



REPUBLIC OF TUNISIA



Ecole Nationale d'Administration de Tunis
المدرسة الوطنية للإدارة بتونس



IIAS
International Institute
of Administrative Sciences


2018 Congress

of the
INTERNATIONAL INSTITUTE
OF ADMINISTRATIVE
SCIENCES

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Administrative Resilience

CALL-FOR-PAPERS



Financial Resilience of Governmental, Quasi-governmental and Hybrid Entities

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

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

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

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

1. Financial Resilience in governmental entities

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

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

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

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

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

- a) Skills, knowledge, and awareness of financial vulnerabilities (e.g. data analysis, risk appetite and risk management, negotiation, monitoring, networking);
- b) Leadership and motivation (e.g. serving as role model, types of leadership in different phases of resilience, motivation of personnel during phases of change);
- c) Cooperation/interaction between politicians and administrators (e.g. financial executives) in building financial resilience;

- d) Activating communities and community resilience, providing platforms and partnerships for citizen participation, in particular concerning financial leverage (e.g. use of participatory budgeting);
- e) Planning and monitoring to build and cultivate organizational capacities;
- f) Decisiveness and crisis management to survive, sustain, and preserve activities to achieve policy outcomes.

4. Tools that assist administrative decision-makers in building and cultivating financial resilience in their organizations:

- a) 'Old' management information systems and how the digital era shapes new tools (e.g. proactive warning through algorithms, optimization of capacities);
- b) How do decision makers ensure that self-learning systems support equality, equity and public value?

5. External audit and monitoring of local governments: a need for comprehending financial resilience:

- a) How can financial resilience be comprehended and monitored at a macro level?
- b) Which indicators for characterizing the financial resilience patterns of governmental entities? Role of accounting and financial reporting.
- c) Are there some general lessons to enhance financial resilience?

6. Financial resilience as a dynamic concept:

- a) How do dimensions of financial resilience (environmental conditions, anticipatory capacities, coping capacities, vulnerabilities) interact with each other over time, and with other related concepts (e.g. organizational resilience, dynamic capabilities, strategic management, financial sustainability)?
- b) What is the effect of exhaustion of particular capacities (e.g. buffering capacities) on the development of other coping capacities?
- c) Characteristics of transforming and adaptive capacities. Innovative experience in building financial resilience.

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CALENDAR – CALENDRIER

28 February 2018	Abstract submission deadline	Date limite pour l’envoi des résumés	28 février 2018
7 March 2018	Authors’ notification	Notification aux auteurs	7 mars 2018
13 May 2018	Papers deadline	Date limite pour la soumission des contributions	13 mai 2018