. health care sector post Covid19 pandemic.

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

Disruptive Technologies for Smart Cities' Management

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Cities will be revolutionized by new "smart" technologies enabling the transparent and efficient provision of government services, sustainability manners, including new administration methods (Sousa et al., 2022). Of particular interest are the applications of sensors, blockchain and big data processing possible through artificial intelligence (AI) to propose new tailor-made services for citizens (Allam and Dhunny, 2019; Secinaro et al. 2021a). This creates a need for hybrid skills and integration, governance policies and transparency in the use of information (Secinaro et al., 2021b). The literature suggests interesting initial results to increase public energy sustainability (Chui et al., 2018), public safety (Srivastava et al., 2017), transport usability (Agarwal et al., 2015), air quality (Schürholz et al., 2020) or for innovative dialogic approaches (Grossi et al.,

2021). Combining the growth of new technologies like artificial intelligence, big data and blockchain for smart cities' management is also one of the main focuses of European and Italian recovery plans. This track aims to include theoretical contributions, conceptual frameworks, measurement approaches and empirical evidence addressing the following research questions (but not limited to):

- How may artificial intelligence change cities into smart ones?
- How may technology increase dialogic dimensions of cities and smart cities?
- What governance changes required the management of new technologies in smart cities?
- How disruptive may technologies foster cities' recovery?

Expected contributions:

Papers and presentations.

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Digital Tools for the Smart Urban Regeneration

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This track aims to examine how the process of digitalization of Public administrations requires and involves the adaptation of existing tools to an integrated and sustainable perspective of the smart cities. The smartness is increasingly introducing in the cities innovative technological solutions: from the sharing economy to smart grids, these experiences constitute the founding principles of the development of intelligent communities and their standardization, planning and regulation. The pursue of the effective smartness of cities and communities could guarantee a full realization of the fundamental rights of individuals.

The connection between the increasing use of global digital tools and the attempt of reusing abandoned assets and spaces in urban areas will be analyzed, considering how the transition of cities towards a sustainable and digital perspective is necessary, as also indicated by the Sustainable Development Goal n° 11.

Digital Transformation & Technologies: A Vehicle for Young Public Administrators' to Sustain High Performance and Overcome the New Normal Challenges

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In the new normal era of Covid 19, many alterations did happen in our world, be it on the level of business dealings as well as the public sector ways of providing services to citizens. Away from this, technology experts and management consultants were busy setting the stage for a new business models relying on the fourth industrial revolution ("4IR"), namely "Digital Transformation & Technologies ("DX") to be used in the public and private sectors environment.

Let us agree, first of all that DX will disrupt many of the presently used technologies. Therefore, to be successful in their job positions, future "young" administrators do not have the luxury of staying in the "business-as-usual" autopilot mode, and indeed will be forced to embrace these technologies and indulge in digital transformation journeys in their organizations.

The proposed theme will address the current and future opportunities that may be available for young administrators, and challenges they will face in their day-to-day interface with citizens, subordinates, and supervisors.

The following suggested three sub-tracks may trigger the thoughts of academic researchers, publicsector managers, IT practitioners, and business/management consultants to think of ways

for optimal use of DX in public sector to deal with the new normal. Below, I am proposing sample five areas that can be investigated in more depth, under each sub-track:

General issues:

- Unified Public Platforms pros and cons
- Cost of services
- Citizens "user experience"
- DX as a major auxiliary to fight Covid 19 repercussions
- Lessons learnt from "Use Cases"

Challenges:

- The necessity of new digital governance
- Setting new policies to reflect the new business model.
- Alleviating the gap in technical skills.
- The criticality of data sensitivity & security.
- Turning public agencies interoperability into an opportunity.

Opportunities:

- DX implementation and increased human performance.
- Real time monitoring enabling greater services continuity.
- Sustainability and better working conditions.
- Earning trust and loyalty of citizens.
- Citizens preparedness to accept online services after the Covid era.

Anticorruption, Big Data Analysis and Procurement Platforms

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Public databases now constitute a vast cognitive heritage for public administrations, once unpredictable in the absence of IT tools for detecting, tracking and archiving public activities.

A necessarily interdisciplinary analysis of big data is proving to be fundamental to deepen the knowledge of the behaviors of the administrations, in order to intervene on their functioning.

In this perspective, it is of interest to apply data analysis to the field of public contracts in order to develop analyses useful for a more rapid adaptation to the changes underway.

This track aims to provide statistical and descriptive analysis of the data in dialogue between the many disciplines involved (from law to computer science), which can lead to predictive and prescriptive results, i.e.: the formulation of special indices relating to the quality, efficiency and integrity of public activities.

The track will also focus on the need to foster digitalization of the entire public procurement cycle, promoting innovation through public demand and defining actions and procedures that can be used by contracting authorities to pursue innovation and prevent corruption.

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The Sustainable Exploitation of Space as a Tool of Shared Cultural Growth for Next Generations

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The need of a sustainable exploitation of the Space is reducing distances on the Earth. Very different administrations and regulations are going in contact with the aim of a fast alignment. The interest of citizens and new generations toward the Space and its conscious use is pushing Governments to find new ways of cooperation, thus removing old terrestrial barriers. The run to the Space is an opportunity to show people that a sustainable development is possible also on the Earth, but administrations, knowledge centers, and agencies must be able to take this chance. New rules and new behaviors are necessary. The paradigm of the emerging and the Middle East countries has to be carefully analyzed. Some countries, the perception of which is linked to the oil for the West population, are thinking to their future in the Space. There is a powerful tool of cooperation to be exploited, and administrations must be ready for that. On this basis, the proposed Panel aims to put together some discussers to analyze the first elements of this cooperation for a sustainable exploitation of Space resources, by highlighting limits, strengths, and perspectives in terms of knowledge barriers, administrative and financial tools, and expected fall-out. The example of the Middle East is also represented with particular emphasis on the United Arab Emirates (UAE) Space policy.

More specifically, this Track calls for the submission of contributions focusing on the Space sustainability and Space economy, with relation to the following topics:

- Sustainability and Space policy;
- Technological, economic and administrative skills for Space exploitation;
- Accounting and governance systems for Space Sustainability, financing and promotion of sustainability policies;
- Analysis, financing and evaluation of the effectiveness of public investments for Space;
- Public private partneship for Space sustainability and Space economy;
- Technological transfer and public engagement for Space exploitation;
- International cooperation for Space education and Research in Middle East and North Africa (MENA) countries.

Expected contributions:

- Papers and presentations;
- Theoretical and empirical contributions, as well as qualitative and quantitative methods, will be equally appreciated.

PhD. Symposium

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The Symposium for PhD students and Young Scholars aims at gathering the future academic leaders in the field of public management, public administration, political sciences and administrative and public law. It will provide a privileged place to discuss about the disruptive impact of the next generation and its demands, values, behaviors, and skills on public administration, governance and policies.

Experienced and distinguished international scholars will share their knowledge about undertaking doctoral research and pursuing a career as an academic. The Symposium will provide an opportunity for doctoral students and young academics to collaborate with peers and participant mentors.

In order to participate, PhD students should submit a short description (abstract) of their doctoral research project.

Accepted abstracts will be circulated in advance to allow engagement in intensive interactive sessions aiming at giving participants advice and feedback.

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Submission Instructions

- Please create or retrieve an existing account here: https://www.conftool.org/iias-euromena2022/
- Go to "Your submissions" and select a track
- Please follow the specific instructions given in the call-for-paper
- If prompted, add an attachment

Calendar

- The deadline for abstract submissions is set on April 18;
- Registrations will open by April 19;
- Notification of acceptance will be made by May 1st;
- The deadline for full paper submissions is set on May 29;
- The conference will take place on June 27-July 1.

Open Access

- Participants can opt in for the Open Access program of IIAS;
- Their full papers will be reviewed and channeled to partner journals of the IIAS.

Registration

- Participation in the conference is conditional upon the payment of registration fees;
- The rates and all useful information will be communicated soon on https://iias-euromena-conference2022.org;
- The registration fee cover: participation in the conference, in a reception, in a dinner