

**THE UNIVERSITY OF BUCHAREST
DOCTORAL SCHOOL OF ADMINISTRATIVE SCIENCES**

HABILITATION THESIS – ABSTRACT

*Increasing the performance of the Romanian Public
Administration through coherent public policies and
foresight*

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**Bucharest
2024**

ABSTRACT

The habilitation thesis entitled *Increasing the performance of the Romanian Public Administration through coherent public policies and foresight* is focused on identifying and analysing the multiple existing connections between the performance level of the public administration and public policies. Thus, the habilitation thesis has an interdisciplinary feature that aims at increasing the performance of public administration, in addition to econometric aspects, to strategic planning and public policies.

For public administration decision-makers, knowing the connection between prospective public policies and public administration performance is particularly useful for adopting coherent public policies in the medium and long term. The connection between prospective public policies and public administration performance is an important and complex topic that involves multiple dimensions and factors. Understanding this connection can help improve the efficiency and effectiveness of public administration from the perspective of both prospective public policies and public administration performance.

The impact of prospective public policies on public administration performance lies in the fact that these policies help public administration develop long-term plans to address future challenges, thereby ensuring more efficient use of resources and better management of uncertainties that crises might induce. Consequently, public administration becomes more adaptable and flexible in the face of rapid and unforeseen changes, thanks to the scenarios and risk analyses included in prospective policies. On the other hand, prospective policies promote innovation and modernization of public services by encouraging the adoption of new technologies and practices that can enhance the performance of public administration.

However, implementing prospective policies requires significant financial, human, and technical resources, which can be a challenge for administrations with limited budgets. Another limitation concerns the accuracy of forecasts, which are influenced by uncertainty, meaning that prospective policies must be flexible enough to adapt to various scenarios.

The effectiveness of prospective policies also depends on cooperation and coordination among different levels and departments of public administration, which can be difficult to achieve in practice. These shortcomings can be minimized by increasing investments in research and development, which can improve the public administration's ability to design and implement effective prospective policies, as well as through ongoing education and training

for public officials in the fields of prospective policy and risk management, which can enhance public administration performance. Additionally, collaboration with the private sector and non-governmental organizations can bring new perspectives and resources for the development and implementation of prospective policies. Exploring and applying prospective public policies represents a crucial approach for improving public administration performance, adapting it to future challenges and opportunities.

The research directions that are the focus of the conducted and published studies with co-authors capture the evolution of current research in the field of administrative sciences. The research took the form of intricate studies, quantitative and qualitative statistical analyses of socio-economic processes and phenomena, with the goal of developing models that allow government factors to predict and anticipate these events so that appropriate actions can be taken through strategies and public policies. All these research studies have resulted in papers presented at national and international conferences in the field of Administrative Sciences, as well as in scientific articles published in journals with high international visibility.

Prospective sectoral statistics studies must serve as the foundation for the creation of public policy. To create policies that are suitable for the workforce in specific industries and to foster lifelong learning, public administrations in Europe are urged to project the evolution of the workforce over the medium and long terms. Public policies pertaining to human resources are therefore crucial for drawing in qualified labour and guaranteeing the required workforce, particularly nowadays, when România and other European nations are experiencing a labour shortage in specific industries as a result of international migration and calls on labour from Asia and other countries outside the European Union.

In the first part of the habilitation thesis *the main scientific and professional achievements are presented*, after obtaining the doctorate in 2003. My constant research concerns have focused on the issue of prospective public policies. Thus, in this section of the habilitation thesis, the research was conducted in five sections namely: research on the connection between the digitalization of public policies, e-governance, and increasing the performance of public administration, as well as foresight public policies in the field of migration, protection social, social innovation, and tourism, and synthesis of research plans in the field of foresight public policies and other related research directions. In the case of all the presented works, we have highlighted the original contributions brought to the development of knowledge in the field of coherent and forward-looking public policies.

The research on econometric analyses of socioeconomic phenomena and processes that can impact future public policies and improve public administration performance was the

main emphasis of the studies in which I took part. The scientific contributions made with co-authors, in the field of Administrative Sciences, have been materialized in books and monographs, Web of Science articles, ISI/WOS Proceedings or in journals indexed in international databases, but also attendance to national and international conferences and within research projects.

The second part of the habilitation thesis refers to *the scientific, academic and professional career evolution and development plans* aimed at several major directions, respectively: *the evolution of the scientific, academic and professional career, as well as the main directions of its development and the individual ability to coordinate research teams, to organize and manage didactic activities, to explain and facilitate learning and research*, in the global context of significant and current scientific achievements in the field of Administrative Sciences.

The main directions of career development reflect the concrete ways to increase performance in research, respectively: increasing the involvement in professional associations in public administration area, continuing participation in national and international conferences in the field, carrying out collaborations with experts in the field of public administration in the country and from abroad, the continuation of studies published in journals with international visibility in collaboration with specialists from other specialized faculties, but also with future PhD students. Thus, this last part of the first section of the habilitation thesis shows the opportunity that the habilitation represents for my future career development.

The third part within the habilitation thesis includes the used bibliographic references.

Considering that the habilitation thesis must also present a summary of the research studies conducted, this thesis includes my contributions and presents some of the previously published articles. For this reason, in the section where the main scientific achievements structured on the five research directions are listed, I have listed my own contributions and corresponding results.

E-governance entails a flexible, efficient, and citizen-oriented public administration, achievable only through coherent and foresight public policies. During the process of implementing electronic government services and digital transformation of public administration, current challenges related to digitalization and data governance must be anticipated, particularly focusing on ensuring the confidentiality and cybersecurity of these data.

Prospective public policies in the field of migration, both in Romania and at the European level, are essential for the efficient and anticipatory management of migratory flows. In the context of migration, forecasting this phenomenon allows for the development of long-term strategies to address the needs and challenges in the integration of migrants and refugees, aiding in the creation of integration policies adapted to their specific needs, thus contributing to their social and economic inclusion. Prospective public policies enable Romania to be better prepared to manage migration crises by developing proactive strategies and measures that minimize the impact on society and the economy through workforce planning and addressing demographic issues related to population decline and aging, thereby supporting the sustainable development of rural and urban areas.

Tourism forecasting under conditions of uncertainty within foresight public policies allows for adaptable strategic planning and efficient crisis management. Foresight public policies use these forecasts to develop scenarios and strategies that minimize the negative impact of crises, such as pandemics or natural disasters, and support the sustainable development of the tourism and hospitality industry. Thus, by integrating forecasts, foresight policies can be better oriented towards supporting the resilience and sustainable development of the tourism sector, contributing to more adaptable governance and better readiness for unexpected challenges. In Romania, the development of sustainable and responsible tourism can represent an opportunity due to the unique agro-rural tourism potential, as well as that of the Danube Delta, but constant promotion policies at the European and international levels are necessary.

In the future, among my priorities within the Doctoral School alongside future doctoral candidates will be the continuation and exploration of new research topics specific to prospective public policies, in the context of accelerated digitization and the necessity of changing the way foresight public policies are established, should I have this opportunity as a result of my habilitation in the field of Administrative Sciences.