جامعة محمد الخامس بالرباط
Université Mohamed V de Rabat

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Cités et Gouvernements Locaux Unis d'Afrique
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COMMUNE DE RABAT
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كلية العلوم القانونية و الاقتصادية
و الاجتماعية أكدال - الرباط
FACULTE DES SCIENCES JURIDIQUES,
ECONOMIQUES ET SOCIALES, AGDAL-RABAT

SOUS LE HAUT PATRONAGE DE SA MAJESTE LE ROI MOHAMMED VI
UNDER THE HIGH PATRONAGE OF HIS MAJESTY KING MOHAMMED VI
تحت الرعاية السامية لصاحب الجلالة الملك محمد السادس

IASIA
International Association of Schools
and Institutes of Administration

CONFERENCE 2022

FINAL REPORT

"Implementing and Promoting
Effective Governance Principles
to Leave No One, No Place Behind"

Rabat , Morocco
25-29 July



www.iasia-conference2022.org

greater bay area

sustainable development

civil servant

global governance

public procurement

citizens participation

governance

Key word

case study

subnational level

services delivery

training

local government

private partnership

public governance

macao greater bay

public servant

epidemic era

intregrated development plan

leadership

accountability

hong kong

public policy

local economic development

community of practice

public sector

public services

migration policy

sustanaible development goal

community participation

fourth industrial revolution

local authority

covid-19 pandemic

corruption

public participation

local governance

big data

public administration

governance system

universal health coverage

district development model

root governance

human resources management

good governance

state governance

artificial inteligence

rural revitalization

civil services

rural governance

administration publique



THANK YOU FOR YOUR PARTICIPATION

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About

About the Conference

The **IASIA Conference 2022** took place in Rabat, Morocco, on July 25-29, 2022, and was organized by the International Association of Schools and Institutes of Administration (IASIA), the United Cities and Local Governments of Africa (UCLG Africa), and the African Local Governments Academy (ALGA) in partnership with the *Faculty of Legal, Economic, and Social Sciences - Agdal of Mohammed V de Rabat.*

The Conference was organised Under the High Patronage of His Majesty King Mohamed VI.

The main theme of the IASIA Conference 2022 was: **"Implementing and Promoting Effective Governance Principles to Leave No One, No Place Behind"** which includes the 11 Principles on Effective Governance designed by the United Nations Committee of Experts on Public Administration (UN-CEPA) and endorsed/adopted by ECOSOC for sustainable development. The need for effectiveness has been emphasised, namely competence, sound policymaking, and collaboration. Another critical focus area is accountability, with integrity, transparency, and independent oversight being the critical components. The concentration on inclusiveness underscores the notion of leaving no one behind through non-discrimination, participation, subsidiarity , and intergenerational equity, which are imperative for the sustainability of future generations.

About the Report

This report highlights the main elements of the discussions between practitioners, academics, PhD students and young researchers in public administration and management, as well as contributors from other disciplines; it also provides some takeaways for practitioners, lessons for education and training as well as concluding remarks for each working group and panel.



Opening Ceremony

Key highlights +

- Morocco introduced legal and constitutional changes to encourage local democracy and ensure more autonomy for the local authorities as part of the country's decentralization process.
- Citizen participation has been enshrined in the new Moroccan Constitution of 2011 as key principles of good governance.
- Human capital development and training civil servants to enhance their competences and capacities is important for the development of the e-government and the digitalization of public services.
- We need a roadmap for Africa to involve all the stakeholders and the citizens to the development strategy despite the crises in order to pursue a sustainable development.
- We need to share best practices and experiences for managing global challenges.
- Sustainable development and the adequate public policies have to reduce inequalities and provide good services to all, especially the ageing persons and those with vulnerabilities.
- We need a responsible and committed public administration with a looking forward vision and we need to strengthen the participation and the engagement of citizens.

After the reading of the Holy Quran, the **IASIA Conference 2022** was opened by His Excellency **Mr. Abdellatif Miraoui**, Minister of Higher Education, Scientific Research and Innovation, Morocco. H.E. Minister Miraoui welcomed the participants and said that he is particularly pleased to be associated with the 2022 Conference on **Implementing and Promoting Effective Governance to Leave No One, No Place Behind.**

Mr. Miraoui mentioned the process of reform in Morocco and the priorities for development. He underlined the regionalisation and the decentralisation as well as the importance of the territorial development. He mentioned that **in 2011 Morocco introduced legal and constitutional changes to encourage local democracy and ensure more autonomy for the local authorities as part of the country's decentralization process.** He pointed out the following key elements in terms of governance: collective appropriation by the citizens (participation), the coordination efforts for public action (new collaborative processes between these representations at the regional/local level and "territorialization" of public policies (considering regional and local specificities) and the culture of anticipation for facing the challenges of our societies. In terms of territorial development, he pointed out the co-creation with all the territorial actors and the co-construction of the territorial development. Abdellatif Miraoui mentioned the importance of the regions and local authorities in the governance system. He highlighted the importance of citizens role and emancipation.

Talking about the experience in Morocco, H.E. Minister Miraoui mentioned that citizens' participation has also been enshrined in the new Constitution as a key principle of good governance. He underlined **that regional and municipal councils were requested to set up participatory arrangements to enhance dialogue and consultations with citizens and representatives of the civil society especially for strategic and investment planning.** He mentioned that 12 consultations (Assises) were organised with the aim to strengthen the openness of the region to citizens and civil society to enable them to contribute to inclusive regional development.

Mr. Miraoui mentioned the **role of the dialogue between universities, enterprises, and other key actors of the private sector as well as the strategic partnership between academia, universities, and regions:**

- Specific thematic studies supporting the regional development.
- Observatories and research laboratories focusing on regional specificities.
- Financing the ecosystem (infrastructure, development structure, systems adaptation, healthy ecosystems, and community well-being, etc.).
- Consultation on the development of territories;
- Joint development and steering structures.

He underlined the importance to have a good strategic contract between the regions, the State and the Universities for the strategic planning of development priorities.
H.E. Minister Miraoui wished a fruitful IASIA Conference 2022 to the participants and asked that the results of our discussions will be communicated.

Hon. Ms. Asmaa Rhlalou, President of the Communal Council of the City of Rabat, welcomed the participants in Rabat and mentioned the importance of the conference theme focusing on effective governance ensuring equity and equal opportunities for all the citizens.
She pointed out different elements as:

- The partnership between universities and public administration (as between the University Mohammed V Agdal and the City of Rabat);
- The decentralization and its impact on the development strategy.

Hon Ms. Rhlalou also mentioned the **two key priorities: strengthening good governance and fighting corruption.**
She also highlighted the importance of stakeholders' participation and the citizens' engagement.
As President of the Communal Council of Rabat, she advocated for a Public Administration more to citizens using public services.
Regarding the development of the e-government and the digitalization of public services, she underlined the importance of human capital development as well as training civil servants to enhance their competences and capacities.

Hon. Mr. Mohammed Rhachi, President of the University Mohamed V of Rabat, welcomed the organisers and the participants of the IASIA Conference 2022. He thanked them for the knowledge valorisation of the future results of the works as well as for the engagement and the communication of these results to the students.
He mentioned the importance of governance for the Agenda 2030 for Sustainable Development Goals but also **the Agenda 2063 for Africa** and pointed out the following elements:

- Primacy and respect of the rule of law;
- The importance of the 11 good governance principles;
- The fight against poverty.

The President of the University underlined that we need a roadmap for Africa to involve all the stakeholders and the citizens in the development strategy despite the crises (pandemic, climate, Ukraine, conflicted affected countries, food, water) for sustainable development. In that perspective, he highlighted we **have to mobilize African leaders to work together, and the University will reinforce African and International cooperation to support sustainable development agenda.**

Hon. Ms Fatimetou Mint Abdel Malick, President of the United Cities and Local Governments of Africa, President of the Council of the Region of Nouakchott (Mauritania) provided the audience with her salutations and mentioned the importance of the debate on Effective governance for leaving no one, no place behind.

Ms. Dong Qing, President of IASIA, welcomed the participants and thanked the organisers. She expressed her gratitude to the IASIA Conference 2022 organizers.
The President of IASIA underlined the difficulties for governments to face different crises and global challenges. Ms. Dong mentioned that **we need to share best practices and experiences for managing these challenges**. She highlighted the 11 principles of good governance, especially participation, effectiveness, accountability, and transparency.
She mentioned that the following:

- Good Governance of the SDGs will provide the citizens a better life;
- The importance of localization of public policies;
- The reinforcement of capacities is fundamental;
- The importance of international cooperation for the SDGs.

As the IASIA Conference focusses on the theme of effective governance to leave no one, no place behind, **she invited the IASIA community to work together, hand to hand, for a sustainable development.**

The IIAS President, **Dr. Raed Ben Shams** welcomed the participants and said that the theme of effective governance for sustainable development is fundamental in our current context. He mentioned this is a nice opportunity to be back face-to-face. He underlined that sustainable development and adequate public policies have to reduce inequalities and provide good services to all, especially the ageing persons and those with vulnerabilities. He provided the audience with the experience of Bahrain where the strategy in times of crisis (pandemic) allows to preserve the religion and preserve the life and well-being of the citizens with the provision of services. He said that we need a responsible and committed public administration with a looking forward vision to strengthen the participation and engagement of citizens.

He pointed out that **we have to ensure equity, preservation of noble values of our societies and leave no one behind.**

Keynote Speeches

Chair : Dr Najat Zarrouk, IASIA President (2022-2025) and Director at The United Cities and Local Governments of Africa (UCLG-Africa)

Prof Dr Juraj Nemec (Masaryk University, Member of the UN-CEPA) introduced the session with a contribution on ***Principles of Effective Governance for SDGs: a Global Perspective***. He mentioned that the institutions play a crucial role in the achievement of all Sustainable Development Goals (SDGs) and targets but public sector reforms needed to achieve the SDGs remain a major challenge in many countries.

He underlined that to address this challenge concretely, the Committee of Experts on Public Administration (CEPA) has developed a set of ***principles of effective governance*** for sustainable development. He also mentioned that the eleven (11) principles, endorsed by the Economic and Social Council in July 2018, highlight the need for pragmatic and ongoing improvements in national and local governance capabilities to reach the SDGs and to implement the Agenda 2030. Before presenting these principles, he mentioned the good governance principles as : transparency, participatory, accountability, effectiveness, inclusiveness, etc.

Then, he went through these **11 principles**. He indicated that the first three principles focus on effectiveness : ***1***. Professionalism and ***Competence*** - Commonly used strategies to operationalize this principle include the promotion of a professional public sector workforce, strategic human resources management, leadership development and training of civil servants, performance management, results-based management, financial management and control, … ***2. Sound policymaking*** - strategies include strategic planning and foresight, regulatory impact analysis, promotion of coherent policymaking, strengthening national statistical systems, monitoring and evaluation systems, science-policy interface, risk management, … ***3. Collaboration*** : this principle includes coordination at the top - centre of government coordination or Government, collaboration, coordination, integration, and dialogue across levels of government and functional areas, raising awareness of the Sustainable Development Goals at the different levels of governance, network-based governance, and multi-stakeholder partnerships.

Prof Nemec mentioned three more principles related to accountability as : ***4. Integrity*** : promotion of anti-corruption strategies, development of code of conduct for public officials, practice of competitive public procurement, conflict of interest policies. ***5. Transparency*** : strategies include proactive disclosure of information, budget transparency, open government data, registries of beneficial ownership and lobby register and register of transparency. ***6. Independent oversight*** : include promotion of the independence of regulatory agencies, arrangements for review of administrative decisions by courts or other bodies, independent audit and respect for legality.

Professor Nemec also presented five additional principles which focus on **inclusiveness – *7. Leaving no one behind*** : public policies are being developed to take into account the needs and aspirations of all segments of society, including the poorest and most vulnerable and those subject to discrimination. He underlined that this is the main theme of our conference. ***8. No discrimination*** : develop strategies and policies ensuring access to public service respecting equality, without distinction of any kind as to race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth, disability, or other status; promotion of public sector workforce diversity, prohibition of discrimination in public service delivery, multilingual service delivery, accessibility standards, cultural audit of institutions,… ***9. Participation*** : all stakeholders' groups will be able to participate in the decision-making process and all citizens have access to information to take part to public consultations and to decision relative to policies. ***10. Subsidiarity*** : governments being responsive to the needs and aspirations of all people, central authorities should perform only those tasks which cannot be performed effectively at a more intermediate or local level and last but not least : ***11. Intergenerational equity***: develop policies that balance the short-term needs of today's generation with the longer-term needs of future generations.

His Excellency, Ambassador Mr Mohamed Foday Yumkella, (Ambassador, Minister of Political and Public Affairs, Chairperson of the African Peer Review (APR) Committee of Focal Points: "An African Perspective", Sierra Leone) underlined the importance of the theme: to leave no one behind and all the efforts of UN-CEPA for providing support to PA of the African countries trying to implement the Sustainable Development Goals. He also underlined that the Agenda 2030 will already be extended and the African countries fixed the strategic planning till 2063. He underlined the importance of linking the two agenda(s) for their implementation.

He underlined the importance of aspirations of the African countries. He pointed out the SGD 16 aiming to establish Peace, Justice and strong institutions for sustainability. He linked it to Objective 13 : Peace, security and stability will be preserved. He also mentioned that the policymaking across the UN Member-States will be compared but he underlined the importance of the ecosystems and the ways of life.

Ms. Rohey Malick Lowe, (Lord Mayor of Banjul, The Gambia and the President of The Local Elected Women's Network of Africa (REFELA)) took the opportunity underlined the importance of the principles and spirit of Good and Effective Governance. She also mentioned that there are strong women between strong men. She also advocated for girls and women's empowerment, gender equality and strong local city leadership for implementing the Africa's agenda 2063. She also said : I am not feminist ! I am sensitive to gender issues.

Prof Dr John-Mary Kauzya (Professor Extraordinary, School of Public Leadership, Stellenbosch University, Senior Expert in Public Governance and Public Administration : "A Subnational perspective", Uganda.) addressed the audience with Reflections on Implementing CEPA principles of effective governance in Africa. He underlined the importance of improving Public Administration for sustainability and development. He presented the **seven-aspirations** expressed in **Africa 2063 Strategy** as follows : Value of Inclusion, Value of Good Governance, Values of People Focus, Values of Resilience and Partnership, Values of Integration and Unity, Values of Peace, safety, and security and finally Cultural Identity, shared Values and Ethics. Dr **John Mary Kauzya** said that in implementing CEPA's principles of effective governance, Africa must include and prioritize the values and aspirations of the agenda 2063 for Africa. He mentioned that a shift from good to effective governance will be made. He underlined that **embracing the Values and Principles of effective good governance should be the core of transformational governance**. He also said that Africa should not abandon the debate and the search for an agreement on Good Governance as the Lack of Good Governance at various levels is largely responsible for the bigger part of Africa's development challenges. He also mentioned that equity will also be the core value of the transformation with the following dimensions : Social equity, Economic equity, Intergenerational Equity, Ecological Equity. In conclusion, he questioned the dilemma on the necessity of having strong leaders or strong institutions : who will ensure good/effective governance in Africa? He underlined the misleading statement of Barack Obama in 2009 saying that Africa does not need strong men but strong institutions. He confirmed that the strength of public leadership lies in two critical things people - centred achievements and trust & support of people. **Strong men and women create institutions that fit into and guide the country's development.** He stated that there is a symbiotic interaction between strong men and strong institutions which is still ongoing.



Roundtable on Capacity Development for the SDGs:

Continental and Country Experiences

Chair: P.S. Reddy (South Africa)

The session focused on capacity development for the Sustainable Development Goals (SDGs): country and continental experiences as well as a global approach were presented. The main issues discussed during the Roundtable were: What is the level of preparedness of countries, what will be the next steps for the attainment or implementation of the SDGs? What are the capacity developments (programmes) in place? Have these programmes been successful? What are the challenges for capacity development for implementing SDGs?

Dr. Cristina Rodriguez-Acosta (UN-DESA, DPIDG) provided the audience with a UN perspective (Global) and with the experience of USA. Dr. Amitava Basu (Center for Environmental Management and Participatory Development, India) gave his views and some perspectives on Asian experiences. Prof Juraj Nemec (Public Finance and Public Management, Masaryk University, Czech Republic) provided the participants with an overview of Trends and Developments in Europe and Dr George Scott (AAPAM, Ghana) provided the audience with a review of African experiences in dealing with SDGs.

They also discussed the following elements:

- Progress is varied: some countries made more progress than others;
- The progress in different sectors has also varied country wise/continentally;
- National programmes pushed to SDGs: part of governmental agenda;
- Whole of society approach was also advocated;
- Quality of Governance impacts on attainment of Sustainable Development Goals.

Some conclusions were also drawn:

- Limited resources: financial and human resources.
- Quality of Governance will determine whether the SDGs implementation will be a success.
- The issue of public governance has to be prioritized as it impacts directly on the SDGs.
- SDGs should be incorporated in national policies and programmes of national governments.

Takeaways +

- Good Governance should be the key for the achievement of the SDGs.
- Prioritise SDGs as not all of them should be treated equally.
- How can we assist governments to achieve the SDGs?
- Whole of society – Whole of Government approaches should be associated.
- Conscientize the citizens and the functionaries about SDGs
- SDGs should be integral part of national policies and development programmes.
- Attainment of SDGs should be part of governments' programme of actions/policies. It should not be separate from basic service provision which is a fundamental responsibility of government.

Host Country Panel

The New Model of Development and the Advanced Regionalization

Chair : Dr. Allal Fali - UM5, Rabat (replacement of Prof Miloud Loukili)

Professor Boujema Bouazzaoui, (UM5, Rabat) explained the importance of the adoption of the new model of regionalisation and autodetermination for the regions. He underlined that this legal framework offers the possibility for the regions to manage local issues and ensure regional and local development.
He also mentioned that several steps were undertaken before having the current model implemented: in 2010, King Mohammed VI promoted the so-called Régionalisation Avancée or Advanced Regionalisation, which created a consultative commission on regionalisation (CCR) that could establish a new regionalisation model for the country; the 2011 Constitution is a further step towards achieving territorial decentralisation, as it reaffirms Morocco's desire to establish a regional model for the country, since, for the first time in its constitutional history, a part of the Constitution is dedicated exclusively to the region, in its Title IX, entitled "Regions and other territorial collectivities"; furthermore, Article 1.4 of the 2011 Constitution proclaims that "the organisation of the Kingdom is decentralised and based on advanced regionalisation", clearly aiming for a separation of powers between central power and the power of each region.

He pointed out the different pillars of the advanced regionalisation:

- Participation
- Democratic Management
- Participatory Democracy
- Self Determination (organic law)

He also mentioned that the democracy at the regional level and the respect of the rule of law and human rights are pre-conditions of the regionalisation.

Prof. Bouazzaoui also underlined that the importance of the management of financial resources by the regions and for their development but also equalisation mechanism which will preserve the unity of the country.

In conclusion, the regionalisation process/model must draw on Moroccan particularities and on Laws shall be based on unity, balance and solidarity among the regions.

Prof. Dr. Mohammed Aboudahab, (UM5, Rabat) provided the participants with his views on the centrality of international partnerships in Morocco's new development model. He mentioned that in turbulent times with poly-crises such as the COVID-19 pandemic, water element issues, food security, climate crisis, and international conflicts such as the n Ukraine, we have to think about the impacts of these crises on development.

He mentioned the different aspects of the national/international partnerships for the sustainable development and the role of Morocco and its regions in these different partnerships:

1. International Partnerships and sectorial strategies (as SDGs – 2030 agenda/ new development model and future vision for Morocco by 2035) and Morocco strategies as:

- Azur plan focusing on Tourism and sustainable development in Morocco/Blue Morocco relaunching AzurPlan (coastal management and resort).
- Green Morocco Plan: environmental and agriculture (social dimension: farmers).
- Food security (territorial approach, regionalisation, to improve the food security and nutrition (FSN).

2. National policy and International policy (as Marcel Merle, national policy depends on international policy/priorities).

3. International Partnerships and Financing policies.

4. Building regional partnerships for development as:

- Sub-Saharan partnerships and Morocco
- Agadir Agreement multilateral FTA agreement with the aim of creating a space for free trade between one another and strengthening sub-regional south-south co-operation (Morocco/Tunisia/Egypt and Jordan)….

5. Moroccan competencies and skills abroad and Morocco at Global level.
We can also mention the concentric circles for partnerships from regional/national interests to global partnerships for development.

Host Country Panel

Prof Dr Abderrahman Oustani, UM5 Rabat introduced the important issue of the territorial inclusion and the financial model for the advanced regionalisation of Morocco. He explained that Morocco has 12 Regions, provinces and prefectures as well as municipalities (communes). He underlined that the advanced regionalisation, after the consultation of CCR, offers new institutional arrangements (referential/standards) but it needs time for institutional learning.

Professor Oustani also mentioned that the fiscal reform for advanced regionalisation is in a transition phase with different processes : taxes perceived by local/regional entities and transfers from central State. He underlined that the next steps will be to consolidate and develop the local/regional taxation.

He mentioned the variety of taxes as VAT, personal income tax (IPP) and corporate taxes…

He mentioned that many disparities between regions remain and underlined the importance of the Regionalisation Fund for reducing regional disparities and ensuring a better inclusion (Funds for regional solidarity/social inclusion). He pointed out the importance to have an institutional design with development agencies for managing regional projects (Agences régionales d'exécution des projets (AREP)) but also to prevent lack of transparency of these projects.

In conclusion, he underlined that without financial autonomy no development but with fiscal autonomy, emerge disparities and therefore, we need to reinforce territorial solidarity (State-Regions and between regions).

Prof Dr. Taoufik Gazoulit, (UM5, Rabat) shared his views on the advanced regionalisation and international/regional partnerships. He mentioned that for the first time, the 2011 Moroccan Constitution introduced the regionalisation and explained the links between regionalisation and autonomy, and as two pillars of territorial democracy. He underlined that the advanced regionalisation generated many problems due to disparities but also providing many opportunities.

He mentioned the importance of natural resources management for ensuring the regional autonomy but also the trust of the central government vis à vis of the regions. He underlined that the success of the advanced regionalisation and territorial development depend on the autonomy of the regions and local municipalities.
Professor Gazoulit mentioned the relations between Morocco and European Union and their dialogue on territorial development as well as their long-term partnerships on sustainable development.

Prof Dr Aziza Zemrani, (University of Texas Rio Grande Valley Edinburgh Texas, US) provided the participants with some reflective comments on regionalisation and development from US perspective. She underlined that the 2011 new Moroccan Constitution was a step forward to the regionalisation and the democratisation process. She mentioned the importance of the role of regions, especially regarding the theme of the IASIA 2022 Conference focusing on the implementation of Good Governance Principles to leave no one no place (regions) behind. She pointed out the importance of developing a model for managing resources (financial, natural and human capital) but insisted on the financial management model.

She mentioned that in USA, the SWOT analysis is used to evaluate the different sectors 'priorities and regions' assets, capacities and capacity. She mentioned that this evaluation process gathered all

the stakeholders together to set priorities and to maximise opportunities as well as to define the framework for partnerships.
An interesting discussion followed on the importance of partnerships at the different levels of governance for ensuring a well-balanced territorial development.



ICAPA of IASIA

"Quality Education and Training, to promote Effective Governance"

Session 1: Why Accreditation matters?

Prof. João Salis Gomes, (ISCTE) explained the importance of the accreditation for his institution as follows:
Established in 1973, ISCTE is a medium-sized university, specialized in technologies and humanities. It has a Master's in Public Administration, mainly for practitioners, 70% Portuguese, 30% from Lusophone countries. It is by far the most important MPA in Portugal.

Why accreditation? There were quality issues with the Master's. We participated in the IASIA-IIAS 2016 Conference in Chengdu and learned about ICAPA. ICAPA was different: the emphasis on learning and flexibility mainly.

Plus the process, with the self-evaluation and the site visit. It was the best investment we made. The Self-Evaluation compelled us to deeply look at things. Plus, the composition of the site visit team, with expertise from the US, Eastern Europe and Western one, gave us a diverse overview of our program. The process allowed improving our reputation and our visibility, and thus attracting students. Our main problem relates to resources: human resources, and financial ones. ICAPA accreditation gave us stronger arguments to secure the resources we need. The developmental perspective of ICAPA is certainly a plus: it allows improving. It is a very different approach than the national one, academic peer learning in nature. Learning/development, reputation.

Allan Rosenbaum, (Chairperson of ICAPA, President of the American Society for Public Administration (ASPA) mentioned that the three main peer review accreditation bodies will be together in a panel during the ICAPA session 2. This is a world première. Thanks to the EAPAA and NASPAA representatives. He mentioned that the process starts with the SER. In the case of ISCTE, we saw a good program, but in the report, we wrote

focused extensively on administrative support processes, that impeded the program fully delivering. This is where our client was helped in his relations with authorities. Developmental means that it could still be accredited notwithstanding these limitations. Professor Rosenbaum also explained that ICAPA was designed from the outset with the intention of accommodating a large variety of national contexts, and of types of programs.

ICAPA is based on the standards of the excellence jointly elaborated by **IASIA and UNDESA**. The demand came from UNDESA, which was approached by programs all over the world willing to receive evaluation. It did not want to run an accreditation business but were ready to help co-define what excellence in education is. This happened through various workshops held in these conferences, and the results were the eight standards.

Eglė Butkevičienė, (KTU, Lithuania) explained that KTU is one of the biggest Universities in Baltic states, with 8.000 students. The MPA was the first in Lithuania. One of the major steps to improve its quality was the investment in ICAPA. Accreditation fits in the strategy of KTU: internationalization, multidisciplinary, and methodological competences. We wanted to demonstrate we are part of the ICAPA family, and that we have quality, for marketing purposes. The context was conducive as well: the program was mature and needed to undergo an evaluation. We received support from the administration, including preparing the SER, at that moment.

We had a very good team to start the exercise. All the parts are very interrelated. You cannot write them separately, so a team is needed. We decided to apply, and prepared the work, in the initiation phase. In the implementation phase, we had the Covid-19 situation, which led to postpone the site visit several times. The site visit was eventually organized, and it was good. These experts were listening to us and were very open and welcoming. Their comments were good and really helped us. We got the certificate, and this is not the end, but the start of something.

Cristina Rodriguez-Acosta, (UN-DESA) mentioned that the pandemic complicated things, because not everybody could join the site visit. She underlined that we need to understand the context of the visit, and the self-evaluation report is very important.

She mentioned her experience during a site-visit as follow: we got a very thorough document, where every single point was addressed. The team was diverse, with varied expertise. The support from the secretariat was good: we were only in touch with the client institution once on site.

The leadership of the institution was really willing to provide information, and that was key. It was very honest, regarding the strong points and admitted weaknesses. Flexibility was key, with some meetings held through videoconference. All stakeholders were visited, and we could talk to them also privately. The impact could be demonstrated.

She also mentioned that there were different opinions, inside the team, regarding diversity and inclusion for instance. We decided we were going to make the report immediately, going question through question and sharing our opinions.

Najat Zarrouk, (ICAPA Steering Committee Chair – IASIA President, 2022-2025) mentioned that accreditation contributes to SDG4 on education, and to the 2063 agenda on science and technologies. She underlined that there are many challenges, including the privatization of the sector and the precarisation of staff. Having IASIA and ICAPA is very important for public administration professors.

She also underlined that there is, in the last three years, a new governance structure for ICAPA, and she is happy to chair the steering committee, whose first mission was to appoint an accreditation committee chaired by Allan Rosenbaum; the secretariat supports both.

She mentioned that upcoming initiatives include the update of the standards, possibly in collaboration with the UNDESA, and further collaborations with other accreditation bodies such as EAPAA and NASPAA, the first realization being this joint seminar organized during the IASIA Conference 2022.

Liza Van Jaarsveldt, (UNISA, South Africa) mentioned that we have the feeling the requirements start to be outdated, for instance, they don't include online programs. She formulated questions as follows: are we missing an important part of the market? She underlined that this emerged out of 4IR and Covid-19 crisis.

What would you look differently in an online program?

Accessibility is certainly one thing to look at, next to flexibility.

A discussion followed and questions arose:
How do you assess people tell you the truth?
We hold meetings with different groups separately, and different topics emerge. We triangulate these inputs.
How to update the standards?
Digitalization and SDG-mainstreaming.

ICAPA of IASIA

"Quality Education and Training, to promote Effective Governance"

Session 1: Why Accreditation matters?

Chair: Allan Rosenbaum (ICAPA Chairperson, ASPA President)

Speakers:

- Prof. João Salis Gomes, Member of ICAPA-Steering Committee, Portugal: Introduction of the Panel and Objectives.
- Prof. Juraj Nemec, Professor of Public Finance and Public Management, Masaryk University, "EAPAA experience", Czech Republic.
- Dr. Angel Wright-Lanier, Executive Director of the Network of Schools of Public Policy, Affairs, and Administration (NASPAA), USA.
- Dr John-Mary Kauzya, Member of the Task Force UN-DESA and AISIA and Member of ICAPA-Accreditation Commission: "The Standards of Excellence of ICAPA", Uganda.
- Dr David Marshall, Chief Membership Engagement and Diversity, Equity, and Inclusion Officer, NASPAA, United States of America.
- The Director of the National Agency for Evaluation and Quality Assurance, Ministry of Higher Education, Scientific Research and Innovation, Morocco.

Workshop ALGA

of UCLG Africa, DGCT of the Ministry of the Interior of Morocco, the African Network of Smart Cities and the Faculty of Law of Rabat-Agdal "Promoting Digital Transformation to leave no one, no place behind"

Chair: Hon. Bahiya El Youssoufi, Communal Council of the City of Benguérir

M. Hajjaj Moussaid, 2nd Vice President of the Communal Council of the City of Benguérir, Representative the African Network of Smart Cities, mentioned that the City of Benguérir is a medium-size city located between Marrakech and Casablanca. He mentioned that, under the High Patronage of His Majesty King Mohammed VI, the City of Benguérir is committed to becoming the first national digital hub and the first step is the digitalization of all municipal services.

Ms Abir Achour, Task Manager at UCLG Africa/ALGA, presented the Digital Learning for Local and Regional Governments in Africa. She mentioned that UCLG-ALGA represents 350 million African citizens, through cities and associations of cities enjoying the status of an international organisation. She mentioned that ALGA aims to professionalize local authorities and to increase the performance at the Local Level in Africa. Abir Achour underlined that ALGA is developing an online training offer (e-academy) with a view to increasing its accessibility for local civil servants on the continent.

M. Oussama Essmili, Director General of the Cabinet Ideo-Factory – the provider of the platform of the e-Academy presented the different types of training formats and made the distinction between synchronous and asynchronous online training programmes.

He also presented the platform containing the different digitalized pathways, Digital Transformation Modules, Soft Skills, Office and Language Courses, MOOCs, and a Digital Library of some 900,000 references. He also underlined that the platform offers several modules already digitalized as: participatory budget, territorial coaching and territorial project management.

Dr Maha Gmira, Director of the School of Digital Engineering and Artificial Intelligence at the EUROMED University of Fez, introduced the theme of AI and mentioned that the term of AI remains not well understood. She mentioned the origins of AI in the works of Turing. Maha Gmira underlined that according to the field, intelligence consists of the circulation of information and data between territories, in different ways (physical, informational, etc.),

the data explosion is at the heart of AI and this exponential growth is constantly feeding AI improvements far beyond the processing capacity of humans. She mentioned that it is now proposed to Africa to move immediately to the 4IR and to make AI development an opportunity for the continent. She provided the participants with some examples of AI projects in different sectors. In conclusion, she mentioned that challenges are numerous, especially concerning gender and race issues.

Mr. Annouar Ouguerd, presented the case of the City of Rabat as smart city very well equipped to provide citizens with digitalized services and to increase access to municipal e-services. He underlined that smart city program has been formally adopted under the commitments of the municipal general action plan and pointed out the different challenges of its implementation also identifying priorities for the future.

IASIA WORKING GROUPS

WG I: Education and Training in Public Administration: aligning missions and quality

Chair (on site): Prof Hendri Kroukamp (South Africa)
Project Director (online): Blue Wooldridge (USA)

Papers presented as part of the IASIA WG I on Education and Training in PA focused on the enhancement of instruction/education, the improvement of research, and the development of high performing Schools and Institutes of Administration (SIAs). The theme of IASIA 2022 Conference provided the WG I participants with the opportunity to address many issues related to education and training programs developments as:

Competencies: What competencies are required to meet the challenges of ensuring we achieve the goal of Implementing and Promoting Effective Governance Principles to Leave No One, No Place Behind"?
Instructional methods: What are the "best" methods for developing these competencies, and for what types of students?
Distributional methods: What are the "best" ways of distributing instructions (ie: lecturers, video, internet, virtual, hybrid, learning packages, etc) for achieving these competencies?
Research: What research needs to be carried out on the requisites, consequences, and practices to achieve the goal of "Implementing and Promoting Effective Governance Principles to Leave No One, No Place Behind?"
Evaluation: How do we evaluate whether Students of the training programs gain these competencies?
Schools and Institutes of Administrations: How do we design and manage SIAs that are responsive the challenges of effective governance for sustainable development?
Programmes: How do we design curricula and what are the new competencies required by our faculties, so they are able to cope with challenges of sustainability and related ones?

During the different sessions, the following themes were addressed by the participants as follows:

- Training of public servants with economic, social and ecological foci.
- The role of tertiary institutions in skills transfer through internships, in-service training, job-shadowing, apprenticeships.
- Experiential learning in online or hybrid environments post Covid-19.
- Omission of decision-making skills in PA curricula.
- Importance of collaboration between different sectors to provide support for access to digital services and products.

From the discussions emerged some conclusions:

- Training should inter alia focus on risk prevention and strategic decision-making.
- Challenges due to massification of education to be addressed by involvement of different role-players and by utilizing existing and new networks.
- The most important skills needed are those of decision-making, critical thinking, flexibility and should it be of a multi-disciplinary nature.



WG II: Ethics and Culture in the Public Sector

Chair: Dr Zarrouk Najat (Morocco)
Chair: Prof Pregala (Solosh) Pillay (South Africa)

The Working Group, at its deliberations in Rabat, Morocco supported the growing consensus that one of the key impediments to achieving Agenda 2063 is the prevalence of the nature and scale of CORRUPTION on the African Continent. There are a plethora of interpretations and descriptions of the concept of Corruption, Unethical Behaviour and Misconduct. However, what is clear, is that corruption has dire consequences. Inequality persists and large disparities remain, especially in the developing world and in Africa.

Several papers were accepted for presentation. There was a diverse range of interesting papers from theoretical, conceptual, intellectual to empirical studies from different continents. These papers evoked critical debate and discussions. Attendance at the sessions was good. Some papers were presented online. However, a few presenters were absent, but this did not stop the participants from continuing with the discussions. The papers were line in the overall theme and highlighted case studies across the globe.

IASIA was commended for their commitment to include this significant Working Group and in doing so, has created a platform for dialogue and sharing of ideas, trends, good practices and lessons across continents. While there were many commonalities and synergies, there were several differences and this made the deliberations more interesting and thought provoking.

A recommendation has been proposed to create a Global Forum to discuss Ethics and Culture and tackle common corruption challenges. This will be more fully explored with the participants under the leadership of the Working Group.

The feedback from the participants about the deliberations in the Group were very positive. However, there is a need to broaden our support base and invite senior government and other public sector leaders to present corruption issues at our forthcoming conferences.

Our Working Group also commended the Organisers in Morocco for their hospitality and collegiality and for hosting a hugely successful and enriching conference!

Key Recommendations:

1. The reality of Corruption

- Abuse of office
- Lack of public trust
- Corruption in Public Procurement
- Conflicts of interest, in particular between officials and service providers
- Disjuncture between policy formulation and policy implementation
- Legal dilemmas
- The impact of Covid-19 pandemic
- Staff Burnout
- Budgetary constraints

2. Conceptual and Theoretical understanding of Ethics

- Ethics and Human Rights

WG II: Ethics and Culture in the Public Sector

3. What needs to be done?

- Political Leadership in combating corruption
- Need for accountability and consequence management
- Stakeholders' relationships
- Promoting and anchoring a "DNA" in Public administration, Public Governance and Public Service based on a set of Values and Principles: Rule of Law, Batho Pele Principles (Putting People first), Serving the Public Interest over personal Interest, Having Ethical ambitions, Service to People, Sense of duty, Meritocracy, Skills and capacity building programmes
- Education and Training, especially ethics education
- Health care
- Medical Ethics
- International Collaboration
- Recalibrating Public Sector reforms
- Promoting Good Effective Governance
- Power dynamics
- Strengthening Governance practices
- Social impact and accountability
- Judicial Governance
- Making sense of ethical leadership

The relationships in Public Service must be professional and ethical.



WG III: Public Sector Reform

Chair: Randhir Auluck (UK)

The sessions of the WG III on Public Sector Reform focused on the comparative developments and initiatives underpinning and enabling public service reform in different countries.

The following themes were discussed:

- The ongoing challenge of implementing reforms in public services.
- Importance of innovative approaches to transforming public services.
- Public-Private Partnerships as a specific model for infrastructure development, and the risks associated with this as a model of partnership working.
- The approaches to managing risks associated with PPPs & importance of planning effectively for partnership delivery.
- The imperative of investing in technology as a key platform in PSR.
- Role of technology in scrutinising financial and budgetary administrative reform.
- The challenge of managing competing narratives about the value and concerns about electronic scrutiny and oversight e.g. invasion of privacy.

Some concluding remarks were made:

- That while Public-Private Partnerships presenting useful opportunities for infrastructure and major projects development, they come with risks, Public-Private interests might not always necessarily be aligned.
- Technology enables great strides in the functions and functioning of public institutions and in the provision of administrative services.
- The covid pandemic has accelerated the necessity for investment in technology enabled administrative and service delivery.
- The pandemic has exposed the urgent need for additional and continuing capacity building and capability development, and workforce development.
- Piloting innovative initiatives can be helpful in testing out new approaches.

Takeaways for Practitioners :

- Be open to learning from comparative experience but recognise that implementation needs to accommodate local contextual variations.
- Really critically examine the potential and value of new initiatives e.g. in setting up and navigating PPPs.
- Have a longer terms investment plan for digitalisation of operations and services and consider the challenge of digital inclusion.
- Build greater awareness of ethical procurement and large-scale infrastructure project management,



WG IV : Sub-National Governance and Development

Chair: Amitava Basu (India)
Project Director: Cristina Rodriguez-Acosta (USA -UNDESA)

1) Introduction:
This Working Group (WG IV) underlines sub-national governments have a key role in triggering transformation. Hence, to attain Sustainable Development Goals (SDGs), sub-national governments need to develop new and alternative strategies, approaches, and systems; and involve relevant stakeholders. The WG focused on the role, responsibilities, and challenges of local governments for holistic and integrated development of SDGs.
In this background and under the broader context of the conference theme "Implementing and Promoting Effective Governance Principles to leave no one and leave no place behind, papers on following sub-themes were invited – (a) Redesign City Governance; (b) Public Policy for Inclusive & Green Growth; (c) Democratic & Participatory Governance; and (d) Public Trust in Local Government.
In total 38 papers were approved for presentation. Of these, 24 paper writers reported at the WG Sessions, taking online and physical participation, and presented their papers. On average,12 participants attended each session of this WG.

2) Main Topics discussed:
- Impact of COVID 19 pandemic on local governments.
- Challenges for local government in meeting SDGs, and way forward.
- Importance of People's Engagement in local governance for SDG attainment.
- Experience sharing of different countries in, Empowering Local Governments and their Capacity Development.

3) Conclusions and recommendations:
Following the presentations & discussions, the conclusions reached are:
- COVID 19 pandemic has widened the gap in social protection and structural inequalities causing serious socio-economic challenge, and especially impacting the marginalized and the vulnerable.
- To address the damage caused by COVID 19 pandemic, effective governance assumes significant importance focusing on inclusivity, accountability and transparency.
- In this context Local Governments have pivotal role as they are close to the people and more familiar with the local needs and issues.
- The challenges of local government are, by and large, common – political interventions & indifference, financial constraints, lack of capacity, institutional and administrative complexities, etc. - but the magnitude varies from country to country.

Based on these conclusions, the recommendations that emerged are:
- Focus on challenges and way forward for strengthening local governments for effective and participatory governance and especially to facilitate the achievement of the SDGs.
- Preparation and publication of informative and analytical articles to familiarize and orient different stakeholders on need, issues and experiences relating to the role and effective functioning of local governments.



WG V : Gender, Equity and Diversity

Project Director: Laila El Baradei (Egypt)

This working group tackles issues related to gender equity, diversity and inclusiveness.
This year's conference theme has a direct influence on this IASIA working group gender, diversity, and equity. The 2030 agenda for Sustainable Development is clear in its vision and objective to end poverty and hunger everywhere; to combat inequalities within and among countries; create just and inclusive societies; to protect human rights and promote gender equality and the empowerment of women and girls. However, these aspects still remain a challenge for most countries around the world and hence the increased importance of the concerns of Working Group V.

The following themes were discussed:
1) Gender equality challenges in Senior management services with a case study from the administrative branch of a South African provincial legislature: The paper discussed how gender disparities continue to exist and how women take a longer time to advance in their careers. The laws are there but they are not fully implemented.

2) The Great Resignation phenomenon during COVID-19 and the impact on Women: The paper discussed how the great resignation phenomenon, where massive amounts of employees were reported to have quit their jobs voluntarily during COVID-19, may had impacted women more than men, being the ones more responsible for household chores, care responsibilities and following up on online schooling for children. Reasons for quitting or shifting jobs were given including: the re-consideration of priorities in life after COVID, and the lookout for more flexibility in work arrangements.

3) The Role of the Moroccan Rabat Based Equity and Equal Opportunity Agency, its role and how it operates. The paper presented how the agency acts as a liaison between citizens and administrative bodies in order to advocate for their needs and solve their problems related to any kind of perceived inequity.

4) Towards a Full Integration of Autistic Children in Education: The paper discussed the complexity of autism and the challenges faced by autistic children and their families, how it is their right to be integrated fully in the education system in Morocco, some of the achievements realized on the ground and what remains to be done.

5) In Search of Gender Equity amongst magistrates in Cameroon: The paper explained how SDG 5 is all about gender equity and empowerment of women in girls and how Cameroon has ratified a number of international conventions related to women empowerment. The paper then focused on how women mayors in Cameroon lack the necessary communications skills and means to be able to show their achievements and compete with men. Women mayors neither effectively use the traditional communication means, nor the new social media and they lack a communication strategy.

6) An investigation of impediments to female executive employment in local government in Africa: A case of Ghana and Cameroon: The paper investigated the reasons behind the existing gap between men and women in occupying leadership positions at the local level in Ghana and Cameroon.

7) Higher Education Institutions Responsibility for Diversity, Equity and Inclusion: A Case Study: The paper showed how DEI is still a problem even in the U.S. Higher Education institutions and not only in developing countries.

8) Gender diversity and Equity in Moroccan Higher Education: The paper showed how Morocco made great efforts in establishing equity between men and women in higher education, but how disparities and inequities still exist.

Some conclusions emerged from the sessions:

- South Africa: Laws are not sufficient for enabling women's full empowerment and progression up the career ladder. Supporting laws need to be coupled with capacity building efforts for women in the administration and the capacity building should be preceded by a skills audit.
- The Global phenomenon of the Great Resignation witnessed during COVID-19 may have an impact on many work setups where

there will be a need for revising many HRM functions and work procedures to be able to retain and motivate employees.

- In Morocco, the Equity and Equal Opportunity Agency of Rabat showed that there is always a need for conducting public hearings with citizens for better identification of their problems and needs.
- In Morocco, Autistic Children have a right to be integrated in the educational system but there are a lot of challenges and prerequisites. Amongst the prerequisites for better integration are early diagnosis, public awareness, better orientation of all school teachers and educational staff, plus offering specialized degrees related to the spectrum of autism.
- In Cameroon, there is a need for female mayors to improve their public communication strategies and methods to be able to compete with their male counterparts.
- In Ghana and Cameroon to bridge the gender gap in women occupying leadership positions at the local level, there is a need for a quota system and the development of a national framework by an autonomous body to ensure gender equity at all times.
- In the U.S. Higher Education Institutions, it is important to provide orientation to students and it is suggested to use an Intercultural Assessment tool to assess students' perceptions, help them know themselves better and develop positively.
- In Moroccan Higher Education Institutions to overcome gender inequities, it is recommended to create more awareness amongst students, and to have a gender monitoring office with clear guidelines and regulations.

Takeaways for practitioners:

- South Africa: When deciding on capacity building programs, you have to make sure this is preceded by a needs assessment and that a budget is secured.
- Globally following COVID-19 pandemic, HR managers need to revise their ways for better retaining of employees and introduce more flexibility to the work systems.
- Morocco: Administrators need creative ways, like public hearings by the concerned Equity and Equal Opportunity Agency, to better understand citizens' needs.
- Morocco: Practitioners dealing with autism need to understand better its complexity and spectrum and be better prepared through specialized studies.
- Cameroon: Female mayors to improve their public communication, need to have a budget secured and the political support from their parties and communities.
- In Cameroon and Ghana to ensure women move up to leadership positions at the local level there is a need for stronger advocacy efforts, a quota system and the development of a national framework for gender equity.
- In Higher Education Institutions in the U.S. to overcome lack of awareness regarding Diversity, Equity and Inclusiveness issues, it is suggested to use a structured Inter-Cultural Assessment tool to help students better understand themselves and their deficiencies and move forward.

To overcome gender inequities in higher education in Morocco, laws are not sufficient. There is a need for great sensitization about the topic, and for having an Equal Opportunity office with clear guidelines and regulations.



WG VI : Public Sector Governance, Leaderships and Management

Chair : Liezel Lues (South Africa)
Project Director : Juraj Nemec (Czech Republic)

The topics of the papers presented during the sessions of WG VI covered a vast spectrum of challenges within the public sector. There were a few papers that had a solid **quantitative point of departure**, such as *Governing Data in Public Administration: An analysis of the National Registry of Municipalities in Peru (Marco DE LA CRUZ, Evrim TAN)*, and a few that addressed **case studies** such as *Agentification and performance of the Public Establishments and Enterprises sector in Morocco (Zineb el Alaoui, Khalid Sobhi)*. Most papers were qualitative and argued for or against an observed predicament. Some examples are the paper of Drs Richard Callahan and Tim Mau titled *'Reconceptualizing the Politics-Administration Dichotomy: A Polycentric Model Addressing the Limitations for Understanding Public Leadership in the 21st Century*, and Ambrose *Duplessis titled, 'A theoretical analysis of the political-administrative dichotomy in South African coalition-led Metropolitan Municipalities.'*

Working group VI covers three themes, Governance, Leadership and management. During the 2022 conference presentations, several papers addressed the challenges surrounding the governance of public sector-related projects. Some examples are the papers from Aleksander Aristovnik, Eva Murko, Dejan Ravšelj (The role of good governance principles for sustainable public administration in a small state); and Hui Gong (Realization Mechanism of Holistic Governance about Public Security Risk in Mega Cities: Embedding and Integration); and Maria Asensio (Towards a New Governance Model: theoretical and empirical challenges).

Under the theme of leadership, the following papers were presented: The value of leadership in the quality of public sector management (Michel GUEDOU) and Leadership and organizational commitment in the public sector: no one gets left behind in the VUCA context (David FERRAZ, Fernanda Pereira da SILVA).

Exploring Public management accountability toward human resources current issues and new developments
Liezel LUES
Role of territorial governance in the implementation of new public management in the era of advanced regionalization Imane ENNADIFI





WG VII : Public Policy, Decision-making and Policy implementation

Chair: Christina Andrews (Brazil)
Project Director: Michiel S de Vries (The Netherlands)

The main takeaway of the presentations is that climate change and the SDGs have become the focus of public policies in several countries.

African countries seem to be moving on implementing policies aimed to minimize the effects of climate change.
Papers from Cameroon, Uganda, and Lesotho investigated several policies that express this emerging concern in the continent.

A main finding is that countries differ in their approach. In African countries, the policies seek to minimize the expected impact of climate change and can be seen as ex-post policies. In China it is the other way round. In most of the papers on the policies in China, the focus was on ex ante policies, i.e. policies that aim at reducing carbon emissions. To this end, policies have not only addressed urban emissions but also emissions from agriculture that vary significantly across different regions in China. Improvements in air pollution in China seem to be related to the coordinated use of both negative and positive institutional incentives, alongside vertical and horizontal coordination.

Finally, we learned that training continues to be a crucial component of good governance. In addition, the good society, for instance, a society with public safety cannot become reality without good or effective governance capacity.





WG VIII : Public Sector Human Resources Management

Chair : Chafika Agueznay (Morocco)
Project Director : Liza van Jaarsveld (South Africa)

The conference theme of "implementing and promoting effective governance principles - leave no one, no place behind" has a direct influence on the responsibilities of Human Resource Management (HRM) departments in governments around the world. The Working Group VIII sessions addressed the challenges of SDGs implementation and the development of an adequate HRM policy.

People are at the core of public organisations. Without people, neither the SDGs nor the functions related to the government will be achieved.
Therefore, the effective, efficient, and optimal use of Human Resources (HR) within public organizations is essential. Proper planning, development as well as trained, motivated, and capable public servants are needed to turn the vision, policy, objectives, goals and aims of the SDGs into reality while ensuring that no one or place gets left behind.

Public servants must find innovative solutions for problems while resources become increasingly scarce.

Additional aspects related to the SDGs that influence the work of HRM departments include creating a safe and secure work environment that promotes the needs of a diverse and vulnerable workforce.

Promoting gender equality remains an important aspect that needs to be achieved as well as preventing discrimination and supporting the needs of the disabled public workforce.
Human resource managers as well as public servants must have a clear sense of purpose and direction to ensure a culture of excellence is created in the public service.

During the WG VIII sessions, the following issues were addressed:

- What are the key functions of HRM departments to ensure no person or place gets left behind?
- What kind of human resources are needed to support the achievement of the SDGs?
- What are alternative approaches for the development of human resources in a diverse and complex work environment?
- How can aspects related to gender equity, discrimination and disability be addressed in the public work force?
- How can public servants be motivated to support and implement the SDGs?
- How can future planning be implemented with scarce human resources?
- How can a culture of excellence be created in the public service?
- What innovative HRM practices can support the implementation of the SDGs to ensure that no one or place get left behind?

How to make work in rural areas attractive? Are graduates willing to work in rural areas to alleviate the poverty of citizens? Participants discussed the question to know whether a certain 'volunteering' among young people is necessary to support social and economic development.

The participants also addressed the different ways to:
- Encourage a flexible working system;
- Adopt a new style of working in public administration;
- And to promote online training and to upskilling personnel.

They also underlined the importance of:
- The adaptation to technological developments;
- Responding to the needs and expectations of citizens.

They emphasized some perspectives for the future:
How to improve the education and the training of the seniors/adults?

- To improve the recruitment practices in the public service
- To reduce the inequalities and injustices in a precarious environment
- To lower the high rate
- To improve ethnic diversity and multiculturality

Establishing strategies to fight against the phenomena of categorization (clustering) of populations in policies aiming the development of countries.

Emphasizing the role of the citizen as the main actor in the implementation of government decisions

Advanced regionalization policy and distribution of civil servants at territorial level ensuring equitable coverage throughout the territory. Upskilling civil servants for territorial development (skills transfer)

Developing new HRM concepts: sustainable human resources management/responsible and responsive HRM

Takeaways:

Accompagner les changements et les évolutions des environnements et des contextes pour assurer "le bien être "du fonctionnaire public

Accompany changes and developments in environments and contexts to ensure the "well-being" of the civil servant

Promoting Standards of Excellence for HR Management, in particular at African Local level.





WG IX: International Dimensions of Public Administration

Chair : Frank Naert (Belgium)
Project Director : Adrian Velazquez Vazquez (USA)

During the sessions, the following themes and topics were discussed :

- The importance of coordinating national and supranational governments to reach the Sustainable Development Agenda for 2030 and meet the challenges of implementation, especially when involving international actors and contexts.
- Increased scrutiny on legal systems to be responsive to modern problems, but issues arise when dealing with multiple jurisdictions that may have different requirements.
- Problems related to financial, health and other systems were obviously strained due to COVID-19, which revealed even more shortcomings in international systems and showed global disparities in the effectiveness of coordinated responses to the pandemic.
- One of the main issues is the applicability of the conceptual model that guides the SDGs and Sustainable Development in general, as it doesn't really focus on efficiency and requires new dimensions that encompass culture, finance in a reimagined and re-conceptualized model of sustainability.
- Collaborative governance processes need to be strengthened to work towards more inclusive policies that foster integration and create decisive action to common problems (national, supranational, global).
- Inclusionary practices require awareness at the political, financial, and social levels to avoid excluding vulnerable populations but also to understand the dynamics and factors behind the free rider phenomenon of public goods and services.
- Different disciplines approach common problems under different lens, but lessons learned and frameworks can be extrapolated to produce more detailed explanations and provide robust solutions that address inequalities in a collaborative manner.
- Legal and financial systems favour more interconnected countries and alliances, oftentimes at the expense of developing countries or underdeveloped regions.

Main conclusions emerging from the sessions

- There are intentional and concerted efforts to improve quality of life, even more so in developing countries, but those efforts are difficult without adequate financial resources and coordination.
- Concerns about systematic disparities between countries and continents that deepen inequalities in the distribution of public goods and services.
- International law and supranational governance bodies were of limited help to overcome these shortcomings and revealed inadequacies in the face of catastrophes and natural or man-made disasters.
- Diplomatic relations between countries (as a form of collaborative governance) were more relevant than formal legal systems and supranational bodies.
- Public policy needs to be responsive to shifting dynamics the cover the broad scope of the human experience and respond directly to the realities of vulnerable groups.
- The involvement of non-state actors in governance systems is crucial to ensure effective solutions that can be implemented under real-world conditions.
- Financial institutions and systems at the country level are affected by the impositions of international and supranational bodies, but are especially vulnerable during catastrophes and disasters, like the COVID-19 pandemic.

Takeaways for practitioners

- Focus on planning and emergency preparedness for the future.
- Emphasize collaborative governance principles with international and supranational entities to improve quality of life and access to resources and services in case of emergencies and natural or man-made disasters.
- Relate policy design and implementation to principles of effective governance for sustainable development, proposed by the UN.
- Creative and rigorous analytical techniques aimed at designing and enacting inclusive policies should be considered when considering implementation of collaborative governance principles.
- The limited locus of control that public administrators possess is constrained even more by participation and engagement with international bodies and regulations, but it should not be a deterrent to develop meaningful collaborative networks that can help in times of crises.

We can point out additional elements:

- Rethinking the meaning of sustainable development to include the challenges we faced as a society due to the effects and stressors of COVID-19.
- Wicked problems still permeate big areas of public life, policy, and institutions. While it continues to be important for researchers to address regional and local issues, it is imperative to figure out ways to engage citizens on global action that ameliorates problematic conditions, especially in vulnerable parts of the planet





WG X: Public Administration in Fragile and Conflict-affected States

Project Director: Tamer Qarmout (Qatar)

Fragile and conflict-affected states are characterised by ongoing conflict or civil unrest, absence of the rule of law, disputed international legitimacy, and weak or absent governance institutions. The commitment by the UN to "leave no one behind" in implementing the 2030 Sustainable Development Goals (SDGs) is therefore considered quite challenging, if not an unrealistic endeavour. In addition, the social and economic impacts of the Covid-19 pandemic, and the current state of international politics have exacerbated the socioeconomic conditions in these countries. Factors such as a negative global economic outlook, funding fatigue, and the shifting economic priorities of donors' countries will ultimately impact on the implementation and progress of SDGs.

The failure of the international community to resolve ongoing conflicts in countries such as Iraq, Yemen, Libya, Syria, Afghanistan, occupied Palestine, and to resolve frozen ones such as the ones in Kosovo, Nagorno-Karabakh, not to mention preventing new conflicts such as the one that has just erupted in Ukraine, is furthermore, indicative of a new era of tensions and polarisation in the international system. Such developments will not only impact progress in implementing SDGs, but also the UN's commitment to "leave no one or place behind".

During the WG X session, Mária Bordás presented her paper on Challenges of Good Governance in post-conflict and fragile states and underlined the following elements:

Fragility and fragile situations: The World Bank defines fragility and fragile situations as periods when states or institutions lack the capacity, accountability or legitimacy to mediate relations between citizen groups and between citizens and the state, making them vulnerable to violence. The OECD similarly considers fragile states or provinces to lack the ability to develop mutually constructive relations with society and notes that they often have a weak capacity to carry out basic governance functions

Common elements: poverty, inequality and vulnerability - Differences: national income, endowment in natural resources and exposure to internal and external stresses.

Found for Peace (FFP): State that is fragile has several attributes, and such fragility may manifest itself in various ways. Nevertheless, some of the most common attributes of state fragility may include:

- The loss of physical control of its territory or a monopoly on the legitimate use of force.
- The erosion of legitimate authority to make collective decisions.
- An inability to provide reasonable public services.
- The inability to interact with other states as a full member of the international community.

She underlined that this is because conflict and fragility actively undermine development and the fight against poverty is slower in fragile states than elsewhere. However, effective public administration is a key step toward stabilization, reconstruction, and ultimately the transition to socio-economic recovery and growth.

She also mentioned that the stabilization and reconstruction challenges of fragile and post-conflict states have moved to centre stage in international foreign assistance policy.

She stressed the necessary level of public administration and explained that the lack of experts, shortfall of available financial resources, and problems in the infrastructures represent a serious limitation of ambitions. One of the optimal solutions could be for the governance, to determine what is a good enough level of public administration.

She also pointed out that there are growing turbulences around the world as :

- Russia-Ukraine large scale of war is the largest humanitarian catastrophe and armed conflict in the European continent since the end of World War II, more than 9 million refugees.
- Around 30 ongoing civil wars for example Syria, Afghanistan, Yemen and Iraq.
- Weak, failing, and failed states can offer havens for terrorists to conduct operations that endanger the lives of citizens residing far from those countries. (For example: ISIS and al Qaida presence in Libya, Afghanistan and Syria).

Mária Bordás explained how the Conflict Assessment System Tool (CAST) is used : the Fragile States Index is based on a conflict assessment framework – known as "CAST" – that was developed by FFP nearly a quarter-century ago for assessing the vulnerability of states to collapse. The CAST framework was originally designed to measure this vulnerability and assess how it might affect projects in the field, and continues to be used widely by policy makers, field practitioners, and local community networks.

The CAST has 4 groups of indicators:

1. Cohesion: Security Apparatus, Factionalized Elites Group Grievance.
2. Economic: Economic Decline, Uneven Economic Development, Human Flight and Brain Drain.
3. State Legitimacy, Public Services, Human Rights and Rule of Law.
4. Social: Demographic Pressures, Refugees and IDPs, External Intervention.

"Fragility is something that must be addressed everywhere all at once, in both high income and low-income countries, and core to that strategy must be a focus on social and political cohesion and inclusiveness.„

Fragile State Index (20212022)

She mentioned that, in accordance with the Fragile State Index (20212022) the most worsened ones were Myanmar, Afghanistan, Burkina Faso, Haiti, and Lebanon; Myanmar had a coup; Afghanistan had a violent change of power; Burkina Faso had a rise in violent extremism; Haiti's president was assassinated and Lebanon had a deepening economic and political crisis, and a rise in protest and violence. In 2022: Ukraine, Sri Lanka

She also mentioned the Military Coups in West Africa as : seizures of power in Chad, Guinea, Mali (twice), Sudan (in 2021) and Burkina Faso (in early 2022). She questioned these situations for breaking the cycle.

After having listed the components of Good Governance, she underlined that after crisis, conflict/war, it is obvious the governance is the instrument of political, public administration and administrative authorities to manage a nation's affairs and in most of the cases, the restoration of governance often requires complex, overarching reforms which requires substantial time to implement and the initial efforts should focus on strengthening capacity to address the most urgent needs such food, water, healthy and physical security.

Some conclusions :

- Transition management from the war/armed conflict to the post-war/conflict situation, often involves a delicate balancing act between elite inclusion and broader participation.
- Not to overload the „bridge of transition" with expectations.

Hiba Khodr provided the audience with an analysis of Administrative Responses to Political, Health and Economic Crises in Lebanon.

She underlined that the magnitude of the negative impacts of the health crisis has varied in the MENA region, they were quite devastating in countries where poverty, conflicts and displacement, poor governance, lack of administrative preparedness and political instability are prevailing. She mentioned that the COVID-19 crisis utterly led to serious health, social and political consequences and has already turned into a massive economic crisis. Disasters, being natural, biological or manmade can directly affect governments' capacity to function.

She demonstrated that, for Lebanon, the pandemic constituted a terrible storm as its vulnerability has been magnified by multiple shocks. In addition to the burden it created on its healthcare system, the country was in the midst of an underlying and challenging economic situation with high public debt, current account deficit, and funding needs, that culminated in the collapse of its banking sector, coupled with an uncompleted public uprising calling for transparency and accountability.

Hiba Khodr stressed that, as a weak state, Lebanon has always relied on individual and local initiatives in times of crisis. She underlined that many scholars argued that governmental administrative response during a crisis needs to be coordinated with and supported by other actors, such as citizens, civil society including community and nongovernmental organizations, and other network partners.

For Lebanon, she would like to conduct a study to examine the country's key administrative responses in the light of a failed and corrupt state to four of the most severe crises Lebanon has faced: the Lebanese revolution (October 2019), a major financial crisis, the COVID 19 crisis-followed by the economic recession- and then, the Beirut explosion (the third largest one in history). She explained that the focus of this study would be work of non-governmental actors based on, the intergovernmental coordination efforts as well as the collaboration with municipalities, mayors and NGOs.

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Zineb Guali proposed to investigate a Conflict-Affected Territory with an exploratory study of the Sahrawi Case taking into account the role of public administration and challenges faced by Moroccan PA in a Conflict-affected region.

She introduced the context as follows: the conflict over Sahara started after its colonization by Spain in 1884. In 1975, Morocco wanted to take back its provinces using the Green March. The Kingdom ended up signing Madrid agreements to administrate the Sahara. The conflict in the Sahara limits the scope of the process of political and administrative decentralization and compromises the implementation of Moroccan reforms. Albeit expensive for Moroccan Government, the execution of economic and social development programs in the Sahara are going on.

She defined the research questions as: What are the challenges of Moroccan Public Administration in its conflict-affected regions? the purpose of her research will be creating a deeper understanding of the state-building process in the light of regional conflicts. She pointed out that the strong socio-economic development dynamism in the Sahara is a major component of regional peace and stability. Zineb Guali identified three fundamental axes: the rule of law and the state institutions, the economic and social rights, and the role of the civil society and international community.

She underlined the importance of the research sections from an attempt to add a modest contribution, to show the reality of Moroccan Public Administration challenges in a conflict-affected territory.



IASIA Conference

theme track: Implementing and promoting effective governance principles - leave no one, no place behind

Project Director and Rapporteur: Liza van Jaarsveld (South Africa)
Co-chairperson and Rapporteur: Hassane El Arafi (Morocco)

"Implementing and promoting effective governance principles - leave no one, no place behind" plays a critical role in all government activities around the world. It is the responsibility of every government to ensure the well-being of its citizens. This wellbeing according to the United Nations Department of Economic and Social Affairs (UN-DESA 2019) requires good governance and sustainable development. Achieving good governance and sustainable development according to the UN-DESA requires the implementation and promotion of effective governance principles that include competence, sound policymaking, collaboration, integrity, transparency, independent oversight, non-discrimination, participation, subsidiarity, and equity. Implementing effective governance can empower governments to ensure that no one or no place gets left behind.

The 2030 agenda for Sustainable Development is clear in its vision and objectives to end poverty and hunger everywhere; to combat inequalities within and among countries; to build peaceful, just and inclusive societies; to protect human rights and promote gender equality and the empowerment of women and girls; and to ensure the lasting protection of the planet and its natural resources. It is therefore the aim of this working group to consider all aspects related to the promotion of effective governance principles from all countries around the world with the aim of leaving no one or no place behind.

The first session looked at food security in China as well as intergovernmental cooperation for combatting poverty.
The participants underlined that the COVID-19 crisis increased food security challenges. Young people want to help to combat poverty and to improve poverty alleviation but do not want to stay in rural area.

Some conclusions emerged from the discussions:

- Spending in government remains a problem
- Governments need to work together across regions to combat poverty.

If you cut on public spendings and fundings, you cut on the quality of public services.

Governments need to improve their communication and coordination processes for working together.
The second session focused on the impacts of COVID-19 crisis on Finance **in Brazil**.

The COVID-19 pandemic has impacted spending by Brazilian Government and the trust/faith that people have in government. Government cut spending for civil servants training to save money.

The presenter underlined that citizens must 'be informed' about government spending, and they believe that government is using COVID-19 pandemic as an excuse to not spend money for responding to their needs.

Takeaways from the second session:

- When it comes to spending in government, it is important to be transparent.
- Citizens have 'beliefs' that might be wrong since it is based on 'assumptions' and not based on 'facts' (evidence-based).

The third session focused on Trust in Government and social learning for effective governance as well as citizens' participation.

The themes discussed during the session were as follows:

- Low levels of trust react to conflict as in the case of Sri-Lanka.
- Frustration is rising therefore we need political will.
- Governments take citizence for granted.
- Effective government needs trust and communication.
- We need citizen' participation in government that should be based on quality.

Some concluding remarks were made:

- Soft skills are being left behind in government and it is important for effective government.
- We should not just have public participation but ensure it should be quality.
- Where did the trust go that was lost?

Takeaways:
Citizen participation should not be complicated, it should be easy for reinforcing citizence!



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da Fonseca, Diogo Ribeiro (1); Teixeira, Natália Teles da Mota (2); de Brito, Rebeca Loureiro (2); Koelling, Whitney (3); 1: University of Brasilia, Brazil; 2: National School of Public Administration, Brazil; 3: Indiana University, United States; « An International Overview on Schools of Government forms of organization. ».

DAVEL, Jannet Nadia (2); HOLTZHAUSEN, Natasja (1); O'NEIL, Sumari (1); 1: University of Pretoria, South Africa; 2: Akademia, South Africa; « Filling the gap by leaving no one behind: the value of learnerships for skills development and employability ».

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SHI, Yue; Sichuan Administration Institute, China; « How to Improve Cadres' Governance Capacity through Cadre Education and Training? ».

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ZEMRANI, Aziza (1); ATISA, George (1); WHITE, Harvey (2); 1: University of Texas Rio Grande Valley, United States of America; 2: University of Delaware; « The Importance of Incorporating Big Data and Artificial Intelligence into the education and training of Public Administrators ».

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ABOUEDDAHAB, Mohammed Zakariae; RIFKI, Lalla Zhor; Faculté des Sciences Juridiques Economiques et sociales Agdal, Morocco; « Contribution du Droit International au Développement des Systèmes de Santé en Afrique: Portée et Limites ».

ATISA, George; Dep, Apu; Zemrani, Aziza; University of Texas Rio Grande Valley, United States of America; « Debt and Economic Growth Challenges in Developing Countries: The Analysis of Public Sector Institutional Capacities to Stimulate Economic Growth ».

BÁGER, Gusztáv; Central Bank of Hungary, Hungary; « The Turn of the Conceptual Base of Sustainable Development ».

DUGAS, Marie-Thérèse; Université de Sherbrooke, Canada; « Convergence entre les actions des administrations publiques nationales, le système fiscal international et les institutions de gouvernance mondiale et l'Action 5 du pojet BEPS de l'OCDE : « Lutter plus efficacement contre les pratiques fiscales dommageables, en prenant en compte la transparence et la substance »».

Fabiani, Beatrice (1); Frondizi, Rocco (2); 1: University of Rome Tor Vergata, Italy; 2: University of Rome Tor Vergata, Italy; « Public investment management & infrastructure governance in global platforms ».

MAHMANESHRAD, Armita; Velázquez Vázquez, Adrian; University of La Verne, United States of America; « The Changing Landscape of US Migration Policy: Assessing Differentiated Policy Responses to Refugees ».

NAERT, Frank; Ghent University, Belgium; « Answers to the free rider problem in climate action ».

SZABÓ, Ildikó; University of Public Service, Faculty of Public Governace, Hungary; « Tax structures in an international dimension before and after the coronavirus ».

WG IX

WG X. Public Administration in Fragile and Conflict-affected States

BORDAS, Maria; National University of Public Service Ludovika, Hungary; « Challenges of good governance in post-conflict and fragile states ».

GUALI, Zineb; University Mohammed V, Morocco; « Challenges of Moroccan Public Administration in a Conflict-Affected Territory: an exploratory study of the Sahrawi Case ».

KHODR, Hiba; American University of Beirut- Doha Institute for Graduate Studies, Lebanon (Lebanese Republic); « Administrative Responses to Political, Health and Economic Crises in Lebanon A Preliminary case study ».

WG X

IASIA 2022 CONFERENCE LIST OF PAPERS

CONFERENCE TRACK: Implementing and promoting effective governance principles - leave no one, no place behind

ALOMAR, Mohamad Amin; UCLouvain, Belgium; « Social learning for effective governance principles: a quali-quali approach to deliberation within the municipal councils in Brussels ».

OTIENO, Fredrick Okoth; Tianjin Normal University, China; « Promoting Citizen Participation for Effective and Accountable Governance ».

QIU, Pengfei; Sichuan Administration Institute, China; « International food security governance system and governance capacity building ».

RACHEL MAINA, Ngesa; OCHARO WANGECHI, Skitter; OTIENO, Jescah; Kenya School of Government, Kenya; « The Nexus between Trust, Social Cohesion, and Integration ».

SICCA, Gerson; SECCHI, Leonardo; CATARINO, João Ricardo; CAPP/ISCSP/University of Lisbon, Portugal; « The Brazilian public spending cap and the impacts of the COVID 19 pandemic: fiscal policy analysis using the Advocacy Coalition Framework ».

WANG, Xiaoping; The Guangdong Institute of Public Administration, China; « The Effectiveness of Intergovernmental Cooperation in Global Governance over Poverty Alleviation: China's Practice ».

ZHOU, Pan; Sichuan Administrative Institute, China; « None Left Behind in China's Rural Governance Practice —Development inspiration from ordinary villages in Sichuan ».

CONFERENCE TRACK

PhD Seminar

BAGENDA, Bonny (1); Ndevu, Zwelinzima (2); 1: Stellenbosch University, South Africa; 2: Stellenbosch University, South Africa; « Risk Management Model for Public-Private Partnerships Success in Uganda ».

BETA, Katerina; Coventry University, United Kingdom; « The impact of Artificial Intelligence on students learning in higher education institutions in the UK ».

CHIVANDIRE, Luckmore; Stellenbosch University, South Africa; « AN ANALYSIS OF ANTI-CORRUPTION STRATEGIES IN THE PRIMARY HEALTH SECTOR: CASE STUDIES OF ZIMBABWE AND SOUTH AFRICA ».

ESSAMLALI, Imane (1,2); Khtira, Marya (1,2); 1: Mohamed 5 university, Morocco; 2: Institute of African, Euro-Mediterranean and Ibero-American Studies; « precarity forms among doctoral students in Morocco, and the different ways of resistance of it ».

LAKHNIGUE, Ibtissam; Faculté de Sciences Juridiques, Économiques et Sociales Agdal à Rabat, Maroc; « L'impact de la convergence du nouveau système comptable vers les normes internationales IPSAS sur l'optimisation des dépenses publiques : Cas des établissements publics marocains à caractère administratif ».

RBABI, Ouail; كلية العلوم القانونية والاقتصادية والاجتماعية, المغرب; « ارتهان ميزانية النتائج بتنزيل النظام المحاسبي الجديد للدولة ».

PhD SEMINAR

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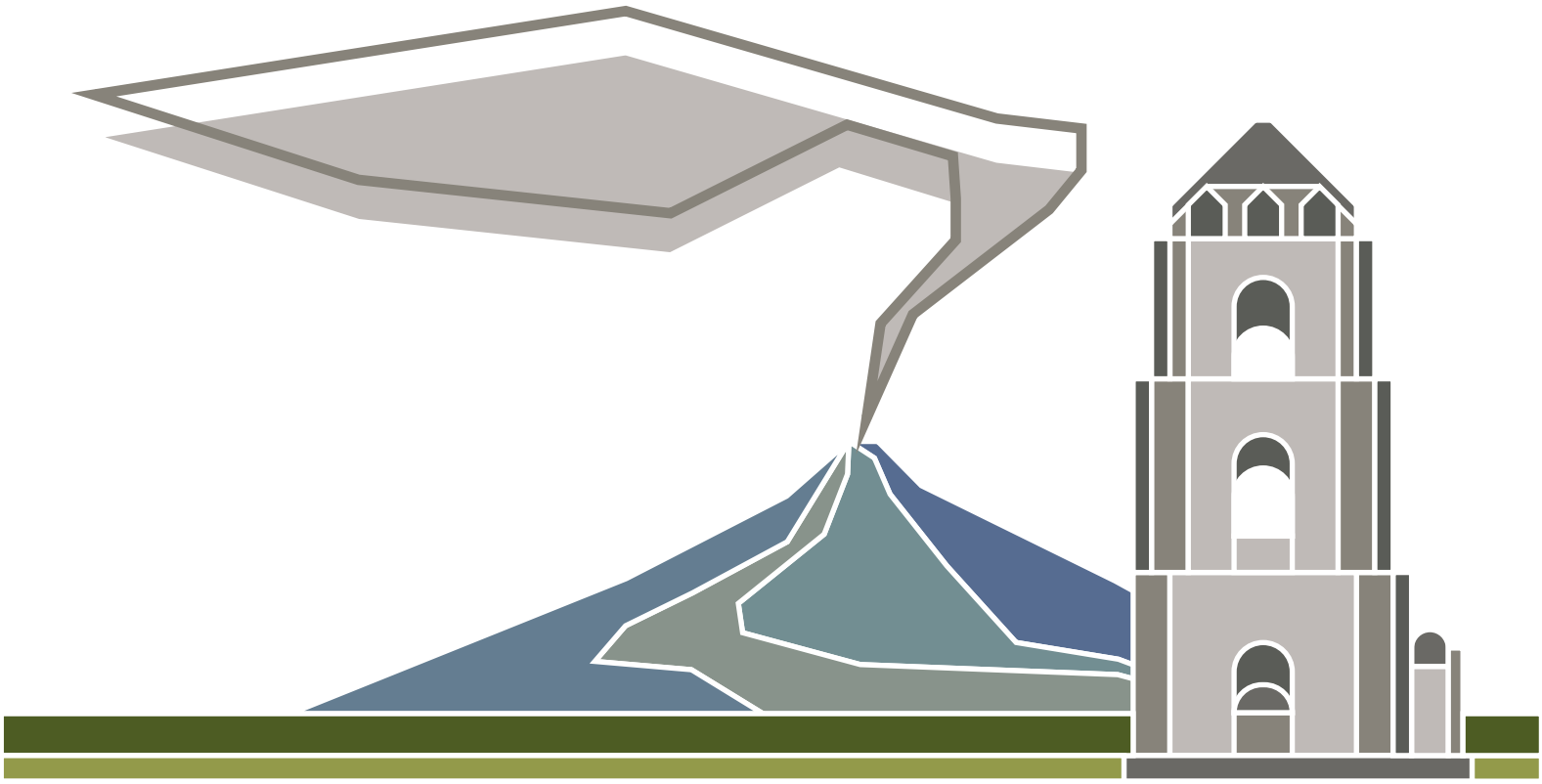
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