Symposium on:

IMPLEMENTING COLLABORATIVE GOVERNANCE

Models, experiences and challenges to foster policy coordination, and to enhance sustainable community outcomes and public value generation

University of Palermo (Italy), Department of Political Sciences – DEMS
Palermo, 25th - 26th October 2018

In collaboration with:

Public Management Review

Azienda Pubblica

Journal of Management and Governance

Host: Carmine Bianchi, University of Palermo, Italy

Keynote speakers:

- Greta Nasi, Bocconi University, Milan, Italy
- Stephen Osborne, University of Edinburgh Business School, Scotland

Call for papers

Topic of the symposium

Fragmentation in public policy design and implementation has been considered a major cause of inconsistency in the attempt to improve community outcomes and public value. Administration deficiencies in policy implementation (e.g. overlapping or unclear responsibility areas), and gaps between expected and achieved outcomes are often advocated as main factors leading to lack of management efficiency and effectiveness. Also, discrepancies between outputs in the short run and long-term outcomes, and unintended side-effects of implemented policies are often symptomatic of attempts by individual agencies to fix 'wicked' community problems, with lack of interaction with other involved stakeholders. For instance, to alleviate urban traffic congestion, a municipal department of transportation may decide to increase the capacity of roads, freeways and parking lots. This policy may work in the short run. More traffic congestion might rise in the long run, and the improvement of urban infrastructure capacity may induce more people to use private car transportation, rather than the alternative – and more ecologically sustainable – transportation means. This might also increase pollution in the long run, and further reduce the quality of life and the attractiveness of an urban area.

Such policy areas underlie a multitude of dynamic complex problems that today's societies are expected to deal with, to pursue resilience and to improve quality of life. Failing to consider the dynamic complexity of such problems, involving different policy makers, increases the risk of policy resistance and of unpredictable behavior of the systems that a public agency may try to affect through its own individual actions.

Through collaborative governance, a public-sector institution may involve other stakeholders belonging to different levels (subnational, national and supranational, as well as non-profit and private sector organizations) in carrying out a strategic learning process aimed at framing public value, at identifying its drivers and the strategic resources a local area might build up and deploy to affect community outcomes. This learning process should support the design of 'robust' policies, implying an outcome-based view. This entails a co-design, co-production, and co-assessment of policies by different agents, aiming at pursuing community resilience and sustainable socio-economic development.

This is particularly evident in different contexts in the world. For instance, collaborative governance is a central issue in the European area, where the European integration process has progressively increased its impact on policies adopted at the domestic

level. But the transnational dimension of many contemporary complex problems has created incentives for collaborative governance to solve problems that no single stakeholder acting alone can solve in other regional areas too. Another example where collaborative governance is a fundamental means to pursue sustainable community outcomes can be related to the management of natural disasters.

In such and many other cases, it is also worth analyzing changes in the involved actors and levels over time, and assessing whether and how such changes can be related to changes in policy outcomes. Socialization processes occurring in cases of repeated and continuous interactions among the actors involved in collaborative governance are also worth exploring. These processes have led to a redefinition of identities and interests of the actors involved, facilitating convergence and the diffusion of policies and practices.

Collaborative governance reshapes the traditional paradigms through which public policy and public management have been conceiving in the past decades different concepts, methods and tools, by adopting a perspective bounded only by an institutional view.

Debating issues

We seek both theoretical and empirical research showing experiences and challenges in the efforts by public sector organizations to adopt innovative methods, models and tools, to foster policy coordination, to enhance sustainable community outcomes and public value generation.

Possible topics and debating issues include, but are not limited to:

- The development of networks
  - How to foster the development of networks of public sector organizations that may lead to sustainable community outcomes?
  - How to model such sustainability?
  - What are its key-components and drivers?
  - How to model, benchmark and assess the effects on social and financial outcomes of alternative organizational designs of networks and of other hybrid formulas for providing community support and generating public value?

- Measuring and managing network performance
  - How to measure network performance?
  - What are its main outcomes and drivers?
  - How to assess the outcomes of collaborative governance?
  - How to model relational and social capital?
  - What are their drivers?

- What is the role that Information and Communication Technology may play to enhance collaborative governance?
- How to model the processes through which trust is built or eroded in a community area?
- What role may system modeling methods play to boost the capability of a leading public sector organization to map stakeholders and to involve them to pursue a common shared view of the hidden feedback structure underlying the behavior of desired policy outcomes over time?

- (Re)designing performance management systems to foster collaborative governance
  - How to measure and affect community outcomes?
  - How to set agency outcomes which are consistent with community outcomes?
  - What are the drivers and the behavioral implications associated with this process?
  - How to extend the focus of performance management from the perspective of agency efficiency and effectiveness to an assessment of the quality and sustainability of the designed policies – shared by different stakeholders – and of their aptitude to have an impact on the quality of life of a community?
  - How to model the drivers impacting on the quality and sustainability of adopted policies?
  - Among such drivers, what is the role played by culture, trust, legislation and rules, stakeholders' identification and selection, financial and non-financial incentives towards collaboration in affecting the aptitude of designed policies to pursue the sustainability and resilience of a community?
  - How to model, to measure, and to affect the drivers of information sharing among stakeholders? How to model their effects on network performance?
  - How to embody public values into performance evaluation, so to consider not only efficiency and effectiveness in policy implementation, but also equity, social justice and quality of life?
  - What is the role of education in developing such a shift of mind in performance evaluation? What kind of skills, attitudes and values should be fostered?
  - What kind of changes should be fostered to enable this shift in performance management? More specifically, what are the implications of such shift for cultural, institutional/legislative, and organizational systems? How to pursue such changes?

- Implementing collaborative governance

- What are the drivers of integrative leadership to foster collaborative governance?
- How to model the effects of leadership on cross-sector collaboration, and on the generation of community public value?
- How to foster outcome-based accountability (at both a political and a managerial level) if a single agency can directly affect only a fraction of community outcomes?
- How to foster an interdisciplinary approach in designing and implementing sustainable governmental reforms aimed at generating community outcomes and public value?

Possible areas of contribution

Submitted manuscripts will cover the topics and debating issues that have been illustrated in this call. Policy areas that submitted papers might cover include:

- Big events
- Child abuse
- Climate change
- Corruption
- Crime
- Cronyism/Nepotism/Patronage
- Domestic violence
- Education
- Gender discrimination
- Homelessness
- Youth disengagement
- Labor accidents/Illegal labor markets
- Migration flows of refugees
- Natural disasters
- Obesity/Alcoholism/Drug addiction
- Poverty
- Public-Private Partnerships
- Social cohesion
- Societal aging
- Terrorism
- Unemployment
- Urban traffic congestion

Papers format, Key-dates and Publication opportunities

- Submitted manuscripts will be written according to the following characteristics:

- ✓ Character: Times-New-Roman, 12
- ✓ Abstract length: Max 120 words
- ✓ Key-words: Max 5 items
- ✓ Maximum paper length: 7000 words
- ✓ Footnotes at the bottom of each page (please limit the use of footnotes)
- ✓ Citations: preferably in the body of the paper. Please use the following standard *(Osborne S. 2016, p. …)*
- ✓ References: at the end of the paper, according to the following standard: *Osborne S. (2016). Public management research over the decades: What are we writing about?, Public Management Review, 19, 2, p. 109-113.*

- **Preliminary full papers** are due by May 21st 2018, and must be submitted to bianchi.carmine@gmail.com.
- By July 2nd authors will be given notice on the **acceptance of their submitted papers,** reviewed by a double-blind refereeing process.
- By September 10th, **accepted full papers will be resubmitted by the authors**, based on the suggestions from the referees.

To facilitate the double-blind review process, abstracts must consist of two pages: in the first one, author(s) name(s), affiliations, email address(es) and paper title are listed; the second one includes the abstract text, together with the repetition of the paper title.

Best papers presented at the symposium, will be eligible possibly for publication in a special issue of the **Public Management Review** and of the **Azienda Pubblica** Journal.

A number of papers will be also selected and proposed for submission to the **Journal of Management and Governance** by following a fast-track review process for publication.

Accepted papers will also be eligible for publication in a book planned in the series "System Dynamics for Performance Management", by Springer (http://www.springer.com/series/13452), on (https://goo.gl/WS7fcn): **Enabling collaborative governance through systems modeling methods.** *Fostering coordination in public policy design and implementation.*

Each participant may submit only one manuscript, as author or co-author.

Scientific Committee:

- **Eugenio Anessi-Pessina**, Professor in Public Management, Department of Economics and Business Management, Catholic University of the Sacred Heart, Milan
- **Carmine Bianchi**, Professor in Public Management, Department of Political Sciences, University of Palermo
- **Elio Borgonovi**, Professor in Public Management, Department of Policy Analysis and Public Management, Bocconi University, Milan

- **Lino Cinquini**, Professor of Management Accounting and Business Administration, Institute of Management, Scuola Superiore Sant'Anna, Pisa – Editor of "Journal of Management and Governance"
- **Riccardo Mussari**, Professor in Public Management, Department of Business Administration and Law, University of Siena – Editor of "Azienda Pubblica" Journal
- **Greta Nasi**, Professor in Public Management, Department of Policy Analysis and Public Management, Bocconi University, Milan
- **Stephen Osborne**, Director of the Centre for Service Excellence (CenSE), Chair of International Public Management, University of Edinburgh Business School - Editor of Public Management Review

Organizing Committee:

- **Carmine Bianchi**, Professor in Public Management, Department of Political Sciences, University of Palermo
- **Enzo Bivona**, Associate Professor in Business Management, Department of Political Sciences, University of Palermo
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- **Carla Monteleone**, Associate Professor in Political Science, Department of Political Sciences, University of Palermo
- **Vincenzo Vignieri**, Research Assistant in Public Management, Department of Political Sciences, University of Palermo

Registration Fee

- Early registration by July 23rd, 2018: € 380,00
- Late registration after July 23rd until October 1st, 2018: € 450,00

Registration fee includes: participation to the conference with a paper, gala dinner, lunch and coffee breaks.

Spouse/guest registration fee: € 100,00. This fee permits an individual to accompany a regular conference registrant to the gala dinner, lunch and coffee breaks.

On-site registration will not be possible.

Registration fees must be paid, starting from July 2nd 2018, through electronic bank transfer to:

- Bank account holder: Università degli Studi di Palermo
- Bank Name: Gruppo Unicredit S.p.A.
- Bank account number: 000300004577

- IBAN code: IT09A0200804682 000300004577
- SWIFT code: UNCRITMMPAE
- Money transfer subject: "DEMS" - YOUR FIRST AND LAST NAME

A scanned copy of the payment receipt must be submitted online at the following web page:

ced4.com/symposium-2018-registration-fees-and-procedures/

Upon receipt of the payment, the "DEMS" Department will issue an invoice to each registered participant.

In addition to payment, you must register for the workshop and symposium at the following web page:

ced4.com/symposium2018-information/

Conference venue: Department of Political Science - DEMS, University of Palermo (Italy), Via U. A. Amico, 4 Palermo

Please direct questions regarding the symposium to: bianchi.carmine@gmail.com (preferred email address) or carmine.bianchi@unipa.it

Conference webpage: ced4.com/symposium2018-information/

More info on the city of Palermo:

ced4.com/palermo/

We look forward to welcoming you in Palermo!