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## **A model of Cultural Intelligence, Social Participation and Governmental Intelligence to improve the effectiveness of local contribution to public policies in Italy**

### **Um modelo de Inteligência Cultural, Participação Social e Inteligência Governamental para melhorar a eficácia da contribuição local para as políticas públicas em Itália**

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#### **ABSTRACT**

*The current situation shows the importance of the insertion of society in the relationship between the State and the private sector, with the objective of collaboration to improve government programs.*

*Shared Governance is one of the great challenges that the Italian government is currently facing to avoid the crises of governance (society) and governability (negotiation with opposition and work with the public administration), in particular after the decision of the new government (September 2022) to extinguish the Reform of the Public Administration - National Recovery and Resilience Plan - PNRR, and also the largest social participation initiative in Italy, the Tuscany Regional Policy for Social Participation - TRPP.*

*This article recuperates the good points of PNRR and TRPP and*

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*another case study in Emilia-Romagna region.*

*Offering a new perspective to the existing literature, this paper share the “famous” model for the Public Administration, the New Public Service (NPS), created to spread the idea that public service is seen as an extension of citizenship, and therefore both government and citizens need to abandon short-term interests and imitation of the competition of private sector of the New Public Management (NPM), assuming collaborative roles in building an educated and mature civil society.*

*Based in a literature review on the NPS model, Knowledge Management - KM, Governmental Intelligence -OI and Cultural Intelligence -CI, the article presents a theoretical model of CI, OI and Social Participation – SP (CIGISP) to improve the effectiveness of public policies. This work concludes that CIGISP model is useful to identify how the learning by comparison with other values, beliefs and assumptions (CI) and use of GI Practices leads to a better quality of social participation.*

**Keywords:** Corruption, Cultural Intelligence, Knowledge Management, Organizational Intelligence, Popular Participation

### **RESUMO**

*Hoje em dia é cada vez mais importante o engajamento da sociedade nas relações entre o Estado e o setor privado, para o aprimoramento dos programas governamentais. Um dos principais desafios dos governos ao redor do mundo é a colocação em prática de um eficaz modelo de governança compartilhada – isto é, um sistema de gestão pública que permita aos diversos atores sociais participarem ativamente dos processos de elaboração, implementação e avaliação das políticas públicas. A Itália também enfrenta esse desafio, , em especial após a decisão do novo governo (setembro de 2022) de extinguir a Reforma da Administração Pública e de liderar a maior iniciativa de participação social da Itália, a Política Regional de Participação Social da Toscana - TRPP. Este artigo toma o caso italiano como uma ilustração de alguns problemas que possivelmente enfrentam os atuais modelos de governança compartilhada. A partir da motivação inicial fornecida pelo caso italiano, o artigo desenvolve, sob uma perspectiva crítica a certos modelos tradicionais da administração pública, os conceitos de gestão do conhecimento, inteligência governamental, inteligência cultural e participação social. Tais*

*conceitos são articulados estruturalmente em um modelo, aqui chamado de CIGISP – um acrônimo para as expressões em inglês dos mencionados conceitos. Por fim, este trabalho conclui que o modelo CIGISP é útil para identificar como o aprendizado por comparação com outros valores, crenças e suposições (IC) e o uso de práticas de IG levam a uma melhor qualidade de participação social.*

**Palavras-chave:** Corrupção, Inteligência Cultural, Gestão do Conhecimento, Inteligência Organizacional, Participação Popular,

## INTRODUCTION

There have been some attempts in Italy to change the current model of public administration, but they often lead to no fruitful consequences. The reform of Public Administration - PA, contained in the National Recovery and Resilience Plan - PNRR, was presented in April 24 of this year in the Council of Ministers. On the plate are € 1.67 billion between PNRR funds and structural funds divided along the three strands of reform: access (recruitment), good administration (simplifications and digitalization) and skills (profiles, careers, and training). The first project component includes interventions for 1. digitization of PA; 2. modernization of PA.

Mr. Renato Brunetta, the Ministry of Public Administration, outlined the main regulatory reform actions related to public administrations, organizing them into four chapters, which encapsulate the axes on which the government program will move: 1. access; 2. good administration; 3. human capital; and 4. digitization.

It is the Government's intention to equip the Public Administration with the best skills and to encourage a rapid generational change that will bring it in line with the most advanced experiences carried out in the competitor countries. Reform access paths, abandoning the poor model of centralized competitions with sliding rankings and multi-year duration, which are compatible neither with the needs of administrations to recruit people quickly nor, above all, of people to see their expectations fulfilled.

To accomplish the aims of the public administration reform, the PNRR seeks to design ad hoc pathways to select the best graduates, the profiles with the highest qualifications (doctorates, etc.). Also, the Plan aims to facilitate, including through innovative mobility models, access by people working in the most qualified private sector, in international organizations, in foreign universities or with public and private entities abroad.

The PNRR searched for enhancing some good practices related to digital services, such as the PagoPA platform, Spid, the IO app, the Amica Line, but also several regulatory innovations.

To this end, the PA need to develop the full potential of the Simplification Agenda 2020- 2023, which defines in close collaboration with regions and business associations, sharing responsibilities and timetables for the implementation of simplification policies, In this, collaboration not only with all the ministries concerned, but also and especially with Parliament, regional and local governments, and stakeholders will be essential. The observations and findings that will come from the parliamentary committees will be essential to better focus of the interventions with respect to the country's needs. Therefore, social participation will be of crucial importance. This work analysis two great initiatives of Italy in social participation: Tuscany and Emilia-Romagna. Italy attempts to create a social participation program, but unfortunately without modern management tools, such as knowledge management and Organizational Intelligence. Problems in cultural intelligence<sup>3</sup> led to the difficulty of negotiation between the local government of Tosca and Regio-Emilia to negotiate with the federal government in Rome the importance of popular participation to improve the effectiveness of government projects and programs while increasing governance and governability. This is an example that illustrates the fact that, during turbulent times (in Italy and other parts of the world) it becomes clearer the impact of culture on knowledge and knowledge on intelligence. This will be analysed along this work.

This article is structured as follows. In addition to this introduction and conclusions, section 1 makes a review about the Tuscany Regional Policy

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<sup>3</sup> The concepts of knowledge management, organizational intelligence and cultural intelligence will be carefully explicated in the following sections of this article.

for Social Participation and the Manifesto for an Authentic Casa della Salute in Emilia-Romagna. Section 2 explains the topic Culture Intelligence. Section 3 describes the juxtaposition between knowledge management and organizational intelligence. Section 4 presents the model of Cultural Intelligence, Knowledge Management and Organizational Intelligence by combining the various theoretical elements collected throughout the previous sections.

## **1. A REVIEW ABOUT THE TUSCANY REGIONAL POLICY FOR SOCIAL PARTICIPATION AND THE MANIFESTO FOR AN AUTHENTIC CASA DELLA SALUTE IN EMILIA-ROMAGNA**

Community participation has been identified as key component for strengthening democratic, people-centered primary health care (World Health Organization, 1978).

The Tuscany Regional Policy for Social Participation - TRPP is an initiative of the Regional Tuscany government. The Regional Government almost exclusively funds the enactment of any parts of the policy, although some projects may also receive funds from municipal governments and private companies. The realization of the TRPP is entrusted to the Regional Authority for the Promotion of Participation which owes its existence to Article 3 of the Law 46/2013.

In the umbrella of TRPP, at the regional level, the instrument of public debate (PD) was used on large infrastructure projects and training and awareness-raising actions for participatory and deliberative participatory and deliberative practices. At the local level, TRPP acts through and methodological support to small projects, mostly coordinated by municipal administrations.

By 2017, more than 170 local projects have been funded throughout Tuscany.

According to Fonseca (2019) in 2016 and 2017 the first regional PDs take place, around 1. the participatory process on the extension of Florence's airport 2. requalification of the port of Livorno and 3. about gypsum waste in the Gavorrano region. However, despite being complex

and relevant issues in Tuscan politics, none of the PDs managed to mobilize regional society, having been implemented with a predominantly local profile and with a high technical component.

Although the seminar addressed multiple methodologies, it is possible to notice three influences that have become central (although not exclusive) in the Tuscan journey: the methodology of 1. the electronic town meeting (ETM), of North American origin and suitable for the promotion of deliberative processes on a large (Bryan, 2003; Lukensmeyer, Goldman and Brigham, 2005); 2. The institutionalized PDs at the national level, coordinated by the CNDP (Revel et al., 2007); and 3. the deliberative samples, or jury of citizens, methodology based on citizens chosen by lottery (Coote and Lenaghan, 2006).

The process was well evaluated by its participants, who saw their contributions recognized in the final document of the law (Florida, 2010). The isolation of the TRPP have to do with the effectiveness of the programs and projects it worked on. The effectiveness is related to the analysis of the results by the beneficiaries, the specific community (public target of the project). In other words, besides the problems of the collection of the collective knowledge and the application of it (intelligence), there is not a follow-up process that encompasses surveys and interviews to see what the opinion of the society about the results of the specific project is that they were collaborating with.

In fact, if the government along with the public administration, which opens space for this participation, does not use modern management tools for collecting and transforming collective knowledge into intelligence, and does not motivate and facilitate the debate, the whole process up to the formation and application of the policy is compromised.

The old idea of using modern electronic communication technologies to increase citizen participation in governmental decision making could not be more criticized since it causes an avalanche of information that tends to hinder the decision-making process, if Knowledge Management and Organizational Intelligence practices are not used.

Luisi and Hämel (2021) found in a case study in Emilia-Romagna region that Community participation and empowerment are seen as fundamental for achieving equitable, people-centred primary health care. Emilia-

Romagna region introduced the Casa della Salute aiming to foster comprehensive primary health care and support community participation (Luisi and Hämel, 2021).

According to the Gruppo Interregionale “Casa della salute”, Fondazione Santa Clelia Barbieri, Fondazione Casa della Carità Milano, the position-paper “Manifesto for an Authentic Casa della Salute” of the Interregional Group Casa della Salute postulated a stronger focus on community orientation and participation in the context of the Casa della Salute. The Manifesto stressed the importance of participation as a right and responsibility of citizenship and proposed a variety of strategies and instruments to promote it (e.g. social community pacts, community resources papers).

The most important conclusion is that few policies recognise the relevance of participation by and empowerment of vulnerable groups. Their involvement is however important to address needs of all community members and health equity (Montesant et al., 2017).

Regarding the mechanisms of popular participation, it is important to note three major challenges:

- i) creation of a culture of knowledge sharing within and inside and outside the public administration for co-creation and implementation of policies programs, projects and activities;
- ii) motivate and facilitate a concise and organized expression in online; and
- iii) use of intelligent and expert tools/systems to transform information into knowledge (contextualization) and then into intelligence (application).

The recognition of the importance of active participation of citizens, the private sector, and public servants for the creation of new knowledge, as well as of intelligent systems and experts to facilitate/guide the collection and analyse this newly generated knowledge, should be the basis of a new model of public model of public administration.

The government is motivated to open spaces for popular participation due to the loss of political legitimacy and the loss of political legitimacy and growing social demands.

The proliferation of these new forms of governance represents an adaptation of the political-administrative systems to the diversity, complexity, and dynamics of contemporary society.

The result is a society with a greater number of actors exerting influence and a greater number of interactions among the representatives of the various social interests.

However, the active policy of democratic reform must create an enabling environment and establish a set of rules, norms, and laws that can sustain participatory practices.

## **2. CULTURAL INTELLIGENCE**

Geertz (1973) was particularly interested in the different aspects of collective action towards social problems and therefore both revived and transformed the anthropological concept of culture in such a way as to make evident its relevance to a range of humanistic disciplines. He changed the direction of thinking in many fields by pointing to the importance and complexity of culture and the need for its interpretation. Geertz also investigated the impact of the concept of culture on the concept of man, the growth of culture, the evolution of mind and the religion as a cultural system. His work goes in the direction of the fact that culture impacts more than genetic and personality in the decision make process.

Culture is formally defined by Schein (1985) as a pattern of shared basic assumptions that the group has learned in solving its problems of external adaptation and internal integration, that has worked well enough to be considered valid and therefore to be taught to new members as the correct way to perceive, think, and feel about these problems (Schein, 1985).

Veiga (2023) helps to understand the relationship between culture, social participation, and intelligence in his study on smart cities. He explains that the concept of smart cities is increasingly widespread and evolves from an orientation towards the diffusion of digital technology and the economic and corporate potential of smart city projects to a second generation in which the approach is decentralized and anthropocentric to promote collaboration and community involvement (Kummitha &



Crutzen, 2017; Zhao et al., 2021).

Cultural intelligence, unlike emotional intelligence, considers cultural context, and therefore focuses on collaboration, on internal and external participation to learn from other values, beliefs, assumptions, and traditions.

Cultural intelligence refers to a general set of capabilities with relevance to situations characterized by cultural diversity. Emotional intelligence therefore differs from cultural intelligence because it focuses on the general ability to perceive and manage emotions without regard to cultural context (Ang et al., 2007).

Bucher (2007) concludes that Cultural Intelligence is about awareness of our values and those of others, and the relationships between people's values, behaviors, and cultural backgrounds, and Rockstuhl et al. (2011) contends that theory and research suggest that Cultural Intelligence facilitates expressive bonding and shows the value of cultural intelligence as a critical leadership competency in today's globalized world.

Theoretical arguments suggest that senior executives who are more culturally intelligent are better able to scan their environments for relevant and accurate information and use this higher quality information to make better decisions and take better calculated risks (Ang et al., 2007). Recent articles point to the positive effects of cultural intelligence on the skills of expatriate workers (Morin & Talbot, 2023), styles of leadership in technology organizations (Yalçınıyigit & Aktaş, 2023), employees' mental health and satisfaction (Min et al., 2023) and many other important themes in the world of labor.

One reason that CI increases job performance is that it results in better judgment and decision making. An important cognitive outcome is cultural judgment and decision making, which refers to the quality of decisions regarding intercultural interactions (Ang et al., 2007).

### **3. THE INTEGRATION OF KNOWLEDGE MANAGEMENT AND GOVERNMENTAL INTELLIGENCE PRACTICES**

Rothberg and Erickson (2004) clarify that knowledge is socially

constructed with collaborative activities, but access to this knowledge does not mean success in decision making, since knowledge without application is innocuous. In summary, knowledge is the foundation for intelligence since intelligence is knowledge in action to solve problems. Bali, Wickramasinghe, and Lehaney (2009) define Knowledge Management - KM as a set of tools, techniques, tactics, and technologies designed to leverage the intangible assets of the organization by extracting data, pertinent information, and relevant knowledge to facilitate decision making. Knowledge Management is a set of practices aimed at the interaction between tacit and explicit knowledge to acquire and create new competencies (knowledge + skills + attitudes) to enable an organization to act intelligently (transform complexity into meaningful simplicity) in different environments (De Angelis, 2016a).

Knowledge Management practices are grouped into three dimensions as proposed by Misra (2007): people, processes, and technologies.

Regarding people, the best-known practices are Forums (face-to-face or virtual) / discussion lists, Corporate education, Narratives, Coaching, Corporate University, Mentoring and Communities of practice or knowledge communities.

Regarding practices in process management, the most used practices are: Internal and external benchmarking, Bank of organizational and individual competencies, Mapping or knowledge audit, lessons learned, Competency-based management system and Management of intellectual capital or intangible assets.

About practices in the technological area, we have the following practices: Electronic document management (EDM), Collaboration tools: Portals, internet and extranet, Workflow systems, Data warehouses, Data mining, Content management, Customer Relationship Management (CRM), Balanced Scorecard (BSC), Decision Support System (DSS), Enterprise Resource Planning (ERP) and Key Performance Indicators (KPI).

Choo (2002) defines OI as a continuous cycle of activities that include sensing the environment, developing insights, and creating meaning through interpretation, using the memory of experience to act on the developed interpretations. OI refers to a process of turning data into

knowledge and knowledge into action for organizational gain (Cronquist, 2014).

De Angelis (2016b) considers OI as the ability of an organization to adapt and to learn and change in response to environmental conditions using relevant knowledge.

The Organizational Intelligence – OI – practices are used to improve the interpretation and synthesis of the knowledge generated: expert analysis, intelligent systems, and advanced techniques, such as competitive hypothesis and modeling using structural equations. Organizational Intelligence tools combine a mix of sociology-technical elements from (a) subjective assessments of the online discussion led by facilitators and subject matter experts with (b) real-time feedback from data mining and semantic analysis of the online discussion. OI tools contribute to deep structural changes and transformations in the social climate, the collaborative culture, and the role of internal collective intelligence (Chauvel & da Silva, 2011). The idea behind OI tools is to transform crowdsourcing models that apply the "wisdom of crowds" to the "wisdom of experts" to solve complex problems.

Staskeviciute and Ciutiene (2008) point out that in the scientific literature it is possible to find different concepts of Organizational Intelligence, but they are all constrained by the same characteristic: the organization's ability to adapt to the environment and to Knowledge Management.

Despite the intuitive appeal that the concepts of KM and OI are complementary and interdependent, this relationship has received relatively little attention in the literature. For Halal and Kull (1998), Organizational Intelligence is a function of five cognitive subsystems: organizational structure; organizational culture; stakeholder relationships; strategic processes; and KM. Liebowitz (2001) emphasizes that active knowledge management is critical to enable organizational performance improvement, problem solving, and decision making.

Based on these perspectives, one can conclude that KM provides methods for identifying, storing, sharing, and creating knowledge, while OI integrates, analyzes, and interprets this knowledge for decision making

and problem solving.

As the juxtaposition between Knowledge Management and Organizational Intelligence, OI and Governmental Intelligence - GI share common roots. The study of the OI in the political arena is known as GI. Despite such a shared intellectual and practical heritages, work in organizational intelligence and Governmental Intelligence have developed in separation, with surprisingly little interaction.

It is only recently that organizational strategy scholars have started to engage more substantially with Governmental Intelligence literature (Kornberger, 2013; Mackay and Zundel, 2017; Kornberger and Engberg-Pedersen, 2021). For instance, Ndiege & Backhouse (2023) highlight the role of governmental knowledge management within local governments in developing countries; Cajková et al. (2023) investigate KM as a tool for increasing the efficiency in municipal governments. In turn, Yigitcanlar et al. (2023) found that AI technologies could be very useful to city managers who must make decisions and solve problems in highly uncertain and complex urban environments. Therefore, governmental intelligence literature has become recently a broad and multifaceted field of applied research.

## **5. A MODEL OF CULTURAL INTELLIGENCE, SOCIAL PARTICIPATION AND GOVERNMENTAL INTELLIGENCE WITH THE SUPPORT OF KM**

Social participation is the main element of a government shared between state and society to improve the effectiveness of public policies. Shared governance generates relevant knowledge, and the government should organize, transfer, and use that contribution. The collective knowledge has the potential to change the values, beliefs, and assumptions of public actors, especially when added to learning from other countries and cultures.

Shared governance between government and society is the main element of the New Public Service model. However, the Italian government, like many other governments, has difficulty in collecting the collective knowledge, transforming it into collective intelligence, that is, applying it

to its projects and programs in which the target audience is society, improving effectiveness and at the same time governance, support from the society.

Obviously, the organized society can contribute better, according to the theme that is proposed for collaboration, but what cannot be accepted are governmental portals that look more like a shopping mall for paying taxes and fees.

The communities of practice, one of the tools of Knowledge Management, serves exactly to collect and organize, in topics/projects/programs, the conversation between government and society. However, the motivation and analysis of this discussion should be done by experts in the themes discussed within the communities to avoid an avalanche of information to the decision maker. This analysis is a tool of Organizational Intelligence.

At this point we realize the importance of developing cultural intelligence, not only internally among different cultures within Italy itself, but also with other countries, to know how to work with the different opinions, backgrounds, and even races, since 10% of the Italian population are immigrants or refugees from Africa. Besides the fact that cultural intelligence is precisely the model used in Germany for young people to enter university with a certain level of maturity to start companies, a fact that can be observed for example in Sao Paulo, Brazil, where the German immigration after the second war led to the creation of 1100 German companies. This model was developed to change the image of Germany after the two wars and to rebuild the country after the defeats. More recently, China has imitated this model and sent thousands of selected students and public and private employees to do masters and doctorates abroad with return contracts, besides receiving several institutions, notably from France and England, with their post-graduate programs in China.

Figure 1 shows the model of Cultural Intelligence - CI, Governmental Intelligence - GI and Social Participation – SP (CIGISP) to improve the effectiveness of public policies.

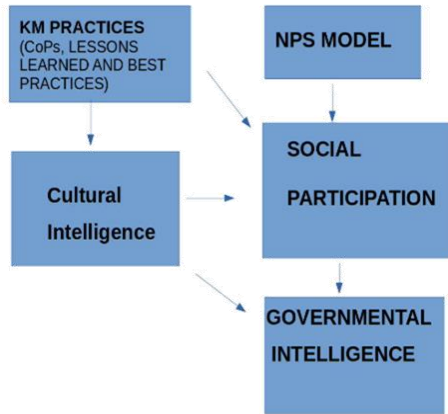


Figure 1: The CIGISP model (own elaboration)

This study uses the methodology of Triangulation to demonstrate the relationship among the constructs.

Triangulation is a method used to increase the credibility and validity of research findings (Cohen et al., 2000). It also helps refute where one dataset invalidates a supposition generated by another. It can assist the confirming of a hypothesis where one set of findings confirms another set (Noble & Heale, 2019). Finally, triangulation can help explain the results of a study (Carvalho & White, 1997). Central to triangulation is the notion that methods leading to the same results give more confidence in the research findings (Rothbauer, 2008).

Several authors demonstrate the impact, or better, the support of KM (creation, organization and sharing of knowledge) on 1. Culture Intelligence (learning by comparison with other cultures) and 2. Social participation (contribution of the society to public projects and programs).

### **Knowledge Management on Cultural Intelligence**

According to Ang et al. (2007) people with high level of Cultural Intelligence are able to scan the environment for relevant and accurate

information and use this higher quality information contextualized (knowledge) to make better decisions and take better calculated risks (intelligence).

### **Knowledge Management on Social Participation**

Souza-Silva and Davel (2014) found that by engaging in learning contexts, people engage in dialogue, negotiate meanings based on their professional and everyday experiences, energize their individual reflection processes, and contribute to the reflection of others. Thus, group reflexivity, learning, and social competence are collectively extended, and may constitute communities of practice (CoPs) in organizations.

In this case study (The reform of Public Administration in Italy), the practices of KM, in particular CoPs, best practices and lessons learned, can help on the National Recovery and Resilience Plan - PNRR, in all the four areas: 1. access; 2. good administration; 3. human capital; and 4. digitization.

In times of remote work, the groups of discussion (CoPs) create possibility for collaboration of all about different topics of the public administration. All the groups/communities, however, should be monitored, motivated, and analysed by experts, who are also responsible for delivering the results of this debates to the decision maker (practice of OI).

The NPS model flourishes social participation through opening space for that. Other researchers support this conclusion.

### **New Public Service on Social Participation**

According to Denhardt (2007) under the NPS model the public sector give more value to citizenship and public service than to their entrepreneurial vision: public administrators work within complex political networks and their work must involve citizens in the development of public policies, which shapes politics and builds citizenship.

Cultural Intelligence is the key tool to reach maturity through get involved with different values, believes and assumptions and learn by

comparison with other cultures. Culture intelligence - CI impacts Social Participation - SP, when the civil society learn with more collaborative citizens. CI also impact Governmental Intelligence - GI by the time that the government along with the public administration realized the necessity of a qualified and organized social participation to reach higher levels of effectiveness, which shows the impact, or better, the contribution of SP in improving GI.

Scholars have studied these relationships.

### **Cultural Intelligence on Social Participation**

Bucher (2007) concludes that CI is about awareness of our values and those of others, and the relationships between people's values, behaviours, and cultural backgrounds.

It is paramount to highlight that De Vita (2001), Kennedy (2002) and Tweed and Ledman (2002) suggested that by influencing the way individuals perceive, organize and process information, the way they communicate with others and the way they understand, organize and generate knowledge and solve problems, culture is inextricably limited to learning approaches and preferences.

### **Cultural Intelligence on Governmental Intelligence**

Rockstuhl et al. (2011) contends that theory and research suggest that CI facilitates expressive bonding and shows the value of cultural intelligence as a critical leadership competency in today's globalized world.

In the same sense, Akgun et al. (2007) argue that OI, that is GI in the macro level. It is an everyday activity cognitively distributed and demonstrated by people's behavior, their culture, and their organizational routines.

### **Social Participation on Governmental Intelligence**

Tapscott et al. (2008) emphasize that we are in an era in which power, the government's authority and the legitimacy of public policies will become even more dependent on interactive democracy. Therefore, the public value is no longer provided only by the government but by



collaboration.

The CIGISP model shows the collective knowledge by social participation generates a new awareness in relation to the supremacy of the public interest.

Share governance with government, society, market, and other countries is paramount to improve the effectiveness of public projects.

The model provides the foundation to develop the corporate social responsibility by the exchange of knowledge and experience, which is potentially intelligence.

The objective of this model is to provide a strategy for improving the quality of social participation by opening the process of creation of knowledge and decision-making. The internal actors should also go through a process of learning with other cultures, which is fundamental in an increasingly globalized and complex world.

It is clear when analysing the CIGISP model that KM practices facilitate both the collection of learning by comparison with other cultures (cultural intelligence), as the social participation itself (organizes and creates collective knowledge), which also receives direct contribution of cultural intelligence.

It is important to note that all this is greatly facilitated by the NPS model, which seeks exactly this shared governance, which aims, if facilitated by practices of organizational intelligence (at the macro level called Governmental Intelligence), in particular the motivation and analysis of the CoPs by experts on the topics under discussion (discussion groups on issues that impact society directly).

## **CONCLUSIONS**

The model proposed in this work, the CIGISP model, consider that the distinction between politics (government) and technique (public administration) would only be softened if the decentralization of knowledge and decision-making power is evoked through the involvement of society and the bureaucrats themselves in the design of

public policies. It is administrative reform, with a societal aspect (shared governance), that drives the end of the political culture of exchanging positions for support, and not the other way around.

As one of the responses to the economic and confidence crisis the public space comes to identify more with society, and less with the state. Govern with the society, rather than govern the society, makes the beneficiary able to contribute to the development of the strategy, planning and management of various programs and projects, improving the quality of expenditure and public action. Citizen participation and the establishment of partnerships help in the transformation from a short-term culture of mistrust to one long-term culture of collaboration.

The state must realize that participation and social control consider the issues of power and divergent interests in any public project.

From this understanding, the state should be open to knowledge of the society and the other countries to win the confidence and economic crisis arising from the isolation and maintenance of the status quo policy.

As discussed in this article, the crisis is an opportunity to revise beliefs, values, assumptions, and behaviours in search of better results. The destructive side of officialdom led to economic, social, moral crises and other forms arising from the mother of all crises, the crises of perception. The CIGISP model showed that the exchange of knowledge between state and society, fuelled by learning from other countries can shift the focus of government action for the supremacy of the public interest and the effectiveness of public policies, which automatically reduces corruption. There are several challenges and obstacles to be overcome for the implementation of the CIGISP model, since it is not of interest to all governments the collaboration of society, much for the reasons exposed (difficulty of selection, collection, and application of collective knowledge), but also by the effect that social participation has on the irregularities that some rulers or public servants may commit.

The ideal functioning of this new form of collaborative governance through social participation that the New Public Service model proposes to replace the current model of the New Public Management, is often undermined in the national and local political sphere because informal institutions continue to operate, distorting democratic objectives through

clientelism, patronage, bureaucratic insult, colonialism, and the capture of participation, etc.

There is a discourse that the senators and deputies already fulfil the role of being the representative of the society, which seems to be an argument that they have not joined the open government wave or those who cannot justify several "accidents" such as falling bridges, burying people, and building hospitals and universities in wrong places, for example.

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